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CHALLENGES IN EFFECTIVE IMPLEMENTATION OF E-LEARNING PLATFORMS IN APPAREL EDUCATION

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ABSTRACT

The modality of e-learning is one of the most revolutionary developments of technology. Today, it constitutes a critical component of the marketing mix of any organization imparting higher education. Though a lot of research has been undertaken on the benefits of e-learning, the challenges have not been given much attention, especially from the perspectives of the tutors.

This research paper conducts an exploratory study of the challenges faced in the effective implementation of e-learning platforms in academic organizations imparting higher education in the skill-based sector of apparel and fashion. Education in this field is unique as it requires a lot of demonstrations and creative work that is difficult to teach and evaluate online. These challenges range from technological to pedagogical to skill related. The study aims to identify the most important challenges and recommend possible solutions to successfully implement e-learning.

Post extensive secondary research, a quantitative study was used to identify the challenges, followed by qualitative analysis to offer explanations and recommendations. For the quantitative study, a structured, predesigned questionnaire was administered to respondents in the cities of Mumbai and Delhi via convenience sampling. The respondents consisted of teachers and students, from two different academic institutions of higher education teaching apparel and fashion related courses.

Based on the findings of the survey, apparel education institutes will be able to appreciate the importance of choosing the right e-learning method suited for their courses. They have to find the right fit between the nature of the subject being taught and its learning outcomes, evaluation tools, target audience and the e-learning method, in order to effectively implement the e-learning modality. Due to the very nature of the subjects - practical and hands-on, educational establishments should follow an optimal blend of hybrid learning modality along with simulations and game based learning, instead of relying solely on fully online learning.

The findings of this study have significant implications for e-learning project managers, instructional designers, content developers and tutors who will get insights to develop an engaging and enriching e-learning program. Scope for future work includes deeper analysis of the various factors involved and quantifying them. The research can be expanded to include more such institutions since the current study was limited to two organizations.

KEYWORDS: E-learning, blended learning, online learning, teaching modality, challenges, higher education, apparel education

Type of Manuscript: A Research Paper

1. INTRODUCTION

The modality of e-learning is one of the most revolutionary developments of technology. Today, it constitutes a critical component of the marketing mix of any organization imparting higher education. There is a huge difference between creating an online course and creating an effective online course.

It is imperative to ensure that relevant content is presented in an engaging and interactive manner, using appropriate teaching methods as well as good instructional design in order to create an effective e-learning module.

This research paper conducts a study of the challenges faced in the effective implementation of e-learning platforms in the sector of apparel and fashion. Education in this field is unique as it requires a lot of demonstrations and creative work that is difficult to teach and evaluate online. The study aims to identify the most important challenges and recommend possible solutions.

The idea of undertaking a research on this topic germinated as a result of the researcher's personal experience of teaching online at higher education institutes in the field of apparel. Though a lot of research has been undertaken on the benefits of e-learning, the challenges have not been given much attention, especially from the perspective of the tutors, who are the key stakeholders that not only plan, design and develop the entire e-learning content, but also teach the same to students in order to achieve the learning outcomes. Even less research has been undertaken in the specific sector of apparel and fashion, even though all academicians have to incorporate e-learning into the curriculum not only to reduce face-to-face teaching hours, but also to use e-learning as a marketing tool.

2. RESEARCH OBJECTIVES

This research paper conducts a quantitative study of the challenges faced in the effective implementation of e-learning platforms in academic organizations imparting higher education in the skill-based sector of apparel and fashion. These challenges could be technological, pedagogical, time-related and skill related. Submitting creative and subjective assignments online and giving feedback online on such assignments is not only difficult, but also often defeats the purpose of the assignment.

The objective of this study is to identify the most important challenges and recommend possible solutions to successfully implement e-learning. The study also wants to assess that out of all the challenges, which are the most relevant ones for this sector and have the maximum impact, thus should be addressed first.

The unique aspect of this research is that it seeks feedback of both students as well as teachers in the same organization to understand their perspectives. A truly effective system is one that looks at both sides of the coin and incorporates feedback of the students as well as the tutors.

The purpose of this study is to get deeper insights to help education marketers, e-learning project managers, instructional designers, content developers and tutors to develop an engaging and enriching e-learning program.

3. REVIEW OF LITERATURE

3.1. Concept of E-learning

Electronic learning or e-learning is a broad term that encompasses any computer-based learning that is delivered online via the use of internet. It includes any form of learning that uses a network for delivery, interaction and facilitation of knowledge. Often referred to as web-based learning, online learning or digital education, e-learning is flexible as it is not restricted by time, distance, place/geographical location or schedules.

E-learning includes using information and communication technology (ICT) to support the process of learning, support communication in education, evaluate the learning activities and outcomes and create educational materials.

3.2. Benefits of E-learning in Higher Education

The key feature that has led to the growing popularity and acceptance of e-learning is that it is learner-centric – the learner has control over what, where and when he/she learns. This huge change from the traditional classroom, is the main advantage of e-learning. E-learning thus offers flexibility and expediency to learners as well as opportunities for innovative teaching (Hardaker and Singh, 2011; Macharia and Pelsler, 2012). It allows the learner to fit the learning around their other responsibilities and commitments. E-learning has given a big impetus to andragogy, adult learning, who need to maintain their work-study-life balance.

The interactive and engaging content encourages self-paced student learning, leads to higher retention and increased level of student engagement (Hardaker and Singh, 2011; Macharia and Pelsler, 2012). It places the responsibility of learning on the student, which is in sharp contrast to the traditional classroom where the onus is on the tutor.

E-learning offers a myriad of opportunities since it spans multiple devices- computers, smartphones, tablets and even mobiles. It has tools to develop and share study material in a variety of formats like videos, slideshows, PDF, webinars, conferencing and allows online communication between learners and tutor-learner. Moreover, it allows learning to be asynchronous or synchronous.

For tutors, e-learning offers easy course authoring tools that quickly create and update content. This saves time, money, materials and resources by keeping everything online. The ease of access and consistency of quality and content ensures it can reach out to a large number of students. All these benefits lead to lower costs and increased savings while reaching out to a huge audience.

3.3. Importance and Scope of E-Learning in Higher Education

Today, e-learning has become a necessity in higher education establishments in order to reduce the pressures of time and faculty required in completely face-to-face teaching. It is also increasingly being used as a marketing tool, so much so that any educational organization that has an e-learning component is preferred over one that does not have any e-learning.

Education has been globalised by computing technology (Zondiros, 2012). The worldwide e-learning market is projected to surpass 243 billion U.S. dollars by 2022. In 2016, the self-paced e-learning product market was 46.67 billion U.S. dollars and is projected to decrease to 33.5 billion U.S. dollars in 2021. (Source: www.statista.com accessed on 10 mar 2018)

3.4. Methods of E-learning

The e-learning umbrella has a wide array of methods and techniques to deliver content to learners. E-learning could be synchronous (real-time) like chat and IM, video and audio conference, live webcasting, application sharing, virtual classrooms or asynchronous (pre-recorded and time-independent) like e-mail, discussion forums, audio, video, wiki/blog, webcasting/conferencing, CBT and WBT, simulations and game-based learning. E-learning is often combined with face-to-face teaching, wherein it is termed as blended or hybrid learning.

Blackboard is most common Learning Management System (LMS) while Moodle is second largest since it is highly customizable. Other popular ones are Moodle, Canvas, Adobe Captivate, Prime and Docebo.

3.5. Challenges of E-learning in Apparel Education

The challenges in e-learning in higher education can be divided into five categories: learning styles and culture, pedagogical e-learning, technology, technical training and time management challenges. (Islam, Beer and Slack, 2015). In addition, secondary research highlighted some more challenges that the researcher felt are relevant to this study.

3.5.1. Learning Style and Cultural Challenges

Each student learns differently and each tutor teaches differently. The VARK questionnaire helps identify the learning style of students which are categorised as:

Visual learners prefer the utilization of visual objects as a way to learn such as reading textbooks, graphs, charts and videos.

Aural/auditory refers to students who learn better through verbal instructions like lectures and audios.

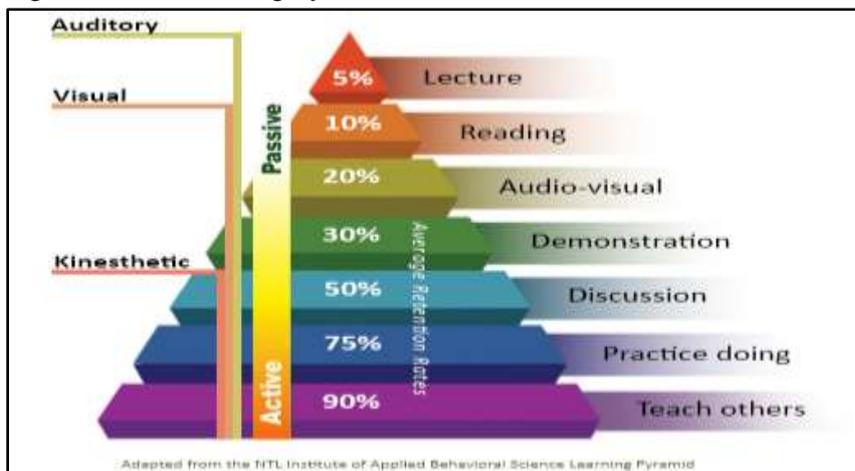
Read/Write is the learning style of students who prefer reading instruction and writing notes.

Kinesthetic refers to learn by doing method which leads to more in-depth understanding of material, greater retention and better recall.

A student may fall into two of the above categories, but one may be a stronger preference than the other (Zapalska and Brozik, 2006).

The ‘Learning Pyramid’ or ‘Cone of Learning’ model suggests that some methods of learning are more effective than others. It also illustrates the percentage of learner recall or retention that is associated with various methods. The passive learning methods consist of the first four levels - lecture, reading, audiovisual and demonstration. Participatory or active learning methods comprise of the bottom three levels - discussion group, practice by doing and teach others. Thus, combining a number of these study methods will lead to deeper learning and higher retention. The effectiveness of passive learning and study methods are enhanced when combined with more active forms of study. Practice by doing makes material more personal and meaningful to students.

Figure 1 : The Learning Pyramid



Source: <https://www.educationcorner.com/the-learning-pyramid.html>

A huge challenge for tutors in an e-learning environment is to understand the different learning styles of different students with whom they maybe interacting only online. Phipps and Merisotis (1999) recommend that “there needs to be more emphasis on individual differences such as gender, age, educational experience, motivation and learning style” (p.3). Since the learning styles of online students is unclear, it affects the development of learning material and hinders the achievement of the learning outcomes.

While planning and designing e-learning courses, cultural differences are usually overlooked, though they have a huge impact on the outcomes. For this study, the concept of cultural challenges does not come into play since the students are from two metro cities of India.

3.5.2. Pedagogical E-learning Challenges

A thousand teachers, a thousand methods.

- A Chinese Proverb

There are various teaching styles or approaches - didactic, facilitative and Socratic and the experimental method. The didactic or traditional method involves lecturing and is teacher-centric, thus full responsibility of teaching is on the tutor who is the knowledge expert and sole source of information. Facilitative or self-directed learning credits students past experience and individual learning styles to encourage student to become independent learners. The Socratic Method creates awareness by raising questions, is student orientated, enabling them to think independently and emphasizes on communicating with peers and self-assessment.

Appropriate pedagogy is imperative for effective implementation of e-learning. The tutor has to first understand how students learn, then design and deliver course material accordingly. E-learning requires a different pedagogy than face-to-face teaching, especially for group interactions and online assessments. Research shows that no particular learning style is dominant amongst online students; therefore teachers are expected to understand various learning styles to accommodate students (Mupinga, 2006). In order for tutors to effectively make the transition to become online teachers, they need to focus on pedagogy than just developing new technological skills (Morley, 2010).

3.5.3. Technological Challenges

Technology is the foundation as well as backbone of e-learning, therefore technological challenges are one of the major ones hindering the implementation of e-learning.

The infrastructure - network speed, internet connectivity, bandwidth, up-dated browsers and number of computer labs should be adequate to support the high numbers of students who will access e-learning on campus. Quality of the e-learning systems being used is critical- usability problems, bad performance, functions and features not working properly. Technical support to both students and tutors should be adequate and prompt.

Often the LMS being used is not easy to customise according to requirements of the faculty. Blackboard “is limited to its environment” (Farmer, 2004: p.5), this is referring to Blackboard’s features restricted to its own environment. It does not allow discussion, updates, notices and various other messaging within blogs and topics from different vendors and it does not allow discussion forums to be directed to students’ personal email addresses which reduces student engagement. This limits the academic staff and students to a particular environment.

If e-learning technology is updated too often, it creates unwanted pressure and the effectiveness of e-learning technology is difficult to monitor (Clegg et al., 2003). Institutions invest huge amounts in technology, thus it should be used effectively for achieving target ROI.

3.5.4. Technical Training Challenges

Training challenge refers to the training requirement that will enable academics to learn the e-learning features and functions correctly and to use them effectively. This may include inadequate training, training styles that do not fit tutors' personal preferences, lack of hands on practice and how to create appropriate content according to pedagogical requirements.

The tutors have to be familiar with the LMS and its features so they can trouble shoot basic problems with students instead of waiting for the technical team. Tutors comfort and confidence with the LMS and positive attitude to e-learning encourages and motivates the students.

Basic computer literacy is not enough, the teaching staff need technical skills on e-content development. Two types of training are required for online teachers. First is in-depth training for those who spend the majority of their time teaching by using e-learning technology and the second is a shorter course for teachers who will use the technology in addition to face to face teaching. Tutors who cannot handle developments of materials and delivering online modules are hampering progress, thus they require extensive skills development (Ellis, O' Reilly and Debreceeny, 1998).

3.5.5. Time Management Challenges

Time management is another challenge that is faced by students and tutors alike. Often students feel the assignments have unrealistic deadlines, considering the volume of work allocated by each tutor. This is especially true for group assignments and discussions, where every student works at their own speed.

“Cyber culture values” are speed, reach and quick response (Reeder, 2004). Burd and Buchman (2004) recommend that to be an effective online instructor, tutors must visit the discussion page at least once a day to see if there is a posting by students, which may not be adequate according to cyber culture values suggested by Reeder (2004).

All this adds to the workload of faculty members, hence there is a difference of opinion whether e-learning reduces time and effort of faculty. Some literature states e-learning has automated and streamlined administrative tasks making communication easier. Other researchers state that e-learning is 30% more time consuming for tutors than face-to-face teaching (Conrad, 2004) and increase efforts to teach effectively by 14%. Amount of time required to develop e-learning content is much more though the benefit is once a course has been developed in digital format, it is easier and less time consuming to maintain and update.

3.5.6. Control related challenges

Once the content is developed and uploaded, it is hard to change the structure or modify the course material. In addition, as discussed in Section 3.5.1, the learning style of online students is unclear. Together these factors make tutors concerned about loss of control over the entire teaching process. In traditional teaching, lecturers can stop, explain and make changes based on students' progress,

whereas in e-learning the content and assignments are time-bound and the week-wise deadlines have to be uploaded along with the content at the start of the semester, reducing the flexibility and the tutors' control.

3.5.7. Content and Subjectrelated challenges

Content should be appropriately designed for distance learning; tutors should not be “dumping large amounts of text onto a website” as this is inefficient (Leask, 2004: p.347). Common learning content types focused on e-learning, based on need analysis and type of learners are:

- i. **Learner-centred content** is focused on learner's needs, roles and responsibilities in professional life. The skills and learning media also focus on learners.
- ii. **Engaging content** uses instructional methods and techniques creatively to develop an engaging and motivating learning experience.
- iii. **Interactive content** requires frequent learner interaction to sustain attention and retention. Scenario-based learning is an example for this kind of learning media.
- iv. **Personalization**-Courses should be customizable to learner's interests and needs. Tutors should be able to follow the individual learners' progress and performance.

The level of course (Under Graduate UG or Post Graduate PG) is important to decide the difficulty level of the content uploaded. In order to save time, often, tutors use the same content irrespective of the course level, without realising that a UG student may not be knowledgeable or mature enough to attempt the same assignments as a PG student.

Apparel sector is design-oriented, highly skill based and creative. It requires problem solving which is the highest level of cognitive process according to Gagné's hierarchy of learning types (Gagné, 1985). In professional courses teaching apparel and fashion subjects, education requires a lot of demonstrations, hands-on practice and creative and technical assignments. Submitting creative and subjective assignments online and giving feedback online on such assignments is not only difficult, but also often defeats the purpose of the assignment. Here is feedback from two tutors of this institution “I am a technical faculty and hence I have certain reservations as my subject is very practical. I need to get the tactile feel of the fabric and garment” and “In design, feedback takes longer to give online, than F2F. So it actually increases the load on the faculty. There should be an option of giving verbal feedback on BB”.

3.5.8. Choosing the Right E-learning Methods for Effective E-learning

Effective e-learning means achieving planned learning outcomes by presenting high-quality relevant and engaging content in the most effective manner. Success of an e-learning project is measured by how much the learner's knowledge and skills have improved after taking the course. E-learning activities and content should conform to a set of quality standards to ensure the effectiveness of the e-learning program. (Soni, 2015).

Instructional Design model (ADDIE) for e-learning has five phases: Analysis, Design, Develop, Implementation and Evaluation. Analysis Phase plays a crucial role in developing effective e-learning modules since it analyses learners' need, learning styles, amount of collaboration required, content,

task, topic and evaluation methods. Choosing the right programs and delivery methods impact effectiveness and cost benefit for the organisations.

In the zeal to implement e-learning, organizations convert all their training topics into e-learning, without analyzing whether it will work. All topics cannot be taught online, some need face-to-face explanations and query handling. Hands-on and practical courses are difficult to simulate and upload online. Choosing the right topic is essential. Various types of e-learning tools are available and content developers should choose the type that best suits the needs of the learner, the subject /topic as well as learning outcomes.

- **Video/audio tape:** create demo video that train the learners by watching.
- **Computer-based training (CBT) and Web-based training (WBT)** use the internet as a platform like an LMS. The courses are self-paced but the learner has no interaction with an instructor or fellow learners.
- **Blended e-learning/Instructor-led (ILT)** combines both the synchronous and asynchronous methods and is appropriate for subjects that need some face-to-face component in order to be truly impactful. Blended approach works best where the classroom is utilized to conduct exercises and interactions which cannot be conducted via e-learning domain where peer interaction is limited.
- **Social Learning** allows collaboration and discussions and is built within the LMS.
- **Simulation** is highly interactive and relies heavily upon graphics or 3D components, giving a high degree of interactivity.
- **Game-based learning** or Gamification is a powerful medium of experiential learning, focusing on engaging and motivating learners in a fun manner.

Choosing the right e-learning methods is by far the biggest challenge since it will make the online experience more streamlined, productive and successful. All the above mentioned challenges appear to have a relation to each other, if one of the challenges is not addressed, then the overall delivery and learning will have a deficiency.

4. RESEARCH METHODOLOGY

Post extensive secondary research, a quantitative study was undertaken to identify the challenges, followed by qualitative analysis of data to offer explanations and recommendations. **Target Group:** The respondents consisted of teachers and students, from two different higher education institutions teaching apparel and fashion related courses. The students, pursuing Under-Graduate or Post-Graduate courses, were 18 years or more, from both genders and belonging to upper middle class (SEC A1, A2 and B1) and middle class (SEC B2, C). The tutors not only teach on the same courses, they plan, design and develop the e-learning content and evaluate the assignments submitted online.

Secondary Data collected through books, websites, online journals and personal experience of the researcher while Primary Data collected through a structured questionnaire.

Questionnaire Design: Structured predesigned questionnaire was administered to 62 respondents in the cities of Mumbai and Delhi via convenience sampling (Non probability), during February and March 2018. It had three sections:

Section A had questions regarding the bio-graphics of the respondents. Depending on whether the respondent is a student or a tutor, the survey would jump to the relevant section.

Section B, consisting of 13 questions, was meant for students only. It explored the level of course (UG or PG) being pursued and the type of subjects taught via e-learning. Students had to rate the challenges (technological, technical skills, content-related and time management challenges) and the entire e-learning experience on a 5-point Likert scale. The last question was an open-ended one seeking recommendations on how to reduce challenges associated with effective implementation of e-learning and it has garnered valuable suggestions from the respondents.

Section C, consisting of 12 questions, was meant for tutors. The questions were similar to those in Section B, but were worded differently, so as to understand the challenges from the perspective of the faculty members.

5. DATA ANALYSIS

The data collected from the respondents was tabulated, analysed and interpreted. Out of the total 62 respondents, 31 were students and 31 were faculty; 17(27.4%) male and 45(72.6%) were female. Of the 31 students, 17(54.8%) were above 21 years of age, while 14(45.2%) were between 18 and 21 years of age. 20(64.5%) students were pursuing a UG course while the other 11 (35.5%) PG course.

24(77.4%) students said they were provided training for using the e-learning platform and rated the adequacy of training on a 5-point scale as – rating 1(very poor): 12.9%, rating 2(poor): 19.4%, rating 3(average): 41.9%, rating 4(good):16.1%, rating 5(very good):9.7% with an average of 2.9.23(74%) students said they had been taught both theoretical and practical subjects via e-learning, out of which 58% said they faced difficulties in learning practical subjects online.

Figure 2: Satisfaction Level of students with the entire e-learning experience, average rating of 2.55



25(80.6%) of the tutors teach on both UG and PG programs. 27(87.1%) said they were provided training for using the e-learning platform and rated the adequacy of training on a 5-point scale as – rating 1(very poor) : 9.7%, rating 2(poor) : 16.1%, rating 3(average): 45.2%, rating 4(good):25.8%, rating 5(very good):3.2% with an average of 2.96.19.4% tutors said they taught only theoretical subjects, 22.6% taught only practical, while 58.1% taught both theoretical and practical subjects via e-learning, out of which a whopping 87.1% said they faced difficulties in teaching practical subjects

online. These statistics clearly imply that the entire e-learning experience was slightly below average and the fitment of the subject with the teaching method was not appropriate.

Figure 3 : Satisfaction Level of tutors with the entire e-learning experience, average rating of 2.74



Figure 4 : Feedback of students on the technological challenges

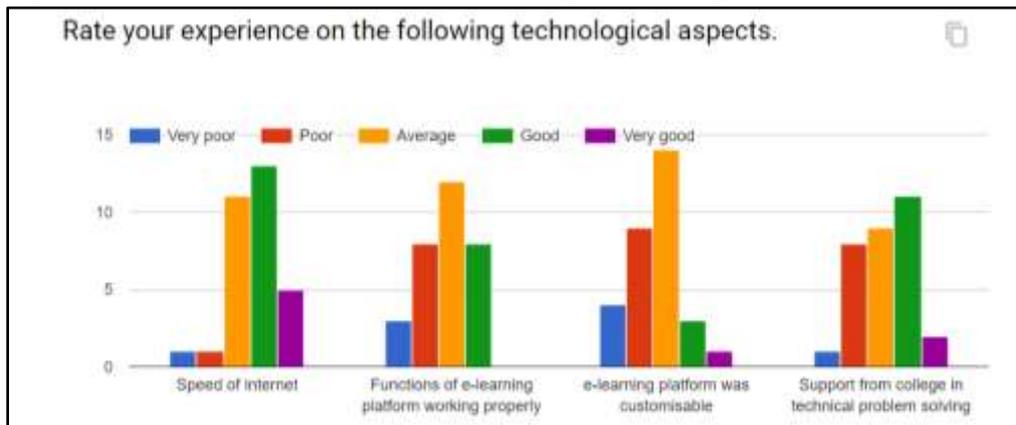


Figure 5 : Feedback of tutors on the technological challenges

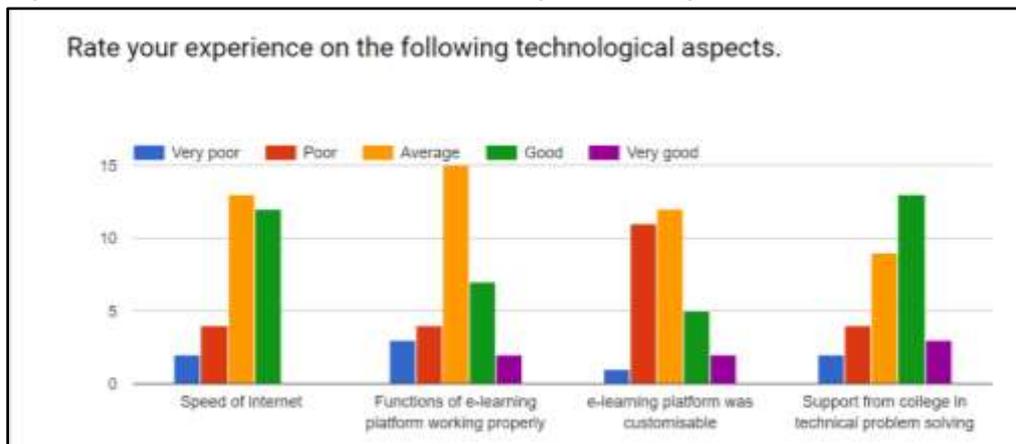


Figure 6 : Feedback of students on faculty’s technical training challenges

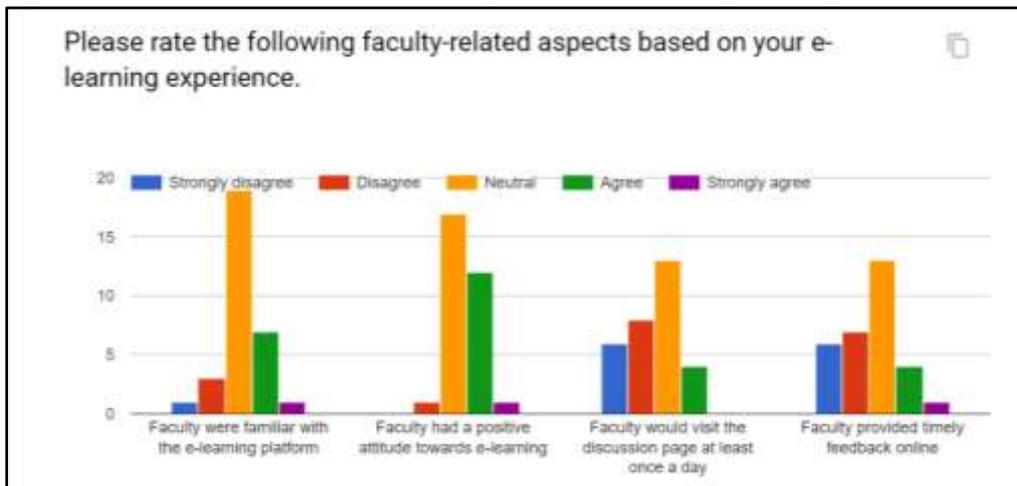


Figure 7 : Feedback of students on time-management challenges

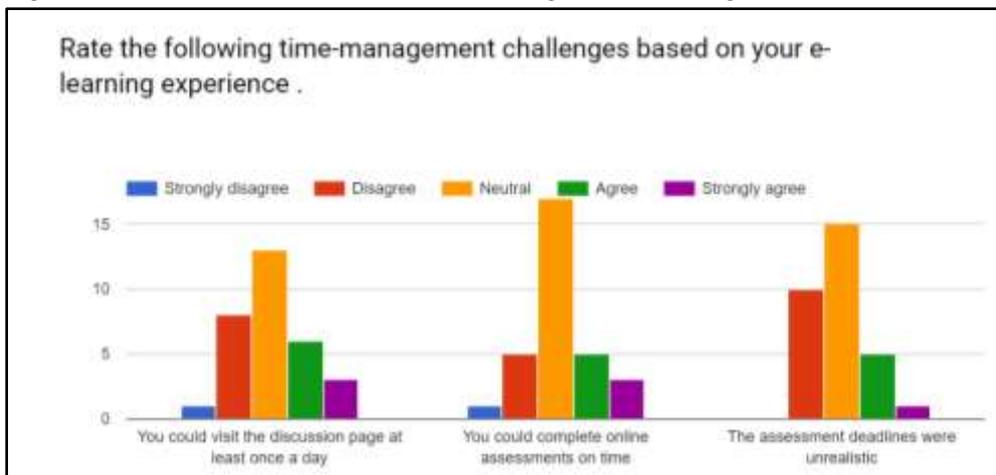


Figure 8 : Feedback of students on the content-related challenges

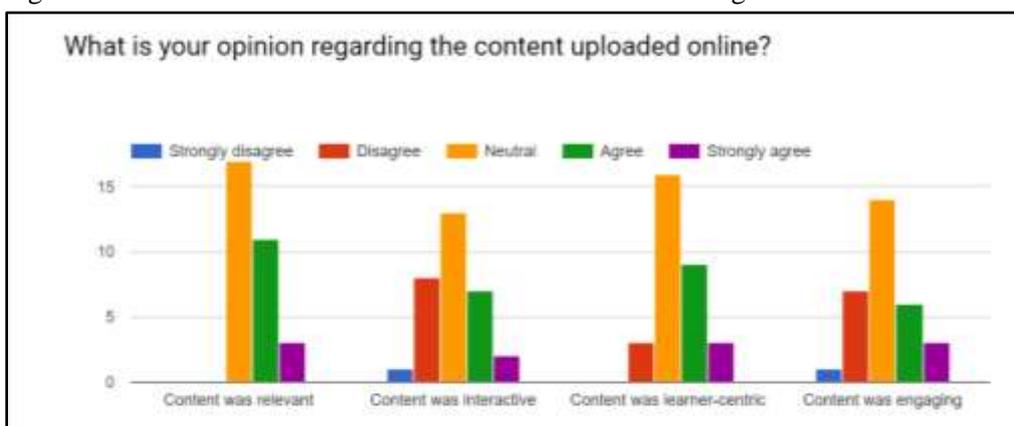
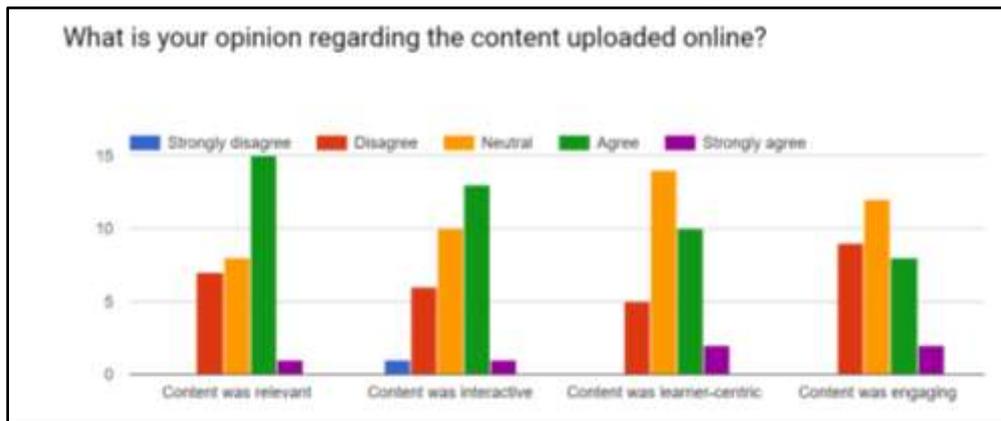


Figure 9 : Feedback of tutors on the content-related challenges



6. CONCLUSIONS AND IMPLICATIONS

The research concludes that not all subjects qualify for e-learning and management should realize the nuances of the subject. It was evident from the feedback of the respondents that practical subjects cannot be taught completely online, but it can be used as a supplementary medium. This is the most important challenge and should be addressed first. Via this study, it is also apparent that designing learning content depends upon the type of e-learning methods which we choose in the Analysis phase. Implementation of online learning can be successful by presenting content in a manner consistent with each student's learning style.

Based on the findings of the survey, apparel education institutes will be able to appreciate the importance of choosing the right e-learning method suited for their courses and/or subjects. They have to find the right fit between the nature of the subject being taught, learning outcomes, evaluation tools, target audience and the e-learning method, in order to effectively implement the e-learning modality. Due to the very nature of the subjects – practical, subjective and hands-on, educational establishments should follow an optimal blend of hybrid learning modality along with simulations and game based learning, instead of relying solely on fully online learning.

The findings of this study have significant implications for e-learning project managers, instructional designers, content developers and tutors who will get insights to develop an engaging and enriching e-learning program.

7. RECOMMENDATIONS

In light of the above findings, we can make a few recommendations. Students should be exposed to a variety of learning experiences. Vary the study method and focus on the methods and learning styles that yield the best results for your subject. Since, no particular learning styles are predominant among online students, the activities should cater to multiple learning styles. The combination of different techniques can make it possible for students with all types of learning styles to be successful in an online course.

When choosing a topic, decide on a suitable tool based on whether the training is skill-based or topic-based. There are two types of content for e-learning courses – generic and specific (related to your core business). Divide your topics into these categories to help decide how to deliver content. Based on the learning's from this research, pitch the right e-learning tools for the respective subject. Each department (like fashion or finance or art) should have a

different or at least a customized platform, where the tools are specifically designed for those subjects. A generic toolset cannot do justice to the entire course.

Faculty should correctly interpret students' online submissions, understand the context, group dynamics as well as individual needs. Interface should be user-friendly, easily navigable and customizable, ensure the potential problems are solved before making the LMS live. The level of interactivity and engaging content should be high, using more graphics and less text.

There has to be proactive participation and encouragement from students and faculty both. Try to make the e-learning module a mandatory component of assessment. Providing learners with the opportunity to collaborate, share and create will increase learners' use of various technologies, enhance their e-learning experience and support self-directed learning.

8. LIMITATIONS AND FUTURE SCOPE OF THE STUDY

Study Design Limitations were faced due to paucity of time. Though this study was limited to only two organisations, it provides ample insights to base further research on. An interview or focus group discussion would have further added to insights.

Since the respondents had to rate the various challenges on a 5-point Likert scale, a central tendency error/bias was noticed.

Scope for future work includes deeper analysis of the various factors involved and quantifying them. The research can be expanded to include more such institutions.

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**CURRENT EMPLOYABILITY TRENDS IN THE INDUSTRY - LIFELONG LEARNING:
CONTINUING PROFESSIONAL TRAINING AND DEVELOPMENT.**

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ABSTRACT

The Research paper closely examines the changes that are fast appearing in the emerging job market scenario in terms of continued employability of existing manpower, hiring of the new recruits and redundancy of existing skill-sets stagnating personal growth and development. The need for continued learning has been found imperative to sustain livelihood. The aim of the study is to find analyze the Current Employability Trends in the job market and suggest possible changes required of an individual to sustain his job.

Some of the different factors taken into consideration for the purpose of study and research are:

Globalization, Diversity , Ethics and Corporate Social Responsibility.

The methodology has been the collection Secondary data from various sources available as reports, surveys and predictions and some of the informal unstructured interviews of people from the industry.

The paper finds that many factors like technological disruptions, obsolescence of subject knowledge and globalization and more narrowing down to increasing age of an Employee are fast becoming a threat to a person's job security and that if he doesn't continuously upgrade himself; he will soon be replaced.

The need for a sound Career path and renewed awareness of changing times is more acute than ever and the Skill Sets required to ensure continued advancement needs to undergo a complete transformation.

KEY WORDS:

Employability, globalization, technology, skill, knowledge, learning,, training and development.

INTRODUCTION

Learning is a life- long process.

The infant begins to learn within a few months of birth and sets out on an ever-growing path of gaining experiences, interpreting and perceiving information, moulding and re-moulding, learning and unlearning and finally maturing into a seasoned individual. Gradually he grows into a more aware individual stepping into the world of reality and gains academic credentials to his credit. He enters into the professional world believing that he is there to stay. Little does he know that his employment shall be under constant threat and insecurity shall be a part of his life.

There has been an ever growing concern on the way the markets are rapidly changing and becoming more and more competitive and threatening. One has to consciously evaluate the changing trends and be aware of the significance of continued professional development of oneself and consistently upgrade his skill sets.

The dynamics of the present day Employment scenario can be seen under the following factors and how it is becoming increasingly imperative to grasp the pulse of the moment and adapt yourself accordingly.

RESEARCH OBJECTIVE

The objective of the Research is to establish a significant correlation between the current Employment trends, the recent developments in different arenas and the need for continuous professional development to survive the ordeal.

LITERATURE REVIEW

1. Speaking about Technology, **Recently MIT Technology Review** shared its Breakthrough technology list for 2018. It includes

- **3D Metal Printing** and the ease it has brought to design and prototyping.
- **Artificial Embryos** that open new possibilities for understanding how life comes into existence – but clearly also raises vital ethical and even philosophical problems
- **Cloud-based AI services** all working on increasing access to machine learning and artificial neural network technology, in order to make it more affordable and easy to use
- **Babel Fish ear-buds** - ear buds utilizing instant online translation technology
- **Genetic Fortune Telling**-Huge advances are being made in predictive analytics using genomic data by players including Helix, 23andMe, Myriad

Genetics, BK Biobank and the Broad Institute. This is making it possible to predict chances of diseases such as cancer, or even IQ, by analyzing genetic data.

OECD Observer shares an article on the fact that the impact of globalization on job losses is there however small or big it may be. Globalization is a debatable issue and the one that is constantly in the line of fire. The fast growing international competition, off shoring and other constraints and compulsions are coming up heavily on the policy of globalization. When a company decides to withdraw itself from international market and move back towards its parent country, for those who lose their job, the situation becomes a crisis. It creates lot of anxiety, panic and most importantly loss of livelihood to the person and his family.

Forbes, in its ADP VOICE sites the recent developments in training and development, learning and subject knowledge.

- a) **Adaptive Learning.** Adaptive learning is a methodology that breaks traditional models and allows employees to learn at their own pace. It has gained popularity with educational institutions, referred to as “adaptive teaching,” where a teacher will gather information on individual students to learn what they need to do to improve their learning. In the workforce,

adaptive learning is conducted similarly. Employees can be monitored individually and in real time to determine what learning approach will best suit their needs.

b) Blended Learning

This approach combines virtual or e-learning techniques with more traditional, in-person training sessions.

c) Mobile Learning

Capitalizing on the explosion in mobile technology, mobile learning —learning that takes place on portable electronic devices such as smart phones.

d) Gamification

Utilizing game mechanics to spur involvement in learning has shifted from the fringes of e-learning and is now a key element in many professional services training programs.

OECD Observer shares an article on the fact that the impact of globalization on job losses is there however small or big it may be. Globalization is a debatable issue and the one that is constantly in the line of fire. The fast growing international competition, off shoring and other constraints and compulsions are coming up heavily on the policy of globalization. When a company decides to withdraw itself from international market and move back towards its parent country, for those who lose their job, the situation becomes a crisis. It creates lot of anxiety, panic and most importantly loss of livelihood to the person and his family.

RESEARCH METHODOLOGY

The research methodology which was followed was to collect Secondary data from various sources available as reports, surveys and predictions including studying in depth articles and research papers on the same and as primary data carry out some unstructured informal interviews with people from the industry and the corporate world. Following were the parameters that came out in the forefront that had to do significantly with the emerging trends in employability.

DATA ANALYSIS OR EXPERIMENTAL ANALYSIS

1. DISRUPTIVE TECHNOLOGY:

In simple terms, technology can be defined as the know-how of developing and creating and modifying machines, instruments, actions and also exacting of behavior. Technology is used to expand our horizons, think beyond the existing, stretch our boundaries of imagination. Technology is used at different places, like workplace, home, for communication, for sharing of information, for doing business. Having a cutting edge technology makes us more competitive and allows us to explore the world of research and development. Technology is dynamic; it keeps on improving because our needs and demands for technology keep on changing.

The concept of Disruptive Technology has replaced an already working technology creating a groundbreaking path in the existing market structure.

The first thing that the advent of newer technology does is to break the existing pattern of the market. A technology which was found useful till recent times has suddenly become outdated, obsolete, and no longer sufficient to cater to the changing dynamics of the environment. The equipments are becoming increasingly sophisticated and there have been many recent developments in the field of research giving sufficient avenues and scope to introducing latest technology.

With the fast paced growth of Information Technology, big giants like **Nokia lost their market** to Android. The electric cars will soon take away the market of Petrol and Diesel cars. By creating **Amazon Web Services**, the data centers are became virtual existing only in Cloud. The human efforts have become redundant and the world is fast moving towards complete automation. This has resulted in loss of employment for many. The products now have a very short product life span and the market needs keep ever-changing. **Internet of Things** is another such recent trend. Equipped with identifying devices, it can drastically change the lives of people. This device which is machine-readable can be used in healthcare, manufacturing, engineering and other fields. **Space colonization** is another current example of disruptive technology. NASA has come up with several such projects on space colonization where people will occupy spacecraft or palnets or moon. Some giant businessman like Elon Musk and Richard Branson are funding such projects. **Artificial Intelligence (AI)** is used to imitate the workings of the human brain in decision making problem solving and learning. As machines are becoming more capable, they are replacing human effort.

In future, the transport industry and the Healthcare industry shall be impacted in a big way by disruptive technology. Through Machine Learning, pattern recognition will become easier and it can be utilized in specialized fields like radiology. Autonomous Driving will become easier through data processing by machine learning abilities. By creating a digital ledger, block chain can hugely disrupt transactions that involve documents.

The Employment is going to get largely impacted by the advent of disruptive technology. It will result in loss of jobs for many as more and more processes will be automated. Many industries that have been thriving on old customs of market practices shall face a massive cut down.

2. GLOBALISATION TO PROTECTIONISM:

Globalization is a transaction between companies, people, nation, government. It is a facilitation of trade and investment supported by technology. It affects the very environment in terms of a country's organizational culture, economic and welfare of human being. It eases out the smooth transaction of capital, labor, goods and services.

The policy of restricting importing goods from other foreign markets by different methods like tariffs, quotas and other government regulations is called Protectionism. It protects businesses, manufacturers and workers.

The world is soon moving away from globalization to protectionism. Due to increasing unemployment, the countries are now more interested in hiring nationals than immigrants. They consider people from other countries are robbing them off their jobs Globalization takes away the power and control over the market, therefore restricting the flow of trade, and other transactions will give the flexibility to the companies to take independent decisions thinking primarily in terms of local market.

As a recent trend, some of the major companies have undergone Glocalization. Taking examples of Subway chain that doesn't serve beef items in Indian stores, to coca cola that takes brand ambassadors in each country to promote the product, to Gillette, to DELL to Lenevo LES Lite...the list is endless. Globalization has been used to its advantage by some countries like Australia by establishing commercial link with Asia, thereby resulting in economic growth.

The employment opportunities have decreased because of the change in this developing trend of protectionism. It will limit the avenues for people outside their host country in future and compel the expatriates to move back to their own nation.

3. SUBJECT KNOWLEDGE:

Subject Knowledge had always been considered a differentiator and people used to strive to enhance their knowledge not only in their fields albeit explore other subject of interest too. It used to be a matter of pride if one was called a subject matter expert. We believed that there was no substitute to knowledge. It was difficult to gather knowledge as the sources would be limited and one would struggle to find information.

The subject knowledge still remains relevant today but the times have changed in terms of availability, access, sources, type of knowledge, tools and techniques etc. The new generation has now shifted over from books to subscribing online videos. The usefulness of books has become less relevant for younger generation.

Application of knowledge has become more important than gaining it. People today want quick access to information and store the entire data bank of information in a small gadget. Technology has eased out a pool of knowledge on the click of a button, at your fingertips. The future promises a further seamless world of information in virtual space. It shall witness a more active engagement in MOOC courses, increased usage of BIG DATA, more open-mindedness for open education, Learning Management System (LMS), Cloud based learning.

There would be a reduced demand for knowledge providers and physical structure to do so as both are increasingly getting replaced by E-Learning and hence job opportunities will diminish in the knowledge sector.

RESEARCH FINDINGS

Machine versus Human Learning:

With the technology and automation going on at this pace, it is important to ponder as to who is learning faster? Machine or Human? The times are not far away when the Avatars will replace doctors; the micro-robots shall do the surgeries. Newsreaders shall be replaced by Animae.

Rate of obsolescence

It is much rapid now as compared to the past. The subjects and the course structure that is being taught will be redundant at the time of completion of the course. The acquired skills are soon becoming outdated. For future learning, the Base curricula need to be changed so that it may be relevant to the learners in those times.

CONCLUSION

How to ensure continuous professional training and development and lifelong learning:

- While at working stage-companies should practice extensive **Job Rotation** for multi-skilling so that the employees are relatively more useful to the organization for a longer period of time.

- **Academic industries interlock**-so that industry involvement is more and sharing of practical implementation of theoretical knowledge can be given to the students. They can be enriched by sharing experiences
- **Entrepreneurships /start-ups** need to be encouraged and alternates need to be created
- **Interactive virtual learning** will facilitate faster wholesome learning and not requiring too much of dislocation
- **Basic curricula**- first, year should cover basics, second year should cover technologies of last two decades, third year and fourth year should cover future technological perspective of two decades.
- Student should be encouraged to create start ups and each college should have inter-phase with Venture Capitalists, Banking institutions, and government agencies to facilitate funds.

All of the understanding gained till now from the above analysis suggests a fundamental shift in the mindset and the way things are functioning at present. Employment scenario has undergone a drastic change in terms of skills, techniques, technology, and knowledge exposure. One can easily surmise that unless people upgrade their existing skills and acquire new learning, it will be difficult for them to sustain their jobs. The above factors have clearly brought into light the fact that another set of skills more suitable to the recent times and future requirements shall be required to prove your worth and improve your chances of retention during times of lay- offs or mass firing. There has to be a keenness in people to undergo more professional trainings and courses to enhance their portfolio as well as utilize opportunities for self development.

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**AN EVALUATION OF FINANCIAL PERFORMANCE OF SELECTED
FIRMS BEFORE & AFTER M&A WITH SPECIAL REFERENCE TO
INDIAN PHARMACEUTICAL SECTOR**

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ABSTRACT

This paper studies the financial performance of Indian pharmaceutical firms which have used M&A as a tool for inorganic growth for corporate restructuring. The study is based on five years prior to merger and five years immediately after merger covering a period from 2008 to 2010. This study has used two hypotheses to test significant improvements in the financial performance of Indian pharmaceutical firms, using a parametric statistical t-test. To measure financial performance, ratios such as liquidity ratios, leverage ratios, efficiency ratios and profitability ratios are used. The study shows that Indian pharmaceutical corporate firms involved in merger & acquisition (M&A) have no significant impact in the liquidity, efficiency and profitability ratios. However, the firms did show a statistically significant change in terms of Inventory turnover ratio.

Keywords: Merger, Acquisition, inorganic, corporate restructuring, Liquidity, Leverage, Efficiency, Profitability.

1. Introduction

Every business may grow either organically or inorganically in a course of time. Organic growth occurs gradually over time during normal course of business that is, through acquiring new assets, replacing obsolete tools with the latest technology. But in case of inorganic growth a firm expands its business through acquisition, merger, joint ventures, takeovers, collaborations. Merger and acquisition has become a new strategy in the corporate world. Companies are using M&A mainly for exploring new markets, reap high market share, gaining competency and to become more competitive in the global market. This activity can take place by acquisition, merger, joint ventures, takeovers, collaborations, and diversification. The post globalization period has led firms from emerging markets to become more aggressive in pursuit of merger and acquisition in order to fight the competitive battle.

2. Literature Review

Beena¹ evaluated the pre and post merger performance of a sample of 115 acquiring firms in the manufacturing sector in India between 1995 – 2000 using various key accounting drivers and t-test. The research consisted of 84 domestically owned acquiring firms and 31 foreign-owned acquiring firms involved in M&As. The performance has been measured in terms of price-cost margin, ROR, shareholder's profit, dividend per equity and debt-equity ratio, etc. She concluded that the study could not find any conclusive evidence of improvement in the financial ratios during the post merger period as compared to the pre merger period for the acquiring firms.

Berg et al² carried a inclusive cross-firm and cross-industry analysis to measure the effect of joint venture activities on the performance of the companies and found ambiguous but positive short-term gains and insignificant long-term impact on profitability. They further noted that even short-term gains were negative for technological based acquisitions and were positive for production and marketing based acquisitions, because of increased market power leading to increased profit margins and efficiency gains. They concluded that while short term gains depend on industry to industry, no industry (out of 19 industries in their sample) show long-term significant gain.

Cornett, McNutt and Tehranian³ examined the operating performance of commercial bank mergers. They found that industry adjusted operating performance of selected merged banks increased significantly after the merger, large bank mergers produced greater performance gains than small bank mergers, activity focusing mergers showed better performance better then activity diversifying mergers, geographically focusing mergers produce better performance then geographically diversifying mergers, and performance gains were larger after the implementation of nationwide banking in 1997. Further, they concluded that improved performance was the result of both revenue enhancements and cost reduction activities.

Gugler et al.⁴ analyzed the effects of mergers around the world over the past 15 years. They determined the effects of mergers on corporate performance across national, international, and sector levels. They tested a sample of 45,000 completed merger transactions across the world over the period from 1981 to 1998, where 50% of the sample is located in the United States. The effects of mergers were analyzed using profitability and sales, then, and he compared the results with the performance of control groups of non-merging firms. The statistical analysis of the total sample revealed that profitability was positive in all five years after mergers and is significant in every year at 10% level. Unlike profitability, the mean difference in sales was negative in every year and increased in absolute value through the fifth year, where most mergers led to higher actual profits than projected and lower sales. On country level, the results suggested that the U.S., the United Kingdom, Continental Europe, Australia, New Zealand and Canada had the same pattern regarding the increase in profits and decrease in sales. In Japan, the results were somewhat different as three of the five profit comparisons were negative, while sales were greater than projected in two of the five post- merger years. They also analyzed the sector impact and category of merger; horizontal, conglomerate, and vertical mergers, and the analysis revealed that mergers in the manufacturing sector tend to be less profitable than in the service sector, horizontal mergers in manufacturing are the most significantly profitable type of mergers in the service sector, and hence all the three categories of mergers seemed to be equally profitable. The mean difference in service sector was more significant than that of the manufacturing sector. They found out that actual sales were below of projected sales in all of three categories in the manufacturing sector, but the short fall was considerably smaller in the horizontal merger, and within the service sector, vertical mergers exhibited the best performance in terms of sales. Thus, they concluded that there was no significant difference in the cross-border mergers than those domestic ones.

Ismail et al.⁵ analyzed the operating performance of selected units of Egyptian companies involved in merger and acquisition (M&A) during the period 1996 to 2003 in the construction and technology sectors. Empirical results revealed that some measures of corporate performance, such as profitability, suggest statistical significant gains in the years following M&A especially in the construction sector. Other performance measures as efficiency, liquidity, solvency, and cash flow position did not show significant improvements after mergers in the short run in both sectors. Thus, they concluded that the analysis revealed different results than those of sector level, where total sample analyses indicated that

M&A did not affect the operating performance of the Egyptian merged companies. With respect to sector level, the findings suggested that M&A in the construction sector contributed in improving firms' profitability but failed to improve efficiency, liquidity, solvency and cash flow position. In the technology sector there was no evidence of improvements in profitability, efficiency, liquidity, etc.

Kumar⁶ investigated the post-merger operating performance of a sample of 30 Indian acquiring companies involved in merger activities during the period 1999-2002. He attempted to identify synergies, if any, resulting from mergers. He used accounting data to examine merger related gains to the acquiring firms. He concluded that the post-merger profitability, assets turnover and solvency of the acquiring companies, on average, showed no improvement when compared with pre merger values.

Kumar & Bansal⁷ tried to understand if the claims made by the corporate sector while going for M&As to generate synergy, were being achieved or not in Indian context. They did so by studying the impact of M&As on the financial performance of the outcomes in the long run and compared and contrasted the results of merger deals with acquisition deals. This empirical study was based on secondary financial data and tabulation. Ratio analysis and correlation were also used for analysis. They concluded that in many cases of M&As, the acquiring firms were able to generate synergy in long run, that may be in the form of higher cash flow, more business, diversification, cost cuttings etc. A limitation of their research was that it showed that management cannot take it for granted that synergy could be generated and profits could be increased simply by going for mergers and acquisitions.

Leepsa and Mishra⁸ investigated the trends in merger and acquisition (M&A) in context with the manufacturing companies in India. They stated that there was no conclusive evidence about the impact of M&A on corporate performance. They found out that the profitability of the companies has increased in terms of return on capital employed and decreased in terms of return on net worth. And so, the increase has been statistically significant and the decrease has been statistically insignificant. Hence they concluded that the financial performance of companies improved after merger and acquisition in terms of current ratio, quick ratio, return on capital employed and interest coverage ratio and in terms of return on net worth (RONW) there was no statistical improvement.

Pathak⁹ analyzed the post mergers and acquisitions impact on Indian Cement Industry on both the acquiring and target firms. She studied the operating synergy from the perspective of post-acquisition cost efficiencies, rather than the production side efficiencies. She used multiple regression models to capture the synergy effect. She observed that for operational synergy to accrue in the cement industry, the intensity of operating expenditure with respect to sales should decrease. Therefore, she concluded that synergy expectations were one of the primary motives that guided M&As and operating synergy resulted in economies of scale. This reflected indivisibilities and thereby lead to better utilization of capacities after the merger.

Pawaskar¹⁰ analyzed the pre-merger and post-merger operating performance of 36 acquiring firms during 1992-95, using ratios of profitability, growth, leverage, and liquidity, and found that the acquiring firms performed better than industry average in terms of profitability. He concluded that regression analysis however, showed that there was no increase in the post-merger profits compared to main competitors of the acquiring firms.

Rani, Yadav and Jain¹¹ analyzed the short run abnormal returns (AR) to India based mergers by using event study methodology. The short term effects were of interest because of the immediate

trading opportunities that they created. They explored the present state of the Indian Pharmaceutical Industry and analyzed some specific cases of acquisitions of foreign companies by the major Indian pharmaceutical companies. They calculated the abnormal returns (AR) and cumulative abnormal returns (CAR) for foreign based acquisitions, mergers and Indian based acquisitions separately and concluded that abnormal returns were highest in case of foreign based acquisitions lowest (negative) for India based mergers.

Ravichandran, Nor and Said¹² evaluated the efficiency and performance for selected public and private banks before and after the merger in Indian banking sector, as a result of market forces. After doing a factor analysis, they narrowed down the variables for their study to Profit Margin, Current Ratio, Ratio of Advances to Total Assets, Cost Efficiency (ratio of cost to total assets) and Interest Cover and thereafter a regression was run to identify the relationship between these factors and return on shareholders' funds. The results indicated that cost efficiency, advances to total assets and interest cover are significant during both the pre and post-merger phases. Also the returns on shareholders' funds is negatively related to cost efficiency and interest cover but is positively related to ratio of advances to total assets.

Saboo and Gopi¹³ studied the impact of mergers on the operating performance of acquiring firms by examining some pre-merger and post-merger financial ratios of these firms. They also compared the differences in pre-merger and post-merger ratios of the firms that go in for domestic acquisitions and international acquisitions. They observed that there were variations in terms of impact on performance following mergers depending on the type of firm acquired – domestic or cross-border. They thus concluded that mergers had a positive effect on key financial ratios of firms acquiring domestic firms while a slightly negative impact on the firms acquiring cross-border firms.

Sinha and Gupta¹⁴ examined the Mergers & Acquisitions scenario of the Indian Financial Services Sector. The data for eighty cases of M&A in the period from March 1993- Feb 2010 was collected for a set of ten financial parameters representing the various characteristics of a firm. They analyzed all the cases individually and collectively to determine the overall effects of M&A in the industry. They observed that profit after tax (PAT) and profit before dividend, interest, tax and amortization (PBDITA) have been positively affected after the merger but the liquidity condition represented by Current Ratio has deteriorated. Also Cost Efficiency and Interest Coverage had improved and deteriorated in equal number of cases. They concluded that Interest Coverage remains an important factor in determining the return on shareholders' funds both before and after the merger but Profit Margin became important after the merger.

Thambi¹⁵ analyzed the impact of Mergers on the performance of Indian companies. He evaluated the impact of Mergers on Indian companies through a database of 40 companies selected from CMIE's PROWESS using paired t-test for mean difference for four parameters; Total performance improvement, Economies of scale, Operating synergy and Financial synergy. He concluded that Indian companies were no different than the companies in other part of the world and mergers failed to contribute positively in the performance improvement.

Vanitha and Selvam¹⁶ analyzed the pre and post merger performance of Indian manufacturing sector during 2000-2002 by using a sample of 17 companies out of 58 (thirty percent of the total population). For financial performance analysis, they used ratio analysis, mean, standard deviation and t-test. They concluded that the overall financial performance of merged companies in respect of 13 variables were not significantly different from the expectations.

Yeh and Hoshino¹⁷ examined the effects of mergers on the firms' operating performance using a sample of 86 Japanese corporate mergers between 1970 and 1994. The successfulness of mergers was tested based on their effects on efficiency, profitability, and growth. They made use of total productivity as an indicator of the firm's efficiency or productivity, return on assets and return on equity as indicators of the firm's profitability, and sales and growth in employment to indicate the firm's growth rate. The results revealed that insignificant negative change in productivity, significant downward trend in profitability, significant negative effect on the sales growth rate, and downsize in the workforce after mergers. They concluded that mergers had a negative impact on firm performance in Japan.

Cabanda and Pajara-pascual¹⁸ investigated financial and operating performance of Philippines companies before and after merger and acquisition for the period 1994 to 2003. The study is divided into three time frames (i) 3 years before (ii) 3 years after and (iii) 7 years after merger and acquisition. The study uses conventional accounting and financial approaches in determining the effects of merger on firms' performance. This studied showed mixed results for pre and post merger values. Some measures like acid test ratio, total asset turnover ratio, and net revenues suggest significant gains in long run. Other accounting variable like net income, ROA, net profit margin, capital expenditure/sales, capital expenditure, capital expenditure/total asset, ROS, ROE did not show significant gains after mergers in the short run. They concluded that mergers do not lead to improved performance in the Philippines shipping industry both in short run and long run.

Daddikar and Shaikh¹⁹ investigated the financial performance of jet airways during the post merger and acquisition period specifically in the area of profitability, leverage, liquidity, and capital market standards. They studied the financial performance of jet airways two years before and two years after the merger and acquisition activity. They concluded that there is no statistically significant improvement in surviving company's ROE, net profit Margin, Interest coverage, EPS and dividend per share.

Azhagaiah and Kumar²⁰ investigated the impact of M&A on Indian manufacturing corporate firms 2 years before and 2 years after covering a period of 2004 to 2010. They measured the financial performance through CR, QR, WCTR, ITR, total asset turnover ratio, fixed turnover ratio, gross profit margin ratio, net profit margin ratio, operating leverage, net fixed assets relative to net worth and total liabilities relative to net worth are extensively used. The results computed showed mixed results of pre and post merger and acquisition activity. The study proves that Indian manufacturing corporate firms involved in merger & acquisition (M&A) have achieved an increase in the liquidity position, operating performance, profitability, and financial and operating risk. Further, it is inferred that the overall efficiency of acquirer firms is also increased. The statistical analysis also supports for a significant relationship between the pre and post M&As level of the corporate firms' performance.

Viverita²¹ studied the impact of merger on commercial bank's performance in Indonesia during 1997 to 2006. Viverita used traditional financial ratios and non parametric data envelopment analysis approach to investigate pre and post-merger performance of banks. The study revealed that merger did increase bank's ability to gain profits. It showed increase in most of performance indicators such as return on asset, return on equity, net interest margin, capital adequacy ratio and non-performing loans. Viverita concluded that merger created synergy as indicates by the statistically and significantly increasing the post-merger financial and productive efficiency performances.

3. Limitation of the Existing Literature

Following are the limitations of the existing literature:

- i. Most of the researches are carried out in manufacturing and banking sectors only.
- ii. Few studies have been carried out in Indian pharmaceutical sector a decade ago. Thus there exists a time gap.

4. Research Methodology

4.1. Objective of the study

The objectives of this study are to evaluate the liquidity position and the solvency position of the selected firms before and after the merger and acquisition.

4.2. Problem statement

Due to globalization and technological changes firms in pharmaceutical sector are facing stiff competition. To face these challenges and explore opportunities, firms are going for inorganic growth through various strategic alternatives like merger and acquisition (M&A), strategic alliances, joint ventures etc. With increasing competition and the economy heading towards globalization, mergers, acquisitions are expected to occur at a much larger scale than any time in the past and will play a major role in achieving the competitive edge in the dynamic market environment. However, the question arises that whether the M&A activities end up with the increase in shareholders wealth and operating performance. Hence, the present study is proposed to seek answers to the stated question by analyzing the impact of M&A on the firms' performance of selected corporate firms in India.

4.3. Sample Design

This study is based on secondary sources of data. The required data is collected from the annual reports of the selected firms which are available in their respective websites. This study selects the 10 Indian pharmaceutical firms which have undergone M&A from 2008 to 2010 for the study.

5. Data Analysis and Interpretation

5.1. Impact of M&As on Liquidity Position of selected Pharmaceutical Firms.

Liquidity position (LP), in terms of comparing mean Current Ratio (CR) and Quick Ratio (QR) between the pre-and post-merger period has been carried out in order to analyze the impact of M&As on **liquidity position** of the selected firms entered into merging activities. Further, paired samples **t-test** has also been used to test the significance of difference between the **liquidity position** of selected pharmaceutical firms in India in the pre-merger and post-merger periods.

The following liquidity ratios have been used in this research:

- i. **Current Ratio (CR)**

It depicts the ability of a firm to satisfy its short term obligations with its current assets as an when they become due.

$$\text{Current Ratio} = \frac{\text{Current Assets}}{\text{Current Liabilities}}$$

It is the ratio between the firm's total current assets of the business to its total current liabilities. Current assets include current investments, inventory, sundry debtors, cash in hand, cash at bank, loan and advances. Whereas, current liabilities include creditors, bills payable, accrued expenses, etc.

A low ratio shows that a firm may not be able to pay off its future obligations in time and a high ratio shows that a firm has an excessive amount of current assets and failure of management to utilize the firm's resources effectively.

The Current Ratio of 5 years before and 5 years after M&A has been calculated from the Annual reports of the selected firms. The below table depicts the Pre & Post M&A values of Current ratios.

Table 1 Pre & Post Merger Mean Score value table of Current Ratio

CURRENT RATIO of SELECTED FIRMS (Before and After 5 year of M&As)					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	1.91	2.30	-0.40	0.16
2	CIPLA	2.86	2.65	0.20	0.04
3	LUPIN	2.83	2.37	0.46	0.21
4	BIOCON	1.28	1.82	-0.54	0.29
5	AUROBINDO	3.73	2.21	1.53	2.33
6	STRIDES	2.42	1.20	1.22	1.48
7	SUN	7.39	3.38	4.01	16.09
8	Dr. REDDY	3.37	1.67	1.70	2.89
9	JLS	2.44	1.58	0.86	0.74
10	CADILA	1.96	1.66	0.30	0.09
				9.34	24.33

(Source: annual reports of selected firms)

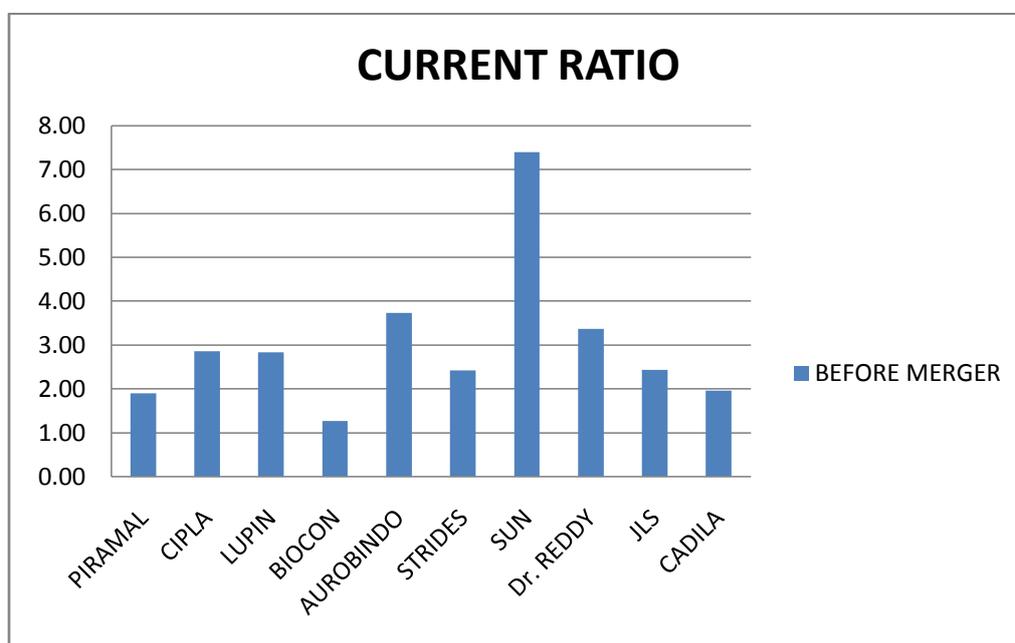


FIG 1

Analysis: the above table shows the current ratio of selected firms before and after M&A. Sun Pharmaceuticals show highest current ratio 7.39 whereas Biocon showed lowest current ratio 1.28 before merger and acquisition. After merger and acquisition Sun Pharmaceuticals showed the highest current ratio. Most of the firms showed decrease in their current ratios except Piramal Enterprises (2.30) and Biocon(1.82).

• **T-test calculation**

The purpose of conducting t-test is to determine whether the changes in accounting ratios of selected firms are significant or not. The formula for conducting t-test is as follows:

$$t_{\text{calculated}} = \frac{\frac{(\sum D)}{N}}{\sqrt{\frac{\sum D^2 - \frac{(\sum D)^2}{N}}{(N-1)(N)}}}$$

Calculating t-value of selected units under the study current ratio at 5% of level of significance

Table 2 t-value table for Current Ratio

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	NULL Hypothesis
10	0.93	1.31675	9	2.24	2.262	Accepted

- I. H0: there is no significant relationship between M&A and the mean score current ratio pointers of the selected companies.
- II. H1= there is a significant relationship between M&A and the mean score current ratio pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is Less than the tabulated value; therefore the result is as per the expectations. Hence NULL hypothesis is NOT Rejected.

Thus it can be concluded that the mergers and acquisitions have a NO significant impact on the current ratios of the selected firms.

ii. Quick Ratio (QR)

It measures the firm’s capability to meet its short term obligations with its most liquid assets. The thumb rule of Quick Ratio suggests that the higher the Quick ratio (QR), the better is the liquidity position (LP) of the firm. The Quick Ratio is also known as liquid ratio, acid test ratio or near money ratio.

$$\text{Quick Ratio} = \frac{\text{Current Assets} - \text{inventory}}{\text{Current Liabilities}}$$

Usually a low quick ratio shows firm’s inability to meet its liquid liabilities and a high ratio depicts that a firm is able to meets its liquid liabilities in time.

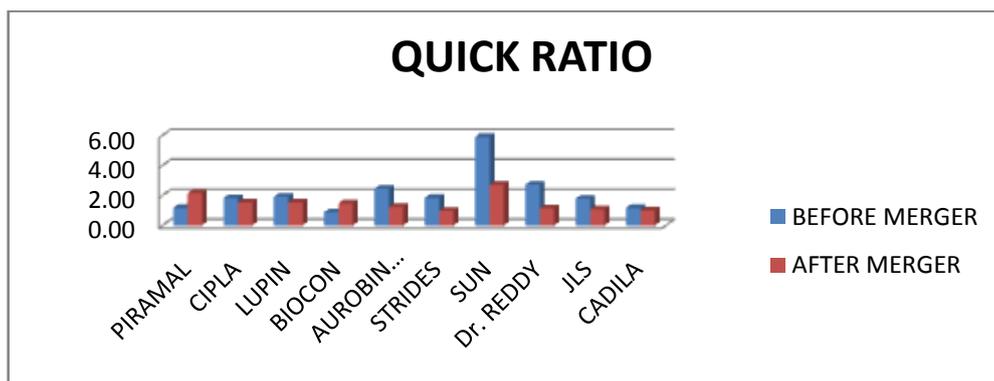


FIG 2

Table 3 Pre & Post Merger Mean Score value table of Quick Ratio

QUICK RATIO of SELECTED FIRMS (Before and After 5 year of M&As)					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	1.17	2.15	-0.98	0.96
2	CIPLA	1.83	1.54	0.29	0.09
3	LUPIN	1.93	1.54	0.39	0.15
4	BIOCON	0.88	1.48	-0.60	0.36
5	AUROBINDO	2.45	1.23	1.22	1.49
6	STRIDES	1.84	0.98	0.86	0.74
7	SUN	5.90	2.71	3.19	10.18
8	Dr. REDDY	2.73	1.14	1.59	2.52
9	JLS	1.80	1.08	0.72	0.52
10	CADILA	1.17	1.00	0.16	0.03
				6.85	17.03

(Source: annual reports of selected firms)

Analysis: the above table shows the Quick ratio of selected firms before and after M&A. Sun Pharmaceuticals show highest Quick ratio 5.90 whereas Biocon showed lowest Quick ratio 0.88 before merger and acquisition. After merger and acquisition Sun Pharmaceuticals showed the highest Quick ratio. Most of the firms showed decrease in their Quick ratios except Piramal Enterprises (2.15), Biocon (1.48).

Table 4 t-value table of Quick Ratio for selected units at 5% of level of significance.

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	Null Hypothesis
10	0.68	1.17115	9	1.85	2.262	Accepted

- H0: there is no significant relationship between M&A and the mean score of quick ratio pointers of the selected companies.
- H1= there is a significant relationship between M&A and the mean score of quick ratio pointers of the selected companies.

In order to accept the Alternate hypothesis (H_1) the $t_{calculated}$ value of the selected firms should be greater than the $t_{tabulated}$ value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore the Null hypothesis is NOT Rejected.

5.2. Impact of M&As on Leverage Ratio of selected Pharmaceutical Firms.

These ratios may be defined as financial ratios which reveal the long-term solvency of a firm, that is, weather the firm is able to assure its long-term lenders with regard to periodic payment of interest on the loan and the repayment of principal amount on maturity. It shows the relationship between proprietors funds & debts used in financing the assets of the concern e.g. debt equity ratios & interest coverage ratios.

i. Long term Debt to Equity Ratio (D/E)

$$\text{Long term Debt – to – Equity Ratio} = \frac{\text{Total long term Debt}}{\text{Total Equity}}$$

Total Debt = total long-term borrowings + total short-term borrowings.

Total Equity = share capital + reserves and surpluses + accumulated profits

Table 5 Pre & Post Merger Mean Score value table for Long term D/E Ratio

LONG TERM DEBT TO EQUITY RATIO of SELECTED FIRMS (Before and After 5 year of M&As)					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	0.65	0.48	0.16	0.03
2	CIPLA	0.16	0.09	0.07	0.00
3	LUPIN	1.05	0.28	0.77	0.59
4	BIOCON	0.18	0.19	-0.01	0.00
5	AUROBINDO	1.68	1.05	0.63	0.39
6	STRIDES	2.47	0.76	1.71	2.94
7	SUN	0.65	0.10	0.55	0.30
8	Dr. REDDY	0.22	0.54	-0.31	0.10
9	JLS	1.64	1.72	-0.09	0.01
10	CADILA	0.74	0.77	-0.03	0.00
				3.44	4.36

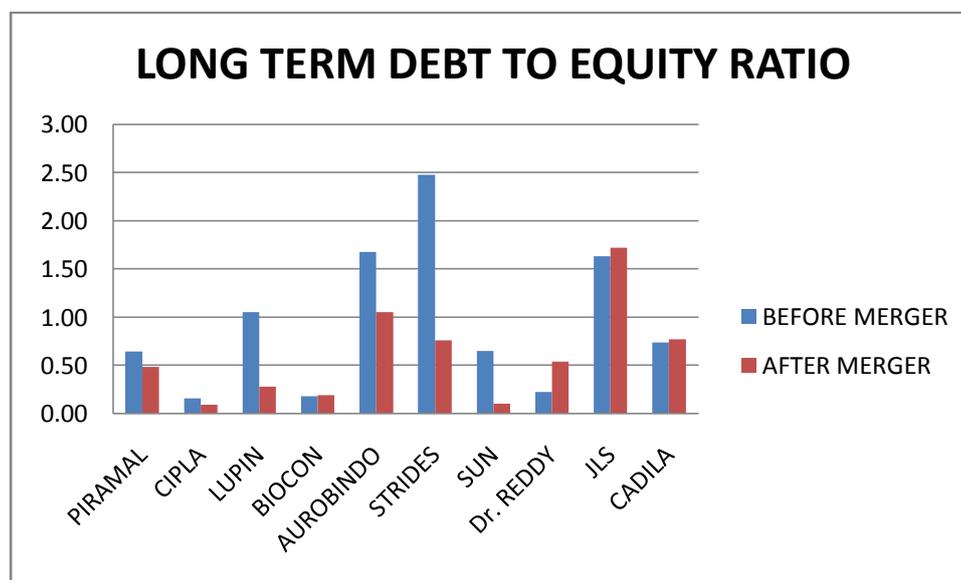


Fig 3

Analysis: the above table shows the long term Debt-to-Equity ratio of selected firms before and after M&A. Strides show highest Debt-to-Equity 2.47 whereas Cipla showed lowest Debt-to-Equity 0.16 before merger and acquisition. After merger and acquisition Sun Pharmaceuticals showed the highest Debt-to-equity. Most of the firms showed decrease in their Debt-to-Equity ratio except Biocon, Jubilant life science and Cadila. So it can be concluded that there is no significant improvement in the long term Debt-to-Equity ratios of the selected sample

Table 5 t-value table for long term D/E Ratio

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	NULL Hypothesis
10	0.34	0.594	9	1.83251	2.262	Accepted

H0: there is no significant relationship between M&A and the mean score long term debt to equity pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score long term debt to equity pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore the Null hypothesis is accepted.

- ii. **Interest Coverage Ratio:** indicates how well the firm's earnings can cover the interest payments on its debt. This ratio also is known as the interest coverage and is calculated as follows:

$$\text{interest coverage} = \frac{\text{EBIT}}{\text{interest charges}}$$

Table 7 Pre & Post Merger Mean Score values table for interest coverage ratio

INTEREST COVERAGE RATIO OF SELECTED FIRMS (Before and After 5 year of M&As)					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	8.58	1.79	6.79	46.04
2	CIPLA	69.72	34.72	35.00	1225.26
3	LUPIN	8.92	48.50	-39.58	1566.71
4	BIOCON	57.10	95.92	-38.81	1506.54
5	AUROBINDO	4.32	7.12	-2.80	7.83
6	STRIDES	2.61	2.74	-0.13	0.02
7	SUN	121.33	87.48	33.85	1145.53
8	Dr. REDDY	53.07	27.28	25.79	665.20
9	JLS	8.33	3.63	4.70	22.07
10	CADILA	7.92	7.36	0.56	0.31
				25.35	6185.51

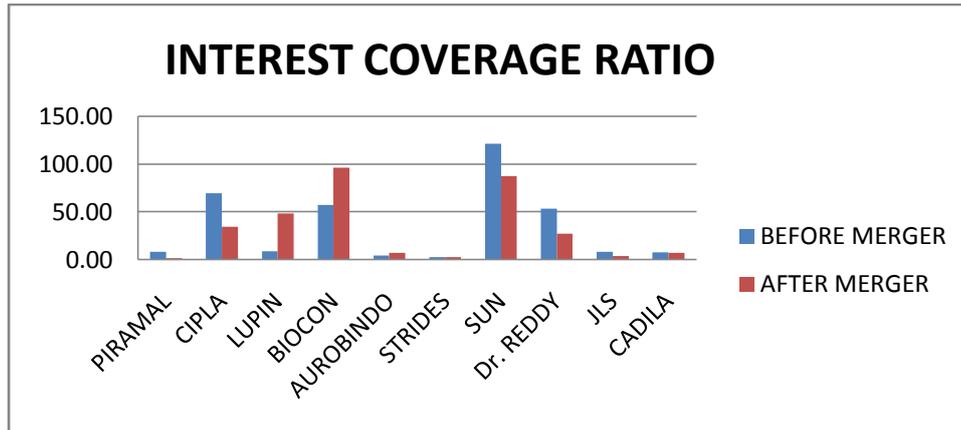


Fig 4

Analysis: the above table shows the interest coverage ratio of selected firms before and after M&A. Sun Pharmaceutical show highest interest coverage ratio 121.33 whereas strides showed lowest interest coverage ratio 2.61 before merger and acquisition. After merger and acquisition BIOCON Pharmaceuticals showed the highest interest coverage ratio. Most of the firms showed decrease in their interest coverage ratio except Lupin, Biocon and Aurbindo. So it can be concluded that there is no significant improvement in the liquidity position of the selected sample.

Table 8 t-value table for long term ICR

Sample size	Mean (D)	Std. Dev (S.D)	D.O.F	t- calculated	t-tabulated	Null hypothesis
10	2.54	26.079	9	0.3074	2.262	Accepted

H0: there is no significant relationship between M&A and the mean score of interest coverage pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score interest coverage pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore the Null hypothesis is accepted.

5.3. Impact of M&A on the Efficiency Ratios of the selected firms

These ratios are concerned with measuring the efficiency in asset management. These ratios are also called asset utilization ratios. The efficiency with which the assets are used would be reflected in the speed and rapidity with which assets are converted into sales e.g. working capital turnover ratio and inventory turnover ratio.

- i. **Inventory Turnover Ratio:** Inventory turnover ratio indicates the number of times the stock has been turned over during the period and evaluates the efficiency with which a firm is able to manage its inventory. It is calculated as:

$$\text{Inventory turnover ratio} = \frac{\text{COGS}}{\text{Avg Inventory}}$$

The COGS include all the direct and indirect expenses excluding Finance cost and Amortization expenses.

A high inventory turnover ratio is considered good as long as it doesn't result in loss of sales whereas a low inventory turnover ratio is not considered good for any business organization because it could indicate overstocking which may increase storage costs, inefficient use of cash, loss of value of inventory and obsolete products.

Table 9 Pre & Post Merger Mean Score values table for ITR

INVENTORY TURNOVER RATIO					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	5.70	5.96	-0.27	0.07
2	CIPLA	3.07	3.10	-0.03	0.00
3	LUPIN	4.67	4.15	0.51	0.26
4	BIOCON	5.81	5.03	0.77	0.60
5	AUROBINDO	3.74	2.88	0.86	0.75
6	STRIDES	5.69	5.04	0.65	0.42
7	SUN	4.59	4.04	0.55	0.31
8	Dr. REDDY	5.98	4.50	1.49	2.21
9	JLS	5.18	4.81	0.36	0.13
10	CADILA	5.15	4.56	0.59	0.34
				5.49	5.09

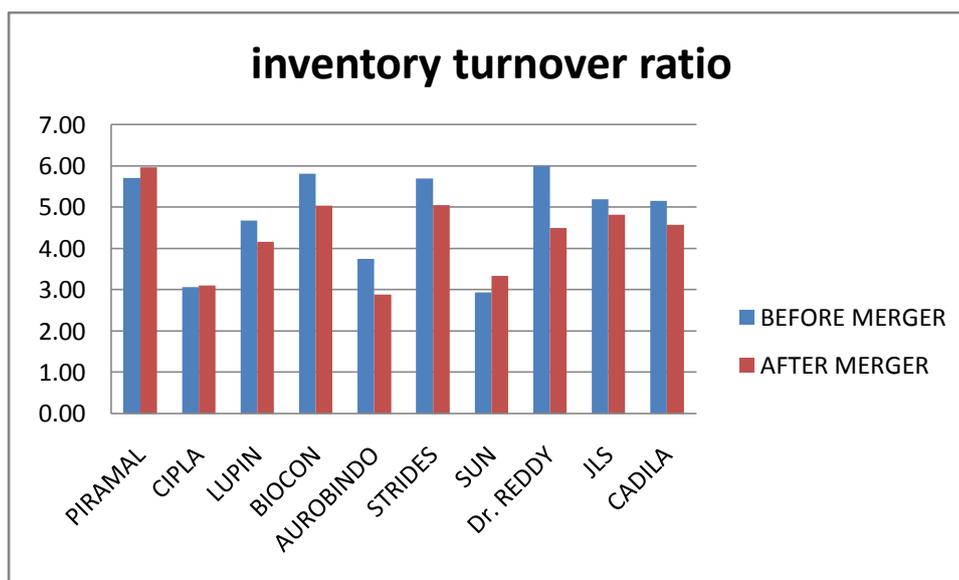


Fig 5

Analysis: the above table shows the inventory turnover ratio of selected firms before and after M&A. Dr. Reddy laboratories show highest inventory turnover ratio 5.98 whereas strides showed lowest inventory turnover ratio 3.07 before merger and acquisition. After merger and acquisition Piramal Pharmaceuticals showed the highest inventory turnover ratio. Most of the firms showed decrease in their inventory turnover ratio except Piramal enterprises and cipla.

Table 10 t-value table for long term ITR

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	NULL Hypothesis
10	0.45	0.56614	9	2.537248	2.262	NOT Accepted

H0: there is no significant relationship between M&A and the mean score of inventory turnover pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score of inventory turnover pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is greater than the tabulated value; therefore, the Null hypothesis is NOT accepted. Thus, the result is not as per our expectations.

- ii. **Working Capital Turnover Ratio:** Working Capital Turnover Ratio indicates the velocity of the utilization of net working capital. This ratio measures the efficiency with which the working capital is being used by the firm. It is calculated as:

$$WCTR = \frac{\text{Sales}}{\text{Net Working Capital}}$$

Table 11 Pre & Post Merger Mean Score values table for WCTR

WORKING CAPITAL TURNOVER RATIO					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	4.78	-3.90	8.68	75.37
2	CIPLA	1.88	2.48	-0.60	0.36
3	LUPIN	2.83	2.94	-0.12	0.01
4	BIOCON	7.28	2.80	4.49	20.12
5	AUROBINDO	1.69	6.22	-4.52	20.46
6	STRIDES	2.51	0.07	2.44	5.97
7	SUN	0.88	1.35	-0.47	0.22
8	Dr. REDDY	1.71	5.34	-3.63	13.16
9	JLS	4.09	1.07	3.02	9.12
10	CADILA	4.65	6.73	-2.08	4.33
				7.21	149.12

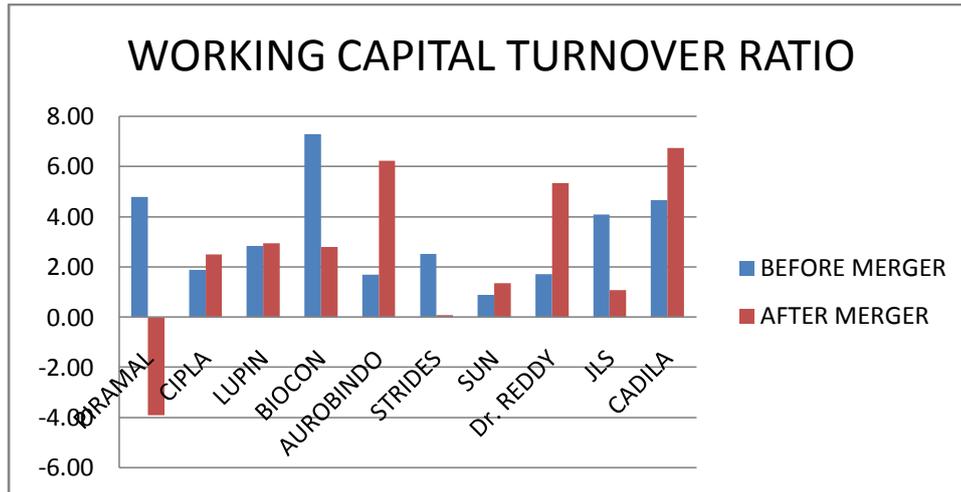


Fig 6

Analysis: the above table shows the Working capital turnover ratio of selected firms before and after M&A. Biocon shows the highest working capital turnover ratio 7.28 whereas Aurbindo showed lowest working capital turnover ratio 1.69 before merger and acquisition. After merger and acquisition Cadila Pharmaceuticals showed the highest working capital turnover ratio. Most of the firms showed decrease in their working capital turnover ratio except Cipla, Lupin, Aurbindo, Dr.reddy and Cadila.

Table 12 t-value table for long term WCTR

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	NULL hypothesis
10	0.72	3.999	9	0.57024	2.262	Accepted

H0: there is no significant relationship between M&A and the mean score of working capital turnover pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score of working capital turnover pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore, the Null hypothesis is accepted.

iii. Profitability Ratio

These ratios are commonly used for measuring Profitability of a firm. A firm, which generates a substantial amount of profits per rupee of sales, can comfortably meet its operating expenses and provide more returns to its shareholders. The relationship between profit and sales is measured by profitability ratios. Profitability ratios can be determined on the basis of either sales or investments. The profitability ratios in relation to sale are Gross Profit Margin, and in terms of investment are Return on Asset (ROA) and Return on Shareholders’ Equity.

- a. **Net Profit Margin:** The net profit margin is a measure of the net profit earned on sales. The gross profit margin considers the firm's cost of goods sold, but does not include other costs. It is defined as follows:

$$\text{Net Profit Margin} = \frac{\text{PAT}}{\text{Net Sales}}$$

Table 13 Pre and Post merger Mean Score value table for NPM

NPM Ratio					
S.No	Company Name	Before Merger	After Merger	Difference (D)	Difference Squared (D*D)
1	PIRAMAL	0.10	1.18	-1.08	1.17
2	CIPLA	18.44	15.07	3.37	11.33
3	LUPIN	10.40	14.57	-4.17	17.41
4	BIOCON	24.65	17.55	7.10	50.45
5	AUROBINDO	6.25	9.72	-3.47	12.03
6	STRIDES	5.36	50.83	-45.47	2067.20
7	SUN	38.42	25.48	12.94	167.46
8	Dr. REDDY	20.14	6.52	13.62	185.50
9	JLS	8.60	5.84	2.77	7.65
10	CADILA	10.52	13.07	-2.55	6.51
				-16.95	2526.71

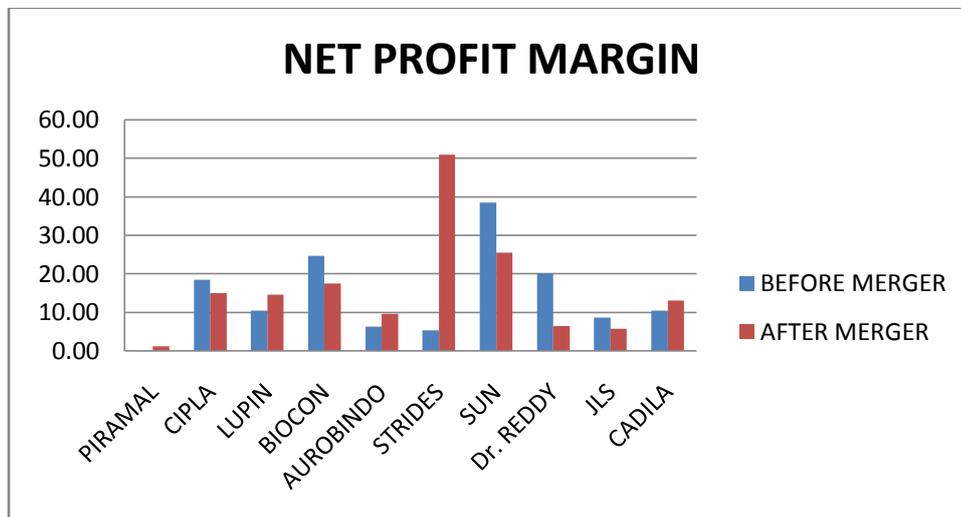


Fig 7

Analysis: the above table shows the Net Profit Margin (NPM) ratio of selected firms before and after M&A. Sun Pharma shows the highest Net Profit Margin ratio 38.42 whereas Piramal shows lowest Net Profit Margin ratio 0.10 before merger and acquisition. After merger and acquisition Strides Shasun Pharmaceuticals shows the highest Net Profit Margin ratio 50.83. Most of the firms showed decrease in their Net Profit Margin ratios except Strides, Lupin and Cadila.

Table 14 t-value table for long term NPM

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	NULL Hypothesis
10	-1.69	641.2	9	-1.074	2.262	Accepted

H0: there is no significant relationship between M&A and the mean score of Net Profit Margin pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score of Net Profit Margin pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the absolute t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore, the Null hypothesis is accepted. Therefore, it is concluded that there is no significant impact of M&A on the selected firms return on Net Profit Margin ratios.

b. **Return on Assets:** Return on assets or Return on Investment is a measure of how effectively the firm's assets are being used to generate profits. It is calculated as:

$$\text{Return on Assets or Investments} = \frac{\text{Net Income}}{\text{Total Assets}}$$

Table 15 Pre and Post merger Mean Score value table for ROI

ROI Ratio					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	0.10	0.21	-0.11	0.01
2	CIPLA	14.50	10.92	3.58	12.85
3	LUPIN	10.51	14.53	-4.02	16.17
4	BIOCON	12.79	9.09	3.70	13.71
5	AUROBINDO	5.40	6.61	-1.22	1.48
6	STRIDES	2.66	28.54	-25.88	669.65
7	SUN	18.29	13.05	5.25	27.52
8	Dr. REDDY	8.62	5.24	3.38	11.42
9	JLS	7.67	3.08	4.59	21.06
10	CADILA	9.51	12.24	-2.74	7.48
				-13.46	781.36

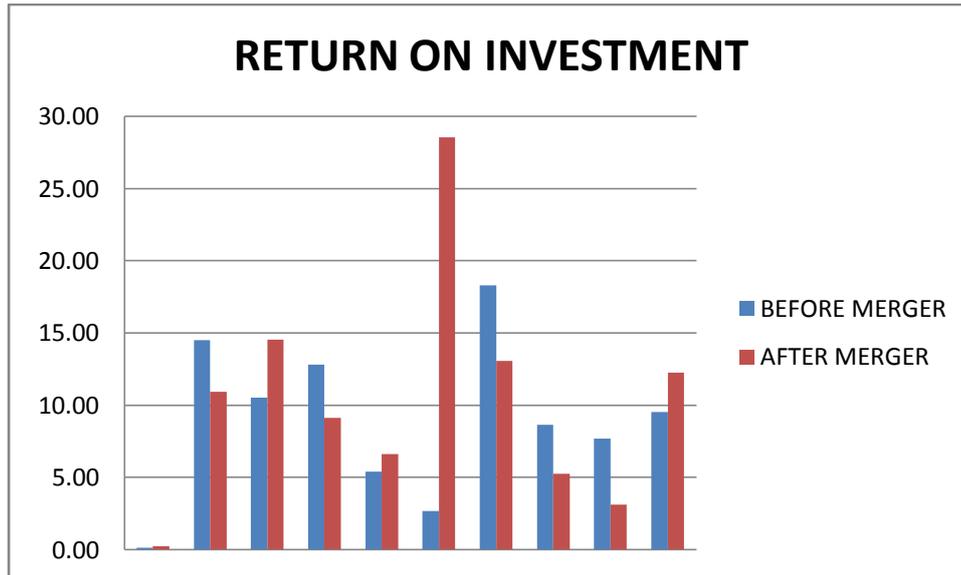


Fig 8

Analysis: the above table shows the Return on investment (ROI) ratio of selected firms before and after M&A. Sun Pharma shows the highest return on investment ratio 18.29 whereas Piramal shows lowest return on investment ratio 0.10 before merger and acquisition. After merger and acquisition Strides Shasun Pharmaceuticals shows the highest inventory turnover ratio 28.54. Most of the firms showed decrease in their return on investment ratios except Strides and Cadila.

Table 16 Pre and Post merger Mean Score value table for ROI

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	NULL Hypothesis
10	-1.35	9.209	9	-0.46205	2.262	Accepted

H0: there is no significant relationship between M&A and the mean score of Return on Investment pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score of Return on Investment pointers of the selected companies.

In order to accept the Alternate hypothesis (H₁) the absolute t_{calculated} value of the selected firms should be greater than the t_{tabulated} value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore, the Null hypothesis is accepted. Therefore, it is concluded that there is no significant impact of M&A on the selected firms return on Return on Investment ratios. Thus the result is as per our expectations.

- c. **Return on Equity:** Return on equity is the bottom line measure for the shareholders, measuring the profits earned for each dollar invested in the firm's stock. Return on equity is calculated as follows:

$$\text{Return on Equity} = \frac{\text{Net Income}}{\text{Shareholders Equity}}$$

Table 17 Pre and Post merger Mean Score value table for ROE

ROE Ratio					
S.No	COMPANY NAME	BEFORE MERGER	AFTER MERGER	DIFFERENCE (D)	DIFFERENCE SQUARED (D*D)
1	PIRAMAL	0.20	0.28	-0.08	0.01
2	CIPLA	24.64	14.47	10.16	103.27
3	LUPIN	29.25	25.78	3.47	12.06
4	BIOCON	19.04	16.21	2.83	8.01
5	AUROBINDO	13.80	19.46	-5.66	32.04
6	STRIDES	9.50	62.84	-53.35	2845.91
7	SUN	30.99	19.09	11.91	141.74
8	Dr. REDDY	21.63	11.62	10.00	100.09
9	JLS	26.85	10.97	15.88	252.28
10	CADILA	22.48	27.70	-5.22	27.23
				-10.05	3522.63

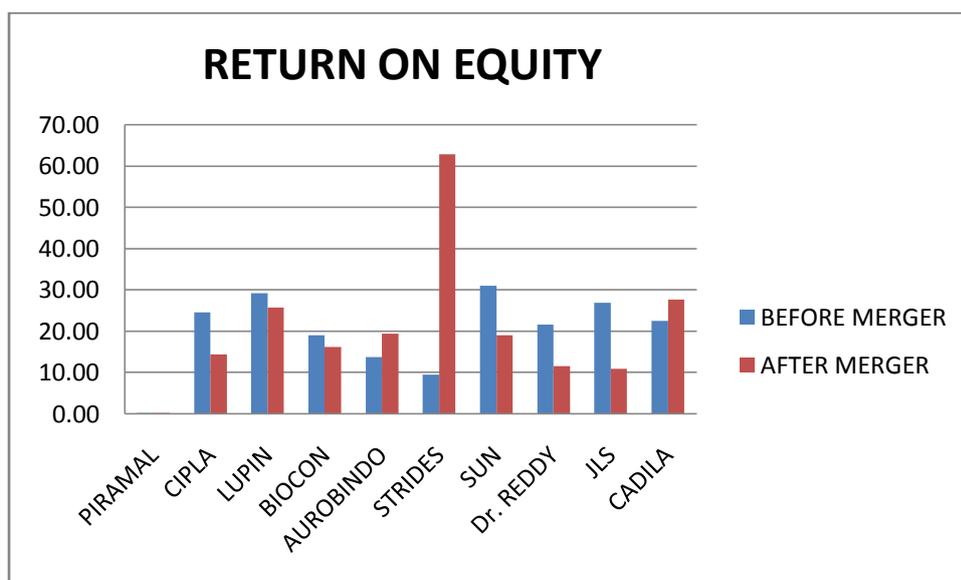


Fig 9

Analysis: the above table shows the Return on Equity (ROE) ratio of selected firms before and after M&A. Sun Pharma shows the highest return on equity ratio 30.99 whereas Piramal shows lowest return on equity ratio 0.20 before merger and acquisition. After merger and acquisition

Cadila Pharmaceuticals shows the highest return on equity ratio 27.7. Most of the firms showed decrease in their return on equity ratio except Aurbindo, Strides and Cadila.

Table 18 t-value table for long term ROE

SAMPLE SIZE	MEAN D	STD. DEV	D.F	t calculated	t tabulated	Null Hypothesis
10	-1.00	19.7556	9	-0.1609	2.262	Accepted

H0: there is no significant relationship between M&A and the mean score of return on equity pointers of the selected companies.

H1= there is a significant relationship between M&A and the mean score of return on equity pointers of the selected companies.

In order to accept the Alternate hypothesis (H_1) the absolute $t_{\text{calculated}}$ value of the selected firms should be greater than the $t_{\text{tabulated}}$ value at a significance level of 5%. Here the calculated value of t-test is less than the tabulated value; therefore, the Null hypothesis is accepted. Therefore, it is concluded that there is no significant impact of M&A on the selected firms return on equity ratios. Thus the result is as per our expectations.

6. Findings of the Study

6.1. Liquidity Position

Current Ratio

Most of the firms in the sample have shown a decrease in their mean current ratio after merger and Acquisition except Primal Enterprises and Biocon pharmaceutical. The study reveals that the change in the mean Current ratios of the selected firms is not statistically significant at 5 percent of level of significance.

Quick Ratio

Similarly, in terms of Quick Ratio, most of the firms have shown a decrease in their mean Quick ratio Except Primal Enterprises and Biocon Pharmaceuticals. However, the changes in their mean Quick ratios are Not Statistically significant at 5 percent level of significance.

The study indicates that there is No significant impact of merger and acquisition on the selected Sample. Thus the study concludes that there is NO significant change in the Liquidity Position of the selected units before and after M&A.

6.2. Leverage or Solvency Position

Long term Debt-to-Equity Ratio

Before merger and acquisition this ratio was highest in STRIDES pharmaceuticals 2.47 and lowest in CIPLA pharmaceuticals 0.16 while during the post merger and acquisition it was highest in JUBLIANT LIFE SCIENCE 1.72 and lowest in CIPLA pharmaceuticals 0.09. This study finds out that after merger and acquisition the long term debt-to-equity ratio was decreased in all sample units except in JUBLIANT LIFE SCIENCE, Dr. REDDY and CADILA. The result depicted by the paired

t-test indicates that the difference in long term debt-to-equity ratio is not statistically significant at 5 percent level of significance.

Interest Coverage Ratio

This ratio was highest in SUN pharmaceuticals 121.33 and lowest in STRIDES pharmaceuticals 2.61 before merger and acquisition and after the merger and acquisition this ratio was highest in BIOCON pharmaceuticals 95.92 and lowest in PIRAMAL enterprises 1.79. After merger and acquisition most of the most of the selected firms showed a decrease in their interest coverage ratio except BIOCON, STRIDES, AUROBINDO and LUPIN. The result depicted by the paired t-test indicates that the difference in the interest coverage ratio is NOT statistically significant at 5 percent level of significance.

The study indicates that there is No significant impact of merger and acquisition on the selected sample. Thus the study concludes that there is NO significant change in the Leverage Position of the selected units before and after M&A.

6.3. Efficiency Position

Inventory Turnover Ratio (ITR)

This ratio was highest in Dr. REDDY pharmaceuticals 5.98 and lowest in CIPLA pharmaceuticals 3.07 before merger and acquisition and after the merger and acquisition this ratio was highest in PIRAMAL enterprise 5.96 and lowest in AUROBINDO pharmaceutical 2.88. After merger and acquisition most of the most of the selected firms showed a decrease in their inventory turnover ratio except PIRAMAL, CIPLA and SUN pharmaceuticals. The result depicted by the paired t-test indicates that the difference in the inventory turnover ratio is statistically significant at 5 percent level of significance. Thus, there is significant positive impact of M&A on the inventory turnover ratio (ITR) of the selected sample

Working Capital Turnover Ratio (WCTR)

This ratio was highest in BIOCON pharmaceuticals 7.28 and lowest in AUROBINDO pharmaceuticals 1.69 before merger and acquisition and after the merger and acquisition this ratio was highest in CADILA pharmaceuticals 6.73 and lowest in PIRAMAL enterprise -3.90. After merger and acquisition few firms in a sample showed a decrease in their Working Capital Turnover Ratio and few showed an increase in their Working Capital Turnover Ratio. The result depicted by the paired t-test indicates that the difference in the Working Capital Turnover Ratio is NOT statistically significant at 5 percent level of significance.

Thus the study indicates that there is a significant impact on efficiency of selected firms in terms of ITR while insignificant impact on efficiency of selected firms in terms of WCTR.

6.4. Profitability Position

Return on Equity (ROE) Ratio

This ratio was highest in SUN pharmaceuticals 30.99 and lowest in PIRAMAL enterprises 0.20 before merger and acquisition and after the merger and acquisition this ratio was highest in STRIDES pharmaceuticals 62.84 and lowest in PIRAMAL enterprise 0.28. After merger and acquisition most of the firms in a sample showed a significant decrease in their Return on Equity Ratio except STRIDES and AUROBINDO. The result depicted by the paired t-test indicates that the difference in the Return on Equity Ratio is NOT statistically significant at 5 percent level of significance.

Net Profit Margin (NPM) Ratio

This ratio was highest in SUN pharmaceuticals 38.42 and lowest in PIRAMAL enterprises 0.10 before merger and acquisition and after the merger and acquisition this ratio was highest in STRIDES pharmaceuticals 50.83 and lowest in PIRAMAL enterprise 1.18. After merger and acquisition most of the firms in a sample showed a significant decrease in their Return on Equity Ratio except STRIDES, LUPIN, PIRAMAL and AUROBINDO. The result depicted by the paired t-test indicates that the difference in the Return on Equity Ratio is NOT statistically significant at 5 percent level of significance.

Return on Investment or Asset (ROI/ ROA) Ratio

This ratio was highest in SUN pharmaceuticals 18.29 and lowest in PIRAMAL enterprises 0.10 before merger and acquisition and after the merger and acquisition this ratio was highest in STRIDES pharmaceuticals 28.54 and lowest in PIRAMAL enterprise 0.21. After merger and acquisition few firms in a sample showed a significant decrease in their Return on Investment Ratio and few firms showed an increase in their Return on Investment Ratio. The result depicted by the paired t-test indicates that the difference in the Return on Equity Ratio is NOT statistically significant at 5 percent level of significance.

The change, whether positive or negative, in the profitability position of selected firms is NOT statistically significant. Thus the study concludes that there is NO significant change in the Profitability Position of the selected units before and after M&A.

7. Conclusion

Most of the firms use M&A as a market expansion strategy rather than as a technology enhancer and it is evident from the performance analysis carried out, which shows that there is no significant improvement in the financial performance during the post merger period. Even though the capacity expansion is one of the major

Most of the firms in a sample have shown decrease in their liquidity and solvency position and few firms which have shown improvement, but that is not statistically significant at 5% level of significance. We conclude by saying that merger and acquisition have no impact in the selected firm's liquidity and solvency position.

8. Limitation of the Study

The major limitations of this study are as under:

- i. This study is mainly based on secondary data derived from the annual reports of industry. The reliability and the finding are contingent upon the data published in annual report.
- ii. The study is limited to five years before merger and five years after merger only.
- iii. Accounting ratios have its own limitation, which also applied to the study.
- iv. This study is related 10 major financial firms. Hence, any generalization for universal application cannot be applied here.
- v. Financial analysis does not consider the Real cost of an organization, for example – efficiency of workers, reputation and prestige of the management.

9. Managerial Implications

The implications of this study are as under:

- i. This study provides the insight to the management regarding pros and cons of M&As.
- ii. It also helps to highlight the areas where improvements are needed.

- iii. It provides information to its stakeholders regarding the financial stability of organization.

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SOCIO-ECONOMIC STATUS OF PEOPLE WITH DISABILITIES IN INDIA: A META-ANALYSIS

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ABSTRACT

In India, about 2.68 Cr persons are ‘disabled ‘which is 2.21% of the total population (censuses 2011). People with disability face greater social and economic discrimination at each phase of their life even at the presence of numerous societal and governmental supports. They continue to experience the barrier to health services, which leads poorer health outcomes. The situation is gloomier in India where exists a vicious cycle between disability, education and economic status of the disabled population. Research demonstrated that people with disability have poor schooling, poor utilization of health care services and poor access to the employment market. People with disability are subject to the strong social stigma with community and families. Nevertheless, studies based on the disability status of developing countries are very limited and needs greater attention from health researchers, policy makers and other important stakeholders. The present study is a sincere effort to understand socio-economic disparity in disability prevalence in Indian districts. It also examines the association between disability prevalence and socio-economic characteristics of the districts of India.

Age-standardized disability prevalence rate (ASDPR)s were calculated applying WHO’s standardized age sex weights on 2011 Census disability data. Multiple regressions were carried out to examine the association between disability prevalence rate and socio-economic characteristics of different districts of India.

Key words: Disability; Socio-economic status, Age-standardized disability prevalence rate, economic discrimination, stakeholders

Introduction

Throughout centuries, the disabled have been oppressed marginalized and stigmatized in almost all societies. They constitute a section of the population, which is most backward least served and grossly neglected. Person with disability are the poorest of the poor and weakest of the weak, who have been socially, educationally and economically disadvantaged; thus having customarily denied their right to self-assertion, identity and development. Now where is this victimization more glaring than in matters of education, employment and physical access? As there is no direct mortality associated with the various types of disabilities, they remain at the bottom of the government’s priority list. There is no mention of, disability either in the constitution of India or the millennium development goals (MDG), thus the treatment and prevention of disability does not demand much attention. So the studies related to disability in India are very limited and most of them are focused only to older age population. Earlier studies have either presented fragmented evidence on the socio-economic inequality in occurrence of disability or the studies were based on small area. Moreover, none of these studies used the inequality measures to understand the inequality in occurrence of these disabilities. Most literature on equity and the social determinants of health is based on data that are from high-income countries and that focus on possible causal relationships. Inequalities in disability reflect and reinforce inequalities in other domains and these inequalities together act as a brake on economic growth and

development. Available studies still silent on a few basic research questions on disability burden in India. For example, which social group in India experiences the highest level of disability? What are the demographic and socio-economic determinants of disability in India? The Census data gives a unique opportunity to understand disability divide in India by providing disability information in lowest administrative (or geographical) units. Furthermore, very few comprehensive efforts are carried out to understand the role of demographic, socio-economic and health care variables in the burden of disability in India. Using district-level census information, the present study aims to identify the critical districts and social groups with respect to disability prevalence for providing crucial input for policy and intervention. Secondly it measures the burden of disability by socio-economic subgroups in Indian districts using the most recent census data.

Research Objective

- To study the present condition of Disabled People
- To study role of government of for improving condition of disabled people
- To study the burden of disability by socio-economic subgroups in Indian districts using the most recent data.
- To identify the critical districts and social groups with respect to disability

Research Methodology

The present study predominantly based on the census of India 2011 data on disability, demographic and socio-economic conditions of Indian subpopulations. The 15th Indian census, conducted by Office of Registrar General and Census Commissioner (ORGCC) was taken as secondary data for Meta-analysis. ORGCC took special efforts to improve the coverage of disability by intensive training to census functionaries on one side and a wide publicity through electronic and print media to sensitize counting of disables on the other side. A detailed description of disability information can be found elsewhere.

Data Analysis

Descriptive analysis of the outcome and exposure variables for 640 districts of India was carried out. Next multiple linear regression was performed in STATA S.E. 12.0 to assess factors affecting disability prevalence.

Research Findings

Table 1: Descriptive statistics of outcome and exposure variables for 640 districts of India

Variables	Minimum	Maximum	Mean	SD
Socio-economic variables				
Percent ST	0.00	98.58	17.70	26.97
Percent SC	0.00	50.17	14.86	9.13
Percent female literacy	24.25	88.62	55.24	12.41
Percent of urban population	0.00	100.00	26.40	21.11
Percent of main workers	30.65	96.40	73.28	12.65
Percent of household having safe drinking water	8.60	99.60	70.68	19.95
Percent of household with dilapidated condition	0.20	17.70	5.03	3.12
Percent of HH having 2 or more dwelling room	11.90	96.50	62.72	15.45
Percent of HH using clean fuel for cooking	0.70	92.40	25.52	20.05
Percent of households availing banking services	10.50	93.90	58.01	16.97
Percent of household with no toilet facility within the premises	1.10	94.40	53.63	26.30

Table 1 describes the descriptive statistics of outcome and exposure variables for 640 districts of India. The average value of the outcome variable (percent disabled) is 2.15% and varies between 0.76% and 4.51%. All socio-economic and demographic variables widely dispersed across districts. While the percent of ST ranges from a minimum of 0.00 % to the maximum 98.58 %; percent of SC ranges from 0.00% to 50.17%. On average, district level female literacy is about 55.24% (varies between 24.25% and 88.62%). We found districts completely with 100.00% rural population as well as districts with 100.00% urban population. On average Indian districts has 70.68 percent of the population with safe drinking water; 5.03% of the population with dilapidated housing condition and 53.63% of the population with no toilet facility within the premise. There exists significant variation in the entire household facilities mentioned above.

Tables 2: Results of linear regression model assessing demographic and socio-economic determinants of disability prevalence in India, 2011

Variables	β	p-values	[95% Conf. Interval]
Demographic			
% Of female	-0.060	0.000	(-0.090, -0.030)
% Of people more than age 60	0.155	0.000	(0.122, 0.186)
Socio Economic			
% Of ST population	0.003	0.030	(0.000, 0.004)
% Of SC population	-0.002	0.446	(-0.008, 0.003)
% Of female literacy	-0.013	0.000	(-0.019, -0.007)
% Of urban population	0.008	0.000	(0.004, 0.012)
% Of main workers	-0.013	0.000	(-0.017, -0.008)
% Of household having safe drinking water	-0.003	0.015	(-0.005, -0.000)
% Of household with dilapidated condition	0.040	0.000	(0.023, 0.056)
% Of household with no toilet facility	0.001	0.673	(-0.002, 0.003)
% Of household having 2 or more dwelling room	0.001	0.451	(-0.001, 0.004)
% Of household using clean fuel for cooking	0.001	0.799	(-0.004, 0.005)
% Of household availing banking services	0.001	0.467	(-0.001, 0.004)
R²	0.2024		

Table 2 presents the results of linear regression model assessing demographic and socio-economic determinants of disability prevalence in India. The two demographic exposure variables viz. percent of female and percent people more than age 60 are significantly associated with disability prevalence in the districts of India. While percent of female population is negatively associated [β =-0.060, CI (-0.090, -0.030) & P <0.001], percent of people more than age 60 are positively associated with disability prevalence [β =0.155, CI (0.122, 0.186) & P <0.001]. With the increase in the percent of ST population, disability prevalence also increases, and this association is statistically significant [β =0.003, CI (0.000, 0.004) & P <0.005]. There is no significant association between the percent of SC

population and disability prevalence. The percent of female literacy and main workers are found to be negatively associated with disability prevalence [$\beta=-0.013$, CI (-0.019, -0.007) & P <0.001] and [$\beta=-0.013$, CI (-0.017, -0.008) & P <0.001] respectively. As percent of urban population increases, disability prevalence also increases [$\beta=0.008$, CI (0.004, 0.012) & P <0.001]. Among household related variables, percent of the household having safe drinking water and percent of household with the dilapidated condition are found to statistically significant association with disability status. As the percent of household with safe drinking water increases, disability prevalence decreases [$\beta=-0.003$, CI (-0.005, -0.000) & P <0.005]. On the other hand, increasing the percent of household with dilapidated condition leads increasing percent of disabled [$\beta=0.040$, CI (0.023, 0.056) & P <0.001]. We don't observe statistically significant association between disability prevalence rates and the rest of the household amenities variables (percent of household with no toilet facility, percent of household having 2 or more dwelling room, percent of household using clean fuel for cooking, percent of household availing banking services).

Suggestion & Conclusions

This study is a significant addition to the existing body of literature in India since to the best our knowledge there is no analogous systematic study in India to understand disparity in disability prevalence by demographic, socio-economic and geographic characteristics. Districts are having a higher percent of old people (above age 60) also have the higher percent of disabled people indicating age as an important determinant of disability. This is consistent with the conclusions of previous studies. In India, socio-economically disadvantaged ST and SC groups usually have poorer health outcomes than the rest of the population. This analysis further confirms that disability burden is higher among these disadvantaged social groups. Regression result also shows that the net effect of having higher percent of ST population in a district leads higher prevalence of disability in that district indicating districts having higher percentage of deprived population also have higher likelihood of disabled population. A similar observation can be on the rural-urban differential in disability in India. A positive association between the percent of the urban population and percent of disabled is found at the district level after controlling other exposure variables.

Female literacy matters a lot when it comes to any health outcomes in India and other developing countries. Disability status is also not an exception to this as clear from the multiple regression results. Districts are having a higher percent of households with poorer economic conditions also has the higher prevalence of disability rate after eliminating the role of demographic and social variables.

One important finding of the present study stands contrast to the previous findings observed in India and other countries. Contrary to previous findings, the present study found that men carry higher burden of disability than women both in terms of absolute size of disabled persons and disability prevalence rate. However numerous empirical evidences based on multi-country setup shows that women have higher disability prevalence rates than men although women survive longer than men. There might be two possible explanations for this contradictory finding. In the first place, we may believe that relatively lower female disability inherited due to the kind of disability information we are using in the present analysis. Most of the previous studies reporting higher female disability are largely based on reported disability on activities of daily limitations (ADLs) or functional assessment. However, the present study is based on disability information closer to the medical definition. Secondly, even after serious efforts by census authority in India to count each and every disabled individual, we cannot totally reject the hypothesis that a fraction of disabled women are under enumerated in census due to the presence of stigma towards disability as well as negligence towards a

specific gender. Although we have not found any study addressing female under-enumeration in census 2011. Further research should be conducted to explore this particular concern.

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BEHAVIOURAL STUDY OF MUMBAI'S YOUTH TOWARDS ONLINE SHOPPING

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Abstract

E-Marketing is growing in India. But this growth does not seem to take the speed as expected by the businessmen. Various problems are prevalent in online shopping or per say E- Marketing. Especially Indian youth are not so comfortable with the online shopping as compared to other countries. In Rural India, we have only 2% of net users whereas Urban area includes 121 million people who are using the net for various purposes. In nutshell, we can say that very few youth are involved in the online shopping. According to the presiding Government, if we need cashless transactions, to foster digital economy today, we must remove the reluctance of online shopping amongst the Indian youth and give an enhancement to this form of business. This research paper attempts to highlight the relation between the youth of Mumbai as representation of the Indian youth and online shopping. It attempts to show and prove the relations between youth and the online shopping. The typical net users in Chennai, Bangalore and Pune, are in the age group of 18-24 years, much younger than those in Delhi, Mumbai and Calcutta, i.e. the age group of 25-30 years. In Ahmadabad, 35% of users are in the age bracket of 35-44 years. By and large, people feel that online shopping is very popular among the Indian youth but reality is different and there is no close relation between them and online shopping. With this assumption, the research study attempts to justify the hypothesis and elucidate various features of the online shopping. The research paper highlights the various problems of the Mumbai's youth in relation with online shopping. They face many challenges while they purchase products or services through online platform. Many times, due to such challenges, they change their decision of online purchasing. However, along with these challenges, there exists a whole arena of opportunities for those who venture into the online shopping. The research endeavour also puts forth few suggestions for improving the condition of online shopping in India, especially in Mumbai, among the youth. The research paper is based on elementary study and data collected through 200 youth, as sample size, with few limitations and hypotheses will be justified with the help of statistical tool.

Key Words: E-commerce, Youth, Online shopping, Behaviour

Introduction:

In 1995, Jeff Bezos, a young financial analyst was full of hope about the potential of doing business on the Internet, who started his first online business for the product "Book" and the name given to the business was Amazon.com. This was the development of online business at the global level. But at domestic level, internet was started in India on 16th August 1995 with the starting of Videsh Sanchar Nigam Ltd. (now BSNL-Bharat Sanchar Nigam Ltd). It Introduced internet in India and only 2% users of internet were there in the beginning. However, over the last two decades, the use of internet and mobile phone in India has been increasing. India first came into interaction with the online business or E-Commerce via the Indian Railway Catering and Tourism Corporation Limited (IRCTC). Through this corporation, the Government of India has been using this online platform to make it convenient for its public to book the train tickets, and after this success they also started online

booking for the aviation industry, Air-Deccan being the first such career in the online selling of the tickets. Though online shopping has been in the existence in India, since the year 2000, but it gained popularity only with deep discount model of Flipkart. In a way it re-launched online shopping in India. Today 98% of the netizens use Internet to shopping whereas 96% use it to browse social media. As many as 95% netizens use internet for online banking, booking tickets, and sending e-mails. The majority of credit card users for online shopping were in the age group of 26-30 years, and were doing well in their career. Hence all over India, this young generation from metropolitan cities is involved in the online shopping except the youth from Mumbai (Source: Nielsen survey). Therefore, the research paper throws light on the behavioural study of Mumbai's youth about online shopping which is different from the other parts of the country like Bangalore, Delhi, Pune etc., with the emphasis on the situation of e-commerce in India.

Problem Statement:

E-commerce has been growing rapidly in India. But this growth doesn't seem to impress the businessmen, especially in Mumbai though the ratio of the youth population is maximum. Various problems are present in the area of online shopping. It is observed that the youth of Mumbai doesn't have felicity with the use of online shopping as compared to other parts of the country. This research study throws light on various hurdles of online shopping, including the reluctant behaviour of the Mumbai's youth. To achieve the goal of cashless society, we must remove the reluctance of online shopping from the minds of Mumbai's youth and give a boost to this form of business.

Literature review:

Today in India, we have 355 million internet users and it is expected to reach by 650 million by 2020. Urban India has close to 60% Internet penetration and overall Internet penetration in India is currently around 31%. (Source: IAMAI-IMRB report). It shows that with the increase in the number of internet users, online shopping also increases.

There are quite a few research attempts made in this research field on online business in India and abroad which not only serve as a predecessor in the field but also provide directions to the present study. 'The Luxury Market in India: Maharajas to Masses', edited by G. Atwal and S. Jain is one such attempt which shows that the online shopping sites introduce international designers and lesser known foreign brands to young professionals and the fashion conscious youth in India. Online shopping site, Qvendo claims to sell a selection of high-end brands that are not available in India through online shopping (G. Atwal, S. Jain: 2012: 103)

Lee and Turban have helped us to understand the relationship of Attitudes and Purchase Intentions in context of Online Shopping among Indian Youth in their research paper. They also suggest that the distrust among the customers is found to be one of the main factors for hesitating to shop online. The development of a scale to measure the perceived benefits and risks of online shopping are also outlined here. (Lee and Turban, 2001) D. & Gardner, L.C. (2006)

Objectives of study:

1. To find out the behaviour of youth of Mumbai and online shopping
2. To scrutinise the relation between the online shopping amongst Mumbai's youth
3. To search the challenges of the online shopping
4. To provide recommendations

Hypotheses:

H₀: The behaviour of the Mumbai’s youth and the online shopping is independent

H₁: The behaviour of the Mumbai’s youth and the online shopping is dependent

Research methodology:

Data collection: For this research, primary data was collected through questionnaire from the students and the secondary data was collected through articles, reference books, e-books, Newspapers and websites.

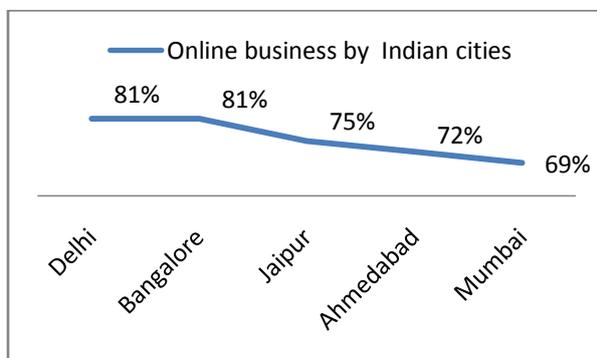
Sample size: Primary data is collected through 200 students from Mumbai’s various commerce colleges as it is thought that these students come from various areas of the Mumbai from the age group of 17 to 25 years, studying in classes ranging from F. Y. B. Com to M.Com and further.

Limitations of the study: Random answers given by the students and age group of the research study are limited.

Facts and Findings

Behaviour of youth of Mumbai and online shopping (1st objective)

India is a country of youth and 75% of Internet users in India falls in the age group of 15-35 years. These form the potential customer base for online shopping. Mere promotional efforts on social networking sites by retail industry can help to attract the large tech savvy customer base. In 2002, India first came into commercial interaction with the online E-Commerce via “Indian Railway Catering and Tourism Corporation” (IRCTC). In 2007, Sachin Bansal and Binny Bansal from IIT Delhi came up with an online company called Flipkart to change the view of the Indian customers toward online shopping. Later, various companies entered the field of online marketing which include Amazon, e-Bay, Alibaba, at the global stage and Snapdeal, Myntra, Jabong, at domestic national level. A survey released by Tata Consultancy Services (TCS) points at the rapidly increasing online shopping market among youth, especially the very prominent group born after 1995 called ‘Gen Z’ of Mumbai. This group seems to have given, on an average 84% response to the online shopping, i.e. at least 8 out of every 10 youth. But according to American Express and Nielsen survey, only 69% of the Mumbai’s youth respond positively to the online shopping, in comparison with other Indian cities.



Source: American Express and Nielsen survey

Following study shows how the Mumbai’s youth are reluctant about online shopping. This could also be due to the rise of online recharges by youth between ages of 18-30 years. Delhi and Bangalore lead the country with 81%. Tier 2 cities like Jaipur 75% and Ahmedabad 72% of residents, respectively, paying bills online. And only 69% of Mumbai’s youth pay their utility bills online.

Features: In India, people from different age groups are the users of the Internet and thereby users of E-commerce, and E-commerce means “Business anywhere around the world and at any time”. According to various surveys, on an average, Mumbai based youth shows the following features while they purchase the product:

1. General features:

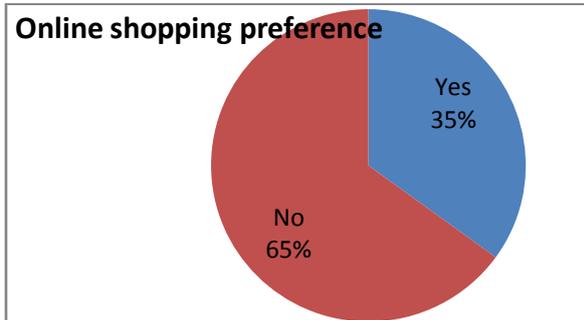
- Amazon tops the list in the category of most preferred brand for online shopping.
 - Cash on delivery is popular payment mode in Mumbai's youth.
 - Due to heavy discount, youth search and surf the internet.
 - Mobile is the most useful device in contacting the online shoppers.
 - For internet shopping, favourable timeslot for Mumbai's youth is 9 pm to 11 pm due to time constraint.
 - Favourable online product categories are Electronics and Apparels.
2. **Security:** Security challenge is one of the factors due to which young customers are reluctant in doing internet shopping. 80% of the youth showed their disappointment towards cyber law of India, surprisingly many youngsters even don't know about the cyber law.
 3. **Unhappy with late delivery:** Indian infrastructure is messy. Due to its limited accessibility and poor network services to rural areas, online industry is still in the developing stage with limited customer base of urban population.
 4. **Digital illiteracy:** Fortunately Mumbai's youth are digitally literate. Utmost 98% people use internet but very less number of youth use it for online purchase as many of them don't know how to order products through online shopping portals.
 5. **Unaware of e-commerce laws:** In India, we don't have perfect law for cybercrime. A Number of youth from Mumbai are reluctant about the study of cyber law; hence they don't have the knowledge about such laws, if they are cheated by the online company. Only 35% of youth from Mumbai know the cyber laws.
 6. **Feature Phones Still Rule the Roost:** In Mumbai, due to financial condition of the youth, they can't purchase smart phone or internet pack, hence they are unaware of online shopping.
 7. **More purchase during festivities:** It has been observed that estimatedly, 53% of youth of Mumbai purchase online products during the Diwali season and 55% during Christmas.
 8. **Cash back offers:** Retailers providing lucrative offers of cash back on purchase of certain products and heavy discount on certain products attract youth by creating a win-win situation for both the customer and the marketer. At this moment, maximum youth purchase various products or they prefer to purchase while offer is there.
 9. **Use of Social Media:** Social Media has a greater influence in the promotion of goods and services. Facebook, twitter, instagram are the social platforms that enable marketers to advertise products and services. These social media help bring the young audiences to the online space.
 10. **New Product segments:** In these categories, vertical players operating include fashion, furniture and home furnishings, eye care products, healthcare products etc. These are the players with small share of the market, but are growing rapidly.
 11. **Use of credit cards:** In India, only 35% of Net users surveyed have credit cards and despite a higher average monthly income, credit cards penetration among Net users is fairly low both in Delhi & Bangalore, at 25% & 18% respectively whereas Kolkata shows the highest penetration of 58% among Net users while Chennai has the lowest which is only 17%. In Kolkata and Mumbai, awareness of E-commerce is very low and Ahmedabad, Bangalore and Delhi show high E-commerce awareness. In 2000, only 16% people knew how to order goods and services on the Net. From these, majority of them used the Net to buy cinema tickets, books and cassettes/ CDs etc.

From the above information, it shows that, online shopping is growing but it lacks speed among Mumbai's youth.

The relation between the online shopping amongst Mumbai’s youth (2nd Objective)

While surveying on online shopping, following questions were asked to the Mumbai’s youth

Do you prefer online shopping?



It shows here that only 35% (70) youth prefer to purchase via online shopping and 65% (130) youth refuse to purchase through online platform. They have cited various behavioural reasons for purchasing or refusing to purchase through online shopping.

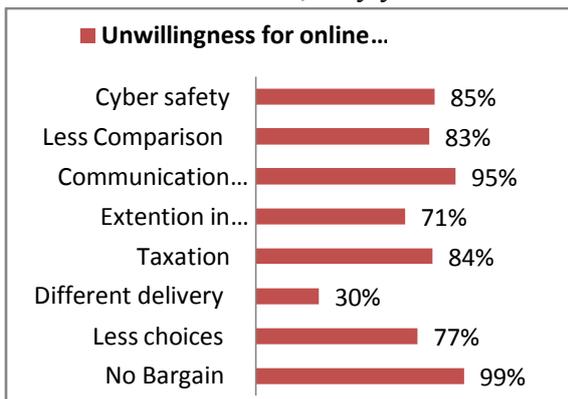
What are the reasons for using online shopping for purchasing products?



Survey shows here that 64% youth agreed to purchase online because of easy availability, 48% due to prominence in delivery, 62% youth purchase online due to time constraint, 43% agreed to purchase because of possibilities of evaluation of the products and 50% agreed that they shop online due to information facilities and 66% said that these products are cheaper online

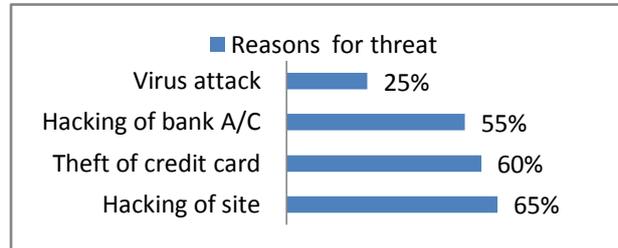
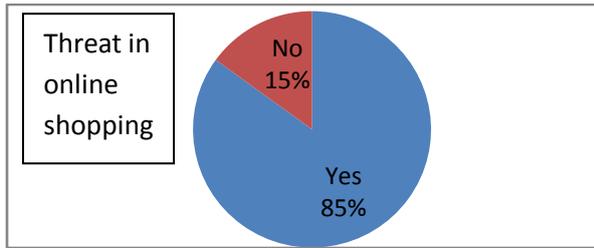
The challenges of the online shopping (3rd Objective)

As Mumbai’s residents, why you are not willing to purchase products through online portals?



The study shows clearly that 99% youth attributed their unwillingness for online shopping to lack of bargain power through online shopping, 77% to less choice for selection of the products. 84% to the increase of product price due to taxation, 71% to delay in delivery, 95% to the gap in communication between the online shopper and customers, 83% to the chance of less comparison and 85% to the fear of safety. Only 30% youth attributed their unwillingness for online shopping to discrepancy between the expected quality and actually delivered products.

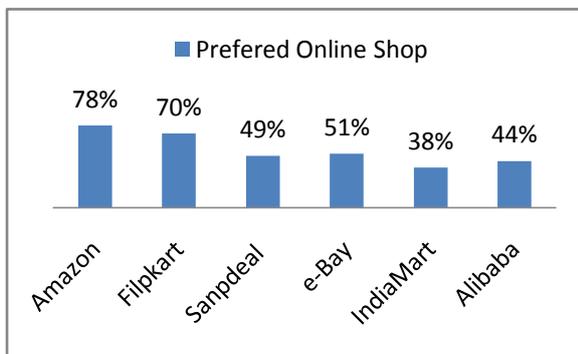
Is there any threat in online transaction?



It shows that there is a threat of cyber-crime among the youth of Mumbai, also and it shows that 85% youth agreed for this and only 15% refused the threats of cyber-crime

It shows that 55% to 65% youth attributed various reasons of cyber-crime like hacking of bank A/C, theft of credit cards and hacking of website. 25% responded that they have fear of virus attack.

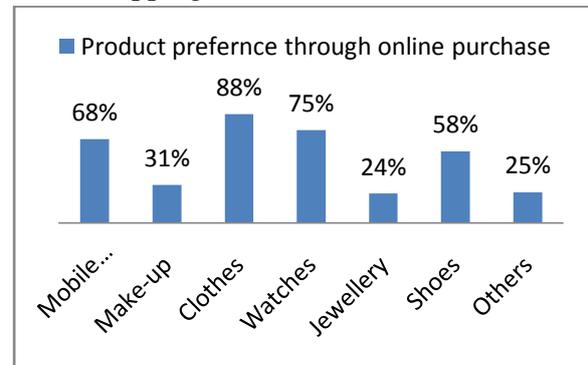
Which online marketers do you prefer?



It is observed that Majority of the respondents prefer Amazon for purchasing the product and very less prefer to IndiaMart.

Source: Self Complied

Which products do you mostly purchase through online shopping?



While purchasing the product online, youth prefer to buy Clothes which are near about 88%, purchase of watches shows 75% preference, and average preference is given for other products whereas for jewellery products it has been seen very low preference about 24%.

Justifying Hypotheses:

- Do you have fear of online shopping?
- Do you need to feel the product before purchase it?
- Do you think that online sellers offer costly products?
- Do you think that online sellers offer inferior quality products?
- Do you think that there is not enough choice in selection of products?

Responses	Fear	Feel	Cost	Inferior quality	Less choice	Total
Yes	172	187	95	97	123	674
No	28	13	105	103	77	326
Total	200	200	200	200	200	1000

Behaviour (Fear) online shopping						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	172	134.80	37.2	1383.84	10.266	31.491
No	28	65.20	-37.2	1383.84	21.225	
Total Chi-Square	200	200	0	2767.68	31.491	
Behaviour (Fear) online shopping						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	187	134.80	52.2	2724.84	20.214	62.006
No	13	65.20	-52.2	2724.81	41.792	
Total Chi-Square	200	200	0	5449.68	62.006	
Behaviour (Cost) online shopping						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	95	134.80	-39.8	1584.04	11.751	36.046
No	105	65.20	39.8	1584.04	24.295	
Total Chi-Square	200	200	0	3168.08	36.046	
Behaviour (Inferior Quality) online shopping						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	97	134.80	-37.8	1428.84	10.560	32.475
No	103	65.20	37.8	1428.84	21.915	
Total Chi-Square	200	200	0	2857.68	32.475	

Behaviour (Less Choice) online shopping						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	123	134.80	-57.8	3340.84	24.784	76.024
No	77	65.20	57.8	3340.84	51.240	
Total Chi-Square	200	200	0	6681.68	76.024	
Total Chi-Square						238.042

Level of significance = α 0.05

Degree of freedom= (number of rows-1)*(number of columns-1) = 1*4 =4

Therefore $\chi^2_{tab} = \chi^2_{3, 0.05} = 9.488$

Therefore $238.042 > 9.488$

D.C. -- Reject H_0 if $\chi^2_{cal} > \chi^2_{tab}$ therefore we reject the H_0 : “The behaviour of the Mumbai’s youth and the online shopping is independent” and we accept the H_1 : “The behaviour of the Mumbai’s youth and the online shopping is dependent”

(4th objective)

Conclusion and Recommendations:

The research paper shows clearly that there is relation between the youth of Mumbai and online shopping. It proves that there is no close relation between them, hence it is important for the online shoppers to increase the value of this type of shopping amongst them and for this, and they must remove the drawback of this shopping such as cost, quality, delivery, security and so on. According to this, following recommendations are given:

- Government must clarify about the cyber security and make it stronger
- For increasing trust of the Indian youth, send them quality products
- If they don't like products, money back offer should be there
- Online shoppers should be available for bargaining in terms of product cost.

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DIGITAL TRANSFORMATION AND ITS IMPACT ON PEDAGOGICAL DEVELOPMENT IN A GLOBAL CLASSROOM

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Abstract

The age of digitalization has ushered a glorious phase in the development of pedagogy, business and development. The age has brought in a stimulating experience for the educant's interaction and intellectual comprehension and an illuminating experience for the educator, who had to be conceptually firm and grounded to stay aligned with their subject domains. Here learning became more like an interactive session, where learning happens synchronously and asynchronously ensuring collaborative and self-directed learning skills.

Aim of the Study: The paper aims to understand and analyze how traditional methods of teaching and a combination of new technological developments have paved way for a new blending or 'assimilation' to the process of learning.

Methodology: The study is modeled on patterns of descriptive research. Here the focus is on understanding the impact of digitalization in pedagogy mostly through observation in the natural environment.

Findings: The study helped to evaluate the concept and evolution of a post modern or a 'hyper university' concept, where buildings of learning became mere edifices, leading to an age of digital explosion. The paper delved into domains as to how social media and online networks helped and hindered in knowledge building and knowledge dissemination. The paper gave an idea about how a hybrid model based on traditional pedagogical methods and modern technological tools would evolve and help in formulating a new pedagogical perspective.

The study would facilitate in understanding how the handling of the new techno-pedagogical tools require extensive planning in a virtual classroom with more self checking focusing on analysis, synthesis and evolution. The paper would also discuss on a few innovative methods used in pedagogy and how this has helped in a smooth transition of teaching learning process effectively.

Key words

Stimulating , synchronous, assimilation, edifice, hinder, dissemination, pedagogy.

Introduction

The twenty- first century can be epitomized as an age of digital transformation which facilitates to re-invent business models using digital technology. This is an age of innovative exploration which has opened new avenues to an agile world filled with plentitude of innovations. The increasing trends in digitalization and technology have advanced pedagogical developments to unbelievable heights. The

rapid transformation of accessing the internet from a desktop server to a hand held device like a smart phone or a car held device like a Google map, guiding you as to how and when you would reach your destination, is ample evidence to forecast the advancement in technology. It is quite impossible to even imagine as to where we are heading to.

In an age where internet has evolved as a ‘learning and lifestyle resource’ (Michael 98) the paper seeks to analyze how new technologies have pushed traditional pedagogical methods in taking a new ‘social turn’ in re- conceptualizing the teaching learning process.

Research Objective

The paper tries to understand the status, relevance and scope of a formal classroom in the wave of digitalization. The purpose of the paper is to understand the impact of Digitalization on pedagogy and how it has revolutionized personalized learning in a global classroom.

Literature Review

The role of the teacher has evolved from the concept of ‘sage on the stage’ to a guide and mentor who supported the learner- more like a facilitator. Learning has also taken a drastic shift from teacher centered to learner centered; activity oriented conversations rather than a ‘chalk and talk’ method. The need for upgrading oneself with the rapid advancement of technology had become the need of the hour, as it was merely a question as to whether the instructor needed to update his skills or get himself outdated. Being a literate in digital technology has become one of the inevitable life skills for the twenty-first century. The development of online instructional modules turned out to be a hard nut to crack, as it was a very time consuming process, but it helped a large section of learners to access the study materials available all around the globe within a few seconds. The digitalization of technology in pedagogy had a great deal of advantages in the logistics part, as it saved the travelling time of the learners who most often found it difficult to follow a routine schedule. The rapid advancement in technology had created a wave of competition promoting the very notion of the survival of the fittest. The instructors and the learners found that staying aligned and relevant with the business dynamics was a real time challenge. Social media too had created a platform for information exchange without boundaries or constraints. Hence making the world a close knitted glocal (i.e. global cum local) community.

The age of digitalization has ushered a new era for higher education in gaining global competence. Carl Raschke makes an apt and witty comment in his book *The Digital Revolution and the Coming of the Post Modern University* He says that people stick on to the existing higher education in a same way as how a man and woman persists in an abusive relationship. He remarks that “...the painfully familiar seems preferable to the frighteningly unfamiliar” (Preface). Raschke in his book mentions how higher education has moreover evolved like a social, economic and cultural shift which cannot be isolated. He feared the formation of a new university - more or less like a Hyper University- a one stop for all learning and teaching process. Here buildings and edifices would have no significance and education would be linked to cyber space with just a computer and a server. The author states that whether the University is prepared for a rapid revolutionary change is an immaterial question, as it forcefully enters to a makeover phase called as a ‘post modernism’ .He predicts that it would be an age of information explosion.

Understanding the merits of Digitalization in pedagogy, it has been proved beyond doubt as to how technology helps in a high level mastery over languages. To list out a few advantages, we could highlight a few merits of Digitalization in Pedagogy.

- Convenience- It saves time , effort and energy for travelling long distances to attend classes
- Stimulating Interaction- The visuals, sound effects and the innovative approach retains curiosity by promoting creativity, collaboration and interest. It helps in monitoring learning disabilities and in finding additional talents in learners.
- Hassle free learning- Online learning has introduced a hassle free learning concept where the learners could enjoy learning , without the pressure of real – time comprehension
- Synchronous and Asynchronous learning- Synchronous learning happens where learning happened in real time scenario and asynchronously when a learner wanted to choose lectures at his/ her convenient time schedule.
- Enhances Digital Literacy skills- The wide range of hardware and software applications promotes creative thinking and develops intercultural and management skills. Collaborating and Researching thereby became easier through digitalization.

Digitalization in pedagogy paved way for a global classroom, where the learners from any part of the globe could join or enroll for a course of their choice and learn in their own pace. Taking the case of a few exceptional courses, which was bound by a stipulated time frame, the learners could learn any courses from any part of the globe in a more convenient way. The instructions were mostly conceptually grounded, with explanations based on scientific researches by incorporating effective teaching modules. The backup for most of these learning programs were based on massive amounts of background information , where the instructor had to diligently chose the most reliable , effective and concise data. Learning was most often enabled with the help of Digital Learning Object (DLO's) like videos, animations, drills games and simulations which made teaching – learning process more interactive and ensured development at the completion of each stage. The instructors however had to make a judicious choice while selecting the high end computer and video interfaces, graphic presentations, simulative cognitive tools, mind maps which helped in easy comprehension and interactive learning. The learners could also resort to lectures and mini- discussions which helped them in asynchronous learning. Most often oral synchronous environments were created by switching over to multiple modalities, voice- over and sometimes with instructor's stand-alone materials and drill sessions.

Synchronous study environment in a macro level tracks the learner's progress and outcomes through instructions, periodic assessments, and tests. This helps the instructors to reap maximum results to meet specific goals and objectives. They can use archives to assess their teaching methodology and this helps to establish a strong foundation and streamline the subsequent instruction. This also helps the learners to understand their overall progress such as their strengths and weaknesses. Digitalization of data in a synchronous study environment also helps in maintaining a steady portfolio of the learner as it helps in mentoring and counseling. In a micro level digitalization, asynchronous study environment helps in mastery of the target language or a specific skill domain.

Asynchronous study in Digitalization is studying basically in an offline scenario, where the learners are free to take up the courses and learn at their own time frame. Here the learners are not constrained by the limitations of attending the classes at a specific point of time or by listening to lectures for hours together. Here learning can be done with a voice over of the instructor or multiple modalities assisting the learner for an effective learning environment.

Computer Assisted Language Learning (CALL) and Task based Language Teaching (TBLT) were technology mediated language learning programs which employed methodology based on multimodal digital learning environments. Michael Thomas in his book Project based Language Learning with Technology states how both ELT and educational technologies in modern times have been supported by powerful lobbies and marketing strategies and campaigns, which promote the learner to switch more to ‘digital time’ leading to a ‘transformatory and revolutionary change’. Michael states how this had transformed to a business mindset than to a holistic purpose as it would be better if the content is learner – generated and a process-oriented, collaborative experience based on dialogue and interaction.

Web Conferencing is a remarkable method especially while teaching languages, as it enables the learners to interact with the native speakers of that particular language. It promotes a gradual shift from a traditional language learning method to an active language usage program. However the learners need to develop a critical attitude in choosing the right methodology and tools in their classroom. A video stimulated reflection method helps in better comprehension skills even in technical domains.

The following applications are a few examples of tools which instructors use in improving traditional pedagogical methods through the latest digital modes.

Storify: is an interesting new application that enables to browse and share from multiple social media streams and blogs at once. Most instructors use storify to

- Tell a news story about something that is gaining popularity on social media
- Re-call the narration of a public event such as a conference or other live event where attendees keep posting to social networks
- Tell the story of a personal event like a wedding, party or night out with friends
- Tell a company’s story by using many multiple opinions and feedback on social media
- To narrate a story using the photos, video and updates that can be posted on social networks to help in remembering and sharing what is most important.

Prezi – is an anti-PowerPoint, allowing for the sequencing of presentations to be done in two dimensions, by opening a world of possibility for the use of space and depth.

Kidblog- Kid-safe blogging is an application that can be used at home or in the classroom. The user-interface is quite complex, but after a level of comprehension, it would be easy to understand and to figure out. Images can also be uploaded directly to the blog without using embedded codes.

Smart Drawings allows students to create technical drawings, from blueprints to line-based sketches of proposed projects, products, or other widgets.

A graphic representation of the same would help to understand the concept of Smart drawings in a better perspective.

SMART DRAWINGS v. 2.0

- * New design and controls
- * Edit mode
- * More possibilities inside



Research Methodology

The research paper is formulated on the basis of descriptive research. The paper seeks to describe and identify the research problem (the impact of digitalization in pedagogy) which is done through data collection. The data is based on facts and observations, analyzed according to the available sources. This enabled the researcher to understand the situation completely, which later helped in describing, explaining and validating the findings based on the analysis.

Data Analysis

The data facilitated the researcher to understand that there has been a growing trend for a harmonious blend of both synchronous as well as asynchronous learning methods to form into a new domain called Blended Learning, where the learners get to have the advantages of both the methods. Here most often live sessions and classes are interspersed with online sessions and assignments. Blended learning becomes most effective, when it is carefully planned and strategized. It builds rapport and ensures better learning outcomes. Blended learning provided a platform for information exchange without boundaries and constraints, making the world into a single global community.

In the case of Task Based Language Teaching it would be better to bring in digitalization with a collaborative task based model; in contrast to rote- memorization using commercial text books and Grammar Translation methods.

Jason Allen in his book Hybrid Learning formulates a new method which is quite similar to a blended learning approach. It is a combination method of the elements of classroom learning with the modern online strategies. He calls this as a ‘hybrid’ method which represents “best of both worlds” one that has “the most effective aspects of face to face (f2f) and online instruction” (1)

Jason regarded the teacher or instructor as the final arbiters with regards to design of syllabus design and pedagogy. They need to have a close observation on the working patterns of a hybrid

university model so as to improve the overall learning experience of the educator and the educant. Hybrid models of educational strategy enhances better collaboration and communal knowledge through building and knowledge sharing, thereby providing richer learning experience than traditional classroom lectures.

However it is to be understood that hybrid model does not imply to ‘assimilation’ as Jason says: “...creating something new; without destroying the ingredients of the original...a rhetorically and culturally value- position version of the best of both worlds premise”.(15)

Digitalization has also paved way for new domains of learning to researchers and educationists alike. Scholars, especially in research use online networks and enhanced digitalization modes to engage in knowledge dissemination, as it helps in reaching new levels of understanding and helps in building new communities for better understanding.

Yet another increasing trend that we notice these days is the use of social media such as Whatsapp, Twitter and Facebook and so on and so forth. Most of the social networking sites acts as support systems and helping hands , where most often scholars get to exchange their ideas and share their views, which they might fail to receive get from their universities or research guides. George Veletsianos in his book Social Media in Academia comments on how social media and digitalization helps in higher education:

... “ An evidence based understanding of scholar’s efforts, experiences, obstacles and tensions with networked scholarship might help contribute to a greater understanding of the role of digital technology in the enterprise of higher education”.(14)

Douglas C Merrill and James Albert in their book Getting Organized in the Google Era explicates how technology can help us to organize and to stay connected by reducing the stress levels that puts a load on our memories. It would be apt to mention about a funny anecdote that they mentioned in this context:

...”your brain may not be as amazing as you thought. But you don’t take it personally. Your brain was developed eons ago primarily to prevent you from being eaten by carnivorous beasts- not to memorize lists or store facts. Think about it: Your brain weighs only about three pounds. You’ve cooked turkeys far bigger that.”(10)

The thought provoking quote emphasizes on the capacity of the human brain. Human brain is quite effective in multi- tasking and in storing high sequences of data. We can learn strategies for processing and storing information that requires least amount of brain power possible.

In a technology mediated world, pedagogy can be effectively managed by

- By using SME (Subject matter Experts) in diverse fields for teaching and content development
- By understanding and embracing international perspectives on effective teaching strategies
- By adopting a variety of styles in terms of presentation, writing and tone
- By including more interactive sessions through explanations and discussions, blogs and online activity forums.

- By anticipating and avoiding the risks associated with new digital methods as cyber crimes, cyber bullying etc.

Research Findings

Digitalization of pedagogy emphasizes on the key aspects of ‘minimizing brain strain’ as it reduces the strain of learning and memorizing difficult algorithms and complex analytics.

The traditional classroom is like a ‘one size fits all’ learning concept, where the responsibility is primarily on the learner and most often content coverage can be done only through conceptual understanding. The rapid advancement of technology enhanced by digitalization brought in ‘diversity’ to the classroom concept.

Digitalization becomes highly effective in teaching learning process, when it is carefully analyzed, synthesized and evaluated. It has to be combined with interactive discussions as it encourages innovative thinking through reflection papers and active discussions with the instructors and the peer groups.

In a world of digital explosion, it is the role of the learner as well as the instructor to use digital technology in a judicious way as digitalization can also act as ‘virtual pacifiers or electronic baby sitters pushing the learner to a world of nomophobia¹ or an internet addiction disorder². This can lead to confusing levels of comprehension, low sensory threshold or high sensory reactivity, irritability and loss of self- regulation.

Conclusion

To sum up, we can quote a popular saying by Ralph Waldo Emerson, “In skating over thin ice, our safety is in our speed”. In using technology also, our safety lies in using our prudence. If we utilize technological advancement in the most useful manner and in the best combination, it would yield the best results in upgrading the existing system of education.

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¹ A state of panic or depression when one is separated from one’s smart phones.

² One who is in a state of addiction due to habitual technology usage. It leads to a state of compulsive craving for Digital Technology, even when it is not accessible.

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EFFECTIVENESS OF MENTORING: FROM UPANISHADS TO 21ST CENTURY

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ABSTRACT

Aim of the study: To explore the inferential effectiveness of mentoring from the time of Gurus to the modern Teacher or a Facilitator.

Methodology: A quantitative research by analysing the short stories - 'Mistake Correction', a translation of a story from Upanishads published in vediccrays.com.; 'Kisa- Gotami and the parable of the Mustard seed' a story from Buddhist sacred texts published in christicentre.org. on 15th November 2012 by Melissa Bjordal and the story 'Mr.Bachmann Set Me on the Right Path' from '3 Inspiring Teachers and their life lessons' published in Reader's Digest at www.rd.com.

Findings: Mentoring through a teacher has received social sanction since time immemorial. It can be retained as an effective methodology to prune the progeny.

Key words: Reliable mentors, Inferential, Diachronic view, Teaching as a Practice.

INTRODUCTION:

Mentoring, according to Feeney Bozeman is "a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (the protégé)". Mentoring has taken place in society both voluntarily and involuntarily since time immemorial. The effectiveness of Mentoring is more if the mentor happens to be an Academician or a Tutor, because the preparedness to learn is exhibited more in student-teacher relationship compared to other relationships that exist in the society

Every civilisation promotes obedience towards elders and especially more towards a teacher, because a teacher is considered to be a better communicator of life experiences. Teaching continues to be a noble profession, even though the role of a Teacher underwent several adaptations from the past. For example: Guru to Teacher- Teacher to Academician- Academician to a Facilitator, which is the latest perception. The impact of this traditional influence insists on a teacher taking up the role of a mentor involuntarily and the amount of social acceptance received by the recipient is generally regarded as considerably more effective compared to the guidance given through any other medium. The paper intends to explore the inferential effectiveness of mentoring from the time of Gurus to the modern Teacher or a Facilitator by analysing the short stories - 'Mistake Correction', a translation of a story from Upanishads published in vediccrays.com.; 'Kisa- Gotami and the parable of the Mustard seed' a story from Buddhist sacred texts published in christicentre.org. on 15th

November 2012 by Melissa Bjordal and the story ‘Mr.Bachmann Set Me on the Right Path’ from ‘3 Inspiring Teachers and their life lessons’ published in Reader’s Digest at www.rd.com.

RESEARCH OBJECTIVES:

- To explore the effectiveness of mentoring as a methodology to educate students.
- To identify the responsibilities of a good teacher.
- To analyse and unfold the gap between teaching and mentoring.

LITERATURE REVIEW:

“The mediocre mentor tells. The good mentor explains. The superior mentor demonstrates. The greatest mentors inspire!”

- Lucia Ballas Traynor.

Mistake Correction’, a translation of a story from Upanishads published in vedicrays.com speaks about the gurukula system of education. In this story, a student named Vinay Verma lived in the gurukula of sage Vishnu Sharma. He learnt painting with great interest and efforts and displayed his art in a public place with an instruction that people could put a black mark if they find mistakes in it. By evening, he was depressed to know that his painting was full of black circles and he was demotivated. His Guru, Vishnu Sharma, after knowing the reason of his grief, asked him to do another painting and display it with an instruction to correct the mistakes if possible. Surprisingly, Vinay Verma that evening found that there were no remarks or corrections on his painting. When asked for the reason, his Guru stated that ‘it is easy to find fault with others but not to correct them.’ As a mentor, Vishnu Sharma not only educated him about human behaviour, he also motivated him to focus on his art rather than waiting for appraisal. The paper intends to showcase how a Guru could exhibit all the four levels of mentorship as mentioned in the above quote, i.e., telling, explaining, demonstrating and inspiring in the right intervals.

“Mentoring is a brain to pick, an ear to listen, and a push in the right direction”

- John C. Crosby

‘Kisa- Gotami and the parable of the Mustard seed’ a story from Buddhist sacred texts glorifies how a preacher using demonstrative method educates a lady to be practical in life. According to the tale, Gotami’s child meets with an accidental death and she approaches Buddha with a hope that his Godly power could bring back the life of the child. When the Philosopher turned mentor in vain in his attempts to convince her, he asks her to get mustard seeds from any house which has never experienced death. Gotami surveys the whole day, fails to fetch mustard seeds and by evening she realises that death is inseparable part of life and one should practice detachment from their loved ones. She follows Buddha and becomes a great preacher of the principles of Buddhism. The paper apart from noticing the efficiency of a mentor, lays its focus on how a teacher/ guru’s advice is obediently followed and blindly believed. It identifies the responsibilities bestowed on a teacher by the society as his/her prime duty is to eradicate the ignorance and push them to the right path.

“A mentor is someone who sees more talent and ability within you, than you see in yourself, and helps bring it out of you.”

- Bob Proctor

‘Mr. Bachmann Set Me on the Right Path’ from ‘3 Inspiring Teachers and their life lessons’ published in Reader’s Digest awakens about how modern teachers continue to inspire and guide the deserving students to take the right path and channelize their spirit into positive direction. A student of wood-shop school indulged in a fight with his classmate and the teacher instead of punishing him advised him to join to a college which could be the right exposure he needed. The student, with greatest regard to his teacher underlines the fact that, that afternoon the time spent with his teacher changed the whole course of his life, because he joined the college with his support, proceeded his education till he earned a Ph.D., served as an Academician winning several Awards and repaid the kindness of his teacher by encouraging several misguided students throughout his life by considering him as the role model. The paper analyses how a teacher setting himself as an example, can influence others. It also paves way to analyse that a teacher is observed more and it is necessary for him/her to stick to the ethics and code of conduct to be trustworthy in the eyes of his students.

RESEARCH METHODOLOGY:

A diachronic view (a study of an issue/topic/language/aspect over a period of time) of the selected short stories from the time of Upanishads to the present 21st century reveals that the authenticity of mentoring from a teacher, more or less remains the same and it is not affected by the time. Though we have noticed frequent changes in syllabus, methodology of teaching, goals of education, differences in teacher-student relationship etc., yet the dedication towards the main purpose of education, which happens to be enlightenment from ignorance remains undeterred. The paper also unfolds how literature assists in making these essential observations which enable us to promote formal and informal mentoring as a part of scholastic activities.

Many researchers like Kathleen Boyer, Gayle Moore, Judy Sanders, Sarah C Evans etc have studied the effectiveness of mentorship at various levels and the results upheld the practice. To enlist a few of their findings which also happens to be the core extracts of the selected short stories are:

- Mentoring clears confusion and helps in obtaining a clear picture of the task to be performed.
- It changes one’s perspective in handling issues.
- It helps in improving the existing skills or developing new skills.
- Venting out the fears and frustrations during mentoring improves the mental health and it is easy to own target- based approach to work upon the flaws to improve efficiency.
- It boosts confidence and provides a ray of hope amidst darkness.
- It develops long lasting relationships and increases community participation in designing the future generation.

Several organisations like Atal innovation Mission, Big Brother Big Sisters, Mentor Me India and other Government initiated programmes work towards improving the standards of mentoring at School, College, Corporate and other levels. The selected short stories support the fact that mentoring is productive and in the present education system where Online Education, Distance Education, Self-Learning through learning Aids, Crash courses etc., are in practice, it is necessary to promote private mentoring to cope with the pressure. As Kerka (1998) contends, “Like most institutions in a world of change, the age-old practice of mentoring is being influenced by new forms of work, technology, and learning” (p. 1). Mentoring in 21st century includes splitting up the responsibility onto the shoulders of multiple expertise like Vocational Trainers, Career Guidance, Counsellors etc., along with the publishing of true stories of sway role models from every genre like A.P.J. Abdul Kalam, Sir M.

Vishveshwaraiah, Sachin Tendulkar, Arunima Sinha, Kalpana Chawla etc. in all forms of social media.

CONCLUSION:

The paper attempts to prove that the tradition of mentoring if continued constructively, it can strengthen the ability of the recipient to perform better. It also discloses the fact that neglecting teacher- student apprentice can affect the building of rapport at the grass root level if dependence on expert service exceeds the need due to profit mongering motto.

“Find that person who will make your whole world tremble with a few words. Apprentice yourself faithfully to him until you can make your own world tremble constantly.”

— Charbel Tadros

GLOSSARY:

- Parable: a simple story used to illustrate a moral or spiritual lesson.
- Gurukula System of Education: a type of residential school in India with pupils (shishya) living near the guru, often in the same house. Before British rule, they served as South Asia's primary educational institution.
- In vain: without success.
- Code of conduct: A code of conduct is a set of rules outlining the social norms and religious rules and responsibilities of, or proper practices for, an individual, party or organization.
- Sway: Influential.
- Rapport: connection, relation.

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INTEGRATING TECHNOLOGY INTO CLASSROOM TO ACHIEVE VISION OF DIGITAL INDIA

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ABSTRACT

Technology is the application of evidence based knowledge for practical purposes. It is making the task easier in every field. Education is also making use of technology in all the possible ways. As technology provides new methods and approaches for educational activities. At the same time, Integrating technology into classroom has always been a challenge for teachers to make its implementation effective. Integration of technology into classroom can be carried out in several ways. One of the effective ways is the implementation of NTeQ (iNtegrating Technology for InQuiry) model. This paper discusses about technology integration into classroom to create an effective teaching learning process by making the use of NTeQ model. This model provides a structured way to incorporate technology into classroom. NTeQ model and its components are discussed in detail to show how classroom activities can be designed in an organized way by using this model. Also this paper discusses how NTeQ model can be a way to achieve the vision of Digital India.

Key words: Technology Integration into classroom, NTeQ model, Digital India

TECHNOLOGY

Technology is the implementation of research based systematic knowledge for practical purposes. Technology is accumulation of different techniques, methods, skills, and various processes used in the accomplishment of objectives such as scientific investigation. According to Emmanuel Mesthene, technology is "the organization of knowledge for the achievement of practical purposes."

The concept of technology is also applied in the field of education which is known as Educational Technology. It comprises of two words education and technology. Education is a process of acquiring knowledge and skills. Technology is using scientific knowledge to solve varied practical problems (Aikenhead 1987). Hence we can say Educational Technology is applying evidence based knowledge and principles to acquire various skills and habits. Educational technology is a very wide field and it makes the education system more dynamic as it develops a desire among educationist to deal with the problem in a more scientific way so that the educational goals are achieved appropriately.

Technology integration in teaching has been a part of education for decades. However, it is still considered a relatively new pedagogy to integrate technology into curricula (Cherepski & Hunge, 2000; 2003). "Effective integration of technology is achieved when students are able to select technology tools to help them obtain information in a timely manner, analyze and synthesize the information, and present it professionally. The technology should become an integral part of how the classroom functions as accessible as all other classroom tools." National Educational Technology Standards for Students, International Society for Technology in Education (ISTE).

TAXONOMY OF TECHNOLOGY

Bruce and Levin (Bruce & Levin, 1997; Levin & Bruce, 2001) proposed a taxonomy of technology for learning:

1. Media for inquiry

2. Media for communication

3. Media for construction

4. Media for expression

“Technologies can be used as media for learning through inquiry. The inquiry-based learning framework focuses on this particular set of uses. Innovative learning approaches in science, mathematics, and engineering have concentrated on this set of uses” (Bruce & Levin, 1997).

Inquiry is an investigation or seeking information by asking more and more relevant curious questions to find answer to any problem. When a student ask more questions during a teaching learning process, this shows his mind is active and he/she is looking deep into the problem. Asking more questions not only creates the classroom environment positive but also clears all the doubts which are moving in mind of students. Students ask varied questions on a single topic and teachers knowledge is always limited or we can say every teacher has a particular way of explanation which may not be understood by each individual of the class. And it is really important for a teacher to encounter individual differences to make his teaching more effective and to develop professionally. Therefore teacher uses more technical skills in the teaching learning process to have a deep inquiry about the concept and to add more details to the topic. But many times teacher does not get a sequential pattern to incorporate technology while teaching or to prepare technology integrated lesson plan which can further help a teacher to combine technology with the classroom process in more organized and effective way. Hence there is a model named NTeQ model which provides a guideline to prepare technology integrated lesson plans.

NTeQ

Lowther and Morisson (1998) developed the NTeQ model (iNtegrating Technology for inQury) which is a 10-step lesson plan that provides a guideline for creating technology integrated lessons. NTeQ is a new model for creating an environment where students can use computers to guide their learning. Its focus is to use technology as an integrated tool within the classroom. By using the technology in this way, students not only learn lesson objectives, but also acquire real life knowledge and skills.

As we all know the process of inquiry begin at a very early age of child. Infants begin to make sense of the world by inquiring. Children give reaction to almost all situations like they turn towards sound, they touch the objects to know or inquire about it etc. Unfortunately, our traditional education system discourage students to ask questions and emphasize more on listening because teachers use such dull lesson plans which keeps a teacher more active and a student more passive.

The NTeQ philosophy is very authentic and completely student centered which provides motivation to the students and meet the needs of diverse students. It believes in active involvement of students in groups for research and discovery. In this philosophy the students identify problems, formulate hypothesis, collect and analyze data to draw inferences themselves on the basis of their knowledge. Also, In today’s time constructivist teaching style is more emphasized which is very well supported by this model.

The NTeQ model gives opportunity to teachers to frame problem based lesson plans which utilizes the real world resources, have students engagement in finding solution to the problem by making appropriate use of technology.

Five basic components of the NTeQ philosophy (Morrison and Lowther 2005) are:-

- Teacher
- Students
- Computer
- Lesson
- The environment

The component of computers has changed the way that teachers create and carry out their lessons.

1. **Teacher:-** Teacher is technologically competent & assumes the roles of designer, manager, and facilitator (Van Eck 2009).
2. **Student:-** Student actively engages in the learning process, assumed the role of researcher, and becomes technologically competent.
3. **Computer:-** Computer is used as a tool, as it is in the workplace, to enhance learning through the use of real world data to solve problems.
4. **Lesson:-** Lesson is student-centered, problem-based, authentic and technology is an integral component.
5. **Environment:-** Environment incorporated multiple resource-rich activities.

1. NTeQ and the Teacher

- Teacher uses the technology to gain the new updated information. They experience learning the way we want learners to acquire.
- Teacher learns basic computer applications to create a text material using word processor, spreadsheet, grade book etc. They should be well aware of various computer functions in accordance with student learning and analyze the necessary functions to know how it can apply to student learning.
- A teacher knows how his/her students can be engaged to learn more deeply, so a teacher would adopt those learning technologies which make students more active during the process.
- Teacher take the responsibility to manage and provide several aspects of learning environment which are learner centered.
- Teacher construct effective problem statements integrating technology appropriately.
- Teacher is the one who is very well aware of the fundamentals of the class like organization, time, objectives and student learning.
- Teacher create technical plans by using the skill of questioning in an effective way to promote higherlevel thinking and to cater the need of diverse learners.

2. NTeQ and the Student

- Students are enthusiastically involved in the teaching-learning process because they have taken up the responsibility of their own learning.
- Students assume the role of researchers as they inquire more and more to find the solution of the problem they have taken upon for the session.
- Students become technologically competent as they use various functions of computer to find the answer to their question until they meet the desired objective.
- Students become hard worker as they navigate their learning on their own based on the directions of the plan and gets more engaged in the learning process.

- Students gets authentic opportunities to explore as they are more active with the process.

3. NTeQ and The Computer

- An extension of what the student are able to do for themselves. Students create and manage their documents on computer to enhance their technical skills like typing etc instead of using pen and paper.
- Computers become an integral part of the lesson. It allows more time for discovery and research which is used to manage, retrieve and manipulate data.
- Computer documents are more easy to read than a teacher's handwriting.
- Computer with internet facility is providing students with diverse opportunity to present the work like Microsoft word document, preparing powerpoint presentation, creating portfolio which can be mail to number of people at the same time in few seconds.

4. NTeQ and The Lesson

- Lesson should be Student-centered means it should value the interest of learner for full engagement in the activities. Lesson should be flexible enough to take into consideration of students' perspective.
- Lesson should be Problem-based so that students inquire and work towards finding solution to the problem applying approach based on their capabilities.
- Lesson should be genuine and should fully support technology integration. Sufficient no. of links related to the problem should be given in the plan so that student can apply their skills in a meaningful way.
- Lesson should include various websites and links to find the solution to the problem in accordance with the desired objective to be achieved.

5. NTeQ and The Environment

- The Activities has to be Clearly defined and should match to objectives.
- Classroom environment should be student centered and a brief discussion should take place between teacher and student about what they are going to do like how they will be integrating technology to find solution to problem to achieve the desired objective.
- Classroom should be well equipped with technology and everything should be checked by the teacher beforehand.
- Environment should be lively so that students become enthusiastic about the session.

DIGITAL INDIA

Digital India Programme is one of the most purposeful projects of Indian Government and is a part of Prime Minister Narendra Modi's vision of making India a 'digitally empowered knowledge economy'. Digital India Programme aims to provide government services and benefits in a more easy, quick, and hassle free way to the citizens of the country.

How NTeQ model can help to achieve the vision of Digital India?

As our Prime Minister is working hard towards making india a digitalized society so it is very important for our education system to produce citizens which can use technology in a more easy and innovative way. NTeQ model is one of the such models which can really help in achieving this target.

As NTeQ model helping child in developing competent technical skills from the very beginning, the child will feel very comfortable in doing any task using technology to accomplish their day to day work.

- As the vision of digital india program is to create digital infrastructure as a utility to every citizen. So if the students are studying via NTeQ model for long time, then definitely these citizens will help in the creation and promotion of digital infrastructure in a more possible way.
- As the vision of digital india is to equip everybody with access to digital service, knowledge and information. So if the students are taught using NTeQ model in school then they can comfortably use technology to access information easily.
- As the vision of digital india is to make governance and public services on demand. So, if the students are being taught by this model then by the time they grow up, they will get used to technology in doing their daily task for example paying bills, accessing public utility websites, lodging online complaints, etc.

Hence, if this model is being adopted and implemented on a large scale then it can very well be boon in achieving the vision of Digital India Programme which can make the country a “Digital Society” and a “Knowledge Economy”.

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TALENT ACQUISITION PRACTICES: A CASE STUDY OF EMPLOYEES SATISFACTION IN BPO SECTOR

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Abstract

Since the growing interdependence of the economies of the world and globalization is increasing there is an increase in the need of various services for the customers. For fulfilling these needs firms need to specialize in various business areas but also they need to cut their cost to serve large number of customers. Here comes the solution with the business process outsourcing.

In India BPO business process outsourcing is contracting non primary activities of a business to a third party for functioning effectively and efficiently so that the management can focus on the business strategy without compromising on the time factor. This research has attempted to study the talent acquisition process and employees satisfaction in Business Process Outsourcing industry.

Key Words: BPO, Globalization, Interdependence,

Introduction:

For a manufacturing industry, manufacturing and sales is important than marketing and transportation. The primary business is manufacturing of products and marketing and transportation is secondary activities to the business, so the business can outsource the marketing and transportation activity. This complete process is termed as Business Process Outsource. There are two types of BPO on the basis of nationalization i.e. Domestic BPO and International BPO. A domestic BPO is a BPO that operates only within the boundaries of a country. An international BPO operates all over the world. It has no boundaries. At the same time BPO is also termed as Inbound and outbound on the basis of its operations. In Inbound BPO, the call executives can only receive the calls and give a solution to the customer, while in outbound BPO the call executives can only call the customer for various reasons like, selling of a new policy or telling about the new plan.

But BPOs will be successful if required qualified manpower is sufficiently available to them.

Methodology:

Research objectives-

The objective of this paper is to develop an understanding about the effectiveness and efficiency of the recruitment and selection process. The secondary objective of the study is to measure-Employee satisfaction with the recruitment and selection process of the Aegis.

Data Collection Methods:

Primary as well as secondary data has been used in this research study. Primary data has been collected first time directly from 60 employees of M/s.Aegis, These employees were distributed a questionnaire containing questions with respect to their satisfaction with the talent acquisition practices being adopted by the company.Secondary data i.e. information from Newspaper, Magazines, Journals, Reports, Websites, etc. has also been used in this research.

Data Analysis techniques-

Simple data analysis techniques like representation of data with percentage value, pie charts, table etc. has been used. The analysis is done using MS Excel and seventy responses were collected from the employees and management perspective was also taken.

Talent Acquisition Process in BPO Sector:

It is talent acquisition team which is- it looks after the recruitment and selection of the employees. Through interview the selection is done. The interview is a two step procedure in which first step is normal interview and in another step the candidate is asked to read and asked to answer a phone call of an executive and is checked upon the voice pitch and the way of speaking.

Here the process is-

When the employee walks in for the interview there is a set procedure through which one has to go through.

First details of the person are feeded in computer like name, contact details, reference, etc.

Then a form is given to be filled by the candidate and then the candidate need to fill the BT form through this a BT identity is generated which they need to keep it with them.

First round of interview-

This is HR round of interview where the HR manager takes the interview in which the manager gives the details to the candidates about

Salary
working-hours
perks, etc.

Second round of interview-

Here the team leaders or the floor operation managers are called to take the second round of interview. They test the candidate on certain parameters according to the process and give them marks out of hundred.

The minimum marks to pass the interview are eighty five.

When a candidate clears both round of interview then they have to give a test

- Aptitude test
- English test

- logical reasoning test
- typing test

After the candidate clears these tests they are eligible for training.

The training course is of fifteen to thirty days.

After their training the candidates are tested and certified and then joining procedure is done.

There is a 32 page docit that needs to be filled.

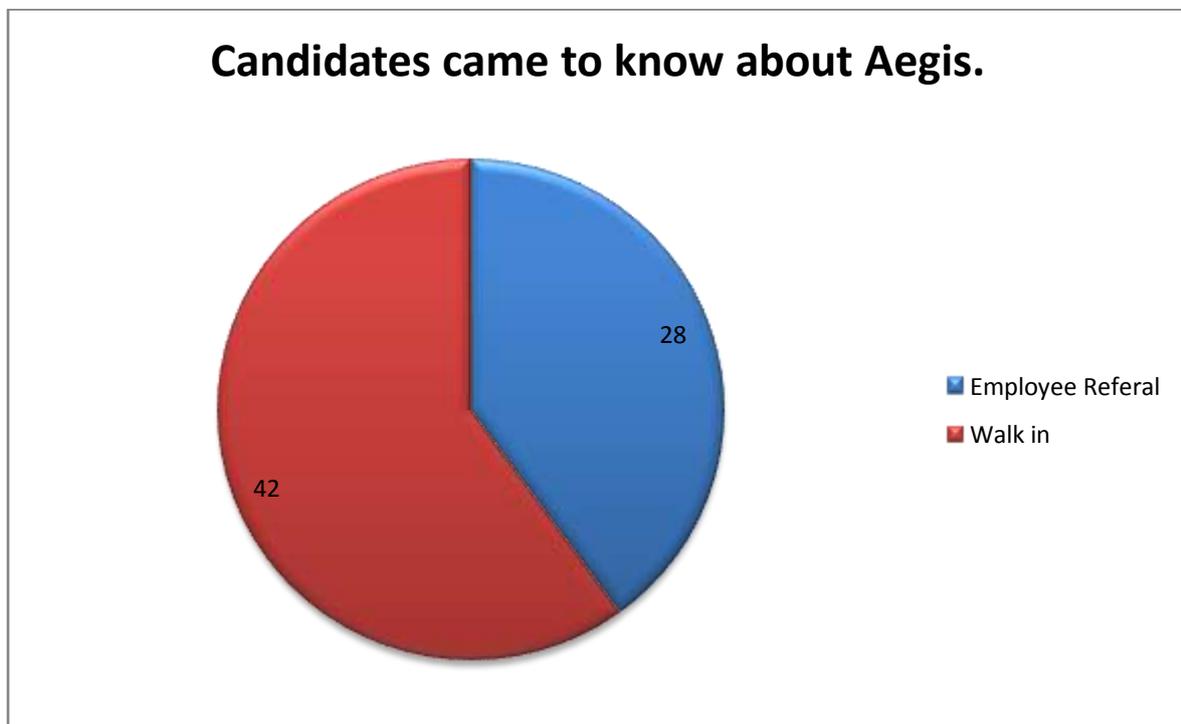
There are various forms in that docit like PF, ESIC, etc. only then the candidate goes for training and the after receiving training the candidates starts working.

Data Analysis

Interpretation

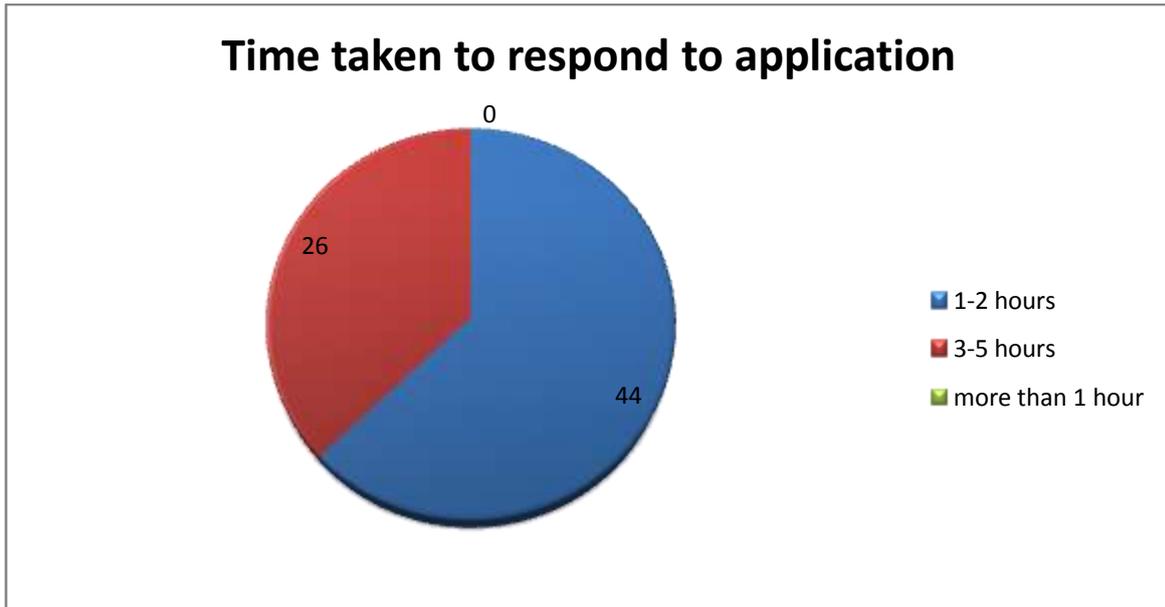
This chart tells how do the candidates came to know about Aegis?

According to the data, 42 of the candidate directly came to Aegis for the job while 28 went for the job through other employees. So we can say that many candidates directly come for the job while job searching. Employee referral are used less comparatively walk ins.



The chart below shows the time taken by the organization to respond to the candidate’s application for screening them in the first round of interview.

As mentioned above the first round of interview is taken as soon as a batch of 10-12 candidates is formed. So the time taken by the organization is time taken to form a batch. Sometimes at the end of the day or near closing hour if there are 1-2 candidates they are personally interviewed or called the next day. In this data there is no such candidate who has to wait for more than 5 hours.

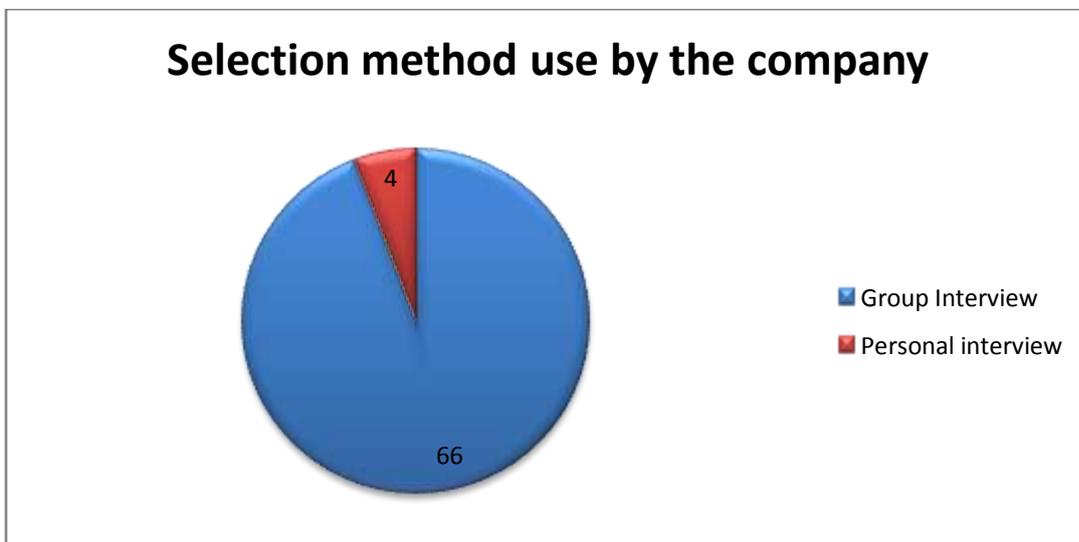


The chart shows the data about the selection method used by the company.

Predominantly the company uses group interview as when the candidate who comes for the interview are asked to wait till the batch of 10-12 candidate is formed and then they are called for the group interview where they are told about the policies and procedure and their role in the company as well as their salary and its distribution and are asked some basic questions to clear the first round of interview.

Sometimes at the end of the day or near closing hour if there are 1-2 candidates left or came late or the batch is not formed they are personally interviewed or called the next day. If the candidate has come from the other city then he/she is interviewed personally.

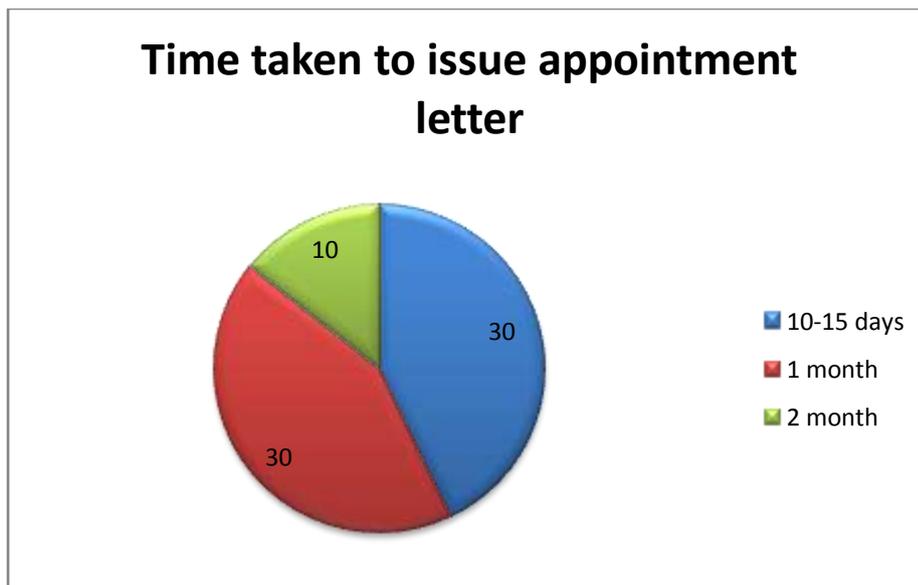
Here when the candidates are questioned and if they do not agree or will not be able to fulfill the conditions told to them they told to go but if they want the job they can come again the next day but have to follow the whole process from the starting.



In accordance with this chart it gives the information about in how much time the candidates are called to join the organization.

The time taken by the organization to issue the appointment later is not more than 2 months. When the organization takes more time this action annoys the candidate and the organization may lose potential candidates. This the main issue concerning or the challenge which the organization faces and also irritates the candidates which give a bad impression about the organization.

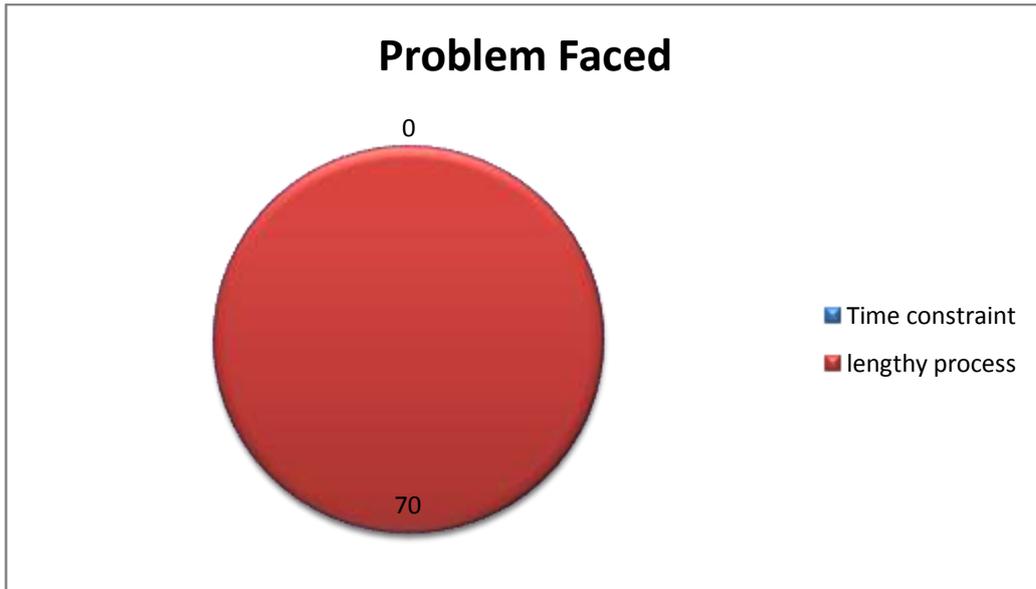
The candidates who leaves the organization due to the time constraint that is much time taken to call the candidate for the job ,the candidate bad mouth about the organization and not let any relative or a friend to go for the job in the organization which also affects the organization productivity and reputation .



When the candidates pass the first round of interview, the candidate faces the second round of interview with the floor manager where there is vacancy.

The floor manager takes the interview and if the candidate passes the interview he/she is issued a id card with the floor name on it and when the batch of 20-22 candidates is ready they are called for their training which is of 15 days to thirty days and then they are issued a certificate of training then only a candidate can join the organization.

Here the big problem occurs is that when the id card is issued to the candidate and is called for the training the time gap between the two can be till 2 months and this is the thing which annoys the candidates the most and if they are in an urgent need of the job the organization can lose the potential candidate.



This is the chart which shows the satisfaction level of the employees on recruitment and selection procedure of the organization where 5 shows strongly satisfied and 1 shows strongly dissatisfied.

The satisfaction level and time taken to issue the appointment letter are correlated and shows that the more the time, the less the satisfaction.

Management view about the recruitment and selection process.

The managers were personally interviewed and the analysis of their interview is-

According to the management the process is very good and at the first the candidates are shortlisted. The problem faces by the management is that the candidates do not know the academic qualification and come to give the interview and do not answer properly. Secondly when a candidate comes for re-interview, still repeats the same mistake made in first time which consumes the management time. On the time issue faced by the management they say that yes they do lose potential candidates sometimes but it is necessary to save cost of the organization as giving training to the individual will cost a lot. Rest the process of recruitment and selection that is followed is good.

Findings

On the basis of the data, it was found that in talent acquisition the main problem is the time.

It takes a lot of time in the process of recruitment and selection, very specifically in the issue of the appointment letter. It reduces the candidate's motivation and here the main Question arise- "How much time a person can wait for joining the organization?"

In the other organization once you are selected you can join the organization within 1 week or a month. Just to make a batch the candidates have to wait for 2 months which engages them so they may not grab the other opportunities.

There is a great scope of getting a job in a BPO sector, if you have the abilities they ask for you get selected.

Limitations

The limitations that were faced were in collection of data as many employees refused to fill the questionnaire and the response that the employees gave was influenced by the other employees as well as the responses were not totally true. When the management was asked about the same the management also did not gave the very true response.

Conclusion

On studying the process of recruitment and selection in detail and knowing the management and employee perspective on the recruitment and selection, the process is good and the time complain by the employees is an issue but increasing the cost will not do good to neither of them the employees and the management.

There are some loop holes in everything and this is applicable to the organizations and their various departments and every loop hole cannot be eliminates because if one will be eliminated it may give rise to the other issue which can be more dangerous for the health of the organization.

Annexure

Questionnaire for employees-

1)How you came to know about Aegis?

- Employee referral
- Walk in
- Other

2) How much time did the organization took to respond to your application?

- 1-2 hours
- 3-5 hours
- More than 5 hours

3) What selection method did the company used?

- Group interview
- Personal interview

4) How much time did Aegis took to issue you appointment letter?

- 10-15 days
- 1 month
- 2 month
- more

5) What problems you faced in recruitment and selection?

- Time constraint
- Lengthy process

6) Are you satisfied with the recruitment and selection process of Aegis?

- 1- Strongly dissatisfied
- 2- Dissatisfied
- 3- Neutral
- 4- Satisfied
- 5- Strongly satisfied

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IMPORTANT OF VIRTUAL CLASSROOM

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Abstract

The rapidly changing nature of technology has had a striking impact on students' modes of expression. The online environment emphasizes empowerment through the written word, and our new group of online learners has grown up in the Web 2.0 world of texting, blogging, and tweeting. Today's students often utilize several social networking sites to interact with their peers, and as they participate in such activities, they consistently frame their ideas and opinions in writing. Due to the pervasive impact and popularity of such sites, today's youth may interact more easily with computers than they do in face-to-face contexts.

Social Constructivist Theory and the Online Learning Environment

Social Constructivist Theory provides, unintentionally or intentionally, the foundation of the Learning Management System (LMS). As discussed in more detail in Chapter 2, an LMS is a software application that your educational institution has licensed, enabling courses to be taught online. The founders of the disparate LMSs developed their systems with the idea that student and teacher co-develop the dialogue of the class. Social Constructivist Theory focuses on learners as "active constructors rather than passive recipients of knowledge."²

Our institution, California State University, Northridge (CSUN), currently uses the open source software Moodle for its online courses. Moodle (originally an acronym for Modular Object-Oriented Dynamic Learning Environment) follows the Social Constructionist pedagogy in its very design. The Moodle community (along with many other LMSs) supports co-intentional education and constructivist theory as its components create a platform that encourages all participants to share the roles of teacher and learner. Through use of interactive discussion, teachers move from being "the source of knowledge" to being an "influencer, role model, and moderator," and students begin to engage in a "deeper reflection and re-examination of their existing beliefs."³

Within such a proactive environment, the teacher no longer functions as the sole authority figure. Successful LMSs capitalize on this idea by making the student the focus of the learning environment. By emphasizing the interactive nature of online teaching, the use of an effective LMS helps maintain a high level of enthusiasm for learning. For those of you who already implement Social Constructivist Theory in your classrooms, you will gravitate easily to the learning structure provided by the LMS; for those who teach primarily lecture-based courses, this may prove to be a revolutionary

Re-imagining Classroom Roles:

Today's Online Learners

Online education assists us in re-imagining traditional classroom roles in non-traditional classroom settings. Web-based discussion establishes a mutual interchange in which the student is both participant and audience, demonstrating Paulo Freire's theory of co-intentional education, where all persons in the classroom (teacher and students) share the task of unveiling, critically analyzing, and

re-creating knowledge.⁴ Incorporating learning technologies such as small group and whole-class forums or blogs and live chats can foster such student interaction and ingenuity.

When you require participation, you create a student-centered pedagogy in your online classroom and vastly improve the depth of your discourse. By applying Paulo Freire's theory of empowerment to encourage students to feel like masters of their own thinking, you will

- equalize all voices;
- empower and motivate students;
- promote student-to-student interaction (and collaboration);
- create a community of writers;
- provide a larger audience base, resulting in a heightened focus on clarity, substance, preciseness, literacy, and critical thinking; and
- increase exposure to a multitude of voices and points of view.

Your Role as Online Instructor

As an instructor in an online classroom, your role is multi-faceted; of course, your primary concern is to teach your subject matter. However, how you construct your course activities is of equal importance. Once again, a key concept to keep in mind (one that defines the online environment of the LMS) is the social nature of learning. Lewis and MacEntee maintain the necessity of choosing the right course components—student-centered content such as forums and chat discussions that emphasizes active, reflective, and social learning.⁷ In creating a comfortable setting, students will thrive in environments where they serve as active participants in the pursuit of knowledge.

Student-to-student interaction constitutes one of the core concepts of the efficacious virtual environment; consequently, you'll want to incorporate a variety of discussion formats into your classroom, allowing the students to connect with the material and one another on deeper and more meaningful intellectual levels. Although technology offers varied modes of discussion that can seem sterile compared to in-person dialogue, some of these platforms actually provide deeper means of connecting between students and teacher, resulting in a greater authenticity of written and spoken communication. If you can find a way to integrate synchronous and asynchronous course elements, then you'll find you can more readily guide and monitor student interaction with the material, and the students will more effectively grasp and connect with the topics discussed.

In *Empowering Education: Critical Teaching for Social Change*, Ira Shor espouses the value of student empowerment:

Summary

When you first approach your online classroom, establish an atmosphere where open dialogue thrives, and you will create a successful learning environment. Have your students serve as co-creators in the construction of your virtual classroom, and you will find that they will retain the course material more effectively. Remember—your role is to guide your students, to demonstrate to them that they have active roles in their own learning processes. By creating a student-centered curriculum, you will find that your fear will lessen and your online classroom will become defined by dynamic cooperation.

Due to the popularity of the Web 2.0 social networking sites, most students already engage in active communication and will be receptive to trends in Social Constructivist Theory and co-

intentional learning. The current LMS design inherently supports today's active social learning environment and facilitates success in the virtual classroom. Encourage active participation, and your online community of self-directed learners will flourish.

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E COMMERCE IN PHARMACEUTICAL BUSINESS IN INDIA : PROSPECTS & CHALLENGES

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ABSTRACT

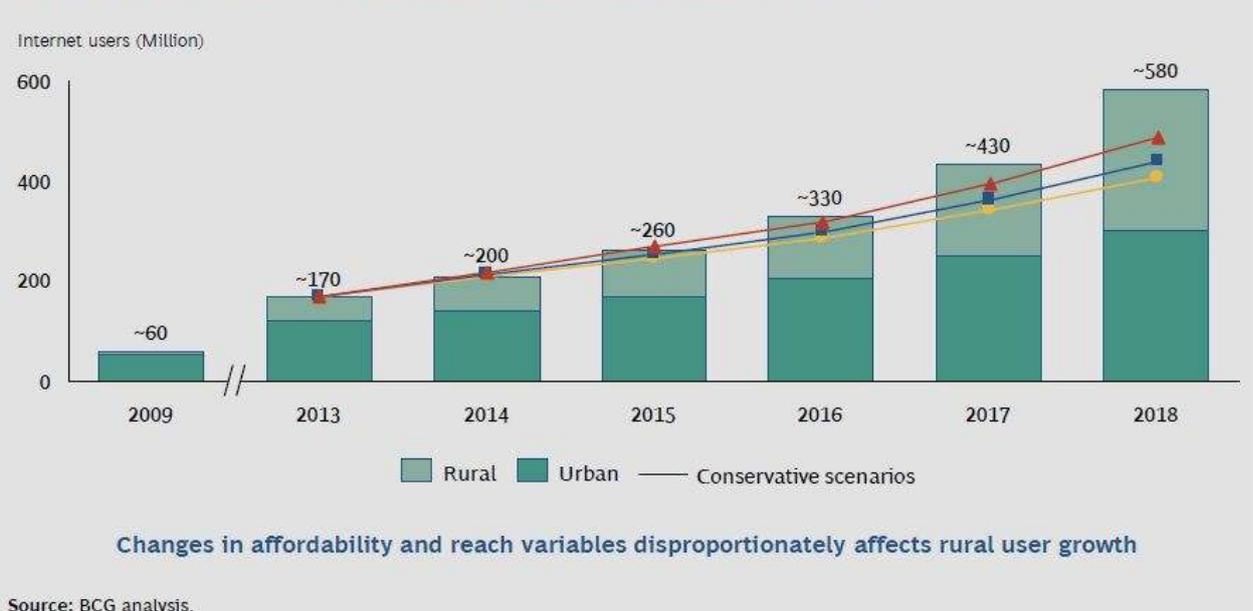
The growing emergence of internet and technology,changing life style and onset of excessive usage of mobile and internet in India upgraded use of online Pharmacies. E -commerce is allowing the customers to access every detail online, to shop from home saving their amount of time energy and money. Resulting to this there is a significant accelerated boom in e-commerce of pharmaceutical industries facilitating growth in online pharmacies. This immense increase of accessibility and availability by the consumer is filling the information gap amongst the consumer and the supplier. There is no doubt that the companies are using internet in variety of ways to upgrade business performance by providing relevant information on product and services to the consumer. This type of purchasing selling and exchanging good and services on internet is the term used as e-commerce.The online available drug stores are also attracting their attention to the pharmaceutical companies as they continue to reshape the future of drug being purchased. They have impact fully maintained their relationship,retention with the patients, customer,retailers, wholesalers and pharmacy companies. E-commerce also provides a platform and allows the companies in boosting their revenues by direct selling to the customers. The e commerce thus facilitates the companies to shrink their supply chain as they sidestep retailers by direct selling to customer. However, to continuously enjoying gains in e-commerce it is equally important to have a strong business model, strategy, potential cost,and revenue impact also to be considered. Though the online pharmacy has vast potential and growth prospects but certain obstacles are also faced. The papers projects on the present day situation and future prospects of the online pharmaceutical growth and also the hindrances faced which are imposed by the Indian laws .The study is based on the secondary databases, various journals and online available resources.

Key word: Online pharmacies, supply chain system, pharmaceutical industries, e-Pharma retailing

Introduction:

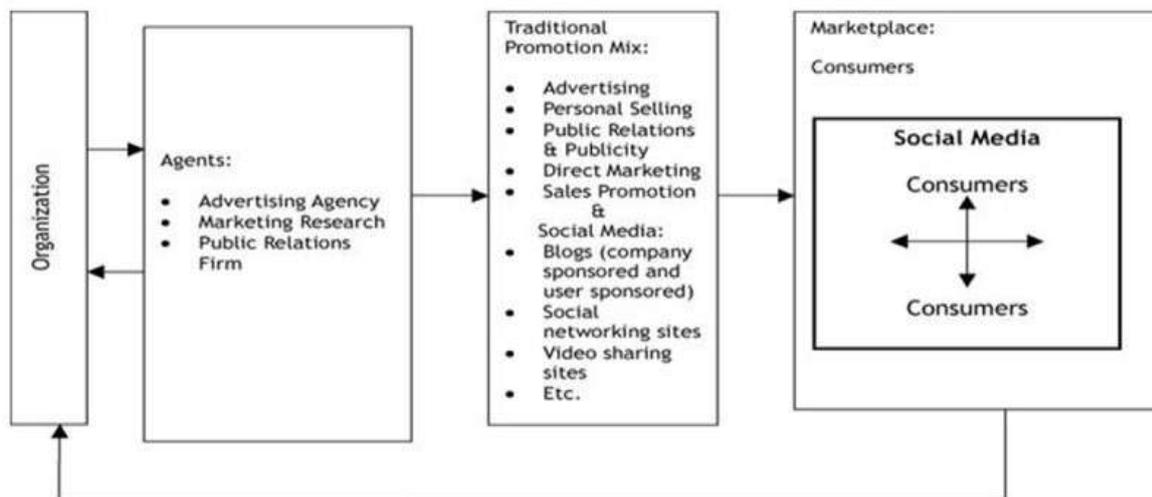
The rapid growth of E commerce in India is through excessive use of technology and internet. The companies are thus using electronic media in variety of ways to upgrade their business performance through E -commerce. E-commerce refers to as buying and selling of goods, products & services over the internet and through electronic media. Any transaction that is widely done through electronic use is considered as E commerce[1]. The online product information introduced allows a much faster mode to market any new product with all the required details which is easily accessible to the customer in one click. The click -Jump attribute of internet surfing has drastically changed behavior of vendor and customer which easily allows the customer to head out for another store front making comparison on available flexibility on prices, discount offers, making purchasing more comfortable in a blink of eye.[2][Fig:1]

Exhibit 1 | India Internet Population to Reach Half a Billion by 2018

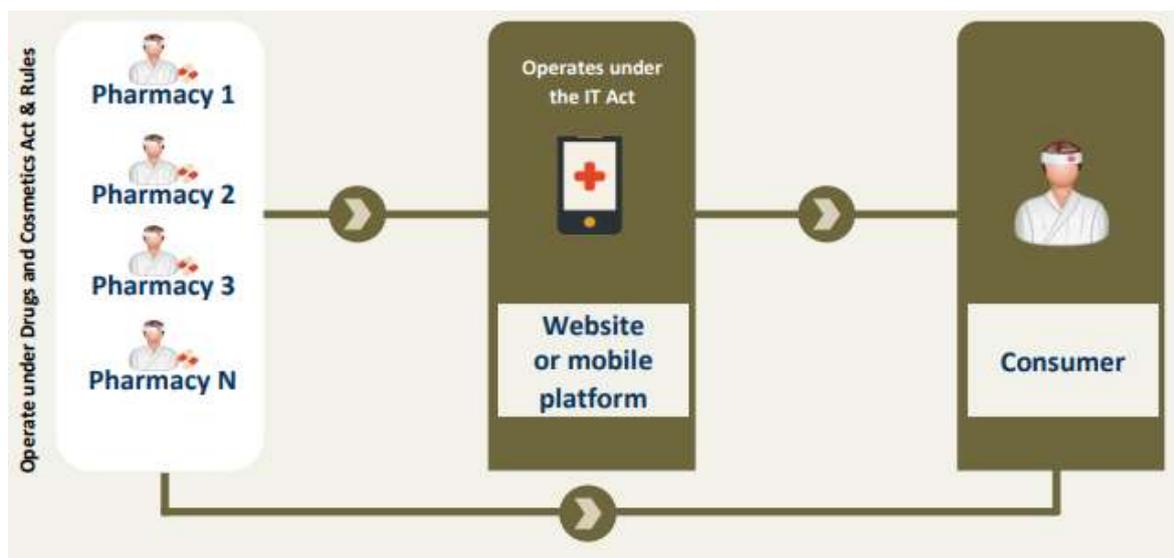


Evolution of electronic media in pharmaceutical industry offers a wide range of marketing methods which companies can address more targeted patients. It has been found in survey of about 20 drug makers, that the Indian pharmaceutical industry has been across the board of about rs. 1036 billion of market share and is entering the digital market with a wave promoting a positive image (Prabha Raghvan, 2016) by using different tools like communication, collaboration thus promising innovation in online pharmacy [3]. These available online pharmacies are the upcoming open source for the consumers to access and seek information on varied selection of medicines and health related drugs. The websites available are developed with a user friendly feature which has motivated consumers to adopt new behavior towards health care decisions. [4] [Fig:2]

Fig:2p



It has been observed in the global scenario that the pharma companies are trying to broadcast their pharma product utilizing social media through marketing, advertising and direct selling it to consumers. There are three sub divisions of e-commerce: Business to Business (B2B), Business to consumer (B2C), Consumer to Consumer (C2C). [5] [Fig:3]



Source: Press Note No 3 (2016 Series); Guidelines for Foreign Direct Investment (FDI) on e-Commerce released by the Government of India, Ministry of Commerce & Industry, Department of Industrial Policy & Promotion (FC Section)

Objective of the study:

Finding out the current scenario of online pharmacies in India.

Finding out the growth factors, prospects of the Indian Pharmacy Industries in upcoming years.

To explore the barriers and challenges faced by the e commerce industries of India.

Methodology:

The process used to collect the relevant data & information is for the purpose of making business decision .The methodology primarily includes publication research, interviews , survey and other research techniques .Research design adopted the use of secondary data only which has been collected from the various news articles ,journals books ,websites etc. All the processes used were to study the present trends, prospects, barriers and challenges & future prospects in the online pharmacies of India.

E -Pharmacy Market and Its Size:

India is still in the embryonic stage of digitization, at least as far as online pharmaceutical industry is concerned. According to the Associate Chambers Of Commerce Of India (ASSOCHAM),the pharmaceutical sector is poised to grow to USD 55 billion by 2020,which is currently USD 28 billion. As per the latest market reports, the global e-pharmacy is expected a massive growth from a value of USD 29.35 billion in year 2014 to USD 128.02 billion in 2023. The draft Pharmaceutical policy 2017, prepared by the Department of Pharmaceuticals, put forth various measures to bring the industry on global counterpart of digital transformation. Being the frontlines of health care industry, pharmacies investment is not only offering convenient drug delivery facility at discounted rates,but also ensuring easy access to medical advices, and available data regarding the composition,benefits and side effects of the required drug .These online integrated available platforms solve the incompleteness and experts predicts the future of medicines to be more personalized and predictive through this digital revolution.[6][7][fig:4].

Exhibit 4: Revenue of Indian Pharmaceutical Sector



Source: India Brand Equity Foundation, PWC, McKinsey, Frost & Sullivan

Emerging Online Pharmacy:

In near future it will be easy to identify the best available treatment lined with the use of advanced data analytics which briefs about online medical records, medication history, genetic disposition etc. However, for delivering such personalized patient care it is required to withstand with the learning curve which e pharmacy can bring through technical expertise, strong data organization and real time accuracy on web portals. And for this there needs to be a comprehensive policy ensuring that the online pharmacies are in compliance with patients safety standards.[8]

Global Trends:

Governments across the world are increasingly using the latest technology to create better health outcomes. For instance, Germany is working towards developing electronic health cards for every person in the country, while Sweden’s e –health strategy focuses on the use of information and communication technologies (ICT) to assist patients, health professionals and decision makers. In UK, the NHS National Health Programme for IT is directed to four major aspects – an electronic system to book hospital appointments, a set of reliable, national electronic health records, a new broadband infrastructure, and e –prescriptions. To maintain the credibility, the National Association Board of Pharmacy (NABP) in the US had launched the Verified Internet Pharmacy Practice Sites (VIPPS) program long back in 1999.[9]

Online Pharmacy Supply Chain:

The Indian pharmacy market is ready to boom in recent coming years and is expected to cross \$55 billion by 2020. Taking about the perspective of efficient supply chain the major issues daunting the logistics are the developed markets providing services of online companies which have to rely on multiple partners to ensure the fulfillment of the orders placed. This multiple exchange of goods and data reduces overall visibility adds costs and also increases the chance of delay. In order to satisfy customer’s experience the deliveries of essential item like medicines it becomes important for companies to be quick and consistent in services becomes major challenge. Since there is lack of visibility of supply chain the customer’s choice is spoilt by very thin margin, it is essential that the customer and supplier to have end to end visibility of the product with tracking at each stage and correct estimate of the delivery scheduled.[10]

The online drug supply chain need to have following major attributes:

- a: Consummation Centre having controlled environment, customized packaging, inventory visibility, & quality check.
- b. Last mile regulatory challenges for prevention from air frightening conditions of certain drugs, prescription check, material handling.
- c. Efficient data management systems like order management, tracking, scheduled delivery, data analytics.
- d. Efficient return management system where quality check, customized packaging and maintaining consistency in service level is required.[11]

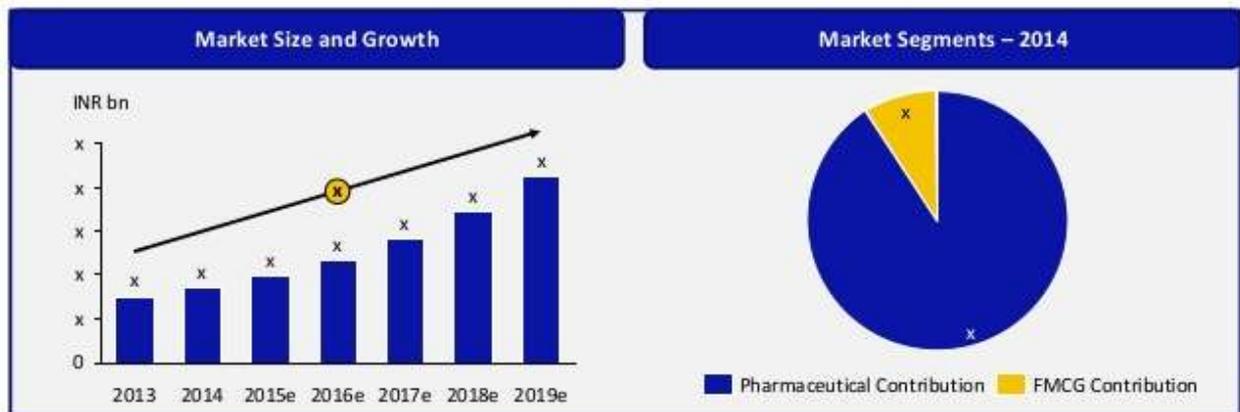
Online Retail Market Potential:

The recent advancement in the use of technology in electronic media, online pharmacy has boomed out to be a next big sector in India to target consumers online. The immense growth in industry has created great opportunities for online model for this business. The pharma business has taken e commerce route by offering a solution to a no of problem afflicting the retail pharmacy industry. Bharadwaj (2016) explains the phenomenon “ e commerce or online retailing or m commerce is still a very small fraction of the total retailing market in India [12]. However it is making headlines customer and opinion leaders are seeing it as an efficient and effective channel of distribution in coming future . It is offering quick and massive reach if backed by strong logistics network . This is accompanied with the fact that gives assured access to medicines in quickest possible time to the needy.fig[5]

Pharmacy retail has become the fastest growing traditional trade channel for FMCG companies

Pharmacy Retail – Market Overview (1/2)

- Indian pharmacy retail stands out as a lucrative market that still remains underpenetrated, projecting strong potential
- Growth of pharmaceutical sector has a direct impact on pharmacy retail sector which is the major sales format apart from institutional sales
- Currently the pharmacy retail market in India has over x pharmacy retail outlets and more than x stockists/distributors
- Pharmacy retail chains have become preferred trade partner for consumer product companies and FMCG contributed around 9% to the overall pharmacy retailers revenue in 2014



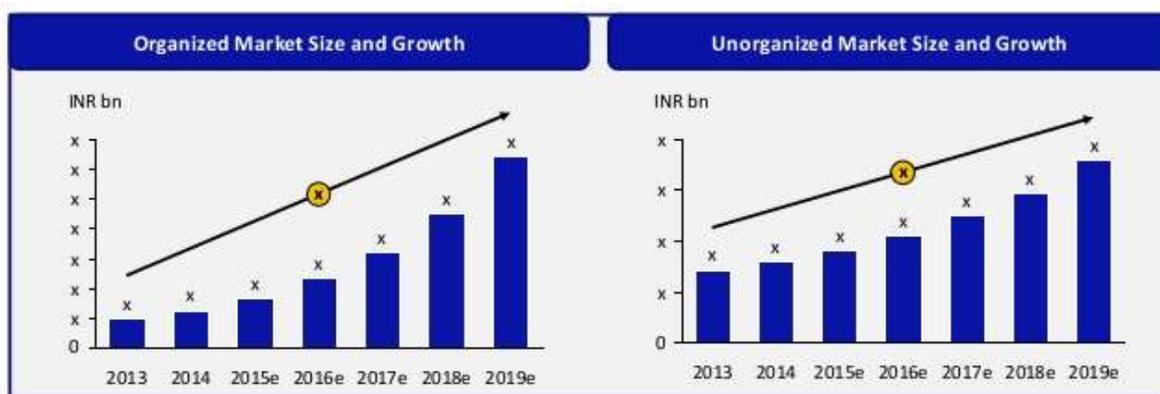
The immense expansion of online pharmacies has also given rise to fear among the retail sellers that their business would be adversely affected. However, Dr. Gopakumar G Nair, chief executive officer, Gopakumar Nair Associates refuses this theory and is of opinion that “the fear of all these physical distributors and suppliers that E-tailing/E retailing such as Snapdeal, Flipkart, Amazon etc. will adversely affect the footfalls. The medical shops and pharmacies need not have to fear of E retailing which will only be supplement which will only be additional and supplementary for enabling affordable access.[13]

He further said that” around 75- 90 % of current customer of medicine shops and pharmacies will continue to access physically .Only the web enabled or web assisted communities who don’t have proximity medicine shops will opt for E retailing on the web.”[fig:6]

Unorganized segment dominates a large volume of the pharmaceutical retail market

Pharmacy Retail – Market Overview (2/2)

- The unorganized market is huge and is roughly valued at INR x bn occupying x% of the total market size in 2014
 - The unorganized pharmacy retail market is growing at a CAGR of x% while organized pharmacy retail is expected to grow at a CAGR of x%
 - There should be a significant change in the market segmentation by 2019 when organized retail will capture approximately x% market from the current x% share
 - Health awareness among consumers will result in gradual shift towards the modern pharmacy retailers
- In India, pharmacies are the dominant distribution channels generating ~x % of overall pharmaceutical sales



Overview of e Pharmacies Regulatory Issues:

Although the online pharmacy sector has huge potential growth, these growth factors are majorly obstructed by the restrictions put forth the Indian laws and lack of updating of such laws. Regulatory authority finds it difficult to control monitor and track the sale of drugs through internet due to lack of clear cut guidelines in India for the proper regulation of e –pharmacies. The regulatory powers have been distributed amongst central and state government. Central government is responsible for licensing of drug imports and state government are responsible for manufacturing, sale and distribution of drug. [14]

The information Act, 2000 governs all issues related to internet as initially there is no law related to internet and e commerce. The laws which are governing presently are taken from the Drugs and Cosmetics act, 1940, Drugs and cosmetics rule 1945, Pharmacy Act, 1948, Indian Medical Act, 1956

and Code of Ethics Regulation, 2002. E pharmacy lies under the drugs and Cosmetics Act, 1940 and the Information Technology Act, 2000 which was written before the era of electronic media. The current acts guidelines followed does not differentiate between online and offline pharmacies so the amendments are required to stop the misinterpretation of laws and taking disadvantages by the companies which may lead a dangerous trend to companies.[15]

Government's Initiative towards the issue:

The upcoming years e pharmacy in India has been rising at a steady pace, with an aim to deliver the required and affordable medicines in remote areas where the facility of medical stores is not available. Moreover, focus of some online pharmacies is also to offer other facilities like list of diagnostic (pathological/radiological), tests booking, online consultation to the physician, and consumer education through articles on their websites. It has been observed physical pharmacy seller's community has been opposing the e pharmacy business model, and a nationwide strike against the e pharmacy was conducted under the leadership of All India Organization of Chemists and druggists (AIODC).[16]

Hence, the health ministry and Central Drug Standard Control Organizations (CDSCO) have been working together one pharmacy regulation policy, which is expected to streamline the online sales of medicine. The IIPA in the absence of E pharmacy policy announced a voluntary "code of conduct," as this code accede with the existing Drug and Cosmetics Act, 1940 stating:

- a. The e pharmacies will only process scheduled medicines against a valid prescription only.
- b. The e pharmacies will dispense medicines only through licensed pharmacies and will deliver medicines "safety and with appropriate instructions," according to the code.[17]

The Drug Consultative Committee (DCC) of CDSCO a statutory body constituted under section 7 of the Drugs and Cosmetics Act, 1940. The DCC is authorized to maintain the uniformity of drug and cosmetic Act throughout the country. In this regard, the DCC constituted a subcommittee of seven members headed by Mr. Harshdeep Kamble commissioner, FDA, Maharashtra on 11th Aug 2015 to examine the issue of sale of drugs online and available provisions for e pharmacies, the risks and concerns related to such sales. In the 50th DCC meeting held on 5th Nov 2016 as reported the CDSCO notified earlier on 30th December 2015, the status of which remains the same & at present, that the selling of drugs through internet is not permitted as it violates the provision of Drugs and Cosmetics Act, 1940 and the rules, 1945. The sub-committee after moving through the various suggestions received, and keeping in mind the international practices followed in some of the major countries keeping the existing Acts made there under, Narcotic Drugs and Psychotropic Substances (NDPS) Act, 1985, Drugs and Magic Remedies (Objectionable Advertisement) Act, 1954, Drug pricing control order (DPCO), 2013, IT Act 2000, etc made many recommendation points in the report for strict monitoring and vigilance of e pharmacy with effective law and period inspections[17][18]. In order to regulate the online pharmacies, a national Portal will be created which will be a nodal platform for transacting and monitoring online sale of drugs. Whereas the e pharmacy service providers need to be registered with Central Drug Standard Control Organization (CDSCO). No unregistered entity shall be permitted to undertake the online sale of medicines.

At present the leading e pharmacy companies such as – 1mg, Netmed, mChemist, Myra, Medlife, PharmaEasy, Medidart and as many 140 startups are currently operating in online pharmacy market which is likely to increase in recent coming years[19].

Conclusion:

The e –commerce landscape is shifting drastically across the world,with an increased adoption of smartphones giving rise to new level of consumer experience. Online brands are also benefiting modern technologies and many more flexibilities to consumer keeping up with the changing consumer pattern.Besides the immense use of electronic media the key known issues in retail pharmacy in India for tracking authenticity, traceability of medicine, abuse prevention, and consumption of drugs without prescription,tax loss,and value added services for healthcare are key areas of national development.E commerce offers many advantages & convenience to consumers with which drugs can be procured. The benefits of the e-pharmacy models brought to consumers must be the first priority of Government. If the technology is available to cut the intermediary cost on medicines, and used in full potential it will surely bring down the retail price of many drugs and largely benefit most middle class customers, which is most impacted by price hike .Government of India must define policies and guidelines for e –pharmacies and come up with a clear cut model Operating model providing long term benefits to the consumers. The online pharmacies are the upcoming open source for the consumers to search for information and access diverse selection of medicines and other health related products. The new websites available are becoming a source of multiple user friendly feature which consumers are to adopt new behaviors of health access and make health care decisions.

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GLOBALIZATION AND HIGHER EDUCATION: OPPORTUNITIES AND CHALLENGES

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Abstract

Globalisation is not merely an internationalisation or integration but it is a multifaceted phenomenon which has affected the entire world in the contemporary era. Globalisation has impacted various sectors differently and education being one of them. An efficient, effective and competent education system is the backbone of every country. Education plays an important role not only in economic development but also in shaping and training most important resource i. e the human resource. However, people can only avail the opportunities of globalisation if they are knowledgeable. Therefore, in the globalised world there is an increasing need to prepare citizens for facing challenges and efficiently utilising opportunities provided by competitive globalised world. However, people around the world differ in their opinion regarding the impact of globalisation on education as this sector is impacted in complex and contradicting ways. Some perceive it as an opportunity while others consider it as a threat to traditional values and institutions.

Key Words: Globalisation, Education, liberalisation, Global Village, Information Technology

Introduction

Globalisation, in general, means interconnectedness or integration of world economies through free flow of information, ideas, technologies, goods, services and people. The main feature of globalisation is that geographical distance is of declining relevance and territorial boundaries between states are becoming less significant. Globalisation has given rise to the concept of irrelevant borders and has greatly encouraged free movement of people across borders in search of new avenues and opportunities. Since liberalization of Chinese economy in 1980s to 1990s, global economy has witnessed an introduction of three billion labour forces into global market which economist Richard Freeman has dubbed as “great doubling” of global labour force¹. The process of globalization has brought significant transformation in world trade, communications, educational activities and economic relations since second half of 20th century. Over the years there has been a hot debate about the pros and cons of globalization on different sectors of state. Some people perceive globalization as a dangerous phenomenon with negative ramifications. They believe that globalization is affecting peace as it has brought undesirable consequences to society, people and different institutions. They fear that it is merely a modern version of cultural imperialism that will ultimately lead to the creation of Western society. Alternatively, another group of people regard globalization as a productive phenomenon as it is making the world more connected and informed than ever before. They consider it as a unique source for optimism in the world and believe that this process is an important opportunity for the people particularly for developing countries to raise their skills and standards.

Undoubtedly, the process of globalisation carries with it certain risks but the fact must be acknowledged that Globalisation has deeply interconnected the world as never before. Thomas Friedman's best-selling book, *The World Is Flat* (2005), has helped us to understand that the process of globalisation has deeply interconnected the world as the advancement in technology and the fall of trade barriers have led to the integration of markets and nations, and enabled individuals, companies, and nation-states to reach around the world faster and cheaper than ever before. How globalisation has affected different sectors and services of nation-state is beyond the scope of this paper but an attempt has been made to assess its impact on higher education.

Globalization and Higher Education: Assessing Pros and Cons

Education is an important investment in building human resource which is considered as an indispensable driving force for economic growth and development. It is only through improving the educational status of a society that the multi-faceted development of its people can be ensured. To quote former US President Barrak Obama: "In a 21st century world, where jobs can be shipped wherever there's an Internet connection, where a child born in Dallas is now competing with a child in New Delhi, where your best job qualification is not what you do, but what you know, education is no longer just a pathway to success; it's a prerequisite for success²." In the globalised world, the advanced nations have derived major proportion of their national income from the service sector. Since the service sector is based on imparting skills or training to people, for that reason development in education sector is prerequisite for development of service sector. The process of globalisation has transformed the system of education across the world. Marginson & Marjik van der Wende argues that in an interconnected global environment every university is visible to every other and now it becomes impossible for nations or for individual higher education institutions to completely seal themselves off from global effects³. Therefore, the concept of globalisation has indeed become increasingly important to debates in relation to the future of higher education.

Globalisation provides adequate opportunities for development to the people throughout the world. Globalisation is advantageous to people and countries as it provides a mechanism for global sharing of knowledge, skills, and intellectual assets and advocates mutual support, supplement and benefit for development of various countries, communities, and individuals. It creates values and enhances efficiency to serve local needs. Above all the process of globalisation promotes international understanding, collaboration, harmony, and acceptance to cultural diversity across countries and regions, thereby, facilitating communications, interactions, and encouraging multi-cultural contributions at different levels among countries⁴.

Globalisation provides numerous opportunities in the diverse fields of higher Education. The advancement in information technology has encouraged learners to avail innumerable opportunities of learning in both the formal and distance modes. The time-space compression due to globalisation not only increases interdependence but also brings together nations, cultures, and economies. The so-called industrialised form of education such as distance education and virtual Institutions is now taking place in other developing countries which in turn proves more cost effective⁵. With the opening up of foreign boundaries and fast growing Information and Communication Technology (ICT), the availability and flow of academic resource materials is providing input to the academicians and students to compete anywhere in the world and to accomplish their aspirations more efficiently. The process of globalisation has facilitated in opening up space for the establishment of private universities, easing and eliminating research restrictions, organising joint ventures in academic activities and encouragement for foreign collaboration in the universities. Consequently these developments have helped many states to take advantage of opportunities in a new global

environment. The revolution brought by ICT coupled with internet as an interactive medium with its global reach potential has the capacity to bring knowledge and prosperity to isolated and marginalized individuals and nations⁶. Sadegh Bakhtiari argues that globalization is creating opportunities for sharing knowledge, technology, social values, and behavioural norms and promoting developments at different levels including individuals, organizations, communities, and societies across different countries and cultures.

The process of globalization has increased competition among countries of the world and this competition is also visible in education sector. By producing highly skilled and educated people, higher educational institutions play a key role in the economic prosperity of a country and this realisation has increased competition among higher educational intuitions to be global leaders in the field of education which in turn has forced them to undertake necessary improvements like revaluation of curriculum, programmes and imparting necessary skills to students so that they can meet not only national needs but also the demands of international market⁸. The positive impact of this competition is not only felt in developed world but also in the developing world. Now the highly skilled graduates from developing countries are competing with the students of developed world and have acquired leading posts in premier global firms.

Globalisation has fostered tremendous growth of educational systems across the world. The number higher educational institutions has increased manifold from last two decades. Since independence the number of universities in India has increased sixteen times while number of colleges has increased thirty-three fold⁹. Another healthy trend has been tremendous increase in the number of students seeking higher education. For instance in 1998 China had six million students perusing higher education and this number reached to thirty one million in 2010, going from 10 percent to 24 per cent¹⁰.

In spite of bringing significant transformation in education sector, globalisation is also blamed for bringing to fore number of ills and creating negative impacts on education sector particularly in least developed countries. In this globalised era education has got the recognition of a fundamental human right but globalisation has provided unequal accesses to this basic right. While developed and industrial world has been able to reap benefits of globalization which has enabled them to make significant investment in their education systems while developing world with few exception and underdeveloped world with meagre resources is lagging behind which has prevented them from making investments in their education systems as compared to industrial world. With globalisation, the technological gap and digital divide has further widened between the developed and underdeveloped world and the process of globalisation has led to promotion of cultures and values of industrial societies¹¹ at the cost on indigenous values and cultures.

Second, the increasing competition and need for skilled work force is likely to increase the demand for higher education in the coming years not only in developed world but also in the developing and under developed world. Since developed counties with sufficient resources at disposal are well equipped to respond to growing demand of higher education, the developing and underdeveloped countries with meagre resources are likely to suffer. The higher education sector is also growing into an attractive market with private institution dominating, this can further escalate the problems of “access and equity”¹².

Third, globalisation of higher education is also leading to the erosion of national regulatory and policy frameworks because of growing demand for uniformity of curricula, policy framework and degree systems. The internationalization of higher education has already taken place in number of

countries which inter alia can lead to “generalization of bachelor/masters-degree structure, the hegemony of English as lingua franca in higher education and scientific research.... The international recognition of degree diplomas...”¹³.

Lastly , the increasing demand for higher education has led to the emergence of new players like private universities, corporate universities, and media companies which with the help of Information Technology and internet are delivering the service of education in remote areas. Although their emergence can enrich the higher education sector but they are also providing challenge to traditional institutions of learning.

Conclusion

Globalisation has brought tremendous transformation in the education sector. The new opportunities of learning which globalisation has brought in has led to the emergence of a vibrant knowledge based global community. The increasing competition between educational institutions, the emergence of private players and information technology has greatly widened access to learning opportunities across the globe. However, it is often claimed that globalisation has not resulted in equitable access to education. It is the developed world which has emerged as the winner in the globalisation process and least developed countries are lagging behind. But the fact remains that, only those countries have benefitted from globalization which made huge investments in education sector and it is the vibrant education system which helped them to exploit the opportunities of globalisation by creating educated and highly skilled work force. Therefore, globalization is a threat for those who made least investment in education sector and are ignorant and unaware of its benefits. This threat can be mitigated and challenges can be converted into opportunities by making significant investment in the education sector and by providing necessary knowledge and information to people.

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DEFENSIVE STRATEGIES AGAINST HOSTILE TAKEOVERS: “A CASE STUDY OF WARNER-LAMBERT VS PFIZER”

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Abstract

Every organization sees Takeovers as a tool to establish and gain entry to new markets. Takeovers can either be friendly or hostile. A friendly takeover takes place when a company gains control over a targeted company with the consent from either board of directors or the management of the targeted company. But, the hostile takeover takes place when a company gains control over a targeted company without the consent from either board of directors or the management of the targeted company. Since every publicly listed organization has a threat of being target for a hostile takeover, many companies protect themselves with many anti-takeover measurement and strategies. These strategies can be either proactive or reactive. The objective of this paper is to describe various anti-takeover strategies and explain which defensive strategies are effective under different situations.

Keywords: Takeovers, hostile, strategy, proactive, reactive

1. Introduction

Every business may grow either organically or inorganically in a course of time. Organic growth occurs gradually over time during normal course of business that is, through acquiring new assets, replacing obsolete tools with the latest technology. But in case of inorganic growth a firm expands its business through acquisition, merger, joint ventures, takeovers, collaborations. Merger and acquisition has become a new strategy in the corporate world. Companies are using M&A mainly for exploring new markets, reap high market share, gaining competency and to become more competitive in the global market. This activity can take place by acquisition, merger, joint ventures, takeovers, collaborations, and diversification.

Takeovers can either be friendly or hostile. A friendly takeover takes place when a company gains control over a targeted company with the consent from either board of directors or the management of the targeted company. But, the hostile takeover takes place when a company gains control over a targeted company without the consent from either board of directors or the management of the targeted company.

So a target company which faces a hostile takeover bid can protect itself by implementing various anti-takeovers strategies. These defensive strategies will make a targeted company less attractive and profitable. These strategies can be either proactive or reactive.

The proactive defensive strategies are used prior to the hostile takeover bid. These proactive defensive strategies aim to defend the organization against the future takeover attack.

Management uses proactive strategies as they take time to construct and also shows that all the executive members of the organization are committed towards keeping the organization independent.

1.1. Purpose

The purpose of this study is to investigate different defense strategies used in hostile takeovers and easiest to put into practice. This paper tries to clarify the use of some of the defense strategies by presenting a case study on Hostile Takeovers where actual defense measures have been used and look in to what happened and what effects they gave. These different aspects are important to high light because they may not always be considered when governing a publicly listed company and could thereby oppose a threat in the future if neglected.

1.2. Evolution of Hostile Takeovers

With the increase in labor cost and competition, companies are using M&A as a tool to exploring new markets, reap high market share, gaining competency and to become more competitive in the global market. This has given rise to a relatively new phenomenon in this field called Hostile takeovers. Hostile takeovers are primarily the result of power, whether it is in terms of actual control, monetary gains, or just for the satisfaction of an individual's ego. Even though the number of hostile takeovers remains small still these hostile takeover deals should be studied and investigated thoroughly.

1.3. Defense against Hostile Takeovers

Takeover is a business behaviour that one company is purchased by another one. There are several types of takeover, including friendly takeovers, hostile takeovers, reverse takeovers and back flip takeovers. Even though some mergers and acquisitions can bring about synergy and more substantial profits, some takeovers are not welcome. Therefore, a large numbers of measures are taken by target companies to defend the hostile takeover. The defensive strategies or methods have been increasingly adopted by firms of all sizes and especially the ones falling under the highly targeted industries' category. This section contains a review on some of the most common defense strategies and how they are designed to defend against a hostile takeover. These different measures can be divided into proactive and reactive strategies, depending on when a company decides to adapt it. As their name suggests, a proactive measure is used to make the company less attractive before the actual hostile bid presents itself and the later one is implemented in connection to the hostile bid (Pearce & Robinson, 2004).

1.3.1. Proactive Defense Mechanism

- i. **Golden Parachute:** Golden Parachute as a defensive strategy is a special and lucrative agreement package offered to the board of directors if the company is taken over by another firm and the executives are terminated as a result of downsizing or mergers. The Golden Parachute's primary function in a hostile takeover is to align incentives between shareholders and the executives of the target company as there generally are concerns about executives who face a hostile takeover while risking losing their jobs, oppose the bid even when it increases the value for shareholders. The purpose of this defensive strategy is to stagger and make hostile takeovers more expensive.
- ii. **Poison Pills:** Poison Pill is a strategy that tries to create a shield against a takeover bid by another firm by triggering a new, prohibitive cost that must be paid after the takeover. Poison Pill is designed to make the transaction being pursued by a hostile bidder extremely unattractive from an economic point of view, compelling the bidder to negotiate with the target's board of directors. Hence, the supporters argue that poison pills do not prevent all takeovers but they do enhance the target board's ability to bargain at their terms. However, the

opposite view holds that poison pills are one of the most potent defensive devices that entrenches management while negatively affecting shareholder wealth. There are two main form of poison pills which are summarized as follows:

Flip in: Flip in provides shareholders with the right to purchase common or preferred stock. If the tender offer for the firm is imminent, the rights allow the holder to purchase stock at a substantial discount. The holder might turn around and sell the stock at the much higher tender offer price, or might use the newly acquired stock to increase the quantity of stock needed in order for the acquirer to gain control of the firm. The rights are valid only for the original holder (Meade & Davidson, 1993).

Flip over: Flip over Rights Plans is according to Grinblatt and Titman (2002) the most popular poison pill defensive tactic. The target shareholders receive under this plan the right to purchase the acquiring firm's stock at a considerable discount in the event of a merger. An example can be that Alpha acquires Beta shares and then proceed with a merger. The existing Beta shareholders will then receive the rights to purchase Alpha stock at 50 percent of its value in the event the merger is completed. This would make the merger prevent expensive for Alpha, which would be unwilling to proceed with the merger unless the poison pill was annulled (Grinblatt & Titman, 2002). According to Weston (2001), a poison pill does not prevent an unwanted takeover but the board's negotiating position will be strengthened.

- iii. **Shark repellent:** The Shark repellent strategy is synonymous for pre-defense tactics made by the company in order to be less attractive to a future hostile takeover. The Shark repellents are build-in defense mechanisms that make the company more difficult to take over. Golden parachutes, dual-class stock and a staggered board are some of the tactics known as Shark repellents. The golden parachute is provision to the management if they are forced to leave the company or if the company is acquired. The provision will give the management team a large bonus in cash or stocks and will be very expensive for the hostile takeover, which result in a costly acquisition. (DePamphilis, 2005)
- iv. **Blowfish:** A defense tactic referred to the name Blowfish can be used from a company facing a hostile bid. It involves strategies of buying new assets with an underlying purpose of forcing the company to grow; this leads to that the value of the company increases at the same time as the liquid assets decreases. The reason behind this defense tactic is that the higher value will intimidate the acquiring companies with limited financial resources to place a bid. The reduced financial resources of the target company acts as a secondary effect, reducing the acquiring companies' incentives even more for a takeover. (Arnold, 2005)

1.3.2. Reactive Defensive Strategies

- i. **White knight and White squire:** The target company seeks for a "friendly" acquirer for the business, when using a white knight defense (Ross et al., 2005; Weston, 2001). Firms that rescue a target from unwanted bidders are called white knights. White knight dealings clearly are friendly (Hitt, 2001). The target firm may prefer another acquirer because it believes there is better compatibility between the two firms. Another bidder might be required because that bidder promises not to break up the target or to dismiss employees. A white squire is similar to a white knight, but the white squire does not take control of the target firm. Instead, the target firm sells a block of stock to a white squire that is considered friendly and who will vote his/her shares with the target firm's management. There are other conditions that may be forced, such as demand the white squire to vote for management, there can also be a standstill agreement there the white squire cannot acquire more of the target firm's shares for a specified period of time, and a limit on the sale of that block of stock.

- ii. **Crown Jewels:** Firms often sell major assets when faced with a takeover threat (Ross et al. 2005). Instead of publicizing hidden values, the firm should eliminate those values. Rather than making the firm beautiful and the firm's market value high, the firm should make it seem as ugly, poor and worthless as possible. Crown jewels, that are the firm's most valuable assets, represent the largest reason that companies become takeover targets (Arbel & Woods, 1988, p. 36). Although, a defensive tactic for a target firm is to sell its most valuable line of business or division, which is referred to as the crown jewels. Once this business has been divested, the proceeds can be used to repurchase stock or to pay an extraordinary dividend. Once the crown jewels have been divested the hostile acquirer may withdraw its bid (Weston, 2001).
- iii. **Scorched earth:** A strategy associated with the Crown jewel defense tactic is the Scorched earth strategy. Similar to the Crown jewel strategy, the primary objective is to make the target less attractive when a hostile takeover is in motion. The target sells all the valuable assets in an attempt to fight back a hostile bidder, but the strategy is not the best way of preventing a hostile takeover. If important and valuable assets are sold, shareholder value will decrease and if succeeded leave the shareholder with an almost worthless share in the target company. (Gilson & Bernard, 1995)
- iv. **Litigation:** After a hostile takeover bid has been received, the target company can challenge the acquisition through litigation. Litigation is started by the target company based on the antitrust effects of the acquisition, missing material information in SEC3 filings or other securities law insult. The target sues for a temporary order to forbid the bidder from purchasing any more shares of the target's stock until the court has an opportunity to decide on the case (Weston, 2001).
- v. **Management buyout:** A Management buyout (MBO) is an action where the operating management increases their owner position in the company, often with the help of external investors and finances the purchase through leverage buyouts (Frankel, 2005). MBOs can be referred to as a two edged sword. On one side it can be an effective defense tactic against hostile bidders, but on the other side it can trigger a reaction and attract new competitive bids. The reason behind conducting a MBO is often the result of incumbent management, and the effect will often result in a large debt for the company.
- vi. **Greenmail:** Greenmail refers to a targeted repurchase of stock blocks from specified shareholders. The repurchase is done at a premium with an intention of ending a hostile takeover threat. A result of using Greenmail as a defense tactic is that the share value including premium might exceed market value and therefore it can have detrimental effects for regular shareholders. In connection with share repurchases a standstill agreement is often written, which connotes that the bought out stockholder agrees to not buy any new shares in the company for a certain agreed upon time (DePamphilis, 2005).

2. Methodology

This paper uses a deductive approach, where theories will be used as guidance when searching for explanations. Regarding the defense strategies which will be presented in the theoretical framework, data will be collected with the purpose of seeking if they are effective, how they are implemented and what happened in that specific occasion. The paper will use secondary data to come up with explanations, and not carry out any interviews or any other processes to collect primary data. This paper uses a case study analysis to identify the different defensive strategy used by the firms.

There are however some disadvantages in using case studies. According to Cavye, (cited in Williamson, 2000) the collection of analysis and data are dependent and influenced by the researchers' characteristics and backgrounds.

3. Case Study (Pfizer vs. Warner-Lambert)

On November 4, 1999, American Home Products (AHP) and Warner-Lambert announced their intention to merge, creating the world's largest pharmaceutical company, American Warner. However, following the announcement, Pfizer filed a complaint against Warner-Lambert and began a hostile takeover of the company. Pfizer started a hostile takeover of Warner-Lambert in December 1999. One of the principle reasons being to secure the full rights to Warner-Lambert's Lipitor (atorvastatin), which Pfizer already co-promoted with Warner-Lambert.

Pfizer slapped a lawsuit on W-L, once they came to know about the W-L's intention to merge with American Home Products (AHP). Warner-Lambert fought back and threatened to end the companies' co-marketing agreement for Lipitor, adding that Pfizer's unsolicited bid may violate a standstill agreement in the deal. Warner CEO Lodewijk de Vink wrote that his company's board was "disappointed" that it was in such a dispute with Pfizer, whose actions do not agree "with the way we believe partners should treat one another and on November 5, 1999, W-L rejected the Pfizer's bid in a press release and said that he was committed to its merger with AHP.

In mid November proxy statement sent to W-L shareholders. Pfizer argued that the current W-L board has approved a merger agreement with AHP which provides 30% less current value to the W-L stockholders than the Pfizer offer.

In January 2000, despite Warner-Lambert's attempts to convince its shareholders that its deal with AHP would result in greater shareholder value, Warner-Lambert was forced to discuss a merger with Pfizer. These discussions ultimately resulted in the announcement that Warner-Lambert and Pfizer now intend to merge.

4. Case Study Analysis of Pfizer Vs. Warner-Lambert

After months of hostile exchanges, Pfizer announced it was buying Warner-Lambert (W-L) for about \$90 billion in stock in February 2000. The battle began when Warner-Lambert and American Home Products (AHP) announced in November 1999 their plans to merge, thus creating the world's largest pharmaceutical company. Pfizer sought to block this move the next day by announcing an unsolicited \$80 billion stock offer for Warner, the largest hostile takeover attempt in the history of the pharmaceutical business.

Even though W-L had a standstill agreement in place but they were unable to protect themselves from the takeover of Pfizer as they claimed that the standstill agreement became void with the Public announcement of W-L merger with AHP

Warner-Lambert tried to use their defensive strategies in order to prevent hostile takeover from Pfizer. They tried to fend off the takeover from Pfizer by slapping a lawsuit in order to force itself out from the joint marketing agreement for a cholesterol-lowering drug Lipitor. The basis of the counterclaim was that the Pfizer has repeatedly misstated the terms of the standstill restrictions to which it agreed in the Lipitor agreements and that the actual language used shows that Pfizer breached the agreement when it made its proposal to acquire W-L.

The other defensive strategies used by W-L are White Knight and Poison Pill. In order to fend off Pfizer, W-L and AHP agreed on merger proposal. AHP also tried to defend the decision of W-L's CEO by promising more value to the shareholders of W-L if the merger took place. However, not hearing anything from the management Pfizer decided to go straight to the shareholders on November 15, 1999 in an attempt to change the composition of the board and to break the Poison Pill. Even though Pfizer was successful to break the poison pill

of W-L but they have to offer an increased bid to acquire W-L. On February 8, 2000 W-L agreed to \$92.5 billion acquisition bid of Pfizer.

5. Limitation of the study

Following are the limitations of this study

- i. The limitation of using case studies is that analysis and data are dependent and influenced by the researchers’ characteristics and backgrounds.
- ii. The other limitation of this study is the use of single case study.

6. Summary & Conclusion

Acquirer	Target	Defensive Strategies	Remarks
Pfizer	Warner-Lambert	Litigation	W-L tried to fend off Pfizer by slapping a Law Suit
		White Knight	W-L Agreed to merge with AHP. Also AHP backed the deal by offering more to the shareholders if the deal goes through.
		Poison Pill	With the help of this strategy the W-L were able to increase the initial bid from \$80 billion to \$92.5 Billion, but they were unable to prevent hostile takeover
		Standstill Agreement	W-L had already signed an agreement as a defensive strategy with Pfizer to prevent Pfizer from buying shares of W-L in Future.

Hostile takeovers have been extensively explored during the past years due to their increased presence in global M&A activity. Considerable attention has been dedicated to the rising complexity of takeover strategies and anti-takeover defense mechanisms employed by target companies and the impact of these on shareholders’ wealth.

The purpose of this Paper is to analyze the background and bitter fight to stay independent by Warner-Lambert against the Hostile Bid from Pfizer.

Warner-Lambert has used various defensive Mechanisms to fend off Pfizer from Hostile Takeover. In spite of all these defensive strategies W-L were unsuccessful to prevent the

Hostile takeover from the Pfizer. Even though Pfizer was able to overturn the W-L defensive strategies in the court but they were unable to avoid the Breakup Fee which they had to pay AHP. After resisting Pfizer's hostile bid for nearly three months, W-L agreed on 8/2/2000 to be acquired by Pfizer for \$92.5 billion.

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HUMAN RESOURCE MANAGEMENT/ DEVELOPMENT

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ABSTRACT

Aim of the study: Impact of technology on human resources and their training.

Findings: With the growing importance of human capital and its management in the corporate setup, Human Resource is now a collection of highly specialized and essential capabilities, each with distinct goals, needs, and tasks.

Keywords: Human Resource Management, Organization Goals, Digital Work, Training, Technology.

INTRODUCTION

Business is the effective combination of physical and human resources of the enterprise to attain the cherished goal. Physical factor is lifeless and cannot perform any activity by itself. It has to be operated and activated by the human force. Human resources have been accepted as the essential, vital and indispensable factor of production. This factor needs very tactful handling, because it is sensitive and sometimes troublemaker.

Human Resource Management is a process of bringing people and organisation together so that the goals of each are met. Human Resource Development is the process of improving moulding, changing and developing the skills, knowledge, creative ability, aptitude, attitude, values, commitment etc. based on present and future organizational requirements. It includes performance appraisal, training, career planning, management and organizational development.

The advent of technology has changed all the aspects of our lives including HR. Earlier HR was a department that was defined by piles of paper and files along with a consistent struggle to multitask between the hiring of candidates, compliance, storage and management of employees' data, reference checks, on boarding and exit procedures, payroll, managing control and reward systems and so on. By simplifying these responsibilities, technology has drastically improved the efficiency and effectiveness of the department thereby facilitating the time to focus on the major issues that require their attention.

Employees of any organisation are considered as their greatest asset, because they do not depreciate with time, unlike other assets. Human resources help in transforming the lifeless factors of production into useful product. To extract the best out of employees, the organisation must provide a healthy work climate where employees can exploit their talents fully while realising goals assigned to them. They must have requisite skills to handle their jobs in a competent way. Above all, to get the best out of people, they must be managed well and this requires leadership. This is where human resource managers play a critical role in bridging the gap between employee expectations and organisational needs by adopting appropriate human resource strategies and practices.

Employees have always been central to organisation, but their strategic importance is growing in today's knowledge-based industries. An organisation's success increasingly depends on the

knowledge, skills and abilities (KSAs) of employees, particularly as they have established a set of core competencies that distinguish an organisation from its competitors. With appropriate HR policies and practices an organisation can hire, develop and utilise best brains in the marketplace, realise its professed goals and deliver results better than others.

Human Resource Management is a process of bringing people and organisation together so as to achieve the goals of an organisation in an effective and efficient manner. It refers to following activities undertaken by an organisation to utilize its human resource effectively:

- **Human resource planning:** Human resource planning is a process that identifies current and future human resources needs for an organization to achieve its goals.
- **Staffing:** The process of hiring suitable candidates according to their knowledge and skills in an organisation is termed as staffing.
- **Performance Management:** performance management is the continuous process of setting objectives, assessing progress and providing on-going coaching and feedback to ensure that employees are meeting their objectives and career goals.
- **Training and Development:** Training and development encompasses three main activities:
 - a) Training: This activity is both focused upon, and evaluated against, the job that an individual currently holds.
 - b) Education: This activity focuses upon the jobs that an individual may potentially hold in the future, and is evaluated against those jobs.
 - c) Development: This activity focuses upon the activities that the organization employing the individual, or that the individual is part of, may partake in the future, and is almost impossible to evaluate.
- **Compensation and Benefits:** Employee compensation and benefits are divided into four basic categories:
 - a) Guaranteed pay – a fixed monetary (cash) reward paid by an employer to an employee. The most common form of guaranteed pay is base salary. Guaranteed pay also includes cash allowances (housing allowance, transport allowance, etc.), differentials (shift differentials, holiday differentials) and premiums (overtime, night shift, etc.)
 - b) Variable pay – a non-fixed monetary (cash) reward paid by an employer to an employee that is contingent on discretion, performance, or results achieved. The most common forms of variable pay are bonuses and incentives.
 - c) Benefits – programs an employer uses to supplement employees' compensation, such as paid time off, medical insurance, company car, and more.
 - d) Equity-based compensation – stock or pseudo stock programs an employer uses to provide actual or perceived ownership in the company which ties an employee's compensation to the long-term success of the company. The most common examples are stock options.
- **Labour Relation:** The term labour relation is also known as industrial relations, refers to the system in which employers, workers and their representatives and, directly or indirectly, the government interact to set the ground rules for the governance of work relationships.

HR CHALLENGES FOR THE INDIAN COMPANIES

The following are the HR challenges that have to be faced by the Indian Companies in the light of the liberated era and open competition from foreign multinationals:

- Decreasing number of committed employees
- Finding the right people
- Retention of employees
- Competitive compensation and benefits
- Recruiting new talents / trades becoming more difficult
- Knowledge transfer from senior to newer employees
- Problems in aligning HR strategies with the business strategies
- Developing an HR infrastructure
- Shaping and managing future applicant pool
- Transforming survey data into action plans
- Aligning educational curriculum to meet industrial needs
- Managing HR Cost and Accounting
- Recruiting for critical positions
- Managing retirement problems

HR STRATEGIES TO BE FOLLOWED BY INDIAN COMPANIES TO OVERCOME SUCH CHALLENGES

- Organisation should focus on talent retention more than talent acquisition by putting “right people” with the “right experience “at the “right place” and at the “right time”.
- Companies should create a competitive work environment which provides growth and challenging opportunities for the employees.
- Career plans/paths of the organisation should align with individual goals which will help in achieving the organisational goals by balancing the expectations of the employees.
- Employees should be encouraged to pick up diverse skills set and clearly make them understand that organisations seek and promote people who have acquired additional expertise in various fields.
- The organisations need to have a strong performance ethic and a common performance theme around which everyone should rally.
- Design and utilize simple, transparent and fair appraisal systems facilitating a meaningful dialogue between the superiors and the subordinates and between performance and rewards.
- Succession planning, competency mapping, training and grooming must be provided keeping in mind that tomorrow’s world would be more complex than ever before.
- Forum for sharing ideas, economies of scale and recognizing cost efficiencies for human restructuring should be the basic ideology of an organisation.

Human Resource Management is thus a process of acquiring, training, appraising, and compensating employees and of attending to their labour relations, health and safety, and fairness concerns. Human resource development is the integrated use of training, organization, and career development efforts to improve individual, group, and organizational effectiveness. HRD develops the key competencies that enable individuals in organizations to perform current and future jobs through planned learning activities. HR development is extremely important because organizations recognize that any value added to an employee is value added to the organization, and employees are eager for the opportunities to develop their skills and add value to their companies. An organization's focus on

improving the knowledge, ability, skills, and other talents of their employees is referred to as human resources (HR) development.

RESEARCH OBJECTIVE

Unless employees update their knowledge and skills constantly along with updated technology they cannot survive and grow in an organisation. This will necessitate training, retraining and mid-career training of operatives and executives at various levels. Therefore the objective of the research was to initiate employees to update their skills continuously with the rapid changes in technologies. A much broader range of abilities is required to keep paced with ever present changes, forcing companies to spend increasing sums on training and development.

LITERATURE REVIEW

HRM TRADITIONAL SPECIALTY AREAS

- **Training/Development:** Conducts training needs analysis; designs/ conducts/ evaluates training programs; develops/implements succession planning programs.
- **Compensation/Benefits:** Develops job descriptions; facilitates job evaluation processes; conducts/interprets salary surveys; develops pay structure; designs pay-for-performance and/or performance improvement programs; administers benefits program.
- **Employee/Industrial Relations:** Helps resolve employee relations problems; develops union avoidance strategies; assists in collective bargaining negotiations; oversees grievance procedures.
- **Employment/Recruiting:** Assists in the HR planning process; develops/purchases HR information systems; develops/updates job descriptions; oversees recruiting function; develops and administers job posting system; conducts employment interviews, reference checks, and employment tests; validates selection procedures; approves employment decisions.
- **Safety/Health/Wellness:** Develops accident prevention strategies; develops legal safety and health policies; implements/promotes EAP and wellness programs; develops AIDS and substance abuse policies. .
- **HRM Research:** Conducts research studies, such as cost-benefit analysis, test validation, program evaluation, and feasibility studies.

NEW HRM SPECIALTY AREAS

- **Work and Family Programs:** Develops and administers work and family programs including flex time, alternative work scheduling, dependent-care assistance, telecommuting, and other programs designed to accommodate employee needs; identifies and screen child- or elder-care providers; administers employer's private dependent-care facility; promotes work and family programs to employees.
- **Cross-Cultural Training:** Translate the manners, mores, and business practices of other nations and cultures for American business people. Other cross-cultural trainers work with relocated employees' families, helping them adjust to their new environment.
- **Managed-Care:** As a company's health-care costs continue to escalate, employers are embracing managed-care systems, which require employees to assume some of the costs. Employers hire managed-care managers to negotiate the best options for employees.

- **Managing Diversity:** Develop policies and practices to recruit, promote, and appropriately treat workers of various ages, races, sexes, and physical abilities.

Technology and tools provide HR professionals access to the real power of big data – influencing the way businesses understand the market, customers and new audience as well as communicate with new and existing employees. The business environment of today is marked by complexity, volatility and uncertainty – where technology will continue to play a viable role in HR’s success. The disruptive technology is opening new opportunities for HR. It can be a driver of greater effectiveness and efficiency. At the same time, HR teams and business leaders will need to have a robust grasp of the limitations and possibilities of technology. Moreover, be engaged participants in looking for opportunities to leverage it.

Technology is changing every sector of the economy at a rapid pace. One of the biggest changes is in the way that information is shared. When human resources managers are seeking to recruit staff members, post jobs or keep track of applicants, technology is interwoven throughout every process. The advent of technology has drastically improved the efficiency and effectiveness of the department thereby facilitating the time to focus on the major issues that require their attention. In my opinion, apart from the umpteenth number, the major noticeable contributions of technology to the HR department as a whole are as follows:

Recruitment: Earlier the process of sourcing the potential employees for any organization was dependent on the posts on newspapers, word of mouth, internal referrals or face to face networking. We can now use technology to almost instantaneously deliver job postings to dozens of recruitment websites, university posting services, professional networks and social media outlets. Applicants do not have to carefully print their applications. They can deliver them to you through your platform or send them electronically through email, allowing you to get responses within minutes of posting an opening. On the other hand, evaluating an applicant’s skill set and personality is also a lot easier now through in-house or outsourced online test platforms thereby saving cost and time in the long run and giving the best-desired results.

Data Management: Managing the data of employees, potential candidates, legal compliance related data, etc. required a lot of space and was not very easy to locate when needed. Cloud storage has now allowed storing data on cloud using electronic files (e-files). This made data storage easy to organize and was available within a few clicks. This streamlining has saved paper, space and a lot of time thereby improving the level of security and confidentiality too.

Performance Management: Human Resource Information System (HRIS) is used by software’s like Clear Company, Halogen Performance, PerformancePro, High Ground, Lattice, and Big Data Analytics for performance management of employees. It has helped in giving suitable rewards to the personnel. This has resulted in increased employee satisfaction and loyalty towards the work and organization.

Flow of information: Technology has made communication between people within an organization easier by giving and receiving prompt replies and important information over emails or in-house messengers. Cloud-based mobile platforms allow employees to access relevant information easily and

initiatives like work from home and while on holidays have been made possible for the welfare of the employees.

Ease of Communication: With email, text and messaging apps it's easier than ever for HR staff to stay in touch with the rest of the company. If a manager wants to share a new schedule with a project team, one email with an attachment or a conversation on Slack can share the word with a dozen people at once. There's a risk of relying too much on tech as a time-saver though. Information in a two-page email may be better off delivered to the group face to face. That way everyone can ask questions and hear the answers.

Too Much Data: As HR makes more use of data collection and analysis, employees might feel their privacy shrinking. If, say, a company has security cameras that monitor employees every second, it can be easier to find the facts behind a harassment charge or someone drinking on the job. However, being constantly monitored can alienate employees as well. Good HR practices involve not only knowing how much data can be gathered but also how much should be gathered. Another risk is that the HR department can end up getting more data than it can manage. After a certain point, wading through data to pick out the relevant material becomes an impossible task. It's also possible that HR will misread data or make assumptions that a face-to-face conversation could clear up.

Security Practices: Securing employee records used to mean locking a file cabinet. In the 21st century, best HR practices have to include security for the digital data. Some security is more an IT matter, such as a good firewall. HR needs to have good policies in place, though, governing who can access confidential data, both hard copy and in electronic form.

Employer Branding: Employer branding is a concept currently being embraced by organizations and for good reasons. With appropriate efforts employer branding helps improve talent acquisition. With technology, employer branding becomes highly achievable by the use of social media, blogging and online PR for community engagement as well as prospective talents. Digital technology complements various employer branding activities on ground making the whole campaign highly productive and effective.

Outsourcing and Telecommuting: Outsourcing is one major impact of technology to human resource, valuing on the operational system in the cloud certain non-core business functions can now be outsourced offshore giving the HR management more room to watch over the core workers in an organization. Apart from this, outsourcing work proves to be more efficient in terms of labour and infrastructure cost.

Despite the huge list of advantages, many organizations today have still not adopted the technology based HR systems. The benefits of cost saving, time saving, accuracy and environment protection far outweigh the initial challenges of setting the system and welcoming the change. But, we believe that sooner all the organizations would embrace this new change of using technology in Human Resource with both arms open to sustain and survive the competition of the dynamic corporate world.

PURPOSE OF TRAINING AND DEVELOPMENT

- Creating a pool of readily available and adequate replacements for personnel who may leave or move up in the organisation.

- Enhancing the company's ability to adopt and use advances in technology because of a sufficiently knowledgeable staff.
- Building a more efficient, effective and highly motivated team, which enhances the company's competitive position and improves employee morale.
- Ensuring adequate human resources for expansion into new programmes.

BENEFITS FROM TRAINING AND DEVELOPMENT

- Increased productivity.
- Reduced employee turnover.
- Increased efficiency resulting in financial gains.
- Decreased need for supervision.

CONCLUSION

HRM stands for human resources management, which refers to the art of managing all aspects of the human work force at a company or organization. But HRD does not only focus on development of skills but also focuses on the personal development of employees.

People are the greatest asset of any company and for this purpose; Human resource Management departments have been setup in many organisations. There are certain issues which require HR manager's attention in the Indian companies. There are number of challenges that are really important so as to benefit the organization like finding the right candidate and how to conduct the working environment. Apart from these, companies are facing several problems with regard to managing the people, motivating employees to adopt new technologies, training, recruitment etc.

Bearing these challenges in mind, it is high time for the companies to start finding solutions. In a knowledge based industry, handling the HR managers is a great challenge, because that would take-in multi-tasking responsibility. Earlier it was only maintaining rolls and managing manpower, but now in the present era HR manager performs various responsibilities. It has become more strategic due to the increasing demand of the industry.

1. Bridging the Demand Supply Gap

HR managers have to bridge the gap between the demand and supply of professionals. They have to maintain consistency in performance and have to keep the motivation levels of employees high, despite the monotonous nature of work. The same also leads to recurring training costs. Inconsistent performance directly affects revenues. Dwindling motivation levels lead to a loss of interest in the job and a higher number of errors.

2. Managing people

Due to the increasing competition there is a need in the organization for knowledge workers, hence the companies always look for individual who can make a difference. Due to this reason, gaining the right knowledgeable person had become a costly deal for the organizations but the attitude is different for those who are taking up responsibilities at a lesser age and experience.

3. Recruitment and training

Recruitment has become a major function from an imperative sub system in HR. HR managers play a vital role in creating assets for the organization in the form of quality manpower. Another challenge for HR managers is to put systems in place to make the people a perfect fit for the job. Talent redundancy has also become major issue due to which HR departments provide related training programs. These trainings are quite useful also in terms of providing security to the employees.

4. Competency Development

Human capital is the real asset for any organization. The HR department has a major role in this process and thus determines the success of any organization. An urgent priority for most of the organizations is to have an innovative and competent HR pool with strong business knowledge.

5. Trust factor

Low levels of trust inhibit tacit knowledge sharing in the knowledge based industry. It is essential that companies take more initiatives to improve the security levels of the employees.

6. Work life Balance Factor

This aspect creates with it the challenge of a smoother assimilation and the cultural binding of the new comers into the organization fold. The pressure of delivering the best of quality services in a reduced time frame calls for ensuring that employees maintain a work life balance.

7. Attrition/Retention of the Talent Pool

One of the toughest challenges for the HR managers in any industry is to deal with the prevalent high attrition levels. Though there is an adequate supply of qualified staff at entry level but there are huge gaps in the middle and senior level management in the industry. This situation has resulted in increased levels of poaching and attrition between organizations. The industry average attrition rate is 30-35 per cent and could range up to 60 per cent.

8. Motivating the workforce

Due to the growth of the global market, a technological edge supported by a talent pool has become a vital factor for survival in the market. Due to the reason, organization gives main priority to technology advancement programs. HR managers are now performing the role of motivators for their knowledge workers to adopt new changes.

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A STUDY ON CONSUMER BEHAVIOUR TOWARDS SOCIAL NETWORKING BUSINESS AND CONSUMER PROTECTION IN THE DIGITAL WORLD

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Abstract:

Aim of the Study: The study reveals the consumer's behaviour towards social networking games and their awareness about their protection in the digital world.

Methodology: The research work is empirical in nature, Simple random sampling method used, SPSS 20 Statistical tool used to analyse the test: T-Test, ANOVA analysis, Correlation, Cronbach's Alpha and KMO Bartlett's Test of Sphericity, Factor analysis.

Findings: The result found that there is a high level of positive relationship between Level of satisfaction in social networking games and Factors Influencing and Affecting Social Networking games by the consumers.

Key words: Social Networking Games, Digital world, Consumer's Behaviour, Empirical, Simple random sampling.

Introduction:

A social network game is a type of online game that is played through social networks. They typically feature multiplayer game play mechanics. Social network games are most often implemented as browser games, but can also be executed on other platforms such as mobile devices. The first platform "Face book-to-Mobile" social network game was developed in 2011 by a Finnish company Star Arcade. Social network games are amongst the most popular games played in the world, with several products with millions of players. Leading social network game developers have been doing some great business recently and the market seems to stay afresh with a lot of incoming cash flow for a long time.

A social network game is frequently played through web browser, though they are distinct from browser based games in the way they leverage the player's social graph and individual user data that is hosted on the social network. With the invention of Smartphone devices, social games have now also seen widespread adoption on mobile platforms such as android devices. This is enabled through mobile social networks such as open feint and through implementations by social networking sites like Facebook which allow applications on mobile devices to access a limited amount of protected user data on those sites.

Research Objectives

1. To analyze how the social network games influence the customers
2. To determine the customer's satisfaction level in social network gaming.
3. To know how much customers are aware about the privacy and security issues in the digital world.
4. To suggest guidance for customer how to safeguard their privacy and secure in digital world.

Literature Review:

Aleksandra Korolova (2012)¹ In his thesis author concluded that , “he have explored examples of privacy violations, proposed privacy-preserving algorithms, and analyzed the trade-off between utility and privacy when mining and sharing user data for several concrete problems in search and social networks. So he suggested practical algorithms and provided quantitative and actionable analyses of the trade-off for the problems considered”

Janne Paavilainen, Juho Hamari, Jaakko Stenros, and Jani Kinnunen (2013)² Authors said in their study that “Spam they create in the form of notifications, requests, News feed items, and wall posts. Spam was such an issue for some interviewees that they did not want to play games that were considered “spammy.” Spam from games one does not play was found especially irritating and a blanket block of all information generated by such a game was seen as the only solution”.

Research Methodology:

The research work is empirical in nature. A structured questionnaire is spread to the respondent. Simple random sampling method is used to find out the customer’s behavior towards social networking games and their awareness about their protection in this digital world. The study is conducted in Chennai City. The Primary data was collected for the study and secondary data is constituted from E-Journal and E-Thesis and websites.

Hypothesis:

Null Hypothesis 1: There is no significant difference between Age Group with regard to factor Influencing and Affecting, Level of Awareness towards Privacy and Security Issues in the Digital World.

Null Hypothesis 2: There is no significant difference between Gender with regard to factor Influencing and Affecting, Level of Awareness towards Privacy and Security Issues in the Digital World.

Null Hypothesis 3:- There is no significant difference between Level of satisfaction in social networking games and factors influencing and Affecting Social Networking games

Null Hypothesis 4:- There is no significant difference between Level of satisfaction in social networking games and privacy and security issues in digital world

Limitations of the study:

1. The sample for the study is restricted to Chennai City. Hence, findings cannot be generalized.
2. The size of the valid sample is restricted.

Data Analysis:

Table showing one way ANOVA test between Age Group and Factor Influencing and Affecting, Level of Awareness towards Privacy and Security Issues in the Digital World

The one-way analysis of variance (ANOVA) is used to determine whether there are any statistically significant differences between the means of two or more independent groups.

Factors	Age Group Mean				F value	P value
	18 - 20	21 – 40	41-60	60 Above		
Influencing and affecting the Social Network games consumers.	2.38	2.25	1.58	1.57	4.587	0.008
Level of Awareness towards Privacy and Security Issues in the Digital World	1.88	2.25	1.92	1.71	1.144	0.343

It is inferred from the above table showing the output of the ANOVA analysis and whether there is a statistically significant difference between Independent and dependent factors. Significance value of age group and factor influencing and affecting the social network games is 0.008, which is below the table value 0.05. So null hypothesis is rejected, therefore, there is a statistically significant difference between Age Group and Factor Influencing and affecting the social network games consumers. The significance value of age group and Level of Awareness towards Privacy and Security Issues in the Digital World is 0.343, which is greater than the table value 0.05. So null hypothesis is accepted, therefore, there is no statistically significant difference between age and Level of Awareness towards Privacy and Security Issues in the Digital World.

Table showing Independent Sample T-test between Gender and Factor Influencing and Affecting, Level of Awareness towards Privacy and Security Issues in the Digital World

The Independent Samples t Test compares the means of two independent groups in order to determine whether there is statistical evidence that the associated population means are significantly different. The Independent Samples t Test is a parametric test.

Factors	Gender Mean		t value	P value
	Male	Female		
Influencing and affecting the Social Network games consumers	2.00	1.96	0.190	0.760
Level of Awareness towards Privacy and Security Issues in the Digital World	2.16	1.88	1.283	0.699

It is inferred from the above table that the P value of Influencing and affecting the Social Network games consumers (0.760) and Level of Awareness towards Privacy and Security Issues in the Digital World (0.699) since P values is greater than 0.05, hence there is no significant difference among Gender with respect to Influencing and affecting the Social Network games consumers and Level of Awareness towards Privacy and Security Issues in the Digital World. Therefore null hypotheses are accepted.

Table showing Correlation Coefficient between Level of Satisfaction, Factors influencing and Affecting and Level of awareness and privacy and security issues in digital world

Correlation tells about the relationship between variables. It is used to understand whether the relationship is positive or negative and the strength of relationship. If the value below 0.300 it means low level of positive correlation, 0.300 to 0.500 moderate level of positive correlation, 0.500 and above high level of correlation. If the value is negative it means that relationship between two variables is negatively correlating.

Correlation Coefficient between Level of Satisfaction, Factors Influencing and Affecting and Level of awareness and privacy and security issues in digital world		Level of satisfaction in social networking games	of in Factors Influencing and Affecting Social Networking games	Privacy and security issues in digital world
Spearman's rho	Level of satisfaction in social networking games	1.000	0.616	0.196
	Factors Influencing and Affecting Social Networking games	.616	1.000	.441
	privacy and security issues in digital world	.196	.441	1.000

The above table shows that the coefficient of correlation value. The relationship between Level of satisfaction in social networking games and Factors Influencing and Affecting Social Networking games by the consumers is 0.616. This indicates that there is a high level of positive relationship between these variables in Social networking games. Thus the null hypothesis H_1 is rejected. (There is no significant difference between Level of satisfaction in social networking games and Factors Influencing and Affecting Social Networking games)

The above table shows that the coefficient of correlation value. The relationship between Level of satisfaction in social networking games and privacy and security issues in digital world is 0.196. This indicates that there is a low level of positive relationship between these variables in Social networking games. Thus the null hypothesis H_1 is rejected. (There is no significant difference between Level of satisfaction in social networking games and privacy and security issues in digital world)

Cronbach's Alpha and KMO, Bartlett's Test of Sphericity

The Reliability and Validity test was done on the 28 variables that are believed to influence the Consumer's Behaviour towards Social Network Gaming Business and Consumer Protection in the Digital World. Exploratory factor analysis was conducted and the results of sampling adequacy showed the following results.

Cronbach's Alpha and KMO Bartlett's Test of Sphericity		
Cronbach's Alpha / No of Item	0.911	28
Kaiser-Meyer-Olkin Measure of Sampling Adequacy	0.675	
Bartlett's Test of Sphericity	Approx. Chi-Square	893.161
	df	378
	Sig.	0.001

Above table reveals the Cronbach's Alpha and KMO Bartlett's Test of Sphericity of 28 variables based on 7 major factors (i.e) Benefits of social network gaming, Privacy Concerns, Learning,

Threats, Emotional oriented, Skill oriented, Controlling power. The calculated Cronbach’s Alpha Score is 0.91 which is higher than the standard score 0.70, Hence the reliability of questionnaire is accepted. And the KMO count is 0.67 which is accepted as satisfactory count. So there is a scope for further study.

Rotated Component Matrix, Eigen Value and Extraction

Factor Analysis is a useful tool for investigating variable relationships for complex concepts. It allows us to investigate concepts that are not easily measured directly by collapsing a large number of variables into a few interpretable underlying factors.

Factor	Problem faced by the Customer	Factor Loading	Eigen Value	% of Variance	Cumulative %
Benefits of Social Network Gaming					
I	Pleasure to play	0.570	5.247	18.741	18.741
	Feel very relaxed	0.798			
	It is Exciting	0.772			
	Challenge Oriented	0.752			
	Leisure Time	0.744			
	It Relieve from Stress	0.731			
	Curiosity to play	0.773			
	Fantasy	0.710			
	Level of satisfaction in social networking games	0.646			
Privacy Concerns					
II	Information Shared	0.740	5.223	18.655	37.396
	Lack of Firewall- Software and Hardware	0.841			
	Pop up Ad Virus	0.815			
	Lack of Security Technology Development	0.839			
	Infected Gaming	0.821			
	Deleting the data and account	0.802			
	Revealing Location	0.692			
Learning					
III	Increases Creativity	0.724	3.331	11.896	49.292
	Increases Team Work Ability	0.793			
	Increases Critical thinking	0.681			
	Increases Leadership Skill	0.642			
Threats					
IV	To avoid Other Activities	0.677	2.731	9.752	59.044
	Hacking	0.778			
	Controversies	0.703			
	Identity Theft	0.633			
Emotional Stimulation					
V	Emotional Stimulation	0.703	1.862	6.650	65.694

	Very Competitive	0.840			
Skill Oriented					
VI	Increases Management Skill	0.778	1.519	5.427	71.121
VII	Increase Controlling power	0.751	1.323	4.723	75.844

Above table reveals the factor analysis of 28 variables based on 7 major factors. (i.e) Benefits of social network gaming, Privacy Concerns, Learning, Threats, Emotional oriented, Skill oriented, Controlling power. It shows the cumulative percentage of variance, its value is 75.844 percent. And the Rotated component matrix shows factor-I with eigen value of 5.247 and its extraction from percentage of variance is 18.741. This shows that the factor-I is combination of 9 variables. Factor-II with eigen value of 5.223 and its extraction from percentage of variance is 18.655. This shows that the factor-II is combination of 7 variables. Factor-III with eigen value of 3.331 and its extraction from percentage of variance is 11.896. This shows that the factor-III is combination of 4 variables. Factor-IV with eigen value of 2.731 and its extraction from percentage of variance is 9.752. This shows that the factor-IV is combination of 4 variables. Factor-V with eigen value of 1.862 and its extraction from percentage of variance is 6.650. This shows that the factor-V is combination of 2 variables. Factor-VI with eigen value of 1.519 and its extraction from percentage of variance is 5.427. This shows that the factor-VI has single variable. Factor-VII with eigen value of 1.323 and its extraction from percentage of variance is 4.723. This shows that the factor-VII has single variable.

Findings:

1. The Null hypothesis is rejected, therefore, there is a statistically significant difference between Age Group and Factor Influencing and affecting the social network games consumers.
2. The null hypothesis is accepted, therefore, there is no statistically significant difference between age and Level of Awareness towards Privacy and Security Issues in the Digital World.
3. There is no significant difference among Gender with respect to Influencing and affecting the Social Network games consumers and Level of Awareness towards Privacy and Security Issues in the Digital World. Therefore null hypotheses are accepted.
4. There is a high level of positive relationship between Level of satisfaction in social networking games and Factors Influencing and Affecting Social Networking games by the consumers.
5. There is a low level of positive relationship between Level of satisfaction in social networking games and privacy and security issues in digital world.
6. The reliability and validity of the study is highly satisfactory.

Suggestions and conclusion:

Social Network Gaming is an entertaining factor for both Male and Female consumers. Respondents have neutral opinion on Consumers are Influencing and affecting by the Social Network games and Level of their Awareness towards Privacy and Security Issues in the Digital World. Relationship between Level of satisfaction and Factor Influencing and Affecting have a positive sign, it reveals customer have both influencing and affecting attitude. And the respondents are not satisfied with privacy and security issues in digital world, since it shows low positive relationship. Especially Young respondents are aware of Privacy and security issues which threatening the respondents from using Social network gaming in Digital world. The findings suggest that the Social network gaming

web portals should resolve their privacy issues immediately and have to aware of newly updating firewalls.

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LOW VOLTAGE CNTFET RECTIFIER FOR WIRELESSLY POWER UP OF IMPLANTABLE DEVICES

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ABSTRACT

Aim of the study- This paper presents CNTFET based full wave rectifier architecture used for energy conversion and wirelessly power up implantable devices

Methodology: The performance of proposed rectifier architecture has been analysed with the help of Stanford 32nm PTM model for CNTFET, 0.18 CMOS TSMC model and Hspice_A2008.03 simulation tool. It has very good power conversion efficiency because of good electrical properties of CNTFET. This architecture is also using bootstrap capacitors results in lowering of the threshold voltage of rectifying transistor switches, which gives high output voltage.

Findings: This architecture is successfully implemented in 32nm CNTFET model and its performances are satisfactory at lower voltages (0.6V-0.5V) and wide RF frequencies (10-50 MHz) range. Therefore, it can be used efficiently in biomedical application, where low voltage power supplies are required over RF power link.

Key Words: Full wave Rectifier, Carbon Nano Tube Field Effect Transistor (CNTFET), Biomedical, Implantable, Bootstrap capacitors.

1. INTRODUCTION

Smart Devices like RF tags [1][2], wireless sensors, implantable body sensors [3],[4] and many other implantable devices need efficient power sources to carry out its operations. To provide sufficient energy to such devices wirelessly [5]-[8], it is required that power conversion chain is efficient to handle the transmission of energy over RF link. Embedded batteries have their own limitation of low energy density, limited life time, humane safety and size. Inductive RF link is not also good for efficient power transmission because of its poor electromagnetic coupling. Fig1 is demonstrating power conversion chain (PCC), which can be utilized to give adequate output voltage over the auxiliary of RF interface with lesser information voltage.

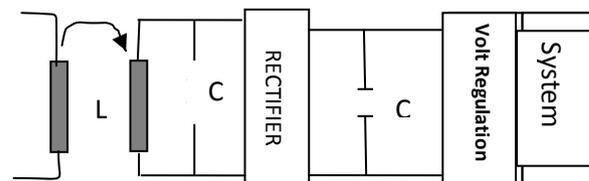


FIG1. POWER CONVERSION CHAIN BLOCK DIAGRAM

Power rectifiers used in Power Conversion Chain are used for conversion of input AC signal to unregulated DC supply. This unregulated DC supply voltage powers up

the implantable device over wireless link. Many rectifier configurations [9], were proposed earlier for rectification having their own advantages and disadvantages. Full wave CNTFET rectifier circuit is having very low voltage loss across the rectification switches because of using CNTFET technologies with very good electrical characteristics and bootstrap capacitor for reducing the resulting threshold voltage of switching transistor.

The paper provides an introduction of CNTFET in literature review section followed by the detail working under methodology section. Performance analysis and findings are of the circuits is concluded with the research findings.

OBJECTIVES

Objective of this research work is to verify the CMOS rectifier architecture proposed [9] and analyses its performance for Stanford CNFET model

LITERATURE REVIEW

There are significant developments in alternative technologies to improve the device performance because CMOS scaling is attaining saturation. Carbon nanotubes have very good electrical properties. Therefore, it is having very good scope in future in nanotechnologies field [10]. CNTFET overcome many problems which are very common in CMOS technology at nano scale like high field effect, short channel effects etc

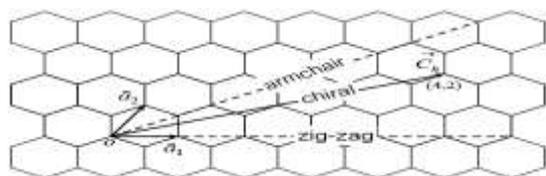


FIG2. UNROLLED GRAPHITE SHEET

$$\text{Wrapping Vector, Ch} = n_1\vec{a}_1 + n_2\vec{a}_2 \quad (1)$$

Graphene sheets rolled into hollow cylinders with varying diameter (0.4nm to 4nm) produce Single Walled carbon nanotubes (SWCNTs) Fig2. Length of wrapping vectors or chiral vector (Ch) is equal to the circumference of the graphite sheet. Consequently, SWCNT is a thin and long allotropic carbon tube giving a way to current stream between two terminals.

The characteristics of single wall SWCNTs depend on the chirality (n1, n2) of carbon nanotube. If n1= n2 or {n1-n2} is multiple of number “3”, then SWCNTs behaves as metallic otherwise it works as semiconductor. Chirality of CNTs is used to determine the diameter (D_{cnt}) and threshold voltage (V_{th}) of carbon nanotube. The following equations (2), (3) & (4) provide the relationship between CNT diameter (D_{cnt}), chirality (Ch), and threshold voltage (V_t) which decide the properties of carbon nanotubes:

$$Ch = a(n_1^2 + n_2^2 + n_1n_2)^{1/2} \quad (2)$$

$$D_{cnt} \approx \frac{Ch}{\pi} \quad (3)$$

$$V_t \cong \frac{E_g}{2q} = \frac{aV_\pi}{qD_{cnt}\sqrt{3}} \quad (4)$$

Lattice constant $a = \sqrt{3}d = 2.49\text{Å}$ ($d = 1.44\text{Å}$, inter-carbon-atom distance), $q =$ electronic Charge, $E_g =$ Band gap Energy, $V_\pi = 3.033\text{ eV}$; carbon $\pi - \pi$ bond energy [13], [14].

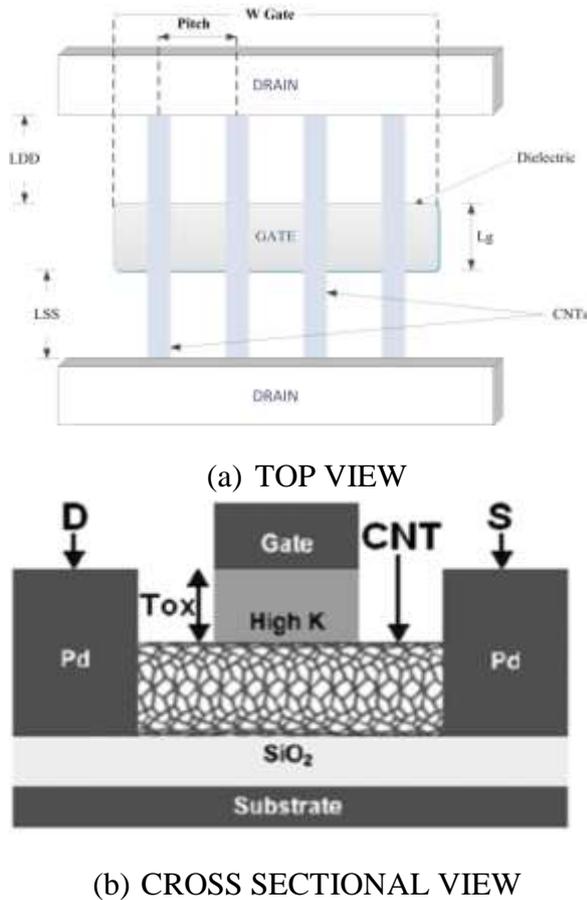


FIG3. CARBON NANOTUBE FIELD EFFECT TRANSISITOR [10]

The dimensional structure of SWCNTs offers better electrostatic control over the channel compared to other 2-dimensional (like silicon on insulator) and 3-Dimensional (like bulk CMOS) devices.

To acquire a CNTFET, mass semiconductor channel of a MOSFET is replaced with various semiconducting CNTs as appeared in Fig. 3(b). The source and drain are additionally comprised of doped semiconducting CNTs (Schottky Barrier CNTFET) or Au/Pd/Pt metal contact (MOSFET – like CNTFET)

The current drive requirement in the channel is determined by the number of CNTs. Transportation of charge carrier between source and drain of the CNTFET transistor now take place via un-doped

narrow CNT, as shown in fig3. This narrow path confinement of charge carrier provides high mobility because of quasi 1-D (ballistic) transport. This ballistic transport is due to the availability of longer mean free path than the device dimensions and therefore scattering due to collision is reduced.

The better electrical and physical characteristic of CNTFET promises the improved performance than the earlier silicon based devices [10] [11] [14]. It also shows larger drive current, higher transconductance, lower resistance and ignorable off- current compared with the conventional silicon based technologies. CNTFETs also provide better control on threshold voltage (V_t) by changing the diameter (chirality) of tubes. The voltage drop across the diode-connected transistors can be reduced by selecting low value of threshold voltage (V_t). Therefore, CNTFET is very promising and ideal for the rectifier architecture. The referred rectifier circuits [9] is also studied thoroughly with other relevant work like powering up over RF link[1]-[7] and other implantable circuits [8]-[15].

METHODOLOGY

The CNTFET based full wave rectifier circuit shown in fig4. The parameters of CNTFET used in the circuits are shown in TABLE 1 with chirality (19, 0) and lattice constant 2.49 Å.

TABLE1: PARAMETER OF CNTFET IN RECTIFIER CIRCUIT

Transistor	Number of CNTs	Inter-CNT Pitch	CNT Diameter
M1, M2, M3, M4	150	4nm	1.5nm
M5,M6	10	8nm	1.5nm
M7,M8	25	4nm	1.5nm
M51,M61, M52,M62	5	8nm	1.5nm

To improve the impact of threshold voltage (vt) of rectifying transistors, various techniques are being used. However, this rectifier architecture is using dynamic biasing technique to improve the impact of threshold voltage of the switching transistors. The additional circuit Fig4(b) consists M51, M52, M61, M62 transistors. This circuit is used to bias the auxiliary transistors (M5 & M6), introduced dynamic biasing technique and reduces leakage current. The voltage and power efficiencies of rectifiers along with its functionality are maintained over the large range excitation voltage..

A. THRESHOLD CANCELLATION TECHNIQUE

Bootstrapping circuit consist transistors (M3, M5, and M7) and capacitor (CB1), shown in upper part of Fig4 (a). At the point when the information voltage (Vi) is higher than the output voltage by in any event diode forward inclination voltage drop (Vt5), current courses through M5 and charges the yield capacitors. As the yield capacitor is getting charged, the voltage over the bootstrapping capacitors likewise getting charge through M7. Reviewing for a given procedure, edge

voltage of a similar kind transistors are ostensibly same (i.e $V_{t5}=V_{t7}$) by overlooking the body impact because of various biasing and process varieties. Thinking about these actualities, it can be demonstrated [6] that the output voltage comes to reach

$$V_O = V_i - (|V_{th3}| - |V_{th7}|) \tag{4}$$

Where, V_{th3} and V_{th7} are the threshold voltages of switching transistors M3 and M7 respectively.

Equation (4) shows that the effective threshold voltage of this architecture is significantly diminished as compared with earlier rectifier circuits. Therefore, this bootstrapping technique provides increased output voltage for the given low excitation voltages. Such a low voltages are used in ultra low voltage technology applications, where supply voltage is even less than 1 Volt.

B. THE RECTIFIER ARCHITECTURE

In positive cycle of the input signal fig4 (a), the M3 provides the main conduction path along with auxiliary path with M5 and charge the capacitor CB1. The gate cross coupled nCNFET (M2) gives low impedance path to the current flowing towards C_L . Bulk of the load current passes through the main path transistor (M3) compare to small diode-connected transistors (M5). Gate of transistor M3 is connected with bootstrapping capacitor voltage V_{cb1} . The transistors M5, M7 along with bootstrapping capacitor provide the biasing circuits for transistor M3 and reduce its effective threshold voltage. Therefore, large amount of the current

flows through M3, results in significant voltage transfer and provides remarkable overall power efficiency across the load.

Similarly, the dual circuits with transistors M2, M4, M6, M8 and bootstrapping capacitor CB2 is rectifying the input source voltage in negative cycles.

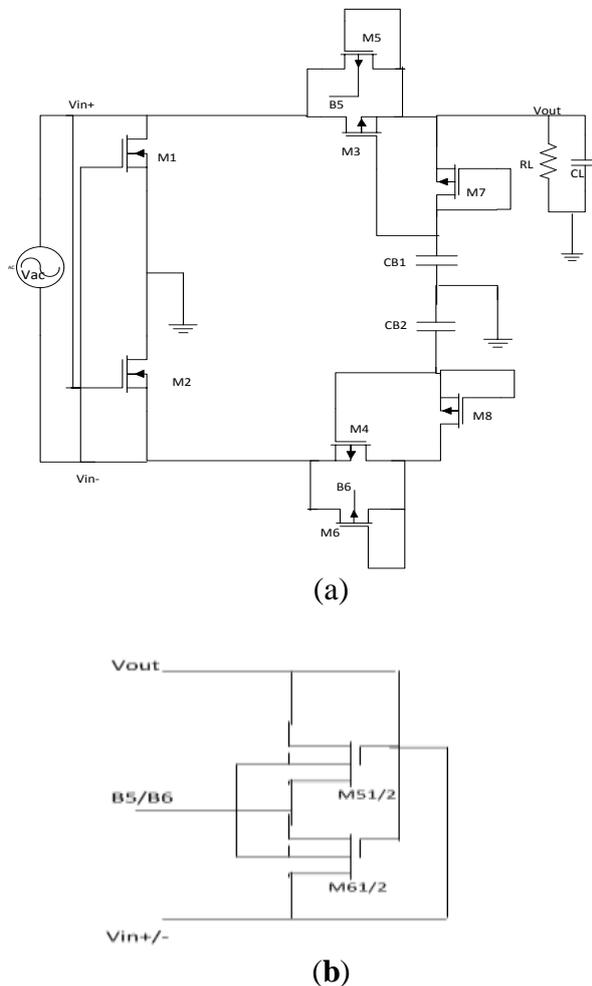


FIG4. (A) CNTFET BASED BOOTSTRAPPED FULL WAVE RECTIFIER CIRCUITS (B) DYNAMIC BULK BIASING CIRCUITS

EXPERIMENTAL ANALYSIS

The performance matrices, Voltage Conversion ratio (VCR), averaged output voltage and Power conversion Efficiency (PCR) are commonly used to compare the performance of various rectifier architectures [15].

Stanford CNTFET model for 32 nm technology is used to check the performance of the full wave rectifier architecture while for verification of this full wave rectifier circuits is also done with CMOS standard TSMC 0.18um model. In standard TSMC 0.18 um model, the main pass transistors M1 to M4 sizes 20/0.35um and the multiple factor is 50. Transistors M5/M6 in auxiliary paths are 1/0.35um while M7/M8 are using 6/0.35um a and the multiple factor for these transistors is 50 and pMos transistors (0.15/0.35) are employed to form DBS structure. In Stanford CNTFET model, the circuit parameters are given in TABLE1.

A load of $R_L = 2K\Omega$ and $C_L = 200pf$, shunt in nature, is used along with a sinusoidal voltage source with peak amplitude ranges from 0.8V to 0.4V and frequency of 20MHz. The size of Bootstrapping capacitors C_{B1-2} is 50pF.

We compare the simulation results of the CMOS standard TSMC (0.18) model based circuits and Stanford CNTFET (32nm) based rectifier circuits. The average Power conversion efficiency in Deep submicron region (below 0.6V) is not decreasing drastically for the CNTFET based architecture

TABLE 2: VOLTAGE TRANSFER CHARACTERISTICS

V_{in} (Vm)	V_{out} (V) TSMC (0.18um)	V_{out} (V) CNTFET (32nm)
0.8	0.56	0.39
0.7	0.47	0.32
0.6	0.35	0.29
0.5	0.27	0.21
0.4	0.04	0.08

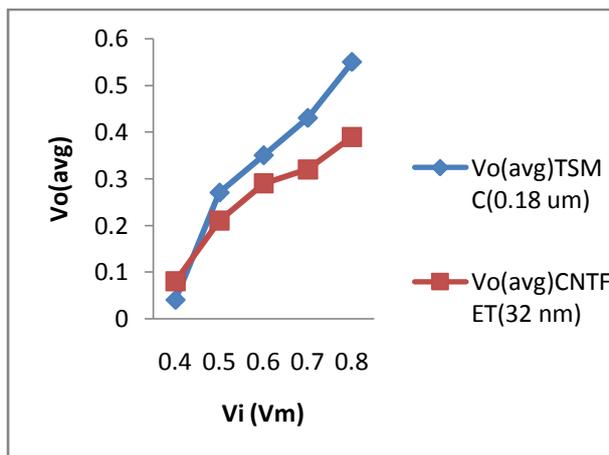


FIG4. VOLTAGE TRANSFER CHARACTERISTICS

TABLE 3: POWER CONVERSION EFFICIENCY (PCE) AT DIFFERENT INPUT VOLTAGES

Vin (Vm)	TSMC (0.18um)	CNTFET (32nm)
0.8	80.54	74.34
0.7	80.16	71.98
0.6	78.474	65.26
0.5	59.5	50.57
0.4	10.3	31.74

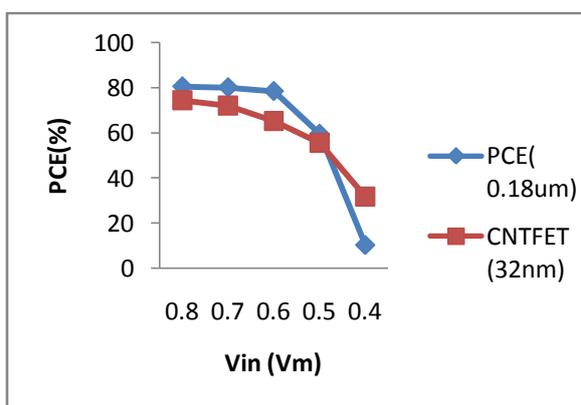


FIG5. POWER CONVERSION EFFICIENCY AT DIFFERENT INPUT VOLTAGE

FINDINGS

The performance and discussion presented in previous section shows that the CNTFET rectifier architecture gives satisfactory performance particularly in low voltage (<0.6 V) region (i.e. ~60%). This architecture performance is also very stable over the wide range of RF frequencies (i.e. 50 MHz). Therefore, it is suitable for wirelessly powering up of implantable device in biomedical field

CONCLUSION

This CNTFET rectifier architecture with bootstrapping capacitor is analyzed with HSPICE 2008.03 tools. The results are shown in the table2, table3 along with fig 4 and fig5. On the basis of this results , we are concluding that this architecture is having voltage transfer characteristics and power conversion efficiency at very low voltage (0.6v to 0.5V) comparable with CMOS TSMC (0.18um) model. The performance of this architecture is also good at high frequency (50MHz).

Therefore, the proposed Low voltage and high frequency CNTFET architecture is suitable to use for wirelessly (over RF Link) power up of biomedical implantable device.

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CUSTOMER’S PROSPECTIVE ON E- BANKING IN LUCKNOW: EXPERIENCE AND EXPECTATIONS

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ABSTRACT

Technology improvements and employee innovations in our daily life is most important factor for now a days banking. One of the innovative products emerging from technology improvement is internet technology and has an expansive usage. Customer usage of internet for banking transaction is increasing at a significant rate. With Government initiative of Digital India, Progressively more groups and organizations sense that internet can be used to facilitate development by taking advantage of its easy access to information and transfer of technology. Increased competition in the banking sector and customer demand is forcing banks to provide their service online. **(Southard & Siau,2004).**

Many firms are adapting rapidly to changes in internet and technology. Many Companies improve their business efficiency and service quality via new applications in the internet and attract new customers. **(Nath, et al.,2001)**Therefore, it can be claimed that the emergence of the internet has changed the business model of many industries around the world as in the case of banking industry. Banking industry is one of the major users of information and communication technology in business life. The progressive achievement on technology, variation of customer’s demand, increasing competitive environment and as a result decreasing profit margins put the banks the pressure to process new personnel administrations. Banks try to gain advantage in this aggressive atmosphere by transferring new technology developments in their area as soon as possible **(Ozcan,2007)**. According to internet banking comptroller handbook (1999), internet banking or online banking refers to systems that enable bank customers to access accounts and general information on bank products and services through their personal computer (PC) or other intelligent devices such as mobile phones. In other words, “E-banking is an umbrella term for the process by which a customer may perform banking transactions electronically without visiting a brick-and-mortar institution (Singh,200).

Keywords: Online Banking, E - Banking, India, Lucknow, Expectation, Experience

Literature Review

Introduction and development of e-banking especially began in 1990s **(Pikkarainen et al, .2004)**. A research done in U.S. in year 1999 stated that there have been huge increase in the use of internet banking in America but on world front European countries are still the leader of the use of newest banking technologies and online banking **(Pyun et al,2002)**.

USA’s first online banking service, the security First Network Bank, was the first internet only bank created in 1995.Before Security First Network Bank some banks had many different trials with a variety of systems for offering online banking. Usually this involved some kind of token that was placed in an account that could only be used on the internet. The token were not protected by depositors insurance. Around the same time, Wells Forgo was the first brick- and- mortar bank to establish its online presence. For most of the rest of the banks, however, online presence in the first few years often meant only having a corporative website. After creating many web pages the second

evolution in internet technology for banks was the creation of new software applications that allowed their customers to access to their accounts, follow their positions and even to perform financial operations online. By the end of 2003, more than half of the commercial banks present in U.S. and Europe offered online-banking services to their customers(**Roberto et at,2007**).

Internet and mobile banking services are the most innovative and profitable banking services introduced by commercial banks in India. Private Banks in India were first to implement internet banking services in the banking Industry. Private banks due to late entry into the industry, understood that the establishing network in remote corners of the country is very difficult task. It was clear to them that the only way to stay connected to customers at any place and at any time is through internet applications. They took the internet applications as a weapon of competitive advantage to corner the great monoliths like State Bank Of India, Indian Bank etc. Private banks are pioneer in India to explore the versatility of internet applications in delivering services to customers.

E-Banking has affected customer's expectations as bank's clients prefer to deal with banks that offer enhanced, well organized, professional and innovative services. Banks have to bring improved quality services to their customers to survive in this vulnerable environment (**Uppal, 2008**). There are many forces that have an effect on banks to develop their online banking services. One of them is to reduce the cost of their services. With the online channels,

Banks can eliminate costly transactions by reducing the number of branches. New physical locations have high starting up costs but online services and ATM banking reduces the need of new branches. The freedom of no time limitation and benefit of low cost service can be considered therefore the key reasons behind the development of online banking services (**Robinson T, 2000**). Another important reason that triggers the development of online banking is Globalization. Online banking enables customers to conduct banking activities across the borders. The need of electronic banking started with the improvement in electronic trade or E-Commerce in which companies have to conduct business through electronic networks. Electronic trade applications needed electronic money and electronic finance. E-money is a form of money to be used in internet shopping or trade; it's a prepaid payment mechanism. Electronic finance covers all electronic banking activities and other financial services and products including insurance and online broking. E-banking, being an important section of electronic finance provides banking products and services through electronic delivery channels and is composed of internet banking, telephone banking and other intelligent electronic delivery channels.

Objectives:

The main objectives of this study are as follows

- a) To study customer's Prospective about uses of E-banking
- b) To analyses customer's awareness and difficulty of use about E-Banking.
- c) T o study Customer's perception about security of transaction through E-banking
- d) To suggest measures and policy recommendations to financial institutions to give wonderful experience to E-Banking customers

Research Design and Methodology

a. Research Design:

It is Exploratory in Nature. It is a new kind of study through which we have tried to explore, the level and awareness of the Internet Banking in Lucknow on the basis of the Questionnaire survey.

b. Methodology

The research survey was answered by a mix group of people among the customers of the Lucknow. The survey was conducted through Questionnaire to a group of people and only 200

respondents filled in our survey that focused on gathering information about awareness, usage of and expectations about the internet banking in Lucknow. In this study convenience-sampling method is used, thus the respondents were randomly selected. The primary objective of this study is to investigate attitudes and expectations of internet banking users. This project is based on primary (Questionnaire) and secondary data. The primary data have been collected through personal interview /questionnaire survey from people of different walks of life in Lucknow. Secondary data has been collected from several sources like different databases, websites and articles.

c. Sample size:

The total sample size was of 200 respondents from Lucknow

There were two sub-groups in the sample:

- i) Students
- ii) Business/ service class.

d. Limitations

1. Limited time as well as limited popularity of internet banking has caused us to restraint the project to upper class and educated society only.
2. Primary data might not be too realistic and may suffer from personal biases of the respondents. Also, the respondents were too busy because of which they were reluctant to give proper response.
3. A higher number of questionnaire surveys from different walks of life of Lucknow would have increased the credibility of result from survey analysis.
4. The research also suffered from regional limitations as the research was limited to Lucknow City Only.

Data Analysis

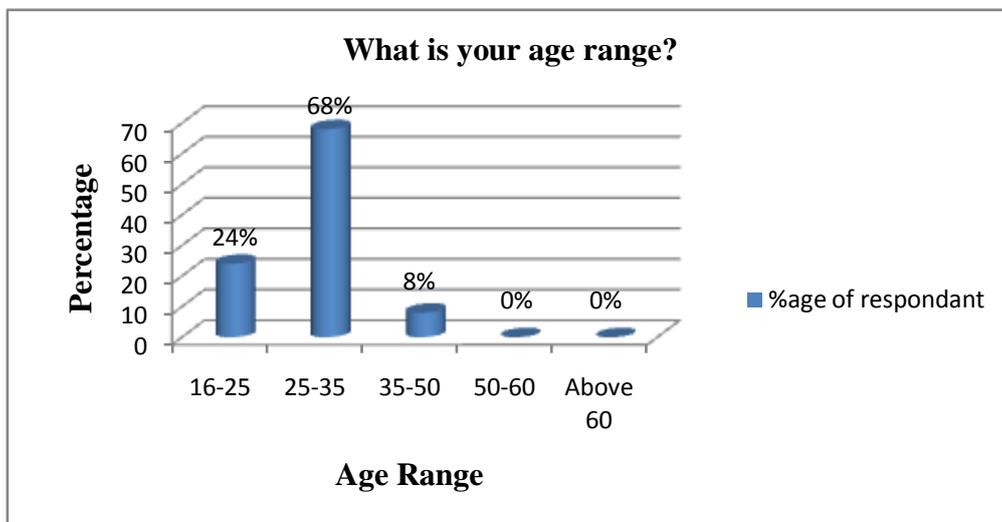


Fig 1: Age range of Respondents

Interpretation: The data suggests that majority of respondents (68%) were of age range between 25-35 years.

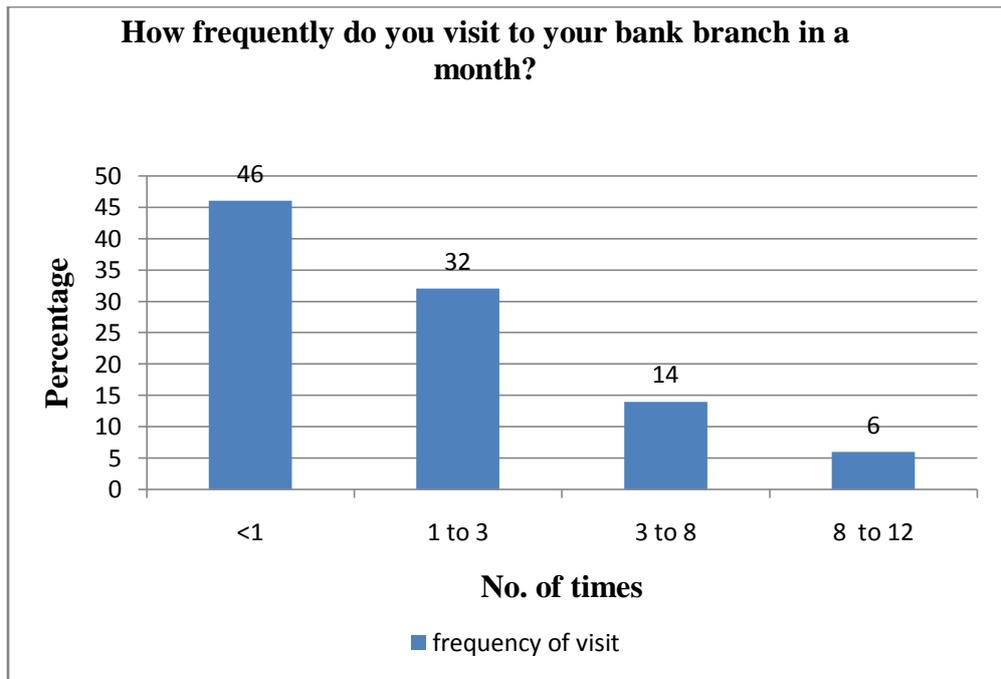


Fig 2: Frequency of monthly visit to Bank Branch

Interpretation: The data suggests that majority of respondents (46%) visit bank branch once in a month.

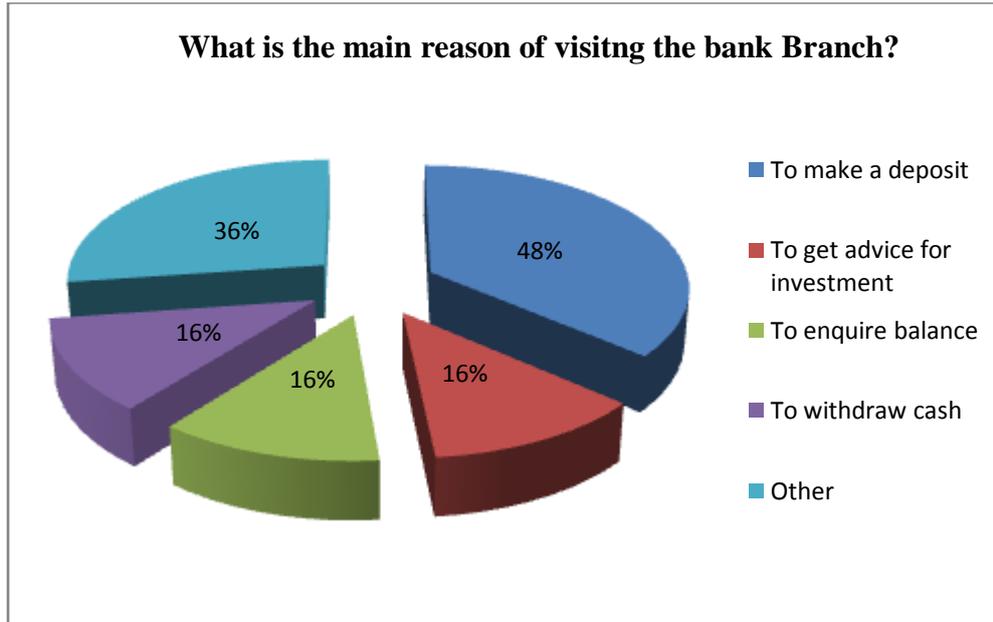


Fig 3: Main reason of visiting Bank Branch

Interpretation: The data suggests that majority of respondents (48%) visit bank for making deposit.

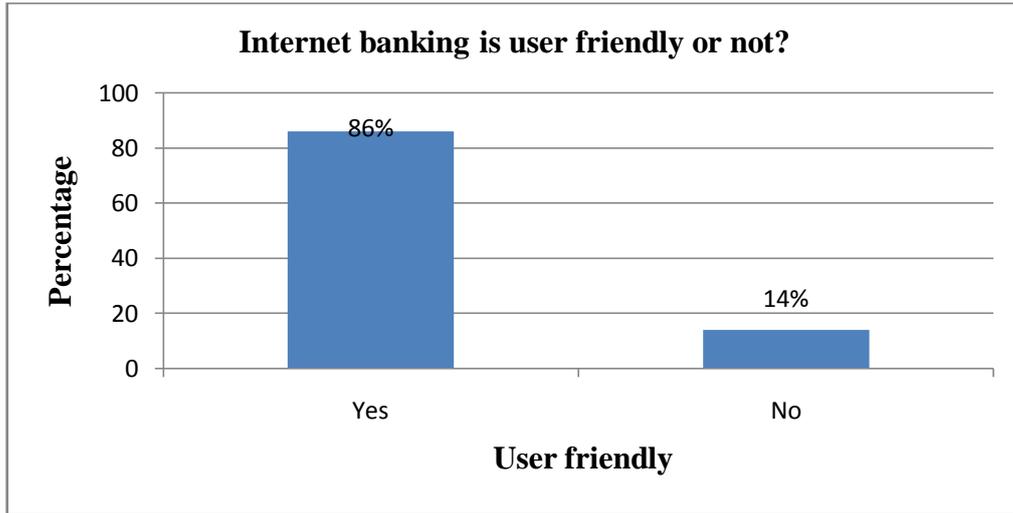


Fig 4: User Friendliness of E-banking

Interpretation: The data suggests that majority of respondents (86%) believes that internet banking is user friendly.

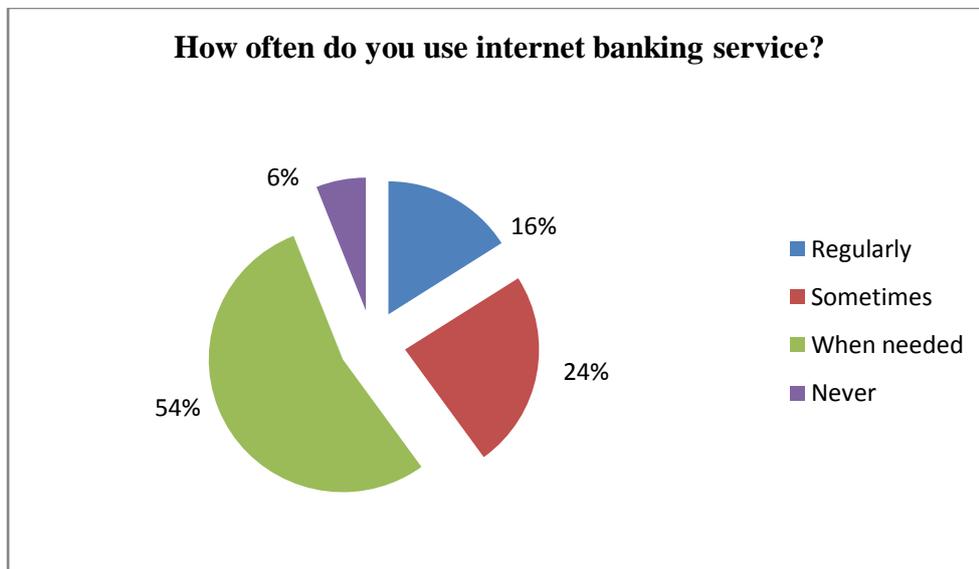


Fig 5: Frequency of E-banking uses

Interpretation: The data suggests that majority of respondents (54%) use internet banking when needed.

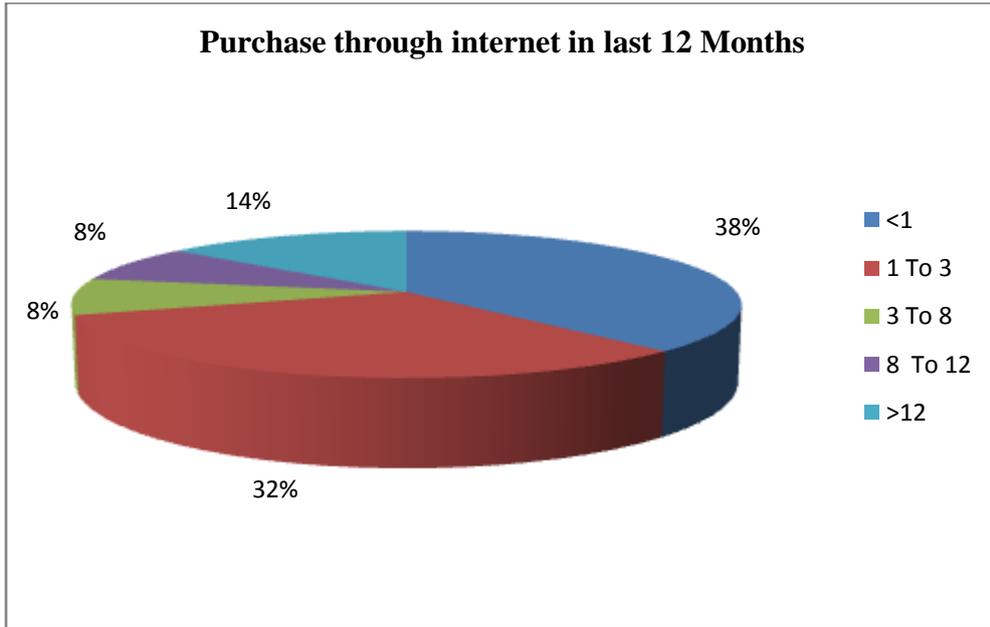


Fig 6:On-line Purchase in last one year

Interpretation: The data suggests that majority of respondents (38%) did purchase through internet in last 12 Months.

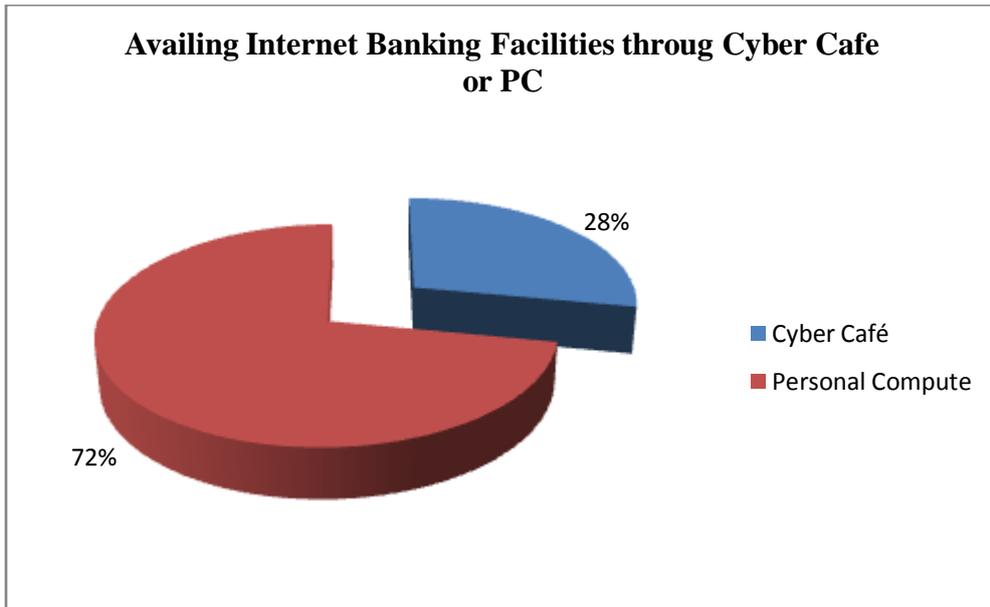


Fig 7: Use of E-banking facilities through Cyber Café or PC

Interpretation: The data suggests that majority of respondents (72%) avail E-banking facility through their own Personal Computer.

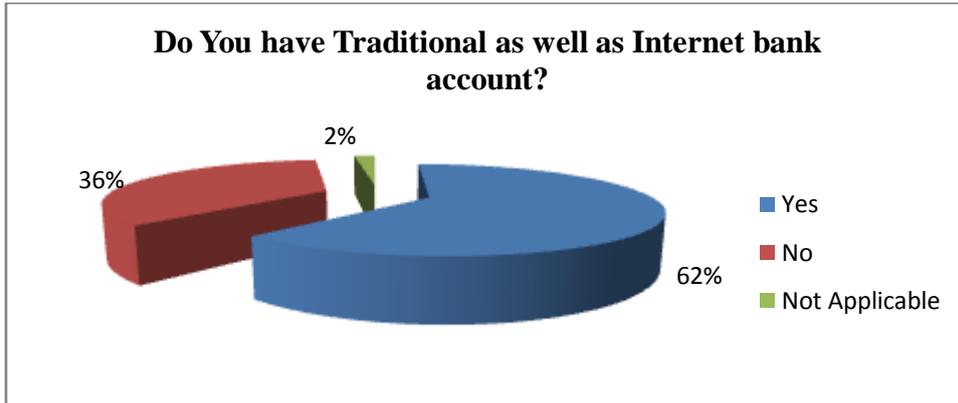


Fig 8: Use of traditional as well as E-bank accou

Interpretation: The data suggests that majority of respondents (62%) have Traditional as well as Internet bank account.

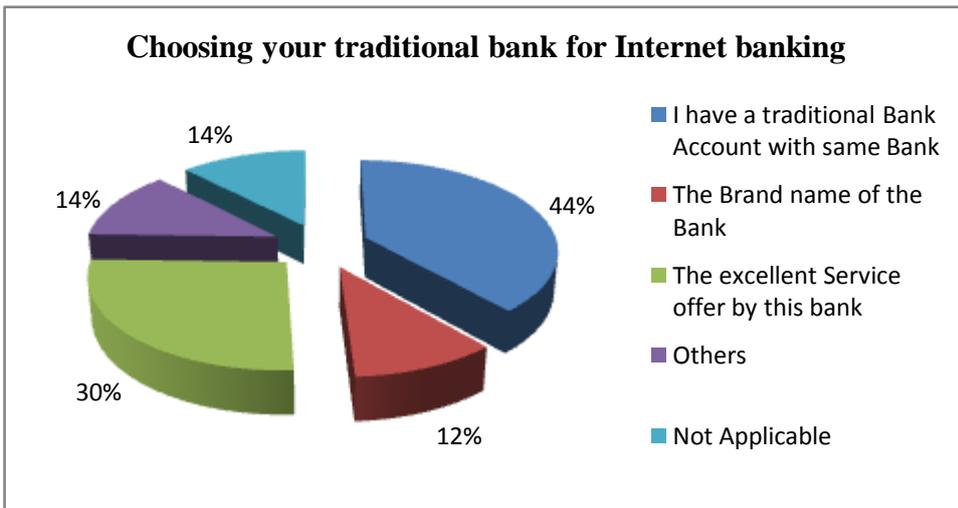


Fig 9: Reason of choosing traditional bank for E-banking

Interpretation: The data suggests that majority of respondents (44%) choose their traditional bank for E-banking.

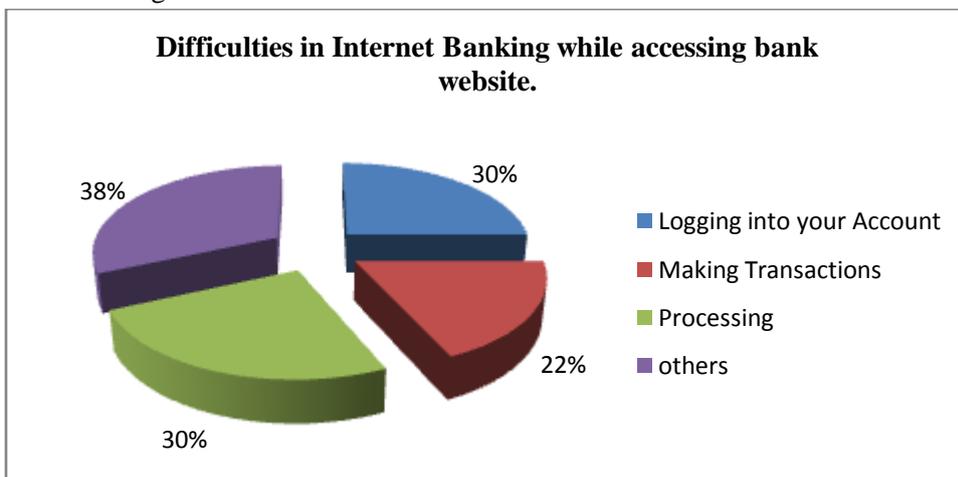


Fig 10: Difficulties in using Internet Banking

Interpretation: The data suggests a mix response but majority of respondents (38%) have difficulty in logging into their account while accessing bank website.

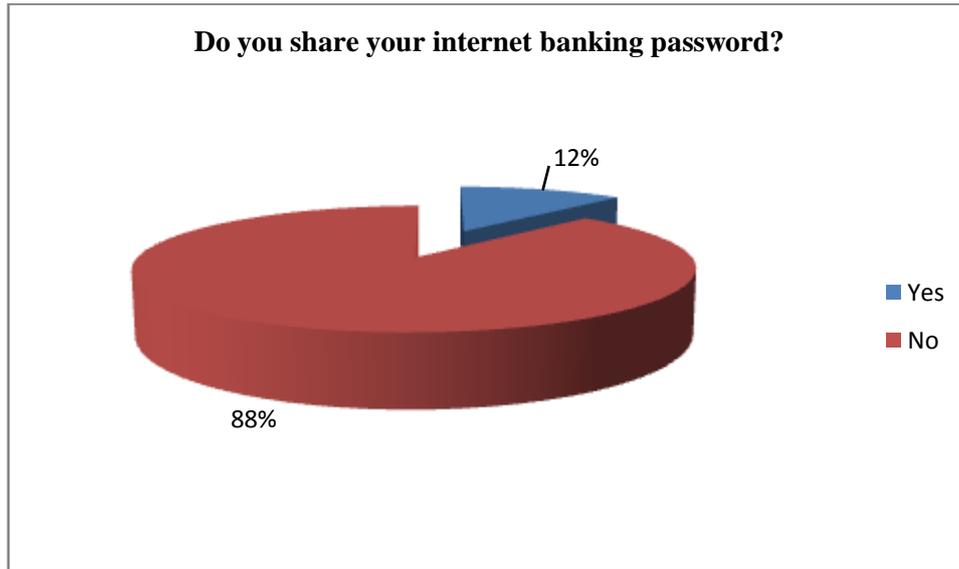


Fig 11: Does Respondent share their internet banking password

Interpretation: The data suggests that majority of respondents (88%) do not share their E- banking password.



Fig 12: Victim of Online Fraud

Interpretation: The data suggests that majority of respondents (90%) have never been victim of Online Fraud.

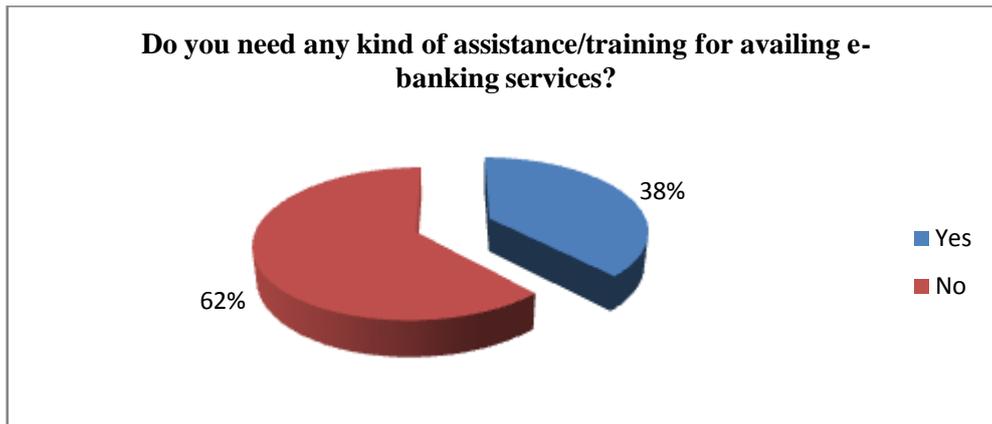


Fig 13: Requirement of Assistance/Training for availing E-banking services

Interpretation: The data suggests that majority of respondents (62%) did not want any kind of assistance/ training but 38% do require assistance/training.

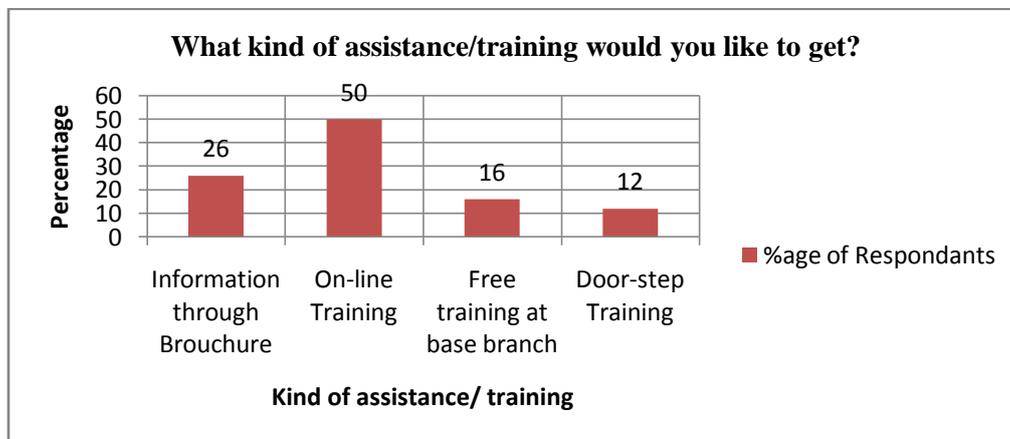


Fig 14: Kind of Assistance Training required

Interpretation: The data suggests that majority of respondents (50%) would like to get online assistance/training.

FINDINGS :

The main findings of the study are as follows:

1. According to our demographic analysis majority of (68%) respondents are between 25 – 35 years old.
2. Majority of respondents (46%) visit bank branch once in a month.
3. Majority of respondents (48%) visit bank for making deposit.
4. Majority of respondents (86%) believes that internet banking is user friendly.
5. Majority of respondents (54%) use internet banking when needed.
6. Majority of respondents (38%) did purchase through internet in last 12 Months.
7. Majority of respondents (72%) avail E-banking facility through their own Personal Computer.
8. Majority of respondents (62%) have Traditional as well as Internet bank account.
9. Majority of respondents (44%) choose their traditional bank for E-banking.
10. The data suggests a mix response but majority of respondents (38%) have difficulty in logging into their account while accessing bank website.

11. Majority of respondents (88%) do not share their E- banking password.
12. Majority of respondents (90%) have never been victim of Online Fraud.
13. Majority of respondents (62%) did not want any kind of assistance/ training but 38% do require assistance/training
14. Majority of respondents (50%) would like to get online assistance/training.

Recommendation & Conclusion

In this study, Customer's Prospective on E- banking in Lucknow are analyzed with regards to many dimensions. The findings shows us that internet banking uses rate are increasing in educated users but it is popular between age group of 25-35 years of age of upper class of society. The usage rate of the internet banking is significantly related with the education levels. This study has established that, while a small proportion of customer is unawareness of the Internet Banking, in upper class while lower middle class have an almost complete lack of awareness. This finding indicates, inexperience and complexity has an effect on customer who hesitate to use the services. Main risk in internet banking is confidence and easiness, it's easy to attract the customers to go on line, but it's even easier to lose them when there is problem of inconvenience. The most used internet banking service is for online purchase and customer mostly visit branch for making deposit. The most important factor which affects the choice of the people for internet banking is the bank with which they have an account before. The preeminent and modern products and services offered by the most innovative banks are not the decision factor for online customers but their habits and they use it when needed. Users prefer to use the internet banking services of the bank for their daily transactions. Buying and selling securities or insurance products are the least used products in online services. Internet customers still need a personal touch in traditional branches with bank professional advisors for their investment decisions. The most significant factors that affect the choices are the simplicity of usage of the internet banking and security. Although majority of respondent believe that internet banking is user friendly and majority of them are not even victim of online fraud. Respondent face problem in login usage and easiness to handle .By improving these points Indian Banks can expand their customer base and reduce the cost of giving service through classical branches. The majority of respondents do believe that inter banking are safe, cheaper and understandable and saving extra time by using online banking is one of the main reasons that they prefer to do their operation online.

It is an extraordinary result that the bank customers would not consider changing their banks in case of inadequacy of that banks internet banking services; and they prefer their original bank for internet banking. This result illustrates how conventional and faithful the Lucknow Banking customers are to their accustomed banks.

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**MANAGING CONTINUITY AND CHANGE AND ITS IMPACT ON PERFORMANCE: A
COMPARITIVE STUDY OF SELECTED PHARMACEUTICAL FIRMS**

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ABSTRACT

This paper aims at exploring the role of managing continuity and change and its impact on the performance of pharmaceutical firms operating in India, a case based research method has been used. The case based research is an inexpensive and potentially powerful method of identifying and statistically testing patterns across studies. It is particularly suitable when case studies dominate an area of research. Thus, in this research paper with the help of select pharmaceutical firms, the managing continuity along with change and its linkages with performance outcomes of Indian pharmaceutical firms are explored.

Keywords: LAP, VDB, Continuity, Pharmaceutical, India

1.1 INTRODUCTION

In order to understand role of managing continuity and change and its impact on the performance of pharmaceutical firms operating in India, a case based research method has been used. The case based research is an inexpensive and potentially powerful method of identifying and statistically testing patterns across studies (Lucas, 1974). It is particularly suitable when case studies dominate an area of research (Yin & Heald, 1975), when the unit of analysis is the organization, when a broad range of conditions is of interest (Jauch et al., 1980).

Case study research approach has been widely accepted and used to address issues related to social sciences (Grassel & Schirmer 2006) by providing a holistic and in-depth understanding (Zainal 2007).

Several definitions of case study exist. For example, Eisenhardt (1989) defines it as a strategy that seeks to understand the dynamics involved within the settings of a single case while Yin (2003) defines it as an inquiry to investigate a contemporary issue in real life.

Thus, in this research paper with the help of select pharmaceutical firms, the managing continuity along with change and its linkages with performance outcomes of Indian pharmaceutical firms are explored. The broad objectives of the case analysis may be enumerated as follows:-

- To understand and interpret the validated model in real life select pharmaceutical firms for greater insights on change and continuity management and its likely impact on performance outcomes.
- To provide guidance for improving performance of pharmaceutical firms in Indian context on the basis of the identified key continuity and change forces and their relationships with the performance (financial/non-financial) factors.

1.1.1 Selection of cases

Selecting a large number of respondents may not be preferable in qualitative casestudy research, given its traditional focus on information-rich cases (Neuman 2011).Theselection of multiple cases should be regarded as multiple experiments rather than multiplerespondents(Yin 1994). The selection of cases in qualitative research is done on the basis of purpose,information richness and replication logic (Perry 1998), rather than on representation of thepopulation (Stake 1995), given that cases may provide similar or dissimilar results (Yin2009).

1.1.2 Number of Cases Selection

Selecting the number of cases is a dilemma in case study research as there is noconsensus on the appropriate number (Easton 2010; Perry 1998). Romano (1989) leaves thechoice of the optimal number of cases to the researcher. Similarly, Patton (1990)acknowledges the absence of rules on a specific number, while Eisenhardt (1989)recommends a number that leads to “theoretical saturation”.

Eisenhardt (1989) recommends between four to ten cases as ideal for case studyresearch. The author emphasizes the lower number because a large number may create datacomplexity and cumbersomeness during interpretation. Hedges (1985) also advocate four totwelve cases, given the need for qualitative case study research to have cases in which datacan be easily interpreted.

Hence, this research used four cases drawnfrom multinational and national companies in the Indian pharmaceutical industry.

The basic criteria adopted for case selection; first the select cases should have higher market capitalization and enterprise value and must have been operational from ten years in India, and secondly they should be capable manufacturing and marketing their drug in India and as this case study is as comparative study so two Indian and two foreign M.N.C has been included in sample. Thus, four pharmaceutical firms operating in India have been selected for a detailed study; the qualifying criteria and the evidence of their perceived performance from the secondary sources are summarized in chapter three while outlining the research methodology.

1.2 METHODOLOGY FOR THE CASE STUDY

The four pharmaceutical firms namely- Glaxo SmithKline, Abbott, Sun Pharma and Lupin, were shortlisted for an in-depth study tointerpret the empirically validated research model. Based on secondary sources, these pharmaceutical firms satisfied all sampling criterion to be included in case study sample. The basic rationale for selecting these four pharmaceutical firms is still successfully surviving in the competitive environment of India.

Further, based on the inputs from the survey as well as from case experts the scores for change and continuity forces were calculated and mapped on the continuity-change matrix (Sushil, 2005). Since all the four pharmaceutical firms have scored high on both continuity and change forces they are placed in the fourth quadrant requiring Flowing Stream Strategy interventions (Figure 1.1). Thus, for analyzing the cases, an approach based on the Flowing Stream Strategy framework (Sushil, 2009) has been used.

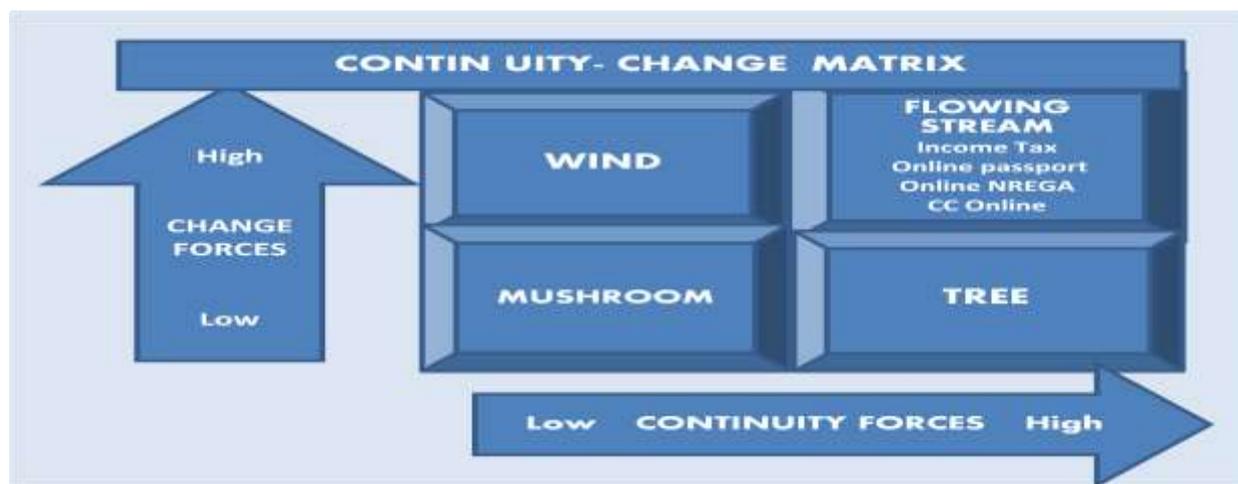


Figure 1.1: Mapping the Select Cases on Continuity-Change Matrix

The steps in Flowing Stream Strategy methodology adapted for the case study are listed as follows:

- Conducting Impact analysis of change forces
- Conducting VDB (Vital-Desirable-Burdensome) analysis for continuity forces
- Performance Factor Assessment
- Interpreting the Empirical Model in each case context.
- Suggesting strategic actions using LAP Analysis.

The collection of information for all cases is predominantly based on primary sources and structured interviews with the selected pharmaceutical expert. A set of case templates were used to collect data and information related to the pharmaceutical cases required for the analysis.

1.3 CASE STUDY-1: GLAXO SMITHKLINE

GlaxoSmithKline Pharmaceuticals Limited is an Indian subsidiary of GlaxoSmithKline plc, one of the world's leading research based pharmaceutical and healthcare companies (www.gsk-india.com). It is one of the oldest pharmaceuticals companies in India. It was founded 13 November 1924 in India under the name of H.J.Foster & Co. Limited as an Agency House for distributing Baby Food Glaxo, Joseph Nathan & Co. In 1950, the company changed its name to Glaxo Laboratories Limited.

1.3.1 Background of the GLAXO SMITHKLINE

Company maintained its leadership position in the Pharmaceuticals market with NetSales (net of Excise Duty), registering a growth of 12.9%. Profit after Tax and before ExceptionalItems grew by 15.1%. Sales performance in all of the Company's diversified business units i.e.in the mass market and mass specialty segments, dermatological, oncology, critical care and vaccines helped to support sales growth. Despite significant investments in field force expansion, Profit before investment income and tax was maintained at 35% of Net Sales. Cash generation from operations continues to remain favorable, driven by business performance and management of working capital annual (annual report 2010)

Pharmaceuticals Business Performance

Company continues to enjoy a leadership position in the categories in which its products are represented. Mass Market activity comprising of acute care classic brands such as Calpol, Phexin, Cetzine, Neosporin, Cobadex CZS, Zyloric grew better than the market growth thus having robust evolution index as per SSA-IMS reports. Zemetril, a newly launched brand has climbed to

No.1 rank in the represented category and recently launched Parit-D, Lilo, Cefspan are progressing well and have gained good market share. Rural marketing activity “REACH” registered a robust growth over last year and results from the efforts of brand building and access to medicine are visible.

Company is on way of expanding reach in mass markets to ensure capturing growth opportunities available in the market. The Mass Specialty teams continued to record high growth and most of the key brands grew ahead of the market thereby gaining market share. Augmentin orals crossed the Rs. 100 crore mark helping augmentin to retain the position as the No.1 anti-infective. (IMS report 2010)

Company has launched Flu vaccine and continues to do well with all new launches including Rotarix. Cervarix, a Cervical Cancer vaccine continues to grow in demand and is the market leader in the HPV Vaccines segment (IMS Vaccines Audit September 2010). Company plans to launch ‘Synflorix’ - Pneumococcal vaccine for kids in 2011.

Opportunities, risk, concerns and threats for Glaxo SmithKline in Pharmaceutical Industry

India has been relatively insulated from the global recession, without any significant impact on the growth of the pharmaceutical industry. The industry growth is largely driven by chronic disease segments viz. cardiovascular, diabetes, asthma, cancer, and largely influenced by changing lifestyles. There are signs that health awareness has increased due to higher disposable incomes, urbanization and greater health insurance coverage, which could improve further with acceleration in Government spend on healthcare infrastructure. (www.gsk.com)

Research & Development and Government Policy and Legislation

GlaxoSmithKline continues to be committed to research and development of medicines that will improve the quality of life of people around the world and that truly make a difference to patients. The Clinical Operations group in India, which conducts clinical studies across a number of disease areas ranging from cancer, iron deficiency anemia, coronary heart disease, osteoporosis, malaria, supports this global and local effort. (www.gsk.com)

Some of the novel innovator products for oral use, approved by the regulatory agency in India during the year under review, include pazopanib (Votrient) an oncology product for the treatment of advanced renal cell carcinoma, eltrombopag (Revolade) for the treatment of immunethrombocytopenia (ITP), and ambrisentan (Volibris) for the treatment of pulmonary arterial hypertension. In addition, a new indication approved for the existing oncology product lapatinib (Tykerb) in combination with letrozole will be beneficial for Indian patients with metastatic breast cancer (annual report, 2016).

Supply Chain and Distribution Network

The positive trend of improvement in Supply performance was consolidated during the year. A key achievement was the stabilization of the vaccine portfolio through maintaining a consistent supply position for all brands. This improvement has also helped support the larger business performance trend. The emphasis of the company is on Good Warehousing practices and process control related to the reverse supply chain. (www.casestudyinc.com)

Cultural Aspects

Company conducts its business with integrity and high standards of ethical behavior, and in compliance with the laws and regulations that govern its business. Company has a well-established framework of internal controls in operation, supported by standard operating procedures, policies and guidelines, including suitable monitoring procedures and self-assessment exercises. In addition to

external audit, the financial and operating controls of Company at various locations are reviewed by the Internal Auditors, who report significant findings to the Audit Committee of the Board. Compliance with laws and regulations is also monitored. (<https://economictimes.indiatimes.com>)

Employee Training, Productivity and other Benefit

Capability Building, Talent Management and Employee Engagement remain the key focus of company’s Human Resource strategy. Company has continued to build on its capabilities in getting the right talent to support the different therapy areas in which it does business. These are backed by robust management training schemes, hiring of key management personnel, and sales training. With the objective of engaging employees and providing them an opportunity to present their ideas, Company has encouraged its employees to form voluntary empowered teams. (<https://india-pharma.gsk.com>)

1.3.2 Impact Analysis of Change Forces

Based on the inputs of the experts in the context of Glaxo Smithkline, the analysis of the impact of change forces reveal that six of these forces namely; new technology and innovation, new opportunity, customer needs, competition, globalization and I.T and E-business have significantly high impact (more than 2 on a 3 point scale) on the company, while change forces like research and development, government policy and legislation and merger & acquisition have moderate impact (Figure 1.2).

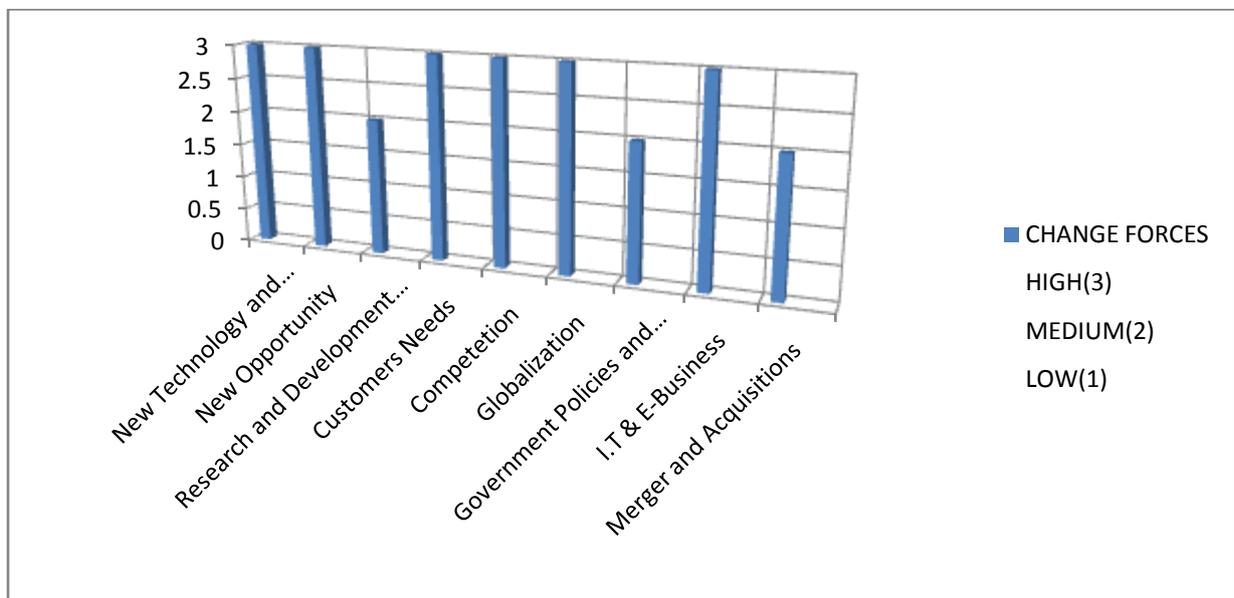


Figure 1.2: Impact Analysis of Change Forces (GLAXOSMITHKLINE)

1.3.3 VDB Analysis of Continuity Forces

The forces of continuity have been found to be quite high in the context of Glaxo Smithkline. Out of the five continuity forces, one has been identified as vital (above 2), and three desirable (between 2-2.5) based on the scores provided by the experts (Figure 1.3). The vital continuity force include: Existing High Performance of the company. The critical nature of these continuity forces has made them vital rather inevitable continuity forces. While core competence, supply chain and customer base has emerged as desirable continuity forces in this case context.

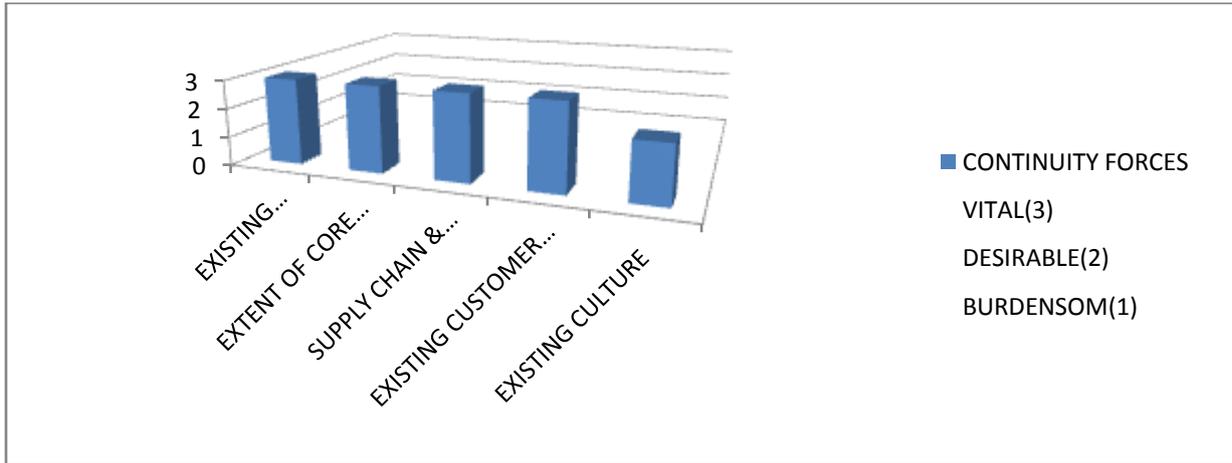


Figure 1.3: VDB Analysis of Continuity Forces (GLAXOSMITHKLINE)

1.3.4 Landscaping Performance Factors

The expert’s inputs were obtained regarding their perception of the current status of the company as compared to the aspired level with respect to the performance parameters for both the financial and non-financial factors. As evident from Figure 1.4, there seems to be sufficient scope for improvement in most of the performance related factors; especially level of reward system, level of employee satisfaction, training practices and C.M.E. Factors like customer satisfaction, customer continuation, sales growth, net income, return on investment, employee productivity and C.R.M have almost reached the aspired level leaving little room for improvement as far as the current status is concerned. However, with higher levels of customer relationship would directly enhance the performance of the company.

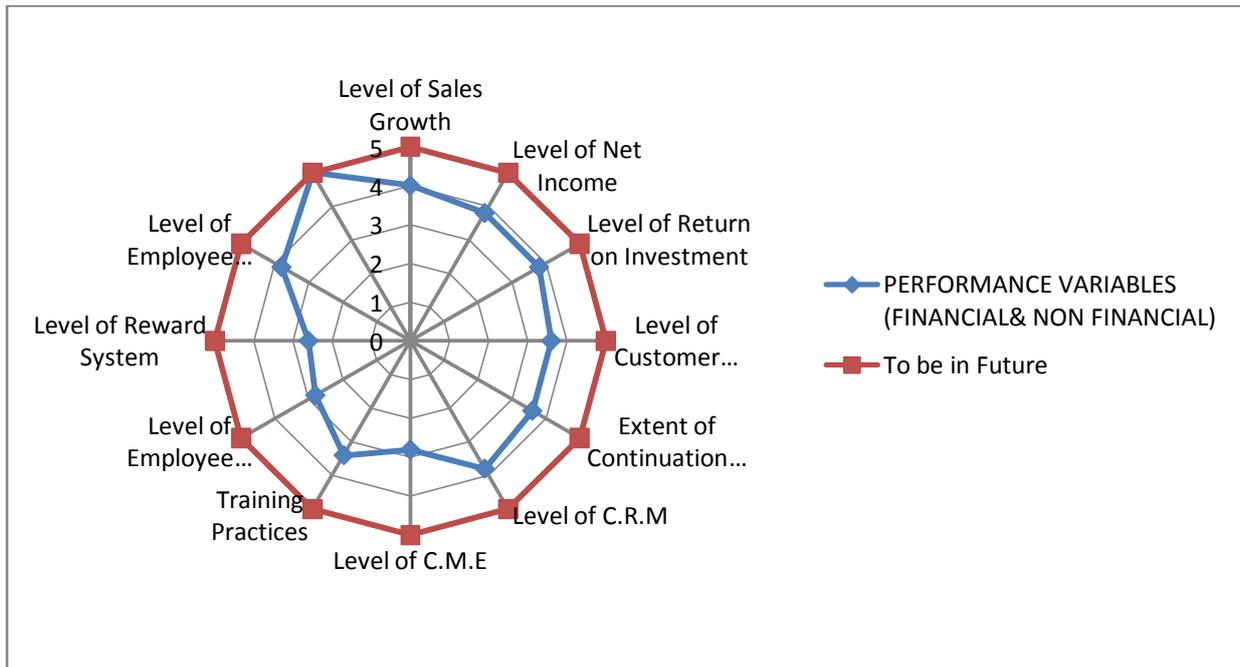


Figure 1.4: Landscaping Performance Factors (GLAXOSMITHKLINE)

1.3.5 Key Learnings and Strategic Actions Suggested: LAP (Learning- Action- Performance) Synthesis

The background information on the case and the subsequent analysis using flowing Stream Strategy framework, case context can further be used to synthesize the key learnings and suggest strategic actions to attain the aspired level of performance for the GlaxoSmithKline. Such an approach for synthesis linking learning, action and performance is referred to as the LAP synthesis (Sushil, 2001, Nasim 2012), often used as a tool for synthesis of case analysis. While the inputs for LAP analysis is usually derived from SAP (Situation-Actor-Process) analysis (Sushil, 2001), here the results of the landscaping of performance factors (1.3.4) is used as a basic dimension to synthesize the learnings from the impact and VDB analysis (1.3.2 and 1.3.3) of the case in order to suggest strategic actions, as summarized in Table .The strategic actions are derived from the framework of flowing stream strategy; four key strategic channels are envisaged: divert, shift, partition, and integrate. These are ordered in terms of maturity of strategic flexibility and complexity of strategy implementation. An organization can use these strategic channels with growing strategic maturity in the flow; at the highest level of maturity the organization might implement all the four channels. The strategic actions for only those factors which were rated low on performance parameters are listed in Table 1.1.

S.No.	Performance Factor Assessed (Case Analysis)	Indirect predictors (Case Analysis+ Empirical)	Actions Suggested for Aspired level of performance (Score: 5)
Strategic Factors with Low Performance Ratings (Factor score: <=3.5)			
1	Continuous Medical Education (Non-Financial Performance factor)	Managing Cultural(CUL) forces strongly and positively affects continuous medical education and the change force of managing new opportunity (NO) Managing new opportunity however has been found to have high impact among other change forces. New opportunity adds new customers in the company. For example if c.m.e is organized and new doctors are invited then there is great change of their conversion towards company product lines.	Strengthen managing cultural forces to enhance sustainability. New opportunity should be analyzed and then proceed for organizing C.M.E. Managing culture and grasping new opportunity together would be able to make company to perform well.
2	Training Practices (Non-Financial Performance factor)	Managing culture strongly impact the training practices in order to give training to the personnel of the company culture should be conducive and secondly company should make the training program not only to give knowledge to the employees also to teach them about the cultural values on which company is based upon. Globalization also strongly impact training practices. In order to globalize it is important to train the task force at the best. Task force should be adept in all skills to establish their brand in the new market.	Managing culture as a continuity force can be used as strong moderating force for enhancing the performance of company by giving product related and ethics related training to their employees. Managing culture as a continuity force of the pharmaceutical industry is very essential for the survival of the company which forces the organization to give best training to the employees to perform well financially as well as ethically and adds to the profit of the company.

			Globalization brings new challenges for the organization so it is quiet essential to focus on training practices. Only if employees are well trained then they are able to launch their brand in the new market.
3	Employee Satisfaction (Non-Financial Performance factor)	Cultural (CUL) forces strongly and positively affects employee satisfaction) and the change force of managing customer need (CN)	<p>Culture has much more influences on employee satisfaction by impacting the psychological states of individual employees. Actually this complies with the paradigm shift to humanism in business and psychological insights should become the basis for management.</p> <p>Customer need also indirectly impact employee satisfaction. It provides marketers and business owners with a metric that they can use to manage and improve their businesses. Growth in the business profit directly increases incentives of the employee whichinturn raise the employee satisfaction.</p>
4	Employee Reward System (Non-Financial Performance factor)	Continuity forces Existing customer base (ECB) and Change force Competition (COM) impact the employee reward system.	<p>Larger the customer base higher is the profit and hence promote high reward system.</p> <p>In today’s business realm, competition can encourage innovation and creativity. It encourages employees to think and act outside of their comfort zone. It also can help employees become more productive by performing in potentially new and innovative ways which leads to increase sales and hence In return they will earn more incentives.</p>

1.4 CASE STUDY-2: ABBOTT

Abbott’s principal business is thediscovery, development, manufacture and sale of a broad lineof health care products.Headquartered in Mumbai, Abbott India Limited, a publicly listed company and a subsidiary of Abbott Laboratories, enjoys strong brand equity in multiple therapeutic categories such as Women’s Health, Gastroenterology, Neurology, Thyroid, Diabetes and Urology, Pain Management, Vitamins, Anti-Infectives and other therapy areas.

Abbott India is one of India’s fastest growingpharmaceutical companies. Abbott India’s successis driven by a combination of a highly competent andmotivated commercial team, R&D backed products,aided by strong alliances and partnerships with suppliers and vendors.

The Company has inhousedevelopment and medical teams to undertakeproduct and clinical development that cater to theneeds of the Indian market. Abbott India believes inproviding quality healthcare through a mix of globaland local products which directly impact the life of thecommon man in India.

1.4.1 Background of the ABBOTT

Abbott gains a certain perspective and maturity with the passage of time. In 123 years of successfully serving patients, Abbott faced numerous economic downturns, as well as continual governmental changes to health care systems around the world. While experience does not make a company immune to business challenges, it does impart two great advantages: it teaches us how to respond to such times, and to prepare constantly for the future and the changes it will bring. This is a core competency of Abbott. Abbott's long perspective has showed that change will always come, so Abbott prepares for it by building company and its ability to thrive, no matter the circumstances. (www.abbott.co.in)

At the present time, these circumstances continue to include a slowly recovering global economy, rising cost containment pressures worldwide and a more challenging regulatory environment.

Pharmaceutical Business Performance

The focus of company is on the establishment of a broad foundation of innovation-driven businesses across the spectrum of health care technologies. This diversified base of earnings differentiates Abbott from many of its peers and has resulted in top-tier performance. (annual report 2016)

Opportunities, Risk Concern and Threats for Abbott

Geographic diversity makes Abbott an attractive vehicle for investing in the growth of global health care. In 2010, Abbott made significant moves to expand product portfolio in many of the most-populous and fastest growing countries in the world. These markets will play an important role in the success of the health care industry going forward.

Emerging markets are expected to grow at three times the rate of developed markets in the years ahead. This is driven by population growth, rising incomes, modernization of health systems, and an increased focus on the treatment of chronic diseases.

In 2010

- Acquired Solvay Pharmaceuticals, bringing us approximately \$2 billion in stable, branded generic sales;
- Acquired Piramal's Healthcare Solutions business, making Abbott the largest pharmaceutical company in India, an \$8 billion market expected to double in the next five years
- Completed an agreement with Zydus Cadila for 24 branded generic pharmaceutical products in 15 emerging markets;
- Created new Established Products Division (EPD) to maximize the strong commercial opportunities for branded generics. EPD launched at the beginning of 2011 with approximately \$5 billion in annual sales.

All these actions give us the right commercial footprint to become one of the largest pharmaceutical companies in emerging markets. (annual report 2015)

Research and Development

While emerging markets represent an important aspect of Abbott strategy, advancing and expanding broad-based new-product pipeline is an equally critical driver of future growth. In Pharmaceuticals, Abbott takes a balanced approach to R&D strategy. In addition to established small-molecule expertise, Abbott has one of the world's leading biologics companies. And, while strive to develop compounds internally, Abbott constantly evaluate external assets for licensing, partnership and acquisition opportunities. (annual report 2017)

Culture

The world of pharmaceuticals goes through fast paced changes brought about by research, development and innovation. Every change brings about a new set of challenges as well as

opportunities. Approaches need to be re-thought, business models need to be revamped and strategies need to be re-formulated. And then comes the most crucial part – translating strategy into action execution.(www.abbott.com)

At Abbott India, the power of meticulous and methodical execution is generated by most important resource i.e. People. Abbott understands the immense value and the indispensable role people play in endeavor to realize our potential for growth and deliver our promise of success.

1.4.2 Impact Analysis of Change Forces

Based on the inputs of the experts in the context of Abbott, the analysis of the impact of change forces reveal that six of these forces namely; new technology and innovation, customer needs, competition, globalization government policies and legislation and merger and acquisition have significantly high impact (more than 2 on a 3 point scale) on the company, while change forces like new opportunity research and development and I.T and E-Business have moderate impact (Figure 2.1).

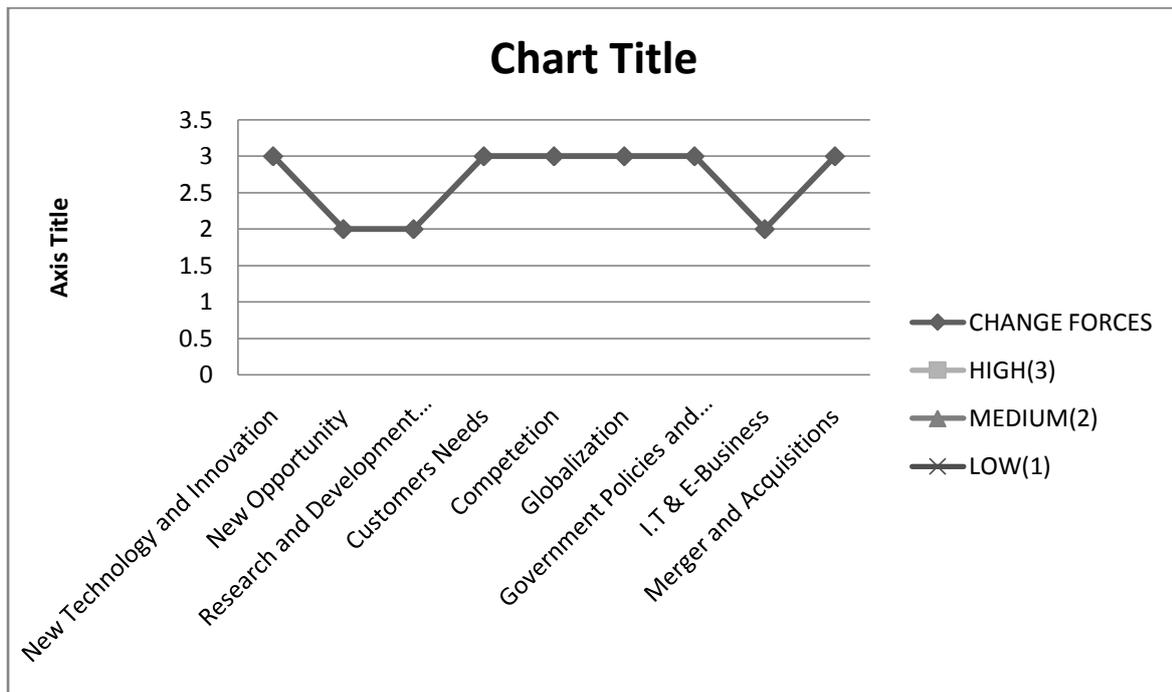


Figure 2.1: Impact Analysis of Change Forces (Abbott)

1.4.3 VDB Analysis of Continuity Forces

The forces of continuity have been found to be quite high in the context of Abbott. Out of the five continuity forces, three have been identified as vital (above 2), and two desirable (between 2-2.5) based on the scores provided by the experts (Figure 2.2). The vital continuity force include: Existing High Performance, Core Competence and Customer Base of the company. The critical nature of these continuity forces has made them vital rather inevitable continuity forces. While supply chain and culture have emerged as desirable continuity forces in this case context.

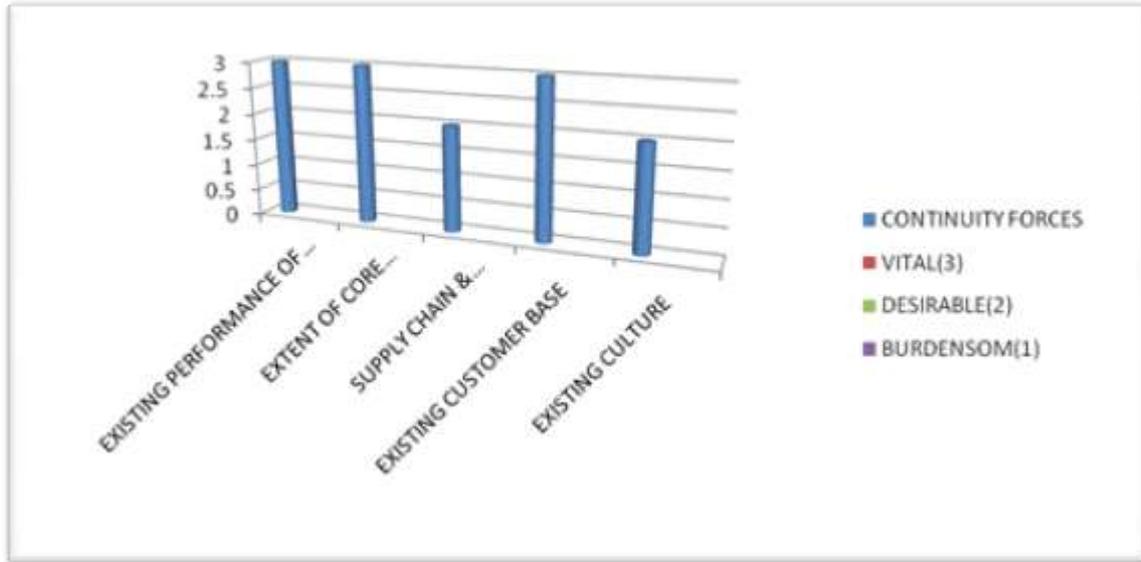


Figure 2.2: VDB Analysis of Continuity Forces (Abbott)

1.4.4 Landscaping

The expert’s inputs were obtained regarding their perception of the current status of the company as compared to the aspired level with respect to the performance parameters for both the financial and non-financial factors. As evident from Figure 2.3, there seems to be sufficient scope for improvement in most of the performance related factors; especially return on investment and employee productivity sales Factors like level of salesgrowth, income level , employee satisfaction, C.M.E, customer satisfaction, customer relationship management, level of continuation of customer, reward system and training practiceshave almost reached the aspired level leaving little room for improvement as far as the current status is concerned. However, with higher levels of return on investment and employee productivity would directly enhance the performance of the company.

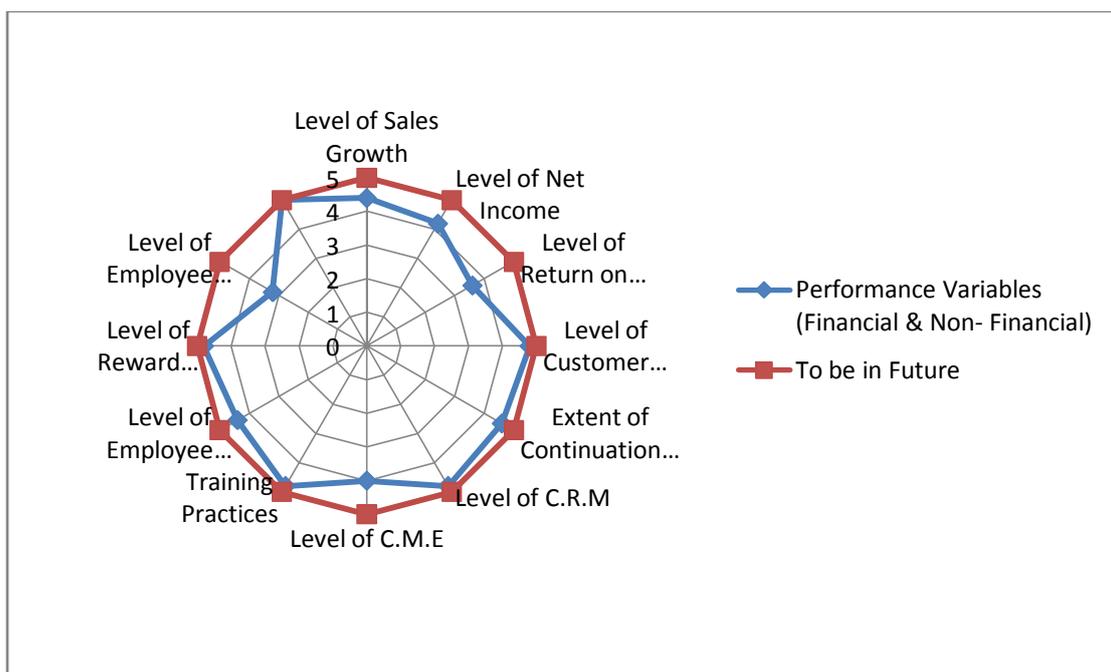


Figure 2.3: Landscaping Performance Factors (Abbott)

1.4.5 Key Learnings and Strategic Actions Suggested: LAP (Learning- Action- Performance) Synthesis

The background information on the case and the subsequent analysis using flowing Stream Strategy framework, case context can further be used to synthesize the key learnings and suggest strategic actions to attain the aspired level of performance for the Abbott. Such an approach for synthesis linking learning, action and performance is referred to as the LAP synthesis (Sushil, 2001,Nasim 2012), often used as a tool for synthesis of case analysis. While the inputs for LAP analysis is usually derived from SAP (Situation-Actor-Process) analysis (Sushil, 2001), here the results of the landscaping of performance factors (1.4.4) is used as a basic dimension to synthesize the learnings from the impact and VDB analysis (1.4.2 and 1.4.3) of the case in order to suggest strategic actions, as summarized in Table .The strategic actions are derived from theframework of flowing stream strategy; four key strategic channels are envisaged: divert, shift, partition, and integrate. These are ordered in terms of maturity of strategic flexibility and complexity of strategy implementation. An organization can use these strategic channels with growing strategic maturity in the flow; at the highest level of maturity the organization might implement all the four channels. The strategic actions for only those factors which were rated low on performance parameters are listed in Table2.1 .

S .No.	Performance Factor Assessed (Case Analysis)	Indirect predictors (Case Analysis+ Empirical)	Actions Suggested for Aspired level of performance (Score: 5)
Strategic Factors with Low Performance Ratings (Factor score: <=3.5)			
1	Rate of Return (Financial Performance factor)	Existing high performance (EHP) as a continuity force affects the rate of return of a company. Change force customer needs (CN) also influence the rate of return on investment.	Performance of the company significantly impacts the rate of return on investment. Nowadays, the performance of companies is the first to be evaluated by rate of return. The performance of the company is the most important to encourage rate of return on investment. The firm’s success is based on the customer needs whichaffects rate of return. The pharmaceutical business is totally based on maintaining customer base and satisfying their needs with their products which in turns raise the return to the company.
2	Employee Productivity (Non-Financial Performance factor)	Continuity force existing high performance affect employee productivity. Globalization also strongly impact employee productivity. In order to globalize it is important to be productive with respect to the market requirement and potential.	Although performance is related to profit, but some researchers instead compute the productivity of employees. Roughly, productivity is the revenue divided by the total number of employees. Many researchers, however, prefer to compute the natural log of revenue divided by the total number of employees (e.g., Huselid, 1995&Subramony, Krause, Norton, &

		<p>Burns, 2008).</p> <p>Global diversification is another source for enhancing R&D productivity of employees. Firms delocalizing research facilities abroad can benefit from the availability of the local knowledge base and supply of a skilled workforce (Kuemmerle, 1997).</p> <p>According to Williamson (1975, 1985), multi-product firms increase the willingness of managers to engage in riskier activities such as R&D and innovation, which enhance the employee as well as firm’s productivity</p>
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1.5 CASE STUDY-3:SUN PHARMA

Sun Pharmaceutical Industries Limited is an Indian multinational pharmaceutical company headquartered in Mumbai, Maharashtra that manufactures and sells pharmaceutical formulations and active pharmaceutical ingredients (APIs) primarily in India and the United States. (www.sunpharma.com)

Sun Pharmaceuticals was established by Mr. Dilip Shanghvi in 1983 in Vapi with five products to treat psychiatry ailments. Cardiology products were introduced in 1987 followed by gastroenterology products in 1989. Today it is the largest chronic prescription company in India and a market leader in psychiatry, neurology, cardiology, orthopedics, ophthalmology, gastroenterology and nephrology.

The 2014 acquisition of Ranbaxy has made the company the largest pharma company in India, the largest Indian pharma company in the US, and the 5th largest specialty generic company globally.

Sun Pharma was listed on the stock exchange in 1994 in an issue oversubscribed 55 times. The founding family continues to hold a majority stake in the company. Today Sun Pharma is the second largest and the most profitable pharmaceutical company in India, as well as the largest pharmaceutical company by market capitalization on the Indian exchanges (www.crisil.com)

1.5.1 Background of the SUN PHARMA

The pharmaceutical industry is undergoing rapid changes and it has become crucial to continuously refine and sharpen our capabilities. While responding to these changes is imperative, response capability alone will not be sufficient to generate long term sustainable value for stakeholders. Anticipation of the future shape of the industry and taking steps today, to rightly position the Company, is extremely important. Businesses of future will need to be more innovative but will have to be coupled with the nimbleness and efficiency of a generic business. Company’s success of the last decade was driven by our ability to develop and launch generic and branded generic products at a rapid pace with minimal costs. The key determinant for success in the future will be the ability to retain these capabilities and combine them with an engine of innovation leading to a pipeline of complex generics and specialty products. This should help to drive a stable and consistent growth in cash flows, which is a key objective of corporate philosophy. (www.sunpharma.com)

Pharmaceutical Business Performance

In India, Sun Pharma is the market leader in the chronic segment and offers a complete therapy basket with specialization in technically complex products.

- Revenue from Indian branded generics increased by 82% to 67,165.9 million in financial year 2015. It was primarily due to the acquisition of Ranbaxy's India operations and increases in sales of the existing chronic illness pharmaceutical products.
- Revenue contribution from Indian branded generics increased slightly from 23% in financial year 2014 to 24% in financial year 2015. Over 16 products were launched in the Indian market in FY15. Ranbaxy's acquisition has further enhanced Sun Pharma's positioning in the Indian market. It became the largest player in India with 8.9% market share. In the financial year 2017 Sun Pharma recorded a steady growth of 8% in India formulations business, while performance in emerging markets improved, resulting in 26% growth in revenues. (annual report 2017).

Overall revenues grew by 2% to 137,588 Million in financial year 2017. The generics market in the US continues to face a challenging pricing environment driven by customer consolidation and increased competitive intensity. Revenue from Indian business increased by 8% to 77,491 Million in financial year 2017 (www.sunpharma.com)

RANBAXY ACQUISITION- ONE PLUS ONE IS GREATER THAN TWO

Sun Pharma completed the acquisition of Ranbaxy Laboratories Limited – an integrated, research based, international pharmaceutical company in March 2015. The combined entity will capitalize on the expanded global footprint and the enhanced positioning in the specialty generics landscape. The merger fortified Sun Pharma's position as the world's fifth largest specialty generic pharmaceutical company and the top ranking Indian pharmaceutical company with significant lead in market share. (www.businesstoday.in)

Research and Development

Being one of the world's leading pharmaceutical companies, Sun Pharma has consistently invested in Research & Development (R&D) for sustainable value creation. The R&D centers are supported by around 2,000 research scientists, and equipped with cutting-edge technologies. These scientists have expertise in developing generics, difficult to make technology intensive products, APIs and Novel Drug Delivery Systems (NDDS). Sun Pharma's R&D capabilities include the development of differentiated products, such as liposomal products, inhalers, lyophilized injections and nasal sprays. The Company's formulation expertise lies in the areas of taste masking, spray-drying, drug-layering, nano-milling, lyophilisation and other pharmaceutical unit operations that enable it to cater to various formulation design needs and concepts. The ability to develop difficult-to-make APIs, by using the latest technologies is the key differentiating factor of the Company's research. (www.sunpharma.in)

Regulatory and technological advancements

As drug compositions become more and more complex, the Sun Pharma is evolving fast to become highly technological and regulated. The latest regulatory and technological requirements of the industry mandate considerable investments in building critical capabilities and also higher capital investments leading to market consolidation and greater headroom for large organized participants. (www.sunpharma.com)

Opportunity in pharmaceutical business

Several multinational pharma companies setting up R&D bases in India, but these were in order to take advantage of the generic formulation development and process chemistry skills that the pharma industry has. Also, as multinational pharma companies aligned their focus on specific research areas or exited some R&D areas all together.

But even then, Indian companies like sunpharma that were off the radar continued to make advances - a new approach to antibiotic resistance, for instance. Another smaller company made inroads with a novel approach to analgesics. Indian pharma companies lack the R&Dbudgets that large pharma deploys globally. Indian companies also lack skilled manpower in areas like molecular biology, pharmacology, toxicology, clinical pharmacology. But with the first set of research reversals now factored in, and a willingness to employ a product specific approach to R&D that includes in-licensing or virtual R&D, Indian pharma companies may be optimally placed to learn from what did not work for big pharma, and bypass these mistakes..(annual report 2016)

New technology and Innovation

Year after year, Company continues to invest onR&D, both as revenue expenses as well as capitalexpenditure. A large part of the spending is forcomplex products, ANDA filings for the US, andAPI technologies that are complex and may requirededicated manufacturing blocks. Investments havebeen made in creating research sites, employingscientifically skilled and experienced manpower, addingequipment, sponsored research and in accessing worldclass consultants to continuously upgrade the researchunderstanding of the scientific team in the technologiesand therapy areas of our interest.(www.outlookindia.com)

Culture

Sun Pharma believes that good culture and internal control is a necessaryprerequisite of the principle of Governance and thatfreedom should be exercised within a framework of checksand balances. The Company has a well-established internalcontrol framework and culture, which is designed to continuouslyassess the adequacy, effectiveness and efficiency offinancial and operational controls. The managementis committed to ensure an effective environment, commensurate with the size and complexity ofthe business, which provides an assurance on compliancewith internal policies, applicable laws, regulations andprotection of resources and assets..(www.sunpharma.com)

Employee Trainings

As a leading global pharmaceutical company, Sun Pharmafocuses on attracting and nurturing talent to prepare arobust pipeline of future leadership. As a transnationalcompany, Sun has a diverse workforce, which brings a varietyof skills and knowledge to take the Company on a highergrowth trajectory. The Company takes significant steps to ensure that thecareer aspirations of its employees are met throughprofessional growth. Therefore, it organizes varioustraining and skill-development activities to enrich employeeknowledge and make them future ready.The Company also offers unique management programs for itspeople to enhance their management skills, and subsequently,add more value to the system. The Company is committed tocreate a healthier future, along with its employees.

7.5.2 Impact Analysis of Change Forces

Based on the inputs of the experts in the context of sun pharma, the analysis of the impact of change forces reveal that six of these forces namely; new technology and innovation,new opportunity,research and development, competition, globalization and merger and acquisition have significantly high impact (more than 2 on a 3 point scale) on the company, while change forces

like customer needs and government policies and legislation, I.T and E-Business have moderate impact (Figure 3.1).

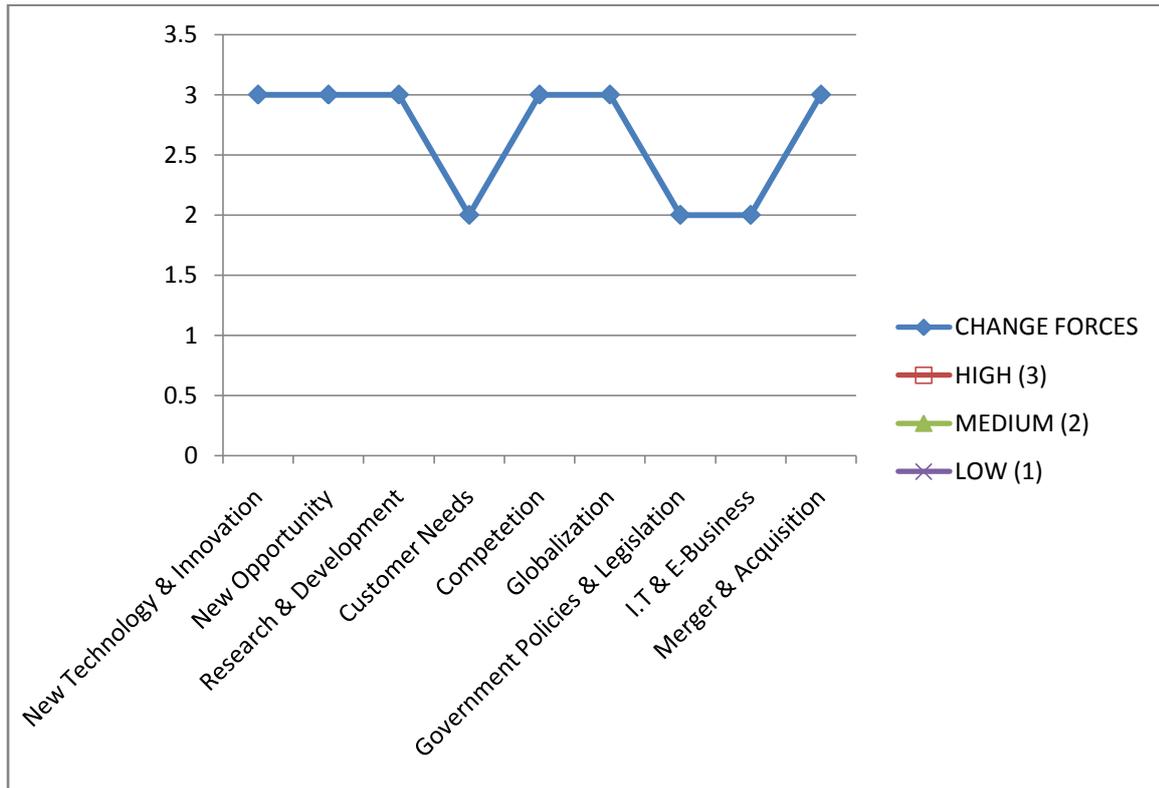


Figure 3.1: Impact Analysis of Change Forces (Sunpharma)

1.5.3 VDB Analysis of Continuity Forces

The forces of continuity have been found to be quite high in the context of Sun pharma. Out of the five continuity forces, two have been identified as vital (above 2), and three desirable (between 2-2.5) based on the scores provided by the experts (Figure 3.2). The vital continuity force include: Existing High Performance and supply chain .The critical nature of these continuity forces has made them vital rather inevitable continuity forces. While Core Competence, Customer Base of the company and culture have emerged as desirable continuity forces in this case context.

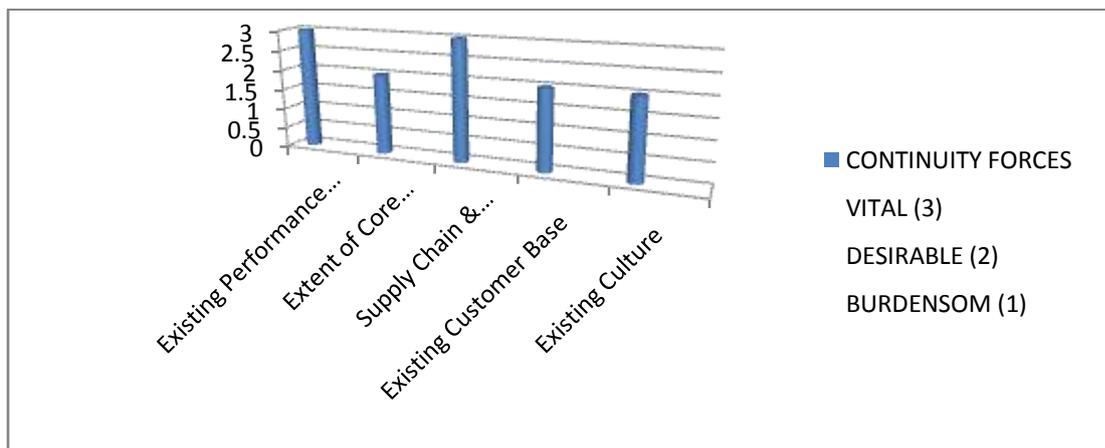


Figure 3.2: VDB Analysis of Continuity Forces (Sunpharma)

1.5.4 Landscaping Performance Factors

The expert’s inputs were obtained regarding their perception of the current status of the company as compared to the aspired level with respect to the performance parameters for both the financial and non-financial factors. As evident from Figure 3.3, there seems to be sufficient scope for improvement in most of the performance related factors; especially training practices, employee productivity, reward system and employee satisfaction. Factors like sales growth, income level, return on investment, customer relationship management training C.M.E and customer satisfaction, level of continuation of customer and customer satisfaction have almost reached the aspired level leaving little room for improvement as far as the current status is concerned. However, with higher levels of sales growth, income and customer satisfaction would directly enhance the performance of the company.

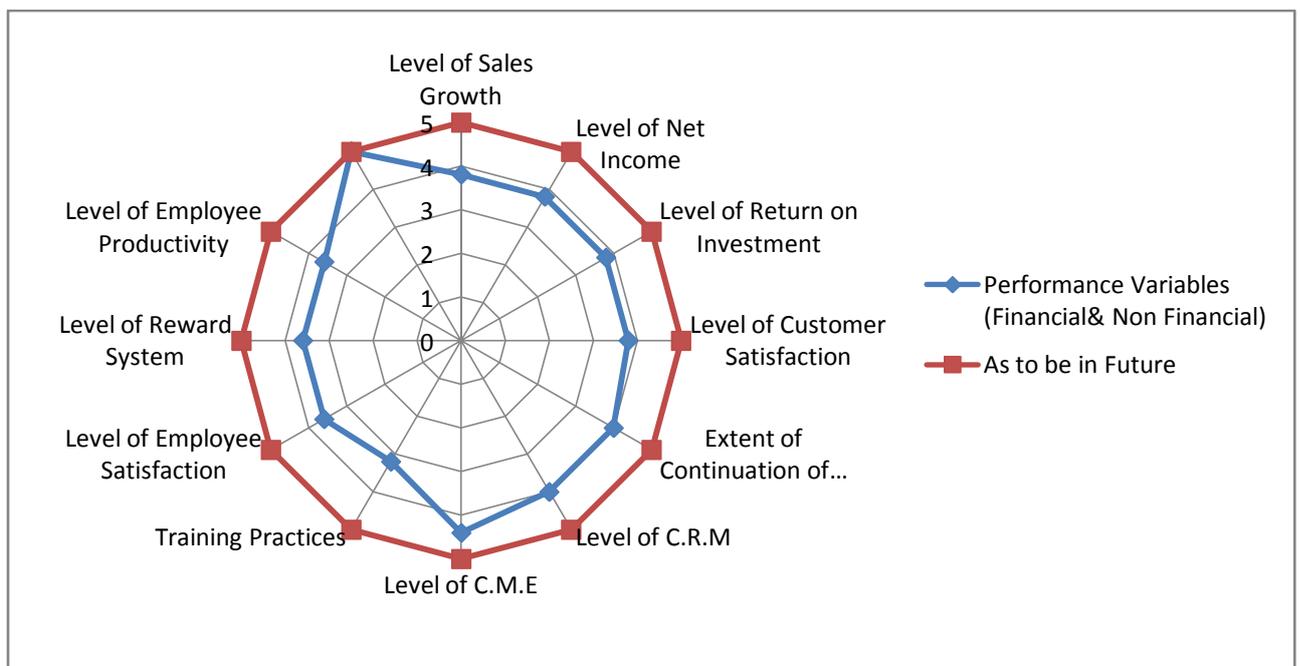


Figure 3.3: Landscaping Performance Factors (Sunpharma)

1.5.5 Key Learnings and Strategic Actions Suggested: LAP (Learning- Action- Performance) Synthesis

The background information on the case and the subsequent analysis using flowing Stream Strategy framework, case context can further be used to synthesize the key learnings and suggest strategic actions to attain the aspired level of performance for the Abbott. Such an approach for synthesis linking learning, action and performance is referred to as the LAP synthesis (Sushil, 2001, Nasim 2012), often used as a tool for synthesis of case analysis. While the inputs for LAP analysis is usually derived from SAP (Situation-Actor-Process) analysis (Sushil, 2001), here the results of the landscaping of performance factors (1.5.4) is used as a basic dimension to synthesize the learnings from the impact and VDB analysis (1.5.2 and 1.5.3) of the case in order to suggest strategic actions, as summarized in Table .The strategic actions are derived from the framework of flowing stream strategy; four key strategic channels are envisaged: divert, shift, partition, and integrate. These are ordered in terms of maturity of strategic flexibility and complexity of strategy implementation. An organization can use these strategic channels with growing strategic maturity in the flow; at the

highest level of maturity the organization might implement all the four channels. The strategic actions for only those factors which were rated low on performance parameters are listed in Table 3.1.

S.No.	Performance Factor Assessed (Case Analysis)	Indirect predictors (Case Analysis+ Empirical)	Actions Suggested for Aspired level of performance (Score: 5)
Strategic Factors with Low Performance Ratings (Factor score: <=3.5)			
1	<p>Training Practices</p> <p>(Non-Financial Performance factor)</p>	<p>Managing culture strongly impact the training practices in order to give training to the personnel of the company culture should be conducive and secondly company should make the training program not only to give knowledge to the employees also to teach them about the cultural values on which company is based upon.</p> <p>Globalization also strongly impact training practices. In order to globalize it is important to train the task force at the best. Task force should be adept in all skills to establish their brand in the new market.</p>	<p>Managing culture as a continuity force can be used as strong moderating force for enhancing the performance of company by giving product related and ethics related training to their employees.</p> <p>Managing culture as a continuity force of the pharmaceutical industry is very essential for the survival of the company which forces the organization to give best training to the employees to perform well financially as well as ethically and adds to the profit of the company.</p> <p>Globalization brings new challenges for the organization so it is quiet essential to focus on training practices. Only if employees are well trained then they are able to launch their brand in the new market.</p>
2	<p>Employee Satisfaction</p> <p>(Non-Financial Performance factor)</p>	<p>Cultural (CUL) forces strongly and positively affects employee satisfaction) and the change force of managing customer need (CN)</p>	<p>Culture has much more influences on employee satisfaction by impacting the psychological states of individual employees. Actually this complies with the paradigm shift to humanism in business and psychological insights should become the basis for management.</p> <p>Customer need also indirectly impact employee satisfaction. It provides marketers and business owners with a metric that they can use to manage and improve their businesses. Growth in the business profit directly increases incentives of the employee which inturnraise the employee satisfaction.</p>
3	<p>Employee Reward System</p> <p>(Non-Financial Performance factor)</p>	<p>Continuity forces Existing customer base (ECB) and Change force Competition (COM) impact the employee reward system.</p>	<p>Larger the customer base higher is the profit and hence promote high reward system.</p> <p>In today’s business realm, competition can encourage innovation and creativity. It encourages employees to think and act outside of their comfort zone. It also can help employees become more productive by performing in potentially</p>

			new and innovative ways which leads to increase sales and hence In return they will earn more incentives.
4	Employee Productivity (Non-Financial Performance factor)	<p>Continuity force existing high performance affect employee productivity.</p> <p>Globalization also strongly impact employee productivity. In order to globalize it is important to be productive with respect to the market requirement and potential.</p>	<p>Although performance is related to profit, but some researchers instead compute the productivity of employees. Roughly, productivity is the revenue divided by the total number of employees. Many researchers, however, prefer to compute the natural log of revenue divided by the total number of employees (e.g., Huselid, 1995&Subramony, Krause, Norton, & Burns, 2008).</p> <p>Global diversification is another source for enhancing R&D productivity of employees. Firms delocalizing research facilities abroad can benefit from the availability of the local knowledge base and supply of a skilled workforce (Kuemmerle, 1997).</p> <p>According to Williamson (1975, 1985), multi-product firms increase the willingness of lower to engage in riskier activities such as R&D and innovation, which enhance the employee as well as firm’s productivity</p>

1.6 CASE STUDY-4:LUPIN

Lupin was founded in 1968 with the vision to develop new drugs to combat and eradicate life-threatening diseases. To manufacture drugs of the highest social priority so as to nurture, protect and enrich our society. Embedded in Lupin was a formula for growth. Forty-four years on, what has stayed with lupin is that same entrepreneurial spirit, culture of creativity and innovation and pride in belonging to an industry that makes a difference in the lives of people.

Lupin is a fully integrated pharmaceutical company with an unrivaled position in the US, India and Japan. This position is built on a backbone of cutting-edge research, world-class manufacturing facilities and a truly global supply chain. With the building blocks in place, the future looks brighter than it’s ever been.

Lupin was founded in 1968 with the vision, a company that would develop new pioneering drugs to combat, prevent and eradicate life-threatening diseases, by manufacturing drugs of the highest social priority, thus nurturing, protecting and enriching society, very much like the Lupin flower.

1.6.1 Background of the LUPIN

Lupin's India business continues to witness strong growth, outpacing and outperforming the Indian Pharmaceutical Market (IPM). All of this, in spite of hyper-competition and regulatory challenges posed by frequent changes in drug prices by National Pharmaceutical Pricing Authority (NPPA) and the expansion of the National List of Essential Medicines (NLEM) that now covers 376 products.

India is a critical part of Lupin's ambitious growth plans and contributed 24% to the Company's global revenues. Market (IPM) were adversely affected by changes in the Drug Price Control Order (DPCO), Lupin's domestic formulations business emerged stronger in FY 2015, clocking in revenues of C30, 295 million, a growth of 20.5% over the previous year, outpacing and outperforming the IPM which grew by 12.1% (IMS MAT, March 2015). This translates into a CAGR of 18% for the last 4 years. Chronic therapies contributed 66% of India revenues in the year 2015 (44% in financial year 2008).

Lupin performance is also a reflection of our ability to combat and respond to an intensely competitive, fragmented and dynamic business environment; testimony to the commitment and passion of our more than 5500 medical sales & marketing team. Company's flawless execution that has made a key player in fast growing therapies such as Cardiology, Central Nervous System (CNS), Diabetes, Anti-Asthma, COPD, Gastro-intestinal (GI) and Gynecology.

Lupin continues to be the market leader in the Anti-TB market and is the 3rd largest player in Cardiology and Anti-Asthma segments. Lupin grew market share in therapies such as Dialectology on the back of new product launches. A marked improvement from being the 7th largest player in the year 2014.

The Company has been constantly fine tuning its product portfolio by adding innovative new products, which explains why Lupin has one of the fastest growing and largest portfolios of young high growth brands. We now have 26 brands with sales upwards of C 300 million, 4 out of which have sales exceeding C 1,000 million (Gluconorm, Huminsulin, Tonact and Rablet). In licensing products through strategic alliances to widen product portfolio and to enter new therapies has also been a key contributor to Lupin's strong growth in the IPM. The Company has in-licensed 27 products over the last 5 years, out of which 4 were a first for the IPM. Lupin has emerged as a preferred partner for multinational companies looking to enter the IPM and also grow existing market shares in India. (annual report 2015)

Pharmaceutical Business Performance

Lupin took time, patience and continued investments in people, research and technology to build markets. Over the last 6 years; Lupin has adopted a systematic approach, Uniquely Lupin, whether it was for opening up new territories for our products, building market entries or establishing customer and trade relationships. As expected, international business increased by 20.4% in financial year 2011 to 38,886 million from 32,298 million in financial year 2010. Company Formulations business today contributes 85% of our overall revenues with the rest coming from API's.

During financial year 2011, these markets contributed 51% of the Company's total revenues at 28,882 million up from 23,911 million in Financial year 2010.

Lupin continues to be the 5th largest and the fastest growing Top 10 generics player by prescriptions in the US and is the only Indian company to achieve such a status. In FY 2011, the US brand business contributed 30% of the overall US revenues with a turnover of USD133 million. Lupin remains the only Indian Pharmacompany with a significant Branded presence in the US Market. Kyowa, the Company's subsidiary in Japan, posted robust net sales of `6,212 million, contributing 11% of Lupin's revenues having grown 16% during FY 2011. Lupin continue to ramp up our operations in Japan and launched 6 new products and filed applications for another 8 during the year 2011.

In the emerging markets, India remains the main growth driver and a critical market of focus. India contributed 27% of gross sales at `15,732 million during FY 2011 as against `13,502 million during FY2010, registering a growth of 16.5% over the previous fiscal. This growth was driven by strong performance and increasing market share in the CVS, Diabetes, CNS, Asthma and Gastro therapy segments. In South Africa, Lupin recorded growth of 38% in revenues to `1,829 million from Pharma Dynamics, its subsidiary in South Africa. Pharma Dynamics remains the fastest growing Top 10 generic company in the market with a clear leadership in the cardiovascular segment. Pharma Dynamics is now ranked 6th amongst the generic pharmaceutical companies in South Africa.

Lupin's Philippines subsidiary, Multicare Pharmaceuticals, grew by 28% during FY 2011. As a premium branded Generics Company, Multicare has built a strong position in the Women's health and the Pediatric Primary segment. India today is not only one of the largest manufacturers of drugs globally but also one of the fastest growing pharmaceutical markets in the world. In keeping with our past 5 years track record, Lupin's Indian formulation business continues to record exemplary growth as the Company continues to outperform the Indian Pharmaceutical Market (IPM).

Lupin's domestic formulations business maintained its high growth curve and improved its market share across most therapy segments that it is present in. During FY 2011, Lupin's domestic business recorded sales of `15,734 million as compared to `13,502 million last year, a growth of 17%. Lupin is currently the 7th largest Indian domestic formulations major in the IPM having registered growth of 13.8% during FY 2011 (ORG IMS MAR 2011) and has an overall market share of 2.7% of the Indian Pharma Industry (ORG IMS MAR 2011)

In FY 2017, Lupin's Net Sales increased by 24% to ` 171,198 million; EBITDA stood at ` 45,997 million and our Net Profits were ` 25,575 million. Lupin is today the 4th largest generics company globally by market capitalization (March 31, 2017, Bloomberg) and the 6th largest generics pharmaceutical company globally by sales (March 31, 2017, Bloomberg).

In the year 2017 Lupin was the 2nd largest Indian pharmaceutical company by sales, rank 4th in the US by prescriptions (5.3% market share – IMS Health 2017) and are the 6th largest generic pharmaceutical player in Japan (IMS Health 2017).

Research and Development

Lupin focused on long-term investment in new areas of research would form the backbone of the Company's future business performance and profitability. Lupin's Research and Development programs cover the entire research value chain; right from research on Generics, Drug Delivery Systems, to Novel Drug Discovery and Biotechnology. In the year 2011 revenue expenditure on R&D amounted to `4,834 million, 8.5% of net sales as against `3,570 million in the year 2010. Over the past 5 years lupin has created one of the best generic product pipelines in the world. A research based

pipeline that has made the 5th largest generic pharmaceutical Company in the US and will drive growth in the years to come (annual report, 2016)

During the year 2011, Lupin continued to fine tune and ramp up almost all of our research programs in preparation of emerging opportunities, specifically for Generics and Biotech products for advanced as well as emerging markets. Lupin added significant capabilities to our pharmaceutical research and novel drug delivery programs. 21 ANDAs were filed during financial year 2011.

Financial year 2017 was recorded the highest-ever investment in research and development with new developments in complex generics like Inhalation, Biosimilars and Complex Injectables. Through the continued focus on R&D, we now have 368 ANDA filings with the US FDA, of which 214 have been approved to date. We also have 45 First-to-File (FTF) filings including 23 exclusive FTF opportunities.

Employee

Lupin considers tangible and intangible performance is an indicator of how the business vision and values of the company are being translated through our people to generate results. The Company has created structured training programs and regular scientific inputs for its specialty sales force, so that they are in tune with the latest advances and innovations. Technology. The Company continues to expand its coverage in the country in its efforts to reach out to more doctors and medical institutions, associations to build stronger relationships with the medical fraternity. Company cross leveraging our existing associations with global think tanks and institutions to bridge and bring the latest medical know-how and advances to the medical community. We are committed to improving patient care in the country by spreading awareness, health education and meaningful care. (www.lupin.com)

New Opportunity

Factors such as an increased focus on generics adoption globally, the rising number of blockbuster drugs patent expirations, constant demand for reduction in manufacturing costs and strong growth in the overall pharmaceutical market are some of the driving forces that are reshaping the global API Industry. Recent studies indicate that the API Industry is set for significant growth with India, China and Italy positioned as the largest producers. India has emerged as the most favored API producing nation globally largely because of its credentials as the best quality manufacturer of generic formulations as well as its cost competitiveness as compared to its counterparts.

Culture

Lupin globally has created a strong, rapidly and flexible internal business controls and cultural framework that is flexible and dynamic to incorporate rapid increases in growth and complexity across existing and new business operations. Clearly defined business policies, code of conduct, processes and in-built checks and controls, supplement the internal control procedures and culture of the company. It also ensures flexibility in terms of process changes and enables any course correction, as and when required. The Company is constantly engaged in adopting the best financial guidelines and operational control systems, as per international practices and standards. (www.lupinpharmaceuticals.com).

New Technology and Innovation

One of the key reasons why the Company continues to witness sustained growth across markets has been the collaborative framework that it operates within globally; where the core business and strategy groups work in tandem with the regulatory, research, technical operations and intellectual property groups for creating the business strategy behind building a quality product pipeline.

The Company continues to witness high and sustained growth across all its businesses; growth that has been achieved on the back of a robust research foundation that continues to deliver innovative quality products that has made us the 3rd largest Indian pharmaceutical company by revenues and the 10th largest generic pharmaceutical company globally by revenues (Bloomberg, June - 2014). The Company continues to be the 5th largest and fastest growing generics player in the US (5.2% market share by prescriptions, IMS Health) and also continues to be amongst the fastest growing top 10 generic pharmaceutical player in markets like Japan and South Africa (IMS).

The Company continues to build on its leadership and market presence in the Cardiovascular, Diabetology, Asthma, Pediatric, CNS, GI, Anti-Infective and NSAID space in addition to being the global leaders in the Anti-TB and Cephalosporin segments. During the year, the Company did not import any specific technology. The Company developed technology through efforts of its in-house Research and Development. (annual report 2014)

Government Regulations

The Company and its subsidiaries are involved in various legal proceedings, including product liability related claims, employment claims and other regulatory matters relating to conduct of its business. Under the National Pharmaceutical Pricing Policy, the government had regulated the prices of 348 essential drugs and their combinations, covering 60% of drugs sold in the country. It also resulted in supply disruptions which gave rise to challenging conditions between the trade and industry. The handling of the situation ensured that Lupin remained on the growth path in the domestic market, on a positive note. (www.lupinpharmaceuticals.com)

1.6.2 Impact Analysis of Change Forces

Based on the inputs of the experts in the context of sun pharma, the analysis of the impact of change forces reveal that two of these forces namely; research and development, government policies and legislation have significantly high impact (more than 2 on a 3 point scale) on the company, while change forces like new technology and innovation, new opportunity, customer needs competition, globalization and merger and acquisition, I.T and E-Business have moderate impact (Figure 4.1).

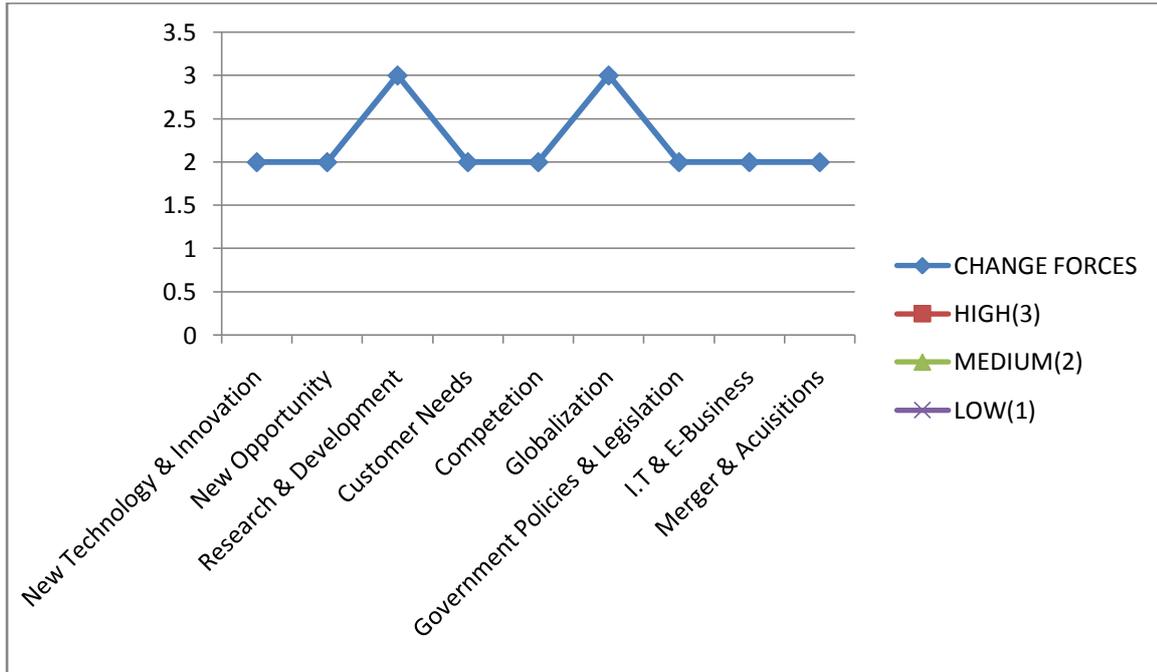


Figure 4.1: Impact Analysis of Change Forces (Lupin)

1.6.3 VDB Analysis of Continuity Forces

The forces of continuity have been found to be quite high in the context of Lupin. Out of the five continuity forces, four have been identified as vital (above 2), and one desirable (between 2-2.5) based on the scores provided by the experts (Figure 4.2). The vital continuity force include: Existing High Performance, core competence, supply chain and culture. The critical nature of these continuity forces has made them vital rather inevitable continuity forces. While Customer Base of the company has emerged as desirable continuity forces in this case context.

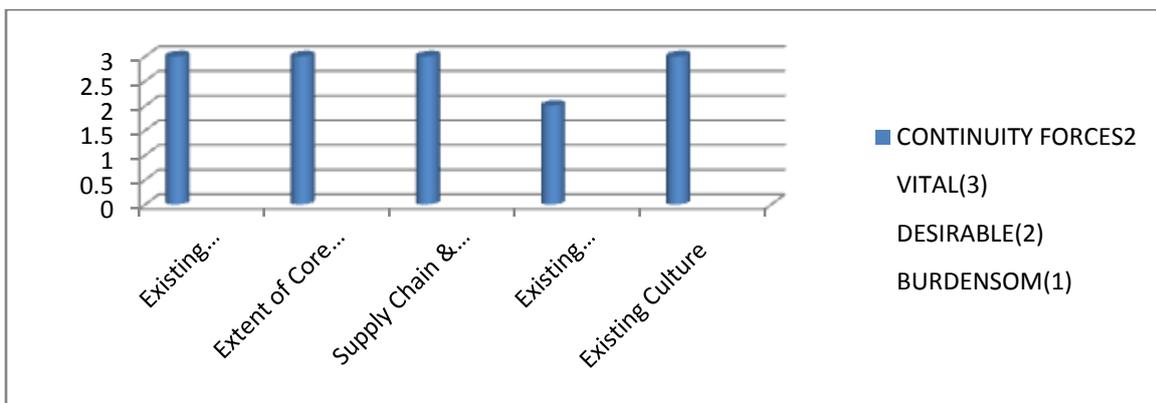


Figure 4.2: VDB Analysis of Continuity Forces (Lupin)

1.6.4 Landscaping Performance Factors

The expert’s inputs were obtained regarding their perception of the current status of the company as compared to the aspired level with respect to the performance parameters for both the financial and non-financial factors. As evident from Figure 4.3, there seems to be sufficient scope for improvement in most of the performance related factors; especially sales growth, income level, return on investment, training practices, level of employee productivity and C.M.E. Factors like customer

relationship management, reward system, employee satisfaction, continuation of customer and customer satisfaction have almost reached the aspired level leaving little room for improvement as far as the current status is concerned. However, with higher levels of return on investment would directly enhance the performance of the company.

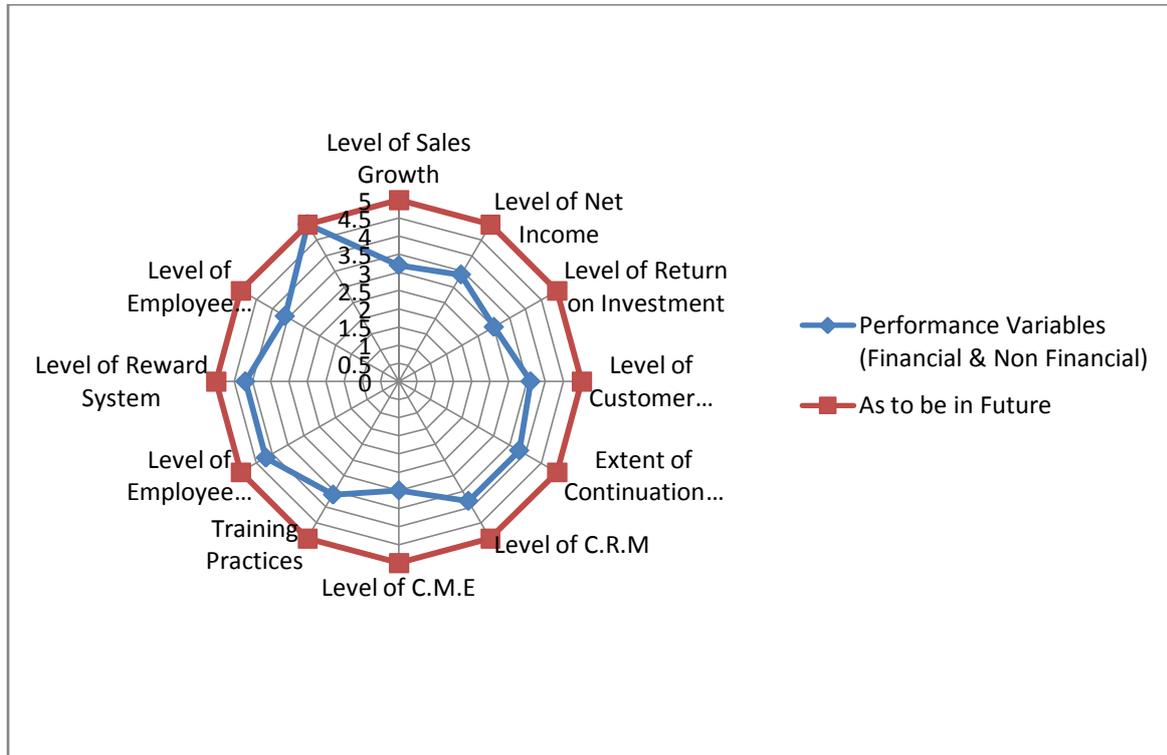


Figure 4.3: Landscaping Performance Factors (Lupin)

1.6.5 Key Learnings and Strategic Actions Suggested: LAP (Learning- Action- Performance) Synthesis

The background information on the case and the subsequent analysis using flowing Stream Strategy framework, case context can further be used to synthesize the key learnings and suggest strategic actions to attain the aspired level of performance for the lupin. Such an approach for synthesis linking learning, action and performance is referred to as the LAP synthesis (Sushil, 2001, Nasim 2012), often used as a tool for synthesis of case analysis. While the inputs for LAP analysis is usually derived from SAP (Situation-Actor-Process) analysis (Sushil, 2001), here the results of the landscaping of performance factors (1.6.4) is used as a basic dimension to synthesize the learnings from the impact and VDB analysis (1.6.2 and 1.6.3) of the case in order to suggest strategic actions, as summarized in Table .The strategic actions are derived from the framework of flowing stream strategy; four key strategic channels are envisaged: divert, shift, partition, and integrate. These are ordered in terms of maturity of strategic flexibility and complexity of strategy implementation. An organization can use these strategic channels with growing strategic maturity in the flow; at the highest level of maturity the organization might implement all the four channels. The strategic actions for only those factors which were rated low on performance parameters are listed in Table 4.1 .

S .No.	Performance Factor Assessed (Case Analysis)	Indirect predictors (Case Analysis+ Empirical)	Actions Suggested for Aspired level of performance (Score: 5)
Strategic Factors with Low Performance Ratings (Factor score: <=3.5)			
1	<p>Continuous Medical Education</p> <p>(Non-Financial Performance factor)</p>	<p>Managing Cultural(CUL) forces strongly and positively affects continuous medical education and the change force of managing new opportunity (NO)</p> <p>Managing new opportunity however has been found to have high impact among other change forces. New opportunity adds new customers in the company. For example if c.m.e is organized and new doctors are invited then there is great change of their conversion towards company product lines.</p>	<p>Strengthen managing cultural forces to enhance sustainability.</p> <p>New opportunity should be analyzed and then proceed for organizing C.M.E.</p> <p>Managing culture and grasping new opportunity together would be able to make company to perform well.</p>
2	<p>Training Practices</p> <p>(Non-Financial Performance factor)</p>	<p>Managing culture strongly impact the training practices in order to give training to the personnel of the company culture should be conducive and secondly company should make the training program not only to give knowledge to the employees also to teach them about the cultural values on which company is based upon.</p> <p>Globalization also strongly impact training practices. In order to globalize it is important to train the task force at the best. Task force should be adept in all skills to establish their brand in the new market.</p>	<p>Managing culture as a continuity force can be used as strong moderating force for enhancing the performance of company by giving product related and ethics related training to their employees.</p> <p>Managing culture as a continuity force of the pharmaceutical industry is very essential for the survival of the company which forces the organization to give best training to the employees to perform well financially as well as ethically and adds to the profit of the company.</p> <p>Globalization brings new challenges for the organization so it is quiet essential to focus on training practices. Only if employees are well trained then they are able to launch their brand in the new market.</p>
3	<p>Employee Productivity</p> <p>(Non-Financial Performance factor)</p>	<p>Continuity force existing high performance affect employee productivity.</p> <p>Globalization also strongly impact employee productivity. In order to globalize it is important to be productive with respect to the market requirement and potential.</p>	<p>Although performance is related to profit, but some researchers instead compute the productivity of employees. Roughly, productivity is the revenue divided by the total number of employees. Many researchers, however, prefer to compute the natural log of revenue divided by the total number of employees (e.g., Huselid, 1995&Subramony, Krause, Norton, & Burns, 2008).</p> <p>Global diversification is another source for enhancing R&D productivity of employees. Firms delocalizing research</p>

			<p>facilities abroad can benefit from the availability of the local knowledge base and supply of a skilled workforce (Kuemmerle, 1997).</p> <p>According to Williamson (1975, 1985), multi-product firms increase the willingness of managers to engage in riskier activities such as R&D and innovation, which enhance the employee as well as firm's productivity</p>
4	<p>Level of Sales (Financial Performance factor)</p>	<p>Managing Cultural (CUL) forces and Existing high performance (EPH) strongly and positively affects level of sales.</p>	<p>Strengthen managing cultural forces to increase performance of employees which directly increase sales.</p> <p>Existing high performance of the company strongly strengthen the level of sales.</p>
5	<p>Level of Income (Financial Performance factor)</p>	<p>Existing high performance as a continuity force has a direct impact on the level of income of the company</p> <p>Use of new technology and innovation as a change force also influence the level of income of the company</p>	<p>The Indian Pharmaceutical industry has been witnessing phenomenal growth in recent years, driven by rising consumption levels in the country and strong demand from export markets. In the current economic scenario, the Indian Pharmaceuticals market has seen double-digit growth in the last one year. The pharmaceutical industry in India is estimated to grow at an annual rate of 15% between 2015 and 2020.</p> <p>Advances in healthcare technology have led to significant improvements in the quality of healthcare</p> <p>The term health technology refers to products such as pharmaceuticals or medical devices, new techniques (for example surgical interventions) as well as systems of organizing healthcare provision. Technological advances in the healthcare industry tend to raise the income of the company by inventing new molecules, income has been acknowledged as the main determinants of the historical growth in health spending.</p>

6	Rate of Return (Financial Performance factor)	Existing high performance (EHP) as a continuity force affects the rate of return of a company. Change force New technology and innovation(NTI) also influence the rate of return on investment.	Performance of the company significantly impacts the rate of return on investment. Nowadays, the performance of companies is the first to be evaluated by rate of return. The performance of the company is the most important to encourage rate of return on investment. The firm’s success is basically explained by its performance which affects rate of return. The pharmaceutical performance is generating a return from its significant annual investment in new product innovation.
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1.7 KEY LEARNINGS AND COMPARISONS OF CASES

The background information about the cases (using LAP framework) and further case analysis, has been used to synthesize the key learnings and present a comparison of the cases analyzed. After conducting a thorough analysis of all the select cases separately, a comparative analysis is undertaken to highlight the difference in practices of the four case organizations in managing continuity, change and pharmaceutical performance. Such a comparison is repeated to provide greater insights and facilitates generalization of the results.

Comparison of Cases:

At the beginning, a difference in the performance category of the select cases has been observed. Based on secondary data, it was initially conceptualized that GlaxoSmithkline and Abbott are highly performing where as the sun pharma and lupin are moderately performing cases. However, based on inputs of the case experts’, the performance of Abbott pharmaceuticals exceeds the rest three followed by sun pharma in the highly performing category. Glaxo Smithkline and lupin follows closely but falls below the score of 2.5 to be clubbed as moderately performing pharmaceutical company (Refer Figure 5.1, 5.2, 5.3)

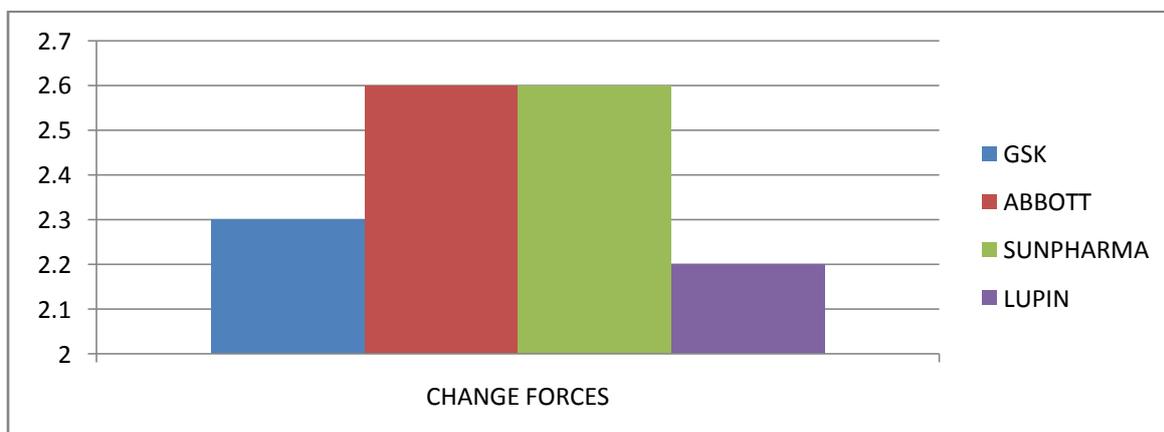


Figure 5.1: Comparison of Cases for Macro Variables

As far as the performance factors are concerned, Abbott pharmaceutical exhibit high scores followed by sun pharma and then lupin and glaxo Smithkline.

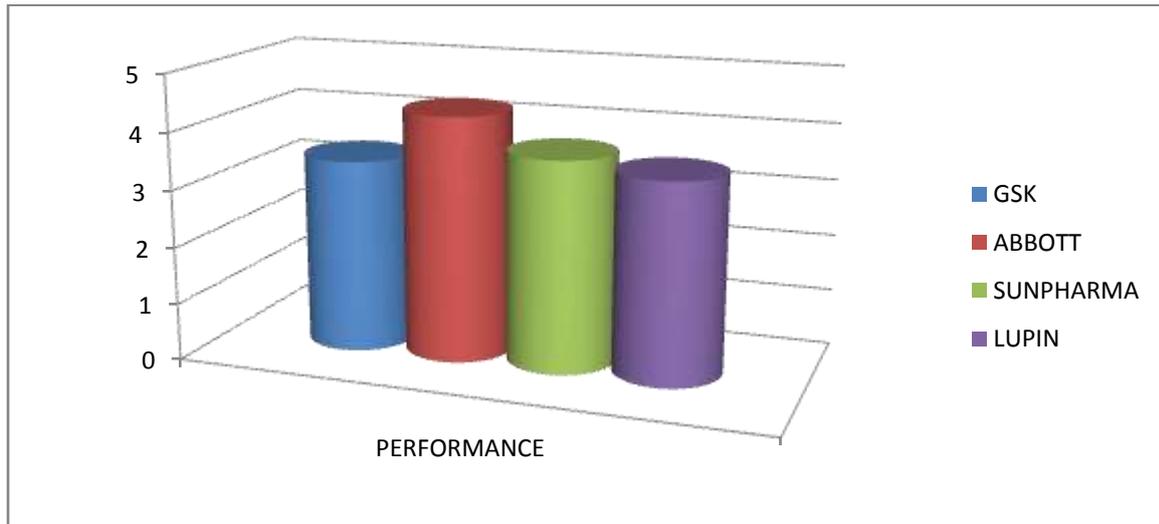


Figure 5.2: Comparison of Cases for Macro Variables

Further, it is observed, that abbott focus more on managing continuity along with managing change to perform high and sun pharma also focuses more on managing change while including sun pharma remaining cases focus to the same extent on managing continuity forces.

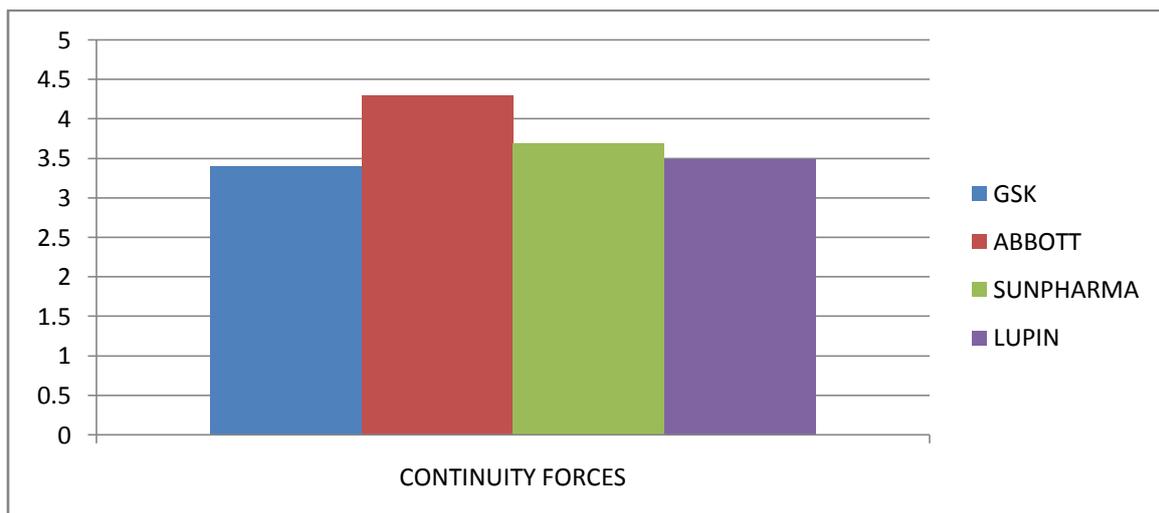


Figure 5.3: Comparison of Cases for Macro Variables

Furthermore the analysis of these forces at micro level reveals that the most significant change forces affecting them are ‘new technology’ and innovation, ‘competition’ and ‘globalization’. The change forces namely ‘new opportunities’ and the ‘research and development’ follow closely (Refer Figure 5.4).

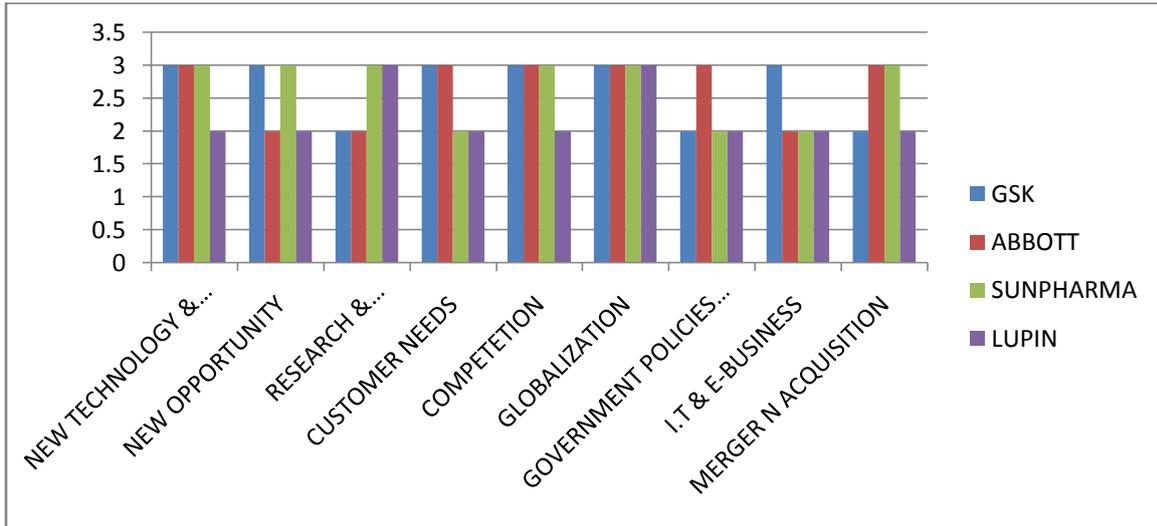


Figure 5.4: Comparison of Cases for Managing Change Forces

Analyzing the management of continuity forces reveal that ‘existing high performance’ ‘core competence’ ‘supply chain and distribution network’ are vital. Surprisingly Abbott focuses more on managing continuity forces as compared to other selected pharmaceutical cases. Following closely are the continuity force of ‘existing customer base’ (Refer Figure 5.5).

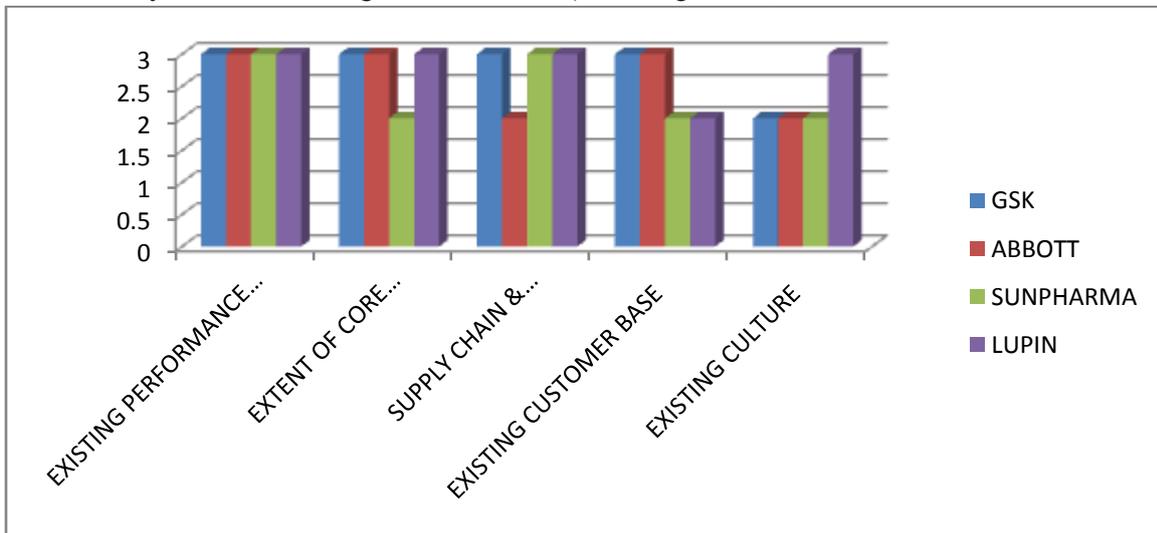


Figure 5.5: Comparison of Cases for Managing Continuity Forces

Given the performance factors (financial and non-financial both) net income and sales growth seems to have been rated the highest by all the select pharmaceutical cases followed by return on investment. While the pharmaceutical companies like glaxo Smithkline, sunpharma and lupin leverage more on employee productivity, sunpharma also focuses more on organizing C.M.E with respect to other pharmaceutical companies, abbotstands out in terms of its ‘customer relationship management’, ‘continuation of customers’, ‘customer satisfaction’ ‘reward system ‘and training practices’.(Refer Figure 5.6).

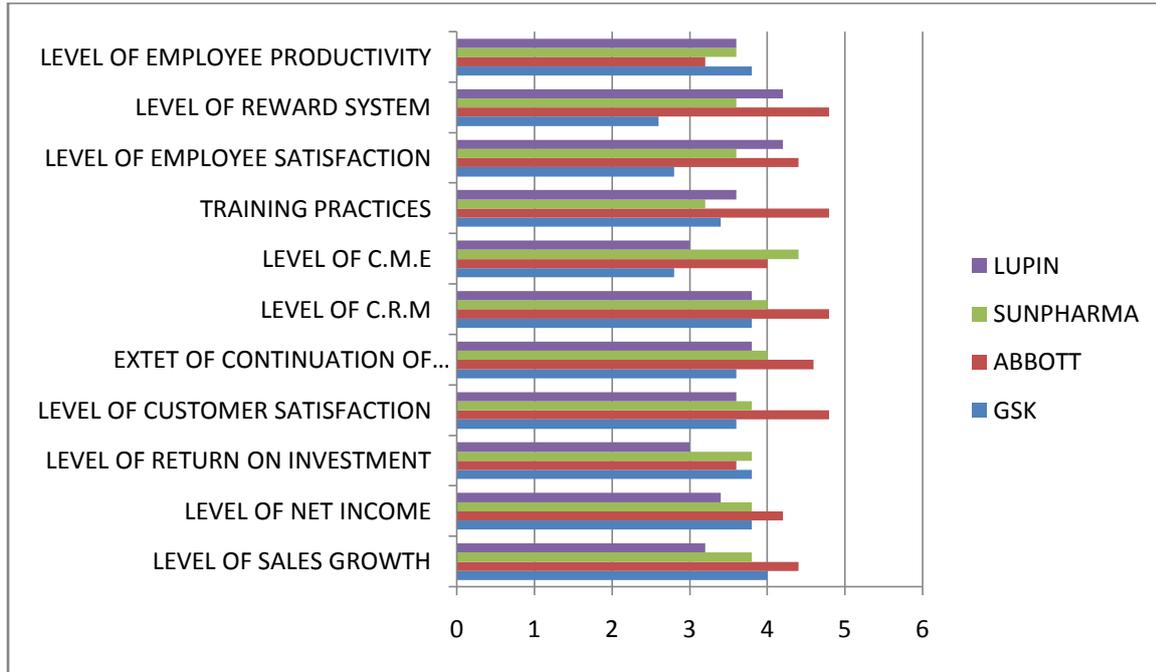


Figure 5.6: Comparison of Cases for Performance Factors(financial & non-financial)

Summarizing Case Analysis

After comparing of the cases across macro and micro research variables used in the study, it is critical to highlight the key differences across key attributes of cases in Table 3.1.

Table 3.1: Summary of Case Comparisons

	GSK	ABBOTT	SUNPHARMA	LUPIN
High Impact Change Forces				
New Technology & Innovation	√	√	√	
Competition	√	√	√	
Globalization	√	√	√	√
Vital Continuity Forces				
Existing High Performance	√	√	√	√
Core Competence	√	√		√
Supply Chain & Distribution Network	√		√	√
Performance Factors				
Financial Aspect				
Level of sales	√	√	√	√
Level of income	√	√	√	√
Level of return on investment	√	√	√	√
Non-Financial Aspect				
Level of customer satisfaction		√		
Continuation of customers		√		
Level of customer relationship management		√		
Level of employees satisfaction	√	√	√	√

1.8 CONCLUDING OBSERVATIONS

This chapter presents a description and analysis of the four select cases for the study. Besides discussing the methodology adopted for this chapter, each case is discussed in detail, separately as well as comparative analysis is undertaken. Flowing Stream Methodology along with LAP synthesis is used for analyzing individual cases. A generic comparison, undertaken across the key research variables of the pharmaceutical companies, is also summarized in the end.

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THE ART OF FLIPPING 'THE' CLASSROOM

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ABSTRACT

The flipped classroom is a teaching method which delivers the lectures the students by electronic means thereby using the class time for problem solving and case studies. This article describes many of the characteristics of the flipped classroom teaching model, illustrated with examples from current higher education. Pedagogical benefits of the model are highlighted along with potential challenges to its use.

Keywords: Flipped Classroom, Inverted Classroom, Active Learning, Pedagogy.

JEL Classification: A10, A20, A22, I21.

INTRODUCTION

The flipped classroom is also known as inverted classroom or more simply, the flip. The credit goes to Jonathan Bergmann and Aaron Sams, high school chemistry teachers from Colorado, who began using recorded lectures in 2006. The flip evolved out of a history of experimentation with the concept of hybrid, or blended learning and problem based learning, using active learning techniques and new technologies to engage students. Flipped classroom offers (2011) says that there also various other components that and provide enhanced learning opportunities to students, creating a wide variation in practice. Sams (2011) opines that the classroom component consists of different learning expectations, engagement techniques, levels of student autonomy, and other variability. Bull, Fester, & Kjellerstrom (2012) says that instructors take countless paths to teaching with the flip. Khan Academy, YouTube, Coursera and TED talks are some of the online resources related to flipped classroom methodology through recorded lectures, instructional videos, and other interactive elements for teaching and learning purposes. Bull, Ferster, & Kjellstrom (2012) suggested that in many cases instructors who implement the flip depend on the available resources.

WHY TO USE THE FLIP?

The strengths of the flipped model as given by the instructors are efficient use of class time (Cole, 2009), more active learning opportunities for students (Gannod, Berg & Helmick, 2008), and addressing multiple learning styles (Gallagher, 2009; Gannod, et al., 2008). All the above features have strong implications on student learning. Cole (2009) noted that in the flipped classroom model, the students can get the most out of class time by spending it on the practical applications but not on an inactive lecture. Lecture content can be provided just as well through electronic means. Perhaps it can even be improved because professors may be obliged to make video lectures a manageable length. This could have the effect of distilling a topic to the most important points with no extraneous information. Or, they may break a topic into several videos addressing subtopics, a technique known

as chunking, which could help students access and process a large, interconnected set of ideas more easily. Electronic methods also make use of online tutorials and online quizzes. The phase shift from traditional passive learning to focusing on the class time for more engaging activities and learning strategies is commendable. Schullery, Reck, & Schullery (2011) specified that the flip provides meaningful engagement for the students without requiring more resources. Boucher, Robertson, Wainner & Sanders (2013) opined that usage of time in this model is different and is associated with many potential improvements such as ample time to interact with the students and clarify their doubts, additional time to explore the concepts deeply.

Association for the Study of Higher Education's ((ASHE) 1991) reports says that active learning is not unique to the flipped classroom model; instructors have used the strategy of incorporating active learning exercises even before Bonwell and Eison published their report on the technique. Learning by doing is a principle that teachers have used to shape classroom experiences in many ways. Gannod, et al. (2008) concluded that the flip provides more time for active learning. Increased interaction between the student and the teacher is the result of permitting students to engage in concept learning materials, and peers in the classroom. Lage, et al. (2000) noted that the practical activities allow students to manage themselves in small groups or individually and the instructors address the questions and problems as and when the students encounter.

Enfield (2013) mentions that the flip usage provides opportunity to the students in class. Kellogg (2009) mentions that there is good scope for extended classroom discussions and exercises and help students gain a deeper understanding of the concepts. Pierce and Fox (2012) mention that quality of student-teacher interaction improves the student performance. Lage, et al., (2000) noted that these benefits would not be able to extend to the largest class without additional teaching assistants. Educause (2012) mentions that the change in emphasis from instructor responsibility to increased student responsibility is due to flip. Gallagher (2009) describes that the in this model students generally have more active role and responsibility for their learning. They must follow by viewing the lecture and must engage the through a variety of methods. Laman, Brannon, & Mena (2012) flipped his classroom specifically to help students learn to take more responsibility for their own learning.

In class the students have discussions with their teacher, work with their peers to solve the problems based on the lecture content (Overmyer, 2012). This interaction helps students fill in each other's knowledge gaps. They are able to enter into a conversation about a subject at the level they are comfortable with, and by this very conversation they can gradually build their own knowledge about a subject (Stebbins, 2012). Lage, et al. (2000) notes that the instructors alerted students to their responsibilities at the beginning of the flipped course and others determined the importance of communication to student buy-in (Findlay-Thompson & Mombourquette, 2014). This kind of warning can serve two roles; first, making sure the students understand that this model, and second, to empower students with the understanding that they control their own learning.

Strayer (2012) indicates that due to the increased responsibility, this model may not be useful for freshman students since those students are not advanced into their area of specialization and may lack genuine interest in the material thereby making expectations of investment unrealistic. Freshmen are usually taking a variety of classes across disciplines which demand a variety of learning methods. Also, they will have high school classes that depend on pre-reading and in-class discussion like literature, English and writing classes. Clearly, students of all ages have participated successfully in

this type of learning environment. Success seems to depend on factors other than the age or academic level of students.

Due to the increased responsibility for students, a lot of support and clear expectations should be communicated. Students may respond with a certain amount of discomfort when they are asked to adapt the model. This is not necessarily a barrier to success (Strayer, 2012). For Bergmann and Sams, this type of support means indicating the students what they must be able to do by the end of a unit, providing multiple ways of engaging with the content, allowing for demonstration of learning through a variety of channels, and being fully available to students as they work through the process. Still, this model provides opportunities for students to overcome their own mistakes (Carpenter & Pease, 2012, pp. 38).

WHO USES THE FLIP?

Flipped classroom concept is being adapted in various disciplines i.e., from engineering to life sciences to business to statistics. These disciplines depend on students understanding on the underlying principles and theoretical concepts before engaging in practical applications or problem solving (Gannod, et al., 2008), which is why using the flip is attractive for them. Overmyer observes that the model is useful where content is usually more technical and linear (2012, pp.46). Berrett (2012) notes that the humanities have long taught by focusing class time on discussion, since the subject matter lends itself to this model. Though not identical to the flipped classroom approach, the students come prepared to the class. In class, discussion may allow for the possibility that some students will not participate; in-class activity means everyone will have work to do, and not participating is not an option.

THE FLIP IN HIGHER EDUCATION (HE)

The model of flipped classroom has roots from the middle school and the vast literature exploring it is focused on K-12. There are plenty of examples of an interest in its use in higher education, however. In this environment, the students are prepared for the dynamic job environment and are capable of applying concepts learned in the classroom to the real life situations. Lage, et al. (2000) described that flipping the classroom in HE, transformed the economics of teaching by accommodating the classroom diversity. Dotson and Diaz (2008) desired to use active learning technology to extend students' education outside of the classroom. Others identify the model as one that meets their pedagogical needs, like Findlay-Thompson and Mombourquette, who articulate that application, analysis, and evaluation skills are the needs satisfied by a flipped course redesign (2014, pp.65).

Berrett (2012) explored the flipped classroom that provides access to lectures by taking the technological advantage. Schullery, Reck, & Schullery (2011) describe the move towards a flipped classroom grouping 300 (three hundred) students into groups of 24 (twenty four) students per group for a large business course. The model not only offers efficiency but also provides an improved platform for engaging the students. Gallagher (2007) explains that an increased research-based learning can be a result of classroom flipping.

THE FLIPPED CLASSROOM MODEL - CRITICISMS

The challenge raised by the researchers and the instructors is the usage of flipped model to cover up an instructor's inability to teach well. It can also be argued that a larger time investment is required, at least initially, for implementing the flipped classroom. If not implemented properly it becomes a

broken teaching model. Ash (2012) points out that the video lectures are just a high-tech version of instructional method. This argument depends on the belief advocated by many others that lectures are not an engaging learning vehicle and by finding a new way to deliver them, we don't actually change the dynamic (Nielsen, 2012; Bull, Ferster, & Kjellstrom, 2012). In response to this, some instructors have changed their implementation to what is called the mastery model, putting off direct instruction in the traditional sense until students can no longer depend on discovery through activity. Students are given all the tools they need to achieve objectives and are given freedom to choose among those tools. Quizzes and other assessment will eventually ensure equity of knowledge (Ash, 2012). Becker (2013) indicated that to have an enhanced pre-class experience usage of software with instructions and interactive components is essential. When trying new techniques, an instructor is only successful if true analysis of the entire learning process is made (Ash, 2012).

Kellogg (2009) opined that a flipped class provides a very high level of support for the lecture at home: built-in examples from the online text allow students to enter data that is corrected by the module. Students can test their own understandings immediately, and they are given corrective feedback through the interactive text. Also, short quizzes at the end of the chapter must be completed before the class commences thereby ensuring the reading and preparing aspect of the student. Educause (2012) notes that along with lecture creation and in-class exercises or materials, the instructors have to learn new technological skills to create video lectures. Laman, et al. (2012) mentioned that the pre-class lecture composed of readings, making concepts clear to the students, creating appropriate assignments that ensure reading, and to plan ways of engaging a full class of 42 (forty two) students.

Ash (2012) noted that the self-paced nature of the flipped model is a benefit for those using it but it also perceived as a disadvantage for some of the students. Though many students will love the opportunity to work through material more quickly or take time reviewing information at a slower pace, some students will not be capable of managing their own work and time. Strayer (2012) detailed that a younger student's ability to succeed in the flipped classroom is not supported by evidence; he points out that the students may benefit from deadlines and support provided by instructors. Nielsen (2012) mentions that schools are not ready to embrace the self-paced learning. Even instructors who are comfortable with this idea will be limited to their own classroom environment unless entire school systems promote them.

Nielsen (2012) opined that technology for viewing or interacting with lecture material may not be available in every student's home. This barrier is of a lesser concern in a HE context where computers are available for on-campus use throughout the day and sometimes late at night. Students in college generally expect to depend on campus technology to complete at least some of their work. If every course at an institution were flipped, resources to support this model would have to be taken into account certainly. Another kind of inequity may actually be mitigated with the use of the flipped model: parental involvement and education level. Ash (2012) noted that students completing homework will have different levels of help available to them from parents who may or may not have the time or knowledge to be a support for their child and tackling these assignments in the classroom will all have a chance to get face-to-face help directly from their instructor.

THE FLIPPED CLASSROOM - ASSESSMENT

Assessment of the flipped classroom model is addressed by some researchers, although most of the articles reviewed here use methods that do not directly measure student learning as a result of the flip.

Some measure learning indirectly, through instructor and student perceptions of learning. Some measure associated factors, like student engagement, which could be an indicator for learning. The reviewed articles mentioned an assessment method like quizzes, exams, or final course grades to assess the performance of the students (Laman, et al., 2012; Pierce & Fox, 2012; Boucher, et al., 2013, Findlay-Thompson & Mombourquette, 2014). Laman's engineering course was taught for many semesters before implementing the flip, providing ample grade data for comparison. In addition to measuring student performance, this implementation also measured student perceptions with a mid-semester survey and an end of semester focus group, providing the most comprehensive assessment strategy of all reviewed articles. Notably, for those reporting on student outcomes, Findlay-Thompson and Mombourquette's business course did not find grade improvements despite student reports that they felt they performed better (2014). The flipped classroom might complicate an existing assessment outlook, or it may offer new opportunities for integrating assessment into technology tools and out of class experiences.

CONCLUSION

The flipped classroom, which has grown in popularity across teaching venues and age levels, may offer some distinct benefits. The features of this model includes efficient usage of class time accommodating different learners, engaging in problem-based learning, increasing student-teacher interaction, and allowing students to take responsibility for learning so that they may transfer these skills to other contexts and apply them in the real life scenarios. These features require learners to understand basic processes that they can apply in research scenarios, engage in critical thinking and problem solving skills. More documentation of experimentation with the flipped classroom model will clarify many of the benefits and drawbacks for instruction and it could also provide insight into differences among teaching environments and scenarios. The flip works best with courses having particular learning outcomes.

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ENHANCEMENT OF ACTIVE PARTICIPATION OF STUDENTS IN BIOLOGY CLASSES THROUGH COLLABORATE LEARNING ACTIVITIES

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ABSTRACT

The study was conducted to find out the active participation level of students in biology classes. Active participation level observation Rubric was the tool used to collect the data. Percentage analysis was done for interpreting the data. The result shows that use of collaborative learning in activities is the biology classes enhance the active participation levels of students in learning activities.

Key words: Collaborative learning, Active participation.

Introduction

Collaborative learning is an educational approach of teaching and learning that involves group of students working together to solve a problem, complete a task, or create a product. Collaborate learning is based on the idea that learning is a natural social act in which the participants talk among themselves (Gerlach, 1994). It is through the talking that learning occurs. In most of the school classroom, teaching learning still depends on extensive lectures, even though the school curriculum insists upon activity centered or the child centered teachings methods. In collaborative classrooms, the lecturing/listening note taking process may not disappear entirely, but it lives alongside other processes that are based on students' discussion and active work with the course material. (Smith & Mac Gregor 1992). Few of the science classes tries to incorporate activities along with lectures, but most of them are conducted individually. Individual activities do not challenge the learners socially or emotionally, where in collaborative learning activities, learners have the opportunity to converse with peers present and defend ideas, exchange their believes appreciate and criticize other conceptual frame works and be actively engaged.

Need & Significance of the Study

Learning of Biology involves active construction of knowledge by the learners, for the classroom environment must call for group activities rather than individual participation in activities. Strategies of peer learning through group work small work and whole class work are important depending on the topic and the teaching objectives. Today's school curricula call for constructivist classroom since there learning happens in an effective way while the learner is constructing his own knowledge.

It is very important that in the biology classes students must be exposed to hands on activities and given the chance to explore biology concepts on their own. But in many of the biology classes, even though the teacher creates an environment suitable for activities, most of the time the activities are carried out individually. The studies show that learning is enhanced through group activities.

According to Vygotsky's Social constructivism theory, construction of ideas happen within a social setting rather than on an individual constructing ideas entirely on one's own (Solemon, 1987).

In most of biology classes, even though activity based knowledge construction happens, only very few students participate in their actively. Most of the students may sit back inactive. Usually this causes disruption, since these inactive students are talking to each other about off topic items and are not participating in the class room group activity at all. Here comes the significance of collaborative learning activities. This ensures group work and hence most of the students may show interest in doing activities since they are confident and comfortable in a group rather than doing it alone.

Even though teachers provide activities if the students are not participating, the whole purpose of the Biology classes are lost. Collaborative learning activities that enhance the active participation of learners would bring more benefits for Biology learning compared to individual learning activities. Hence this study.

Research Objectives

- ❖ To identify the active participation level of students.
- ❖ To implement collaborative learning activities for increasing active participation of students.
- ❖ To access the enhancement of active participation level of students through collaborative learning activities.

Methodology

The investigator used an Observation Rubrics as a tool. It was prepared by the investigator herself. The active participation levels were ranked used the rubrics based on the amount of involvement in each activity. The activity participation levels were observed and recorded using the rubrics. The criteria selected for active participation rubrics were:

- ❖ Reading instruction to self
- ❖ Discussion with group members
- ❖ Doing the activity precisely
- ❖ Writing and comparing notes
- ❖ Presenting the group work orally

According to the Rubrics for active participation level, the scores were put as 5 points were given for doing all the 5 items in the Rubric. Likewise 4 points for doing any of the four items out of the five, 3 points for doing 3 items, 2 for two and 1 point for doing any one item or doing none of the 5 items given in the rubric. The scoring was done on the basis of non participant observation of class room activities. 20 VIII standard students were selected purposively. Percentage analysis was the statistical technique used Hypothesis.

Hypothesis

Collaborative learning activities significantly enhance active participation level of students.

Analysis and Interpretation

Analysis of data was conducted using data collected through prepared Rubric before and after the implementation of the collaborative group learning activities. Both pre and post observation of the classroom activity participation were analyzed.

When the investigator created the rubric for active involvement level, she decided that she needs to have an idea of what an ‘active involvement’ student would look like. The creation for evaluating the student’s participation level includes physically doing the activity.

Criteria for active participation selected were the following:

RUBRIC FOR ACTIVE PARTICIPATION LEVEL
1. Reading instruction to itself
2. Discussion with group members
3. Doing the activity
4. Writing notes
5. Presenting orally

Investigator wanted to see the students doing at least three of these items. According to the rubric for active participation level, investigator looked for students who scored a 5 or 4 to be considered as an actively involved participant. In the pre observations, before a collaborate group strategy was in pace, there were many students who fell in the one or two categories for active involvement.

ANALYSIS OF ACTIVE PARTICIPATION LEVEL DURING PREOBSERVATION ACTIVITY I

Participants	Active Participation Score
Participant 1	2
Participant 2	1
Participant 3	1
Participant 4	1
Participant 5	2
Participant 6	2
Participant 7	3
Participant 8	1
Participant 9	1
Participant 10	4
Participant 11	1
Participant 12	2
Participant 13	2
Participant 14	1
Participant 15	1
Participant 16	1
Participant 17	1
Participant 18	3
Participant 19	2
Participant 20	4

Level	No. of Students
5	0
4	2
3	2
2	6
1	10

The level of active participation rubrics shows that during the pre observation period, the students who scored 5's and 4's were only 2 that only 10% of the total sample was actively participated in the class room activities. Those who come under 3rd and 2nd level were 8 students. That is only 40% of the students were moderately involved in the classroom activities. But the active participation table shows that 10 students out of total 20 come under the level 1. That means 50 % or half of the class were not at all involved or participated in the classroom activity.

Only 10% students have shown active participation in the class. But the 50% students who were not doing any part of the activity, they were talking to other group about off topics, and were copying the work of other group members. In the pre observation, investigator found that 10% have actively participated. The observation of class room activities shows 50% students are not at all involved in the activity. After this the investigator implemented collaborative learning activities in her class regularly for three weeks.

During the post observation two collaborative learning were again provided. While doing activity II and III some students started showing interest in the group activity, since they were given clear guidance and instruction how to do the activities.

ANLYSIS OF ACTIVE PARTICIPATION LEVEL DURING POST OBSERVAYION ACTIVITY II

Participants	Active Participation Score
Participant 1	3
Participant 2	1
Participant 3	2
Participant 4	1
Participant 5	2
Participant 6	2
Participant 7	3
Participant 8	2
Participant 9	2
Participant 10	4
Participant 11	1
Participant 12	3
Participant 13	2
Participant 14	2
Participant 15	1
Participant 16	2
Participant 17	3
Participant 18	3
Participant 19	2
Participant 20	4

Level	No. of Students
5	0
4	2
3	5
2	9
1	4

The level of active participation rubrics shows that during the pre observation period, the students who scored 5's and 4's were only 2 that only 10% of the total sample was actively participated in the class room activities. Those who come under 3rd and 2nd level were 14 students. That is 70% of the students were moderately involved in the class room activities. But the active participation table shows that 4 students out of total 20 come under the level 1. That means 40% or half of the class were not at all involved or participated in the classroom activity.

ANALYSIS OF ACTIVE PARTICIPATION LEVEL DURING POST OBSERVATION ACTIVITY III

Participants	Active Participation Score
Participant 1	3
Participant 2	4
Participant 3	2
Participant 4	2
Participant 5	3
Participant 6	4
Participant 7	3
Participant 8	2
Participant 9	3
Participant 10	3
Participant 11	1
Participant 12	3
Participant 13	3
Participant 14	4
Participant 15	2
Participant 16	3
Participant 17	3
Participant 18	2
Participant 19	3
Participant 20	5

Level	Student
5	1
4	3
3	10
2	5
1	1

The active participation level utilized and analyzed for the post observation too: The post observation of activity III shows that the number of students who came under level 4 & 5 were 4 is 20% of the actively involved in the collaborative learning. Those who come under 2nd and 3rd level were 75% who were moderately involved in the class room activities.

ANALYSIS OF ACTIVE PARTICIPATION LEVEL DURING POSTOBSERVATION ACTIVITY IV

Participants	Active Participation Score
Participant 1	4
Participant 2	5
Participant 3	3
Participant 4	4
Participant 5	4
Participant 6	4
Participant 7	5
Participant 8	3
Participant 9	4
Participant 10	4
Participant 11	5
Participant 12	3
Participant 13	2
Participant 14	1
Participant 15	5
Participant 16	4
Participant 17	3
Participant 18	4
Participant 19	5
Participant 20	5

Level	Student
5	61
4	8
3	4
2	1
1	1

In post observation activity IV, 70% students of the class fell into the 4-5 category, that is considered as activity involved. In the first time, students were not much bothered about group activity and its procedure. It is seen that through the continuous implementation of collaborative group learning activities, the student’s active participation in group activities were increased gradually.

Findings

- Collaborative learning activities enhance active participation levels of students.

Conclusion

Collaborative Group activities facilitate a social as well as an emotional learning environment in the class rooms. Many of the learners either lack confidence or self esteem to complete a task himself, finds it comfortable in a group setting to do the task more efficiency. Since Biology is a discipline that is taught through activities more, collaborative strategies will be more effective since it is beneficial to both the student and the teacher.

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AN INTRODUCTION TO GST AND ITS IMPLICATIONS

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Abstract

The Goods and Services Tax (GST) is the major and important indirect tax reform since 1947. It is one of the most crucial tax reforms in India which had been long pending for a couple of years ago. Owing to the presence of numerous Indirect Taxes in the Indian Economy and difficulties in implementation, Government of India proposed GST in the year 2000, but due to the various restrictions and flaws in the policy to implement GST, it had to pass through various stages. From 2000 to 2010, the discussion went upon whether to make this proposed GST a law and bring it in Lok Sabha and Rajya Sabha for Implementation. In March 2011, 115 amendment bill of constitution was introduced in Lok Sabha for the implementation of GST, In December 2014; the constitution 122 bill for the implementation of GST was passed in Lok Sabha which announces the implementation of GST by April 2016. Later on 3 August 2016, the bill for implementing GST in India was passed by Rajya Sabha. Finally on 16 March 2017 GST council clears GST bills and it was enforced on 1 July 2017. All the other indirect Taxes like Excise Duty, Custom duty, service tax, sales tax were eliminated after the enactment of GST and GST is the single Indirect Tax replacing all the Indirect taxes. Thus it is a comprehensive tax system that will subsume all indirect taxes of states and central governments and unified economy into a seamless national market. After the enforcement of GST, various amendments are made in GST laws so as to get best out of it for all the sections of the society. Everything has its pros and cons and so does GST, so many people supported GST, and many opposed GST due to the problem in understanding and implementation of GST. This paper is an attempt to emphasize the basic concept of GST, its arrival in India, its merits and demerits in general.

Keywords: Goods and Service tax, GDP, VAT, Direct Tax, Indirect Tax, Tax Structure, Indian Economy

Background

GST stands for Goods and Service Tax is an Indirect tax which is brought in practice on 1 July 2017 replacing all the other indirect taxes which were levied till then. GST was proposed to come in practice in the year 2000 by Vajpayee Government, in which a committee was formed, which was headed by “Asim Das Gupta. In 2006-07, a proposal was made in the Budget speech to make GST a national level Tax. From May 2007 to November 2007, a road map of how to implement GST was made and presented to empowered committee. In November 2009, first discussion paper about GST was released by Empowered Committee.

In Feb 2010, Finance Minister proposed to introduce GST in April 2010. From March 2011 to December 2014, discussion regarding GST was made to include it in constitution and by December 2014, the GST bill was passed in Lok Sabha which enables the introduction of GST by April 2016. In August 2016, GST bill was passed in Rajya Sabha. On 16 March 2017, GST council clears the rules and regulation regarding the GST that is how it is to be implemented in State and Union Territories. Finally on 1st July 2017, GST was implemented in “INDIA”.

Objectives of GST

The chief objective of GST is One Nation, One Tax and One Market. It was executed with an aim to merge several Central and State taxes into a single tax that would lessen pouring or double taxation, facilitating a common national market. One of the main objective of GST would be to eliminate the cascading effect of taxes on production and distribution cost of Goods and services. GST is a target based consumption tax based on VAT rule. In this paper an attempt has been made to discuss the merits and demits of GST with their implications.

Why GST is to be implemented?

In the present situation, there are separate laws for separate levy like excise duty, customs duty, central sales tax, value added tax etc. However, in case of GST it is going to be a broad scheme which subsumes all the laws. The tax compliance is going to be easy as all the laws are subsumed and only one GST law to be implemented. This will bring transparency and corruption free tax administration to a great extent.

Amplification of GST

GST in layman’s language is a tax which is imposed on all the final and intermediate goods and services replacing the other indirect taxes which were in practice in India till then.

But it is not limited to that GST as defines by the constitution of India is,“The GST is a Value added Tax (VAT) proposed to be a comprehensive indirect tax levy on manufacture, sale and consumption of goods as well as services at the national level. It will replace all indirect taxes levied on goods and services by the Indian Central and state governments. It is aimed at being comprehensive for most goods and services.”

The introduction of GST is the biggest economic reforms in terms of Tax in the Modern Independent India. It is a revolutionary change which affects every section of the society, ranging from Primary, Secondary, Tertiary, to self-employed, self Help Groups etc. It affects every class of the Indian Economy, from poor to lower middle class to upper middle class to Rich people. GST was brought into existence with the motive of Development of Indian Society and making India self- Reliant, and accelerating the GDP growth rate and improving the national income of our Country.

GST includes two things GOODS and SERVICE. Goods is defined as any tangible item which can be transferred from one place to another, other than cash and Financial security.

Section 2(49) of the MODEL GST law defines the term goods as “GOODS” every kind of movable property other than money and securities but include actionable claim, growing crop, growing grass and things attached to or forming part of land which are agreed to be severed before supply or under a contract of supply..

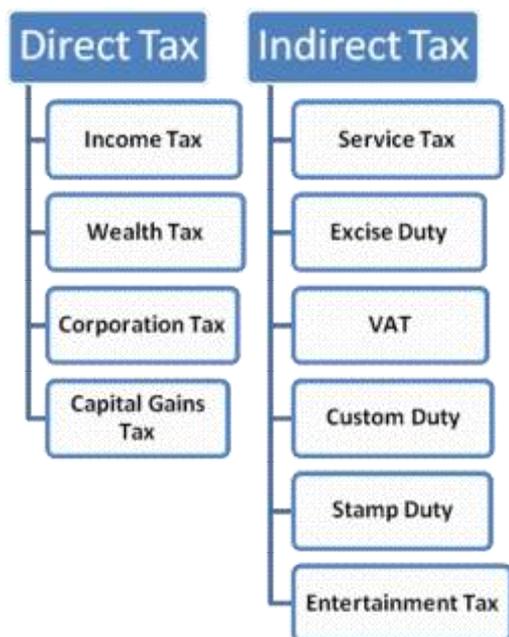
Service is defined as any intangible activity which can only be sold or purchased only when the consumer is involved while it is provided. It can only be experienced and the things involved in services are not transferred from one place to another.

Section 2(92) of the Model GST Law define the term as “services” means anything other than goods;

Explanation 1- Services include transactions in money but does not include money and securities;

Explanation 2 – Services does not include transaction in money other than an activity relating to the use of money or its conversion by cash or by any other mode, from one form, currency or denomination, to another form, currency or denomination for which a separate consideration is charged.

Tax Structure in Practice before 1 July 2017:



Present Scenario of Indirect Tax Structure in India

Currently Indian government is collecting Indirect taxes by way of GST i.e. Goods and Service Tax, custom and excise duty on Import of goods and services. These all taxes are contributing major portion in government revenues. The rates vary according to government rules and policies and apply accordingly to the various sections of the society.

Review of Earlier Studies

Dr. G Sunitha and P.Satischandra had highlighted the concept of GST, its effect on Indian economy and the benefits in their paper “Goods and Service Tax (GST): As a new path in Tax Reforms in Indian Economy”.

Garg concluded in his article “Basic Concepts and Features of Good and Services Tax in India” that GST will make Indian economy stronger and will lead towards economic development.

Rathod M (2017) in his paper “An Overview of Goods and Service Tax (GST) In India” concludes that GST will be a step towards a developed india benefiting to many parties and entire nation.

Disadvantages of Multiple Indirect Taxes

1. Difficult to Understand and Implement.
2. There are more than 15 indirect taxes under GST which are to be filed under 15 different forms and have to file different returns.
3. There are individual rates for different taxes like Service Tax rate is 14% and excise tax rate is 12.36.
4. There are separate Laws for separate tax, for example VAT act, 2005.
5. Regressive in Nature: the burden of Indirect tax is put more on Poor people than on Rich people.
6. Price Rise: Due to multiple indirect taxes imposed on a single commodity, price of the commodity increases multiple times.
7. Reduced Aggregate Demand due to more pressure of taxes, price of certain commodities will rise and consumer stops consuming the commodity.

Present Tax Structure: Features, Advantages and Shortcomings:

Features of GST

1. GST is the Substitute of multiple Indirect Taxes.
2. GST would be applicable on the supply of Goods and services rather than the manufacturing of Goods and Services.
3. It provides twin benefit to Central and State Government as both Centre and State would levy it on a common base.
4. GST when levied by State Government is known as CGST, when levied by Central Government is known as SGST and when levied by Union Territory is known as UTGST. For interstate Sales of Goods and services it would be known as IGST.
5. Import of Goods and Services would be treated in Interstate supplies and IGST would be applicable to it plus additional custom duties as applicable.
6. There are no separate laws, only one law will monitor all the aspects of GST.
7. Uniform CGST, SGST and IGST tax rates all over India are followed as decided jointly by Central and State government.

8. GST would replace the following taxes currently levied and collected by the Centre: a) Central Excise Duty;
b) Duties of Excise (Medicinal and Toilet Preparations);
c) Additional Duties of Excise (Goods of Special Importance);
d) Additional Duties of Excise (Textiles and Textile Products);
e) Additional Duties of Customs (commonly known as CVD);
f) Special Additional Duty of Customs (SAD);
g) Service Tax;
h) Cesses and surcharges insofar as they relate to supply of goods or services.
9. GST would be applicable to all Goods and services except Alcohol for human consumption.
10. Tobacco and tobacco products would be subject to GST. In addition, the Centre would continue to levy Central Excise duty
11. All exports and supplies to SEZs would be zero – rated.
12. Refund of tax to be sought by taxpayer or by any other person who has borne the incidence of tax within two years from the relevant date.

Advantages of GST

1. GST is a Transparent tax due to which sellers cannot make extra profits or can escape from Taxes.
2. GST is a tax which replaces multiple indirect taxes which makes it easy for the government to implement the tax structure and collect the tax.
3. Separate taxes for goods and services, which is the taxation system before GST was implemented, requires division of transaction values into value of goods and services for taxation, leading to greater complications, administration, including compliances costs after the implementation of GST, it becomes easy for them to collect the taxes.
4. In the GST system, when all the taxes are integrated, it would make possible the taxation burden to be split equitably between manufacturing and services.
5. GST will also help to build a transparent and corruption free tax administration.
6. GST can also help to diversification of income sources for Government other than income tax and petroleum tax.

7. In GST System both Central GST and State GST will be charged on manufacturing cost and will be collected on point of sale. This will benefit people as prices will come down which in turn will help companies as consumption will increase.
8. Simple and easy online procedure to file the Tax returns.
9. The number of compliances is lesser. A simple tax structure can bring greater compliance, thus increasing number of tax payers and in turn tax revenues of Government.
10. There are specified Rules and Regulations under GST for E-Commerce.

Shortcomings of GST

1. The cost of implementing GST would be higher due to the additional purchases of Software.
2. GST leads to increase in the operational cost due to the purchases and maintenance of the software.
3. GST is an online taxation system which makes it difficult for illiterate people to implement the tax.
4. It would add to the cost in the way of learning software required for implementation of GST.
5. SMEs will have a higher tax burden.
6. Small businesses, new establishments or start-ups who lack the knowledge of GST would need to engage professionals to do the work of tax registration and submission for them.
7. Business are required to get registered themselves in each state they operate or work from.
8. Lack of clear mechanism to control tax evasion is another implementation challenge.
9. Increase in the actual or implemented rate of tax would make the goods expensive which leads to inflation.
10. Lack of Procedural manuals for implementation.
11. Poor Quality of Tax Returns.

Conclusion

GST as already mentioned is an indirect Tax which will replace all the multiple indirect taxes which were in practise before its implementation. A coin has two sides and everything has its pros and Cons and so does GST. It took 17 years for the Government of India to implement GST which shows how difficult it is to bring any change in the society for the betterment of people. But it's better

to be late than to do something never. So GST does arise in India. Some People favours GST a lot, the major difficulty or reason to oppose GST was difficulty in its implementation since even after 6 months of Execution of GST, people are finding it difficult to implement GST. The benefit of GST lies in the fact that a transparent system of Tax is implemented which will reduce the corruption and black money in some time. GST if implemented in the desired way or as planned by the government of India then it will lead to growth and development of the country in a more enriched way.

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EVOLUTION AND IMPACT OF MOBILE COMMERCE: AN OVERVIEW

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Abstract

Although a large dimension of text is available on mobile commerce yet the core idea is still under development and suggests potential opportunities for further research and applications. Over the last few decades, technology has been ameliorating with time in various spheres. From vein identification, flying robots, cloud computing to 3D printers, technology has excelled and made life of humans easier. The rate of development in technology has been hotfoot to this generation. Technology has intermingled with business in such a way that both seem inseparable now. In this globalization era, technology is paramount to the business world. Use of technology in improving business activities or solving business problems has made an easy pathway for merchandising thus giving birth to E-commerce. There are business programs, business organizations that are completely dependent on internet (e-commerce) since technology paves the way for e-commerce. E-commerce made its way in 90s and has been advancing since then. From standing in queues to shopping at fingertips, one can imagine the technological advancements and this shows that e-commerce has redefined the business experience for all stakeholders. In the technology generation, mobile technology has been able to make headway by able to gain advancement in various features and fulfilling multiple purposes rather than just being a mode of communication. The era where technological advancements are daily affairs, e-commerce is also evolving and thus taking the face as m-commerce. Whether the daily innovations from purchasing, selling to payments, m-commerce has taken the e-commerce to a new advanced level, which could have seemed a fairy tale, half a century ago. The number of mobile users across the world wide has increased massively. A study estimated that India is expected to have 530 million smart phone subscribers in 2018. M-commerce has beaten its odds, limitations and restrictions by increase in large connectivity of internet and various government policies which helped it to reveal its potential. Increase in mobile platform services with new advanced and secure payment systems through mobiles M-commerce is so significant that golden man forecast predicts that in 2018 M-commerce will attain the significance of e-commerce which is nearly 626 billion dollars. This paper talks about significance, evolution of M-commerce and reviews the researches done on M-commerce.

Keywords: Mobile commerce, Literature review, E-commerce, Technology

Background Commerce

Commerce is "the activity of buying & selling, especially on a large scale". It deals with exchange of goods and services of economic value between producer and consumer. Commerce includes legal, economic, political, social, cultural and technological systems that are in operation in any country or internationally. With the advancement in technologies and researches commerce has gained multi facets. The way of dealing, exchanging of goods and services has undergone massive changes from its inception. The completion has emerged to a great extent and the consumers are more aware nowadays

and have various choices. Similarly marketers are exploring various strategies and approaches to deal with customers to be in the front position to break the completion.

E- Commerce

As we glance back, from the birth of the internet in 1969 to the dawn of digitization of our society over this continuation of time, the use of computers and internet has been advancing and proving to be more advantageous in infinitely many aspects. There was time when internet was very much in use with military and government purposes. But with continuation of time, internet got public and easily accessible. Progressively, internet is seen dominating our lives and almost every part of our lives is computerized. It has made it convenient and more and more important in contacting people across the globe. Over the past 2 decades, technology has remarkably changed. Internet has revolutionized the mechanism of trading. The 1979 it was Michael Aldrich who was inspired to create e commerce i.e., electronic commerce. The drivers of e commerce sector growth in India have been wide acceptance of internet and smart phones growing tech-savvy consumers' user friendly and secure payment gateways. E commerce is the use of electronic communication i.e., artificial intelligence and digital programmed telecommunications in business dealings including all commercial transactions to create, transform and redefine relationships between or among organizations, and between organizations and individuals. E commerce is generally concerned with buying and selling of goods and services over internet, or conducting any transaction that contains the transfer of ownership or rights to use goods or services through a computer intervened network. It also associates to any form of business transactions in which the parties interact electronically rather than by physical exchanges or direct physical contact. The scope of e-commerce includes intra and interorganizational activities that support marketplace exchanges. The future of e commerce is bright and growth will come from mobile platforms, personalization, social media analytics, and sharing economical business models such as riding high on commission and retailers exploring omni-channel presence.

M Commerce

E commerce took its headway in 1970's while m commerce emerged in 1990's. M commerce is expansion of e commerce. M commerce has been growing due to rapid increased use of mobile phones. Across the globe there are 7.7 billion mobile connections and 4.7 people across the world have access to mobile phones. Mobile commerce today has made life of many business personalities very easy. Within seconds the business transactions are done i.e, within the seconds the business is done.

What exactly is M commerce?

Mobile Commerce is known as M-Commerce. It is used to buy and sell goods by using the wireless devices like cell phones, personal digital assistants and other hand held devices that have operated with Internet access. In other words, it is process of buying and selling of goods and services through wireless handheld devices. Phone becomes kind of a wallet and helps you transact money anytime and anywhere. It is the process of paying for services using a mobile phone or personal organizer. It deals with the use of mobile devices to communicate, inform transact and entertain using text and data via a connection to public and private networks. By using M-Commerce we can access advanced mobile applications and high-speed services and we can use this devices remotely, anywhere, at any time. We can use the same hand held device for both Telecommunications and for bill payment and account

evaluation. M-commerce is a subset of E-commerce. The time and space limitations are removed and we can access any time we need. It is a result of combining two strongly emerging trends: electronic commerce and omnipresent computing. It is online anywhere, anytime and on any device and is providing new business opportunities. In short, M-commerce can be described as the combination of internet, wireless and E-commerce. Mobile Commerce is still in its development phase in India; here it is primarily used for basic banking, purchase of tickets, payment of utility bill etc. Its presence is being felt in the business world. Companies like Airtel, ICICI, Reliance, Tata etc. are using this technology to facilitate their customers to make payments for the things they have purchased from their phones. Considering the market growth of m-commerce mobile manufacturing companies are making WAP enabled phones and are also providing maximum wireless internet and web facilities that covers the personal, official and people who are associated with business are also expanding their business. Devices used in m-commerce are smart phones that combine mobile phone and PDA technology into one device, Laptop.

Rational for the Study

M is increasingly replacing the "e" in E commerce as more people get to on to their smart phones to buy stuff online. Mobile Commerce has become the recent research of investigation. Business organizations have been restlessly evaluating the revenue potential of the M-commerce market and developing business models to exploit the huge profit potential of this new market. Thus this paper aims is to provide a description about mobile wireless technologies and applications of M-commerce. In addition, it has tended be a most important part of our lives. It has helped make the globe a local village with accessibility of selling and purchasing of goods and services from any corner. Across the world, 80% of internet users own a smart phone. This is the leading reason for e-tailers to focus their enterprise on mobile app penetration across the globe. Some of the salient features of M commerce are as follows:

1. Accessibility: accessible to all sitting in any nook corner of world.
2. Affordability: as the number of middlemen gets reduced.
3. Commodities are comparatively cheaper
4. Availability: commodities are more or less always available on sites.
5. Choices: more range and collection
6. Convenience: saving time and energy
7. Increase in traditional sales because of m commerce
8. Increase in mobile commerce sales

Paradigm Shift from E Commerce to M Commerce

There was a time when people chose to sit on desktop computers for shopping and other purposes. Now that the era has changed, people have got access to smart phones and internet and easy accessibility to various mobile applications. As we have now evolved in a much busier lifestyle creating necessity for easy convenience for all purposes. Situation being this, the retailers have eMarketer forecast global ecommerce sales of \$2.290 trillion for 2017, considerably higher than the \$1,179 trillion forecast by Goldman Sachs in 2014. Moreover, Mobile commerce has given birth to new industries and also helped the existing ones to evolve. In an umbrella term, following aspects and services have been emerged immensely that have drastically changed the world to a great extent.

1. Digital ticketing
2. Content purchase and delivery
3. Information assistance
4. Mobile banking
5. Mobile browsing
6. Auctions
7. Mobile purchase
8. Mobile marketing and advertising
9. Location based services
10. Indirect purchases or purchases through digital apps

Present Situation of M Commerce in India

There are many reasons why m commerce is becoming popular in India, few are listed below:

The price of devices had gone down. Nowadays the devices that are being used is available at reasonable price and people are becoming use to of mobile phones. Every level of people in India has started using phones (Smart phones).As per the Source: Wikipedia.org [1] “TRAI press release”. TRAI. 14 October 2014, it states that every 74.16 persons per 100 mobile users are there in India and India stands second in world ranking in terms of mobile phone/ mart phone usage.

Scope of M Commerce in India

There is hardly any disagreement that prospects of Mobile commerce is the next rational step for Indian merchants and it will be quite beneficial for the mass in general. With the growth of mobile phones and increased issuing and use of debit and credit cards, mobile commerce will deliver strong growth over the coming years. Mobile technology gives us the edge over our competitors. First Data’s mobile commerce solutions can help businesses meet the growing demands of the mobile and social media revolution. Social media networks such as Facebook are likely to increasingly become channels for sales and consumer engagement. First Data already offers a loyalty solution for the Face book social media network as well as mobile payments opportunities using our Trusted Service Manager (TSM) service, which powers part of the Google Wallet which has made headlines recently. With Google Wallet, millions of consumers will no longer need to carry their leather wallets. This mobile application securely stores credit cards, offers, gift cards and more on their mobile phone. This virtual wallet is changing the face of commerce by enabling customers to simply make “tap and go” payments with their mobile devices, while increasing loyalty at merchant locations. Although m-commerce market in India is still in its initial phase, India is getting richer and phones are getting cheaper. It is also estimated that, by 2020, 80% of the mobile devices used in the country will be smart phones. Many e-tailers have realized the potential of mobile commerce in multiplying their sales and are rapidly adopting the necessary tools, with encouraging results. Snapdeal.com, for example, gets over half of its sales from customers using mobile devices, while even one year ago the share of mobile purchases was a mere 5%. Flipkart, the largest online shopping platform in India, receives 20% of its e-commerce orders from customers using mobile devices and plans to increase this number to as much as 50% in future. India has more than 100 million users in India, of which nearly 84 million access the site through mobile phones. This implies that there is a ascend of the mobile first generation of internet users in India.

Review of Earlier Studies

Tarandeep Kaur (2015)

The article entitled “Transformation from E-commerce to M-commerce in India”. This paper evaluates the position of E-commerce and M-commerce in India which will be further helpful for increasing productivity in India. At the same time it will also useful to design and implement the various models of mobile commerce in India as model for the commerce in India. The study found that, customized and innovative services, right regulation and right models will drive the future E-commerce and M-commerce in India.

Manpreet Kaur (2015)

The article entitled “M-commerce: SWOT Analysis”. This paper is intended to bring out the facts about the feasibility of M-commerce today, its growth and the strength and opportunities, the weakness and threats lying ahead. The study found that, many companies in India started using mobile for doing Business, Financial sector, Telecom sector, Banking and Real Estate are some of the sectors using mobile commerce. The study also found that, there has been tremendous growth in wireless technology in the last decade.

Characteristics of M-Commerce

1. Customer satisfaction/benefited with large variety.
2. Ambidextrous -Work & Play: Business purpose +Personal fun.
3. Mobility- as users can carry their cell phones or other mobile devices easily.
4. A true Omni- channel experience: stores selling both online and offline also selling through multiple online sections.
5. Very personal: Device owner has an exclusive access to the contents/services and the service providers keep the identity of the owner.
6. Ubiquity-information can be accessed easily and in a real-time environment.
7. Convenience-as the devices facilitates storage of data and has Internet, intranet, extranet connections so it is convenient.
8. Willingness-People seem willing to pay for mobile services
9. Broad reaches ability/ Ubiquitous computing- people can be contacted anywhere and at any time. It is also convenient and provides instant connectivity.
10. Varied users: Elementary school students, grandpas, grandmas are the varied users that uses m-commerce and from varied location.
11. Variety of payment options: cards, cash, in app payments.
12. Localization of products and services-knowing where the user is located at any given time.

Shortcomings of M-Commerce

1. Consumers fear for their privacy.
2. Standards guiding applications and technology development and connection(s)
3. WAP and SMS limited to small number of characters and text.

4. Use of graphics limited.
5. Less functionality for mobile Internet over mobile phones and existing generation of and holds than for mobile. Computers (laptops and next generation handhelds)
6. Small screens of most devices still limit types of file and data transfer (i.e. streaming videos, etc.)

Future Challenges in India

In order to implement M-Commerce in India, it is mandatory and desirable that the players in the m-commerce field like mcheck, obopay, paymate etc. need users to link one of their banking instruments like the credit card, debit card, bank account to their mobile phone with the help of software installed on phone and the common man is not willing to share such information on the phone as he still think that his information can be hacked. No doubt it is a big leap in India but from the security point, it is still at its development stage. Service providers use WAP and SMS as the medium for providing services like facilitating people to pay through their mobile phones. However, these services has not reached its peak as the service providers are unable to link with the banks also the common people do not agree in sharing their credit/debit card information to any of the online browsing sites as they believe that transaction id and password would easily be used for some illegal purposes..

Frequently Used Mobile Applications

Ticket Sales

IRCTC, Book my show etc. apps are there that helps users book their ticket for entertainment and travelling sitting at home. Skyscanner is there to book airline tickets. Ixigo is there to search hotels and accommodations.

Restaurant Apps

UrbanQ is an app that helps us to find restaurant nearby us. Domino's Pizza app also helps us place our customized order from the phone.

Mobile Marketing Apps

Mobile Deals: Mobile users get various discounts, and buy deals on-the-go. For example, restaurants, bars or shops may offer various deals and may even use GPS features to find deals closest to the mobile user.

Mobile Coupons: Mobile coupons are a popular app for mobile phone users. They are a marketing tool, and to be effective often need to be store specific and integrated into the shopping experience.

Retail Store Apps

There are many apps available in store that helps and guides the user to buy products online. Flipkart, Firstcy, Amzon etc. have launched their apps for retail purchasing.

Social and Gaming Apps

Mobile gaming apps are beginning to integrate in-game content purchase by integrating with payment systems. We have app store on almost all operating system whether it is Android or iOS or Symbian etc.

Banking Apps

Mobile banking services are increasingly popular. Most banks offer many banking services such as credit card payments, bill payments, on-the-go access to financial services and real-time personalized messages to consumers. We have mobile banking provided by all leading banks like Axis, Bank of Baroda, SBI etc.

Conclusion

In a nutshell, it can be said that M-Commerce is adding significant value to the businesses in India. Key drivers of M-Commerce include widespread adoption of mobile phones and smart phones, rising affluent middle class consumers. These factors have increased the strength for M-Commerce in India; it has led to newer opportunities for the businesses to grow. With the help of M-Commerce one can get the entire world knowledge on their smart phones, can access and manage bank accounts, save time. Mobile commerce is on growth track. It is gaining increasing acceptance amongst various sections of the society. This growth can be traced back to technological and demographical developments that have influenced important aspects of the socio cultural behavior in today's world. The opportunity in M commerce could play a pivotal role in the business because of the government policies or initiatives which are basically focused on creating supporting environment which allows tremendous growth of M commerce. Initiatives such as providing internet connectivity and free internet services across the country will surely be a great contribution to the world of technology.

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THE ROLE OF MEDIUM OF INSTRUCTION IN LANGUAGE USE

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Abstract

The impact of medium of instruction (hereafter, MOI) of individuals at high school on their language use in various formal and informal domains is a crucial sociolinguistic observation that plays a pivotal role in both language policy and education policy of the nation. This paper aims to develop a sociolinguistic perspective in terms of the impact of MOI on distribution of the two major languages Hindi and English across various domains of language use in the city of Lucknow. It is also expected that the findings of this paper will have significant sociolinguistic implications for language attitude and language teaching. This study is based on a doctoral research and may be taken as an indication to a similar sociolinguistic situation in most of the developing and the developed cities of the north India, where a state of sociolinguistic transition can be observed with regard to use of Hindi and English. One of the major findings of the study is that there is a tendency of coordinate bilingualism among the urban residents of the city and the language use is domain-specific and function specific.

Key Words: Sociolinguistics, language policy, education policy, language use, bilingualism, sociolinguistic transition

Background to the study

India is a multilingual country with various languages, language-varieties and sociolects and such diverse language usages have more often than not given way to language riots and conflicts across the country. Any language teaching principle or teaching method has to encompass sociolinguistic facts especially with regard to teaching English in the Indian context. In a multilingual setting like India, empirical observations on language behaviour, and by extension language attitude are fundamentally desirable in order to stipulate and practice effective teaching methods in the classroom.

Education planners of India agreed on devising ‘the three-language formula... originally proposed by the Central Advisory Board of Education in 1956’ (Kachru 1983, cited in Aggarwal 1988: 290). The national education policy was highly influenced by the language riots and subsequent decisions taken by the union government. Thus the recommendations of the Central Advisory Board were later on recommended after certain modifications by the Education Commission (1964-66) and were incorporated into the National Policy on Education in 1968. The three languages in education which it included are:

- (1) the mother-tongue or the regional language;
- (2) the official language of the Union or the associate official language so long as it exists; and
- (3) a modern Indian or a foreign language not covered under (1) and (2) and other than that used as medium of instruction. (ibid.)

These recommendations, however, have been partially implemented with varying degrees of success at different levels of education in different parts of India. The role of English from linguistic point of

view is that of second language, and the use of English keeps on increasing in public and personal domains and is indispensable for education, trade, international relations, public administration, etc. Learners of a particular language must bear in mind the instrumental function and feasibility of the language in their immediate social environment as well as in the professional and wider communication network. Thus, language choice is an important factor for a person to be successful in communication, as Saville-Troike points out that understanding of ‘the alternatives and the rules for appropriate choice from among them [languages] are part of speakers’ communicative competence’ (Saville-Troike 1982: 52).

India is producing literature in English, which is proliferating day by day. Indian English literature has ‘brought another dimension to the understanding of regional, social and political contexts ... and linguistically speaking, the process of the Indianization of English has acquired an institutionalized status’ (Kachru 1989: 11). English in India serves all the major functions of an institutionalised second language, as it is extensively used in government, administration, law and education and it has a long history of contact and acculturation. Thus, the connection between language and culture in terms of English has diminished, as Krishnaswamy aptly remarks that ‘[T]he old concept – one culture, one language – has now been replaced by a new concept, one culture and more than one language’ (Krishnaswamy and Krishnaswamy 2006: 158).

Methodology

The data for the purpose of the study were obtained from 141 Hindi medium and 113 English medium respondents using non-proportional quota sampling seasoned with convenience sampling method. MOI at high school level only was taken into account for the purpose of analysis, as it was considered the most crucial in determining language use in various domains. for a determining factor for shaping positive or negative attitudes towards languages.

The instrument for collecting the data was close-ended questionnaire, which consisted of the questions about LSRW skills in Hindi and English, and the use of these languages in different domains. The respondents were asked to make a self-perceived evaluation of their skills in these languages on a five point scale ranging from Nil to Excellent, where 1= Nil and 5= Excellent, in response to the first question in this part. For comparing language skills of the respondents, the average ordinal values were drawn from the responses of the subject. The t-test was performed on these average values using SPSS. The frequency of the use of the languages under investigation was tested in relation to reading books, watching television, talking to friends, reading magazine/newspaper, talking to members of family, language use at workplace, and in neighbourhood. The respondents were asked to provide information about the frequency of language use on a four-point ordinal scale ranging from Always to Never, where 1= Never and 4 = always.

Findings and Interpretation

For the purpose of analysis independent sample t-test was conducted with 252 degree of freedom for which the critical value was 1.96 with 95 percent confidence level. The calculated value equivalent to the critical value or above it means significant difference in language skills and language use between males and females. Besides, the mean scores of the obtained ordinal values of self-assessment was also considered in order to compare the language skills, and also frequency of language use between males and females in various formal and informal domains.

The analysis of the effect of this variable on language skills reveals that it makes no significant difference in terms of the language skills of the respondents in Hindi, as both the categories of the respondents – the Hindi medium respondents and the English medium respondents – evaluate their

skills in Hindi as excellent. However, the English medium respondents evaluate themselves slightly higher than their Hindi medium counterparts do in terms of their skills in Hindi. As far as skills in English are concerned, this variable seems to significantly affect the skills of the respondents. However, both the categories of the respondents evaluate their skills in this language also as excellent. On the basis of the mean scores of skills in English, it can be said that the English medium respondents evaluate their skills in this language far higher than the Hindi medium respondents do. This finding implies that medium of instruction influences the skills of the respondents in English language only – it has no significant impact on the skills of the respondents in Hindi. The similar degree of evaluation of skills in Hindi by both the categories of the respondents may be due to Hindi being the mother tongue of the respondents, while variation in skills in English may be due to the exposure of English medium respondents to this language more than the amount of exposure the Hindi medium respondents have.

Medium of instruction also seems to influence language use in terms of frequency of reading books in Hindi. The analysis of the frequency of reading books in this language reveals a significant difference between the Hindi medium and the English medium respondents. The Hindi medium respondents claim to read books in this language always, whereas the English medium respondents claim to so very often. This difference in frequency of reading books in Hindi between the Hindi medium and the English medium respondents may be due to their competence and interest in reading books in this language. The English medium respondents, moreover, may be interested in reading books in English more than Hindi in order to get ample exposure to the nuances of this language, while the Hindi medium respondents may appreciate books in this language more than the English medium respondents.

By contrast, the medium of instruction does not seem to influence the frequency of reading of books in English, as no significant difference can be observed between the Hindi medium and the English medium respondents. On the basis of the mean scores of reading books in English for the Hindi medium and the English medium respondents, it can be said that both the categories of the respondents read books in this language very often. However, it is important to notice that the mean score of reading books in this language for the English medium respondents is slightly above the very-often level. Thus, statistically they can be counted among those who read books in this language always. A comparison of the mean scores of reading books in Hindi and English reveals that the Hindi medium respondents have far higher frequency of reading books in Hindi, whereas the English medium respondents have higher frequency of reading books in English. The higher frequency of reading books in Hindi in case of the Hindi medium respondents seems natural because of their exposure to Hindi language even in terms of the content subjects. It is also natural that the orientation of the English medium respondents will be more towards reading books in English more than Hindi because of their exposure to this language.

An observation of the frequency of watching TV programmes in Hindi reveals that there is no significant difference between the Hindi medium and the English medium respondents in terms of language use in this context. Both the groups of the respondents claim to use Hindi in this context always. The mean scores of watching TV programmes in this language, however, suggest that the frequency of watching programmes in this language is considerably higher for the Hindi medium respondents than for their English medium counterparts. By contrast, both the categories of the respondents show similar frequency of watching TV programmes in English, as both the groups of the respondents claim to use English in this context very often. This finding leads us to the conclusion that the medium of telecasting the programmes on television is more important than the medium of instruction for influencing the frequency of watching television programmes. As pointed out earlier, most of the service providers provide programmes in Hindi language. Moreover, the frequency of

watching television programmes in Hindi or English also depends on the purpose of doing so – whether for the purpose of entertainment or for information. The purpose of entertainment can better be served through Hindi, as the respondents may feel more comfortable with this language than with English in this context.

The analysis of the language use in terms of talking to friends in Hindi reveals that the medium of instruction of the respondents significantly affects the frequency of interaction with friends in this language. As the mean scores of language use in this context for the two groups of the respondents suggest, the Hindi medium respondents as well as the English medium respondents claim to interact with their friends in Hindi always. Nevertheless, the frequency of using Hindi in this context is far higher for the Hindi medium respondents than that for the English medium respondents.

In terms of talking to friends in English, no significant difference can be observed on the basis of medium of instruction between the two groups of the respondents. Both the categories of the respondents claim to use this language for interaction with their friends very often. This finding may be explained in the light of the fact that interaction with friends is generally related to informal context of communication, in which both the categories of the respondents may be comfortable with using Hindi. However, the comparatively lower frequency of interaction with friends in this language for the English medium respondents may be inspired by their competence in English and their desire for improving skills in English language by interacting with their friends in it. In addition, comparatively low frequency of using English for interaction by the English medium respondents may also be due to lack of interest of the interlocutors in interacting with their friends always in English.

An observation of language use in terms of reading magazines and newspapers in Hindi by the two groups of the respondents reveals that there is a significant difference in the frequency of reading these texts in this language between the Hindi medium and the English medium respondents. The mean score of language use in this context for the Hindi medium respondents suggests that they always read Hindi magazines and newspapers. On the other hand, the mean score of language use in this context for the English medium respondents is slightly above the very-often level. Thus, the frequency of reading these texts in Hindi is significantly lower in case of the English medium respondents than in case of the Hindi medium respondents. In terms of reading these texts in English, no significant difference can be observed between the Hindi medium and the English medium respondents. When we compare the mean scores of reading these texts in Hindi with the corresponding figures for reading these texts in English for the two groups of the respondents, we find that both the categories of the respondents claim to read these texts in English very often. However, the mean score of language use in terms of reading these texts in English for the English medium respondents is slightly above the very-often level. Thus, the frequency of reading these texts in English is considerably higher for the English medium respondents than for the Hindi medium respondents. The rationale for this finding may be that the English medium respondents do not necessarily associate their medium of instruction with the medium of reading. The reading of these texts may be more influenced by the requirement for and the interest in reading these texts regardless of the language in which these reading materials are available.

In terms of talking to members of family in Hindi, medium of instruction does not seem to influence language use, as both the categories of the respondents claim to use Hindi always in this context without any significant difference. Both the categories of the respondents always use Hindi for this purpose. However, the mean scores of language use in this context for the two groups of the respondents reveal that the frequency of using Hindi in this context is considerably higher for the Hindi medium respondents than that for the English medium respondents. Similarly, use of English for interaction with members of family shows no significant difference between the Hindi medium and the

English medium respondents, as both the categories of the respondents claim to use this language very often for this purpose. A comparatively higher frequency of using Hindi than that of using English by both the categories of the respondents may be explained in terms of informal domain of language use in which the respondents may be oriented more towards their mother tongue irrespective of their medium of instruction. In addition, low frequency of interaction in English with members of family may also be due to low competence of the other members of family in this language. Moreover, selection of language may also depend on the topic of interaction in this domain. In this domain, the frequency of formal topics generally tends to be lower than that of informal topics.

Significant Difference	No Significant Difference
Skills in English	Skills in Hindi
Reading Books in Hindi	Reading books in English
Talking to friends in Hindi	Watching TV programmes in Hindi
Magazine and newspaper reading in Hindi	Watching TV programmes in English [Similar grading]
Using Hindi in office	Talking to friends in English
Using Hindi in neighbourhood	Magazine and Newspaper reading in English
	Talking to members of family in Hindi
	Talking to members of family in English
	Using English in office
	Using English in neighbourhood

Table: The Effect of Medium of Instruction on Language Use

(The areas of language use printed in bold face refer to higher frequency of language use by English medium respondents)

The analysis of use of English in office reveals that there is no significant difference between the Hindi medium and the English medium respondents. Both the groups of the respondents claim to use this language very often in this context. However, the mean scores of language use for the two groups of the respondents suggest that the frequency of using English in the frequency of using English in this context for the English medium respondents is considerably higher than that for the Hindi medium respondents. By contrast, an observation of use of Hindi in this context reveals that there is a significant difference between the Hindi medium and the English medium respondents. The mean score of using Hindi in this context for the Hindi medium respondents suggests that they use this language always in these contexts. On the other hand, the mean score of using this language for the English medium respondents is slightly above the very-often level. Use of English at the workplace by the Hindi medium respondents may be restricted to the official works only – the contexts in which it may be compulsory to use this language, while it may be extended to a considerable extent in other contexts of interaction by the English medium respondents. Thus, it is natural that the frequency of using Hindi by the English medium respondents at the workplace is far lower than that by the Hindi medium respondents. This tendency of language use reveals that those who have good exposure to English language try to use this language in various contexts to the extent possible depending upon their varying degree of competence in the language.

An observation of use of English for interaction in neighbourhood shows that there is no significant difference between the Hindi medium and the English medium respondents. Both the categories of the respondents claim to use this language very often. However, the mean scores of use of English for the two groups of the respondents reveal that the frequency of using English in this context is slightly higher for the English medium respondents than that for the Hindi medium respondents. Contrary to this, the observation of use of Hindi in this context reveals a significant

difference between the Hindi medium and the English medium respondents. Though both the categories of the respondents claim to use Hindi always in this context, the frequency of using Hindi for the Hindi medium respondents is far higher than that for the English medium respondents. As far as use of English for interaction is concerned, a general tendency of low frequency of using this language in this context can be observed in case of both the categories of the respondents. This finding may also be explained in terms of informal contexts of interaction, in which the respondents may prefer use of Hindi over English. Moreover, it also depends of the competence of the neighbours in English language. Hindi can, therefore, be seen to be used with higher frequency than English. Nevertheless, the English medium respondents show a lower frequency of using Hindi in this context than the Hindi medium respondents. Yet, it is far higher than their frequency of using English. Thus, we can conclude that medium of instruction does no influence use of English, but it does influence use of Hindi in this context.

Conclusion

With regard to the impact of medium of instruction on the language skills and language use of the respondents, it can be concluded that this variable significantly affects their skills in English, while it does not significantly affect their skills in Hindi. Though both the groups of the respondents evaluate their skills in English as excellent, the English medium respondents evaluate their skills in English far higher than the Hindi medium respondents do. In terms of language use, it can be observed that this variable significantly affects the use of Hindi in terms of reading books, reading magazines and newspapers, interaction with friends, interaction in this language in neighbourhood and using this language at workplace. In all these contexts of language use, the frequency of using Hindi is far higher in case of the Hindi medium respondents than in case of the English medium respondents.

As far as the other contexts of language use are concerned, no significant difference can be observed in frequency of language use between the Hindi medium and the English medium respondents. However, the English medium respondents show a higher frequency of using English than their Hindi medium counterparts do in terms of using this language in the following contexts:

- reading books
- reading magazines and newspapers
- interaction with friends and members of family

These respondents also show a higher frequency of using this language at workplace and in neighbourhood than the Hindi medium respondents do. In relation to the other contexts of language use, such as watching television programmes in Hindi and in English, and interaction with members of family in Hindi, both the groups of the respondents show similar frequency of language use. Nevertheless, both the groups of the respondents claim to use Hindi always for interaction with members of family and for watching television programmes in Hindi, while they claim to use English very often in watching television programmes in English.

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A COMPARATIVE STUDY ON FINANCIAL PERFORMANCE OF HBFC BANK AND ICICI BANK

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ABSTRACT

Banking industry plays an important role in development of a country. Bank is the backbone of a country. This study showed that Indian banking performing well during recession period of 2008. Purpose of present study is measure and compares the financial performance of HDFC bank and ICICI bank. This study is descriptive in nature and researcher take a sample of two banks namely HDFC bank and ICICI bank. This study tries to compare the financial performance of two bank on different parameters like Net profit ratio, operating profit ratio, earning per share, assets turnover ratio, debt-equity ratio etc. This study purely based on secondary data that collected from audit annual reports of bank, published research article & journal, newspapers and websites. This Study is relevant for the period of 2009-14. Percentage methods and Ratio are used for evaluation of data. For testing of hypothesis independent sample t-test is used. In the last, researcher concluded that performance of banking industry not only influenced by domestic factors but also a number of international factors influenced the banks performance. Despite all these challenges, we concluded that both performing well on net profit parameter. It also concluded that HDFC Bank generating more return on net worth compares to its rival ICICI Bank. ICICI Bank performs good on the basis of earning per share, assets turnover, dividend payout; proprietor and interest expended to interest earn parameters. But Net profit ratio and operating profit ratio of HDFC bank are exceeding on ICICI bank. On basis researcher can say that Overall performance of HDFC bank is good compare to ICICI Banks.

KEY WORDS: Financial Performance, Ratio analysis, HDFC Bank, ICICI Bank, independent t-test.

INTRODUCTION

Banking industry play an important role in developed any country. Bank is the backbone of any country. Every country has need of money for growth. Without money any country cannot developed itself. Growth of a country basically depends on the growth of banks. Because banks provide the money of industry, agriculture, for making the infrastructure etc. with the help every industry grows. But banks growth depends on its branch increase in country. Banking sector growth measure on increase branch, ATM, deposit, loan, investment, credits limits. In our country, there are 27 public sector banks and 93 commercial banks in India. But some banks are merge at present time on the behalf of some reason. Any banks financial performance is measured by deposit ratio, solvency ratio, assets, investment and profit etc. If we want to check the performance of any bank for this purpose we compare the performance one bank to another. This study is related to comparison between HDFC bank and ICICI bank's financial performance. Both banks are private bank and doing to work in our country. Banking accessibility is provided by private sector banks in also remote area of country. But in this study, researcher want to know which bank is doing better.

REVIEW OF LITERATURE

Review of literature is essential tool in research methodology. With the help we find out many variables which can be related for our study. On the basis we get information about last research study which is doing in this sector with help we find out meaning information about our study.

A Vijaya Kumar (2012) this study is related to “Evaluating performance of Banks through the CAMEL Model- A case study of State Bank of India and its Associates”. In this study CAMEL rating Approach has been used for evaluating overall health and financial status SBI and its associate’s Banks. This study is based on secondary data and data are taken annual report and other resources. Secondary data are taken 1996-97 to 2009-2010. At last this study reveal liquidity position of State Bank of India and its associate’s Bank are better. But State Bank of India is edge over associate Bank, if compared with each other according to these ratios.

Dr.Sonia narula and Monika single (2014) this study is related to “Empirical study on non-performing assets in Bank”. To objective are to compare total advance, Net profit Gross NPA , Net NPA and to know the performance of Bank and know the relation of net profit and NPA. For this purpose data are collated from the annual report of Punjab national Bank of the year 2006-07 to 2011-2012. Systematic research methodology is used. Correlation method are used for the checking the relation of Net profit and NPA. This study is showing NPA and Net profit are continuously increasing and positive relation between NPA and net profit of the some adverse reason. So that Bank is not capable to give the loan of its new customer.

D. Padma and V Arulmathi (2013), this study related to “Financial performance of State Bank of India and ICICI Bank of India: A Comparative study”. The main objective of study is analysis the financial performance of both Banks. For this purpose descriptive research methodology are used. Data are collected of five year up 2006-07 to 2010-2011. This data are taken from the annual report of State Bank of India and ICICI Bank of India. For comparing the both Banks performance is taken hypothesis as deposits, Advance, Investment, Net Profit and Total Assets. T test is used as well as tool. With help of t test conclusion is arrived there is significant difference between the financial performance of State Bank of India and ICICI Bank of India. SBI Bank is better than ICICI Bank and it is very extensive Bank comparatively.

M.Dhanabhakym and M. Kavitha (2012) this study is related to “Financial performance of selected public sector Banks in India”. With the help of this study researcher informed about the public sector Banks in India. Six public sector Banks are taken in this study. For check the financial performance of Banks, ratio analysis, correlation and regression is used. The objective of this study is analysis the financial performance of public sector Banks and improving the performance of Banks. For completing this objective secondary data are taken from Banking annual report 2001 to 2010 up to. With the help of this study Banks performance not only increase but also earn more profit.

Sneha and S.Shukla (2015), this study related to “Analysis financial strength of Public and Private sector Banks: A CAMEL Approach”. This study is related to evaluate the performance & financial soundness of various Public & Private sector Banks using CAMEL Approach. For this purpose six Banks are taken in which three Banks are private and three Banks are public. Analytical research methodology is used and secondary data are taken up 2010-2013. This data are taken from annual report of public sector (Bank of Baroda, IDBI Bank, PNB Bank) and private sector Banks (Axis Bank, ICICI Bank, HDFC Bank). These studies show the Capital Adequacy, Assets Quality, Management Quality and Earning Quality. With the help of CAMEL Approach every Bank has assign the rank in

ascending order. At last conclusion is private sector Bank is better public sector Bank. In other words financial performance of private sector Banks is better comparatively public sector Banks.

Srinivas K T (2013), this study is related to “A study of non-performing assets of commercial Bank in India”. With the help of this study, researcher informed about the non-performing assets. How it effect the functioning of the Banking sector? Main objective of this study identify the non-performing assets and find out the reason for increasing non-performing assets in Banking sectors. For study purpose, researcher collected secondary data for the financial year 1996-97 to 2011-2012. In research methodology tabulation method is used and data are collected from RBI bulletin. Core Banking solution and proper supervision of borrower are used then NPAs assets are controlled.

OBJECTIVE OF STUDY

- To compare and analysis the financial performance of HDFC Bank and ICICI Bank.

Hypothesis of study

- $H_{0,1}$:-There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of deposits
- $H_{0,2}$:-There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of loans (Advance).
- $H_{0,3}$:-There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of investment.
- $H_{0,4}$:-There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of Profitability.
- $H_{0,5}$:-There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of total Assets.

RESEARCH METHODOLOGY

Descriptive research design is used in this study.

RESEARCH DESIGN

The research design of the study is descriptive in nature. It describes data and characteristics associated with Banks. Deliberate sampling design is choose for this study.

AREA OF STUDY

This study is conducted to find out important factors which play important role in checking the performance of Banks.

METHOD OF DATA COLLECTION

Secondary

For solving this proposes, Secondary data is collected from audited financial reports of Banks, RBI financial bulletin, published article and website. Data is relevant for the financial year from the 2009-10 to 2013-14. Required secondary data is collected from various books, magazines, journals.

SAMPLING METHOD

For study purpose, Judgmental sampling method is taken for data collection. Judgmental sampling method is used by researchers for the purpose of convenience to access information. Judgmental sampling technique is used

SAMPLE SIZE

There are many private Banks in whole world. But limitation of the time on the behalf sample of two Banks (HDFC Bank and ICICI Bank) is taken.

STATISTICAL TOOLS USED

Tabulation methods are used for clearly understood. For the testing of this hypothesis, t-test is used.

ANALYSIS AND INTERPRETATION OF DATA

Table 1: Net Profit Ratio of HDFC Bank and ICICI Bank (Rs. in crore)

Year	HDFC BANK		ICICI BANK			
	Net Profit	Net Sale	Net Profit Ratio	Net Profit	Net Sale	Net Profit Ratio(%)
2009-2010	2948.70	13255.25	22.25	4024.98	33184.58	12.12
2010-2011	3926.40	15940.92	24.63	5153.37	32621.94	15.79
2011-2012	5167.07	18668.23	27.68	6465.25	41045.41	15.75
2012-2013	6726.28	22663.74	29.68	8325.47	48421.31	17.19
2013-2014	8478.38	26402.28	32.11	9810.47	54606.02	17.96
	Average		27.27	Average		15.76

Table 1 shows the financial performance of HDFC Bank and ICICI Bank. The profit of HDFC Bank is increasing continuously but profit of ICICI Bank is fluctuating. Average profit of HDFC bank is better than ICICI bank. So on the behalf of this table we can say that HDFC Bank performance is better comparatively ICICI Bank.

Table 2: Operating Profit Ratio of HBFC Bank and ICICI Bank

Year	HDFC BANK		ICICI BANK			
	Operating Profit	Net Sale	Operating Profit Ratio	Operating Profit	Net Sale	Operating Profit Ratio
2009-2010	6779.54	13255.25	51.15	9732	33184.58	29.33
2010-2011	8160.90	15940.92	51.19	9048	32621.94	27.74
2011-2012	9390.59	18668.23	50.30	10386	41045.41	25.30
2012-2013	11427.63	22663.74	50.42	13199	48421.31	27.26
2013-2014	14360.08	26402.28	54.39	16594	54606.02	30.39
	Average		51.49	Average		28.00

Table 2 shows the financial performance of HDFC Bank and ICICI Bank. The Operating profit of HDFC Bank and ICICI Bank are fluctuating. But comparatively Operating profit is better of HDFC Bank because its average Operating profit is excess instead of ICICI Bank.

Table 3: Return on Net Worth Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Net Profit	Shareholder Fund	Return on Net Worth Ratio(%)	Net Profit	Shareholder Fund	Return on Net Worth Ratio(%)
2009-2010	2948.70	21519.58	13.70	4024.98	51618.37	7.79
2010-2011	3926.40	25376.35	15.47	5153.37	55090.93	9.35
2011-2012	5167.07	29924.37	17.27	6465.25	60405.24	10.70
2012-2013	6726.28	36214.15	18.57	8325.47	66705.95	12.48
2013-2014	8478.38	43478.63	19.50	9810.47	73213.33	13.40
	Average		16.90	Average		10.75

Table 3 shows the financial performance of HDFC Bank and ICICI Bank. The Return on Net Worth Ratio of HDFC Bank and ICICI Bank are continuously increasing. But comparatively Net return is better of HDFC bank compare to ICICI bank.

Table 4: Earning per Share of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Net profit	No. of equity	Earnings per Share	Net profit	No. of equity	Earnings per Share
2009-2010	2948.70	228.87	12.88	4024.98	111.48	36.10
2010-2011	3926.40	232.61	16.88	5153.37	115.17	44.75
2011-2012	5167.07	234.67	22.02	6465.25	115.27	56.09
2012-2013	6726.28	237.94	28.27	8325.47	115.35	72.18
2013-2014	8478.38	239.91	35.34	9810.47	115.48	84.95
	Average		23.08	Average		58.81

Table 4 shows the financial performance of HDFC Bank and ICICI Bank. The earnings per share of HDFC Bank and ICICI Bank are continuously increasing. But average earning per share is better of ICICI bank instead of HDFC bank.

Table 5: Total Assets Turnover Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Net Sale	Total Assets	Total Assets Turnover Ratio	Net Sale	Total Assets	Total Assets Turnover Ratio
2009-2010	13255.25	222458.57	5.96	33184.58	363399.72	9.13
2010-2011	15940.92	277352.59	5.75	32621.94	406233.69	8.03
2011-2012	18668.23	337909.49	5.52	41045.41	489068.81	8.39
2012-2013	22663.74	400331.89	5.66	48421.31	536794.68	9.02
2013-2014	26402.28	491599.50	5.37	54606.02	594641.58	9.18
	Average		5.65	Average		8.75

Table 5 shows the financial performance of HDFC Bank and ICICI Bank. The total Assets Turnover Ratio of HDFC Bank and ICICI Bank are fluctuating. But comparatively total Assets Turnover Ratio is better of ICICI Bank because its average total Assets Turnover Ratio excess instead of HDFC Bank.

Table 6: Dividend Pay-out Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Dividend Per Equity share	Earnings per share	Dividend Pa out Ratio(%)	Dividend Per Equity share	Earnings per share	Dividend Pay-out Ratio
2009-2010	12.88	2.40	18.63	12.0	36.10	33.23
2010-2011	16.88	3.30	19.55	14.0	44.74	31.28
2011-2012	22.02	4.30	19.45	16.5	56.08	29.41
2012-2013	28.27	5.50	19.37	20.0	72.17	27.71
2013-2014	35.34	6.85	19.31	23.0	84.95	27.07
	Average		19.26	Average		29.75

Table 6 shows the financial performance of HDFC Bank and ICICI Bank. The dividend payout Ratio of ICICI Bank is continuously decreasing. But dividend payout ratio is flaunting of HDFC bank. Financial performance of ICICI bank is better than comparatively HDFC bank. Because Dividend pay-out Ratio is better of ICICI Bank.

Table 7: Debt-Equity Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Outsider's Fund	Shareholder Fund	Debt Equity Ratio	Outsider's Fund	Shareholder Fund	Debt Equity Ratio
2009-2010	200936.07	21519.58	9.34	202016.61	51618.37	3.91
2010-2011	251973.32	25376.35	9.93	225602.11	55090.93	4.10
2011-2012	307984.82	29924.37	10.29	255499.95	60405.24	4.23
2012-2013	364117.75	36214.15	10.05	292613.63	66705.95	4.39
2013-2014	448120.87	43478.63	10.31	331913.66	73213.33	4.53
	Average		9.98	Average		4.23

Table 7 shows the financial performance of HDFC Bank and ICICI Bank. The debt equity Ratio of ICICI Bank is continuously increasing and HDFC Bank is fluctuating. This ratio shows solvency capacity of the any organization. But comparatively Debt equity Ratio is better of ICICI Bank because it's average Debt equity Ratio less instead of HDFC Bank. It means that HDFC Bank are maximum time depend its Debt which is not better for any organization. On this condition organization cannot pay loan proper time.

Table 8: Proprietary Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Shareholder Fund	Total Assets	Proprietary Ratio	Shareholder Fund	Total Assets	Proprietary Ratio
2009-2010	21519.58	222458.57	0.10	51618.37	363399.7	0.14
2010-2011	25376.35	277352.59	0.09	55090.93	406233.6	0.14
2011-2012	29924.37	337909.49	0.09	60405.24	489068.8	0.12
2012-2013	36214.15	400331.89	0.09	66705.95	536794.6	0.12
2013-2014	43478.63	491599.50	0.09	73213.33	594641.5	0.12
	Average		0.09	Average		0.13

Table 8 shows the financial performance of HDFC Bank and ICICI Bank. The Proprietary Ratio of HDFC Bank and ICICI bank are continuously decreasing. But comparatively Proprietary Ratio is better of ICICI Bank because it's average Proprietary Ratio excess instead of HDFC Bank.

Table 9: Interest expended to Interest earned Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	Interest Expanded	Interest Earned	Ratio	Interest Expanded	Interest Earned	Ratio
2009-2010	7786.30	16467.92	0.47	17592.57	25706.93	0.68
2010-2011	9385.08	20380.77	0.46	16957.15	25974.05	0.65
2011-2012	14989.58	27874.19	0.54	22808.49	33542.65	0.68
2012-2013	19253.75	35064.87	0.55	26209.18	40075.59	0.65
2013-2014	22652.90	41135.54	0.55	27702.58	44178.15	0.63
	Average		0.51	Average		0.66

Table 9 shows the financial performance of HDFC Bank and ICICI Bank. The Interest expended to Interest Earned Ratio of ICICI Bank is fluctuating but Interest expended to Interest earned Ratio of HDFC Bank is continuously increasing. But comparatively Interest expended to Interest earned Ratio is better of ICICI Bank because its average Interest expended to Interest earned ratio is excess on HDFC Bank.

Table 10: Net NPA to Net Advance Ratio of HDFC Bank and ICICI Bank

Year	HDFC BANK			ICICI BANK		
	NPA	Advance	Ratio	NPA	Advance	Ratio
2009-2010	390.07	125830.59	0.31	3901	181206	2.153
2010-2011	303.97	159982.66	0.19	2458	216366	1.136
2011-2012	351.76	195420.03	0.18	1894	253728	0.746
2012-2013	479.44	239720.64	0.20	2234	290249	0.776
2013-2014	818.10	303000.27	0.27	3301	338702	0.975
	Average		0.23	Average		1.157

Table 10 shows the financial performance of HDFC Bank and ICICI Bank. The Net NPA to Net Advance Ratio of HDFC Bank and ICICI bank are fluctuating. But average NPA to Net Advance Ratio of ICICI Bank is greater than HDFC Bank. So the performance of HDFC Bank is better.

Table 11: Financial performance analysis of HDFC Bank and ICICI Bank through t-test

Variables	Mean 1	Mean 2	d.f.	C.V.	Critical value ($\alpha= 5\%$)
Deposit	257256.4	261529.2	8	-0.102	2.306
Advance	204790.8	256050.2	8	-1.236	2.306
Investment	91916.9	152671.0	8	-0.000	2.306
Net Profit	5449.3	6755.5	8	-0.908	2.306
Total Assets	345930.4	478027.7	8	-2.093	2.306

Testing of Hypothesis for deposit of HDFC Bank and ICICI Bank

Calculating value of t-statistics is -0.102 and critical value of t-statistics is 2.306 at 5% level of significance. Calculated value of t-statistics lies in the acceptance region and it indicates that at 5% level of significance null hypothesis “There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of deposits” is accepted and there have enough statistical evidence to accept the null hypothesis and reject alternate. It also inferred from the above that there have no statistical differences between financial performance of HDFC Bank and ICICI Bank in term of deposit.

Testing of Hypothesis for Advance of HDFC Bank and ICICI Bank

Calculating value of t-statistics is -1.236 and critical value of t-statistics is 2.306 at 5% level of significance. Calculated value of t-statistics lie in the acceptance region and it indicates that at 5% level of significance null hypothesis “There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of Advance” is accepted and there have enough statistical evidence to accept the null hypothesis and reject alternate. It also inferred from the above that there have no statistical differences between financial performance of HDFC Bank and ICICI Bank in term of Advance.

Testing of Hypothesis for Investment of HDFC Bank and ICICI Bank

Calculating value of t-statistics is -0.000 and critical value of t-statistics is 2.306 at 5% level of significance. Calculated value of t-statistics lie in the acceptance region and it indicates that at 5% level of significance null hypothesis “There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of Investment” is accepted and there have enough statistical evidence to accept the null hypothesis. It also inferred from the above that there have no statistical differences between financial performance of HDFC Bank and ICICI Bank in term of Investment.

Testing of Hypothesis for Net Profit of HDFC Bank and ICICI Bank

Calculating value of t-statistics is -0.908 and critical value of t-statistics is 2.306 at 5% level of significance. Calculated value of t-statistics lies in the acceptance region and it indicates that at 5% level of significance null hypothesis “There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of Net Profit” is accepted and there have enough statistical evidence to accept the null hypothesis. It also inferred from the above that there have no statistical differences between financial performance of HDFC Bank and ICICI Bank in term of Net Profit.

Testing of Hypothesis for Total Assets of HDFC Bank and ICICI Bank

Calculating value of t-statistics is -2.093 and critical value of t-statistics is 2.306 at 5% level of significance. Calculated value of t-statistics lie in the acceptance region and it indicates that at 5% level of significance null hypothesis “There is no significant difference between the performance of HDFC Bank and ICICI Bank in term of Total Assets” is accepted and there have enough statistical evidence to accept the null hypothesis. It also inferred from the above that there have no statistical differences between financial performance of HDFC Bank and ICICI Bank in term of Total Assets.

FINDINGS

This study provide the some key factor on the behalf we take some important decision.

- The average Net Profit of HDFC Bank is 27.27 and ICICI Bank is 15.76, which is the less than 11.51 of HDFC Bank. It means that HDFC Bank’s performance is better than of ICICI Bank.
- The average Operating Profit of HDFC Bank is 51.49 and ICICI Bank is 28.00, which is less than 23.49 of HDFC Bank. It means that HDFC Bank’s performance is better than of ICICI Bank.
- The average Return on Net worth of HDFC Bank is 16.90 and ICICI Bank is 10.75, which is less than 6.15 of HDFC Bank. It means that HDFC Bank performance is better than of ICICI Bank. In other word, HDFC Bank’s shareholder earn 6.15 % more money comparatively ICICI Bank.
- The average Earning Per Share of HDFC Bank is 23.08 and ICICI Bank is 58.81, which is more than 35.73 of HDFC Bank. It means that Earning Per Share of ICICI Bank is better than HDFC Bank.
- The average Total Assets Turnover ratio of HDFC Bank 5.65% and ICICI Bank is 8.75%, which is more than 3.1% of HDFC Bank.
- The average Dividend Pay Share of HDFC Bank is Rs.19.26 and ICICI Bank is Rs.29.75. In this condition, dividend payout ratio of ICICI Bank is Rs.10.49 more than HDFC Bank. In other word, we can say that ICICI Bank are paying more dividend comparatively HDFC Bank.
- The average Debt Equity ratio of HDFC Bank is 9.98 and ICICI Bank is 4.23, which is the 5.75 less of HDFC Bank. In other word HDFC Bank pays its debt 5.75% more ICICI Bank.
- The average Proprietary Ratio of HDFC Bank is 0.09 and ICICI Bank is 0.13, which is more than 0.04 of HDFC Bank. It means that ICICI Bank performance is better.
- The average Interest Expended to Interest Earned ratio of HDFC Bank is 0.51 and ICICI Bank is 0.66. It is 0.15 excess of HDFC Bank.
- The average Net NPA to Net advance ratio of HDFC Bank is 0.23 and ICICI Bank is 1.157, which is the 0.927 more than HDFC bank. It means that Non-performing Assets of ICICI bank is 0.927 excess of HDFC Bank.

CONCLUSION

This study showed that Indian Banking industry performing well amidst global economic growth slowdown. It is very difficult to measure the performance of Banks on few parameters. Today, Banks facing rapid changing environment. Performance of banking industry not only affected by domestic

factors but also a number of international factors influenced the Banks performance. Despite all these challenges, we concluded that both performing well on net profit parameter. It also concluded that HDFC Bank generating more return on net worth compares to its rival ICICI Bank. ICICI Bank performs well on earning per share, assets turnover, dividend payout; proprietor and interest expended to interest earn parameters. Overall performance of HDFC bank is good compare to ICICI Banks.

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READING FOLK MYTHS IN THE SELECT SONGS OF KUMAONI LITERATURE

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Abstract

Kumaon has a very rich tradition of folk lore. The folk songs being an integral part of folklore speak volumes on the rich cultural heritage of the region. The Kumaon region has a rich tradition of people's history and culture but has not been given adequate attention by the researchers. The research paper will be a modest attempt to add to the existing work on this topic in the more recent times. The locals of the Kumaon region have a fascination and flair for the folklores. Folk songs always play an important role in promoting the Kumaoni culture, music, art and tradition. Folklore is one of the best ways to get in touch with the lives of the people. The current socio- cultural milieu shows a collage of culture where hybridity prevails. Literature, which is a wide perspective always, keeps an account of the cultural artifacts.

In the postmodern world, where identities are both reduced and multiplied ironically, concepts such as globalization and multiculturalism have emerged to define the new world order. While the world is shrinking into a global village where differences melt into similarities, cultures and groups outside the dominant ideology find out ways to put forward their diversity. We are curious towards the ideas of alternative modernity, poststructuralism, postmodernism and local histories, the present work will contribute to the cultural construct of the region concerned.

The present research paper aims at focusing on how today the world is increasingly globalized, preservation of traditional folklores and the ongoing development of new materials are important ways in which unique cultural expressions can be maintained and their wisdom can be transmitted to future generations.

Keywords: Folk Myths, Folk Literature, Kumaon, Local Histories.

Introduction

The term Folk literature is an amalgamation of two words with dissimilar meanings. Literally the term Folk literature means the knowledge or wisdom of people. Folk literature connotes the raw, non-cannonical, agrarian, popular and mass cultures. Kennedy attempts a definition of folk lore as following:

Folklore includes songs, stories, myths, proverbs, and any rituals, customs, medicines, etc. that have a putative origin in the mythic past of the "folk". For some, this means that folk lore signifies a world of ignorance and pseudoscience, captive to bias and prejudice; for others, it signifies an authentic expression of agrarian or village life. In either case, folklore offers rich material for cultural and anthropological analysis, and literary specimens of folklore such as folk ballad, and folk epic have had a profound influence upon genres of high art. (Kennedy et al. 74)

Folk literature is raw and oral. By the passing of time and emerging complexities in human lives, the folklores are endangered. The major forms of folklores are as follows:

- 1) Folk Lyrics (Lok Geet)
- 2) Folk Tales (Lok Katha)

- 3) Folk Ballads (Lok Gatha)
- 4) Folk Drama (Lok Natya)
- 5) Folk Sayings (Lok Subhashita)

Myths and legends are integral to us today due to various reasons. Every culture has its own mythology and legends, these reflect the geography of the culture, values of culture and history of the culture. Myths can also tell us what a culture considers ethical, significant and central to its ideologies, giving us insight into another culture. According to Oxford English Dictionary: the word Myth- is a traditional story, especially one concerning the early history of people or explaining a natural or social phenomenon and typically involving supernatural beings or events.

A folk song is a lyrical, rhythmic song of a folk community. It depicts the social heritage and the lifestyle of the folks living in a particular territory. It is usually composed and sung by the folks for their own entertainment and also for the emotional outlet. Folk song has the capacity of free addition, subtraction and modification and has no origin or possessor. It is transmitted, circulated and perpetuated simultaneously through oral tradition from person to person or from generation to generation. Folk songs were considered as one of the most efficient medium of communication, they are the mirror of collective experiences of the locals from many generations.

According to Malik(1985): Folk songs have often been used in India to stir up emotions against the British during the pre- independence period to develop a sense of nation pride and integration. Folk songs were considered as a source of recreation and relief. At times the folk songs were sung by the people while working, to get rid of fatigue and to lighten their work load. At times, the ladies also sang the folk songs while working on the field. Folk songs are sung without any instruments yet there are several folk instruments used as accompaniments. They are Veena, Kartaal, Shehnai, Dholak, Damaru, Dhol, Thali and Hudaki.

Kumaon has a very rich tradition of folk lore. The folk songs being an integral part of folklore, speak volumes on the rich cultural heritage of the region. The Kumaon region has a rich tradition of people's history and culture but has not been given adequate attention by the researchers. The research paper will be a modest attempt to add to the existing work on this topic in the more recent times. The locals of the Kumaon region have a fascination and flair for the folklores. Folk songs always play an important role in promoting the Kumaoni culture, music, art and tradition. Folklore is one of the best ways to get in touch with the lives of the people. The current socio- cultural milieu shows a collage of culture where hybridity prevails. Literature, which is a wide perspective always, keeps an account of the cultural artifacts.

According to Tiwari (2002), Kumaoni folk songs can be classified into several classes. These are as follows: 1) Religious Songs- Sanskar Song, Jagar Song and Vrat (Fasting) Song.

- 2) Dance Songs- Chapeli, Chachari, Jhora and Dushka
- 3) Season and Agricultural Songs- Spring Song, Riturain and Hukra- baul
- 4) Ballad Songs- Bhars, Ramaul and Mallu- Shahi
- 5) Miscellaneous- Nayoli, Holi Songs, Bair and Chafula.

The description of the some songs are as follows:

Sanskaar Geet: this is sung by the females of the Brahmin kin, this song is mainly preserved by the females and the females who sing this song are known as ‘Gidar’. This song is sung on the occasion of marriage, birth and yagyopavit (sacred thread ceremony).

Shakunaakhar: is a folk song, the word Shakunaakhar is made up of two words- ‘Shakun’ stands for ‘Shagun’ which means auspicious and ‘Aakhar’ stands for ‘Akshar’ which means word. So, the meaning of ‘Shakunaakhar’ is ‘Shagun ke Akshar’, in other words ‘Auspicious words.’ The locals of Kumaon, sing this song before every auspicious occasion praying for good health and accomplishment of work without any barriers. It is even believed that if the names of the family members are taken while singing the song, then they would live a long and a healthy life. One of the examples of Shakunnakhar is as follows:

Deina hoya Deina hoya Thoru re pitar
Deina hoya Deina hoya Panch re depot
Deina hoya Deina Bhoomi ka buhyala
Deina hoya Deina hoya Kholi ka Ganesh
Deina hoya Deina hoya Pyale Basuri

In the above lines of the song, all the gods, including Bhoomi Devta, Ancestors (Pitrs) are remembered before initiating any new venture, so that all the ventures are accomplished successfully.

Neutano (Invitation Song): the word ‘Neut’ in Kumaoni language means invitation. By singing these songs the singers invite the Sun, Moon and all the gods and goddesses to attend the function. Parrot was considered as the best medium to distribute the invitation to all gods, goddesses, relatives and villagers. One Neutano song, asking the parrot to give the invitation is as follows:

Suva re Suva, vankhadi Suva, hariyo terogaat
Pingal tero thoona
Laal teri aankhi, nazar teri baanki,
Ja suva nagari, neut di aa
Nau ni jannau, gaun ni pachannan
Ke ghar ke naari neutu
Bekunth gaun ch, Laximan dehi nauch
Unra purish Narayan nauch, vighar ki naari neutu,
Aghil adivari, pachil phoolwari
Chajo bethan chan, jhrokha dekhan chan
Aa Beti Khilkani meita.

The above lines in Kumaoni are addressing the parrot, with a yellow beak, who lives in the forest. The parrot has a good eye sight. The parrot here in these lines, is being told to give the invitation. The detail about the place where the parrot has to go with the invitation is given in these lines. The name of the village is Baikunth, name of the lady is Laxmi Devi and her husband’s name is Shri Narayan. According to these lines, the parrot is supposed to give the invitation to the lady.

Chhopati: this form of song is known as ‘love song’ these songs are sung in the form of questions and answers between men and women.

Basanti: these folk songs are sung in order to welcome the spring season. This folk song is sung either individually or in groups.

Churra: this form of folk songs offers piece of advice, given by the elders, the elders shared their experiences especially while grazing the goats and sheep's.

Khuded: this folk song, discusses about the separation between a wife and a husband and the reason of separation is generally when the husband is away in search of work.

Laman: this genre of folk song is sung to express the sacrifice that he is willing to do for his beloved.

Pawada: this forte of folk song is usually sung when separation occurs between the husband and wife, as the husband goes to the battlefield.

Jagar: the ballads of local gods and goddess in Kumaon region are known as Jagar. Jagar falls in the category of ghost and spiritual worship or in the honour of the various gods and goddesses. Jagar is arranged mainly to thank Kul devta after the marriage in the family, birth of a child and also to remove the obstacles. Mainly there are three people involved in Jagar- Jagariya, Danagriya, Syonkaar-Syonai. The Jagaria is also known as Guru, the main work of the Jagaria is to sing the song, related to the God. Guru gives order to dangariya to perform the act, beats drum and dhol. Danagaria is a person who plays the role of God. The holy spirit of God enters the body of dangaria. Danagaria shows the path (dagar) to the followers (who are in pain/trouble) due to this reason he/ she is known as dangaria. The elder person of the family, where the Jagar is organised is known as Syonkaar and the wife is known as Syonai.

Hudkiya- Baul- is known as the agricultural song. 'Baul' refers to labour and 'Huduk' refers to a local musical instrument. The person who plays Hudka is known as 'Hudkiya.' These people were mainly from the schedule caste, who played an integral role in preserving and popularising the folk songs. Each beat of Hudka encourages the workers on the field to do their work with more zeal. It is a local belief that with the beat of Hudka, the workers feel relaxed while doing the work. The marginalised section of the society locally called dooms, sang folk songs while the women of the community performed dances. These women used to entertain people by dancing, having liquor and exposed their body. At one time Hudkia girls were an important part of the high society. The people from the upper strata of the society maintained a Hudkia mistress. Before entering the field Hudkia sings sagunakhar. It invokes the five Gods, the local Gods and the family God to be merciful towards the land owners. The Hudkiya Baul can be divided into various kinds:

- 1) Prayer based
- 2) Invitation based
- 3) Story based
- 4) Blessing/ Wishes based

An example of Blessings/ Wish based song is as follows:

Salyon balda, salyon salyon,
Seeng ke layale, khur ke layale,
Phiri phiri jaale, khai bhari jale,
Gaayi giwaar ki charo chakot ki,
Koshi vaar ki koshi paar ki,
Salyon balda salyon salyon,

Jatuk bali, tatuk daali,
Jatuk khara, tatuk bhakhara,
Salyon balda salyon salyon

Through the medium of these songs, the singer prays for the people, who are involved in cultivation. In these lines the singer says that O bull, kindly walk in such a way that the land becomes highly fertile which would result in high production of grains.

The Kuamoni folk songs are lyrical and melodious. These songs portray the simplicity of human culture and emotions. These songs are ballad in nature and are not in a written form. Such songs are a true reflection of the Kuamoni myths and culture. Today folk songs are very popular amongst the younger generation. Folk songs have always acted as the best medium to promote Kumaoni culture, art and tradition. These songs have mellifluous tune, which has the essence of pahar.

The song ‘Bedupako Baramasa O Narain Kafal Pako Chaita Meri Chaila’ is the cultural anthem of Uttarakhand. It is also the representative tune of the Garhwal Rifles and the Kuamon regiment. This song reflects the natural beauty, the changing seasons and traditions that are linked to the lives of the people of Kumaon. The verses of the song have many themes. A woman is expressing her feelings to her husband called Narain. She lives with her in-laws and has a desire to return to her Parent’s home where she was nurtured as a child. Down the memory lane, she recalls her visit to Nanda Devi shrine and Lal Bazar in Almora.

Gopidas, Mohan Singh Reethagari, Jait Ram and Chakra Ram Damai were some of the famous folk singers of Kumaon. These songs discuss about the heritage of Kumaon at length. Mohan Upreti, the most adept personality who is associated with Kumaoni folk music, is recognised for his Nanda Devi Jagar. In order to promote and preserve the folk songs, a member of Uttarakhand’s diaspora in the US has launched a mobile application titled ‘Uttarakhand Radio’ in New York. Sailesh Upreti is the man behind the idea. The contents of the application would be administered from the US as well as Almora.

In the postmodern world, where identities are both reduced and multiplied ironically, concepts such as globalization and multiculturalism have emerged to define the new world order. While the world is shrinking into a global village where differences melt into similarities, cultures and groups outside the dominant ideology find out ways to put forward their diversity. We are curious towards the ideas of alternative modernity, post structuralism, postmodernism and local histories; the present work will contribute to the cultural construct of the region concerned.

The present research paper aims at focusing on how today the world is increasingly globalized, preservation of traditional folklores and the ongoing development of new materials are important ways in which unique cultural expressions can be maintained and their wisdom can be transmitted to future generations.

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A PHONOLOGICAL ANALYSIS OF ENGLISH SPOKEN BY HIGH SCHOOL STUDENTS IN JABALPUR

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Abstract

A phonological study is generally concerned with the articulation of human speech sounds, and differences in manner of articulation certainly draw attention of people using a particular language as mother tongue or second/foreign language. One of the chief aims of the present study is to describe the use of select diphthongs in the English spoken by the High school students in the city of Jabalpur. It also aims to find out whether in their speech, there is any phonetic deviation from R. P., and if any, the direction in which they deviate. It would also be interesting to note whether there is significant influence of variables such as gender, place (rural & urban background) and medium of instruction (English & Hindi) on the phonetic features of their speech.

Key words: phonological, English spoken, Jabalpur, Rural, urban

Introduction

A research on phonetics is generally concerned with the articulation of human speech sounds, and differences in manner of articulation certainly draw attention of people using a particular language as mother tongue or second/foreign language. This implies that the manner of production of speech sounds has a significant role in communication. In today's changing scenario a great emphasis is laid on the communication skills, especially the oral form, in education and corporate sectors. There is a genuine concern for correct, standard pronunciation, or what we call the RP as an essential part of an effective communication. Therefore, the high school students need to stick to the patterns of standard pronunciation for effective communication in the academic world and at international level as well. Thus it is desirable to investigate the extent to which these students, who get formal exposure to English as second language, adhere to the standard pronunciation. In addition, the researcher will also investigate the interference of the mother tongue into their spoken English in the case of deviation from the RP patterns.

Role of mother tongue in second language acquisition

Properties of MT affect the acquisition of the second language (hereafter SL). Sometimes MT interferes in the process of learning the second language and sometimes it helps and accelerates the acquisition of second language. When the patterns of MT and the SL are similar, the positive transfer occurs and the first language facilitates learning of the SL and in the case of dissimilarity, the negative transfer occurs and the first language hinders the learning of the Target Language (hereafter TL). This phenomenon is known as mother tongue interference. Weinreich defines interference as 'instances of deviation from the norms of either language which occur in the speech of bilinguals as a result of their familiarity with more than one language, i.e. as a result of language contact' (Weinreich 1).

The test phonemes and the variables

The test phonemes in English spoken by the high school students in the city of Jabalpur are [eɪ] was tested in the word as eight and [ɪə] was tested in the word as ear. They are studied at three levels namely, gender, place of school education and medium of school education. It is because gender, place of school education and medium of instruction may have a significant role to play in the acquisition of second language.

Subjects of the study

The subjects for the present research were selected from among the high school students of Bharat Sevak Samaj Girls H S School Ghamapur, Guru Govind Singh Khalsa H S School G.C.F. Estate, G.C. F High School Vidhya Nagar, Laxmi Narayan High School Ranjhi and Jawahar Lal Vidhya Mandir, Saraswati H S School Adhartal. Twenty-five students each from both Hindi and English medium background in school were chosen for the present study. All the students belong to Madhya Pradesh State Board Schools which are located in different parts of Jabalpur, Madhya Pradesh. The speakers were selected with random sampling method in the sense that the researcher had no prior notion of their academic achievement nor their level of proficiency in spoken English. Considering the comparative nature of the research, the speakers were selected in such a way that they could be placed into specific groups with regard to their sex, place of school, and medium of instruction.

Interpretation of [eɪ]

The use of a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] was tested in the word as eight as given in the questionnaire. Total 8% subjects were found using a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] sound that was in proximity with RP. The direction of deviation was towards the mid front unrounded vowel [e:] a glide from a front open unrounded vowel to a centralized front unrounded vowel just above half-close [aɪ]. The subjects who used the mid front unrounded vowel [e:] instead of a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] constitute 84% and a centralized front unrounded vowel just above half-close [aɪ] constitute 8%. Since a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] is nonexistent in the phonemic inventory of Hindi, the acquisition of this sound falls in the area of difficulty for the Hindi speaking learners of English as a second language. Due to negative transfer, they tend to replace a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] with the mid front unrounded vowel [e:] and a glide from a front open unrounded vowel to a centralized front unrounded vowel just above half-close [aɪ] that exist in the speakers mother tongue.

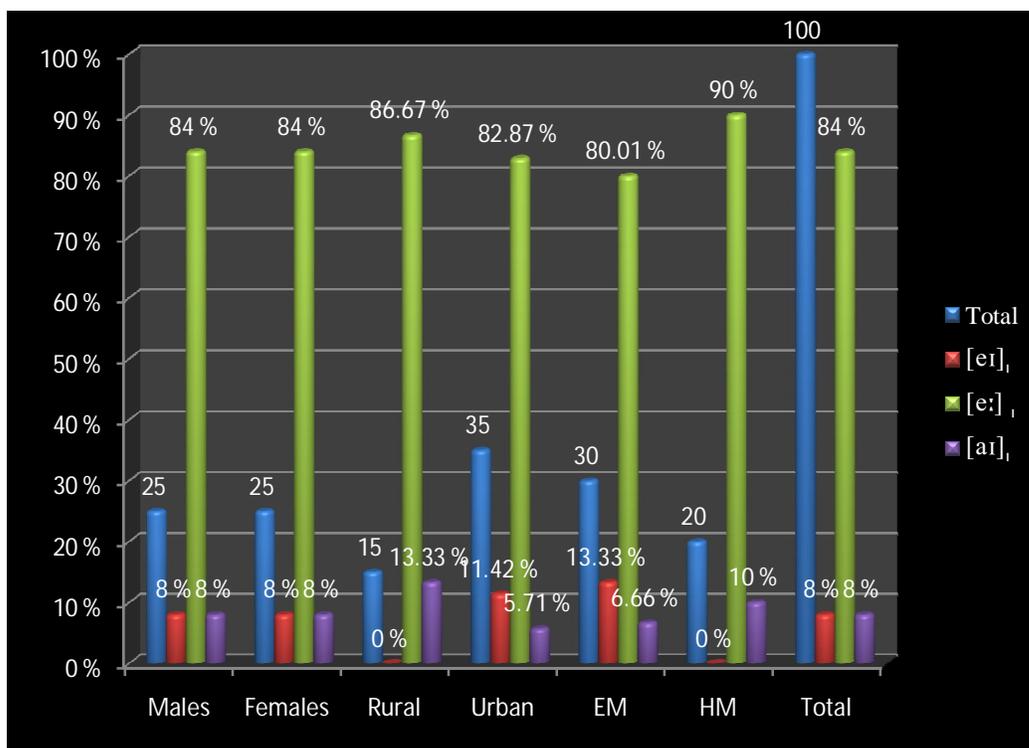
In the case of females and males 8% were found a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close. 84% females deviated in the direction of the mid front unrounded vowel [e:] and remaining 8% used a glide from a front open unrounded vowel to a centralized front unrounded vowel just above half-close [aɪ]. 84% males deviated in the direction of the mid front unrounded vowel [e:]. Thus, there is no difference between the male deviants and the female deviants.

Pearson chi-square test was performed to see whether gender is significantly related to the use of the voiced labiodental fricative. The null hypothesis is that the gender and the use of the voiced labiodental fricative are independent and there is no significant difference between male and female in terms of using this sound. Significance was tested on .05 level of confidence. The calculated value of chi-square is .009 with 1 degree of freedom which is far below the critical value of 3.841 for significance level of .05. Thus, there is no significant difference between male and female in terms of using this sound and the null hypothesis is proved.

On the basis of the place of school education, it was found no subject who got their school education in the rural areas was found using a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] while 11.42% of the subjects who got their education in the urban areas were found using a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] in the reading of the word like eight. When the sound was tested with the help of chi-square test, it was found that a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close and the place of education are significantly related. The calculated value of chi-square at significance level of .05 is .1.863 with 1 degree of freedom. This value is far below the critical value of 3.841. This shows that there is no significant difference between the Hindi medium students and the English medium students in terms of using this sound.

When the data was analyzed in terms of medium of instruction, it was found that no subject, whose medium of instruction at school level was Hindi, was found using a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] in the reading of the words like eight while 13.33% of the subjects whose medium of instruction at school level was English used a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close [eɪ] in the reading of the same word. Pearson chi-square test was performed to see whether medium of instruction is significantly related to a glide from a front unrounded vowel just below half-close to a centralized front unrounded vowel just above half close in the word-initial position. Significance was tested on .05 level of confidence. The calculated value of chi-square is 2.899 with 1 degree of freedom which is below the critical value of 3.841 for significance level of .05. Thus, there is no significant difference between male and female in terms of using this sound. Thus, it can be said that the medium of instruction influenced less in the production of this sound.

Sounds	Total	[eɪ]%	[e:] %	[aɪ]%
Males	25	8	84	8
Females	25	8	84	8
Rural	15	0	86.67	13.33
Urban	35	11.42	82.87	5.71
EM	30	13.33	80.01	6.66
HM	20	0	90	10
Total	100	8	84	8



Interpretation of [ɪə]

In the collected sample a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] was tested in the word as ear as given in the questionnaire. 82% subjects were found using a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] RP. The direction of deviation was towards a long glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [i:ə] and a glide from a front half-open unrounded vowel to a central unrounded vowel between half-close and half open [eə]. The subjects who used a long glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [i:ə] instead of a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] constitute 16%, and a glide from a front half-open unrounded vowel to a central unrounded vowel between half-close and half open [eə] constitute 2%. In the case of females and males 92% and 72% were found using a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] respectively. 8% females deviated in the direction of a long glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [i:ə] and no female is deviated in the direction of a glide from a front half-open unrounded vowel to a central unrounded vowel between half-close and half open [eə] sound. 24% males deviated in the direction of a long glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [i:ə] and 4% was found in the direction of a glide from a front half-open unrounded vowel to a central unrounded vowel between half-close and half open [eə]. Thus, there is almost 16% difference between the male deviants and the female deviants in a long

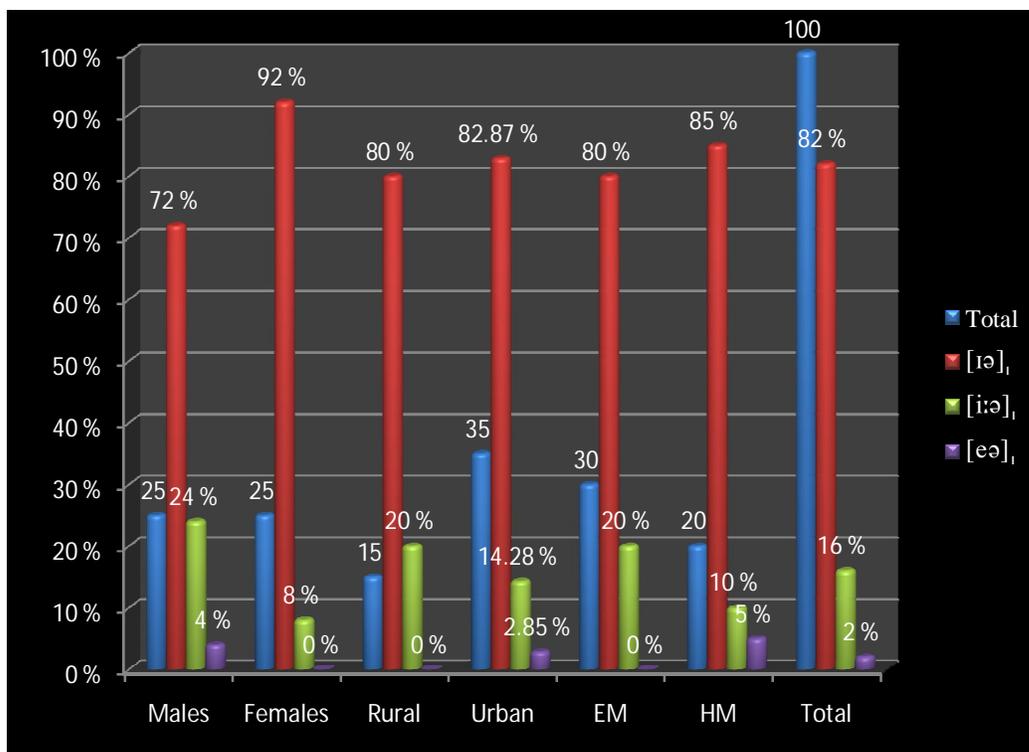
glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [i:ə] sound and 4% difference in a glide from a front half-open unrounded vowel to a central unrounded vowel between half-close and half open [eə].

Pearson chi-square test was performed to see whether gender is significantly related to the use of a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open. Significance was tested on .05 level of confidence. The calculated value of chi-square is 3.388 with 1 degree of freedom which is below the critical value of 3.841 for significance level of .05. Thus, there is no significant difference between male and female in terms of using this sound.

On the basis of the place of school education, it was found that 80% subject who got their school education in the rural areas was found using a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] while 82.87% of the subjects who got their education in the urban areas were found using a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] in the reading of the word like ear. When the sound was tested with the help of chi-square test, it was found that the use of a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open and the place of education are significantly related. The calculated value of chi-square at significance level of .05 is .058 with 1 degree of freedom. This value is far below the critical value of 3.841. Thus, there is no significant difference between the Hindi medium students and the English medium students in terms of using this sound.

When the data was analyzed in terms of medium of instruction, it was found that 85% subject, whose medium of instruction at school level was Hindi, was found using a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] in the reading of the words like ear while 80% of the subjects whose medium of instruction at school level was English used a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open [ɪə] in the reading of the same word. Pearson chi-square test was performed to see whether medium of instruction is significantly related to a glide from a centralized front unrounded vowel just above half-close to a central unrounded vowel between half-close and half-open in the word-initial position. Significance was tested on .05 level of confidence. The calculated value of chi-square is .203 with 1 degree of freedom which is below the critical value of 3.841 for significance level of .05. Thus, there is no significant difference between male and female in terms of using this sound.

Sounds	Total	[ɪə]%	[i:ə]%	[eə]%
Males	25	72	24	4
Females	25	92	8	0
Rural	15	80	20	0
Urban	35	82.87	14.28	2.85
EM	30	80	20	0
HM	20	85	10	5
Total	100	82	16	2



Conclusion

To sum up, it can be said that the mother tongue plays crucial role in the acquisition of second language in terms of its phonology. From the above discussion it can be interpreted that mother tongue pull in the students’ spoken English and it is apparent between English medium background student and Hindi medium background student speakers. The diphthong / eɪ/ were not part of the majority pattern of the speakers and the lowest conformity with RP was noticed with this diphthongs that constitutes only 8%. / eɪ/ was monophthonsed as [e:] by majority of the speakers as this was phonetically the nearest to the corresponding RP diphthongs. In Hindi, there is no such diphthong. Since the nearest vowel to the English diphthong / eɪ/ is [e:], there was a tendency to switch to this sound in most of the cases. It was also found from the analysis that only 13.33% students had / eɪ/ sound and all of them are from English medium background. No student from Hindi medium background had the vowel. Talking about the other diphthong /ɪə/, it can be inferred that there is no significant difference between male and female in terms of using this sound and there is no significant difference between the Hindi medium students and the English medium students in terms of using this sound.

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BLENDED LEARNING: AN INTEGRATED APPROACH TOWARDS EFFECTIVE LEARNING

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Abstract

Blended learning, a contemporary trend in education has depicted potential acceleration in Learning and Development space. It leverages on the usage of various resources and activities and has been successful in providing a learner centric experience for students. The scope of blended learning is extending beyond class rooms with increased usage of numerous technological aspects such as flip camera and voice recording in mobiles, virtual class rooms etc.,

The article aims at articulating the significance of blended learning along with a glance on various models of the same. Few considerations in implementation of blended learning are discussed and small question based study was conducted to understand the effectiveness of blended learning. Few suggestions for making learning more effective through successful implementation of blended learning have been incorporated in conclusion.

Key Words: Traditional, Learner, Online, Student, Blended Learning, Education.

1. Technology and Education

In this digital era technology has always been sweeping through the learning space as facilitators and technology developers have been coming up with more and more creative and innovative solutions for technically driven model to enhance the effectiveness of education.

Technologies such as Artificial Intelligence, Educational Software and Machine Learning have not only influenced the student fraternity wherein they have been redefining and remodelling the approached of teaching and learning and equally creating a dynamic and challenging environment for educators.

As it is very easy to post and have an answer for a query in Google and even getting the best possible solution for a computational or mathematical problem, educators are exploring the level and extent of knowledge to be imparted to the learners in order to succeed in this highly competitive job environment and shape up their careers prosperously.

2. Introduction to Blended Learning

Blended learning is an optimum combination of digital or online media with the traditional classroom tools and methods. It needs both the teacher and the student to be physically present with an element of student control over time, pace, path, place etc.

There are various drafts that have penned down by eminent authors on Blended Learning. To understand the meaning of the word it is very much self explanatory that it is a blend of two or more methods or approaches. To be precise, it is a technique of learning where a learner gets an opportunity

to learn, in full or part thereof, through the content being delivered via online and digital media with some element of control over time and place

Blended learning sets the compatibility between the classroom and technology to facilitate a new and better way of learning experience for learners. It allows the students to leverage upon the concepts learnt in the class room and strengthen the understanding through assessments and activities aimed at application of the theoretical concepts taught in classroom. When it come to standard education model, blended learning, in the sphere of e-learning, is the complementary use of e-learning.

3. Literature review

The focus on the engagement of students has been a point of focus for the last few decades in consideration of increasing tuition cost and even the retention rate of students with an academic institution(Regier P, 2014)). It was advocated by Littky and Grabelle that a possible redesign of the courseware can lead to a meaningful engagement of students and can possibly engage them with learning experiences sustaining across. It was suggested by Pink (2009) that students can align to the flow of learning given an opportunity to be driven with a sense of purpose and independence with a focus on mastering learning.

Fullan (2012) emphasizes that an optimum learning flow can be achieved through creation of a learning environment focussing on the 3Ps of engagement namely purpose, passion and play. Often blended learning is defined as an approach that combines of face to face interactive learning and learning through online media (Cahill,2014; Frankle, 2012). A survey conducted by Arabasz, Boggs and Baker on e-learning activity revealed that 80% of higher educational institutions and 93% of doctoral institutions are offering courses with blended learning approach.

4. Why Blended Learning works well?

In recent past there are numerous cases where the learner performance has increased considerably when the content is delivered in different and diversified way. Irrespective of the strategy to be usage of live or virtual environment and with no due consideration as to whether it is an academic or corporate setup, blended learning has proven to be beneficial across.

Having said that let us understand why does this initiative of combining various tools and approaches have been so effective? The intellectuals at Origin Learning have attempted potentially towards the reasons for the success of blended learning and have come up with five reasons as discussed below. As per their work depicted in the figure1 blended learning has proven to be working well as it rightly addresses the below five aspects as per the learner's need.

- 1) Learning content for the first time (new)
- 2) Learning more about the subject (more)
- 3) Applying the content that has been learned (apply)
- 4) Knowing what to do when things go wrong (problem solving)
- 5) Knowing what to do when things change (change)



Figure.1 Five aspects of Learner's need

Source: www. Learndash.com

While the above mentioned aspects cannot be disagreed upon, everyone need to be careful about defining the ways of learning as it has to take lot of considerations regards the learning capabilities of the target audience. The concept of underlying complexities of human brain is yet another vital aspect that has not been completely captured and addressed in the list of five aspects. These main aspects could have been divided further to be more specific and preferably with a logical distinction.

Besides all these it can be very well accepted that the content mentioned in the info graphic is a pretty good attempt towards emphasizing the significance of blended learning. It will definitely help the learner to retain information in a better way to be able to face the challenges of application of the learnt aspects in simulative and real time scenarios.

5. Models of Blended Learning

Every academic institution looks for all the possible ways to provide e a personalized learning experience to their students with due consideration of the budget. Blended learning can be an effective option in this regard as it combines face-to-face instructional interaction with online learning and thus, yielding strong results as evidenced and being researched as an education strategy by many researchers.

In 2010 U.S. Department of Education has conducted a research study and revealed that blended learning helps in achieving statistically better results than any face to face or equivalent non hybrid methods. This originated to the fact that this model has been rapidly growing and has been proven successful in increasing the flexibility and customization of the learning experiences for students. Besides it also expands the locus of a teacher towards being a facilitator than a teacher.

As per the expert team at dream box, in consideration of the age of students, reasons for selecting a model of blended learning can guide through the possibility of implementing any of the six models discussed below.

5.1. Face-to-Face Model

This model is pretty close typical school structure. As per this approach the decision regards the delivery of instructions through online mode is decided on a case to case basis, in general with an assumption that, given class strength, not all of them will follow the online instruction given in any of the forms of blended learning. This approach can be useful to students who struggle and tend to work above their level of grade to progress prosperously at their own pace of using the technology available in the classroom.

5.2. Rotation Model

Students are rotated across the instructional methods in this approach. It can also mean to rotate the students across stations or places on a pre determined schedule for an online instruction by the facilitator or face to face instructional interaction with the facilitator. This model is being widely used in academic space as it makes the learner feel the difference between the instructional methods and get exposed to different scenarios across.

5.3. Flex Model

Academic institutions dealing with a considerable count of students who demand for non traditional methods adopt this Flex model often. Here a self learning environment is created with the teacher available on site always. Learning is aimed to be self focussed and self guided making students to learn new concepts and even practice them with relevant applications by themselves. This model works for students who can take challenges and who always aspire to learn something more than what they actually learn at the defined stage of academics.

5.4. Online Lab Model

In view of the resource and economic constraints schools may opt for this model wherein the learner is provided with the option of completing some courses online that are not offered at the school. Besides learning online the learner may have to travel to a dedicated lab setup, supervised by adults who may not be trained people, to conduct experiments or for practical application of the theoretical concepts and complete the course. This model provides a win- win situation for the facilitator as well as learner. More courses can be offered for which the teaching experts are not available at the institution and the learner will have a choice to take up the course of his/her interest affecting their learning enthusiasm.

5.5. Self-Blend Model

This model gives an opportunity to students to supplement their learning by taking online courses beyond what has been taught in the classroom. While they attend and get the inputs through a traditional learning environment, they also can value add the knowledge they gained in the classroom with a relevant course or content available online. This model is ideal for students who want to elevate their expertise in a specific subject or discipline wherein the only pre requisite is the student has to be self motivated.

5.6. Online Driver Model

Online driver model is quite opposite to the face to face model. This blended learning model allows the student to work remotely besides a few face to face interactions, if required. Entire course material is floated online and the student can opt for an online chat with the respective instructor in case if the face to face interaction is not feasible or convenient. This approach is gaining incremental as it caters to the expectations of students who look out for flexibility and independence in learning.

6. Implementing Blended Learning

Empathy is the key in implementing any change. Let the learners have beforehand information about the possible implementation of the program. Feedback on the proposal of implementation can be sought for and basis the feedback the process can as well be designed more effectively by including their aspects of consideration so that the same will be the best fit for the learners in future and will have a positive impact on their learning across time.

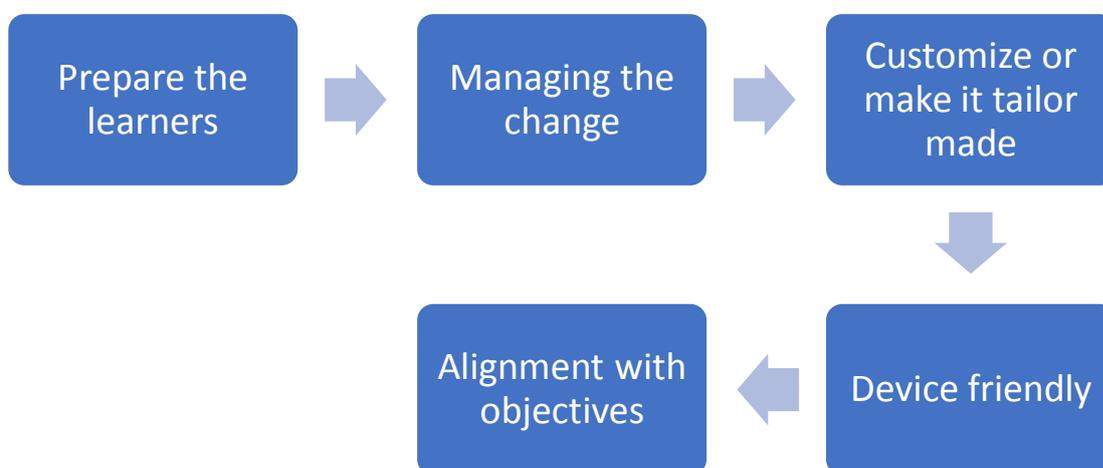


Figure.2. Steps in implementing Blended Learning;

Source: Compiled by author

It may not be possible that the program might have a one-size-fits-all approach. The attitudinal and personality traits of the learners as well as their habits need to be taken into consideration to make sure that the facilitator know the audience better and has designed a program that suits their attributes, aspirations and expectations.

In this digital era any program has to be device friendly especially with electronic devices and to be more specific mobiles. The digital part of the program can as well be made available to be accessed through the compatible electronic devices so that learners can access the same with more ease and convenience.

Everything mentioned above has to be planned and implemented in such a way as to accomplish the learning objectives laid down by the facilitator. Each and every aspect of the program has to be in alignment with the business or class room objectives so that there is no distraction or hindrances creeping in between.

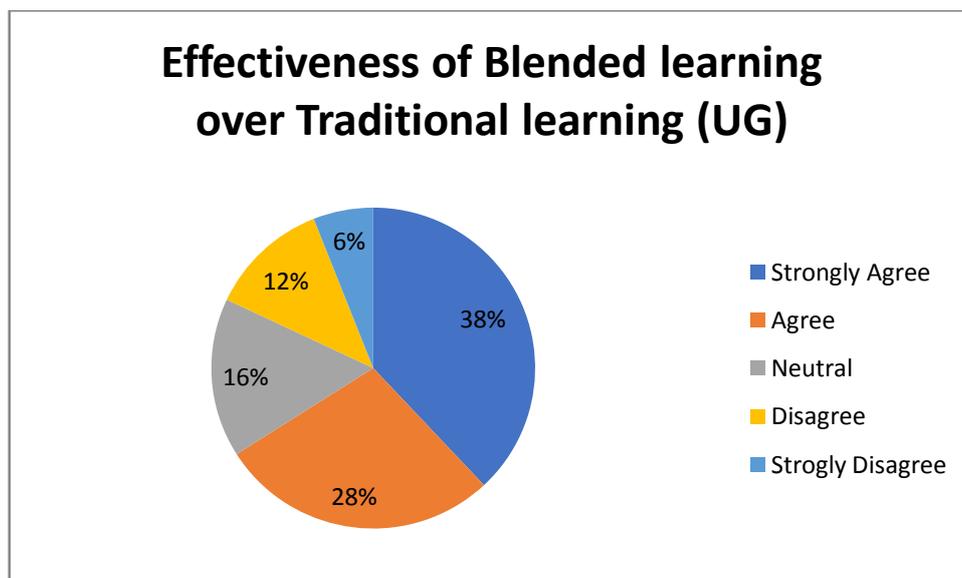
7. Effectiveness Measured

The implementation of any initiative or change in the existing structure may not be successful without seeking the feedback from the target audience who have to adapt to the proposed change or initiative.

A simple question based discussion is being carried out with UG and PG students on their views on the contrast between traditional learning environment and virtual learning or can say blended learning. The feedback of the respondents is quantified and further illustrated in the form of a graph as below basis their views on the same.

100 UG and 130 PG students are being interacted with wherein 76 from UG and 98 from PG have responded properly. With an assumption that the subjectivity or the bias of the researcher is NIL the following points are summarised herewith.

Figure.3.



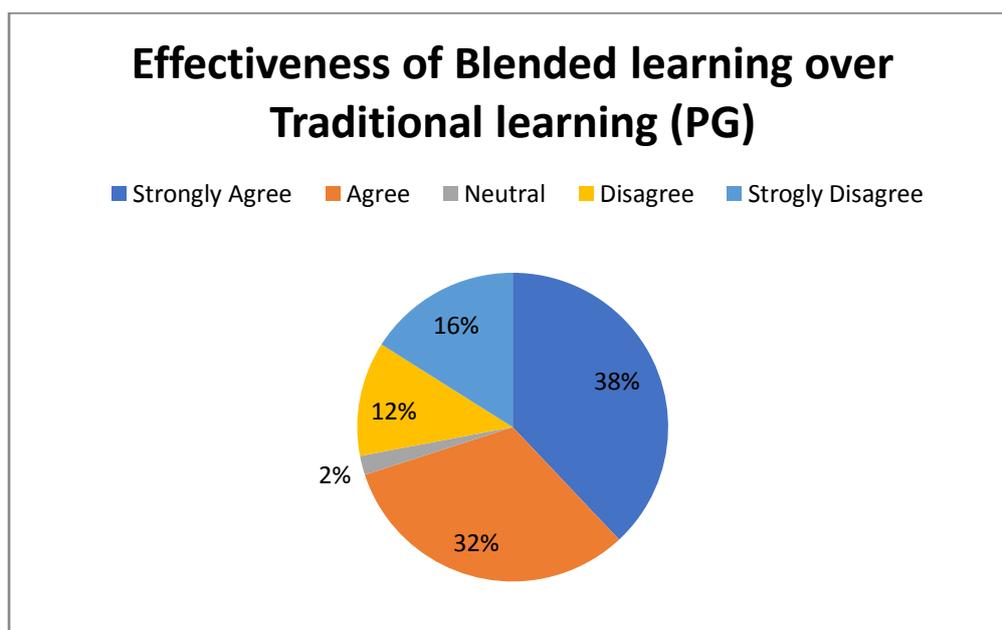
Source: Compiled by author

Likert's five point scale of evaluation is adopted and the respondents are asked to raise their hands in response to the statement made by the researcher in front of them on the effectiveness of blended

learning over traditional learning. Specific remarks are being welcomed from students who shared some points as to why they agree or disagree. An attempt made to record the responses was not allowed and hence the researcher has noted them down and listed in the article accordingly.

UG students have expressed a sort of confusion to have a contrast between the two learning methods and hence the neutral response percentage was 16. Some of the respondents who agreed for the blended learning to be more effective opined that the infrastructure provided by the academic institution does matter in evaluating the effectiveness. The lot who strongly agreed said that Flexibility, convenience and independence are some of the advantages of the blended learning over the traditional one.

Figure.4.



Source: Compiled by author

The Post graduate respondents displayed more clarity in thoughts and were confident on their opinions. Lot of them opined that the online medium is preferable as it offers more accessibility convenience, possibility for multiple choices of courses, online interaction with various domain experts besides flexibility and independence. The agreed and disagreed respondents are very particular that the personal touch of a face to face interaction in the traditional learning environment is lost to an extent in blended learning that can have a negative impact on the learning effectiveness.

8. Conclusion

Blended learning offers flexibility, effectiveness, efficiency, customization, cost effectiveness and extended accessibility besides being a comprehensive or integrated approach blended with various learning methods. The study of effectiveness of blended learning over traditional learning revealed that the stage of academics can have an impact on the views of the students as the PG people could express their views more clearly than UG respondents. Barring the possible bias of the researcher in collating and tabulating the responses it is evident that the blended learning approach is gaining prominence across provided certain aspects such as infrastructure, expertise of the facilitator, the

network connectivity, hands on training to learners and facilitators on the usage of the diversified media is taken care by the academic players.

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MOBILE ETIQUETTE: A STUDY OF MANAGEMENT TEACHERS AND STUDENT

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Abstract

The use of mobile phone is common among people. As the number of mobile phone users is increasing day by day there is also a need of code of conduct and etiquettes that are required to make the use sustainable and respectful. This research paper is based on the study conducted on teachers and students of management institutions for Mobile etiquette. This exploratory study is aimed to find out answers to several issues that are encountered in classroom, public areas and in general life. The objectives for this study are to develop understanding about mobile etiquette against factors like age, profession and gender. The study is not restricted only for the educational institutions as it opens a wider area for further research related usage of mobile phones in general life. The sample size taken for the study is 259. Different hypothesis are developed to find out mobile phone etiquettes among male and female as well as among teachers and students. The results of different hypothesis are analyzed by using MANOVA and T-TEST. The outcome of this exploratory research suggest us that there is no gender bias regarding mobile phone etiquettes, the different age group people use mobile phone as a very necessary part of their life and teachers are more sincere regarding etiquettes as compared to students.

Keywords: etiquette, mobile phone, management institute, students, teachers, exploratory.

INTRODUCTION

The rapid diffusion of technology and its use in our daily lives to augment our communication have impacted our etiquette and behaviors of communication. The study tries to enhance the etiquette toward the use of mobile or cell phone. Some days ago Mr. Narendra Modi the prime minister of India banned the use of mobile while taking meeting with the Minister of government of India and officials. Most of the persons are aware and they know to use mobile phones but they ignore it. This study mostly focus on such cases when people use their cell phone in those places where it ought not to be used, for example use of mobile while classes, lecture, meeting, presentation is going on by the students and faculties or members. Etiquette is defined as code of conduct and good manner and polite behavior which are shown by an individual according the set standards of the society.

Mobile etiquette refers the rules and manner which individual should follow while talking on mobile and use of mobile at the workplace or in the classroom or it should be applied everywhere even at your home also. Mobile became essential device in daily use for everyone and one should adopt the manner to use it so it would not create any types of destruction for them who ever are surrounded.

Review of literature

Intel Survey (2011) released that the number of Internet-connected mobile phone devices continues growing up, and how the people use their mobile devices around others. Pew Internet & American Life Project in 2011 studied that 85 percent of U.S. adults own a cell phone, and 52 percent own a

laptop and personal computer, 4 percent of citizens own tablet, and only 9 percent don't use any of these and other devices. Business Wire (2006) mobile communication is impacting old age traditions. The communication through wireless made it possible to include more people at the family gathering. Through study of mobile calls, pictures and text messages the loved ones those who cannot be there in person can also

experience the special times remotely. David (2000) This survey on the wireless communication spotlight the emergence as a component of roadside safety, to offer urgent access for helping in travel urgency and emergencies surpassing other traditional vehicle safety devices for example flashlights, jumper cables and first-aid kits and many more in importance on the road and how individual follow the given instructions.

Jumrani, Jaya (2009) focused on the increased number of Indians are embracing the mobile as an integral part of their lives. Because of the cheap connections and easy access of mobile phone is increasing the user of telecommunication. An estimated around 400 million people already use mobile phones and some more are growing every month. The government must be mighty pleased with the revolution in communications ushered in by the mobile phone. Sherry Turkle's (2011) found that parents don't model the use of mobile technology in ways that positively influence their children. She noted that from the youngest ages, youth today associate technology with shared attention: young person complain that parents don't look up from their phones at dinner and they bring their phones to school sporting events. Parents are pushing their kids on a swing with one hand and looking at the phone with the other. Parents are physically close but mentally elsewhere Hanson (2011) found when explored the competing time demands of today's college goers and confirmed that, not surprisingly, college goers use class time to text, particularly in large classes "all the time, in most of the cases with some admitting that they might send over 200 texts in a day". Gurrie and Johnson (2011) said in his literature that study of undergraduate students to determine what they were doing on their mobiles in class and what motivated their behavior and indicated students themselves are tired of disruptive behavior and desire a more civil classroom. Bjorklund and Rehling (2010) found that continue to talk having been asked to stop and the use of mobile and to text or that ring in class were considered in the top three of "very uncivil" student behaviors.

Lipscomb (2005) revealed student's perceptions of mobile etiquette in many scenarios from driving to classrooms and restaurants, public places and concluded with a call for increased education on proper mobile etiquette. The literature reveals that students' uses of mobile behaviors and perceptions are disruptive to them, so it is not surprising to find that this perception also reflected by the faculty who teach them. Flaherty (2011) found that how mobiles have provided increasing opportunity for distraction and can undermine the enthusiasm and belongingness of any professor. The findings recommend that confronting technological distraction head on by enlisting students to help develop the guidelines particularly around technology etiquette and especially about use of mobile. He suggested various solutions from an outright ban to simply turning mobiles off and providing appropriately timed digital breaks to check it. Attwood (2009) studied that use of mobiles tops the list of uncivil teaching disruptions by the students. Study included both students and faculty members and had similar findings for both segments. School policy regarding mobile within the majority of public schools in the U.S. had historically been prohibitive, requiring students to leave them at home, or to leave them in lockers during the day and for the faculty turn them off while taking the class. Obringer & Coffey (2007) found the policies exist in the largest Canadian school boards, Toronto and Vancouver. Other schools are changing policies from banning mobile use to allow students to access

them before or after classes. St. Gerard (2006) found as a result of the rapidly changing and occurring technological advances within the mobile industry, it has been difficult for educational institutions to make and keep current educational policy regarding the use of mobiles. Tindell & Bohlander, (2012) found many educational institutions students and faculty are not sure how to handle the issues and some may not even be aware that there is a problem toward using mobile phone.

Campbell (2006) found that college students and faculty have negative attitudes toward mobile phones in the classroom, institute and are in favor of formal policies governing their uses. Tindell and Bohlander (2012) discovered that students don't want to risk a confrontation with the professor on the use of their cell phones and are less likely to text in class they know the value of etiquette if the instructor has a set policy and seems to care whether the students are texting. But if the instructor turns his/her back or is focused on the lecture, students indicate they will text. The study indicated that having a no-use cell phone policy in place may curb but doesn't prevent inappropriate etiquette. Kiedrowski et al. (2009) and Tindell & Bohlander, (2012) concluded that today's educators should recognize that mobile phones are not a passing trend but a staple of society and also consider "Therefore learning the proper use of cellular phones and not just the restrictions should be considered a vital life skill for students".

Objectives

- To design, develop and standardized a questionnaire On Mobile Etiquettes
- To identify the underlying factor of Mobile Etiquettes
- To differentiate the male & female and Students & Teachers on Mobile Etiquettes
- To differentiate the various category of Ages on Mobile Etiquettes
- To open the new avenue for further research

Research methodology

The study is uni-variate and exploratory in nature being survey method used for collecting the data. Population for the current study was those who were using cell phone or smart phones. The sample size for this study was 259. Individual user of smart phone and cell phone was treated as sampling element. Non-probability quota sampling was used for data collection. Self-standardized questionnaires was used for data collection in which one stands on least agreement of the users and five stands on high agreement of users. **Tools Applied for data Analysis** - Reliability test was applied to check reliability on Mobile etiquette questionnaire in the study. Exploratory factor analysis was applied to find out the underlying factor of mobile etiquette. Independent T-test was applied between management student and faculty to know the differences on mobile etiquettes or on immersing factor of mobile etiquette. Multivariate ANOVA was applied on mobile etiquette or on immerge factor of mobile etiquette.

Reliability test of mobile etiquettes

The Reliability test was applied by using SPSS 21 software. Wherein Cronbach's Alpha Reliability test was applied to compute reliability coefficients over all statement used in the measure of mobile etiquettes in the current study. The value of Croanbach's alpha was found 0.904, indicating that reliability value is far better from the threshold value of reliability. Hence, all the statement were included and used in the questionnaire to measure the etiquette of mobile can be treated as highly reliable.

Factor analysis of mobile etiquettes:

The result of Kaiser-Meyer-Olkin Bartlett's test which was measure of sampling adequacy indicated value of KMO which was found out to be 0.878 indicating the size of data was used in current study, was good enough to treat the sampling data as normally distribute. Bartlett's test of sphericity which tested the null hypothesis stated that the item total correlation matrix based on the response received from respondents for perceived CSR was an identity matrix in nature. The Bartlett's test was evaluated through chi-square value which was found 2740.430 significant at .000 level of significant, indicating that null hypothesis is rejected. Therefore it is clear that the item to item correlation matrix not an identity matrix and the data were suitable for factor analysis. The principle component analysis (PCA) was applied on the Mobile etiquettes data. The PCA with Kaiser Normalization and varimax rotation converged into five factors after seven iterations. Factor analysis is applied to find out the underlying factors of the questionnaires. Factor analysis resulted into five underlying factor in Mobile Etiquettes the table represent the factor name with their Eigen value and % of variance and also the item which contributed to single factor are represent in the table along with their loading. Anti-Image correlation was applied to evaluate the normality of used data in the current study, wherein the diagonally value was checked if the diagonal value is more than 0.7 for each statement than the data for each statement is considered normally distributed. The diagonal value of each case was found to be more than .7 thus, the data used in the current study can be considered as normally distributed.

Discussion of Factor

(1) Normative Ethics (7.796): This factor has emerged as the most important dominating factor of Mobile etiquettes i.e., Normative ethics with total variances of 22.860. Nine statements were converted into single factor. Vulgar video, vulgar image Vulgar text, Capture image secretly, Pick phone without urgency, Suffer from Nomo phobia, while driving, too much, Pick while eating. **(2) Mobile Addiction (1.903):** This factor has emerged as the most important dominating factor of mobile etiquettes i.e., mobile addiction with total variances of 12.386. Six statements were converted into single factor. For using internet, feel restless without mobile, Checking E-mail, for fun, Use till late night, Reply through text message.**(3) Humbleness (1.802):** This factor has emerged as the most important dominating factor of mobile etiquettes i.e., humbleness with total variances of 8.495. Four statements were converted into single factor. Pick up mobile after 2-3 rings, Ask first to put on hold, High volume, Use often during lecture. **(4) Honesty (1.171):** This factor has emerged as the most important dominating factor of mobile etiquettes i.e., honesty with total variances of 7.087. Three statements were converted into single factor. Never pick while taking other, not pick if prohibited, and Switch off during class.**(5) Privacy (1.097):** This factor has emerged as the most important dominating factor of mobile etiquettes i.e., privacy with total variances of 6.539. Two statements were converted into single factor. Never talk confidential issues, Use formal words.

Independent T-test for Male & Female

Independent T-test was applied to evaluate the difference between male and female for the ethics of mobile etiquette on each statement. Total twenty four hypotheses were designed to evaluate the difference between male and female and all the null hypothesis were not rejected at the 5% level of significance. Hence, there is no difference between male and female on mobile etiquette to use it.

Independent T-test for Students and Teachers

Independent T-test was applied to evaluate the difference between management students and teachers for the ethics of mobile etiquette on each statement. Total twenty four hypotheses were designed to evaluate the difference between management students and teachers and out of 24 hypotheses 6 were not rejected at the 5% level of significance and 18 hypotheses were rejected. Hence, there is difference between management students and teachers on mobile etiquette.

Results of tested hypothesis

S no.	Statement	Hypothesis
Q1	I usually keep high volume of mobile phone.	Not rejected
Q2	I feel restless whenever I forget my mobile phone at home.	Rejected
Q3	I pick up mobile phone even, I am in meeting without seeing any urgency.	Rejected
Q4	I never pick mobile wherever, it is prohibited.	Not rejected
Q5	I never pick up mobile while eating.	Rejected
Q6	I never pick up mobile until or unless it rings at least two to three times.	Rejected
Q7	I get permission first to keep caller on hold while eating.	Not rejected
Q8	I very often use mobile while attending lecture.	Rejected
Q9	I think, I use mobile phone too much.	Rejected
Q10	I switch off mobile phone when classes are going on.	Not rejected
Q11	I use mobile while driving.	Rejected
Q12	I never talk personal or confidential issues in a public place.	Not rejected
Q13	I usually use formal words while spending time on mobile phone.	Rejected
Q14	I suffer from NOMOPHOBIA.	Rejected
Q15	I usually share received vulgar text via messaging.	Rejected
Q16	I usually share received vulgar image via messaging.	Rejected
Q17	I usually share received vulgar video via messaging.	Rejected
Q18	I use camera of mobile to capture the image	Rejected
Q19	I use my mobile for fun.	Rejected
Q20	I keep on using mobile till late night.	Rejected
Q21	I usually reply through text messages in the classroom if I am unable to pick up it.	Rejected
Q22	I never use mobile when I busy in the conversations with someone face to face.	Not rejected
Q23	I use mobile all the time for checking e-mail.	Rejected
Q24	I usually use mobile phone for using internet in all time.	Rejected

MANOVA

Multivariate ANOVA was applied to evaluate the effect of age as fixed factors on all the statements of mobile etiquettes. Box’s test of equality of covariance matrix indicates that the value of ‘F’ is 1.601 significant at 0% level of significance. Hence, the null hypothesis that the observed covariance matrices of the dependent variable are equal across groups is rejected, indicating that observed covariance matrices of the dependent variable are not equal across groups. To select appropriate Post Hoc test Levene’s test of equality of error variances was applied. The null hypothesis that the error variance of the dependent variable (statements of mobile etiquettes) is equal across groups was tested using ‘F’ test and its significance level. The value of ‘F’ was found to be .570 significant at .636 level of significance Hence, the Null hypothesis is rejected at 5% level of significance indicating, that the error variance of the dependent variable is not equal across groups and the multivariate analysis is appropriate for further analysis. For statement two of mobile etiquettes, the value of F was found 0.609 significant at 0.610 hence, the null hypothesis is rejected. For statement three, the value of F was found 2.602 significant at 0.053. Hence, the null hypothesis is not rejected. For statement four, the value of F was found 2.675 significant at 0.048 hence, the null hypothesis is rejected. For statement five, the value of F was found 0.256 significant at 0.857. Hence, the null hypothesis is not

rejected. For statement six, the value of F was found 1.308 significant at 0.272. Hence, the null hypothesis is not rejected. For statement seven, the value of F was found 0.669 significant at 0.572. Hence, the null hypothesis is not rejected. For statement eight, the value of F was found 1.483 significant at 0.220. Hence, the null hypothesis is not rejected. For statement nine, the value of F was found 1.223 significant at 0.302. Hence, the null hypothesis is not rejected. For statement ten, the value of F was found 1.918 significant at 0.127. Hence, the null hypothesis is not rejected. For statement eleven, the value of F was found 1.513 significant at 0.212. Hence, the null hypothesis is not rejected. For statement twelve, the value of F was found 2.811 significant at 0.040. Hence, the null hypothesis is rejected. For statement thirteen, the value of F was found 0.589 significant at 0.623. Hence, the null hypothesis is not rejected. For statement fourteen, the value of F was found 1.655 significant at 0.177. Hence, the null hypothesis is not rejected. For statement fifteen, the value of F was found 11.714 significant at 0.000. Hence, the null hypothesis is rejected. For statement sixteen, the value of F was found 17.454 significant at 0.000. Hence, the null hypothesis is rejected. For statement seventeen, the value of F was found 11.343 significant at 0.000. Hence, the null hypothesis is rejected. For statement eighteen, the value of F was found 4.413 significant at 0.005. Hence, the null hypothesis is rejected. For statement nineteen, the value of F was found 3.473 significant at 0.017. Hence, the null hypothesis is rejected. For statement twenty, the value of F was found 0.250 significant at 0.861. Hence, the null hypothesis is not rejected. For statement twenty-one, the value of F was found 2.700 significant at 0.046. Hence, the null hypothesis is rejected. For statement twenty-two, the value of F was found 0.047 significant at 0.986. Hence, the null hypothesis is not rejected. For statement twenty-three, the value of F was found 0.570 significant at 0.635. Hence, the null hypothesis is not rejected. For statement twenty-four, the value of F was found 0.244 significant at 0.865. Hence, the null hypothesis is not rejected.

Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	Df	Mean Square	F	Sig.	Partial Squared	Eta
Age	Q1	7.649	3	2.550	1.736	.160	.020	
	Q2	20.055	3	6.685	4.342	.005	.049	
	Q3	36.903	3	12.301	6.636	.000	.072	
	Q4	2.736	3	.912	.673	.569	.008	
	Q5	6.986	3	2.329	1.582	.194	.018	
	Q6	13.652	3	4.551	2.669	.048	.030	
	Q7	3.637	3	1.212	.845	.470	.010	
	Q8	7.856	3	2.619	1.242	.295	.014	
	Q9	30.341	3	10.114	7.528	.000	.081	
	Q10	4.030	3	1.343	.746	.526	.009	
	Q11	23.976	3	7.992	4.453	.005	.050	
	Q12	5.341	3	1.780	1.234	.298	.014	
	Q13	1.683	3	.561	.435	.728	.005	
	Q14	57.413	3	19.138	10.865	.000	.113	
	Q15	65.115	3	21.705	9.932	.000	.105	
	Q16	69.068	3	23.023	10.109	.000	.106	
	Q17	49.914	3	16.638	8.428	.000	.090	
	Q18	41.191	3	13.730	7.426	.000	.080	
	Q19	29.745	3	9.915	7.285	.000	.079	
	Q20	63.224	3	21.075	14.320	.000	.144	
	Q21	45.038	3	15.013	8.389	.000	.090	
	Q22	3.748	3	1.249	.956	.414	.011	
	Q23	6.223	3	2.074	1.800	.148	.021	
	Q24	17.802	3	5.934	5.429	.001	.060	

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	Q24	17.802	3	5.934	5.429	.001	.060	

Results of the tested hypothesis

S no.	Statement	Hypothesis
Q1	I usually keep high volume of mobile phone.	Not Rejected
Q2	I feel restless whenever I forget my mobile phone at home.	Rejected
Q3	I pick up mobile phone even; I am in meeting without seeing any urgency.	Rejected
Q4	I never pick mobile wherever, it is prohibited.	Not Rejected
Q5	I never pick up mobile while eating.	Not Rejected
Q6	I never pick up mobile until or unless it rings at least two to three times.	Rejected
Q7	I get permission first to keep caller on hold while eating.	Not Rejected
Q8	I very often use mobile while attending lecture.	Not Rejected
Q9	I think, I use mobile phone too much.	Rejected
Q10	I switch off mobile phone when classes are going on.	Not Rejected
Q11	I use mobile while driving.	Rejected
Q12	I never talk personal or confidential issues in a public place.	Not Rejected
Q13	I usually use formal words while spending time on mobile phone.	Not Rejected
Q14	I suffer from NOMOPHOBIA.	Rejected
Q15	I usually share received vulgar text via messaging.	Rejected
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Q24	I usually use mobile phone for using internet in all time.	Rejected

Conclusion:

This study was conducted in the Gwalior region to know that “Do the management students and faculties having the mobile etiquettes or not?” The present study tried to enhance the knowledge of mobile etiquette for student and faculties because Mobile user do not have etiquette to use the mobile phones and many time, it was seen that people use mobile while driving vehicle and eventually they meet with accident. Perhaps, Government restricted mobile phone while driving instead of knowing thing that it may be dangerous for them. They feel pride to use mobile phone. This current study mainly stresses on and teaches us that how we should use mobile phones. There are some examples in classes, lecture, meeting, Presentation by the people whosoever are known as qualified and rational. The finding of the current was very shocking which indicates that male and female are having no differentiation for using mobile phone because both are human being the attraction toward the mobile phone cannot be different to each other. Male and female use mobile phone in same line, for evaluating them in the present study a structured questionnaire was developed in which male and female were requested to give their responses on statements.

The differentiation test was also used to find out the differentiation between students and teachers and the result of the present study was again shocking because out of 24 hypotheses 18 were found to be rejected. It means 18 statements were in the questionnaire where in teacher and students were found significantly different with respect of uses of mobile phones.

In the same line, Age was used as categorical variable in the current study where different category of ages were evaluated on the basis of structured question and result revealed that out of 24 hypothesis 13 hypothesis were found to be rejected which clearly indicated that mix type of result with respect of Age. On 13 statements in the questionnaire, various category of Age were found differentiation.

Implications:

Implication of present research is not specifically for any area or expert but it is kind of General type of research which raised a very common issue of people relating etiquettes of using mobile phone. Now a days, each and every person is mobile users if not so they are going to be user soon but instead of this, they do not understand that how they should use mobile phone and here this research bridge gap between the using mobile phone and how ought to be used. The current study can be fruitful for them to understand some way to use the mobile phone so first implication of the current study is suggested for common people.

The present study also unveiled few another fact i.e., differentiation between teacher and student where it was found that for the way to use mobile phone between students and teacher are significantly different. Teacher are more aware to use the mobile phone but student were found more casual to use the mobile phone so the second, implication of the current study would where student should be taught some etiquettes for using mobile phone.

Thirdly, the implication of the current study is for the various category of ages people and result also indicated that mature age people know that how a mobile should be used properly. The adolescent take this issue more casually so the third implication of the current study is to impart awareness among the different category of age people.

Fourth, Implication of the current study is for the intellectual who keep very good knowledge of human behavior because they may help to explore more featured of mobile phone after going through the present study. Fifth, Implication may be for mobile manufacturers, they must give the guideline not technical to use the mobile phone but ethical guideline for user those are going to use it. They must be educated with respect to correct way to use it.

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LEARNING:-THE NEED OF EVERY INDIVIDUAL FROM YOUNG TO OLD

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ABSTRACT

Students, even after attending all the classes and reading the entire course material often get into the grip of examination fever. We wonder as to why it so happened even though every possible aspect was studied. It is so because the students did not know the way to keep things in our mind to be recalled in time of need. A housewife sees a television program on TLC channel and decides to make delicious food preparation as seen, but she goes in the kitchen to start then she forgets the ingredients and the exact process. Probably she too has forgotten what she had seen on the television. The head of an organization decides to discuss various issues in the weekly meeting, but when the meeting is over, he realizes that he did not discuss some of the issues. Had the student, the housewife and the head retained their respective things in their minds, they would definitely have succeeded in their endeavors. Thus we see that learning is important both in the domestic and professional lives.

Learning is a sequence of events in our grey matter which lead to changes in the individual. Learning occupies an important place in the life of all individuals. It is not just the requirement of a student who has to pass an examination but is necessary for every individual, whether young or old. It is a life long process. . If we are not able to learn things then all efforts go waste. It is said that Learning is a relatively permanent change in behavior that occurs as a result of reinforced practice. Very often we feel that they have learnt something but when the time comes to make use of it then we keep taxing our brains but can't bring to mind what we want.

This paper has made an attempt to discuss ways of improving our learning.

Key Words: Reinforcement, forgetting, social

INTRODUCTION

Learning is a sequence of events in our grey matter which lead to changes in the individual. Learning occupies an important place in the life of all individuals. It is not just the requirement of a student who has to pass an examination but is necessary for every individual, whether young or old. It is a life long process. . If we are not able to learn things then all efforts go waste. It is said that Learning is a relatively permanent change in behavior that occurs as a result of reinforced practice. Very often we feel that they have learnt something but when the time comes to make use of it then we keep taxing our brains bt can't bring to mind what we want. This paper has made an attempt to discuss ways of improving our learning.

As students even after attending all the classes and reading the entire course we often get into the grip of examination fever. We wonder as to why it so happened. It is so because we did not know the way to keep things in our mind to be re-called in time of need. A housewife sees a television program on TLC channel and decides to make delicious food prepa-ration as seen, but she goes in the kitchen to start then she forgets the ingredients and the exact process. Probably she too has forgotten what she had seen on the television. The head of an organization decides to discuss various issues in the

weekly meeting, but when the meeting is over, he realizes that he did not discuss some of the issues. Had the student, the housewife and the head retained their respective things in their minds, they would definitely have succeeded in their en-deavors. Thus we see that learning is important both in the domestic and professional lives.

TYPES OF LEARNING

1. Classical Learning

This type of learning was explained by a Psychologist named of Ivan Pavlov. It is also called stimulus-response learning and deals with the association of one event with an another desired event resulting in a desired behavior. For example a teacher may show the coral reef on the map word, “ The great Barrier Reef” written on it.

The teacher says “The great barrier reef” every time he shows the map. After some time the word “ The great barrier reef “ is not written on the map. At this point of time the student will immediately recognize the reef because of the stimulus re-sponse association. Thus the student has learnt to recognize the exact location of the great reef in Australia.

2. Trial Error Learning

Many discoveries and inventions in various fields of knowl-edge are the result of trial & error accompanied with insight .It is a great way of learning things and in succeeding in one’s mission. Thomas Alva Edison tried approximately 10,000 times before he could succeed in his marvelous invention.

3. Chain Learning

Things can be learnt in a chain . Here we can take the exam-ple of learning to drive a car where the activity consists of a sequence of a number of steps. These steps have to be linked to be learned.

4. Concept learning

There is need to form concepts by finding out what is similar between 2 or more things. Cucumber and pumpkin belong to the same plant family. It is very difficult to learn about the individual members of the plant family. Therefore if we learn the com-mon features of the plant family, Cucurbitaceae followed by minor differences that exist between the individual mem-bers, then this will help learning in all the features of all the members.

5. Observational Learning

It is the result of watching the behavior of another person and appraising the consequences of that behavior. When Aman feels that his teacher is appreciating Zaid for being attentive in class then Aman also learns to be attentive.

6. Operant Learning

Under this type of learning, past experiences play an impor-tant role. Behavior is repeated if consequences are favorable. If a manager wants to influence the behavior he needs to manipulate the consequences. For example an employee al-ways comes late to work. When he reaches the man-ager who otherwise always a cheerful disposition just looks at the late coming employee without his normal cheerfulness. The employee will realize the cause of this indifference and will decide to be on time in future. Thus he will learn to be on time. Thus the consequence has made the employee change his behavior.

BARRIERS IN LEARNING

Quite often all our efforts to successful learning fail drastically and make us extremely upset.

The various reasons which cause a hindrance in the leaning process are:-

- Bad posture - Tiredness
- Lack of maturity of the learner in relation to subject matter. - Concept met clear.
- Uninteresting matter.
- Complex subject matter.
- Taking frequent breaks while reading. These are some of the reasons which are a cause of not being able to learn. It is necessary to overcome such problems else it may lead to stress.

IMPROVE YOUR LEARNING

No one can force someone to learn unless the individual himself has the desire to learn.

1. Nature of learning material- the matter to be learned should be arranged meaningfully. It is so because it helps to better retain things I mind.
2. Recitation=This helps in easy detection of errors.
3. Whole method- Small things should be learnt as a whole.
4. Part methods= Large amount of study material should be slotted in parts.
5. Practical way- We tend to learn better if we practically do something.
6. Peace of mind- If the mind is at peace then learning takes place easily.
7. Positive mental set is an essential conjunction for learning to place .
8. Clarity of concepts- Concept is basic unit of all type of learning.
9. If you know the concept that in words ending like –ic, -tion, -cian,-sion, the syllable before the ending is stressed, then you will never commit error in pronouncing the following words like economic, geometric, beautician, information and impression.
10. Vividness- Things which are vivid strike the eye and reach the brain easily and thus are better learned.
11. Interest- Interest is necessary to attract attention and attention is a must for learning. It energizes the learner.
12. Association – One tends to learn easily by forming associations.
13. Repetition- The more we read the learning material the better is the connection formed.
14. Self Motivation- The same teacher t teaches all the students but someone comes first in class and the other fails. It is so because one was more attentive and self motivated than the other. Learning motivation is easy once you know how to do it. Motivation has to come from inside. Its natural to be influenced by other people but if you really want to accomplish your goals then motivation has to come from you.

TRANSFER OF LEARNING

The primary aim of learning should not to learn theories and fact but to learn the art of learning. The aim of learning should not be simply to read in the books for passing the exams, learning can be useful only if we use that learning in our daily lives. The idea of transfer of learning is basically to educate. Education is a preparation for life . What we study in colleges is worth while only if we apply that learning to live better. We study economics as a subject. Under it we study that “

Economics is the science which studies human behavior as a relationship between ends and scarce means which have alternate uses”

We also know that economics is of importance to individuals because individuals face the problem of scarcity and choice making. If we simply learn this we may get good marks in the exam but we apply this to solve the ends –means problem in our life. Then we can say that transfer of learning has taken place . This transfer helps in making life more comfortable .

FACILITATING THE TRANSFER OF LEARNING

1. If we imagine a similarity between two things then it will be easy for us to learn this.
2. Practically doing something helps in easy transfer of learning.
3. If we want to transfer the learning of geometry to our daily life, then this transfer will be effective only if the first task that is i.e. the learning of geometry has been done effectively. The better the first task has been learned the more likely it is that the learning will be transferred to the new situation.
4. Simply the presence of similarity between two tasks is not sufficient, It is necessary that the learners should be able to realize the similarity. There is similarity between Sanskrit and German. So one who has learned Sanskrit can easily learn German. This is possible only when the learner has perceived enough to recognize the similarity between the two.
5. Transfer through insights which are developed in one learning situation are employed as a whole in other situations in which they are applicable.

CONCLUSION

It can be concluded that it is possible to learn a lot under the sun provide we know the proper way of learning. We have seen that it is definitely possible to improve our learning. Simple learning is not sufficient but its transfer in daily domestic and professional life can help us lead a balance and unstressed life.

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ROLE OF DIGITAL LEARNING, VIRTUAL LABS AND CLASSROOMS IN APPLIED SCIENCES

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Abstract

This paper basically deals with the role of digital learning applied Sciences virtual lab and classrooms in the life of students. As compared to the scenario of the past today the methods of teaching has taken to modern technologies and smart ideas. And the reasearches and datas of estimates and surveys have shown a good percentile of results in favour of these methods. Digital learning virtual labs and classrooms are ways of teaching in which students are taught through graphics, slides, videos via using smart boards, laptops, projectors and other such gadgets. These methods not only boost up the memorizing power of students but also make them adroit and ingenious. Improvement in learning capacities has shown markable results from all around the education system scenario. The videos and graphics are comparatively very easy to comprehend and visuals are saved for a longer period of time. At the same time huge and complicated data is compacted into small parts which make this even more efficient. Today's generation is the generation of gizmos and tech, they love to deal with the virtual world and work out through it. So, these education systems goes with their tastes and we need to understand in what manner the data has to be fed into their minds rather than focusing on increasing burdens of stationary materials. If this is considered as the age of modernization and growth then why not make the education system compact, feasible, efficient, interesting and appealing for the students. And moreover the positive results of this aspect indicate to work forward into this direction. There is incredible potential for digital technology in and beyond the classroom, but it is vital to rethink how learning is organized if we are to reap the rewards!

Keywords: Digital learning, applied Sciences, modernization, virtual labs, generation.

1. Introduction

Education plays a crucial role in the life span of a student. The quality of education provided to a child is the key to his/her future. The dawn of a bright future is linked closely to ones education criteria, the way mindset and memory of a student is shaped leads to chambers of bright future.

Nowadays digital learning, applied chemistry, virtual classrooms and labs have become a part of education criteria. The way things are taught today and fed into the minds of students are way more different than it was years ago. And researches have proven that these are improving the quality of learning and education and taking students to another level of success. Sharp minds, technical thinking, super fast calculations, thinking out of the box are all an upshot of this introduction of modern technology in the vicinity of educational fields.

The digitalization of classrooms online book stores, gizmos, smart learning, e learning and applications of various fields of sciences like chemistry have brought about an enormous visible change in developing education systems. And no doubt if such advancements would keep augmenting the world will be a different place few years later. "Technology does not equal a learning outcome. It's a tool that enables learning outcomes [1].

2. Digital learning

Digital Learning is "learning through technology that provides students to learn irrespective of place and time. Digital learning technologies facilitate students to mug up concepts more efficiently within less time, to understand concepts through visualization, and captivate interests, while also improving instructional skills, and making possible sharing of knowledge on a bigger level. Digital technologies will enable this in modern and meticulous ways and create possibilities beyond horizon of our way of imaginations.

Some tremendous changes seen in the field of education are as follows.

2.1 Time: Education is no longer constrained within the boundaries of school or college timings. Digital learning allows students to study irrespective of time boundations they can study and practice anytime as per their requirement.

2.2 Place: education is no longer constrained within the bricks of places and institutional centers. The Internet, an abundance of Internet based devices have given students the facility to learn anywhere and everywhere.

2.3 Path: education is no longer constrained to the words, methodologies and instructions used by the teacher. Active sessions allow student to learn, work, understand and answer in their own way giving them an environment to develop the skills.

2.4 Pace: Now students are no longer required to depend on pace of other students. As each student is treated separately they can learn more or less on a particular topic top match the same level according to theory very own pace.

3. Components of Digital learning: Digital learning is more than just providing students with a laptop. Digital learning requires a combination of technology, digital content and instruction.

3.1 Technology: Technology is the channel that divulges content. It acts as a media to students to receive content. It includes internet access and hardware, internet access device can be any ranging from small to big from I pad to smart phone. Technology is the tool, not the instruction.

3.2 Digital Content: it is the high tech modernized form of books and academic content. It is what students learn. It ranges from new e learning, interactive and PowerPoint presentation to learning through videos and smart tech processes.

3.3 Instruction: Teachers still play an important role no matter if its digital or classroom learning but with digital learning, teachers will be able to provide students more attentive guidance as per their requirement with more approach as well as can keep a track record of children throughout the years of schooling and ahead also. Teachers may be the guide on the side, not the sage on the stage.

4. Role of digital learning

Digital learning has already proved to be a boon and has the following proven benefits:

4.1 Advantage of digital learning for students:

4.1.1 Learn more efficiently: Digital questionnaires offer students rapid feedback on their understanding, allowing both students and instructors to carry their efforts in correct direction and weak areas of students. Adaptive hinting, which provides guidance to incorrect responses, corrects misperceptions immediately and helps students to figure out their problems in real-time.

4.1.2 Learn more fully: Rapid questionnaires, assignments, online tests and other such features help to fully memorize the lessons and repetitive practices help to explore more.

4.1.3 Learn with mastery: skills need to be sharpened through more And more practice sessions which is provided through understanding errors, rectifying them and correcting them ,and practicing them again which provides a mastery in the particular area.

4.1.4 Learn the best way: Active participation, hands-on experiences, discussions and flipped classrooms allow students to experience learning that applies proficient practice and up to date interactions with current concepts and theories.

4.1.5 Learn anytime, anywhere: Asynchronous classrooms allow students to “go to school” where and when they are most ready to learn. This helps graduate students to access the best type of resources for their research where and when required. It gives flexibility to undergraduates to work on their current syllabus as well as connect to abroad for internships or courses. And, it also helps those who seek to pursue any education after graduation along with their family and home business with easy approach. Digital learning makes education more accessible and affordable to students on campus and also worldwide.

4.2 Advantage of digital learning for instructors

4.2.1 Leverage time better: Digital learning provides quick feedback to instructors on where students are lagging behind which allow the teachers to provide additional focus on those particular problems and answer frequently asked questions, either online or in person. Automation eases the process of learning as it frees the extra time required for daily meetings and assigning grades process which provide students as well as instructors to work on their required parts for longer period of time.

4.2.2 Spread knowledge widely: Digital platforms allow instructors to reach more students as estimated in comparison to on campus courses. Instructors can invent new ways of learning and present them in front of more number of people at their very homes.

4.2.3 Engage a worldwide audience: Digital platform allow melding the worldwide interaction of people resulting in better simulations, ideas, global conversation and innovation to ways beyond.

4.2.4 Build learning modules quickly: Digital learning authorizes instructors to work on previously developed theories and add new ideologies into them creating better results and new theories and methods. . This “digital abstraction” for modular learning content is the real meaning behind the “digital” of digital learning.

4.2.5 Improve instructional techniques: Through evidence-based research, instructional efficiency has seemingly increased through digital learning as instructors are able to catch the errors and points of weaknesses where more focus is required to be laid.

5. Virtual labs and classrooms

5.1 Virtual labs

The virtual laboratory provides the platform for the students, where they can perform different experiments with the help of visualization instead of employing equipments. The virtual lab programs also provide distinctive opportunity for engineering students to accomplish great experimental learning experience and proved to be more approachable method as well as cost effective [2].

5.1.1 Role of virtual labs in digital learning

A comparison between the school's lab & virtual lab outputs the following points:

Characteristics of education in consideration of School's Lab	Characteristics of education in consideration of Virtual Labs
1. The education system is restricted and closed.	The educational environment is flexible and open to all.
2. Education depends basically on instructors and their very methods.	The education can be conveyed through multiple resources and media.
3. Theoretical and practical parts are considered separately and therefore it cannot connect reality and imagination.	A connection between practical and theoretical parts that simulates realistic vision.
4. A particulate standardized set education system.	No time boundations, learning life time.
5. Students taught in large groups at once.	Students can be taught in group or individually.
6. Differences are made among students at various topics.	Each student treated individually.
7. mainly verbal teaching methods are used	Various kinds of teaching methods are used.

Virtual laboratories are setting trends in the markets of schooling in various districts and is bring adapted by many institutions as they allow students to practice in a more suited manner. The benefits enlisted of virtual labs are:

1. **Flexible access.** Perhaps the most often quoted benefit of online learning is that it can be done as per the student’s convenience and the required and desired time. Same is the case for virtual labs which provide practical carrying experiments as per the student’s requirement .at the same time they can be watched during the time of experiment which allows much better learning experience.
2. **Instant feedback.** Experiments can be performed again and again as per the need with no one time restriction. The records on daily basis provide more interaction between teachers and students. Experiments are no more restricted to 'one time' performance; they can be carried out a number of times as well as errors can be rectified by trying again and again.
4. **Top-notch equipment.** All the institutions whether school or colleges have implemented all the modest technology when it comes to experimentation. Companies dealing with virtual labs continuously compete with each other raising the standards for students and heading way in profession of technology that raises quality of experience and learning for students. And moreover students not need to be restricted among out dated equipments as the institute cannot provide new equipments.
5. **Lower costs.** No doubt a fee is charged for the virtual labs but the capital and maintenance costs are considerably low. This is because the cost is split among the participants of virtual labs. This allows better learning with cost efficiency [3,4].

Therefore, the use of virtual labs needs to be implemented more widely for better approach to the world of practical learning.

5.2 Virtual classrooms

The Virtual Classroom is part of the distance learning platform which is an online learning classroom with virtual learning environment, which typically incorporates course materials, homework, tests, assessments, and other tools that are external to the classroom experience. Virtual Classrooms may

also include social media tools that allow learners and instructors to interact via chat or online discussion boards. Virtual Classrooms are often integrated with an enterprise's LMS/LCMS, or ERP system.

5.2.1 Role of virtual classrooms

Five main advantages of digital classroom over traditional classroom are:

5.2.1.1 Increased Convenience: Without the boundation of time and place or limitations of a traditional classroom, student have the freedom to absorb learning content, engage with other people and discuss a topic more widely providing new ideas and experiences, complete an assignment, or take time to time online test series for self assessment, and that too as per the best suited schedule.

5.2.1.2 Schedule Flexibility: Students are able to learn when and wherever possible even along with their work.

5.2.1.3 Knowledge Retention: The boring and sleep inviting text books are being presented in the form of interactive modules , narrated online textbooks , multimedia tools and knowledge checks which can be practiced n number of times until the topic is learnt ion tips of the student. These retentive ideas help students to retain and mug up the lessons more effortlessly while helping them stay focused with learning objectives.

5.2.1.4 Immediate Feedback: In place of waiting for a long period for tests and assignments to be checked the reviews can be assessed at the same time on as they become available as soon as the assignment or test gets over or within one or two days. These online progress reports help students to keep themselves updated on their academic performance so they can stay on focused on their goal to obtain the grade they want to achieve.

5.2.1.5 Increased Participation & Engagement: On an interesting note it has been found that online correspondence with peers and instructor is faster and more helpful than face to face interactions on important topics. The interactive comment and share grasp more attention of students and keep them engage with studies and connect to their classmates.

6. Role of applied sciences

The daily reasearches in the field of science and technologies is the crucial source which has resulted in the evolution of this digitalization of teaching methods. The new gadgets, programming languages, softwares, technologies, applications, integrated circuits, processors etc are the key components which have build up this huge castle of the world of digital education. Therefore we can mention that the advancements are an outcome of the various applications of applied sciences

7. Conclusion

At the end scrutinizing all this we can come to the point that we are still actively developing further improvements to digital learning technologies in the direction of richer assessments, advanced feedback, increased modularity, more sophisticated simulations, and enhanced peer interaction. Even more exciting techniques are those which we will imagine in near future that will revolutionize teaching and learning. Definitely the change is upon us. in order to meet the demand of the current situation we need to face its challenges creatively and in meticulous ways, to build a better way to learn in order to create a visibly bright future for current as well as coming generations in order to see the world at a better place. Therefore the estimates epitomizes that a huge amount of students are being benefited through these modern methods of technology in field of education and a vast globalization of digital learning has improved the education all over the world producing sharp brains and modern minds each day in the vicinity of earth. Therefore the use of digital learning should be encouraged at each level to see zenith of success in the educational field of students.

To raise new questions, new possibilities, to regard old problems from a new angle, requires imagination and marks real advance in science.—Alber Einstein

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ANALYZING THE EFFECT OF A DISCUSSION-ORIENTED CHEMISTRY TEACHING ON FIRST-YEAR ENGINEERING STUDENTS

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Abstract

Instructional theories supporting evocative student learning and understanding of complex chemistry topics are an essential facet of enhancing and strengthening chemistry education process. Analysing and scrutinizing the accomplishment of these methodologies could be supported by using well recognized psychometrics with aligned instruments. It is being observed that students performed considerably improved on ACIDI adapted education, with results consistent with the students who had finished one semester of studying chemistry. Item study of ACIDI discovered that students usually have shown conceptual gains on objects where inductive effect was the primary determinant of conjugate acid-base stability. Though, students significantly struggled with the items of resonance. Analysing the discussion and arguments between students has indicated their learning and understanding level. On the whole, the findings advocate that students were able to understand and avoid various apparent misconceptions about the topic of relative acidity. This paper discusses the effect of student-student discussion on the future of chemistry teaching learning process.

Keywords: Discussion, Arguments, Learning, Psychometrics, Misconceptions

Introduction

Teaching chemistry in ways strengthening and complementing the conceptual understanding of students is an important strategy for improving chemical education at the engineering primary level. Conventional curriculum usually encourages rote learning over profound understanding of theories and concepts, which may dishearten students from concentrating and focusing their minds on a non-core subject like chemistry (Apugliese A. and Lewis S. E., 2017). Chemistry of acid–base reaction is very elementary yet a taxing topic in the subject. Most of biological processes involve acid–base chemistry (Cooper et al, 2016) at some or the other step. The current methodologies of chemistry teaching leave students in limbo with a shallow level of understanding of concepts, leading to the misleading results in qualitative analysis. For example, at the school level, students learn to search for the presence of an H^+ or OH^- to recognize a substance as an acid or a base (Stoyanovich et al, 2014), and this information does not facilitate the understanding of mathematical calculations linked with acid–base equilibrium (Arjoon, Xu and Lewis, 2013). Very little research has been done to look at the understanding of acid-base chemistry at college-level professional courses. These researches put forward an outlook of the knowledge gaps amongst students and advise that conventional instructional lecture methods may be less responsive in facilitating lasting retention of concepts. A well-liked approach to improve performance and content retention within engineering chemistry (Cos –tu et al 2010) communities is the use of supportive learning pedagogies, which engages students for finishing the activities designed to support collaborative and logical reasoning to promote chemistry learning (Bardar et al, 2007). Following these approaches in chemistry teaching learning has shown to improve student accomplishments (Bhattacharyya 2006). Some of the works claim that collaborative learning approaches is less effective than conventional instructional lecture pedagogies. Recently, a revised curriculum named Chemical Thinking is being developed for teaching general chemistry (Boller et al, 1990). In this curriculum, content is prepared into units and is supported by essential questions that guiding the problems of chemistry based on questions like How, Why, Why not etc. between

students..These questions lead to a discussion-oriented focus of the curriculum that goes further than the algorithmic applications of information (Brandriet et al, 2011) and knowledge by creating opportunities for students to get engaged in discussion with peers to understand concepts and ideas throughout the course. Lecture slides frequently comprise of experimental information, data sheets or graphs together with thought-stimulating questions to instigate class-room discussions (Sevian and Talanquer, 2014). Given the highly theoretical basis of this curriculum, it is projected that this type of involvement might be valuable for promoting students indulgent in difficult concepts by encouraging and rewarding thoughtful conversation of course topics (Bretz ,2014, Bretz and McClary, 2014). An unspoken postulation made by instructors in supportive learning chemistry courses is that students take benefit from environments where small-group, student–student interactions complement the instructor–student communication of more didactic settings. Argumentation investigation has been used by chemical learning researchers to explore student–student and student–instructor exchanges in the capacity of small groups(Brown et al,2009).

Objective

Analyzing the quality of student discussions may lead to insights of the detailed instructional fronts that may be valuable or productive towards student learning. Recently, education researchers in chemistry (Duit and Treagust, 2012) have developed a convincing and consistent concept inventories, cognitive instrument with items intended to recognize the power with which students grasp normative or unconventional thoughts about chemical topics (Caleon and Subramaniam, 2010). When used in concurrence with a curriculum that facilitates conceptual indulgence, concept inventories are projected as measuring tools of the effectiveness of the approach (Bretz, 2014). From the last decade, topic-specific (such as chemical equilibrium, atomic and molecular bonding, acid–base reactions, redox reactions) concept inventories are being proposed for use in general chemistry teachings (Çalik et al,2007). Which creates better opportunities to evaluate interventions inside and outside institutions and topics? ACIDI is one such inventory (Cole et al, 2012), to inspect undergraduate student’s conception of factors governing the topic of relative acidity based on prior studies that discover student’s use of mental models in grade and mitigating trends in organic acid(Çalik et al, 2009). The amalgamation of the tiers of reason, answer, and confidence all through the estimation provides instructors with precious insights about which normative or alternative conceptions students hold and how strongly they adhere to them (Cartrette and Mayo, 2011). The focal point of this paper is to assess a core curriculum that introduces first-year chemistry students to the topics of chemistry like relative acidity by means of the discussion-oriented curriculum based on Chemical Thinking (Talanquer and Pollard, 2010). Analysis of group discussions provided insights about how the quality of arguments may have influenced student’s learning of chemical concepts (Stains and Vickrey, 2017). This article analyses the effectiveness of such a curriculum at touching first-year students beyond the superficial understanding of acid base chemistry and aids in discovering areas for development (Chase et al, 2013)

Theoretical analysis

This work aims to study the effects of a dialogue based curriculum on student knowledge. Student’s conceptual gain is assessed as a tool of capturing their shifting knowledge graphs using a concept inventory and the quality of student opinions are analyzed as a tool of explaining the alternative conceptions. These goals are informed by the social constructivist theory of learning as well as its relationship to argumentation framework. To accommodate new ideas and beliefs, some researchers have suggested that a conceptual ‘reconstruction’ is must (Fonseca and Chi, 2011). However, recent

studies have proposed that immature or pre-conceptions can coexist with scientifically profound ones and (Potvin , 2017)as a result of students can prioritize one over the other. Literature about the conceptual re-prioritization has principally been found within the framework of conventional theories of learning, where the intellectual structures of every individual learner and their pre-existing knowledge base are decisive determinants of integration of innovative knowledge in students and assessing the outcome of this strategy in prioritization of alternative conceptions (Grove and Bretz, 2012). Socio-cultural theories of learning, state that individuals are indivisible from their cultures and the use of cultural tools like language, symbols, etc. in social communications reconcile the internalization of knowledge (Hein, 2012). This too is a form of constructive theory, but it also highlights the subjectivity, the socio-cultural situations, and the fundamentally dialectical nature of the process of learning. By contributing in social exchanges, individuals make logical understanding of the concepts encountered in social fronts before being capable of internalizing the knowledge and prioritize some theories over others. Discussion vigorously promotes to make sense of the topic(Hammann et al, 2008) and clarify the ideas and allows students to assess the claims made by others. Additionally it enables students to publish their views, think about their peer's alternatives, and make their mind up on the contrasting viewpoints (Kulatunga et al, 2013). Raising an argument is a detailed route by which individuals with contrasting knowledge agree to or disprove the offered claims. Most of the studies on the merit of argumentation in educational environment (Kulatunga et al, 2014) have used Toulmin's model an investigative outline, in which data, claims, warrants, and rebuttals are used to inspect the structure and value of student arguments. The quality of student's arguments serves as support for how they may have influenced their conceptual understanding. Hence, instructional approaches that promote profound dialogue are expected to bring out valuable arguments between students with conflicting overviews that oblige socio-cognitive conflict, eventually promoting student learning.

Data sources and analysis

A study was conducted for over twelve weeks in the year 2017 with a population of 250 first-year students enrolled in B.Tech first year course. The course was intended for students who had studied chemistry for at least two years in their school (e.g., class 10th and 12th in school education). The Chemical Thinking program was adapted as the key outline for teaching. The course covered applied chemistry involving water chemistry, corrosion chemistry, polymer chemistry, phase equilibrium, reactivity, thermodynamic stability, and electrochemistry. Appropriate teaching strategies for this study included a twelve-week introduction to concepts, covering quantitative and qualitative analysis of concepts. The engineering student recognized particular references in the curriculum (e.g., workshop, assignments, and slides) where the subject substance was very much associated with the items on ACIDI concept inventory. It was emphasized to encourage students to analyze theories with respect to the basics of chemistry like atomic structure, chemical bonding, organic molecules and their structures, principles of equilibrium etc. The methodology comprised of a dialogue oriented, lecture component (150 minutes per week) and a separate cooperative-learning laboratory session (120 minutes per week). The lecture element was designed to encourage student–student conversation in the whole classroom. In particular, the teacher would raise a question, along with some experimental data, one student would publicly answer, and then several students would respond publicly either by supporting or confronting the previous argument. The open expressions of contending views were proposed to fetch the cognitive disagreement required for even inexpressive students to assess their thoughts in the perspective of the others. The laboratory session occurred once every week for the whole of the semester and was facilitated by teachers and teaching assistants .Students were initially introduced to new objects (equipments and chemicals) in the perspective of the laboratory

arrangements, where they were projected to talk about new thoughts with a group of their peers for first 40 minutes to develop their understandings. Groups were instructed to work considerably (i.e. students participate, present and criticize) and were encouraged by TAs if desired. ACIDI was administered primarily as an analytical means to find out student pre-conceptions about the relative acidity of acids prior to instruction, then as a post-test after the acid/base module was completed (Fig. 1).

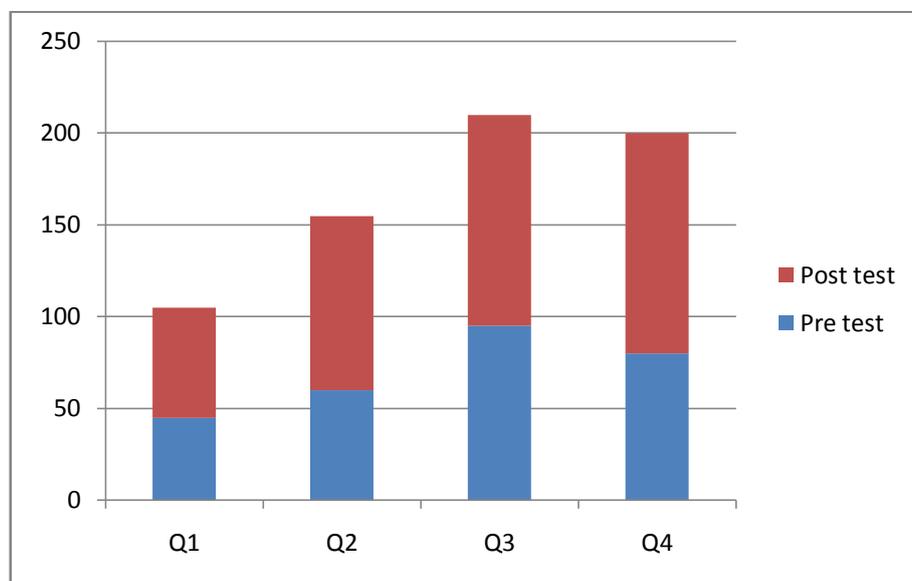


Fig. 1 Student pre- and post-test scores on ACIDI, grouped as per the mode of reasoning by students while answering the questions.

Students who participated in the research were given distinctive arithmetic identifiers to guard their privacy and keep the data confidential. Student answers and self-confidence on the pre-test and post-test, were marked into an SPSS, spread-sheet and just the scores of the students who provided both the answer and a equivalent self-confidence score are reported. For each question, model variables of 1 and 0 were used to code correct and incorrect answers, respectively. Scores for every scaling were computed and changed to respective percentage values. Mean of correct % and confidence % were calculated for the overall, as well as for every individual. Wrong responses that were selected by a percentage 10% greater than that due to arbitrary option were recognized for additional categorization of the potency of different conception as either forged (confidence levels under 50%) or authentic³⁴ (confidence level over 50%).

Discussion and dialogue investigation

The argumentation format of Toulmin (1985) was used to analyze student–student debate in the lecture and laboratory sessions of the course (Luxford and Bretz, 2014). This investigative skeleton identifies the origin of a dispute to embrace claims, supported by data. Rebuttals are being made to confront assertions with differing claims (Potvin et al, 2015). The main objective of this research was to appraise the result of Chemical Thinking curriculum on first-year engineering chemistry student's normative conceptions (Rapp 2014) regarding relative acidity using the ACIDI. Each item was categorized into one of two modes of analysis (based on instruction) that students were anticipated to exploit. The findings of this study specify that students usually understood the effect of induction on comparative strength of conjugate bases superior to that of resonance when determining the strength

of acids. At the conclusion of each dialogue, students were asked a question that was there any particular aspect of the course that guided them to some different perceptiveness from pre-test to post-test stage? In answer to this eight of the fourteen interviewed students declared that lab sessions (supportive learning environment) were mostly helpful (Sawyer et al, 2013). Students seemed to understand the role of lab in exposing them to various modes of analysis that arise from planning with the group members. To examine the deference among the groups, student–student conversations from the supportive education segment of the course were analyzed (Townsend and Kraft, 2011). It was required to review the worth of student advice and whether they appealed to the content to sustain their assertions (Warfa et al, 2014).

Conclusion

On the whole, students participated in this research had shown a long-term withholding of conceptual gains and principally positive values on ACIDI following lessons, and avoided a number of misconceptions. Students in this study performed signifying that this area may be introduced previously in the succession of curricular topics. Students reflected a deeper understanding of the role of induction on conjugate base stability and relative acid strength than they did the topic of resonance. Student conversation from the laboratory section of the course provided insight about how the students approach to their views regarding these topics. Strategies for enhancing student participation and self-confidence might be worth allowing for in future implementations. While supportive learning settings did appear to support quality discussions among the students, proper training on the core machinery of a strong argument might have enhanced their experiential quality. Potential and precise analysis of some specific fronts of student dialogue that would have promoted or disrupted their conceptual perceptiveness may be supportive in the direction of improving the effect of supportive learning on student performance. An assessment of this dialogue oriented curriculum on other testing topics may help more systematically to institute its accomplishments and areas of development in content part. Finally, implementing the curriculum and instructional strategies that progress student reasoning and their performance may diminish abrasion rates in chemistry and inspire students to follow highly developed coursework in the field.

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E-LEARNING: A STEP TO DEVELOP TEACHING IN APPLIED SCIENCE- PHYSICS

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ABSTRACT

Education is the best tool for any developing area. Now-a-days the education system has been changed from the GURUKUL system to Electronic learning (e-learning) which has become a fashion in today's globalized and technologized era. E-learning has slowly-slowly widen up its hand in all areas and shows its impact positively. It is a vibrating technology for the upcoming generation. Through this paper the author has tried to throw light on education system, its fashion and future that will surely help one to build their personality globally.

Key words: e-education, Education, Physics, E-learners, schoolroom education, Fashion.

1. Introduction

Learning is a fast fluctuating progressions in today's era. This change is reasoned by new sociological or unindustrialized technological drifts⁽¹⁾. Now a days, digital-Learning has completely covered most of the areas and espoused up the learning surroundings also. The teaching ideal consumes faith taking place on knowing-how deprived of grasping, its expected benefit. Electronic teaching method developed a lot since the previous few years learning viz; technical keys, ways, teaching approaches were arosed, discarded and adopted. Today, we al have reached a stage where most of education organizations takes the method of Education through Managing Structure (EMS)t hrough software and it depends whether it will be from marketable sellers, Societies that are publically open. EMS achieved a goal of coming across the constructive plus old-style habits teaching organizations whether it is school, universities, institutes etc. The methods helps the pupil and educators with the provision of improving the teaching methodology and how to maintain it. EMS fails here to achieve such a success as it is not cast-off in a better way above this it uses simple way for the course distribution. EMS prohibits the student with the chances of opportunities to work together, encourage communal building which is having constraint for an academic year⁽²⁾.

The focus was made on the sequence and the organizations and not on the pupil, the available sequence that are most famous in the middle of pupil, along with best educating institutions who gives regular degree programs on. Through study, it is observed that electronic learning opens up the progressiveness of available way that can be easily accessed by all the pupils groups, whether they are in job or not. Investigators faced challenges regarding the network-dependent ways, deficiency of abrupt result to pupils' interrogations/ worries, pupils' isolation with the teacher, scholars registered in schoolrooms⁽¹⁻⁶⁾. It was also observed a similarity between the available knowledges plus appropriate period supervision given to scholars consummation in an available surroundings. Secondly, the want of scholars considerate of sequence purposes which clues up the scholars disappointment on the network based sequence. For the regaining of available sequences, it was necessary to account the

educators knowledge and to interpret the job challenges by e-educators⁽³⁻⁶⁾. Some of the available platforms have brought an improvement amidst the scholars understanding on network-dependent sequences, compulsion is there to develop some other technical improvements electronic surroundings. It was gained that the plan of the available way is as mandatory because its ways of processing out plus management has contribution in the advancement electronic education requirements. Here, the primal investigation stands-up, apart from the upgrading of network 2.0 gear, communicating concept and thought-provoking method of teaching is required.⁽³⁾

E-learning has not gain that much popularity for the manufacturing area because it was in the other educational fields. Now, the building up courses started up to identify the importance of electronic learning in teaching engineers. Main objective of the research was to gain knowledge regarding the challenges faced by the engineering students registered under the available manufacturing courses. This study comprises of the merits and de-merits, comparison of classroom vs e-learning, future aspects and fashion of e-learning are discussed in the further sections accordingly.

2. E-Learning is advantageous as follows

- No scheduling of class-work which shows its elastic nature.
- No cost of traveling and time to give in schools, universities and institutions etc.
- Selection of study matter that matches up the capability of one.
- Scholars can study from anywhere they want.
- Scholars can work at their own place.
- It has elasticity to add-up oneself in discussions, visit ones co-scholar, educators through available platforms.
- Has various knowledge ways via different tasks.
- Easy transfer of available e-sources to the e-scholar place.
- Develops personality with facts, sureness, progresses the e-scholars to study further.

2.1 E-Learning is disadvantageous as follows

- E-scholars with bad study habits fails here.
- Deficiency of acquainted assembly plus continuity perhaps may be used to.
- Gives the feeling of isolation.
- Non- availability of e-educators whenever required.
- Web connections when get slowed down may create frustrations.
- Education arch includes when one manages the education availability.
- Reproduction of few sequence is difficult.

3. Schoolroom knowledge Vs E-knowledge

David Rashty⁽⁷⁾ reported in his article, the comparison of classroom and e-learning which is stated as follows, On comparing the learning through a similar sequence with regular manner background with the online education structure, findings infers about scholars high satisfaction and oriented towards the computer-mediated learning, which has received good rating than classroom framework. Through other case studies, inferences tells us the efficiency and collaboration of e-knowledge

Investigation inferences from the previous times, online education showed a little bit betterment in the scholars attainments by the help of e-sources.

Modules of online education are familiar from normal routine learning, viz: students presentation ideas, collective debates, urgings in addition different ways to delivering and gather education. Sequence indexing can be done as per themes. Online education also gives advantages that are not in normal way of education, viz: stretch management, period to grasp the study and give results accordingly, boosted communiqué within scholars, with respect to quality, urgency, study being gained and speeded up among the scholars, stamina to hold up the collective arguments, in which the scholar achieves same position as in appearance arguments, accessing of knowledge, capability to argue, which give results with in a time span without any boundations, it motivates highly plus the contribution of the scholars in accessing it. Online education has thrown constructive impact on the scholar’s promise to education process. Its technical use has a very big assurance for the scholar’s to gain knowledge.

Below there is the winding up for the comparative study of schoolroom education with E-education:

	Schoolroom Learning	e-Education
Schoolroom Debates	educator mostly debates	Scholar debates alike or greater as compared to educator.
Education method	Involves complete class participation	Involves scholar’s in collection or as single.
Theme substance	educator goes according to the sequence defined	Scholar joins for decisive process of the theme substance , the education is based on various available material and online data.
Emphasis on e-education method	Based on “what” never “how”; Emphasis mainly to complete the required subject matter quota; there is no involvement in enquiry-based education and in solving problems.	Based on “how” and less “what”; This collects the material available on online sources; It has good connection to the real world, Rich subject matter and material is in varied forms.
Motivation	Low student motivation, and far off subject matter.	high motivation for student as they are near to the subject matter and has high involvement in it.
Educator’s Role	Educator plays as an authority.	Educator shows the way to the student toward education and knowledge.
Location of Education	Localized education	Unlocalized education.
Moral Construction	Moral framing is given as a lecture and there is division of time.	collective dynamics has an impact.

5. Future Prospects and Fashion of e-Education

“Education is what remains after one has forgotten what one has learned in school.” – Albert Einstein

Earlier education system reflects the impression Educator was the ultimate expert, scholars were their theme. Now-a days- the institutional knowledge has become uneasy for growing up the knowledge. (8-9).

E-education is the place where you can find every possible piece of information you need.

The reason why e education is progressing day by day has some advantages that students find. Not only it's the fastest way of education but also the easiest mode too. Many survey show that students prefer online methods of education rather than tradition methods. Public wants to gain higher education, but drop the idea due to some lacking factors. E-Education provides them a good platform. These are some of the reasons why e education has taken such a big step towards success:-

1. E-Education provides reasonable and no cost education licenses.
2. E-Education gives a break for aiming lectures at distant. Wide variety of subjects and courses opportunity is there.
3. E-learners get flexibility and time management, every method related to education can be accessed online. Span administration is necessary for the working scholars.
4. No need to commute to and from college campus hence another money saving technique for students. Economic way.
5. No transportation cost therefore no traffic

E-Education has become efficient in different businesses, techonological education, to medical educations. E-scholars has very nice aspects in building up their future. These days many companies, organization and industries are recruiting the candidates with online education license/ certificates. e-scholars are easily getting study material, career building tasks/ occupations, curriculum vitae made through e-sources.⁽⁸⁻⁹⁾.

Flexibility

Flexibility is the criteria where you are free to adjust the courses to your time schedule, instead of adjusting your schedule to the course. We can attend the lecture when we are most effective and attentive, for example a student might be focused during night rather than morning studies. So students can take as long as they want to get the degree they aspire⁽¹¹⁾.

Learn and earn at the same time

Many people are engaged in online graduate programs while holding jobs. Therefore, there has been an exponential increases in the number of people in online courses .while you are earning money from your job, you gain work experience as well. This help you secure promotions at your work place⁽¹¹⁾.

21st century and the upcoming time shows the need of good communication skills. E-Education helps a lot to build up one's communication skills. It also supports one with the fellowship aptitude, cardinal literateness, aptitude for educating oneself self-reliantly that were very much needful to grow up the future. Through e-Education one can gain education and services from one place. E-Education has made life easy to gain knowledge and do services form one place only.⁽⁸⁻⁹⁾.

6. E-Education in Applied Science –Physics

The advanced tech-era mainly the web sources and the public broadcasting, has ended education to gain and give, a no longer limit in the boundaries of classroom. The awareness plus the requiremnts

for physics educators aimed to implement the knowledge to deliver education. Academic parts, presentation hope, easing environments, behavioral purposes plus public impacts are the main measures depending on which the starting puddle matters have been given, certified plus preliminary examined the educators queries. Results were diagnosed, stated depending on the masculinity, span of their weekly use. Research inferences showed educators big approval and constructive aims for using skill. Arithmetical outcomes predicts about the scholar's belief of skill to be more influencing that the regular manner of teaching. In addition to this the scholar were more responsive for the available study matter as compared to the normal lecture notes/material. The findings informs us to structure up the measures for online education in manner to upgrade scholar plus educators curiosity and inspiration in the education circumstances. Audiovisual aid plus intercatave annexation to educate the physics scholars serevs as as easy means of improving curiosity in scholars plus to augments scholar for oneself reasonable discerning⁽¹²⁾.

e-Education has become compusion for the every occupationists dynamic for which e-Education units and network-dependent courses has been given and brought into rehearsal⁽¹²⁾.

The Physics teaching can be divided in two ways. Firstly, where educators educates with the delivery of lessons. Secondly, homework, that is every-time available. Renata and Jana⁽¹³⁾ reported that with e-education there are multi-measures assessment of substitutions. Concept is dependent on arithmetical showing. Here, different strategies wesre taken to get the superlative selections of the hypothetically practical decisions. Every selection has ending assessment with various hefts.

Afzal etal. (2015) concluded that at secondary level, through survey study, it was found that for the effective use of online teaching in physics has preliminary requirement of characteristics, recital anticipation, enablement environments, communication goals, shared stimulus and drill requirements. E-education is economic and well-organized at subordinate stage. It gives a new foundation for hi-tech education, hopes for more effective teaching in physics

7. Conclusion

As discussed above it is concluded that E-education will be boon to the one's development especially through education. Only there is need of a mindset to adopt e-education. Secondly, the content. The providers if they give shelf content, then there should scope for customization. Areas with no universities or good educational institutions can access their requirements via the Web, a solution which is much cheaper. In small nations, online study may develop the literacy stage, education, financial growth. It has been boonto the nations that has manufacturing education to be costly, restricted chances, financial gaps are there. Our nation has deficiency of theme material, mainly in the suburb prime stream emphasized regions of IT knowledge, English-linguistic index, and lecture-similar sequences. This raises a great expertise requirement those can bring-up the multi-language sequences on different themes⁽¹⁰⁾. Common inferences from e-education midpoint about single key prerequisite for scholars to have the sentiments of being as a part of the session, irrespective with their loaction. Omittance of being connected with various scholars of the session plus to educational organizations/ institutions will lead to the success of the online scholar.

Regardless to physics field, e-learners and e-educators both are very well satisfied with technologies and need some more design and development to enhance the e-education process so that the education system should up-grade all over. This will cause logical thinking and teaching for the learners and educators and is an essential need for the now-a-days and upcoming fields in physics. E-education

execution in education field has given birth to innovative measures involved in the behavior area. Resolved glitches may prolonged in additional cases, hypothetical queries/ commentaries for assumed glitches.

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COMPUTATIONAL LINGUISTICS - A FUTURISTIC APPROACH

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Abstract

Computational linguistics have emerged as an entirely different challenging and technical field. It requires specialization in the field of humanities and engineering. It has now bridged the gap more in the interaction of machine and humans. It leads us to a deeper understanding of languages and application of computers which human mind has failed to detect on its own. Providing input as binary code to now speech recognition, this technical field has evolved progressively. Imparting computers power of language has helped mankind to ease his tasks effortlessly. This technology has enabled people insightful of different languages to communicate and extract information from the bulk of matter.

Keywords: Computational, language, humanities and engineering, communicate, technical field.

1. Introduction

Computer linguistics is basically an application of computer science to analysis and synthesis of language and speech [1]. It has emerged as entirely different challenging and technical field. It combines natural language processing principles with computer programming [2]. A computer linguist develops software that models different aspects of language and facilitates speech recognition (for example Siri), speech synthesis, machine translator (for example Google translator), grammar checking, text mining and other big data applications [3].

2. Need of natural language processing

Sources of Information are everywhere, in the pages of newspapers and magazines, radio loudspeakers, TV and computer screens. The core of this information is the natural language texts. In computers also, a large part of manipulated information is in form of texts.

The necessity for intelligent automatic text processing has arisen for being connected with the quantity of the diverse texts produced and used nowadays around the world [4].

Firstly, millions and millions of persons dealing with texts do not have enough knowledge and education, or just time and a wish, to meet the modern standards of document processing. Making computer to do it saves time and efforts.

Secondly, to make a well-informed decision or to find information, one needs to read, understand, and take into consideration a quantity of texts thousands times larger than one person is physically able to read in a lifetime. In such cases, using a computer is the only possible way to accomplish the task.

Thus, the processing of natural language has become one of the main problems in information exchange. The rapid advancement of computers has made possible the implementation of many ideas to solve the problems that one could not even imagine being solved automatically.

Intelligent natural language processing is based on the science called computational linguistics. Computational linguistics is closely connected with linguistics in general. Therefore, it can be stated that linguistics as a science belonging to the humanities.

3. Role of computer science

Computer science and practical programming is a powerful tool in all fields of information processing. Basic knowledge of computer science and programming is pre-requirement for a computational linguist. Role of linguistics is to express information and role of computer science is handling information.

When these combine together, computational linguistics is born. It is not about tedious, programming tasks, but is connected with extraction of data for the grammar tables and machine dictionaries from various texts or human-oriented dictionaries. Thus, programming is considered to be the everyday practical and the ultimate tool for problem- solving.

This field has practical problems in data management and analysis that are solved or assisted by computer software. These present new areas of research in computer science to figure out how best to solve them.

Linguistics and computer science both deal with the recognition and generation of languages. It is found that research into computability thus influences linguistics and vice-versa. Humans depend on computers to automate tasks for them, for simplifying this need to communicate with computers in native languages will be helpful. Figuring out how to accomplish this requires a combination of CS research in machines learning algorithms and natural language processing and linguistics research into semantics, sociolinguistics, and cognition [5].

2. Components of computational linguistics

Working in this field calls for specialization in the field of humanities and engineering. Courses in particular computer programming and mathematics and statistics are also essential to study this. Other subjects such as semantics, syntax, natural language processing systems and applications, morphology, linguistic phonetics and phonology are also studied in detail [6].

3. As a visionary class of linguistics

Earlier, computational linguistics was considered to be a subdivision of artificial intelligence. But with time advancement, it forms a different department with further components. Its main components are applied and theoretical components. It has improved understanding and scope of languages and will be successful in developing a consolidated model of all languages in future.

There is a subconscious knowledge that humans have regarding any language-its structure, vocabulary, variation, the dilemma of coverage and ambiguity. Computers have revolutionized many areas of science, so this field of linguistics too now. By this technology, languages are processed with broad coverage and vitality by adding rules and analysis to every bit of it that human minds fail to explore minute details of it.

The phenomenon of computational linguistics is a realistic vision with no shortcuts to finding loopholes and knowing languages and makes them syntactically correct. However, machine translation is still a great challenge it has failed to yield accurate results.

4. Developments in computational linguistics

Computational linguistics has led to study of various disciples of linguistics– psycholinguistics, language acquisition, and neurolinguistics. Psycholinguistics deals with human sentence comprehension. Language acquisition deals with how human child learns the language. Neurolinguistics deals with how language is retained in the human brain.

The mind is also like a computer in functioning and processing of languages- this theory has helped in many new theories and conclusions like there are definite rules that govern the infinite number of sentences.

5. Computational linguistics in the information age

Computational linguistics has led us towards a deeper understanding of languages and introduced many hidden properties of language that human mind failed to detect. So, it has found powerful application in this era of information and technology [7].

With the rapid advancement of internet and emergence of the information society, it has posed many challenges to language processing like speech processing, digital language resources, computational semantics and information processing. Multimedia information is based on language technology only. For the purpose of navigation and processing of information, a specialized software is required that can extract knowledge from that collective content present in different language structures.

Development in the field of computational linguistics will help to cross the difficulties in e-commerce and e-education fields. Computational linguistics in mind reading This technique is used to predict the word is hearing by predicting stimulus, the subject is experiencing. This technique is called 'Magnetoencephalography' which uses superconducting sensors to detect magnetic fields generated by electric currents in the brain.

6. Computational linguistics: a timeline

This is the evolution of computational linguistics over years [8].

1940s: Computational Linguistics was founded with main focus on machine translation.

1954: First public exhibition of a Russian-English machine translation system which was failed attempt.

1962: term "Computational linguistics" was coined by David Hays who was a famous computer scientist and member of the Automatic Language Processing Advisory Committee (ALPAC).

1964: MIT Professor Joseph Weizenbaum created Eliza, the first chatterbot that mimics human conversation

1980s: First practical commercialization of research on CL and a return to machine translation

1990s: Great development of large corpora and the use of machine learning

2000s: Explosion of natural language processing tools and interfaces

7. Challenges for computational linguistics

7.1 Problem of ambiguity

This difficulty is common in spoken utterances and written content in context. Humans solve these because of knowledge of the world and familiar with applying knowledge in relation to context but the machine is unable to distinguish [9].

7.2 Machine translation

It is very difficult to implement the use of software and machines for translation between languages with different grammar and cultural expectations. For best results, human work is preferred over the time-consuming and involved process.

7.3 Dialogue level difficulty

Lack of social intelligence and non-interpretation of spontaneous gestures are gaps that are needed to be viewed and solved.

8. Suggested solutions

The proposal Algorithms for Linguistic Processing focuses on two crucial problem areas in computational linguistics: problems of processing efficiency and ambiguity. For the problem of efficiency we propose to investigate grammar approximation techniques, whereas a number of grammar specialization techniques are proposed for the ambiguity problem.

Advanced machine translations by 'learn' through trial and error will be a great step so as to enact as the human learning process.

More accurate phylogenies can be obtained by formulating models and methods based upon linguistic scholarship, and using good data.

The problem of ambiguity can be resolved by encoding the knowledge of the world in the application platform and developing procedures to develop them in knowing the sense of texts.

Fast, consistent, and programmable Natural Language Processing engines identify words and grammar to find meaning in large amounts of text.

Computational linguists build systems that can perform tasks such as speech recognition, speech synthesis, machine translation, grammar checking, text mining and other “Big Data” applications, and many others.

9. Applications

9.1 Machine translations

Translations contain the error but are sufficient to impart the idea of the content. Asia online and World lingo are examples of comprehensive machine translators that help in aiding foreign travellers [10].

9.2 Document retrieval and clustering applications

Retrieval from unstructured text documents is made easy with help of computational linguistics. Document clustering is applied when a large number of documents need to be organised on basis of topics. For example in medical research, market research and social media analysis.

9.3 Knowledge extraction and summarization

To take the view of long texts which are unstructured form, it is necessary to summarize by selecting and combining central sentences. This is an easy and short way to gain information from big data.

9.4 Spell checking

In this field, system applies dictionary to the text word by word. It finds incorrect word and suggests modifications. Error in words may be in spelling or unintended use in context. It has applications in research work and documentation [11].

9.5 Grammar checking

It reviews the complete text with set of grammar rules and highlights the errors. Errors may be in use of prepositions, forms of verb, position of words in the sentence. It focuses on correct syntax of sentences used in the text.

9.6 Automatic hyphenation

In natural language processing, hyphens are used for splitting up the words in which words are partially transferred to the next new line with hyphen. So, this system put hyphens at such position in the words that these do not affect smooth readability of the text.

9.7 Natural language interface

These systems are used to input and understand the query entered by the user to extract the data from the in form of formatted output from the database. These models are used to analyse knowledge and interests of the user. It enables user to establish communication with machine to take out information from it in desired way [12].

9.8 Speech recognition

These systems identify sounds in flow of speech of language and convert to ASCII codes for corresponding letters. These systems are based on phonology and acoustics of language .Noise, incomplete pattern and fused patterns in speech are challenges to these applications.

9.9 Social media mining

These systems generate algorithms to investigate large number of data files with few keywords. It is used to analyse and extract trends and helpful in making researches. These systems are used to apply parental control on devices of children and block certain website usage in some institutions [13].

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BIG DATA: A FUTURISTIC APPROACH

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Abstract

The aim of this paper is to introduce ever-increasing Big Data, architecture of big data and method of analysis. The amount of data is increasing over time and analysing those is becoming more and more cumbersome. The problem with big data is the generation of non user data (e.g. data from IoTs etc.) which can be useful in some instances but increases variety of data.

Keywords: Big Data, Architecture of Big Data, variety, data analysis.

1. Introduction

Big data is extremely large data sets that may be analysed computationally to bring out patterns, trends, and associations, especially relating to human behaviour and interactions. Another definition is given by the researchers at McKinsey Global Institute is, Big data refers to data sets whose size is beyond the ability of typical database software tools to capture, store, manage and analyse. Big data is not a single technology but a combination of old and new technologies that helps companies gain valuable and actionable insight [1]. In present scenario what is big data today will change by tomorrow due to the advancement in technology. Preceding definitions also suggests that big data is very confusing and the value extracted from that data can vary greatly by the technologies and capabilities of the organisation. Five main components: Volume, Variety, Volume, Variability and Veracity and they add according to the implementation by various users.

1.1 Volume: It is the quantity of data that is generated by users and non users. It determines the potential of data and whether it may be considered big data or not. Many consider petabyte as the starting point of big data.

1.2 Variety: It refers to the type and nature of the data that is generated and stored. It helps in producing an effective insight of the data. Considering the data types present all over the web we can estimate the variety in the big data.

1.3 Velocity: It is the speed at which the data is generated and processed. Consider the rate at which the speed cameras installed on the highways collect and process data.

1.4 Variability: It is the variety in variety and helps in establishing contextual meaning even if the conditions are highly unpredictable. It defines that how we can draw meaningful data by considering all circumstances.

1.5 Veracity: It is the accuracy in the insight of the analysed data. Since most of the Big Data comes from the source outside of our control therefore lack in significance and accuracy. Raw data are biased, contain noises and are abnormal. Therefore it becomes important for us to identify relevance of data and ensure that only valuable data is stored [2].

LinkedIn, Netflix, Facebook, Twitter, Pinintrest, and dozens of other organizations are producing high value data that is still to be analysed [3].

Some example of Big Data is:

1. Mobile phones
2. RFIDs
3. Internet of Things
4. Web browsing and searches
5. Call record details
6. Online security cams
7. Smart wears and devices and many more.

2. Architecture

In the present scenario, huge companies had already archived huge amount of logs. Now in order to analysis those data the companies needs an effective and efficient algorithm. Considering the huge amount of data in the name of big data, the traditional running database systems are inadequate to work with them. So the processing is done by massively parallel processing database architectures.

In 1984, Teradata marketed first massively parallel running database systems **DBC 1012** which had a capacity of 1 terabyte. In 2000, LexisNexis Group developed a C++-based distributed file-sharing framework for data storage. The system stores and distributes structured, semi-structured, and unstructured data across multiple servers. In 2004, Google published a paper on an algorithm called MapReduce algorithm, which later proved to be very effective to work with huge amount data. The MPP systems break down in two types: data warehouses and databases like Apache Hadoop and Greenplum. Adopting the algorithm of MapReduce Apache released an open source platform, called Hadoop [4].

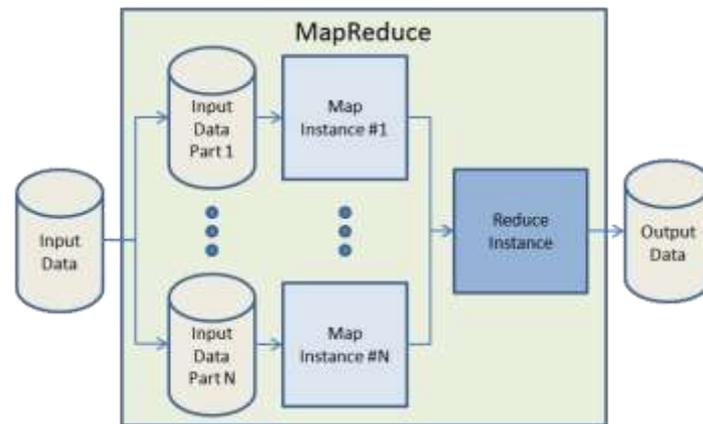


Fig 1: MapReduce,source: Amazon AWS

Data warehousing applies predetermined schemas which are suitable for evolving datasets where as Hadoop has no condition on the type of data it can process.

Hadoop is platform for distributing computer problem across various numbers of servers. It implements the MapReduce algorithm powered by Google in compiling its search indexes. Hadoop's MapReduce involves distributing a dataset among multiple servers running parallel and operating on the data called the map stage. The analysed data are then recombined to provide an insight called the reduce stage. To store data, Hadoop utilizes its own distributed file system, HDFS, which makes data available to multiple computing nodes. Hadoop usage pattern involves three stages:

1. Loading data into HDFS,
2. MapReduce operations,
3. And retrieving results from HDFS.

The Hadoop Distributed File System (HDFS) is a distributed file system designed to run on suitable hardware. It is very similar to current running database systems. However, there are few differences. HDFS is highly fault tolerant and uses very low cost hardware. HDFS skips a few POSIX requirements that enables continues access to file system data, thus providing high speed access to the data having very amount. HDFS was originally built as infrastructure for the Apache Nutch web search engine project. HDFS is now an Apache Hadoop subproject. One of the best known Hadoop users is Facebook whose model follows this patter

3. Results from Big Data

Before we begin to analyse the data we must be clear with the purpose for which the analysed data will be used and what problem we are trying to solve? We already have huge amount of data and if analyse it we may get some patterns but will be very unsure for what purpose they are there.

For such purposes we must have an idea for what we are analysing those data. Are we looking for customer behaviour on a particular product? Do we want to know driving process of a customer for insurance purpose? Are we looking at the logs to predict what problems might occur in future? Such insights may help many businesses to dive into customer’s behaviour and prevent any churn. Such results may also help a business to sort out its various problems and even if the company is not sure about its problems it may look at the areas where it may require improvement. Even this analytic-driven strategy, if targeted right may give us many useful insights. Below are some various types of analysis of Big Data. [6]

4. Big Data Analysis

Basic analytics for insight	Slicing and dicing of data, reporting, simple visualizations, basic monitoring.
Advanced analytics for insight	More complex analysis such as predictive modelling and other pattern-matching techniques.
Operationalized analytics	Analytics become part of the business process.
Monetized analytics	Analytics are utilized to directly drive revenue.

Basic analytics is used to scan data and when we are not sure enough for what we are actually looking at the data. It is just an elementary step taken toward the analysis of data.

Advanced analytics is used for complex analysis of various type data, either structured or unstructured. It provide results of machine learning, artificial intelligence, complex statistical models, neural networks, data mining and many such objectives. It can also be used for forecasts, predictions pattern findings etc.

Operationalized Analytics is done when analysis of Big Data is made a part of business processes. The data sets that are stored regarding the company can be used to predict any type of fraud or scam to be held. The data sets collected can be sent for investigation if anything suspicious is found, hence increasing the security and creditability of the company. Such data sets can help companies to predict good customers and target them to sell their goods. The call agent who deals with the customer will have all the useful insight of the customer's behaviour. The call agent may introduce a specific product to the customer by studying the insight of the customer's behaviour and hence resulting in profit of the company.

Monetizing analytics is producing business from the analysis of the Big Data and creating bottom and top line revenue. The Big Data can be clearly used to draw revenue for the insight it provides to the company. For this we just need to assemble various data that will be valuable for various companies and provide them insight and draw revenue. For example, many of the telecommunication companies sell locations based insight to various companies. Considering the data from various sources like web browsers, text messages, and location data can be used to produce an inference about a customer's behaviour that might be useful for a company and the company will readily pay huge amount of revenue for such analysed data [7].

5. Implementing Big Data

With numerous ways to implement Big Data to improve company's processes, there is no one-fit-all approach. Till date, Big Data infrastructure is beyond our understanding, but still we need a plan to be implemented for the benefit of the organization. At least that plan should have 8 following steps included.

5.1. Identify the problem

The First step towards implementation is to identify the problem that is to be solved. Here we bring out the problems and issues our company is facing and what could be its solution.

5.2. Identifying the impact of problem:

We need to identify how these problems are affecting our company and what are the losses and gains.

5.3. Make out the success criteria:

With the solution, it's totally on the company that how it measures its success and what are their tracks on measuring success.

5.4. What will be the impact and value of the solution?

We need to understand that if the problem is solved then what would it mean to the company? It will also determine how the company will move forward with certain project.

5.5. Where the result or solution should reside:

It is crucial to determine where the solution should reside, either in local servers or on cloud servers.

5.6. Evaluate the data requirement:

We need to evaluate the data required to solve this problem and check whether we already have that data or not? Are the data we need not there and we needed to go out to get it? What is the performance of the data that we have?

5.7. Try to identify gaps:

We need to clear that is our company's in-house resources are enough for such analysis technologies or do we need to hire a vendor. Are we sufficient with the staff? Is the staff capable enough? Identify such gaps and then plan.

5.8. Go for iterative approach:

Start with a pre-production or a pilot implementation. Set goals and milestones and break them up into manageable chunks. Once the pilot is up and running and you see value from it, roll it out into production and enterprise-wide use.

6. Conclusion

Today's world holds a large amount of unstructured data which can be analysed to gain a high value insight and can be a table-turning opportunity for currently running businesses. Till date 80 percent of unstructured Big Data lies untouched. This new trend of Big Data is creating new opportunities as well as challenges for businesses across industries. Hadoop is a huge platform which is continuously ingesting Big Data and preparing it for analysis in future time.

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MOBILE EDUCATION: A SCOPE FOR DIVERGENT LEARNING OPPORTUNITIES

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Abstract

Changes in the economic and social fundamentals call for transformation in the skills, capabilities and attitudes of the masses. This requires a shift in the delivery and pedagogy used in the current education system. ICT increases the flexibility of delivery of education so that learners can access knowledge anytime and from anywhere. It can influence the way students are taught and how they learn as now the processes are learner driven and not by teachers. Education is the process by which the wisdom, knowledge and skills of one generation are passed on to the next. Mobile education, offers modern ways to support learning process through mobile devices, such as handheld and tablet computers, MP3 players, smart phones and mobile phones.

Keywords: Mobile Learning, Information and Communication Technology, E-Learning

1.2 INTRODUCTION

One of the key facets of the 21st century is the phenomenon of rapid change, socially economically and technologically. Technology especially communication and ICT is collapsing distances and connecting people, resulting in societies coming in touch with new perspectives and ideas at an unprecedented pace, causing changes and challenging the ability to adapt, adjust and thrive. On the economic front the services sector is experiencing the phenomenon of global outsourcing, giant multinational conglomerates, and a globalized organization of production, making the future of jobs and employment more challenging and uncertain, (Bosco, J. 2009)..

Notable initiatives of use of ICT in education in India include:

- Indira Gandhi National Open University (IGNOU) uses radio, television, and Internet technologies.
- National Programme on Technology Enhanced Learning: a concept similar to the open courseware initiative of MIT. It uses Internet and television technologies (National Programme on Technology Enhanced Learning, India, 2007).
- Eklavya initiative: Uses Internet and television to promote distance learning (EKLAVYA Technology Channel, India, 2007).
- IIT-Kanpur has developed Brihaspati, an open source e-learning platform (Bhattacharya and Sharma, 2007).
- Premier institutions like IIM-Calcutta have entered into a strategic alliance with NIIT for providing programmes through virtual classrooms.
- Jadavpur University is using a mobile-learning centre (Bhattacharya and Sharma, 2007).
- IIT-Bombay has started the program of CDEEP (Centre for Distance Engineering Education Program) as emulated classroom interaction through the use of real time interactive satellite technology (Centre for Distance Engineering Education Programme, India, 2007).
- One Laptop Per Child (OLPC) in Maharashtra (One Laptop Per Child, 2007).

The term mobile Learning has different meanings for different communities, that refer to a subset of E-Learning, educational technology and distance education, that focuses on learning across contexts and learning with mobile devices. Mobile learning has many different definitions and is known by many different names, like M-Learning, U-Learning, Personalized Learning, Learning While Mobile, Ubiquitous Learning, Anytime/anywhere Learning, and Handheld Learning. One definition of mobile learning is, "any sort of learning that happens when the learner is not at a fixed, predetermined location, or learning that happens when the learner takes advantages of the learning opportunities offered by mobile technologies" (BIlearn, 2003). In other words, with the use of mobile devices, learners can learn anywhere and at any time (Crescente and Lee, 2011). Mobile learning is considered to be the ability to use mobile devices to support teaching and learning. Mobile learning involves the use of mobile technology, either alone or in combination with other information and communication technology (ICT), to enable learning anytime and anywhere. Learning can unfold in a variety of ways such as people can use mobile devices to access educational resources, connect with others, or create content, both inside and outside classrooms. Mobile learning also encompasses efforts to support broad educational goals such as the effective administration of school systems and improved communication between schools and families.

1.2 MOBILE TECHNOLOGIES FOR M-LEARNING

Mobile technologies are an attractive and easy means to maintain literacy skills and gain constant access to information. They are affordable, can be easily distributed and thus hold great potential for reaching marginalized groups and providing them with access to further learning and development. Mobile technologies facilitate distance learning in situations where access to education is difficult or interrupted because of geographical location or due to post-conflict or post-disaster situations. Mobile devices and personal technologies that can support mobile learning include:

- E-book
- Out start, Inc.
- Handheld audio and multimedia guides, in museums and galleries
- Handheld game console, modern gaming consoles such as Sony PSP or Nintendo DS
- Personal audio player, e.g. for listening to audio recordings of lectures (podcasting)
- Personal Digital Assistant, in the classroom and outdoors
- Tablet computer
- UMPC, mobile phone, camera phone and Smart Phone

Technical and delivery support for mobile learning include:

- 3GP For compression and delivery method of audiovisual content associated with Mobile Learning
- GPRS mobile data service, provides high speed connection and data transfer rate
- Wi-Fi gives access to instructors and resources via internet
- Cloud computing for storing and sharing files

1.3 CAPABILITIES AND APPLICATIONS OF MOBILE PHONE IN TEACHING AND LEARNING

Subject	E-Learning	M-Learning
Place	lecture in classroom or internet labs	learning anywhere, anytime
Pedagogical Change	More text- and graphics based instructions	More voice, graphics and animation based instructions
	Lecture in classroom or in internet labs	learning occurring in the field or while mobile
Instructor to Student Communication	Time-delayed (students need to check e-mails or web sites)	Instant delivery of e-mail or SMS
	Passive communication	Instant communication
	Asynchronous	Synchronous
	Scheduled	Spontaneous
Student to Student Communication	Face-to-Face	Flexible
	Audio- teleconference common	Audio and video-teleconference possible
	E-mail-to-e-mail	24/7 instantaneous messaging
	Private location	No geographic boundaries
	Travel time to reach to internet site	No travel time with wireless internet connectivity
	Dedicated time for group meetings	Flexible timings on 24/7 basis
	Poor communication due to group consciousness	Rich communication due to one-to-one communication, reduced inhibitions
Feed back to student	1-to-1 basis possible	1-to-1 basis possible
	Asynchronous and at times delayed	Both asynchronous and synchronous
	Mass/standardized instruction	Customized instruction
	Benchmark-based grading	Performance and improvement-based grading
	Simulations and lab-based experiments	Real-life cases and on the site experiments
	Paper based	Less paper, less printing, lower cost
Assignments and Tests	In-class or on computer	Any location
	Dedicated time	24/7 Instantaneous
	Restricted amount of time	Any amount of time possible
	Standard test	Individualized tests
	Usually delayed feedback	Instant feedback possible
	Fixed-length tests	Flexible-length/number of questions
Presentations, Exams and Assignments	Theoretical and text based	Practical oriented exams direct on site, hands-on based
	Observe and monitoring in lab	Observe in the field and monitoring from remote location
	Class-based presentations	1-to-1 presentations with much richer communication
	Usually use of one language	Automatic translation for delivery of instructions in many languages (possible)
	Mostly individualized, component based group work	Simultaneous collaborative group work
	Paper-based assignment delivery	Electronic-based assignment delivery
	Hand-delivery of assignments at a particular place and time	E-delivery of assignments at any place and time
	Instructor's time used to deliver lectures	Instructor's time used to offer individualized instructions and help

1.4 VALUE OF MOBILE LEARNING IN EDUCATIONAL PREMISES

- It is important to bring new technology into the classroom.
- Devices used are more lightweight than books and PCs.
- Mobile learning can be used to diversify the types of learning activities students partake in (or a blended learning approach).

- Mobile learning supports the learning process rather than being integral to it.
- Mobile learning can be a useful add-on tool for students with special needs. However, for SMS and MMS this might be dependent on the students' specific disabilities or difficulties involved.
- Mobile learning can be used as a 'hook' to re-engage disaffected youth.

1.5 OPPORTUNITIES FOR THE LEARNERS

- Relatively inexpensive opportunities, as the cost of mobile devices are significantly less than PCs and laptops
- Multimedia content delivery and creation options
- Continuous and situated learning support
- Decrease in training costs
- Potentially a more rewarding learning experience
- New opportunities for traditional educational institutions
- Readily available a/synchronous learning experience

1.6 BENEFITS OF M-LEARNING (Elias, 2011; Crescente and Lee, 2011):

- Relatively inexpensive opportunities, as the cost of mobile devices are significantly less than PCs and laptops
- Multimedia content delivery and creation options
- Continuous and situated learning support
- Decrease in training costs
- Potentially a more rewarding learning experience
- Improving levels of literacy, numeracy and participation in education amongst young adults.
- Using the communication features of a mobile phone as part of a larger learning activity, e.g.: sending media or texts into a central portfolio, or exporting audio files from a learning platform to your phone.

1.7 CONCLUSION

Wider availability of best practices and best course material in education, which can be shared by means of ICT, can foster better teaching. ICT also allows the academic institutions to reach disadvantaged groups and new international educational markets. Thus, mobile education will ultimately lead to the democratization of education. Especially in developing countries like India, Effective use of mobile technologies for the purpose of education has the potential to bridge the digital divide and helps in effective educational policymaking, planning, management, supervision and implementation of various schemes and programmes in various sectors of education in India. There is a paradigm shift in learning. ICT are largely instrumental in shifting the emphasis in learning environments from teacher-centred to learner-centred; where teachers move from being the key source of information and transmitter of knowledge to becoming guides for student learning; and where the role of students changes from one of passively receiving information to being actively involved in their own learning.

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IMPACT OF SOCIAL MEDIA ON BUSINESS WORLD W.R.T FACEBOOK

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Abstract

This world is enjoying the new revolution where everyone remains busy with the happenings of the universe . Anytime anyone can cater the attention of the people just by one click and the revolution is called the **Social media revolution**. Social media is the E-connection within the state, country or across the Globe where we can remain in touch with our nears and dears. And the trend is emerging day by day which covers almost all the sectors in this digital era, whether it may be the Educational sector, Medical sector, Banking sector or Commercial sector where social media plays a pivotal role.

In day to day life of people the influence of social media has impacted the way they conduct business these days. This phenomenon has influenced the corporate and business world as well and today there is an increase in the number of organizations joining the social media platforms. Organizations across the world are spending considerable amount of their time, energy and money to build and maintain their social media public pages to improve their standing in the global business space.

In the global business world, social media is relatively a new and emerging existence where the studies conducted is limited and a majority of them are based on the individual perspectives. This study investigates the positive impact of social media on business development, organizational performance and its influence on fostering better B2B relationships. This paper mainly focuses on the impact of particular social media portal i.e **Facebook** on emerging business world.

Key words: Social media, social media revolution, Facebook, Business world

Introduction

The influence of modern media is infiltrating to all aspects of our life - both personal and professional. Web users can hardly avoid it either in a passive or an active form. There are Facebook likes, Google+ services, Twitter comments, YouTube videos, LinkedIn professional profiles, various blogs, podcasts and live streams that attract our attention and make us interact with them. Government, communities, businesses and organizations also communicate through social media and use them to access their stakeholders. Social networks open new challenges and opportunities, but also threats and possibilities of abuse. We need to establish a system of protection of our personal data and privacy and ensure ethical behavior in the social media.

Social media coverage is increasing at an alarming rate and the impact of social networks penetrates into each kind of business. Social media acts as a source of information and spread of knowledge, changing people's views and opinions. They play a pivotal role in business marketing tactics and help to create new business opportunities, develop a stronger market position or modify consumer's behavior.

In the commercial field, Social media now becomes a companion to the public in general and Customers or Clients in particular and this has also emerged as a very dominant medium for consumer communications. Many organizations use this status quo of social media to influence their business standing in the industry as well as to enhance their organizational visibility. “It is vital to build a viral campaign as well as an online word of mouth marketing (WOM) campaign which can lead to the creation and reinforcement of trust which can overcome any disinclination from the would be consumer” (Miller & Lammas, 2010,p.5). In this Digital era, demand have emerged in the online communities, many customers remains busy in searching for information regarding the information of other companies or products in social media and mostly people remain online on the Facebook portal rather than in google (Newman, 2013). In order to built a trust between the companies and the clients , social media plays a pivotal role in dominating the traditional system of business.

According to Leong &Gligorijevic (2011,p.2) “The social media platform has given credence for consumers to share their experiences in their social networks and also to review the recommendations given by others on products and services” In order to develop trust, elements like proper communication channels and context of messages are very crucial this will enable prospective customer and company relationships (Gligorijevic, 2011).

A lot of studies and researches (Kaplan, 2012), (Mathew Mount, 2014), (Michaelidou et al., 2011) have been conducted on why and how social media has attained such an importance in consumers mind and the rapid explosion of social media in the global market. These studies have considered various aspects of why consumers consider social media to be so important in their day to day life and what are the factors that drive them to actively engage in online activities. Additionally, other studies (Berthon et al., 2012), (Geehan, 2010), (Jussila et al., 2014), (Kusera, 2012) have explored the tangible and intangible benefits of social media in effective marketing like the influence it has on the consumers decision making process.

Social media has several functional building blocks that can be exploited to capitalize the visibility on the public space like the identity, communications, sharing, social presence, relationships, reputation of the organization and groups. These social media activities are defined and are focused on some or all of the blocks pertaining to the requirements of the user or the organization. (Kietzmann et al., 2011). Social Media Apps (SMA) has been extensively used by many organizations these days to make special announcements, to share images and videos and also to set up groups for communicating with their customers, business associates and suppliers. Organizations, especially in the manufacturing sector can gain a lot of mileage by the subtle usage of social media apps in order to achieve a number of business goals. clients also love to online shopping as it saves the Time, Energy and simultaneously a person can go for their usual routine work.

Studies Conducted on Social media and business:

Boris Loukanov (Marketo, 2010,p.5) has defined social media as “the production, consumption and exchange of information through online social interactions and platforms.” Kaplan and Haenlein (2010, p. 61) in their article Users of the world Unite has defined social media as “a group of Internet based applications that build on the ideological and technological foundations of Web 2.0, and allow the creation and exchange of User Generated Content.” Similarly in sales context with the customers as a key figure for social media usage, Andzulis, Panagopoulos and Rapp (2012, p. 308) in their article a review of social media and implications for the sales process has defined social media as “the

technological component of the communication, transaction and relationship building functions of a business which leverages the network of customers and prospects to promote value co-creation". Social media has also been defined as an internet based applications that is built on the technological foundations of Web 2.0 which is fundamentally a platform where the content is constantly produced and developed by various participants continuously and in a collaborative manner (Laroche et al., 2012)

Another study by Yanga & Kentb (2014) shows that social media and the visibility is intrinsically intertwined and the very idea of organizations and people to be engaged on this platform is for better visibility. Yanga & Kentb (2014) further states that the visibility on social media can be termed as the public presence of an organization or individual which has an influence on the organizational perceptions on trust, buying preferences and in times of crisis. The visibility on the social media platforms indicate how frequently the social media users discuss about an organization or issues related to it. Those organizations with a strong media or brand presence on the social media platforms are more on the mind of individuals and public in general which can lead to higher levels of organizational visibility, brand presence, organizational trust and product loyalty which can lead to increased business. Yanga & Kentb (2014) argues that the common public assumption is that social media are inherently influential and the organizations should be using them to their benefits. Having a strong presence in social media can greatly assist sales people as this platform engages both the sales people and their customers and develop social capital which can act as a momentum for customers to interact, engage and form relationships with the sales people (Agnihotri et al., 2012). Furthermore, Yanga & Kentb (2014) observes that an assortment of platforms can be utilized from the social media to create a discussion through blog posts OR to start a debate to get customer feedback OR sharing success stories on Facebook in order to demonstrate value propositions.

Quintessentially, social media is the product of various internet based applications comprises of text, pictures, videos and networks built on the technological foundations of Web 2.0 (Berthon et al., 2012).

So from the above mentioned literature, we can say that Social media plays an important role in developing the rapport between the Business unit and the Consumers.

ROLE OF FACEBOOK

Facebook is the most popular social media portal in this digital era where everyone try to contact with the world. This remains most busy portal where everyone try to catch their near ones, and the impact on other sectors is also very influential. Infact this portal turns out even the most powerful site and make the things very convenient and easy ways to enhance ones business as this portal is most promoting in the business field.

A Facebook page has many potential benefits for your business. While some of these benefits are similar to having a website, a number are unique to Facebook. Combined, the benefits listed below can lead to increased sales and profits for your business.

Facebook is a low-cost marketing strategy

Marketing activities that would cost thousands of dollars through other channels can be used on Facebook for a fraction of the cost. This makes it ideal for small to medium businesses with a limited marketing budget. Larger businesses can also trial marketing concepts and themes through Facebook before committing to bigger campaigns.

Share basic information about your business

Your Facebook page is a place where you can advertise your business name, address and contact details, and briefly describe your products and services. You can also brief about your staff, history, or any other aspect of your business that is likely to attract other Facebook users and create interest in what you do.

Share pictures and videos from your business

As well as allowing you to post text, Facebook lets you upload pictures and videos from your business. This can be a powerful way to communicate with customers and potential customers, allowing them to see your product or service without having to visit your premises.

Facebook also allows users to 'tag' photos to indicate if a Facebook friend appears in them. This function can be used to promote your business. For example, a tour operator could post a photo on their page of a group going whitewater rafting, then invite each participant to tag their image in the photo. Each tagged image will show up as an update on the participant's Facebook account, where their friends will see it too. This increases the level of interest in the picture, and your business.

Talk to existing and potential customers

You can use Facebook to 'talk' to existing and potential customers by posting and receiving messages. But don't use Facebook to aggressively promote your products or services. You'll have much greater success if you share information related to your business that is actually useful or interesting to other users. This increases your credibility and promotes your business by building long-term relationships with other users.

You should also listen as much as you talk. Paying attention to what the market thinks about your business, your industry, a product or a marketing campaign can provide valuable insights.

Provide customer support

Customers can post after-sales questions on your Facebook wall, and your staff can answer them there. This is often more efficient than staff answering phone calls, and allows other customers to read common questions and answers without having to approach you individually.

Raise brand awareness and promote positive word-of-mouth

You can increase your business's profile on Facebook by encouraging existing and potential customers to click the 'Like' button on your Facebook page. Once they like your page, your customers will receive your updates on their wall, where their friends will also see them. This helps to build awareness of your business, and to associate your friends with your brand. Customers can also post positive messages about your products or services, shared on their walls for all their friends to see.

Facebook can steer traffic to your website

You can include a link to your website on your Facebook page. Indeed, many businesses report that the greatest benefit of Facebook is the extra traffic that it steers to their site. Visitors who come to the website can be exposed to stronger marketing messages and, often, the option of buying goods and services.

Customers who come to your website from Facebook are likely to be more receptive than the average visitor, because they already know something about your business and were motivated to click the website link.

Targeted advertising

Facebook can analyze all the information that millions of users enter into their profiles. As the owner of a business page, you can pay to use this information to deliver targeted advertising to a specific group.

For example, an outdoor store could use Facebook to calculate how many men over a certain age in a certain city have listed 'fishing' as an interest. Then they could develop an ad for new fishing lures, and pay for it to appear only on the pages of those people. (Ads appear on the right-hand side pages in Facebook.)

Offer deals through Facebook Places

Facebook Places allows users to 'check in' on mobile devices at a particular place, so that their friends can see their location on Facebook. Facebook Places also identifies popular places close to where a user checks in.

Businesses can use Facebook Places so that when a user checks in to a neighborhood, street or business, they receive a list of nearby businesses offering deals (e.g. discounts, freebies, loyalty rewards).

Only pages that have been listed as a Company and Organisation or a Local Business in the category set up can add a location.

Conclusion

The phenomenal influence of social media has impacted the society so deeply that there is a tectonic shift in global communication today. Reviewing various literatures by distinguished authors has validated the distinctive benefits social media & has presented to the organizations in terms of business development, organizational performance and crafting better B2B relationships. Accordingly, the researcher has also deliberated the significance of social media in shaping organizational strategy and crafting its place on the global platform.

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AN ANALYTICAL STUDY OF OCCUPATIONAL STRESS AND ITS IMPACT ON EMPLOYEE PERFORMANCE WITH REFERENCE TO THE FEMALE

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Abstract

1.Aim of Study-The real objective of this research paper is to find out upto what extent job stress` affect the lives of working females.

2.Methodology- Research methodology of the present study is **Survey Method** The design of the study is highly flexible and informal. However, rarely ever does formal design exist in case of exploratory studies. Structured and/or standardized questionnaires are replaced by judgment and intuitive inference drawing on the basis of collected data. Convenience sampling rather than probability sampling characterizes exploratory designs. The generally used methods in exploratory research are:

- a) Survey of existing literature
- b) Survey of experienced individuals
- c) Analysis of selected case situations.

3.Findings- From the research findings, we found that Work overload, Career development and Work/family conflict are considered to likely cause a disruptive effect on performance of workers. They are also seen as more problematic compared to the other causes of stress.

4.Key words-Stress,anxiety,job stress,symptoms of work stress,causes of work stress,factor analysis,hypothesis,correlation.

INTRODUCTION

Stress at work is a relatively new phenomenon of modern lifestyles. The nature of work has gone through drastic changes over the last century and it is still changing at whirlwind speed. They have touched almost all professions, starting from D group Jobs to A grade jobs. Which transform in stress, inevitably? Professional stress or job stress poses a threat to physical health. Work related stress in the life of organized workers, consequently, affects the health of organizations.

Job stress is a chronic disease caused by conditions in the workplace that negatively affect an individual's performance and/or overall well-being of his body and mind. One or more of a host of physical and mental illnesses manifests job stress. In some cases, job stress can be disabling. In chronic cases a psychiatric consultation is usually required to validate the reason and degree of work related stress.

SYMPTOMS

The signs of job stress vary from person to person, depending on the particular situation, how long the individual has been subjected to the stressors, and the intensity of the stress itself. Typical symptoms of job stress can be:

- Insomnia
- Loss of mental concentration,
- Anxiety, stress
- Absenteeism
- Depression
- Substance abuse
- Extreme anger and frustration
- Family conflict
- Physical illnesses such as heart disease, migraine, headaches, stomach problems, and back problems.

CAUSES OF WORKPLACE STRESS

Job stress may be caused by a complex set of reasons. Some of the most visible causes of workplace stress are:

- A. Job insecurity
- B. High demand for performance
- C. Technology
- D. Workplace culture:
- E. Personal or family problems
- F. Job stress and female
- G. The survival sutras
- H. Burnout

RESEARCH OBJECTIVE-To find out what causes stress in working women,its symptoms and how to refrain its effect from having its negative impact on the day to day life.

REVIEW OF RELATED LITERATURE

Numerous surveys and studies confirm that occupational pressures and fears are far and away the leading source of stress for Indian women and that these have steadily increased over the past few decades. While there are tons of statistics to support these allegations, how significant they are depends on such things as how the information was obtained (self-report vs. answers to carefully worded questions), the size and demographics of the targeted group, how participants were selected and who sponsored the study. Some self-serving polls claiming that a particular occupation is "the most stressful" are conducted by unions or organizations in an attempt to get higher wages or better

benefits for their members. Others may be conducted to promote a product, such as the "Stress in the Nineties" survey by the maker of a deodorant that found housewives were under more stress than the CEO's of major corporations. Such a conclusion might be anticipated from telephone calls to residential phones conducted in the afternoon. It is crucial to keep all these caveats in mind when evaluating job stress statistics.

**Workplace stress: Women suffer more
ANI, Jul 14, 2008, 06.39 a.m. IST**

Working women are more likely to suffer job related stress than men, suggests a new study. The new study from University of Melbourne has revealed that nearly 1 in every 5 Victorians working women suffer depression that can be attributed to job stress and more than one in eight or 13 per cent of the working men with depression have problems due to job stress.

The study led by Associate Professor Tony LaMontagne from the McCaughey Centre has found that nearly 21000 Victorians suffer depression due to high job demands and low control over how the job gets done (or 'job strain'). The researchers analyzed job stress data collected from a 2003 survey of 1100 Victorian workers.

They found that working women were more likely to suffer depression than men, and job stress is more likely in lower skilled occupations. The team later combined job stress exposure patterns with previous research, which showed that job stress doubles the risk of depression to estimate the proportion of depression caused by job stress among working people; Moreover, by comparison, 30-times fewer workers receive workers' compensation for stress-related mental disorders, suggesting that workers' compensation statistics grossly under-represent the true extent of the problem.

Organizational role stress among women executives in the corporate sector in Punjab

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Data from a micro survey of women executives in Ludhiana shows that women are becoming more and more career conscious, they want to take up challenging roles for growth and development, so wherever they are considered in the stereotyped framework, they face stress. The women executives under study were of the view that in changing times, middle class families find it difficult to have a decent standard of living without women's incomes. Therefore their going to the workplace is very much accepted by family members. Due to this acceptance, other family members try to adjust their roles within the family and a change is being felt in the attitude of the husband and other family members. Moreover due to changes in the technological environment, telecommunication, better transportation facilities, electronic gadgets etc., stress is reduced.

Role of self efficacy in teacher stress and job performance of women school teachers

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The present research was conducted to identify levels and sources of teacher stress, relationship of teacher stress with teachers' job performance and self-efficacy of women school teachers, and to find out the moderator role of self efficacy in teacher stress and job performance relationship. The research was carried with two independent samples i.e., teachers and students. Sample I was comprised of 330

women secondary school teachers Sample II was 990 students, randomly selected from the classes of sample I. Results showed that teachers displayed moderate levels of stress, and highest scores were displayed on work related stressors. The significant negative correlation was found between teacher stress and job performance and teacher stress and teacher efficacy. The moderated multiple regression analysis revealed that high self-efficacy could play a moderator role in the relationship of teacher stress and job performance.

On the basis of the findings of the present research it can be concluded that the phenomenon of teacher stress is prevailing in our women secondary school teachers. The level of stress is found to be of moderate level. It is also apparent from the results that teacher stress is actually a multiple factor construct, and these factors are significantly related with each other. It is also suggested that teacher stress is negatively affecting job performance of teachers as perceived by their students. It is also found that teacher stress is negatively related with the self efficacy of teachers. Teacher efficacy may also play role as the moderator variable in the teacher stress phenomenon. The present research also suggests that there are certain job related and demographic variables such as teachers' age, job experience, marital status, number of students in class, teaching hours, means of transportation etc. that may contribute to this phenomenon.

HYPOTHESIS OF RESEARCH STUDY:

There are many possibilities & ways to overcome work stress in women of corporate sector and enhance the performance of women employees.

Ho1. Higher the position of women executive more like hood of stress.

Ho2. Younger the children, more the level of stress of women executive.

Ho3. Type A personality /highly educated/career conscious women executive suffer from more stress.

Ho4. Higher the age of female higher the occupational stress

Ho5. There is relation between perceived stress and prevalence of work characteristics.

Ho.6 There is relation between perceived stress symptoms and Individual demands and commitment.

Ho.7 There is relation between perceived stress symptoms and impact on work.

RESEARCH METHODOLOGY ADOPTED FOR THE STUDY:

The proposed research has the following components.

1) **Research design** –Descriptive

2) **Research method**- Through primary and secondary data

3) **Sampling method**-Stratified Random Sampling

4) **Sample Size**- 600 female employees, working at different level for this research work entitled “**An Analytical Study of Occupational Stress and Its Impact on Employee Performance With Reference To the Female**”.

6) **Data collection Tool**-Questionnaire, face to face interview

7) **Scale for using interpretation of Data**- Likert 5 point Scale

8) **Statistical Tool for Data Analysis** - Reliability, validity, Factor Analysis, Bivariate Pearson Correlation, One way Anova F test, T test for pair sample test, non parametric Kruskal –Wallis H test, Chi Square Test , frequency ananalysis etc.

9) **Software for Data Analysis**- SPSS-WIN ver. 19.0.

PRIMARY DATA:

The survey is proposed to be carried out through questionnaire methods, collection of primary data from selected women employees from corporate sector using structured close end questionnaire, which is personally administered.

Primary data collection for this purpose is proposed through by judgment sampling.

Sample size is 600 from selected women employees from corporate sector.

SECONDARY DATA:

Through Internet, through Annual Reports through Magazines & News Paper, On line Journal, Through HR Journal, managerial Journal Secondary data both proposed to be collected and analyzed. This will include important official publication and statistical abstracts/ reports and Indian foreign magazines of such organizations. 1 STATISTICAL

DATA ANALYSIS

I have used Factor Analysis and Principal Component Analysis technique in order to identify smaller and important factors that determine the purchase behavior of respondents underlying a large number of observed variables that have been defined in the questionnaire.

As may be noted from Figure below which supports the validity of the Factor analysis findings, exploratory factor analysis (principal axis factoring with varimax rotation) was conducted.

Inverse of Correlation Matrix was used since the concepts are assumed to be correlated. Due to the exploratory nature of the analysis, the latent root criterion (i.e. the eigen value-less-than-one) was employed for extraction of factors, where only variables loading 0.60 or above were used for factor interpretation. Communalities, which represent the amount of variance accounted for the factor solution for each variable, were also assessed to ensure acceptable levels of explanation. Communalities greater than 0.60 are considered for sufficient explanation

Specifically, I have applied the factor analysis on the following variables so as to extract the important and generic characteristics that respondents think to be important and have more weight age.

Prevalence of work characteristics

Individual demands and commitment

Influence at work

Work to leisure time interference

Perceived stress symptoms in self

Stress at work place

For applying Factor Analysis on above said variables, following steps are pursued to fetch the most favorable and crucial factors as per the respondents: Principal Component Analysis: is a method of factor extraction where linear combinations of the observed variables are formed.

Component Matrix: indicates how each item in the analysis correlates with each of the retained (extracted) factors.

Total Variance: is explained using Eigen values where eigen value is the total variance explained by each factor. Any factor that has an Eigen value of less than 1 does not have enough total variance explained to represent a unique factor, and is therefore discarded.

Validity Test: is done to check if our questions defined in the questionnaire are actually related to purchase behavior of customers.

Reliability Test: is done to have confidence that respondents would give same or somewhat similar answers if the same questions are asked to them again even after a short tenure.

Scale Statistics: comprises of mean, variance and standard deviation calculated on total sample size (denoted as ‘N’) where,

Mean is the average of total sample size,

Variance is the sum of squared deviations of each value from the mean divided by the number of observations; Standard deviation is the positive square root of variance.

Table Distribution of the sample of female employee for research study

S. No.	Organization	A grade job	B grade job	C grade job	No. of respondents
1.	N.H.F.D.C.	30	30	30	3x 30R
2.	N.H.P.C.	30	30	30	3x 30R
3.	E.S.I.C.	30	30	30	3x 30R
4.	N.T.P.C.	30	30	30	3x 30R
5.	O.N.G.C.	30	30	30	3x 30R
6.	Banking Sector	30	30	30	3x 30R
7.	GAIL	30	30	30	3x 30R
8.	BHEL	30	30	30	3x 30R
9.	SAIL	30	30	30	3x 30R
10.	Bharat Petroleum	30	30	30	3x 30R
Total	10 area	300R	300R	300R	900R

Here **N.H.F.D.C.** stands for National Handicapped Finance Corporation

N.H.P.C. stands for National Hydro electric Power Corporation

E.S.I.C. stands for Employee State Insurance Corporation

N.T.P.C. stands for National Thermal Power Corporation

O.N.G.C. stands for Oil and Natural Gas Corporation

GAIL stands for Gas Authority of India Ltd.

BHEL stands for Bharat Heavy Electricals Ltd.

SAIL stands for Steel Authority of India Ltd.

10 **corporate sector/ Companies** x 30 respondents from each Category A Grade Job means senior management B grade job means middle management / lower management jobs and C grade jobs means clerical grade jobs=900 female employee /respondents of these 10 corporate sector.

As shown in the above table, the total number of corporate sector from all the population will be 10. Thus the total number of respondent will be 90 from each companies /corporate sector, 30 female respondents from each category will be selected randomly from population thus making a total number of respondents are 900.

This Sample has been selected on the random basis

These employees has been selected from 10 target area from A grade, B grade & C grade jobs of above different corporate sector.

Factor Analysis of prevalence work characteristics

Table Communalities

	Initial	Extraction
Feel increased work-load	1.000	.807
Feel unclear goals at workplace	1.000	.613
Feel unclear work assignments	1.000	.553
Feel unclear leadership	1.000	.807
Feel conflicts at work	1.000	.813
Feel involved in conflicts at work	1.000	.594
Feel supervisor not solving conflicts	1.000	.645

Extraction Method: Principal Component Analysis.

Where,

Communality gives the variance accounted for a particular variable by all the factors. Communalities range from 0 to 1. Zero means that the common factors don't explain any variance. One means that the common factors explain all the variance.

The Table shows Communality values which are indicated as the proportion of each variable's variance that can be explained by the retained factors. Variables with high values are well represented in the common factor space, while variables with low values are not well represented. Initial communalities are estimates of the variance in each variable accounted for by all components or factors. Extraction communalities are estimates of the variance in each variable accounted for by the factors (or components) in the factor solution. Small values Underlined indicate variables that do not fit well with the factor solution, and should possibly be dropped from the analysis. Extraction Method: Principal Component Analysis.

MOST DOMINANT FACTOR OUT OF FACTOR ANALYSIS

Variables	Factors	Alpha Value
Prevalence of work characteristics	Feel increased work-load	0.923
	Feel unclear goals at workplace	
	Feel unclear leadership	
	Feel conflicts at work	
	Feel supervisor not solving conflicts	
Individual demands and commitment	Feel high demands on oneself at work	0.949
	Feel Engaged in one's work	
	Feel think about work after working-day	
	Feel hard to set limits	
	Feel high responsibility for one's work	
	Feel work over-time	
	Feel sleep disturbance on account of work	
Influence at work	Extra time to finish assignments	0.896
	Influence decisions at work	
	Supervisor consider your views	
	Deciding on working pace	
Work to leisure time interference	Hard to find time to see the nearest	0.902
	Hard to find time to see friends	
	Hard to find time for recreational activities	
Perceived stress symptoms in self	Headaches\Migraines	0.962
	Aches\Pains	
	High Blood Pressure	
	Poor Sleep Patterns	
	Indigestion	
	Irregular menstruation Cycle	
	Stomach ulcers	
	Asthma	
	Anxiety	
	Depression	
	Heart disease	
Erratic moods		
Perceived stress symptoms in work place	Headaches\Migraines	0.941
	Irritated at work place	
	Angry at work place	
	Frustrated at work place	
	Helpless at work place	
	Anxious at work place	
	Depressed at work place	
	Unable to concentrate at work place	
Over tired at work place		

The table shows that most dominant factor out of factor analysis these are 5 variables 1.Prevalence of work characteristics, 2.Individual demands and commitment, 3.Work to leisure time interference, 4. Influence at work 5. Perceived stress symptoms in self 6.Perceived stress symptoms in work place. In first variable Prevalence of work characteristics alpha value of the variables is **0.923**, the following factors are remain 1. Feel high demands on oneself at work 2. Feel engaged in one's work 3.Feel unclear leadership 4. Feel conflicts at work 5. Feel supervisor not solving conflicts. In second variable Individual demands and commitment alpha value of the variables is **0.949**; the following factors are remaining 1. Feel increased work-load 2. Feel unclear goals at workplace 3. Feel unclear leadership 4. Feel hard to set limits 5. Feel high responsibility for one's work 6. Feel work over-time 7. Feel sleep disturbance on account of work. The third variable is Influence at work the Alpha value is **0.896** the following factors are remaining 1. Extra time to finish assignments 2. Influence decisions at work 3. Supervisor considers your views 4. Deciding on working place.

The fourth variables is Work to leisure time interference alpha is **0.902** the following factors are as follows Hard to find time to see the nearest, Hard to find time to see friends, Hard to find time for recreational activities

The fifth variables is Perceived stress symptoms in self alpha is **0.962** the following factors are remaining in this variables are as follows Headaches\Migraines, Aches\Pains, High Blood Pressure, Poor Sleep Patterns, Indigestion, Irregular menstruation Cycle, Stomach ulcers, Asthma, Anxiety, Depression, Heart disease, Erratic moods.

The sixth variables is Perceived stress symptoms in work place alpha is **0.941** the following factors are remaining Headaches\Migraines, Irritated at work place, Angry at work place, Frustrated at work place, Helpless at work place, Anxious at work place, Depressed at work place, Unable to concentrate at work place, Over tired at work place.

FINDINGS

From the research findings, we found that Work overload, Career development and Work/family conflict are considered to likely cause a disruptive effect on performance of workers. They are also seen as more problematic compared to the other causes of stress.

The study reveals that workers through tiredness, worry, unhappiness, weakness, headache, anger to mention a few identified these stress factors, they also react to these stress factors by absenting themselves from work, taking off days, watching movies, sleeping, drinking and smoking, further more the presence of work stress evoked illness.

Findings indicated that the employees suffered high levels of job stress. The job stressors affecting the employees included role conflict and ambiguity, lack of promotion opportunities and feedback, lack of participation in decision making, excessive workload, unsatisfactory working conditions and interpersonal relations. The reported stressors were found to have positive and/or negative association with the physical health of the employees, their performance and overall satisfaction about their jobs as well as their commitment. Although the current study did not assess the effect of the stressors on the students themselves, such job stressors and their impact on the organizational performance of employees would eventually affect the students at the university. The university needs to elevate the situation and resolve all the factors affecting the employees which might help in reducing the costs incurred when the trained, well experienced employee and/or the student leave the organization.

Table : Findings of Hypotheses Testing Through Correlation

Variables	Covariance	Correlation	Composite Result	Composite Result
Workplace stress	Level of Job of the respondent	-.024**	Low degree -Correlation Rejected 1 st Ho	Accepted 1 st Alternative hypothesis
Age of Children	Stress Symptoms	0.004**	Low degree +Correlation Rejected 2 nd Ho	Accepted 2 nd Alternative hypothesis
Education	Stress Symptoms	-.122**	High degree -Correlation Rejected 3 rd Ho	Accepted 3 rd Alternative hypothesis
Age	Stress Symptoms	.023**	Low degree +Correlation Rejected 4 th Ho	Accepted 4 th Alternative hypothesis
Influence at work	Prevalence of work characteristics	.766**	High degree +Correlation Rejected 5 th Ho	Accepted 5 th Alternative hypothesis
Work place stress	Individual demand	.965**	High degree + Correlation Rejected 6 th Ho	Accepted 6 th Alternative hypothesis
Personnel stress	Influence at work	.927**	High degree + Correlation Rejected 7 th Ho	Accepted 7 th Alternative hypothesis
Workplace stress	Leisure time interference	.909**	High degree +Correlation Rejected 8 th Ho	Accepted 8 th Alternative hypothesis

Note: Correlation is at 0.01 two tailed degree correlation

The table no. 5.8 shows that the Findings of Hypotheses Testing through Correlation. In this table first of all there is correlation between variable Workplace stress and Covariance Level of Job of the respondent Correlation value between these variable and covariance is -.024** at 0.01 two tailed degree Low degree -Correlation Rejected 1st Ho that is Position of women does not matter in stress and Accepted 1st Alternative hypothesis that is higher the position of women executive has more of stress.

In this table secondly there is correlation between variable age of children of the respondent working women covariance stress symptoms is .0004** at 0.01 two tailed Low degree +Correlation Rejected 2nd Ho that is Age of children does not matter the level of stress of women executive and accepted 2nd Alternative hypothesis that is Younger the children, more the level of stress of women executive.

The third place of the table correlation between variable Influence at work with covariance Prevalence of work characteristics is -0.122** at 0.01 two tailed which shows High degree +Correlation rejected 3rd Ho that is Education of woman does not matter the stress and accepted third Alternative hypothesis H3 – Highly educated/career conscious women executive suffer from more stress.

In this table fourth place there is correlation between variable Workplace stress and Covariance Level of Job of the respondent Correlation value between these variable and covariance is 0.023** at 0.01 two tailed degree low degree correlation rejected 4th Ho that is age of woman does not related on work stress and Accepted 4th Alternative hypothesis that is higher the age of woman higher the work stress.

In this table fifth place there is correlation between variable influence at work and covariance prevalence of work characteristics correlation value between these variable and covariance is 0.766** at 0.01 two tailed degree high degree correlation rejected 5th Ho that is there is no relation between perceived stress at work and prevalence of work characteristics and accepted 5th alternative hypothesis that is there is relation between perceived stress at work and prevalence of work characteristics.

In the sixth place of the table there is correlation between variable work place stress and covariance individual demand correlation value between these variable and covariance is 0.965** at 0.01 two tailed degree high degree correlation rejected 6th Ho that is there is no relation between personnel stresses symptoms and individual demands and commitment and accepted 6th alternative hypothesis that is there is relation between there is relation between personnel stress symptoms and Individual demands and commitment.

In the seventh place of the table there is correlation between variable personnel stress and covariance influence at work correlation value between these variable and covariance is 0.927** at 0.01 two tailed degree high degree correlation Rejected 7th Ho that is there is no relation between there is no relation between perceived work stress symptoms and impact on work and accepted 7th alternative hypothesis that there is relation between perceived work stress symptoms and impact on work.

In the last place of the table there is correlation between variable personnel stress and covariance leisure time interference correlation value between these variable and covariance is 0.909** at 0.01 two tailed degree high degree correlation rejected 8th Ho that is there is no relation between there is no relation between occupational stresses affects on personal/social life does not related to work characteristics and accepted 8th alternative hypothesis that occupational affects on personal/social life related to work characteristics.

CONCLUSION

In view of findings of the research study, it can be concluded that an analytical study of occupational stress and its impact on employee performance with reference to the female.

It has been established through findings that higher the position of women executive more like hood of stress.

It has also been evident that younger the children, more the level of stress of women executive.

The study has indicated that highly educated and career conscious women executive suffer from more stress instead of lower career conscious woman.

Another major finding of the research study brings out the fact that higher the age of women higher the work stress. As compared to the young women have lesser stress.

A major finding of the study stipulates the fact that there is negative relation between perceived stress and prevalence of work characteristics.

The impact of effectiveness of job stress affects on personal/social life related to work characteristics.

The study has highlighted that there are significant differences exist related to There is relation between Job stress affects on personal/social life and job position.

It may be noted through research findings that there is relation between perceived stress system and Individual demands and commitment.

SIGNIFICANCE OF THE STUDY:

1. This study will be useful in identifying the impact of female occupational stress.
2. Study may highlight prominent sources of occupational stress in female.
3. Suggestions will help them to decrease stress
4. Creative measures will help to stress come down and performance will improve
5. Future changing requirements of the professional stress and overcome strategy to enrich work life of women

LIMITATION OF DATA

The study as this is bound to come up with some limitations & constraints, which make the efficiency of the same & to some extent device it from its main line of thought. Though no stone has been left unturned & no effort was being spared to make the study accurate & relevant to the objectives, yet there are some limitations & general problems, which are not worthy to make the study meaningful.

1. The first and the foremost limitation is that the sample size of 600 respondents does not represent the universe fully.
2. The study will be confined only to the NCR Delhi region, which may not present a correct picture of overall country.
3. Sometimes the respondents do not give exact information due to some personal reasons.

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GAME-BASED AND SIMULATION-BASED LEARNING

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Abstract

This paper aims to propose the importance of Game Based Learning and Simulation Based Learning approach for adoption in present scenario to small students and adolescents. Some , games i.e. video games, digital games etc. play an important role to enhance their skills and help them gain information which helps them in the real world scenario. Digital games provide a suitable platform to learn by playing coding games, because they motivate students to actively participate and interact with the game’s activities. In Game based learning our mind observes and experiments with the new system in a series of trial and error. Gradually, we learn what we should do and what we should avoid. As our mind is trained, it deciphers how this new system works, and we are able to climb the levels in the game. Games provide complex environments in which content, skills, and attitudes play an important role during the game. Simulation is also another method to increase children skills and professional knowledge. Through simulation, learner can easily comprehend the form of experimental learning. It is a process of using a model tools by manipulating variables that cannot be changed in real life. Presently, computer simulation is widely used by children and other learners which allow students to learn visually about problems that do not simply understand.

(Keywords: Videogames, digital games, game based learning, simulation)

1. Introduction

According to Woodworth Learning is the process of acquiring new knowledge and new responses is the process of learning.

And according to Charles E. Skinner, ‘Learning is the process of progressive behaviour adaption’.

In school of College, learning is most important for each and every student. Now a days successive methods of learning are game based learning and simulation based learning which give more positive outcomes. From these types of learning methods, students or learner acquires command on the subject matter. By following learning method, learner can easily promote their skill and also make himself more and more active with providing continuous feedback. Game based learning is the use of games (analogue or digital) in teaching a subject matter. On the other hand, simulation based learning is totally opposite of game based learning it is a method of training or research that attempts to create a realistic experience in a controlled environment.

On the theme of “Play to Learn”, Game-Based Learning (GBL) and Simulation are gaining some real traction in the learning community. At the school level, learning games keep children intrinsically motivated to perform a task. It provides children with clear goals, a sense of control, immediate feedback, and above all, a balance between skill and challenge.

By adopting the habits of game based learning and simulation children can easily achieve desired learning outcomes. These games can be available on tablet, PCs etc. and curriculum broken down in easy alignment to school syllabus. Simulation based learning engage the learner by allowing him to work towards a goal by choosing actions and experiencing the consequences of those actions along the way.

2. Game-Based learning

This is a type of game play that has defined learning outcomes. Generally, game based learning is designed to balance subject matter with game play and the ability of the player to retain and apply said subject matter to the real world.

Game based learning describes an approach to teaching, where students explore relevant aspect of games in a learning context designed by teachers. Teachers and students collaborate in order to add depth and perspective to the experience of playing the game.

Good game- based learning application can draw us into virtual environments that look and feel familiar and relevant.

Within an effective game-based learning environment, we work toward a goal, choosing actions and experiencing the consequences of those actions along the way. We make mistakes in risk-free setting, and through experimentation, we actively learn and practice the right way to do things. This keeps us highly engaged in practicing behaviours and thought processes that we can easily transfer from the simulated environment to real life.

Games offer unique structure to complement traditional teaching strategies and infuse teaching with energy, spark innovative thinking and provide diversity in teaching methods. Games make learning concepts more palatable for students and supply learners with a platform for their creative thoughts to bounce around. Games encourage creative behaviour and divergent thinking.

Computer game playing enhances a particular spatial skill, if the game utilizes that skill. In principle, skills can only be enhanced by game playing if these skills have reached a certain level of maturation. Another skill embodied in computer games is the ability to read images, such as pictures and diagrams. Indeed images are frequently more important than words in many computer games.

Games have a special role in building students' self-confidence and can easily reduce the gap between quicker and learners. Learning based games have many characteristics which are given below:

1. Help students retain salient points in our teaching.
2. Aid with dips in concentration levels.
3. Appeal to different learning Style.
4. Engage students.
5. Encourage collaborative problem solving.
6. Induce creative divergent thinking among students.
7. An easy means to incorporate peer learning.

Examples of games based learning

Presently a lot of games are available to enhance the skills of children viz creative activities, freedom of choice, and a large variety of things to explore and discover—both on the level of the whole application and, interestingly, also in terms of the structures of single pages or views. Children or learner can play them at Computer, Phone or at Classroom or in Smart-classes, these are

1. Educational Games : Videogames, Web games, Tablet games, PC/Console games, Modded Video games Video Games
2. Games Design : World of Warcraft, Portal 2, Minecraft etc.
3. New Media Gaming: Augmented Reality, Transmedia, Social Gaming

Learning Elements of Game-Based Learning

1. Motivation: Games have different levels and provides rewards at each level like Badges, Points, Leader boards, etc. which help motivate the learner to move forward.
2. Feedback: Feedback in games is almost constant immediate. Real time feedback helps learner to know his status and move further to reach his goals.
3. Practice: Game specifies that you need to “try-try-try”, to solve or achieve the game goal; in simple terms, “PRACTICE”.
4. Reinforcement: Repetition strengthens the learner memory, moreover can replicate the real world risk in the context, which helps learners retain the information for a longer time.

Goal of Games based Learning

The goal of game-based learning is to solve a problem, motivate and engage, and promote learning using game-based thinking and techniques.

Simulation- Based Learning

Simulation is a technique for practice and learning that can be applied to many different disciplines and trainees. It is technique (not a technology) to replace and amplify real experiences with guide ones, often “Immersive” in nature, that evoke or replicate substantial aspects of the real world in a fully interactive fashion.

Simulation-based training techniques, tools, and strategies can be applied in designing structured learning experiences, as well as be used as a measurement tools linked to targeted team work competencies and learning objectives.

What is Simulations:-

Simulation is a technique for practice and learning that can be applied to many different disciplines and trainees. It is a technique (not a technology) to replace and amplify real experiences with guide ones, often “immersive” in nature that evoke or replicate substantial aspects of the real world in a fully interactive fashion.

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competencies and learning objective. Re-create events, such as elections, cross-cultural meetings and historical events.

Characteristics of Simulations

1. Real
2. Hand-On
3. Motivators for learning
4. Empowering
5. Inspirational

Simulation is cheaper than real life experiments or events including field trips making simulations more usable.

Students want their learning to be applicable to real life. By being applicable to real life, Simulations strengthen student’s motivation helps students visualize learning have real world experience while their learning concepts. It also helps students escape their school atmosphere and pull them into another time or place with their simulation (Sadker and Zittleman, 2012, P. 332)

Simulations can be used by any teacher who teaches any subject i.e.

- In Math to simulate a word problem
- In History to simulate a historical event.

Simulations can remove danger from certain real life experiments or situations.

Overall, simulations are a good way to incorporate technology and bring real life applications to the classroom.

Some disciplines where simulation-based learning used are given below:

Simulation Based Learning		
Discipline	Example of Simulated Model	Use in Learning
Aviation	Flight Simulator	Train pilots to handle problems of mission difficulty and complexity. Used as transition training for new types of aircraft.
Business	Simulation of market competition	Learn to abstract, organize, and use information from a diffuse environment. Facilitate understating of the complexity of running a business.
Economics	Simulation of a demographic model	Understand behaviour of complex models without complicated mathematics.
Human Resources	Simulation of office-based human interaction	Assess executive competence. Identify management talents.
Industrial Engineering	System Simulation	Build mathematical models. Aid problem solving. Study complex operating plans.
Medicine	Patient Simulator	Train doctors’ response to crisis. Improves patient safety. Teach communication skills and crisis resource management.
Military Strategy	War games	Train combat personnel to perform under stress and life-threatening conditions.
Political Psychology	Simulation of Inter-nation relations	Develop theory in international relations research.
Traffic Management	Simulation of bus peak hour operations	Determine queuing times and length of passenger waiting lines.

4. Now we can easily differentiate between Game-Based learning and Simulation-Based learning in brief:-

Game based learning	Simulation based learning
A game is what one can plug in a computer game.	Simulation combined strategy and skills along with the game.
Game is designed for entertainment and educational purposes.	Simulation is designed for evaluative or computational purposes.
Clarity is the upshot of games.	Accuracy is the upshot of simulations.
Game is an artistic representation of some phenomenon.	Simulation is a serious effort to precisely represent a real phenomenon in another.
Games are stylized.	Simulations are very detailed.
Games are known to suppress details.	Simulations elaborate on all the details.
Creators of games use designs elaborately and in a deliberate manner.	Creators of simulations do not simplify designs in a deliberate manner and only as a concession to the intellectual and material limitations.
In a game the inner world's time continuum is connected to the real world's time continuum.	In a simulation the inner world's time continuum will progress very fast.

Similarities between Game-based learning and Simulation-based learning

Game-Based Learning and Simulation- Based Learning are interactive multimedia having dynamic elements that are user.

6. Recommendations:

Game based learning in the various field at school level or at college level can be attained with the help of a various games which aims to provide functionalities that help students to learn computer programming elements and teachers to organize their courses efficiently. In both cases, all the games must be designed in such a way that it targets various aspects of teaching learning process. Their design must be designed in simple form and easy to understand systematically.

7. Conclusion

Game-based learning and simulation-based both are effective in their study for learner as for their better outcomes. In both cases learner engage with positive attitude. The best thing is that the learner gives physical response and turn learner into problem solving. Foster students design thinking allows students to engage in friendly competitions helps students learn how to analyse multimodalities. It was observed that game based learning act as a good alternative over regular lab assignments and rote learning.

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A STUDY OF MICRO FINANCE INSTITUTIONS AND THEIR FINANCIAL PERFORMANCE WITH SPECIAL REFERENCE TO ETHIOPIA

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ABSTRACT

Microfinance promises to reduce poverty. To achieve this amazing objective Microfinance institutions have to become strong enough in financial performance because donor constancy is not a given. Thus the question is: In what extent the MFI-specific, industry-specific and macroeconomic factors determinants the Ethiopian micro finance industry financial performance from the period 2008-2016. By using OLS estimation method to measure the effect of internal and external determinants on financial performance in terms of return on asset. The study was based on a nine years secondary data obtained from AEMFI performance analysis report and MOFAD for thirteen (13) selected MFIs in Ethiopia. Beside this the study used primary data analysis to solicit managers perception towards the determinants of financial performance of MFIs in Ethiopia. Regarding the explanatory variables, operational efficiency, GDP and size of MFIs affect MFIs financial performance significantly. The outcome of the study shows that Age of microfinance institutions has a positive but statistically insignificant effect on their financial performance. The Ethiopian MFIs policy makers and managers should give high concern to the credit risk management, expense management and large MFIs size management and also the government and policy makers should work combining both poverty reduction and financial self- sufficiency of MFIs. And also MFIs have to emulate profit-making banking practices by implementing a sound financial management and good managerial governance to assure their financial performance and in the long run financial sustainability.

Key words: Financial Performance, Micro Finance Institution

1. INTRODUCTION

Throughout the world, poor people are not benefited from formal financial systems. According to Brau and Woller, (2004) exclusion ranges from partial exclusion in developed countries to full or nearly full exclusion in lesser developed countries. In the past decade, financial authorities in most developing and transitional economies have given more emphasis on bringing formal financial services to the large numbers of the world's poor who currently lack adequate access or excluded from formal financial service (CGAP, 2012).

Most of the poor population and small enterprises in Sub-Saharan Africa countries have very limited chance to access deposit and credit facilities and other financial services provided by formal financial institutions (Basu *et al*, 2004). Lack of access to credit is a major obstacle to growth in the continent, where a large majority of households do not have enough collateral to secure a loan. These households depend on both informal-sector and moneylenders where they borrow at skyrocketed interest rates, or are simply denied access to credit and therefore investment (Muriu, 2011).

Microfinance (henceforth MFIs) in the 20th century has been characterized by many new products and discoveries in the financial industry. Capitalism has allowed the increase of so many new ideas in this area therefore microfinance is only one of them. The aim of clients that microfinance serves represents the difference with many of other discoveries even as most of the new ideas target the smaller and richest part of the world population, microfinance reaches a large number of poorer people enabling them to access to financial services such as credit and deposits, insurance and others.

The access to financial services has to be considered formal as there are many informal ways in which people tend to borrow for credit and save money for unexpected situations.

In Ethiopia, the poverty reduction strategy is set as the operational framework to translate the global MDGs targets in to national action. Micro finance service intervention in Ethiopia have also be considered as one of the policy instrument of the government and non government organizations (NGOs) to enable rural and urban poor increase output and productivity, induce technology adoption, improve input and productivity, induce technology adoption, improve input supply, increase income, reduce poverty and attain food security. The sustainability of MFIs that reach a large number of rural and urban poor who are not served by the conventional financial institutions, such as the commercial banks, has been a prime element of the new development strategy of Ethiopia (Wolday 2000 as cited by Alemayehu,2008).

The financial sustainability of an MFI is defined as the capacity to cover all of its expenses by its revenue and to generate a margin to finance its growth, and this is the same as profitability in the long run. Being a sustainable and thereby profitable MFI also brings discipline to the MFI, tightens up its own function or operation and generally leads to better products.

The focus on financial Profitability is attributed to its conformity to the perspective that only independent, financially sustainable microfinance institutions will be able to attain the wide outreach necessary to achieve the highest level of impact on their target population (Yonas, 2012). Financial performance in this study was conceptualized in terms of profitability only.

1.3. Objective of the Study

The general objective of this study is to identify the determining factors of financial performance of Selected Microfinance Institutions in Ethiopia.

The specific objectives include:

1. To asses and analyze the extent of MFIs-specific (internal) such as Capital Asset ratio, operational efficiency, portfolio quality, Gearing ratio, size, age determinants effect on financial performance of Ethiopian MFIs.
2. To analyze the effects of external or macroeconomic such as level of GDP determinants on financial performance of Ethiopian MFIs.
3. To identify how MFI- Industry specific factors such as market concentration influence on financial performance of MFIs in Ethiopia.

1.4. Hypothesis of the Study

In Oder to achieve the objectives of the study, a number of hypotheses were tested regarding the determinants of financial performance of Ethiopia MFIs based on different empirical research and theoretical review made from banks. The reason is that there is rear theory developed in relation to MFIs financial performance. There are eight hypotheses which are include:

Hypotheses 1: Financial performance is positively related with capital Asset ratio of MFIs in Ethiopia

Hypotheses 2: Age of the MFIs has a positive relationship with financial performance of MFIs in Ethiopia.

Hypotheses 3: There is negative relationship between Operational efficiency and MFIs financial performance in Ethiopia.

Hypotheses 4: Portfolio quality and financial performance of MFIs in Ethiopia are inversely related.

Hypotheses 5: MFIs financial performance is positive relationship with MFIs size.

. RESEARCH DESIGN AND METHODOLOGY

Research Design

The study with the aims of assessing determinants of financial performance of microfinance institutions in Ethiopia were used the quantitative research approach by using panel research design to realize stated objectives.

The Ordinary least square (OLS) method particularly multiple regression models were used to assess the significant determinants of financial performance of MFIs in Ethiopia. To measure the financial performance of MFIs in Ethiopia, ROA were applied as the dependent variables because the Microfinance Financial Reporting Standards recommends the use of ROA and ROE as measures of profitability rather than financial self-sufficiency (FSS) and operational self-sufficiency (OSS) (Muriu, 2011).

Target Population

The target population for this particular study was all the microfinance institutions currently operating in the country. According to AEMFI, (2013), there are 31 microfinance institutions which are providing a microfinance service to the poor society in Ethiopia on the current period.

Sampling Technique and Sample size

A sample of a subject is taken from the total population to make inference about the population because it is time consuming and expensive to collect data about every individual institutions in the population. However, where the selected sample can reliably represent the population, the sample can still be use to make inferences about the population (Collis and Hossey, 2003 cited in Yonas, 2012). This study has used a sample of 13 (42 % of the population) MFIs which are ACSI, ADCSI, Buussa, DECSI, OCSSCO, OMO, Wasasa, PEACE, AVFS, Gasha, Meklit, SEPI and Wisdom, from the total population of 31 MFIs in the country.

Source of Data and Methods of Data Collection

In order to carry out any research activity; information should be gathered from proper sources. The sources of data for this research was almost secondary sources, but for the purpose of supporting the finding of the research, primary data used to some extent. Primary data were collected by soliciting the branch manager of each MFIs included in the study through structured survey questionnaire by using purposive sampling. The secondary data which were used to analyze MFIs-specific variables were collected from AEMFI annual report and to analyze external-specific variables were collected from MoFED with documentary survey .

Data Analysis and Technique

The collected data regressed by panel least square method and interpret with the help of descriptive statistics including standard deviation, mean, minimum, maximum and inferential statistics which is multiple regression analysis (significant test). To conduct this, the researcher use E-view 6 software (The E-views software were selected following its ability to help researchers to analyze research easily and efficiently (Brooks, 2008). Moreover, the E-views software has a range of advanced tool for panel analysis that a researcher needs to organize and manage their data and then obtain and analyze statistical results) and the researcher also use SPSS 16 for windows software package for primary data analysis.

Model Specification

This section covers the operational panel fixed regression model (multiple regression model) that was used in the study. The multiple regression model used for this study to determine the factors affecting the financial performance of MFIs in Ethiopia is explained as follows. The model is adopted from different studies conducted on the same area.

$$ROA_{it} = \beta_0 + \beta_1 * CAP_{it} + \beta_2 * EFF_{it} + \beta_3 * PAR_{it} + \beta_4 * GR_{it} + \beta_5 * AGE_{it} + \beta_6 * SIZE_{it} + \beta_7 * GDP_{it} + \beta_8 * CONS_{it} + \mu_{it}$$

Where β_1 to β_8 are the coefficients of the variables and μ_{it} is the random error term.

β_0 ; stands for the intercept term which varies across MFIs but constant over time

CAP_{it} : stands for Capital asset ratio for MFI i at time t

EFF_{it} : stands for operational efficiency for MFI i at time t

PAR_{it} : stands for portfolio quality for MFI i at time t

GR_{it} : gearing ratio or debt/equity ratio for MFI i at time t

AGE_{it} : stands for age of micro finance for MFI i at time t

$SIZE_{it}$: stands for size of micro finance for MFI i at time t

GDP_{it} : stands for growth domestic product of the country

$CONS_{it}$: stands for market concentration for MFI i at time t

DATA ANALYSIS AND DISCUSSION

Descriptive Statistics of Variables

In this section the study present the results based on the descriptive statistics for both dependent variable, the Return On Asset (ROA), and independent variables discussed in chapter three over 9 years.

As discussed in the methodology part, the Return on Asset (ROA) indicates or measures how well the institution uses all its assets. It is also an overall measure of profitability which reflects both the profit margin and the efficiency of the institutions.

The financial performance of Ethiopian Micro Finance institutions which is measured by Return on Asset for 117 observations indicates that averagely negative value of -0.0003 during the study period of (2007-2016). In addition to this the Maximum value of ROA 0.141 and minimum value of -0.155. This shows that the MFIs included in the sample in the study period was lost on average 0.0003 cents in every one birr investment they made on total asset and the profitable MFIs earned 0.14 cent of profit after tax for a single birr investment they made on total asset. On the contrary, not profitable MFIs lost 0.15 cents for one birr investment made on total assets of the firm. This clearly illustrates the disparity of rates of return earned by MFIs.

Regarding the variable $Par > 30$, the higher its value, the riskier the credit portfolio, which can have a negative influence on the financial performance of the MFI. For this study case, the mean of the par is 4.85% and the maximum is 26% and minimum is 0 % respectively. According to AEMFI, (2013) any portfolio at risk (par > 30 days) exceeding 10 % should be a serious cause for concern; because unlike loans of commercial banks, most loans are not backed by bankable collateral. Therefore, the result of study shows during the study period on the sample MFIs is that from loan portfolio the portion of the

portfolio in arrears or unpaid is 4.85 % averagely that is good and the maximum 26 % result implies that the credit portfolio of some MFIs in the sample is fairly risky.

In relation to the Capital to asset ratio variable the mean is 39.5 % and maximum value shows 88.6 %. This result indicates that above the minimum requirement which is set by CGAP, micro finance institutions should be subject to even higher adequacy capital to asset ratio to safeguard their portfolio and advises to maintain ratios approaching 20% AEMFI, (2013). The capital asset ratio mean value results suggest that about 39.5 % of the total assets of the sample MFIs were financed by shareholders funds while the remaining 60.5 % was financed by deposit liabilities.

In regard to gearing ratio or Debt to equity ratio implies that the average value of 3.44 and maximum value of 167 and 0.13 minimum value. Meaning as per the mean value of this variable (3.44) indicates, MFIs in Ethiopia are leveraged on average than financed through equity capital because the AEMFI's suggested standard of debt to equity is 1.5. On the other side the minimum gearing ratio (debt to equity) is 0.13 indicating few MFI are financed more through equity capital than debt. However, the maximum value for this variable is 167 which indicate that debt financing is more considered instead of having proportional financing structure, therefore highly leveraged. The Standard deviation of gearing ratio is 15.38 this clearly illustrates the disparity of gearing ratio by MFIs.

According to AEMFI, (2013) report Ethiopian micro finance institution on average debt to equity ratio was able to maintained 1.5 of their equity. Therefore the result of the study shows the value higher than the minimum requirement.

On the other hand, the average operating efficiency of selected MFIs was 12.3% indicating that on average they are incurring 0.123 cents in operating expense for each birr in the gross loan portfolio. Some highly efficient institutions incur operating expense of 0.01 cent for each birr in the gross loan portfolio. On the other hand, inefficient institutions in the industry incur an operating expense of 0.42 cents for each birr on their gross loan portfolio. The standard deviation showed 8.21% implying the large variation in terms of operational efficiency (operating expense management). Here, the result indicated that the most efficient MFIs have a low operating expense ratio.

The MFIs size plays an important role to maintain the position of a MFI in the market. The mean value of the variable is 7.86 in its natural logarithm value, whereas the maximum and minimum values are 9.51 and 6.39 respectively. These values are in their log form and when they are transformed into their real values they become 347,031,021, 3,279,192,202 and 2,479,546 for the mean, maximum and minimum values respectively. The size of MFIs under this study has mean value of 7.86 and the maximum and minimum value of 9.51 and 6.39 respectively. But the standard deviation value is 0.79 which is the fourth highest value among independent variables and indicating higher disparity of size (total asset) in sample MFIs in Ethiopia.

Finally, the descriptive statistics of the Herfindahl – Hirschman index shows that there is high concentration of MFIs in the MFI industry in Ethiopia that is average market concentration has 0.264 and maximum 0.2925 and also minimum score of 0.2313. According to H-H index when H-H index value is below 0.01 indicates that highly competitive market, when the value is below 0.1 shows that unconcentrated market, when the value is between 0.1 to 0.18 indicted that moderate market

concentration and when H-H index above 0.18 indicates that high market concentration (Gajure and Pradhan,2012).

Therefore the results indicate the existence of market concentration in the market. Which is practically visible in Ethiopia.

Correlation analysis

Multiple correlation is a measure of the degree of association between dependent and all the independent (explanatory variables) jointly (Gujirati, 2004). The analysis was meant to first, indicate whether variables were correlated or not. If variables are not correlated then using several simple regressions or one multiple regression models could give the same results (Dougherty 2006 as cited Yonas, 2012). The main aim of conducting correlation is whether multicollinearity is strong enough to invalidate the simultaneous inclusion of the explanatory variables in regressions. According to Gujarati, (2004) multicollinearity could only be a problem if the pair-wise correlation coefficient among regressors is above 0.80 and according to Hailer et al, 2006 *cited in* Birhanu, (2012) Multicollinearity could only be a problem if the pair wise correlation coefficient among regressors is above 0.90 which is not more or less in the case of this study variables.

By taking a correlation result which is presented below from 2003 up to 2011 the study period the independent variables to dependent variable which is the Return to asset ratio (ROA), except Age and GR, which are positively correlated to return to asset ratio of an MFI, implies the change in these explanatory variables positively contributes towards the change in return to asset ratio of sample MFIs, other variables have negatively correlated with ROA, implies that when PAR, SIZE, MC, GDP, EFE and CAP increases ROA move in opposite direction.

The size of all MFIs (log of total asset) which are included in this study shows improvement. Increase in the size of the MFIs shows a higher negative correlation with portfolio at risk>30 (-0.262), market concentration (-0.397), GDP (-0.29), operational efficiency (-0.74) and capital to asset ratio (-0.311). Except size and age the other variables have negatively correlated with ROA, imply that when PAR, GR, MC, GDP, EFE and CAP increases ROA move in opposite direction and the size has positively correlated with GR ratio (0.0231), and indicate that the majority of the asset of the Ethiopian MFIs composed from deposit liability.

In addition, market concentration have had inversely correlated with variables, portfolio at risk >30 days (-0.199), gearing ratio or debt to equity (-0.144) and age (-0.029). This is because the concentration of Ethiopian MFIs industry is reduced through time and contrary portfolio at risk >30 days, gearing ratio or debt to equity ratio and age of the MFIs increases.

Market concentration (MC) is negatively correlated with ROA (-0.563) indicating that when market concentration of MFIs increase financial performance decreases because of inefficiency. By the same token, as GDP and operating efficiency increases, ROA moves in opposite direction which is indicated by -0.444 and operating efficiency -0.488 respectively.

On the other hand size and age indicated that a positive correlation with ROA (0.454) and (0.528) respectively indicating that the increase in size (total asset) of MFIs and the increase in number of years of their operation will tend financial performance to increase.

Finding of the Regression

This part presents the empirical findings from the econometric results on the factors affecting the financial performance of microfinance institutions in Ethiopia. The section covers the operational panel data regression model used and the results.

Operational model: The specific panel fixed regression model used to study the determinants of financial performance was:

$$ROA_{it} = \beta_0 + \beta_1 * CAP + \beta_2 * EFF + \beta_3 * PAR + \beta_4 * GR + \beta_5 * AGE + \beta_6 * SIZE + \beta_7 * GDP + \beta_8 * CONS + \mu_{it}$$

Deciding on whether the random effect (RE) model or fixed effect model (FE) was an appropriate model for this study depended on whether the individual effect were fixed or random. Despite increasing availability of panel data, panel data regressions may not be appropriate in every situation so one has to use some practical judgment in each case (Gujarati, 2004). Based on the outcome of the two in the regression or in the model the current study applied fixed effect model; since the adjusted R square figure, significance level and Durbin-Watson stat value increases with the use of cross-sectional fixed effect model.

Regression Results for Determinants of Financial performance of Ethiopian Microfinance Institutions.

Variable	Coefficient	Std.Error	t-Statistic	Prob.
C	0.694431	0.279287	2.486444	0.0146
SIZE	-0.052376	0.029584	-1.770387	0.0798**
PAR	-0.111282	0.105724	-1.052566	0.2952
MC	-0.866409	0.530318	-1.633752	0.1056
GR	-3.99E-06	0.000231	-0.017279	0.9862
GDP	-0.005164	0.003097	-1.66738	0.0987**
EFE	-0.319385	0.093648	-3.410466	0.001*
CAP	-0.0212	0.030696	-0.690636	0.4915
AGE	0.006688	0.006488	1.030789	0.3052
R-squared	0.652794			
AdjustedRsquared	0.580459			
S.E. of regression	0.035309			
F-statistic	9.024641			
Prob(F-statistic)	0			
DurbinWatsonstt	1.719374			

*Significant@ 1%

**Significant@ 10%

Discussion of the Results

Based on the regression result, the R^2 value is 0.652 (65.2 %) which implies that 65% of fitness can be observed in the sample regression line. This can be further explained as, 65% of the total variation in the financial performance that is ROA is explained by the independent variables (Capital to Asset ratio, Size, Age, GDP, Gearing ratio, Operational efficiency, Portfolio at Risk>30 days and Market concentration) jointly. The remaining 35% of change is explained by other factors which are not included in the model. The Prob (F-statistic) value is 0.000 which indicates strong statistical significance, which enhanced the reliability and validity of the model. Each variable are described in detail under the following sections.

A. Capital to Asset ratio

The coefficient of the capital to asset ratio (CAP) is negative (-0.0212) and statistically insignificant even at 10%. This confirms that for the study period 2003 up to 2011 capital strength of Ethiopian MFIs do not have a positive relationship with their financial performance or holding constant all other variables, increasing CAP by one unit causes to decrease the ROA nearly 0.02 birr. Therefore hypothesis No.1 which is financial performance is positive relationship with capital asset ratio of MFIs in Ethiopia is rejected because the data did not support the hypothesis. Even though the theory says the argument that well capitalized MFIs is more flexible in dealing with problems arising from unexpected losses and against credit risks and results in a better chance for financial performance but result of the study not supports the argument.

Contrary to this majority of MFIs branch managers have a perception (mean 3.9 see appendix 2) that capital to asset ratio can have a significant impact on the financial performance of their MFI. This might be due to managers are measuring the performance of their institution based on the total profitability, which means ignoring the details of financial transaction data.

The result of this study is similar to the findings of Sima, (2013) but inconsistent with the finding of Joergenson, (2011) and Muriu, (2011) perhaps this can be attributed to external factors which are responsible for such variations.

B. Age of MFIs

The Age of microfinance institutions refers to the period that an MFI has been in operation since its initial inception. Previously, in hypothesis no.2 indicated that Age of the MFIs has a positive relationship with financial performance of MFIs in Ethiopia. And according to this finding, the variable confirms or supports the hypothesis and its coefficient is 0.00668 but statistically insignificant even at 10% significance level or in the other interpretation holding constant all other variables, increasing Age by one year causes to increase the ROA nearly by 0.007birr.

The positive relationship between age and financial performance of MFI in Ethiopia implies that as MFIs mature, and thus gets experience in their industry: they increase their likelihood of attaining financial performance. This can be explained by the fact that MFIs gradually improve their control over all operations related to issuance of microcredit and their critical activities. In other words, MFIs that have considerable experience in the microfinance industry have diligently or carefully applied credit risk management and general efficient management techniques to attain financial performance. On the other hand branch managers do not perceive years of operation have a relationship with financial performance of their MFI. This can be manager's believed that if the structure of the organization is in line with its provision of service it is possible to attain its financial performance within short period of time.

The result is similar to Joergenson, (2012), Sima, (2013) and Yonas, (2012). Therefore this study concludes that age is MFI's internal factor that affects MFIs financial performance positively. This is

also practical in Ethiopia where matured MFIs earn high financial performance compared to new MFIs.

C. Operational Efficiency

Operational Efficiency is performance measure that shows how well MFIs is streamlining or reforms its operations and takes in to account the cost of the input and/or the price of output. And Efficiency of the MFIs management measured in terms of adjusted operating expense to adjusted average gross loan portfolio. By taking the above formula as the tool to calculate, the current study which covers the time period from 2003 to 2011 indicates that coefficient of -0.319 and it was statistically significant at 1% significance level (P-value 0.001) this result shows that holding constant all other variables, increasing operational expense in one unit on gross loan portfolio cause to decrease ROA nearly by 0.32 birr it is an indication that MFIs should give great attention in cost minimization technique. The result indicated that there was a negative relationship between efficiency and financial performance of Ethiopian MFIs during the study period. The result confirms the common rule of thumb that the higher our expense the lower our financial performance. Based on the finding the study fail to reject null hypothesis no.3 namely there is a negative relationship between Operational efficiency and MFIs financial performance in Ethiopia because the result supports the expectation. Generally operational efficiency was a key determinant of financial performance of Ethiopian MFIs for the study period 2003-2011. The perception of managers towards operational efficiency result supports the regression finding which is minimizing expense to loan portfolio have a significant role to achieve the financial performance of their MFI.

The result was consistent with findings many research like, Dissanayake, (2012), Muriu, (2011) and Sima, (2013) but inconsistent with Jorgensen, (2011) perhaps this can be attributed to external factors which are responsible for such variations.

D. Portfolio quality

Portfolio quality is a measure of how well or how best the institution is able to protect total funds available for the MFI to use as loans to its clients against all forms of risks. The coefficient of the portfolio-at-risk at > 30 days is negative, as expected but statistically insignificant. This confirms the hypothesis, namely that a significant reduction in the portfolio-at-risk at > 30 days in the portfolio should have a positive impact on the MFI's financial performance in Ethiopia. In other words, a high portfolio-at-risk would limit the revenue derived from microcredit operations and therefore decrease the amount of lendable funds. As a result this would lead to the addressing of credit outreach problem and ultimately the inability to sustainably supply quality services to the clientele, and have a negative impact on MFIs' financial performance results.

The negative value of the coefficient of -0.111 of the portfolio-at-risk clearly illustrates this problem.

E. Size of MFI (Total Asset)

Natural logarithm of total asset of MFIs is used as a proxy of size of MFIs. As with relative market power theory and scale efficiency theory, size of a firm expands its market power and profits increases.

The finding of the study had opposite to the theory that is negative coefficient -0.052 and statistically significant at 10 % (p-value 0.079) the negative sign implies that size of MFIs does not determine MFIs financial performance in Ethiopian during the study period, indicates that large MFIs in the industry have not significantly enjoyed economies of scale. In fact, the negative coefficients bring to attention the possibility that diseconomies exist, which adversely affect their financial performance.

The result was in contrary with hypothesis no.5 namely financial performance has positive relation with size of MFIs in Ethiopia. Therefore the study rejected the hypothesis because the data did not

support the result. Concerning the size of total asset branch managers oppositely believed that an increase in total asset would have positive impact in financial performance of their MFI. This can be managers are highly focusing on increasing in asset by giving less attention to an increase operating expense as asset of their MFI is increased. This ends up with no profit.

The result was not consistent with Cull et al. (2007) and Muriu, (2011) but similar to the banking industry result, Dietich and wanzenried, (2009) and MFIs result, Sima, (2013).

F. Gearing ratio/Debt to Equity ratio

The debt to equity ratio is a common measure used to assess a firm's leverage, or in other words the extent to which it relies on debt as a source of financing. The ratio showed up a negative coefficient (-3.99E-06) and it is statistically insignificant variable (P-value 0.986). This implies that for the study period (2003-2011) the insignificant correlation between financial performance and gearing ratio. The result is inconsistent with Dissanayake, (2012) and Muriu, (2011) that is perhaps more debt relative to equity is used to finance microfinance activities and that long term borrowings impact positively on financial performance by accelerating MFIs growth than it would have been without debt financing. The result is consistent with melkamu, (2012).

Conclusions

Microfinance has been accepted not only as a financial mean to target specific people who excluded from the formal financial system to gain access to sources of financing, but it comprehends also a social aspect contributing to poverty reduction, women empowerment, economic development and employment creation. In order to survive negative shocks and maintain a good financial stability, the financial managers and policy maker should identify the key financial performance determinants of MFIs. Because of this, the current study use both primary and secondary data for an empirical framework to investigate the effect of MFI-specific, industry-specific and macroeconomic determinants on the financial performance of Ethiopian MFIs from 2007 to 2016. To attain this objective the researcher began by reviewing the literature, also applied commercial banking theories in order to test theories and then identified factors affecting financial performance that could apply to the empirical data. After collecting these data, the researcher formed a basic sample of 13 MFIs operating throughout Ethiopia. Subsequently, the researcher processed and analyzed the data gathered to test the model and clarify the determinants of financial performance of MFIs in Ethiopia.

Based on the descriptive and empirical evidence obtained from the econometric results in Chapter 4, the researcher generally conclude that financial performance of microfinance institutions is highly affected by the internal factors than external one.

Descriptive analysis results show that Ethiopian MFIs averagely generating negative ROA. This is an indication that MFIs in Ethiopia is more focused on poverty reduction than profit orientation.

The capital to Asset mean value results suggest that about 40% of the total assets of MFIs were financed by shareholders funds while the remaining 60 % was financed by other source which is above the standard set by CGAP, 20%. The mean value of operating expense to loan portfolio indicates that about 12.3 percent of operating expense which is below rest of Africa, 24.27% (AEMFI, 2013). The mean value of Gearing Ratio shows that the Ethiopian MFIs was much leveraged (3.44), two times more than the minimum statutory 1.5 set by AEMFI. The mean value of Market concentration (0.26) shows that the industry is highly controlled by few MFIs in Ethiopia.

Operational Efficiency of the MFIs management measured in terms of adjusted operating expense to adjusted average gross loan portfolio, the current study which covers the time period from 2007 to

2016 indicates that coefficient of -0.319 and it was statistically significant at 1% significance level (P-value 0.001) as expected. The result shows that the higher the cost, the lower the financial performance of the selected Ethiopian MFIs. And the result indicates the real evidence for Ethiopian MFIs which are less efficient in managing their expenses.

Operational efficiency in microfinance is an important and key determinant of financial performance and therefore MFIs have much to gain if they improve on their managerial practices. Efficient cost management is a prerequisite to financial performance since Ethiopian MFIs may not have reached the maturity level required to link quality effects emanating from increased spending to higher MFI financial performance.

The coefficient of the portfolio-at-risk at 30 days is negative, as expected but statistically insignificant. In other words, a high portfolio-at-risk would limit the revenue derived from microcredit operations and therefore decrease the amount of lendable funds. As a result this would lead to the addressing of credit outreach problem and ultimately the inability to sustainably supply quality services to the clientele, and have a negative impact on Ethiopian MFIs financial performance results.

The positive relationship between age and financial performance of MFI in Ethiopia implies that as MFIs mature, and thus gets experience in their industry: they increase their likelihood of attaining financial performance. This can be explained by the fact that MFIs gradually improve their control over all operations related to issuance of microcredit and their critical activities.

Generally these findings have responded to the primary aims of the study and made a contribution to the existing literature. Overall, these empirical results provide evidence that the MFIs financial performance is shaped by MFI-specific factors (that is MFIs level management) than External Variables (that are not the direct result of MFIs manager decisions).

Recommendations

Based on the findings of the research, the researcher has recommended certain points what he thought to be very critical if considered and implemented by the microfinance institutions accordingly and properly. Therefore, the following recommendations have been given.

- Size, Growth Domestic Product and Operational Efficiency are significant determinants of financial performance of MFIs in Ethiopia. Since inefficiency is the bottleneck of MFIs in Ethiopia, the management should give great attention to a good expense management policy or reduce operating costs and credit risk management by employing different technologies which can minimize cost example mobile banking.
- The MFIs managers and policy makers should give high concern in the motives of MFIs that is MFIs should be perform their activity with comprising the two motives together. Meaning the government and policy makers should give due attention for both poverty reduction and financial self-sufficiency of MFIs.
- The MFIs have to emulate profit-making banking practices by implementing a sound financial management and good managerial governance to assure their financial sustainability in the long run financial performance.
- Since MFIs in Ethiopia is in infant stage the government should avail different facilities or infrastructures to reduce inefficiencies.

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CORPORATE SOCIAL RESPONSIBILITY IN INDIA

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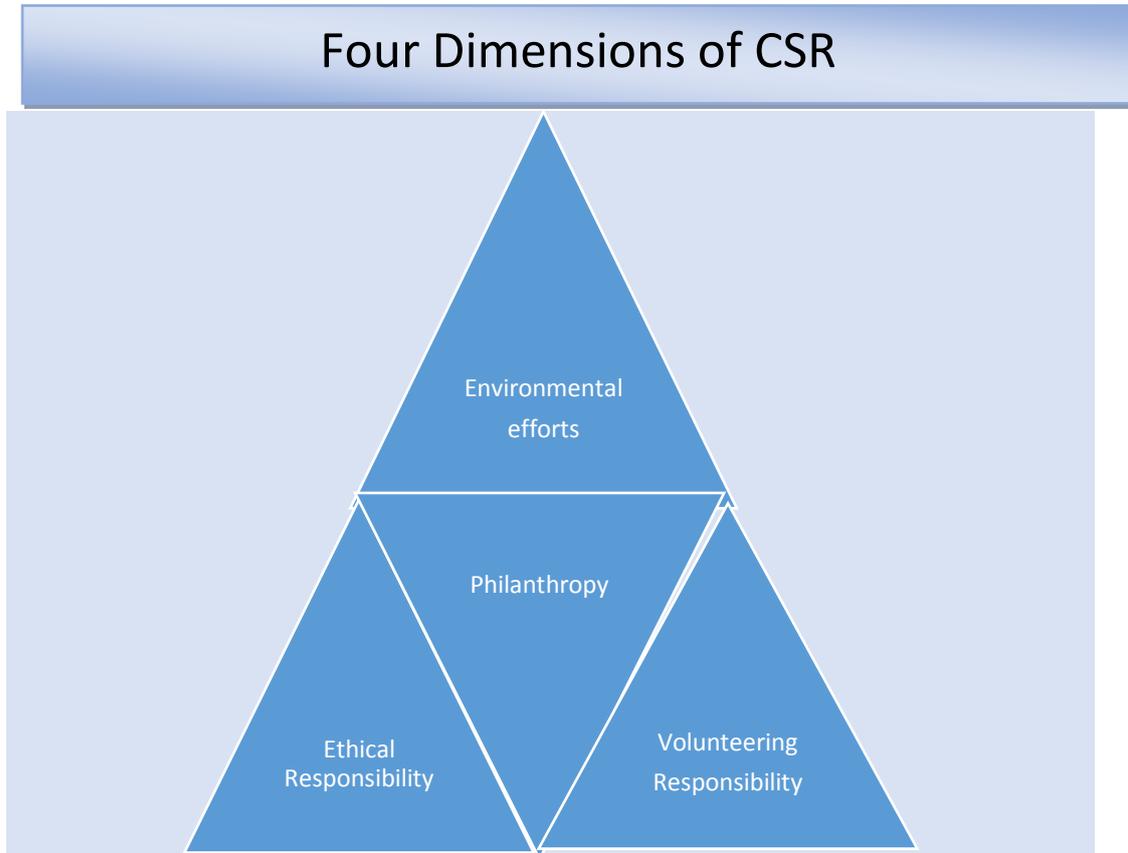
Abstract: Corporate Social Responsibility is a corporation's initiatives to assess and take responsibility for the company's effect on environment and social wellbeing. Corporate can express their deep concern for society through their waste and pollution reduction process and by contributing for education and social welfare programmes. In the present study we tried to identify the best corporate social responsibility policies and implementation in the India. The case study of Walmart, Canon, Wipro, Coca Cola and Apples has been discussed. We found that most of the companies are unable to spend their funds on social welfare and other social activities. We also found that certain conflicts have risen in these companies but all have been sorted out by the management tactfully which gives a very positive message to the society.

Introduction: Corporate social responsibility (CSR) refers to business practices involving initiatives that benefit society. A business's CSR can encompass a wide variety of tactics, from giving away a portion of a company's proceeds to charity, to implementing "greener" business operations. It can also be described as embracing responsibility and encouraging a positive impact through the company's activities related to the environment, consumers, employees, communities, and other stakeholders. CSR is a concept with many definitions and practices. The way it is understood and implemented differs greatly for each company and country. Moreover, CSR is a very broad concept that addresses many and various topics such as human rights, corporate governance, health and safety, environmental effects, working conditions and contribution to economic development. The purpose of CSR is to drive change towards sustainability. Next comes the hard part: the notion of (corporate) social responsibility is controversial. Some people believe there are no such responsibilities, or that they are limited to not doing harm (as in, there's a social responsibility to do your best not to spill dangerous chemicals).

There are a few broad categories of social responsibility that many of today's businesses are practicing:

1. **Environmental efforts:** One primary focus of corporate social responsibility is the environment. Businesses regardless of size have a large carbon footprint. Any steps they can take to reduce those footprints are considered both good for the company and society as a whole.
2. **Philanthropy:** Businesses also practice social responsibility by donating to national and local charities. Businesses have a lot of resources that can benefit charities and local community programs.
3. **Ethical labour practices:** By treating employees fairly and ethically, companies can also demonstrate their corporate social responsibility. This is especially true of businesses that operate in international locations with labour laws that differ from those in the United States.

4. **Volunteering:** Attending volunteer events says a lot about a company's sincerity. By doing good deeds without expecting anything in return, companies are able to express their concern for specific issues and support for certain organizations.



Corporate Social Responsibility in India



Globally, businesses have been under pressure to demonstrate themselves as responsible entities trying to build an equitable society. Even in India, businesses having been going through a transformational phase, especially after the emergence of MNCs. On part of the government, it wanted to bring about a cultural change within the businesses whereby they become committed

towards societal welfare and environmental conservation. In lieu to this, India became the first country to mandate and quantify CSR into legislation for businesses to adhere to.

Apart from this, the provision also organised the CSR sector wherein there are norms for penalising the companies and the people in-charge of CSR activities. This acts as deterrence for companies which are unwilling to contribute towards CSR activities. Making it mandatory was also a step towards recognising the activities which can be considered as a CSR activity. Previously, the companies use to invest in activities which might not be much beneficial for the society. In order to streamline the philanthropic activities and ensure more accountability and transparency, the government of India made it mandatory for companies to undertake CSR activities under the Companies Act, 2013. The concept of CSR is defined in clause 135 of the Act, and it is applicable to companies which have an annual turnover of Rs 1,000 crore or more, or a net worth of Rs 500 crore or more, or a net profit of Rs 5 crore or more.

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 corporate should be responsible enough to address social issues.

Some of the Top Companies with best corporate social responsibility policies and implementation in the India are:

1. Tata Steel

- It comes out with the Human Development Index (HDI) a composite index of health, education and income levels, to assess the impact of its work in rural areas. Health care is one of its main concerns. The Tata Steel Rural Development society aims to improve agricultural productivity and raise farmers' standard of living.
- Setting up and running educational institutions and hostels.
- Treating and rehabilitating persons with disabilities.

2. Mahindra & Mahindra

- It supports education of over 75,000 underprivileged girls.
- Gave Scholarships to 83,000 students so far.
- It also works for causes related to environment, health care, sports and culture.

3. ITC Limited

- ITC has helped create sustainable livelihoods for over 53,000 rural women either through micro-enterprises or assistance with loans to pursue income generating activities.
- ITC's initiative of Animal Husbandry covers over 10,500 villages in 7 states and has so far provided animal husbandry services to over 13,00,000 milk animals.
- The initiative of Health & Sanitation has built more than 20,000 of which 58% were constructed during the last two years.

4. Reliance Industries

- Reliance nurtures and sponsors many projects designed to educate, employ and empower women and youth in and around the catchment areas of its operations.

- Reliance conducts several livelihood training programmes and has provided aid and equipment to the physically challenged.
- A project Jagruti to uplift and bring dyslexic students from the underprivileged segment into the main stream.

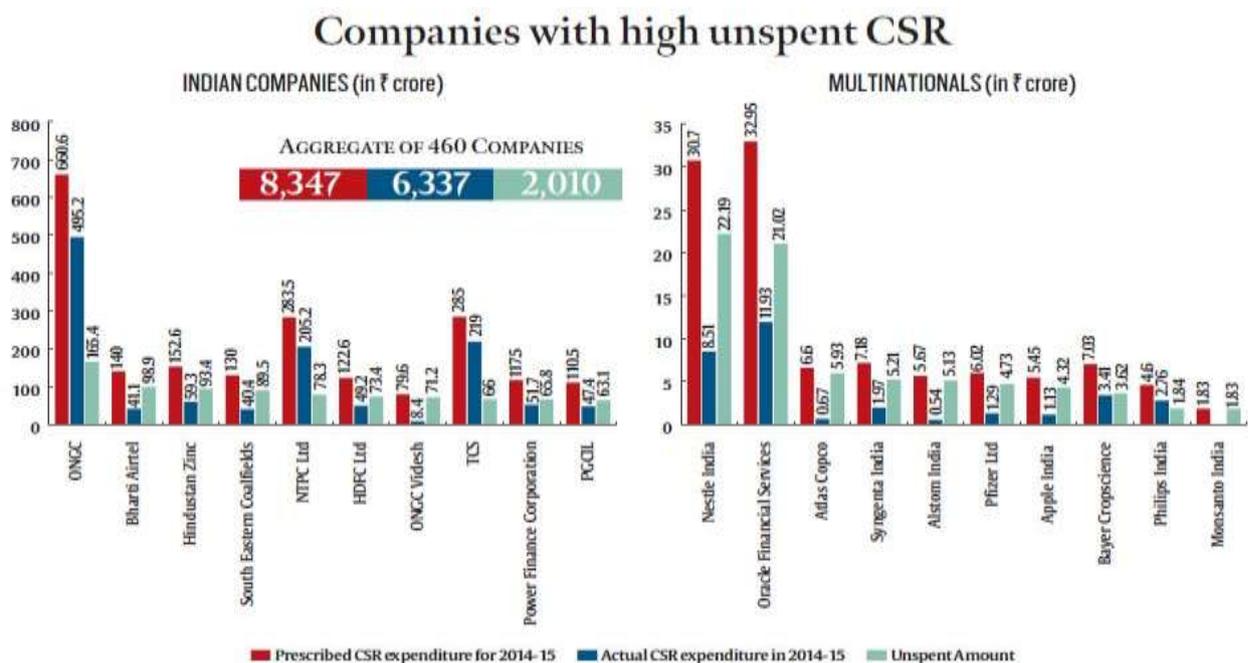
5. Hindustan Uniliver Limited

- Lifebuoy SwastyaChetna is a rural health and hygiene initiative, started in 2002, was initiated in media dark villages in UP, MP, Bihar, WB, Maharashtra and Orissa for spreading awareness about washing hands with Lifebuoy soap.
- Shakti is HUL’s rural initiative, which targets small villages with population of less than 2000. It seeks to empower under privileged rural women by providing income-generating opportunities, health & hygiene education through Shakti Vani program and creating access to relevant information through the Shakti Community Portal.

Indian Companies CSR spending in 2014-15: Majority fails to do the minimum

A look into the 266 companies that did not meet the compliance requirement on CSR expenditure shows that while 34 firms did not spend any amount on CSR, 170 spent less than half their prescribed amount. It is not just the Indian public and private sector companies that lagged in fulfilling their responsibilities towards the social sector, several large multinational firms operating in India also failed on that front. While Monsanto India, which is in the agriculture business, did not spend any money out of its prescribed Rs 1.8 crore towards CSR in 2014-15, other Indian arms of global business giants such as Apple India, Pfizer Ltd, BMW India and Nestle India, among others, failed to spend even half their prescribed CSR spend for the year.

Against this the unspent CSR component for public sector and private companies stood at 40 per cent and 46 per cent, respectively.

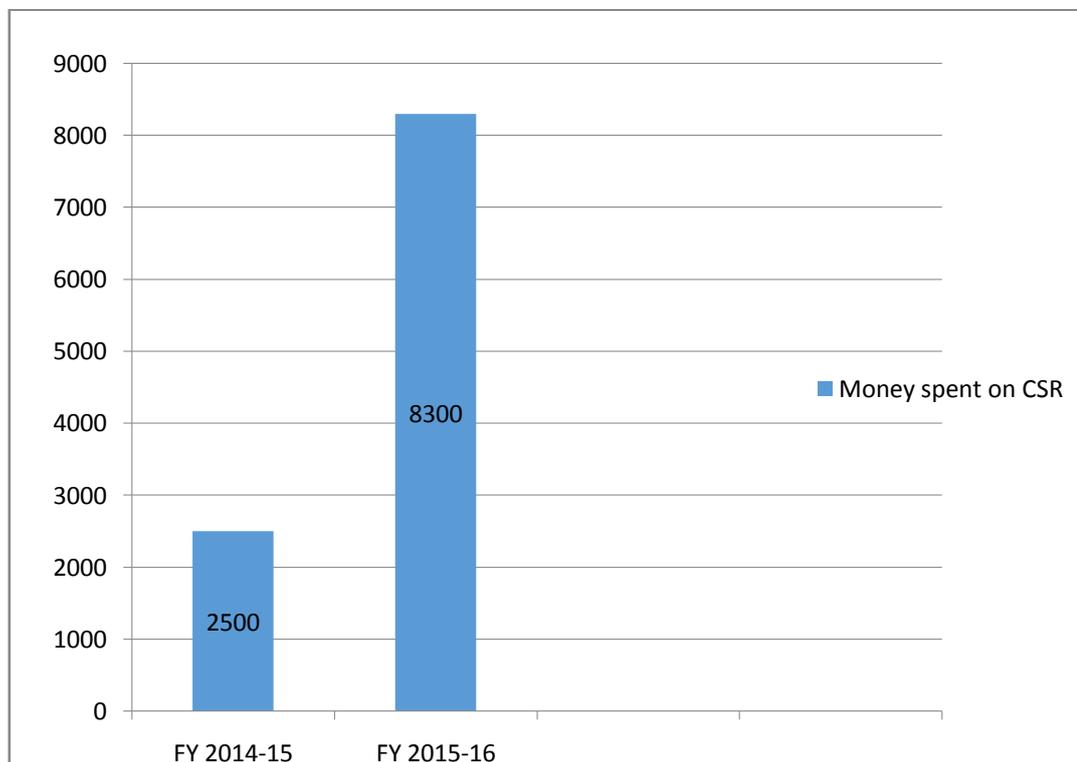


Indian companies’ CSR spending up in 2015-16: Report

Corporate social responsibility (CSR) spending by Indian companies saw a sharp increase in FY16, according to a report released on Monday by CRISIL Foundation—the philanthropic arm of credit-rating company CRISIL.

CRISIL Foundation’s analysis shows overall spending increased by a significant 22%, with the bulk of the funds going to education, skill development, health care and sanitation initiatives. Average spending raised 29 basis points to 1.64% as compared with 1.35% in FY15, the report said. In absolute terms, the total money spent rose by Rs2, 500 crore to Rs8,300 crore in FY16. There were two reasons for the 22% jump in adherence by the larger companies—firms are overcoming the challenge of large-scale interventions, which takes more time and effort, and they are using implementing agencies, mainly non-governmental organizations, for execution, suggests the report. The higher spend is being seen as a positive step towards increasing private sector involvement in social development.

INCREASE IN MONEY SPENT ON CSR



Coca-Cola

Coca-Cola’s profile Coca-Cola started its business in 1886 as a local soda producer in Atlanta, Georgia (US) selling about nine beverages per day. By the 1920s, the company had begun expanding internationally, selling its products first in the Caribbean and Canadian markets and then moving in consecutive decades to Asia, Europe, South America and the Soviet Union. By the end of the 20th century, the company was selling its products in almost every country in the world. In 2005 it became

the largest manufacturer, distributor and marketer of non-alcoholic beverages and syrups in the world. Coca-Cola is a publicly-held company listed on the New York Stock Exchange (NYSE).

Coca-Cola's CSR policies and reporting

In 2007 Coca-Cola launched its sustainability framework Live Positively embedded in the system at all levels, from production and packaging to distribution. The company's CSR policy Live positively establishes seven core areas where the company sets itself measurable goals to improve the business' sustainability practices. The core areas are beverage benefits, active healthy living, the community, energy and climate, sustainable packaging, water stewardship and the workplace. Coca-Cola has a Code of Business Conduct which aims at providing guidelines to its employees on – amongst other things – competition issues and anti-corruption. The company has adopted international CSR guidelines such as Global Compact and Ruggie's Protect, Respect and Remedy Framework (Ruggie's Framework),¹⁸ but these guidelines do not seem to be integrated into the Code of Business. However, these CSR initiatives are included in other activities or policies of the company. For instance, the UN Global Compact principles are cross-referenced in the company's annual Sustainability Reviews and Ruggie's Framework is partly adopted in the company's 'Human Right Statement.

After the conflict in India, in 2007 Coca-Cola formed a partnership with the World Wildlife Fund (WWF) and became a member of the CEO Water Mandate, as water is one of the company's main concerns. Every year Coca-Cola publishes a directors' report denominated 'The Coca-Cola Company Annual Report'; the last one was published in March 2011 and comprises the company's activities during 2010. In this report there is a small section dedicated to CSR and it includes a brief description of the initiatives in community development and water preservation that the company has developed. Since 2001, Coca-Cola also annually publishes a separate report devoted to CSR called 'The Coca-Cola Company Sustainability Review'. This verification provides 'moderate assurance' on the reliability of the information reported by Coca-Cola. Both reports – the annual company review and the sustainability reports – are elaborated based on the GRI G3 guidelines, which were adopted by the company in 2001.²⁴ Due to its relevance to Coca-Cola's business, the company also annually reports on the progress of the water stewardship programme's targets.

Coca-Cola's conflicts

Several campaigns and demonstrations followed the publication of a report issued by the Indian NGO Centre for Science and Environment (CSE) in 2003. The report provided evidence of the presence of pesticides, to a level exceeding European standards, in a sample of a dozen Coca-Cola and Pepsi Co beverages sold in India. With that evidence at hand, the CSE called on the Indian government to implement legally enforceable water standards. The report gained ample public and media attention, resulting in almost immediate effects on Coca-Cola revenues. The main allegations made by the NGO against Coca-Cola were that it sold products containing unacceptable levels of pesticides, it extracted large amounts of groundwater and it had polluted water sources.

Coca-Cola's CSR policies post-conflicts

Coca-Cola denied having produced beverages containing elevated levels of pesticides, as well as having over-exploited and polluted water resources. By denying all claims and trying to prove its integrity, instead of demonstrating concern towards the situation, Coca-Cola failed to regain consumers' trust. Coca-Cola gradually changed its strategy to include damage-control measures that addressed the Indian communities' grievances. In 2008 the company published its first environmental performance report on operations in India, which covered activities from 2004 to 2007. It also created

the Coca-Cola India Foundation, Anandana, which works with local communities and NGOs to address local water problems. But perhaps the most outstanding change of strategy by Coca-Cola consisted of launching various community water projects in India. An example is the rainwater harvesting project, where Coca-Cola's operations partnered with the Central Ground Water Authority, the State Ground Water Boards, NGOs and communities to address water scarcity and depleting groundwater levels through rainwater harvesting techniques across 17 states in India. The idea behind this is to capture large quantities of good quality water that could otherwise go to waste. By returning to the ecosystem the water used in its operations in India through water harvesting, the company expected that this project could eventually turn the company into a 'net zero' user of groundwater by 2009. In the 2012 Water Stewardship and Replenish Report, Coca-Cola stated that its operations in India have 'achieved full balance between groundwater used in beverage production and that replenished to nature and communities – ahead of the global target. Also in 2007, Coca-Cola entered into a partnership with WWF. Its core objectives are increasing understanding on watersheds and water cycles to improve Coca-Cola's water usage, working with local communities in various locations worldwide, and developing a common framework to preserve water sources.

Wipro's Contribution in CSR

Azim Premji is the Chairman and MD of Wipro Technologies. Wipro(Western India Products) founded by Azim Premji's father in 1947 at Amalner , Maharashtra started as vegetable oil trading company. In 1966 Azim took over the leadership of company and transformed Wipro into Consumer Goods Company. In 1980 moved into software development. WIPRO was Awarded Gold-level Status in Microsoft's Windows Embedded Partner Program and World's largest independent R&D Service Provider. It was also the World's 1st IT Service Company to use Six Sigma. We all know that each and every organization have their ultimate objective that is profit maximization, WIPRO's CSR activities is not against the profit and favor maximize profit not in cost of others .

Initiatives by WIPRO

- Wipro Care
- Wipro applying thoughts campaign
- Eco- Eye.
- Mission 10X

Wipro Cares: -"Wipro Cares" strives hard to address major issues responsibly. From community relief and rehabilitation in times of disasters to education opportunities, health and wellness programs for the needy, they made sure that their social initiatives touch every level of society that needs any help. **Wipro care** is an initiative by the wiproites which contributes through two prolonged strategy. –learning enhancement & disaster rehabilitation.

Through the "**Applying Thought in Schools** "initiative they have engaged with more than 1000 schools, 10,000 educators and 30 social organizations across 17 states in the country to bring about educational reform. Incisive Experiments, Educational Literature Program and Advocacy Program were done to uplift the remote areas. They supported new organization to build a better infrastructure and resourceful eco system for children.

To strike a balance with environment, WIPRO formed **Eco Eye** a few years ago to bring all our green initiatives under one banner, and to incorporate better ecological balance in every project they execute. This aimed to promote awareness about environment. Many Initiatives undertaken in direction of environment saving. Inter connection of sewer line, Biogas plant, Rainwater harvesting, Eco-friendly chemical were done to preserve the environment and protect it from the hazardous effects of pollution. **ECO EYE** is considered as the journey to more sustainable business practices.

The focuses is on reducing ecological footprint of the business operations, engagement with employees and their supply chain, partners and customers to create a more sustainable society, and transparent reporting disclosures. For customers and business partners, the company offers a host of solutions and products to help make their own businesses more sustainable. Transparent reporting is important for our internal and external stakeholders

Mission 10X aimed at enhancing employability of our engineering graduates by empowering faculty members. So far, WIPRO has successfully trained over 10,000 faculty members across 20 states. And the initiative intends to now reach out to over 25,000 additional engineering faculties in the near future. The Mission 10 x focuses on making the engineering education system responsive to evolving needs and so has supported faculty development in colleges to increase learning with understanding and employability of graduates. The three main attributes covered are communication, team work, and deeper learning.

Disaster Rehabilitation: Disaster Rehabilitation was done under Wipro Care where it adopted Pushpavanam village in tsunami-ravaged belt of Tamil Nadu, Orissa- cyclone in 1999 and Gujarat-earthquake in 2001. Wipro's community initiative focused on certain key developmental issues faced by the underserved and underprivileged communities of India, formed in the year 2003. It provides a platform to employees to meaningfully engage with disadvantaged Communities. Wipro has a presence in more than 57 countries around the world; of the workforce of more than 145,000 employees, 11% comprise nationalities other than Indian. It is crucial to engage with proximate communities wherever they have significant presence. In line with this, they will continue to expand and strengthen our community programs in all the geographies where they have significant presence. This is a reaffirmation of the belief that at its core, CSR and sustainability must transcend boundaries whether organizational or national. It is important to point out here, especially in the context of rural communities, that seeing the larger integrated picture is important when executing programs in individual domains. Issues of healthcare, education, access to energy, water and sanitation and livelihoods are often closely inter-linked. If executed well, the outcomes in individual domains can impact the larger canvas of community development.

Walmart

Walmart, a full offering of groceries and general merchandise in a single store. Walmart offers to its customers a one-stop shopping experience and is the largest private employer in the US as well as being the world's largest retailer. It has more than 10,130 retail units under 69 different banners in 27 countries. They all share a common goal: 'Saving people money so they can live better'. Walmart employs 2.2 million associates worldwide⁶⁸ and generated net sales of \$ 443 billion during the fiscal year of 2012.

Walmart's CSR policies and reporting

Walmart is an important emerging private actor in the transformation of lawmaking in the CSR field, referring as a 'global legislator. Walmart is able to use its contractual relationships to regulate behaviour among its suppliers around the globe with respect to product quality, working conditions for the suppliers' employees, and ethical conduct. Since 2007, Walmart publishes its annual report on its website. It was initially called the 'Global Sustainability Report' and later changed to 'Global Responsibility Report' in 2011. Walmart's annual report publishes its constant and progressive work towards social responsibility issues. The Global Responsibility Report 2011 is divided into three main reporting parameters: Environment, Social and Goals. Walmart's 2011 report covers every corner of CSR issues. It points out how its successful 'Sustainability 360' model has helped Walmart to be the

retail leader in the market. It also communicates the significant progress made by and the new reduction goals of greenhouse gas emissions of its supply chain by 2015.

Walmart's financial contributions in kind, such as investments in education, health, commitments to fight hunger, support for local farmers and access to healthier and affordable food, can also be found in Walmart's Global Responsibility Report 2011. Walmart's current performance, policies and financial figures at first sight portray Walmart as a role model company on CSR.

Walmart's conflicts

Walmart has faced many obstacles over the years. It seems that legal and social challenges have acted as important reasons for the development of its code of conduct and annual reporting.

Walmart Stores Inc. v. Dukes et al. started a decade ago and is still being heard by the US Courts. Plaintiffs Betty Dukes, Patricia Surgeson, Edith Arana ('plaintiffs'), on behalf of themselves and others similarly situated, allege that female employees in Walmart and Sam's Club retail stores were discriminated against based on their gender. They stated that they were discriminated against regarding pay and promotion to top management positions. Despite the Supreme Court resolution, time, money and efforts invested up to this point, the case did not end there. At the end of 2005, the Radio Canada programme Zone Libre made public the news that Walmart was using child labour at two factories in Bangladesh.⁸⁹ Children aged 10-14 years old were found to be working in the factories for less than \$50 a month making products of the Walmart brand for export to Canada.

Walmart's CSR policies post-conflicts

Walmart developed its first Code of Conduct (COC) 'Standard for Suppliers' in 1992, which mainly focuses on quality standards for suppliers only. However, Walmart's first general report which includes suppliers, customers and associates, was generated in 2006. This report was elaborated after the filing of the lawsuit by the female employees in 2001 and the damaging campaigns and press publications accusing Walmart's suppliers in Bangladesh of using child labour. Walmart's reporting culture was imitated by the rest of the companies in the market. Nowadays, Walmart has been qualified as a 'global legislator' in CSR policies.

Currently, Walmart publishes a full and complete report on CSR issues called 'Global Responsibility Report' which covers the three dimensions of 'People, Planet, Profit'. This report emphasizes gender equality and a diverse workforce. Walmart has a Gender Equality and Diversity gender policy that can be found in its 'Global Responsibility Annual Report'. In 2009, Walmart took the commitment one step further with the incorporation of the Advisory Board on Gender Equality and Diversity. The board is aimed at providing equal and enhanced opportunities for all in top leadership roles. These policies have generated an increase in female officials and managers from 23,873 employees in 2005 to 25,246 employees in 2010

Walmart has also committed itself to achieving three goals in its Sustainability Report: using 100% renewable energy, creating zero waste, and selling products that sustain people and the environment. These criteria are established and measured by Walmart at the end of the 2012 report. Walmart indicates every year its completed goals and the progress in the ones that have not yet been achieved. An example of quantifiable measures is creating a zero waste Walmart by eliminating landfill waste from US stores by 2025.

The 2005 Report on Ethical Sourcing reported that Walmart had ceased to do business with 141 factories, primarily because of underage labour violations. The Report also contains a chart with the

main violations found during the audits. Gender discrimination was not mentioned at any stage throughout the whole document. Walmart's 2005 and 2012 COC 'Standard for Suppliers' explicitly establish that Walmart would not tolerate the use of child labour. The 2005 COC sets the age of 14 as the minimum age for suppliers and subcontractors to hire workers. It also specifies non-discrimination on the basis of gender and other personal characteristics or beliefs.

APPLE

Apple Inc. was established in 1977 and is registered on the NASDAQ Global Select Market exchange. Apple designs, manufactures and markets mobile communications, media devices, personal computers and portable digital music players, and sells a variety of related software, services, peripherals, networking solutions, and third-party digital content and applications'. Its products are sold through Apple's retail stores, online stores and third parties. Apple is a worldleader in producing innovative electronic goods and technology. In 2011 Apple's net sales were estimated at \$108.2 million. Its net sales in 2011 increased by 60% compared to 2010. Apple worldwide employs 60,400 full-time people and 2,900 temporary employees and contractors. The company utilizes outsourcing through the manufacturing of its products overseas; most of the factories are located in Asia.

Apple's CSR policies and reporting

Apple conducts business ethically, honestly and in full compliance with all laws and regulations. This applies to every business decision in every area of the company worldwide'. Furthermore, the business conducts deals with corporate governance, information disclosure, non-corruption and bribery, environmental health and safety. Apple has considered the economy, the environment, human rights, society and labour for its publication on Governance, Product Environmental Reports, Recycling and Facilities Environmental Report and Supplier Responsibility. For Supplier Responsibility, Apple, for example, has taken into account the indicator which reports on measures it has taken to contribute to the elimination of child labour. With regard to Product Environmental Reports, Apple has used the EN26 performance indicator, and sets out initiatives to lessen the environmental impact of its products. Apple designs its products with the aim of being as energy efficient as possible, and it is the only company that can claim all electronic goods are Energy Star qualified.¹¹⁶ Apple's products have become more powerful while, at the same time, fewer materials are used and fewer carbon emissions are generated. Almost all of Apple's products are outsourced for manufacturing overseas. On its Supplier Responsibility website Apple states: 'Apple is committed to the highest standards of social responsibility across our worldwide supply chain. We insist that all of our suppliers provide safe working conditions, treat workers with dignity and respect, and use environmentally responsible manufacturing processes. Our actions – from thorough site audits to industry-leading training programs – demonstrate this commitment'.

Apple's conflicts

- Labour and human rights

The limited transparency of Apple's supplier sustainability policy has often been criticized in the media.¹²⁰ In February 2010 Apple also turned down two shareholders' sustainability proposals to establish a sustainability report on Apple's environmental policies and the impact that climate change has on the company. The other proposal was to establish a board of directors' sustainability committee.

- Workers' health and safety

Concerning workers' health and safety conditions at the suppliers, in May 2010 two workers were killed and sixteen employees were injured during an explosion at Foxconn. An Apple spokesperson

stated: ‘We are deeply saddened by the tragedy at Foxconn’s plant in Chengdu, and our hearts go out to the victims and their families. We are working closely with Foxconn to understand what caused this terrible event’.¹³² In the same month, The Guardian reported that workers from Wintek had been poisoned by n-hexane, a toxic chemical used to clean the touch screens of iPhones. The employees complained that the compensation Wintek offered for the health damage was not sufficient. The workers who did receive compensation were asked to resign from their jobs.

Apple’s CSR policy post-conflicts

Apple makes sure that suppliers comply with the Supplier Code by conducting audits. The audits cover working and living conditions, health and safety but also environmental practices at the facilities. According to Apple’s Supplier Responsibility Report 2010, Apple conducted 102 audits in 2009. In 2011 Apple conducted 229 audits, an increase of 80% compared to 2010. An audit is conducted by an Apple auditor and supported by local third-party auditors.

In November 2010, Apple set up a training programme to prevent the future hiring of underage workers. The human resources managers are trained in Chinese labour law. Training human resources managers, however, will not solve child labour issues. When the costs of labour, energy and raw materials rise and there is a shortage of labour, factory owners are forced to cut costs or to find cheaper labour. Child labour can easily be hidden by providing fake wages and work schedule data. Also, it is difficult to prevent child labour when underage workers want to work to provide for their families. The Supplier Responsibility Report of 2012 states that suppliers are obliged to return underage workers to school and finance their education through Apple’s Child Labour Remediation Program.¹³⁶ Regarding abolishing underage labour, Tim Cook, the CEO of Apple, stated: ‘We would like to totally eliminate every case of underage employment. We have done that in all of our final assembly. As we go deeper into the supply chain, we found that age verification system isn’t sophisticated enough. This is something we feel very strongly about and we want to eliminate totally’.

In order to take action it is important for companies to be transparent about their supply chain. In February 2012 Apple announced it would be the first technology company to join the Fair Labour Association (FLA) as a participating company.

Canon

Canon Inc. (hereafter Canon) was founded in 1937. Its headquarters are in Japan and the company is listed on the NYSE. Although the digital camera is the most well-known product to consumers, Canon also produces devices for office and industry use. Canon is planning to invest more in medical image recording equipment and ophthalmic devices. Canon’s regional headquarters are established on every continent and, together with other companies, they form the Canon Group. Canon has a global network of more than 200 companies and employs more than 160,000 people worldwide. Canon Inc. alone employs more than 26,000 people. It is dedicated to advancements in technology and commits approximately 10% of its total revenue each year to Research & Development. Canon is consistently one of the top few companies to be granted the most number of patents over the last 18 years.

Canon’s CSR policies and reporting

It seems that Canon invests a great deal of effort into its CSR reporting. It publishes a separate sustainability report. Apart from that, a lot of information regarding its compliance with different standards and its positive role in society (fund raising and other activities) can be found on its webpage. The company introduced a CSR strategy based on the Kyosei philosophy in 1988. At that time this philosophy was not yet widely used, but in recent years the philosophy has come to be

commonly used in Japan, in business, politics and in daily life. It is used to imply a range of concepts and meanings. Canon refers to kyosei defined as ‘living and working together for the common good. Currently, Canon has a CSR policy and a CSR mission statement. It has Canon’s Global Code of Conduct. Canon follows the GRI Sustainability Reporting Guidelines 2006 and its CSR report is examined by an external auditor. These external commentators are asked to use a part of the G3 Sustainability Reporting Guidelines as the basis for developing their opinions, namely four reporting principles relating to defining the content of the report.

Canon’s conflicts

- Stress-related illnesses

When trying to analyze the company’s behaviour it was difficult to find reliable independent articles. Nevertheless, one article from 2007 deserves attention.¹⁵⁹ In Canon Denmark a problem of stress related illnesses occurred. These illnesses were the result of changes in the organization and increasing pressure to perform. As this caused many problems for business managers, human resources (HR) and increased the workload for other employees, Canon Denmark started to develop a policy to reduce stress in the workplace.

- Employees not allowed to sit down during working hours

Canon forcing its employees to stand during their work and demanding that they walk at a specific pace. As it was not possible to find an NGO report on this topic or any other completely reliable source, this research is based on blogs and comments by alleged employees. It can be called into question whether removing chairs enhances productivity in the long run. It is fair to assume that people feel under pressure when they are not allowed to sit down or when they are forced to walk at a prescribed speed. The annual report should provide information on the way the company follows best practices in its worldwide operations and this should well exceed legal requirements.

Canon’s CSR policies post-conflicts

Canon’s experience in managing stress, from the previously mentioned Canon Denmark case, had convinced the company to focus on prevention, rather than the treatment of problems. A clear shift from reactive to proactive management was made. In August 2007 Canon launched a new policy that covered topics such as: Work-life balance, aging workforce, health and safety, stress management, respect and tolerance, smoking, alcohol and substance abuse, nutrition and exercise. Some of these policies can also be measured. To ensure an appropriate work-life balance excessive working hours were constrained through the strict implementation of a ‘no-overtime day’. For the aging workforce, Canon implemented a system for re-employing retired employees until the age of 65. In 2006, 73 of the 21s1 who had reached retirement age chose for re-employment, and by the end of that year 177 were working under this system.¹⁶⁸ In 2010, 139 of the 234 employees who had reached retirement age chose for re-employment, with 451 working under this system by the end of that year. The initial focus of the policy in 2007 was stress management for all employees. It developed a series of seminars for employees on the topic. Concerning this issue it increased its focus on soft (i.e. non-cash) benefits and managers’ competence coaching and leadership, it decreased the long-term absence rates, it allowed HR to focus on strategic workforce planning and development issues, it developed HR and management competences, and it structured the approach to deal with stress. To sum up, in the case of Canon and CSR it is about meeting the legal requirements and also exceeding the minimum CSR standards. This brief overview has focused on employee matters as problems in other areas of CSR were not addressed in the available resources. The case study presents a change in Canon’s CSR reporting from a reactive to an active approach. The Canon reports mainly emphasize environmental reporting.

Conclusion of the Study: This article presented five case studies on the CSR policy of Apple, Canon, Wipro, Coca-Cola and Walmart. These multinationals have been involved in social and environmental conflicts. The article researched the conflicts, the measures the companies have taken to resolve these conflicts and their CSR policy in relation to those conflicts. The article aims to answer the following question: ‘Do conflicts affect a company’s CSR policy?’ In general, the authors found that the four analysed multinationals had already implemented a basic CSR policy before experiencing the conflicts studied. Canon is the company with the longest history of implementing what we now refer to as CSR. Canon introduced the corporate philosophy of kyosei as part of its global corporate plan in 1988. Another early implementer of CSR policies is Walmart. Since the early 1990s Walmart had codes of conduct in place for their suppliers. Coca-Cola had taken early steps to report on the company’s activities and adopted the GRI guidelines in 2001. Apple has made its annual supplier responsibility progress report available on its website since 2007. Although most of the companies’ conflicts were of a different nature and with different degrees of severity, in the cases of Apple, Coca-Cola and Walmart the issues resulted in a poor corporate reputation. Coca-Cola’s conflict in India involved claims of water pollution and over-extraction of groundwater as well as allegations that Coca-Cola beverages produced in that country contained high levels of pesticide residues. The media attention that the conflict received was so widespread that the negative effects on the corporate image were not limited to India, but they also spread to the US. In addition, this conflict affected the company economically, with dropping sales and revenue losses. The conflicts experienced by Walmart that were studied in this research were of a labour nature. One of them consisted of a class action lawsuit by (former) female employees, the *Dukes v. Walmart Stores* case, where the plaintiffs alleged gender-based discrimination. This lawsuit was not the first one to be experienced by Walmart, which is one of the most often sued companies in the US. But its relevance rests in the fact that the plaintiffs were suing on behalf of themselves and all women employed by Walmart nationwide since December 1998, amounting to approximately 1.5 million women. After a long litigation process, the US Supreme Court concluded that the case could not be ruled in the plaintiffs’ favour because they did not have enough in common. The second analysed conflict experienced by Walmart consisted of media attention alleging that two of Walmart’s sub-contractors in Bangladesh were using child labour. Apple’s suppliers were also caught using underage labour. In addition, Apple is often linked to the suicides at Foxconn. The employees work up to 70 hours a week, ten hours above the maximum set by Apple’s Supplier Code. Also, in February 2011 *The Guardian* reported on another labour issue that Apple faced: the poisoning of Wintek workers by n-hexane. Finally, Canon had non-severe problems that related to stress-related illnesses among employees in the company’s subsidiary in Denmark, as well as to findings that Japanese employees were forbidden to sit down during working hours. Neither these conflicts nor any other conflict that Canon has had ever resulted in much media attention. The responses of the multinationals to the conflicts varied, ranging from attempting to repair reputation damage and denying the claims, to providing a remedy. Coca-Cola’s initial approach consisted of denying that the accusations were true. The company was very open about this and used the media, its website and its reports to make statements about its position in the conflict. For instance, Coca-Cola replied to news articles and made public statements, and it also included in both its sustainability report for India and on its website an update about the conflict in India. These efforts, however, mainly had the purpose of re-establishing the integrity of the company by providing evidence to prove that the accusations were untrue. But as was illustrated in the case study, making public statements and reporting on the conflict were not sufficient for the company to repair the reputation damage and to regain the trust of Indian customers. In response, the company took a more proactive approach that aimed at repairing and preventing damage to Indian water resources. Walmart faced a lawsuit, which it strongly contested and it denied the claims. The case against Walmart did not succeed, but currently

the claimants have taken out another lawsuit based on individual cases per state which shows an eminent threat. When Walmart was caught using child labour it responded by reporting in its 2005 Report on Ethical Sourcing the existence of child labour in the factories of its sub-contractors. While confirming the accusations in the media, this report also turns this unfavourable situation into a positive one by claiming that the increase in underage violations were due to the implementation of more stringent anti-child labour measures. The labour issues with the suppliers had an impact on Apple's reputation. About 18 months after the media reported on the suicides, Apple joined the FLA, striving to set a new standard in the electronics industry and having a supply chain that can be seen as a model for the industry. Although Canon did not have to deal with any damage to its reputation, after the stress-related illness in Denmark had occurred, the company also took a proactive approach in preventing the emergence of future conflicts. In its European and global Canon policies, Canon therefore included measures to reduce stress in the workplace. The case studies provide evidence that after the multinationals experienced a conflict, the companies made changes to their CSR policies. A common feature of Canon, Coca-Cola and Walmart's policy changes is the establishment of specific goals that they aim to achieve at company level. Although Apple did not set concrete targets, it has pledged to change its supplier responsibility practice. Furthermore, the sustainability reports in which the four multinationals present their CSR policies are created as longterm commitments and not just to resolve the current conflict. Perhaps Coca-Cola can be said to be the company that adopted one of the most ambitious CSR policies after experiencing the conflict in India. Coca-Cola appears to be strongly determined to address its operational impacts on the environment, particularly on water. Given the nature of the impacts, the company has the possibility of carrying out research and taking steps towards preventing and remedying damage, with results that can be measurable. Coca-Cola initiated such efforts by adopting initiatives that are tailored to remedy the water problems it caused in India and to improve its image towards its customers. Such initiatives include research and partnerships with the Indian local government. Subsequently, Coca-Cola adopted water management as one of the core elements of its global CSR policy and the company has committed itself to meet quantifiable targets concerning water management efficiency. Coca-Cola does not admit that the conflict in India is the main motivation behind the adoption of the water policies. However, given the severe damage to its reputation – and the consequent revenue losses experienced – it is very likely that the conflict in India influenced the corporate decision to implement a CSR policy on water management efficiency in its global operations. Walmart as an early implementer of CSR regulations strengthened its existing policies after the conflicts. It now has policies to appoint women to management positions and set up a board in charge of fighting gender discrimination. Walmart has also increased the number of audits to control child labour employment. Negative publicity eventually resulted in Apple setting a new standard for the electronics industry. After the FLA report on Foxconn, Apple stated that it fully supported the recommendations of the FLA and publicly committed itself to try to change its practices. The FLA, external stakeholders and consumers will look to see if Apple adheres to its pledge. To conclude, the case studies of Apple, Coca-Cola and Walmart illustrate that the multinationals have adopted changes in their CSR and reporting policies after the conflicts occurred. These companies are transparent about those conflicts by publicly addressing them either through the media or in their annual or sustainability reports. Although Canon has not mentioned any labour issues, internet research showed that Canon was involved in labour issues as well. In order to uphold sustainability standards it is important for companies to be transparent. As was presented in the research by Zwart&Tulder, companies that have been 'on thin ice' usually turn into frontrunners as far as CSR is concerned. Apple, Coca-Cola and Walmart have been under public scrutiny, but nowadays they can be seen as companies which have become models for their industry. Coca-Cola has taken a proactive approach and implemented initiatives to solve the water problems.

Walmart strives to be the greenest corporation in the world. Apple is aiming to set a new standard in the industry. Time will only tell whether it will stick to its promise to change its supplier responsibility practice. Canon is different in this respect, as its CSR policy was not impacted by media pressure. At first instance it might appear as if it is not comparable to the other mentioned companies. However, this article shows that companies like Canon need to be closely monitored as well.

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**PERCEIVED CREDIBILITY OF PRIVATE UNIVERSITIES BRANDING UNDER
'INTERNATIONAL' TAG**

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ABSTRACT

Private universities in India are growing rapidly unleashing more opportunities and challenges. With the growing competition, these private universities have started strategically building their brands and investing time and resources to get the desired results. When universities are considered as firms operating in the service sector, the names of universities can be examined as brand names. Choosing a brand name is an important factor that can affect customers' perceptions of the same brand. In the light of this, examining the perceived credibility of the naming strategies of universities on consumers has strategic significance in order to improve the brand value. The naming strategy of private universities under International tag is being widely used as a branding tool to get the competitive advantage. Earlier, this naming strategy was widely adopted by Indian private schools successfully. This paper essentially attempts to assess the perceived credibility of consumers of Indian private universities using International tag as a prominent branding tool.

Keywords: *Higher Education, Private Universities, Naming Strategy, Perceived Credibility, Branding tool.*

INTRODUCTION

Private universities are business entities having profitability as one of the prime objectives. Therefore, they need to adopt similar strategies as private business firms do. The branding strategy consists of multiple activities including naming i.e. choosing a brand name to develop positive customers' perceptions. Brand values of universities are composed of several factors such as their image, educational quality, faculty members, naming, informative brochure, stickers, website, logo, slogan, etc. For universities, creating a favorable image begins with being careful about choosing their names. A university's name can help it to be distinguished from other universities because name of a university as a brand name is the most important indicator of the brand value of the same university. To meet the challenges of increasing competition especially after globalization, the private universities have started to gain more commercial aspects and started using 'International' tag. Peluso and Guido (2012) carried out a study and found that a location-based university brand naming strategy is associated with more favorable perceptions in terms of preference, reputation, credibility, distinctiveness and memorability. Considering perception of universities as brands and their names as brand names in the higher education market, naming a university with "International" tag can provide enhanced perceived credibility. In India, the strategy of using International tag has been implemented in public school system for last several years to make the brand attractive, enhance consumers' perceived credibility and make more profits for the institution. Same strategy has been adopted by Indian private universities. Interestingly, the word 'University' is itself has wider implication than 'International' and yet the universities are using both the words simultaneously for making it more distinctive.

NEED FOR THE STUDY

The previous researches have addressed the issues related to naming and re-naming strategies of universities based on famous personality, geographical attributes, et al. However, no study has been carried out on naming strategy under International tag and the typical behavioral aspects of consumers related to this naming strategy. Aiming to fill this gap, this study examines the perceived credibility of naming strategies of universities under International tag. It would also attempt to underlying justification for Internationaltags used in naming of private universities.

LITERATURE REVIEW

Perceived credibility is “the believability of the product position information embedded in a brand depending on consumers’ perceptions of whether the brand has the ability and willingness to continuously deliver what has been promised” (Erdem and Swait, 2004). The perceived credibility of universities affect students’ preference and loyalty to universities (Helgesen, 2008). Every university needs a positive image and a brand through which they can reflect that image in order to differentiate from their competitors (Parameswaran and Glowacka, 1995). The image of a university can be more effective than the quality of its instruction in terms of prospective students’ preference for universities (Mazzarol, 1998). The image of a university is a phenomenon closely related to that university’s name. In fact, the name of a university is known to evoke image and experiences (Bulotaite, 2003). For universities, creating a favorable image begins with being careful about choosing their names. A university’s name can help it be distinguished from other universities (Coulson, 2007) because name of a university as a brand name is the most important indicator of the brand value of the same university (Muzellec et al., 2003). Just like firms, universities need to be attentive about the selection of brand names. In this regard, brand names build the image of brands and reflect their reputation and identity (Aaker, 1996; Kohli and Labahn, 1997; Tadelis, 1999). Moreover, how a brand name is pronounced and the connotations it evokes can have an impact on brand preference (Bao et al., 2008). Turley and Moore (1995) divide brand names into two categories: person-based names and geographic names. Examples of these two types of brand naming strategies can be seen in institutions and organizations operating in various sectors. In addition, the names of universities in the higher education market are known to include proper names, political names, names of famous people and geographical location names. In fact, just like some brands today (Muzellec, 2006), some universities are named after their founders in order to reflect their history. From this discussion, it is evident that private universities are struggling to cope with stiff competition in domestic market because of the enhanced standards in higher education market. The expectations force parents and students to think carefully before choosing a private institution for higher education.

OBJECTIVES OF THE STUDY

Based on the above-discussed issues, the focus of this study would be: (1) To identify the factors that determine the perceived credibility of a private university using International tag in its name, and (2) To study the consumers’ perceived credibility about private universities naming under International tag. These two broad objectives altogether would help establish the rationale of the naming strategy vis-à-vis viability of International tag as a branding tool adopted by private universities.

METHODOLOGY

A quantitative research method has been chosen to examine perceived credibility of private universities in India naming under International tag. The study is based on data collected from two

universities *Manav Rachna International University Faridabad*³ and *Noida International University Gautam Budh Nagar(U.P.) India* located in Delhi National Capital Territory (NCR) (as they use ‘International’ tag in their name).

Questionnaire and target group

The formulation of questionnaire has been carried out at two phases. The first phase was to identify the requisite factors that influence the perceived credibility of a private university using International tag as naming strategy. To achieve this objective two separate focus group discussions involving 9-10 post-graduate students of both the private universities selected above were held in the month of October 2017. They were introduced with a modified version of Noel-Levitz student satisfaction index (SSI), a reliable instrument widely used by a large number of universities to improve consumer satisfaction, to identify the factors more appropriate and relevant as a consumer they perceive about a private university using International tag. The questions discussed in the focus group was mainly related to naming strategy of private universities under International tag that covered broad areas of brand attributes, especially tangible and intangible brand attributes. In the second phase of questionnaire formulation, a pre-test activity was carried out and finally 48 variable item questions were used in preparation of the questionnaire. The questionnaire was divided into two parts. The first section of the questionnaire asked respondents to rank the different dimensions on five-point Likert Scale where (1) represents “Strongly Disagree and (5) represents “Strongly Agree”. In the second part, respondents were asked about their profile or background. The statements used in the questionnaire were designed in the form of factors. A survey on the selected factors was conducted in the month of November 2017. The study covered significant number of respondents as per detailed sampling plan given in **Table 1**. A total of 500 questionnaires were got filled-in. All the respondents were aware of the factors except few respondents could not understand the meaning of ‘International Accreditation’. Non-probabilistic, convenience sampling method was adopted for the study, though this may limit the generalization of the result.

Table 1. Details of the Respondents

Size	Respondents	Sub-Group	Stream	Private Universities	
				A*	B**
Sample size (500)	Students (300)	UG (200)	Engineering (100)	50	50
			Management(50)	25	25
			Others courses(50)	25	25
		PG (80)	Engineering (40)	20	20
			Management(20)	10	10
			Others courses(20)	10	10
		Doctoral (20)	Engineering (10)	5	5
			Management(5)	3	2
			Others courses(5)	3	2
		Parents (100)	--	--	50
	Faculty/Staff (100)	Teaching(80)	--	40	40
		Non-Teaching (20)	--	10	10
			Total	500	251

**Manav Rachna International University Faridabad*, ** *Noida International University Greater Noida*

³In November 2017, [University Grant Commission](http://www.ugc.ac.in) (UGC) issued orders to deemed universities to drop the word “university” from their names on directions of the [Supreme Court](http://www.supremecourt.gov/) of India. The move affected institutions such as Manav Rachna University and Lingaya’s University in Haryana, Christ’s University and Jain University in Bengaluru and Symbiosis International University in Pune. (<https://www.ugc.ac.in/pdfnews/7165498> UGC-LETTER.pdf accessed May 2018)

Hypotheses

To assess the Consumers’ Perceived Credibility, the dependent variable in this study, of private university having ‘International’ tag; the following seven independent variables were taken into account, namely, Foreign Students Enrolments, International educational tours, State-of-the-art facilities, International accreditation, International placements, International teaching faculties and International curriculum. The naming of a factor was a highly arbitrary decision of the researcher. The third component, State-of-the-art facilities, generally comprised of infrastructural physical attributes such as design of the building and campus, clean and tidy environment, internet/computer facilities, sports facilities, et al. Based on above seven independent variables the following hypotheses were formulated:

- H1: Foreign student enrollment is a significant attribute to evaluate a university with ‘International’ tag
- H2: International Educational Tours is a significant attribute to evaluate a university with ‘International’ tag
- H3: State-of-the-art Facilities is a significant attribute to evaluate a university with ‘International’ tag
- H4: International Accreditation is a significant attribute to evaluate a university with ‘International’ tag
- H5: International Placements is a significant attribute to evaluate a university with ‘International’ tag
- H6: International Teaching Faculties is a significant attribute to evaluate a university with ‘International’ tag
- H7: International Curriculum is a significant attribute to evaluate a university with ‘International’ tag

Analysis

Statistical software SPSS was used for testing the data. The psychometric properties of the questionnaire were assessed by calculating Cronbach’s alpha reliability coefficient and item-to-total correlation. Cronbach’s alpha value ranges from 0 to 1 in which a value closer to 1 indicates greater stability and consistency; however, for basic research, the threshold value of 0.60 was set by the researchers (Nunnally, 1978). The result of Cronbach’s alpha for the variables used in the current study in which the value of alpha 0.732 (Table 2), indicates acceptable consistency and stability of the instrument. Statistical approach of single t-test was used for testing the hypotheses.

Table 2 Reliability statistics of the questionnaire

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.732	0.767	7

Table 3 the correlation matrix shows strong relation between International educational tours and International curriculum (0.673) and between International placement and international curriculum (0.647). Whereas, weak relation was found between foreign student enrolments and international teaching faculties (0.134).

Table 3 Inter-Item Correlation Matrix

Item	foreign students enrolments	International educational tours	State-of-the-art facilities	International accreditation	International placements	International teaching faculties	International curriculum
foreign students enrolments	1.000	-0.190	-0.163	0.556	-0.248	0.134	-0.107
International educational tours	-0.190	1.000	0.599	0.227	0.576	0.604	0.673
State-of-the-art facilities	-0.163	0.599	1.000	0.163	0.546	0.311	0.497
International accreditation	0.556	0.227	0.163	1.000	0.213	0.353	0.190
International placements	-0.248	0.576	0.546	0.213	1.000	0.540	0.647
International teaching faculties	0.134	0.604	0.311	0.353	0.540	1.000	0.584
International curriculum	-0.107	0.673	0.497	0.190	0.647	0.584	1.000

Table 4 shows that the mean value of foreign student enrolment has mean value less than 3 and maximum standard Deviation (1.357) at N=495. Remaining factors have mean value more than 3. International placement shows the highest mean value of 3.940. However, the standard deviations for many of the items are above 1.000, implying inconsistencies in the answers given by the respondents.

Table 4 One-Sample Statistics

Item	N	Mean	Std. Deviation	Std. Error Mean
foreign students enrolments	495	2.836	1.357	0.061
International educational tours	500	3.842	1.056	0.047
State-of-the-art facilities	500	3.580	0.935	0.042
International accreditation	495	3.392	0.837	0.038
International placements	500	3.940	1.015	0.045
International teaching faculties	500	3.682	0.902	0.040
International curriculum	500	3.886	1.054	0.047

Table 5 shows the results of one sample t-test at test value 4 to check the significance of the independent variables. The analysis results showed significant differences in importance of International placement (p =0.093) and International Curriculum (p=.008). No significant differences were observed in rest five categories (p < 0.005).

Table 5 One-Sample Test (Test Value = 4)

Item	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference		p value	p<(α =0.005)	Reject/ Accept Null Hypothesis	Relation
					Lower	Upper				
foreign students enrolments	-19.08	494	0.000	-1.164	-1.283	-1.044	0.000	Yes	Reject	Positive
International educational tours	-3.345	499	0.001	-0.158	-0.251	-0.065	0.000	Yes	Reject	Positive
State-of-the-art facilities	-10.05	499	0.000	-0.420	-0.502	-0.338	0.000	Yes	Reject	Positive
International accreditation	-16.17	494	0.000	-0.608	-0.682	-0.534	0.000	Yes	Reject	Positive
International placements	-1.322	499	0.187	-0.060	-0.149	0.029	0.093	No	Accept	Negative
International teaching faculties	-7.879	499	0.000	-0.318	-0.397	-0.239	0.000	Yes	Reject	Positive
International curriculum	-2.418	499	0.016	-0.114	-0.207	-0.021	0.008	No	Accept	Negative

Result of the Analysis

As can be seen, the highest credibility as perceived by the participants was Foreign Student enrolment ($m=2.836$; $sd=1.357$; $t= -19.08$; $p=0.000$) while the lowest credibility as perceived by the participants was the International placement ($m=3.940$; $sd=1.015$; $t= -1.322$; $p=0.093$). As can be seen in Table 5, the hypotheses H1, H2, H3, H4 and H6 were supported while H5 and H7 hypotheses were not supported. The results revealed that Foreign student enrollment was statistically significant with $p < 0.005$ level supporting hypothesis H1. Therefore the null hypothesis in this case was rejected and found that foreign student enrollment is a significant attribute to evaluate a university with 'International' tag and positively related to consumers' perceived credibility. Furthermore, it was hypothesized that International Educational Tours is a significant attribute to evaluate a university with 'International' tag (H2). The results also emerged as $p < 0.005$ level supporting this hypothesis. Moreover, Hypothesis H3 State-of-the-art facilities is a significant attribute to evaluate a university with 'International' tag was also supported based on the results $p < 0.005$. Hypothesis H4, International accreditation is a significant attribute to evaluate a university with 'International' tag was statistically significant as $p > 0.005$. H6 International Teaching Faculties is a significant attribute to evaluate a university with 'International' tag were found positive as in both the cases $p < 0.005$. The Hypothesis H5 and H7, whether International Placements and International Curriculum are significant attribute to evaluate a university with 'International' tag was not supported as p-value was 0.093 ($p > 0.005$) and .008 ($p > .005$) respectively. Hence the null hypothesis of H5 and H7 were accepted and no positive relations were found.

CONCLUSION AND IMPLICATIONS

The purpose of this article was to identify the factors that determine the perceived credibility of a private university using International tag in its name and to study the consumers' perceived credibility about private universities naming under International tag. At the first phase of the study, important factors were identified that influence the perceived credibility of a private university using International tag as naming strategy. With the help of focus groups of enrolled post graduate students and modified Noel-Levitz student satisfaction index (SSI) a general consensus was made in order to identify the important factors that determine the perceived credibility of private universities using international tag as naming strategy. The identified factors were seven in numbers, namely, Foreign Students Enrolments, International educational tours, State-of-the-art facilities, International accreditation, International placements, International teaching faculties and International curriculum. To investigate the perceived credibility of International tagged private universities, the seven identified factors were tested for significant relations with the perceived credibility. It was found that the main determinants of perceived credibility of international tagged universities are five, namely, Foreign Students Enrolments, International Educational tours, State-of-the-art Facilities, International Accreditation and International Teaching Faculties. These five factors have positive relations with the perceived credibility of consumers except two, International Placement and International Curriculum which are not significant attributes of international tagged private university and offer no contribution in perceived credibility of consumers. The findings can be useful to different institutions of higher education in designing strategies to attract and satisfy students in the highly competitive environment. The findings of this study suggests that the brand strategists of private universities are to focus more and more on the factors that directly improves the consumers' perceived credibility which includes Foreign Students Enrolments, International Educational tours, State-of-the-art Facilities, International Accreditation and International Teaching Faculties as the part of campus. These factors substantiate their claim to be an International institution and may prove to be a better

branding strategy in long run as the consumers are ambassadors representing their institutions and their positive feedback earns good Word of Mouth.

DIRECTIONS FOR FURTHER RESEARCH

Future studies should focus on the cognitive dissonance of the consumers after enrolment in the private universities naming under International tag. The satisfaction level on Net Promoter Scale (NPS) may be measured from pass-out students as well as final year students. The identification of Promoters (loyal enthusiasts), Passives (satisfied unenthusiastic) and Detractors (unhappy negative word-of-mouth) would provide valuable input in making viable customer experience management (CEM) programme and fine tune the branding strategy of private universities.

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SWOT ANALYSIS: A CASE STUDY OF STARBUCKS

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Abstract

SWOT analysis is a process that identifies an organization's strengths, weaknesses, opportunities and threats. Specifically, SWOT is a basic, analytical framework that assesses what an entity (usually a business, though it can be used for a place, industry or product) can and cannot do, for factors both internal (the strengths and weaknesses) as well as external (the potential opportunities and threats). Using environmental data to evaluate the position of a company, a SWOT analysis determines what assists the firm in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results: where the organization is today, and where it may be positioned in the future. In the present study we tried to analyze the SWOT analysis in case of Starbucks. The comparison between CCD and Starbucks has been also highlighted on the basis of SWOT analysis. We found that Starbucks is a globally recognized coffee and beverages brand that has rapidly made strides into all major markets of the world. The company has a lead over its nearest competitors including Barista and other emerging competitors. Indeed, Starbucks is so well known throughout the western hemisphere that it has become a household name for coffee.

Introduction:

Starbucks Corporation (Starbucks), an American company founded by Jerry Baldwin, Zev Siegel, and Gordon Bowker in 1971 in Seattle, WA, was one of the largest coffee chains in the world as of 2016. Globally, Starbucks operated over 23,768 stores spread over 72 countries and serving over 71 million customers per week as of March 12, 2015. Starbucks initially sold only coffee beans and coffee making equipment. By 2016, its products included roasted and high-quality coffee, tea, an assortment of food items, and other beverages. The total annual revenue of Starbucks as of September 30, 2015, was US \$19.16 billion.

Starbucks entered India in 2012 through a joint venture with India-based Tata Global Beverages, a renowned brand with a good name and reputation. As of 2015, Tata Global Beverages was the world's second-largest manufacturer and distributor of tea and also a major producer of coffee. As of March 31, 2014, Tata Global Beverages Limited recorded total annual revenue of US \$ 3.26 billion.

Starbucks started its first store in India in 2012 and by 2016, had expanded to 84 stores. To appeal to the Indian consumers, Tata Starbucks Operated through theme based stores that reflected the cultural ethos of the location of the stores. It customized the food and beverages according to local tastes and introduced products like tandoori paneer roll, elaichi mawa croissant, etc.

In a span of four years, Tata Starbucks's per store revenue was higher than that of any other coffee chain in the country and the Indian venture was termed as Starbucks's fastest growth story. But there were still a few challenges remaining for the CEO of Tata Starbucks, Sumitro Ghosh, (Ghosh) who

took over the position in December 2015. Though Tata Starbucks' total revenue between March 2014 and 2015 had grown by 80%, Profitability remained a matter of concern with each store making a loss of about Rs.6 million annually on an average.

Starbucks in India: In January 2011, Starbucks Corporation and Tata Coffee announced plans to begin opening Starbucks locations in India. Despite a false start in 2007, in January 2012 Starbucks finally announced a 50:50 joint venture with Tata Global Beverages, called Tata Starbucks Ltd., which would own and operate outlets branded "Starbucks, A Tata Alliance". Starbucks had previously attempted to enter the Indian market in 2007. Starbucks did not cite any reason for the withdrawal.

On 19 October 2012, Starbucks opened its first store in India, measuring 4500 sq ft in Elphinstone Building, Horniman Circle, Mumbai. Starbucks expanded its presence to Delhi on 24 January 2013 by opening 2 outlets at Terminal III of the Indira Gandhi International Airport, and later one in Connaught Place. Tata Global Beverages announced in 2013 that they would have 50 locations by the end of the year, with an investment of ₹4 billion (US\$59 million). However, the company would open its 50th store in India only on 8 July 2014.

The third city of India to get a Starbucks outlet was Pune, where the company opened an outlet at Koregaon Park, on 8 September 2013. Starbucks opened a 3,000-square-foot flagship store at Koramangala, Bangalore on 22 November 2013, making it the fourth city to have an outlet. Starbucks opened its first store in Chennai and 50th store in India on 8 July 2014.

At the Starbucks annual shareholders meet in March 2014, then Tata Starbucks CEO Avani Davda stated, "With 40 stores in four cities (in 17 months) and nearly 1,000 partners, India is the fastest growing market in Starbucks history." Tata Starbucks wanted its stores to be as appealing as possible. Its stores in India were not designed as per the global design template; they were designed in such a way as to incorporate the local tastes of the consumer. Each store brought out the tradition of India and presented them in a modern setting. According to Kenna Giuzio, senior designer for Starbucks, "Each store is thought of as a unique footprint celebrating communities, culture, and rituals, texture, color and craft. We strive to create a familiar, extended living room that's a gathering place for family and friends across all generations to together for coffee."

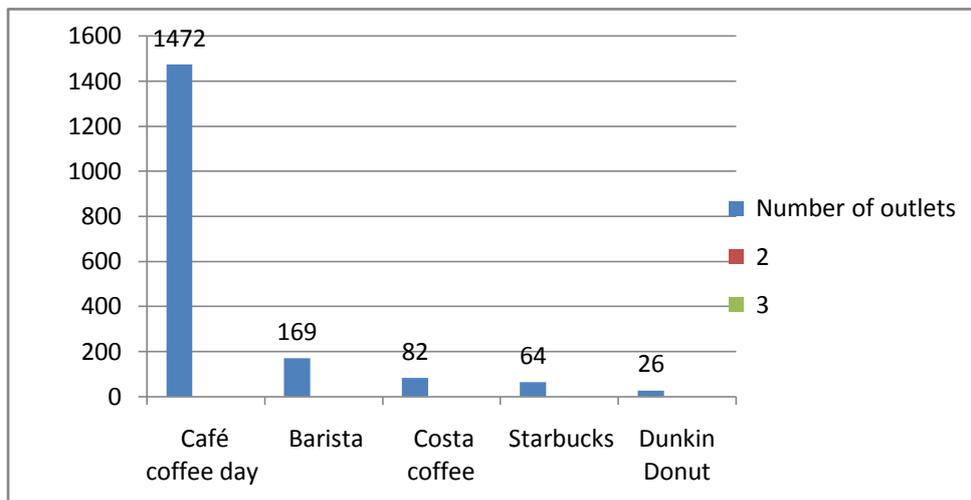
COFFEE CHAIN MARKET IN INDIA

India had been a predominantly tea drinking Country with coffee being consumed more in the southern part of the country. The first coffee house in India was started in the 1930s and by the 1950s these were being run by the workers who formed cooperative societies. As of 2013, India's coffee chain market with 3,200 coffee stores was valued at Rs 18 billion. The profit margin in coffee retail was very low mainly due to the costs associated with real estate and raw materials and the high manpower costs. Many of the coffee chains met with heavy losses- the main reasons why many coffee shops had put their expansion plans on hold and some of them had scaled down their business.. According to Smart Cube, an analytics firm, "India's per capita coffee consumption in 2014 was only 90 grams per person compared to 4 kilos per person in Western Europe."

There are 1800 café's in India, size of the café's chain market is Cr, growth rate of café chain market is 15-18% and space for more cafes in five year is 2700.

Cafe's in India	1800
Size of the café chain market	Rs. 1000 cr
Growth rate of café chain market	15-18%
Space for more cafes in five years	2700

Marketing Strategy: Starbucks’ strategy for India is not without risks. But the world’s largest coffee shop chain is building its position carefully, in a series of well-chosen steps.



Source: (www.blog.sanasecurities.com)

The graph shown in above diagram represents the number of outlets of the various coffee chain companies such as Café Coffee Day , barista , Costa coffee , Starbucks , Dunkin donut.

Starbucks is not the first entrant into India’s Organised coffee market, so does not have any first-entrant advantage. Cafe Coffee Day (CCD) is the market leader, while Barista Lavazza was the first coffee-chain to set up shop. They are priced for the middle-class. Costa Coffee, Coffee Bean and Tea Leaf (CBTL), Gloria Jean are priced for the affluent crowd.

India is traditionally a tea-drinking country, so coffee chains have focused on providing an ambience where people can relax and spend time with each other. This outlet format means higher capital outlay. So what can global brands like Starbucks do to maximize their chances of success in India? Here are some ideas:

CHOOSE A LOCAL PARTNER : Global brands face the dilemma of whether to go solo or tie up with a local partner. Starbucks’ decision to partner up with India’s TATA Global Beverages shows a focus on leveraging multiple benefits.

The TATA Group is one of India’s ethically-driven brands, a perception passed on about Starbucks India as well. The TATA companies also offer scope for backward-linkages. Its Indian partner produces the raw material (coffee beans) in Karnataka.

Backward linkages also hold its Starbucks’ in-store menu. It has contracted catering to TATA’s TAJ SATS, which also supplies to TATA’s premium hotel chain – The TAJ. The TATAs are also invested into the retail sector – with store brands like Westside, Tanishq, Croma, Star Bazaar, etc.

Starbucks can leverage them for knowledge-sharing on Indian real estate, area-specifics, and on tackling real estate bureaucracies. This would help its own expansion blueprint. It also gives scope for store-in-store sales.

CONSISTENCY IN STORE FORMATS

This helps to maintain the unique selling point of consumer ‘experience’, and also to gain economies of scale. Starbucks plans to have the same store format across India, though the size can change based on economics. This is how it operates globally. Starbucks has projected itself as a place to have a likable ‘coffee-house’ experience. Its approach in store format is in contrast to CCD, which has opted for different formats in order to tap the potential demand in any area. CCD has opened few premium outlets based on the location’s client profile. It has also gone for non-store formats like takeaway kiosks and vending machines. But Starbucks might fear that such non-store formats might dilute its brand value, given its positioning.

MEASURED PACE OF EXPANSION

India is a market where a failure to monitor bottom-line has thrown many companies out of gear. In short, a top-line only approach does not work here. This is in contrast to its own strategy in USA and China where it has built scale by opening stores in almost every neighbourhood – being the first port-of-call for coffee by simply being everywhere. CCD’s strategy behind flexible store formats was to ensure there is a CCD café at easy reach at any place. However, it would be interesting to check its average store profitability given its scale.



Source: (www.wordpress.com)

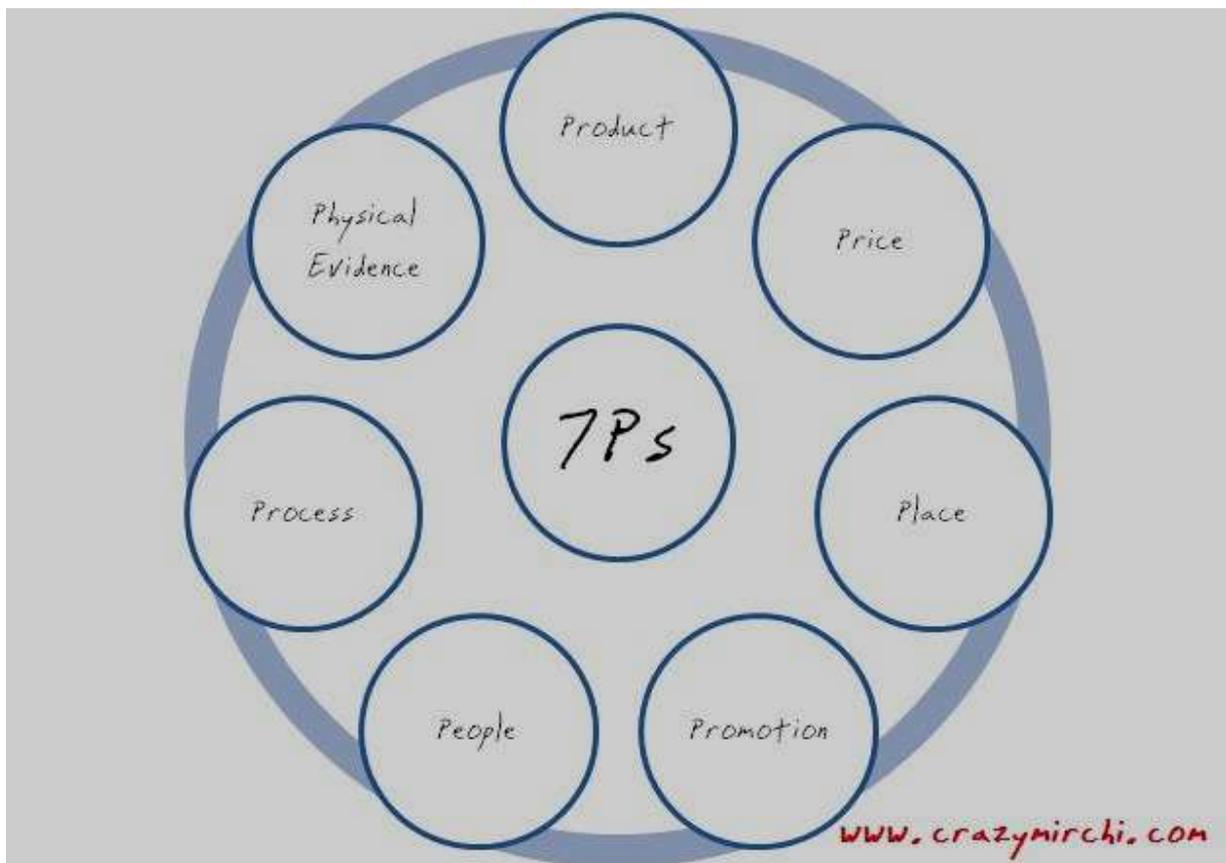
Starbucks India – Marketing Mix of TATA Starbucks India (7Ps)

Starbucks Corporation is an American coffee company and coffeehouse chain founded in Seattle, Washington in 1971 by two teachers and a writer namely English teacher Jerry Baldwin, history teacher Zev Siegl, and writer Gordon Bowker. As of today it operates in more than 23,000 locations worldwide and is the biggest coffee chain in the world in terms of stores hence it is very necessary to understand the Marketing Mix or 7Ps of Starbucks. It has more than 13,000 stores in USA alone.

Starbucks entered India in 2012 with a 50:50 joint venture with Tata Global Beverages to become Starbucks 'A Tata Alliance'. Tata Starbucks opened first store in Mumbai and now they have close to 80 stores in India serving a variety of products in their stores.

Marketing Mix is the strategy tool which we need to study to better understand the product launch or competition.

Let's see the Service Marketing Mix or 7Ps of Marketing of TATA Starbucks India in a step by step manner



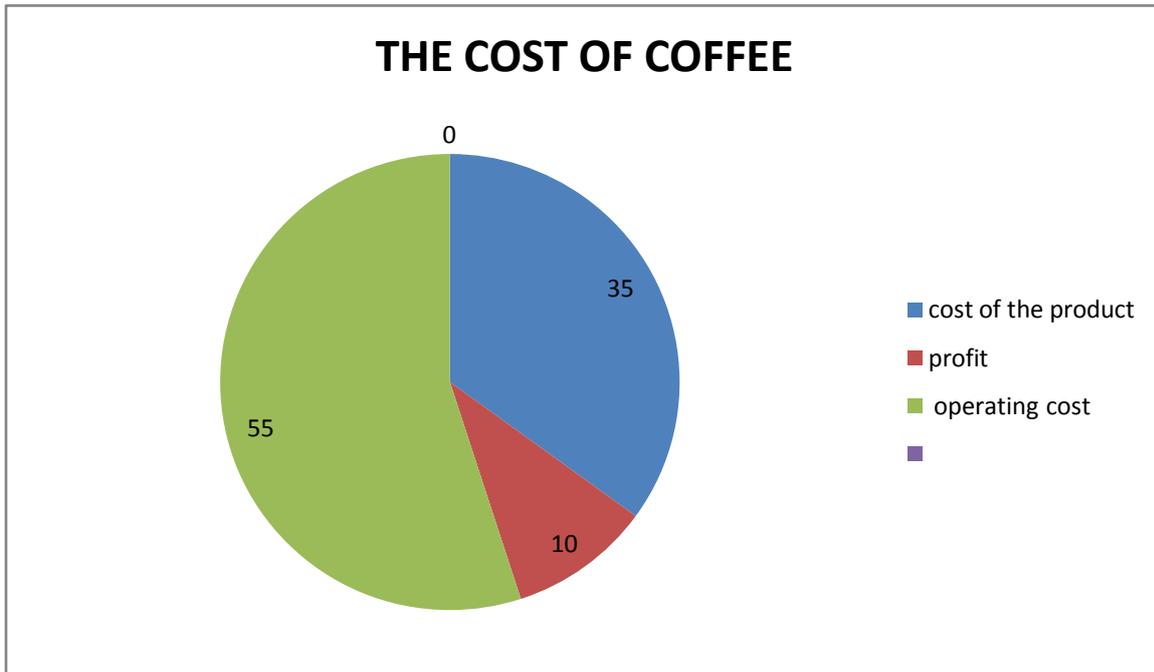
Source: (www.crazymirchi.com)

Products

Starbucks primary product is coffee and it is known for its quality coffee and taste. As it is having a joint venture with TATA Global Beverages, Tata will supply premium Arabica and robusta coffee to Starbucks resulting in a great coffee supply. Indian stores will have a premium supply of roasted Arabica and robusta coffee brands by Tata Coffee Company. This will be a differentiator in terms of premium coffee.

They have their innovative packaging for the products so that it will remain hot for a longer time.

They have variety of coffee in hot, cold along with options for teas. They also offers customization of the coffee by the customers resulting in a variety of options for the customers to choose from.



Source: (wap.business-standard.com)

Price

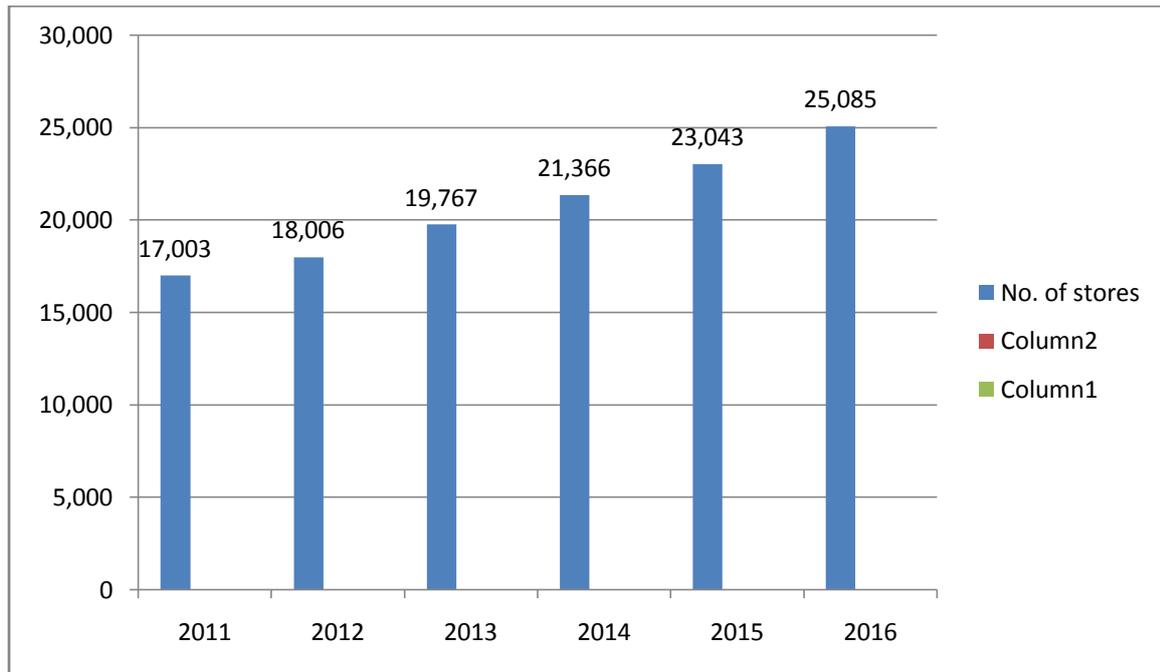
The above bar graph diagram represents the cost of coffee. blue color shows cost of the product that is 35%, red color shows the profit that is 10% and green color shows operating cost that is 55%.

The products are very high priced when compared to its competitors like barista and Cafe Coffee Day. The premium pricing will put a rich positioning to the Starbucks and may pull most of the medium income earners out of the line. The prices are also indicated in the images of the menu above.

Place

Place is the distribution channel of your products. Various distribution channel are available in today's era and you need to decide on the combination of single distribution channel.

Starbucks India has currently approx 80 store in India and they are expanding very aggressively in India



Author’s own table

Source: (www.wikipedia.org)

In the above diagram. The column chart shows starbucks count store from the year 2011 to 2016. no. of stores in 2011 is 17,003 in 2012 is 18,006 in 2013 is 19,767 in 2014 is 21,366 In 2015 is 23,043 and in 2016 is 25,085 .

Promotion

On the front of Promotion Starbucks is not on the big screens and TVCs. They work on a niche segment and do a lot of digital promotion and customer engagement.

My Starbucks Reward Program is a loyalty program by Starbucks in which upon purchase of drink or food above Rs 300 you will get a point and you can redeem a point afterwards.

Website of Starbucks.in has a lot of visitors, they have optimised the website and is resulting in giving direct information to the customers rather than other food website giving information to the customers.

Facebook page of starbucks india has more than 8 lacs likes and is a great engaging platform for its coffee lovers.

Twitter handle of Starbucks India more than 55K followers and people are constantly engaging with the twitter handle

Starbucks Experience is what they are marketing themselves on, they promise to offer a delightful experience when you come to their stores. The Starbucks experience is what markets itself with word of mouth publicity by the customers who are their brand advocates

Innovative LED display:

Before opening in Delhi they have placed a big LED screen outside the unopened store and for the three days leading up to the launch. People who tweet using the Starbucks handle speaking about their passion for coffee will have their tweets flashing on the LED screen in real time.

Partnership with Truly Madly

Starbucks has partnered with TrulyMadly, a popular dating app, to offer singles an opportunity to meet at Starbucks.

On Saturday, February 13, Starbucks, in association with TrulyMadly will celebrate Valentine's Day with 50 chosen couples each in Delhi/NCR, Mumbai and Bangalore for the StarbucksDate evening. All participants have to do is to get the #StarbucksDate badge, share their thoughts and they could win an invite for the special date event.

People

People is our next in 7Ps marketing mix for services. No doubt people is at the core of this marketing mix as it is the people who deliver services whether it is the delivery boy in courier service or a waitress in a fine dine restaurant.

It is very important to keep the people/employee in the positive mood to get the work going. This involves recruiting right people with right set of skills and specially pay them as per what they deserve. A famous saying goes like this " You will get monkeys if you give peanuts".

In India, training counters were set up in Delhi and Mumbai. Starbucks works to get employees to 'muscle memory'—the moment a drink is mentioned an employee knows exactly how to make it without mentally going through the steps. Store managers were sent to Singapore, Malaysia and Thailand for training on the shopfloor.

Process: Process and capacity efficiency is one of the contributors to Starbucks' success. The company's processes are highly efficient, as observable in its cafés. Also, Starbucks optimizes capacity and capacity utilization by designing processes to meet fluctuations in demand. For example, processes at the firm's cafés are flexible to adjust personnel to a sudden increase in demand during peak hours. In this decision area of operations management, Starbucks aims to maximize cost-effectiveness though efficiency of workflows and processes.

Starbucks Coffee's supply chain is global, although majority of the company's coffee beans come from farmers in developing countries. The company's strategy for its supply chain involves diversification of suppliers to ensure stability of supply. Starbucks also uses its Coffee and Farmer Equity (CAFE) program to select and prioritize suppliers

Physical Evidence

The physical evidence in this case is the store itself and as discussed in the place section, the physical evidence or the store is currently 80 in number in India. They provide a great ambience to the customers with free wifi. The Starbucks experience is what is made when you have great physical evidence which the store provides.

What Starbucks did to win Indian Customers

Starbucks and its neighbouring coffee shops may be experiencing an uptick in business. But the same is not true of the quick service restaurant (QSR) sector in India. Though the nation's economy has perceptibly slowed down – GDP growth in the quarter ending in September fell to 5.3%, the lowest in 10 years – this was not reflected in the crowds eating out. Over the past few weeks, however, circumstances seem to have changed. According to Samir Kuckreja, president of the National Restaurants Association of India, growth has slipped from 15% to 10%.

The chain is selling a gift pack of these flavours for about \$6. Close by is premium ice-cream brand Haagen Daz, which entered India in 2009 with banners outside the Delhi outlet that seemed to indicate that Indians weren't welcome. "Exclusive preview for international travellers," read the

banner. “Access restricted only to holders of international passports.” Today, however, Indians and Indian flavours rule the roost at the ice-cream vendor.

Meanwhile, McDonald’s has announced that it will open all-vegetarian restaurants. Subway, too, has started several vegetarian outlets.

Opinion is divided on whether such brand dilution will have a negative impact in the long run. Some say that food is an area where it is very difficult to change habits. The only way to induce customers to try something new is to give it a familiar form. A donut with a rasogolla in the middle may seem a conceptual horror. But it is sure to attract the otherwise parochial Bengali, some observers suggest.

Jagdeep Kapoor, who has written more than 20 books on branding, says that foreign brands have the image. But in this industry, it is also necessary to develop trust. The name and the aura of an American brand are necessary to get the first customers in. But after that, they could well call themselves Jumpin Coconuts, for all the customer cares, he notes. There are other important factors to keep in mind: for example, Indians prefer their food to be fresh.

SWOT ANALYSIS

Strengths

Weakness

CCD		Starbucks		CCD		Starbucks	
Loyal customer base		Successful in China, US, Europe		Failing standards of customer services.		With premium prices it cannot target tier second cities of India.	
Vertical integration		Joint venture with Tata		Comparatively weaker brand.		Presence only in upscale location.	
Affordable prices		Create experience through distinguish service		Comparatively lower salary of employees.		Lower penetration.	
First mover advantage		Store in posh areas					
CCD		Starbucks		CCD		Starbucks	
Increase brand awareness by advertising.		Come up with offers to target youth.		Increase in competition.		Maintaining same service level.	
Tap sophisticated		Come up with innovative strategy.		Increase in complexity of business.		High cost.	

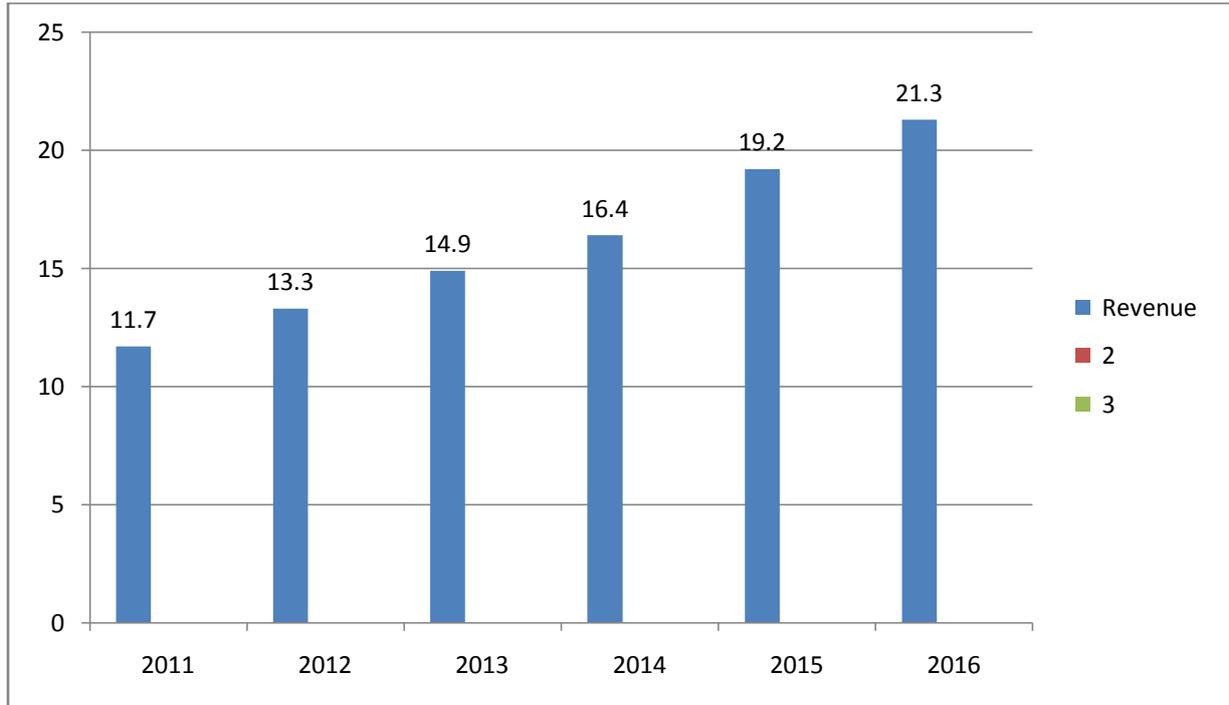
Opportunities

Threats

Source: (www.slideshare.net)

SWOT Analysis 2

Starbucks is a globally recognized coffee and beverages brand that has rapidly made strides into all major markets of the world. The company has a lead over its nearest competitors including Barista and other emerging competitors. Indeed, Starbucks is so well known throughout the western hemisphere that it has become a household name for coffee.



Source: (www.starbucksfinancialreport.com)

The above diagram represents the revenue of Starbucks. According to Swot Analysis, the revenue of Starbucks in 2011 is 11.7 billions, in 2012 is 13.3 billions, in 2013 is 14.9 billions, in 2014 16.4 billions, in 2015 19.2 billions and in 2016 is 21.3 billions.

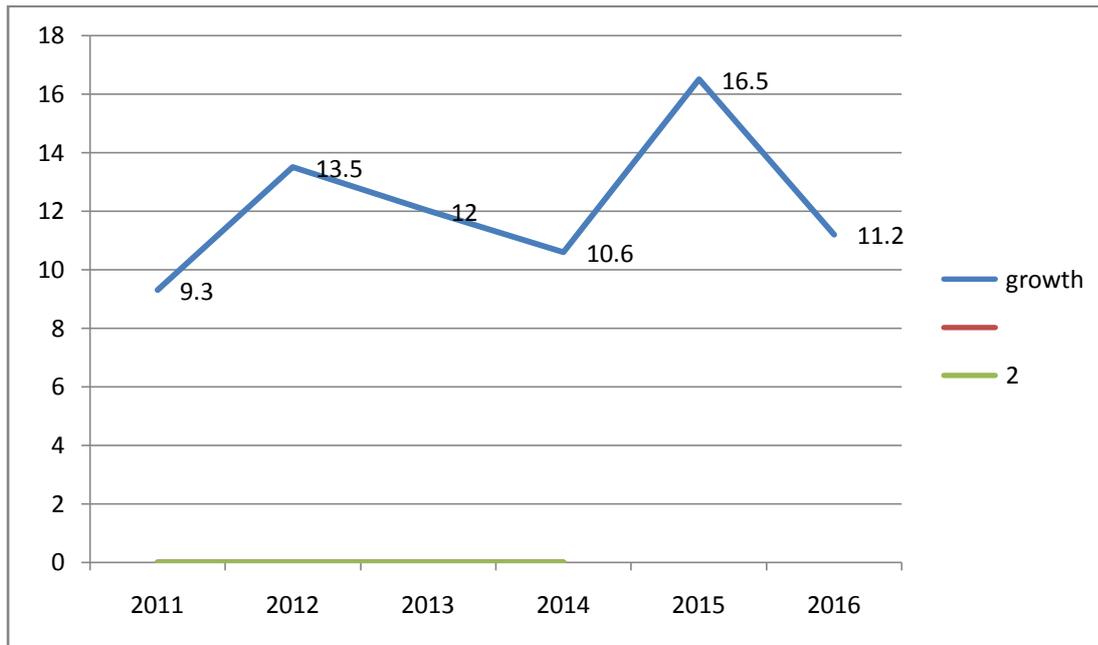
Strengths

- The main strength of Starbucks is its strong financial performance which has resulted in the company occupying the number one spot among coffee and beverage retailers in the world
- The company is valued at more than \$4 Billion which is a key strength when compared to its competitors

Weaknesses

- The company is heavily dependent on its main and key input, which is the coffee beans and hence, is acutely dependent on the price of coffee beans as a determinant of its profitability. This means that Starbucks is overly price sensitive to the fluctuations in the price of coffee beans and hence, must diversify its product range to reduce the risk associated with such dependence.
- The company must immediately diversify its product range if it has to compete with full spectrum competitors like McDonald’s and Burger King in the breakfast segment which is rapidly growing as a consequence of compressed schedules of consumers who would like to grab a bite and drink something instead of making it at home.

Opportunities



Source: (www.stratgicmanagmentinsight.com)

The above diagram of line chart represents the growth of Starbuck revenue. According to Swot Analysis, the growth of revenue in 2011 is 9.3% which had been increase to 13.5% in 2012, in 2013 it had been decline to 12.0%, in 2014 it had been again decline to 10.6%, in 2015 it had been increase to 16.5% and in 2016 it had been decline to 11.2%.

- The company has a huge opportunity waiting for it as far as its expansion into the emerging markets is concerned. With a billion consumers likely to join the pool of those who want instant coffee and breakfast in China and India, the company can expand into these countries and other emerging markets, which represents a lucrative opportunity for the taking.
- The company can significantly expand its network of retail stores in the United States as part of its push towards greater market share and more consumer segments. This opportunity ties in with the other opportunities described above related to the expansion into newer markets.

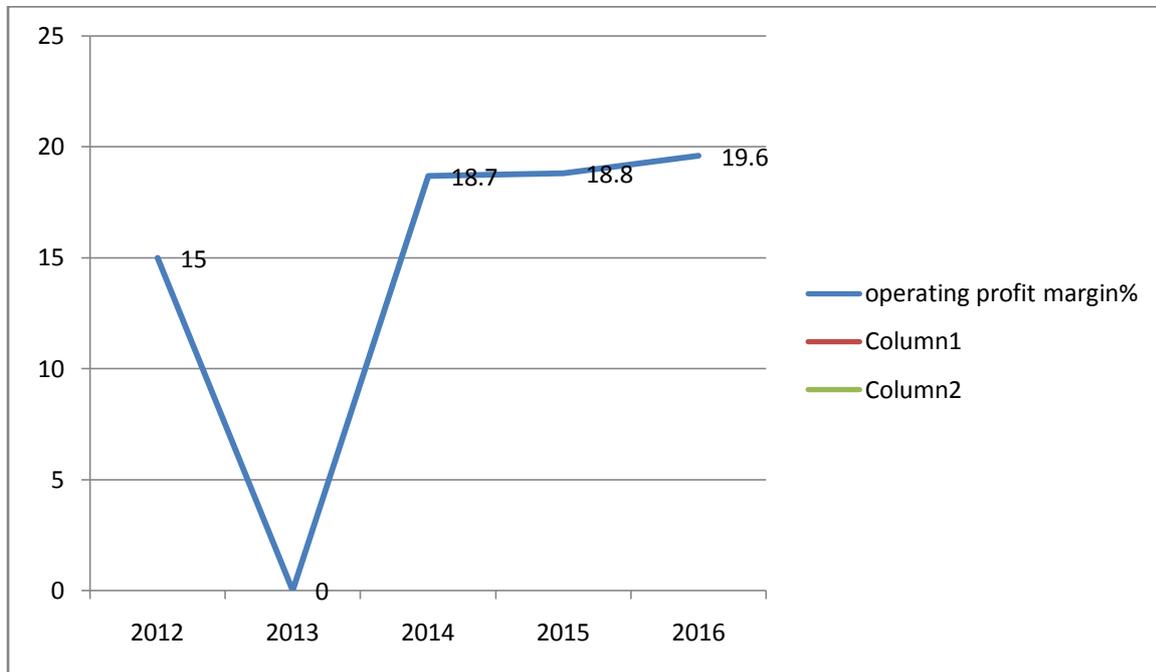
Threats

- The company faces threats from the rising prices of coffee beans and is subject to supply chain risks related to fluctuations in the prices of this key input. Further, the increase in the prices of dairy products impacts the company adversely leading to another threat to its profitability.
- Finally, as mentioned earlier, Starbucks faces significant challenges because of its global supply chain and is subject to disruptions in the supply chain because of any reason related to either global or local conditions.

Profits of Starbucks

Coffee chain Tata Starbucks posted sales of Rs 235 crore in FY 2015-16, registering a growth of 39 per cent on account of its expansion in leading metros.

Operating profit margin 2012-2016



Source: (www.cnbc.com)

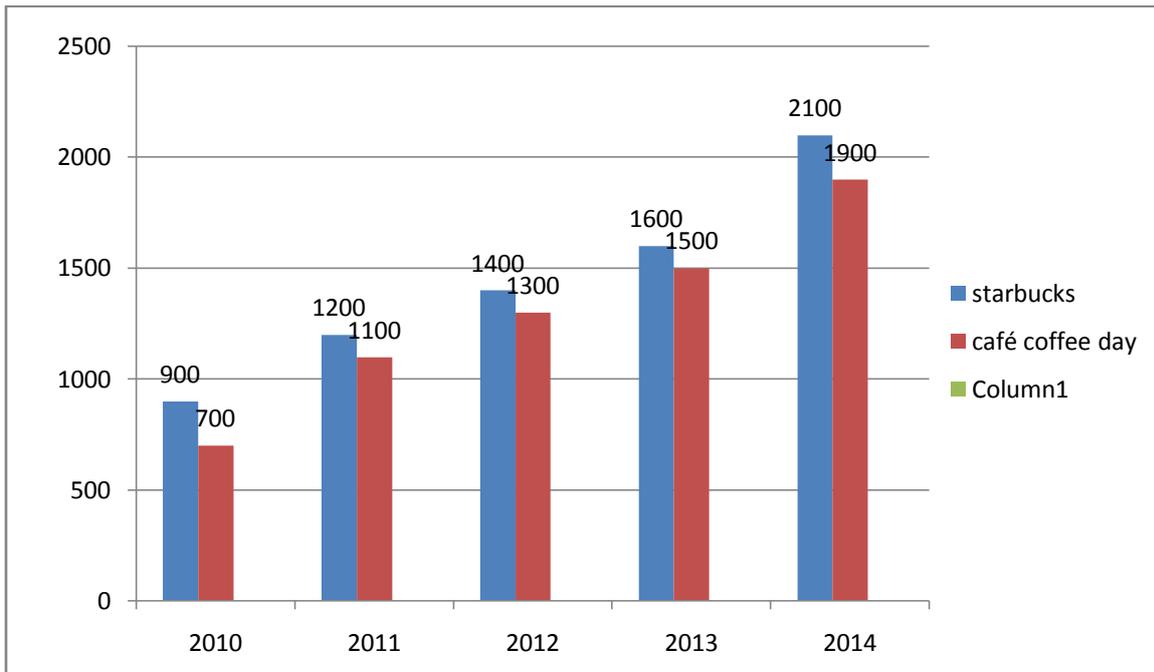
In the above diagram of line chart, blue line represents the operating profit margin in percentage from the year 2012 to 2016. The operating profit margin in 2012 is 15%, in 2013 is 0%, in 2014 is 18.7%, in 2015 is 18.8%, and in 2016 is 19.6%.

Starbucks, the world's largest coffee retailer, posted per-store sales that were more than two-and-a-half times higher than its largest rival during its second full year of operations in India, thanks to its premium pricing and locations that attract more customers. While losses have narrowed, profitability remains a challenge, with each store still losing about Rs 60 lakh annually on average.

Coffee Day Enterprises, which runs the country's top coffeehouse chain, Cafe Coffee Day, had retail revenue of Rs 1,326 crore from 1,538 cafes, or about Rs 86 lakh annual sales per store. Starbucks also overtook Jubilant Foodworks, which had over 930 Domino's Pizza and Dunkin' Donuts outlets and clocked sales of Rs 2,074 crore last year, equivalent to Rs 2.23 crore per store on average. A year ago, Jubilant's Rs 2.3 crore per-store sales was a tad higher than Starbucks' Rs 2.2 crore.

"High sales so far is due to global brand value attached, pricing and increasing economies of scale." In FY15, Tata Starbucks' loss narrowed to Rs 47 cr from Rs 51.8 cr year ago. Over the past year, the coffee chain invested Rs 120 cr to expand India operations.

PROFIT COMPARISION



Source: (www.slideshare.net)

The graph shown in the above diagram compare the profits of Starbucks and Cafe Coffee Day . in the year 2010 the profit attained by Starbucks is 900 and Cafe Coffee Day is 700 . In the year 2011-12-13-14 the profit attained by Starbucks is 1200 , 1400 , 1600 , 2100 and Cafe Coffee Day is 1100 , 1300 , 1500 ,1900. This means profit of Starbucks is more than profit of Cafe Coffee Day.

Conclusion of the Study: Overall Starbucks has maintained a competitive advantage since creating its original blue ocean of bringing quality, bistro-style coffee choices to the masses. In order to stay current it will need to focus on its core competencies and avoid spreading themselves too thin. To avoid competitors such as McDonalds and other coffee chains, they will need to create new value innovation by enhancing the customer experience by investing in online content and interactivity. Rather than creating more new products, we think their strength lies in their brand and by enhancing the connection to their loyal customers, they will separate themselves from McDonalds and others.

Tata Starbucks, a joint venture between Starbucks and Tata Global Beverages, generated total revenue of Rs 171.2 crore in the year ended March 2015, according to its annual report filed with the Registrar of Companies on Monday. That's an 80% jump from the previous year, when it posted sales of Rs 95 crore through 43 outlets.

With 72 stores until March, a back-of-the-envelope calculation shows that each Starbucks shop sold coffee, snacks and merchandise worth Rs 2.38 crore in 2014-15, higher than most other cafes and quick-service restaurant chains. Starbucks didn't comment on the figures.

Starbucks, which opened its first India store in October 2012, now has 78 outlets and its pace of expansion has been a record in Starbucks' 43-year history. The Indian unit of the Seattle-based company added 29 stores in 2014-15 in a market that's been subdued over the past two years with

consumers not eager to spend amid economic uncertainty. Chains such as Yum! Brands - the operator of KFC and Pizza Hut - and McDonald's and Jubilant FoodWorks have reported negative or single-digit growth.

For global coffee chains, including Starbucks, consumers are attuned to a takeaway culture, which helps them add margins at very little cost. In India, however, many officegoers and students go to cafes to relax and spend hours over coffee and snacks. Also, real estate costs in India are high, making it important for retailers that average price realisation per square foot of space.

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A STUDY ON BUDGETING AND ANALYSING BUDGET VARIANCES

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Abstract

Budgeting lies at the heart of business management. “Budgetary planning and control is the most visible use of accounting information in the management control process. By setting standards of performance and providing feedback by means of variance reports, the accountant supplies much of the fundamental information required for overall planning and control.”

The current study tries to explain the properties of budgets by applying Financial Prediction to the real world example.

Key words: Budget, financial planning, control

1.0 Introduction

Budgeting lies at the heart of business management. “Budgetary planning and control is the most visible use of accounting information in the management control process. By setting standards of performance and providing feedback by means of variance reports, the accountant supplies much of the fundamental information required for overall planning and control.”

1- Historically, a budget is simply a forecast of expenditures and revenues for a specific period of time. However, as the structure of businesses has become more complicated, the function, scope, and management of the budget has become accordingly more complex. From its original function as a purely financial document, the business budget is now “generally used as a tool to formulate intelligent decisions on the management and growth of a business venture”

2- Enabling businesses to set priorities and monitor progress toward both financial and non-financial goals. Effective enterprise-wide budgeting is difficult. The problems encountered in what industry analyst firm Gartner Group has called “a painful annual ritual” are considerable. It is not uncommon for line managers and their staff to spend weeks preparing their budget submissions; and for central budget managers or management accountants to spend even more time consolidating, revising and redistributing budget plans. In a 1995 benchmark study, Price Waterhouse reported that budgeting costs large multinational enterprises a median of \$63,000 for every \$100 million of base revenue within finance departments alone. Factoring in the considerable effort spent by multiple budgeting units would increase this cost many times over.

Most budget processes are inefficient, as well as costly. The Price Waterhouse benchmark also found that budget preparation took an average of 110 days from start to finish and reported that profit forecasts varied from actual results by a median of 10 percent.

Budgeting is complicated and difficult because by its nature it is comprehensive and collaborative. According to the European economist Beatrice Loom-Din, “The budget is the sole corporate task that goes in depth and detail through the entire organization.” Here I have discussed the problems

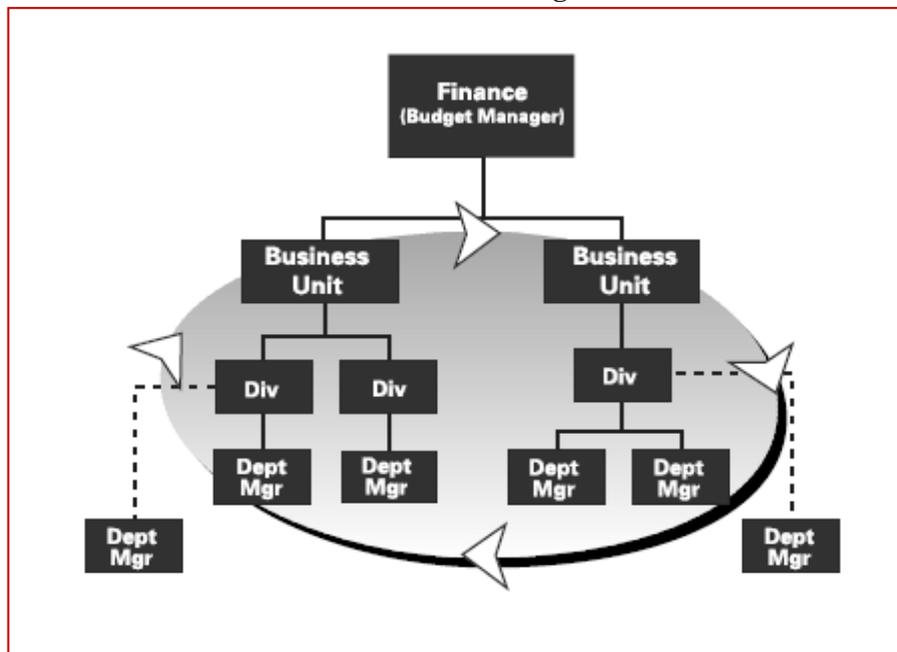
encountered in preparing enterprise-wide budgets and shows how to improving the process and its results.

No single budgeting method prevails in large organizations. Techniques range from traditional methods focused on cost centre accounting, through project and fund budgeting, to activity based budgeting (ABB), which is increasingly popular within service enterprises. The start point for budget creation can be at strategic summary level (top-down budgeting) or come from detailed operational level (bottom-up or zero-based budgeting). In practice most organizations use a combination of techniques, sometimes known as a ‘counter-current’ process. However, despite the range of techniques, most budgeting processes and planning requirements are the same for all companies

Budgeting, by its nature, tends to be:

- Hierarchical, with multi-tiered checkpoints and control levels
- Iterative, with multiple versions and layered consolidations
- Nomadic, with the sporadic involvement of many people, some in remote locations
- Periodic, typically a once-a-year process with multiple re-forecasts
- Mutable, changing business conditions prolong the process

The Nature of Budgets



In itself, budgeting remains a conceptually simple exercise whatever the size of the organization involved or the approach taken; it is the logistics of the process, the path toward credible figures that represents the source of difficulty. “The two major problems in the accounting information itself relate to data collection and information disaggregation.”³ This has serious implications. “It is possible that the lack of use of accounting information is as serious a problem as its misuse, particularly at middle-management level. Line managers will ignore formally produced accounting information when they perceive it to be of little relevance to their tasks.”

The enterprise-wide budgeting process is difficult to manage because it is:

- Detailed, requiring a large volume of data for accuracy
- Distant, often perceived as a finance “dictatorship” with little local relevance
- Dependent, relying on the IT department and supporting technology
- Unpredictable; the number of cycles needed to agree on a budget is unknown and erratic and may lead to significant deadline overruns

Line managers will ignore formally produced accounting information when they perceive it to be of little relevance to their tasks.

2.0 objectives

The main objectives of my project are as followed;

- Know how of Budgeting Process
- The concepts of different budgeting techniques
- To explain the properties of budgets
- Applying Financial Prediction to the real world example
- Introduction to Variance Analysis
- Introduction to different variance analysis models
- Comparative study of Different Bankruptcy Predicting techniques
- Applying these concepts to the real world example
- Having a conclusion for the financial predictions

3.0 Literacy perspective of budgeting

A budget is a management's plan or blueprint, in structured form, which projects or anticipates the desired outcome of financial activity for a specific set of resources, for a fixed period, usually one year. For our purposes, the Annual Operating Budget is divided into two separate components:

- ❖ Estimated Revenues - What are the anticipated sources of revenue and how much can management realistically expect to receive?
- ❖ Appropriations (Budgeted Expenditures) - How much does management expect to spend, and for what purposes are resources to be spent?

A budget acts as the formal process that establishes the authority on how funds are to be collected and spent. Management’s objective is to provide a logical, detailed and realistic spending plan. Once a plan has been decided upon and is formally adopted by the student government/client governing body, the budget acts as an effective management tool by providing a means of identifying and allocating limited resources (Revenues), and monitoring their use (Appropriations or Expenditures).

The budget also is used to help prevent the student government/client from overspending. Budget reports provide management with information on operations, allowing the organization to monitor and control spending and revenue collection while they are in progress. Hence, budgets alone are meaningless unless they are used to motivate responsible action and to direct operations toward accomplishing objectives that have been established by management as desirable.

The budget is the single most important source of financial information. Almost all financial transactions are recorded in the budget. The budget is used to track all cash receipts, encumbrances and cash disbursements, and provides a means of tracking these transactions back to original source documents.

4.0 What is budget?

Although you might not know it, you prepare a budget each time you estimate how much cash you will have left at the end of the month after paying your bills. A budget is a forecast of all cash sources and cash expenditures. It is organized in the same format as a financial statement, and most commonly covers a 12-month period. At the end of the year, the anticipated income and expenses developed in the budget are compared to the actual performance of the business as recorded in the financial statement.

A budget is a document that translates plans into money - money that will need to be spent to get over planned activities done (expenditure) and money that will need to be generated to cover the costs of getting the work done (income). It is an estimate, or informed guess, about what we will need in monetary terms to do over work.

5.0 Why create budget?

A budget can greatly enhance your chances of success by helping you estimate future needs and plan profits, spending and overall cash flow. A budget allows you to perceive problems before they occur and alter your plans to prevent those problems.

Here I will try to cover the basic concepts of budgeting and takes us through the step-by-step process of constructing a budget.

6.0. HOW TO USE BUDGET?

In business, budgets help us determine how much money you have and how you will use it, and help us decide whether you have enough money to achieve your financial goals.

As part of a business plan, a budget can help convince a loan officer that you know our business and have anticipated its needs.

A budget will indicate

- The cash required for necessary labor and/or materials.
- Total start-up costs.
- Day-to-day maintenance costs.
- Revenues needed to support business operations.
- Expected profit.

If the budget indicates that we need more revenue than you can earn, adjust your plans by

- Reducing expenditures (e.g., hiring fewer employees, purchasing less expensive furniture, eliminating a telephone line).
- Expanding sales (e.g., selling additional products or services, conducting an aggressive marketing campaign).
- Lowering profit expectations (usually the least desirable option).

Every business should create a budget before investing money in new equipment or other assets and before signing leases. To ensure your goals can be reached, first put all the numbers down on paper so you can adjust and rework them as many times as necessary. Mistakes are far less costly when made on paper than with actual Dirham.

7.0 Basic budgeting concepts

The three main elements of a budget are

- Sales revenue
- Total costs
- Profit

❖ Sales Revenue

Sales are the cornerstone of a budget. It is crucial to estimate anticipated sales as accurately as possible. Base estimates on actual past sales figures. Once we target sales, we can calculate the related expenses necessary to achieve your goals.

❖ Total Costs

Total costs include fixed and variable costs. Estimating costs is complicated because we must identify which costs will change and by how much and which costs will remain unchanged. We also must consider inflation and rising prices when applicable.

❖ Variable Costs

Variable costs are those that vary directly with sales. One example is the purchase cost of inventory. The more inventories we sell, the higher our purchasing costs; the less we sell, the lower our purchasing costs. Similarly, freight and special packaging costs will vary directly with sales; these costs will not be incurred without a sale.

For example, a store owner pays Dhs.350, 000 for supplies and sells them for Dhs.500, 000. To calculate the cost of inventory purchases as a percentage of sales, the owner divides the amount paid by the amount received in sales ($350,000 \text{ of } 500,000 = 70 \text{ percent}$). This means 70 percent of sales will go to pay for the cost of inventory. If the store owner estimates rupees .600, 000 in sales for the next year, he or she should budget 70 percent of

Rupees s.600, 000, or rupees .420, 000, for inventory purchases .

❖ Fixed Costs

Fixed costs are those that do not change, regardless of sales volume. Rent is considered a fixed cost because it is totally independent of sales activity and, for the duration of the lease, will not change.

For example, a five-year lease with an annual rent of Dhs.24, 000 must be paid even if there are no sales. It doesn't matter whether sales are high or low; the rent is still Dhs.24, 000.

❖ Semi-variable Costs

Semi-variable costs, such as salaries, wages and telephone expenses, have both variable and fixed components. For budgeting purposes, we may need to break semi-variable costs into these two components. The fixed element represents the minimum cost of supplying a good or service. The variable element is that portion of the cost influenced by changes in activity. Examples of semi-variable costs are the rental of delivery trucks and photocopying machines for a fixed cost per month plus a variable cost based on the volume of usage.

❖ **Inflation and Other Adjustments**

A budget will be as good as the numbers used to make it. Therefore, it is important that our estimates and calculations be as accurate as possible.

❖ **Profit**

Profit should be large enough to make a return on cash investment and a return on your work. Our investment is the money we put into the firm when we started it and the profit of prior years that we have left in the firm (retained earnings). If we can receive 10 percent interest on Dhs.25, 000 by investing outside of your business, then you should expect a similar return when investing Dhs.25, 000 in equipment and other assets within the business. When preparing our budget, adding the expected return on investment to our targeted profits. Checking with our trade association, accountant or banker to make sure that the rate of return on your investment is what it should be.

In targeting profits, we want to be sure we are receiving a fair return on your labor; our weekly pay check should reflect what we could be earning elsewhere as an employee.

❖ **Basic Budget Equation**

Sales = Total Cost + Profit

This equation shows that every sales dollar you receive is made up partly of a recovery of your costs and partly of profit.

Realistic Estimates

In calculating an operating budget, you will often make estimates based on past sales and cost figures. You will need to adjust these figures to reflect price increases, inflation and other changing factors.

For example, for the past three years, a store owner spent an average of Dhs.3, 500 for advertising costs. For the coming year, the owner expects a price increase of 3 percent (0.03). To calculate next year's advertising costs, the owner multiplies the average annual advertising costs by the percentage price increase ($3,500 \times 0.03 = 105$) and adds that amount to the original, annual cost, ($3,500 + 105 = 3,605$). A shortcut method is to multiply the original advertising cost by one plus the rate of increase ($3,500 \times 1.03 = 3,605$).

If your business is a new venture and has no past financial records, rely on your own experience and knowledge of the industry to estimate demand for and costs of your product. You may need to enlist the assistance of a professional accountant or business consultant. If your budget is to be helpful, you must use realistic estimates.

8.0 Before We Develop the Budget

Something we should not do when we are developing a budget is making it up as we go along. As with most good practice in managing an organization, good practice in budgeting involves clarity of purpose, detailed planning and considerable thought. Among the questions we should be asking themselves throughout the preparatory budgeting stages, and while we are actually developing the budget, are:

- Could we have spent less last year and still achieved the same results, or better?
- Have we wasted money in the past? If so, can we avoid doing so in the future?

8.1 Now look at:

- What is a budget, who should be involved in budgeting, and why do we budget?
- The operational plans
- Estimating costs
- Sources of finance.

These are all issues that we need to address before we begin developing budget. They are an extension of the planning process on which all budgeting is based.

8.2 A budget is not:

1- Written in stone, where necessary, a budget can be changed, so long as we take steps to deal with the implications of the changes. So, for example, if we have budgeted for ten new computers but discover that we really need a generator, we could buy the computers and purchase the generator.

2- Simply a record of last year's expenditure, with an extra 15% added on to cover inflation which is every year different. Organizations need to use the budgeting process to explore what is really needed to implement their plans.

3- Just an administrative and financial requirement of donors. The budget should not be prepared as part of a funding proposal and then taken out and dusted when it is time to do a financial report for the donor. It is a living tool that must be consulted in day to day work, checked monthly, monitored constantly and used creatively.

4- An optimistic and unrealistic picture of what things actually cost. Don't underestimate what things really cost in the hopes that this will help we raise the money we need. It is better to return unspent money to donors than to beg for a .bit more. So we can complete the work.

8.3 Two key questions we should be able to answer the about budgeting are:

- 1- Why budget? And
- 2- Who should be involved in budgeting?

9.0 Why budget?

9.1 Why is it important for an organization, project or department to have a budget?

The budget is an essential management tool. Without a budget, we are like a pilot navigating in the dark without instruments.

- 1- The budget tells us how much money we need to carry out our activities.
- 2- The budget forces us to be rigorous in thinking through the implications of our activity planning. There are times when the realities of the budgeting process force we to rethink our action plans.

3- Used properly, the budget tells us when we will need certain amounts of money to carry out our activities.

4- The budget is a basis for financial accountability and transparency. When everyone can see how much should have been spent and received, they can ask informed questions about discrepancies.

5- We cannot raise money from donors unless we have a budget. Donors use the budget as a basis for deciding whether what we are asking for is reasonable and well-planned.

10.0 Who should be involved in budgeting?

Budgeting is a difficult and responsible job. The organization's ability to do what it has planned to do and to survive financially depends on the budgeting process.

10.1 Whoever does the budgeting he must?

1- Understand the values, strategy and plans of the organization or project;

2- Understand what it means to be cost effective and cost efficient

3- Understand what is involved in generating and raising funds.

To ensure we have all these understandings, it is usually a good idea to have a small budgeting team. This may only mean that one person does a draft budget which is then discussed and commented on by the team.

Where staffs are competent to take full responsibility for the financial side of the organization or project, the following would normally be involved in the budgeting process:

1- The Finance Manager and/or Bookkeeper;

2- The Project Manager and/or Director of the organization or department.

Where staff lacks confidence to do the budgeting, then Board members can be brought in. Some Boards have a Finance Committee or a Budget Sub-Committee. It is a good idea to have someone on the Board with financial skills. S/he can then help the staff with budgeting.

The budget is the business of everyone in the organization. At the very least, senior staff should understand the budget, how it has been drawn up, why it is important, and how to monitor it.

Where an organization has branches and/or regions, or several departments, then each branch, region or department should draw up the budget for its own work. These budgets then need to be consolidated (put together) in an overall budget for the organization. Each branch, region or department should be able to see how its budget fits into the overall budget, and should be able to monitor its budget on a monthly basis. Financial monitoring works best when those closest to the spending take responsibility for the budget.

11.0 The Operational Plans

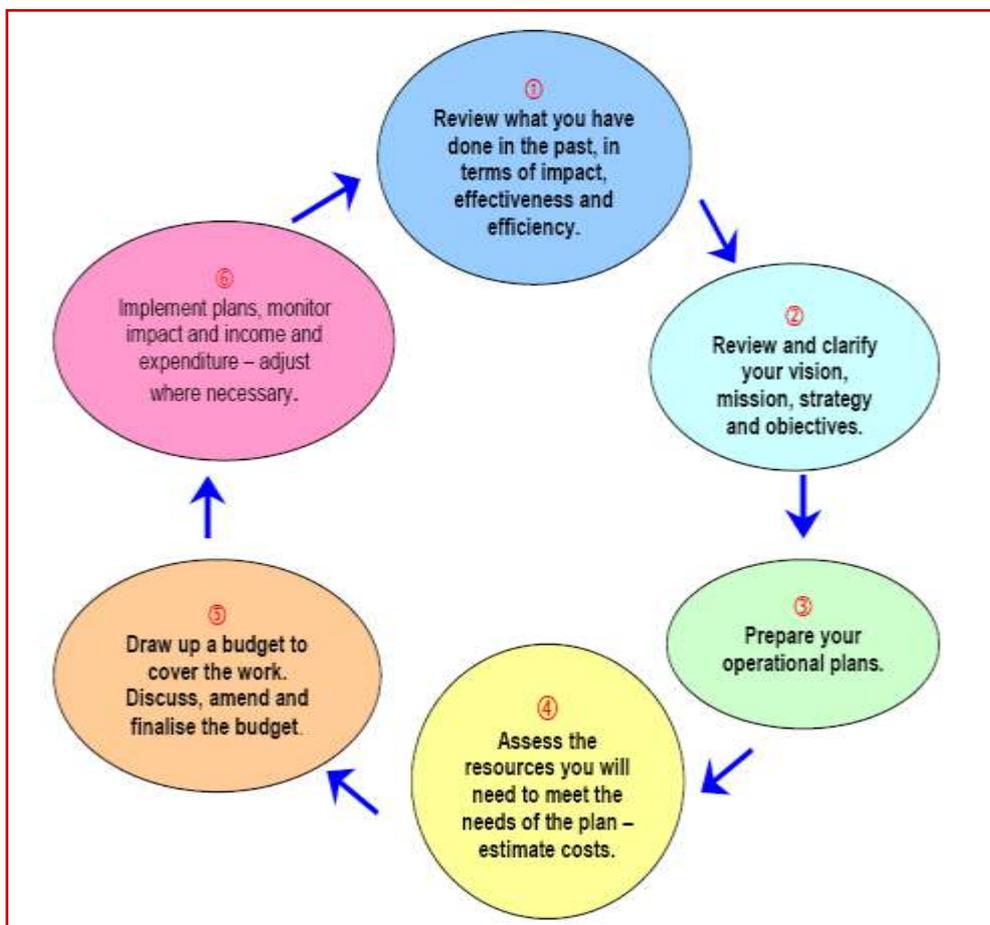
The operational plans are the plans for the actual work. They are also called action plans or business plans. In a normal planning cycle, the organization or project will begin with a strategic planning process. Here we look at the problem that needs to be addressed and the specific role of the organization or project in addressing it. This then is related to what actual activities need to be undertaken to achieve the planned impact. This is the operational plan and it is the operational plan that needs to be coasted. We cannot prepare a budget until we know what it is we are planning to do.

Operational costs will only be incurred when we do the actual work. They are also known as direct costs.

We may ask whether we can't we at least prepare a budget for the costs we know we will have anyway, like rent, telephone, stationery. Before we get into strategic planning?

The answer is no. The overhead costs should be dependent on what we intend to do. So for example, if we decide to focus our activities in the rural areas, we may decide we need much smaller offices in the urban area that has been our traditional work base. The overhead or core costs are affected by the operational plans.

The planning cycle should look something like this:



12.0 Estimating costs – categories

The cost estimate is what helps we determine realistically what it will cost to implement the operational plan.

When we carry out the plans we will probably need to make use of a wide range of inputs. Inputs include people, information, equipment, skills. Most of these inputs will have a cost attached to them. These are the costs we need to estimate in order to develop a budget.

Careful cost estimation helps in the following ways:

- 1- It helps we develop an accurate budget; and
- 2- It helps us to monitor and control the actual costs of carrying out activities.

The costs we need to estimate fall into the following categories:

12.1 Operational Costs: the direct costs of doing the work e.g. the cost of hiring a venue, or of printing a publication, or of travelling to the sites where fieldwork needs to take place. Here we would include materials, equipment, transport and services.

12.2 Organizational costs: (also called core costs). The costs of the organizational base, and includes management, administration, governance. Once we have decided on the best organizational set-up to support the operational plans, we will incur the organizational expenses on a regular basis. Even if we do not carry out the plans or have activity levels as high as we had hoped.

So, for example, if we hire premises for four projects but only manage to carry out two, we will still have to pay rent for the extra space. If we have hired a full-time receptionist on the same belief, we will still have to pay her salary, even if she is under-utilized.

12.3 Staffing costs: These are the costs for the core staff. The people involved in management, the people doing work that cuts across projects. (These costs can be included as a category under organizational costs.) These costs include their salaries and any benefits such as medical aid or pension fund payments for which the organization is responsible. We can charge staff costs out to the various projects on which the staff members work. So, for example, if the Publications Officer is going to spend half her time working on publications for a particular project, then we can include half her salary and benefits in the costing for the project.

If the Director is going to spend 15% of her time providing management support to the head of the same project, then 15% of her time and benefits can also be charged to the project.

12.4 Capital costs: These are costs for large investments, which while they may be necessary because of a project or projects, will remain organizational assets even after the projects are over. Vehicles and equipment such as computers and photocopiers fit here. They may be used by all projects, or they might only be required for a specific project. Depending on how we intend to use the equipment, we might budget for it under operational costs or under organizational costs.

13.0 Why does it matter which category we choose to estimate the costs under?

Because many donors prefer to fund operational costs (or, as they sometimes put it, direct project costs) rather than core organizational or staffing costs.

13.1 Frameworks for Estimating Costs

Note: Depending on the needs of the organization or project, the headings may be a bit different. This should give us some guidelines.

13.2 Estimating Operational Costs:

	Unit cost	Quantity	Total cost of item
<ul style="list-style-type: none"> ▪ Materials ▪ Equipment ▪ Services ▪ Transport 	<p><i>The unit cost is the cost of a single item, or one unit.</i></p> <p><i>e.g. Cost per day, per kilometer, per person.</i></p>	<p><i>This is the number of units (how many) you will need for the activity. e.g. 200 training packs, 130 days of trainers' time.</i></p>	<p><i>Multiply the total number of units by the unit cost.</i></p>
Total cost for Activity			The sum of all the individual costs

13.3 Estimating Organizational Cost:

	2003	2004	2005
Management: Salaries/benefits: Donor liaison: Governance liaison: Public relations: Fundraising: Human resourcing:			
Administration: Salaries/benefits: Equipment: Software: Stationery:			
Governance and organisational development: Board meetings: Organisational processes: Resource centre:			
Overheads: Office rental: Electricity and water: Insurance: Maintenance: Legal fees and audit fees:			
Annual totals:			
Total:			

14.0 Where Does The Income Budget Come From?

14.1 Where does the money come from?

In the toolkit on developing a financing strategy there are many ideas about how an organization can generate income. Writing a funding proposal, there are many ideas about how to relate to donors and how to prepare a funding proposal that does the job raising money for the work.

Here I want to look at how we go about including income in the budget.

14.2 What sorts of categories should be included in the income budget?

This will depend on the usual, or planned, sources of income generation. Some possible broad categories are:

- 1- Promised donations
- 2- Probable donations
- 3- Possible donations
- 4- Income generated from sales
- 5- Income generated from services
- 6- Subscriptions
- 7- Membership fees
- 8- Special events
- 9- Investments
- 10- Campaigns.

In the budget we make reasonable estimates of the income we can expect to generate from each category specified. These will serve as targets for the income generation.

While budgeting depends to a certain extent on the particulars of the organization or project, there are certain guidelines which apply across projects and organizations.

15.0 Budgeting Rules

These are not rules that are fixed for all time. They offer some guidelines that will help we deal with common situations.

15.1 It is usual for long-term projects and organizations to prepare a budget which makes projections for several years at a time. While it is usually only the budget for the forthcoming year that is really quite accurate, the projections for the following years gives some indication of the levels of funding that are likely to be needed. Some allowance is usually made for inflation for subsequent years, as well as for the anticipated activities which may differ from the first year. A three-year budget should be based on a three-year plan.

15.2 Contributions in kind (not money, but goods) should be included as a note to the budget (for more on notes see the consolidated budget in the examples). Although they are not part of the budget, they reduce budget costs and so should be indicated. This includes the contribution made by volunteers in the form of sweat equity.

Some costs that need to be estimated but that often get forgotten:

- Start-up costs for a new organization or project, such as large-scale recruitment, moving in, building alterations, launching the project or organization.
- Research and development consultation, needs assessment, planning processes.

- Democracy and governance establishing the structures, recruiting for them, getting a constitution developed and accepted, training members of voluntary structures.
- Marketing or public relations building a professional image.
- Replacement of capital goods.
- Monitoring and evaluation costs for projects.

15.3 Estimates are informed guesses, not just guesses. Does the homework, get quotes, phone around to arrive at a likely cost? Check any figures we have from previous years that may provide helpful information. Note down any price increases we already know about (e.g. a salary increase of 10% may have already been agreed.) Make notes of any unusual expenses that are likely to occur (e.g. moving the offices). A few dollars may not seem a big amount, but multiplied many times over this kind of discrepancy can make a big difference in the budget.

15.4 Keep the notes! As we plan the budget and make decisions about how we will estimate costs, keep the notes handy so that we can go back and check where the amounts came from. We may, for example, work out the workshop costs on the basis of a certain amount for photocopying, based on an estimated per page cost. When, a year later, the costs are higher than anticipated, we should go back to the notes.

See where the discrepancy comes in. Or, in another scenario, a donor makes ask us to explain how we arrived at the cost per participant for workshops.

For the own management purposes, break the budget for the forthcoming year into a monthly budget. This will help us when we are watching the cash flow. It will also help us to pick up variances.

16.0 Defining the Line Items

Line items are the actual items listed in the budget. So, for example, under the category training costs, stationery might be a specific line item. Under the category governance, training for Board members may be a specific line item.

It is up to us to decide what the categories will be and to decide what the line items under each category will be. So, for example, one organization may include governance under management, and donor liaison under fundraising, while another may have them as separate categories or line items.

16.1 How do we decide which categories and line items we should use in the expenditure budget?

16.1.1 If this is the first time we have done a budget, begin by listing all the items that are going to cost the organization or project money. Later on, we will have some idea of the categories and items that make sense for the organization or project so we will be able to take short cuts when we list the line items.

16.1.2 Once we have the list, group things into categories according to the emphasis we put on categories in the management practices. So, for example, if we, as management, think it is important to keep track of training costs, then training costs would be a category.

Items such as stationery, venues, printing costs, food, accommodation, transport, trainers, and fees and so on would be line items under that category. However, perhaps the organization does not do much training and only intends to run one training course as part of a bigger project. Then the category might be Project X, and training course might be one line item.

16.1.3 Think in terms of cost centers. A cost centre is a grouping of activities that make a coherent financial unit. So, for example, each project within the programmed might be a cost centre. We then budget both income and expenditure for that cost centre and keep the financial records in terms of cost centers. This enables us to assess each project, department or unit financially. If we opt for a cost centre approach, the cost centers will determine the main categories under which we list line items. If we go this route, then the directorate would be a cost centre and so, for example, would train or publications or resource centre.

16.1.4 Sometimes it is possible to work out how much a category of expenses is costing even if that category has not been listed as such, and the item is reflected as a line item under a number of categories. So, for example, we may not have a category transport, but if we want to know how much transport is costing the project or organization, we can add up the transport line item listed under several categories.

16.1.5 If we plan to raise funds to cover a particular category, then, obviously, that category needs to be distinct in the budget. So, for example, if we want to raise money for capacity building in communities, then we need a category in the budget that is headed .Capacity building in communities. Under it there might be line items such as workshops, fieldworker salary, and transport and so on. The budget notes would explain how we arrived at the workshops amount.

16.2 How do we decide which categories and line items to include in the income budget?

Look at the section on where does the income budget come from? These are the possible categories; we could have for the income budget. Under a category such as sales we might have line items such as training, publications, craftwork, depending on what we sell.

Under possible donations we might have line items such as tin collections, campaigns, direct mail appeals, donors and so on.

17.0 Different Kinds of Budgets

In addition to the main working budget, what we realistically expect to generate or rise, and how this will be spent. We can also have some what if the budget options. What if. Budgets allow us to prepare for the unexpected whether it is good or bad.

17.1 The what if Budgets could include:

17.1.1 A survival budget. This is the minimum required in order for the organization or project to survive and do useful work.

17.1.2 A guaranteed budget. This is based on the income guaranteed at the time the budget is planned. Usually the guarantees are in the form of promises from dynodes. However, unexpected situations,

such as a donor grant coming through very late, may make it necessary to switch to the survival budget.

17.1.3 An optimal budget. This covers what we would like to do if we can raise additional money. Once extra money comes in or is promised, it becomes part of the working budget.

18.0 Different Budgeting Techniques

The two main techniques for budgeting are incremental budgeting and zero based budgeting.

18.0.1 Incremental budgets are budgets in which the figures are based on those of the actual expenditure for the previous year, with a percentage added for an inflationary increase for the New Year. This is an easy method that saves time but it is the lazy way and is often inaccurate. This budgeting technique is only suitable for organizations where each year is very similar to the previous one in terms of activities. Very few dynamic organizations or projects are so stable that this budgeting technique really works for them.

18.0.2 In zero based budgets, past figures are not used as the starting point. The budgeting process starts from scratch with the proposed activities for the year. The result is a more detailed and accurate budget, but it takes more time and energy to prepare a budget in this way. This technique is essential for new organizations and projects, but it is also probably the best route to go in a dynamic organization that is proactive in taking on new challenges.

19.0 Some Budgeting Issues

19.1 Budgeting Price Increases

19.1.0 How do we allow for price increases in the budgeting process?

Budgets are prepared in advance. There are likely to be price increases between the time of preparation and the time when the amount is spent or received. Take this into account when we do the budgeting by estimating what the costs or value will be when the expenditure is made or the income received.

If there is likely to be an increase in costs then make sure that we also estimate for an increase in what we charge in fees for services or in sales of products. We need to keep the calculations for the budget because some donors may be willing to provide a supplementary grant if we can show clearly that we calculations thee based on a smaller rate of inflation than actually proved to be the case.

19.2 The Level of Detail Needed

19.2.0 How much detail do we need to include in the budget?

This is not a simple question to answer. On the one hand, the less detail we give, the more flexible we are. On the other hand, leaving the budget too open makes it less useful as a management tool. This does not mean that every single thought and detail should be included in the budget line items. So, for example, we could have a global amount for training under a project, provided that we have the own

notes on how we arrived at the amount. In general, however, the detail, while it may restrict us in negotiations with donors, provides us with useful management information.

One way to deal with this is to have different versions of the budget for themselves and for donors and potential donors. The donor version would be more flexible and less detailed, and the management version so less.

In general, the donor version should follow the guidelines provided by the donor agency for how it wants us to present the budget. If the agency does not have written guidelines, speak to the project or desk officer who deals with the area of work and asks for advice on how to prepare the budget.

The management budget is translated into the bookkeeping system and, to the degree that the budget is detailed, the bookkeeping system will be detailed and will be able to provide we with valuable information about where and how we are spending the money or generating income.

19.3 Contingency Amounts

A contingency amount is an amount that we put aside to deal with unforeseen events. While budgets should be informed guesses, there is still an element of guessing in them. The future is uncertain and organizations and projects have to survive in uncertain times. Because of this, some organizations allow for a contingency line item in the budgets usually about 10% of the overall annual budget.

However, many donor agencies do not like this and refuse to fund a contingency line item, possibly because they believe that organizations and projects should be more accurate in their budgeting. One way to deal with this is to build contingency amounts into the major line items in the budget, allowing for an additional 10% over and above the calculations.

19.4 Budgeting Income Generating Projects

19.4.0 How do we budget for a project that not only costs money but also generates income for the organization?

An example might be a training course for which we charge and from which we expect to make a profit over time. In the overall budget for the project or organization, we could include the costs in the line items reflecting expenditure, and the income in the line items reflecting income. However, for management purposes we will want to be able to monitor in greater detail than this in order to establish at what stage a break-even point is reached. The bookkeeping records should be set up in such a way as to make it easy for management to access this information.

19.5 Timeframes

Organizational budgets (for the whole organization) are usually calculated for a year at a time (based on the financial year of the organization). This also applies to ongoing departmental budgets. Once we have an annual budget, it is best to break it down into months, for management purposes. A monthly breakdown facilitates monitoring

When we present a budget that covers several years, make sure that this budget is based on a medium-to long-term plan, and is not simply an uninformed guess.

Budgets for specific, time-bound projects may be calculated for the whole life of the project. For monitoring purposes it is probably best to break this overall project budget into years (where the project runs over several years). We may then also decide to break it up into months.

19.5 The Budget

It is useful to think about the process of drawing up a budget in steps. By now I have already gone through the first three steps as part of the preliminary work for developing the budget:

19.5.1 List the items on which we spend money. We will know what these are from the action planning process. Group the items under headings or cost centers.

19.5.2 Estimate the unit cost of the line items and then the annual costs.

19.5.3 List the likely sources of income or revenue. Categorize them. This is the basis of the income budget.

Now we have all the data and are ready to begin putting the budget into a budget format.

The remaining steps are:

- 4- Prepare the budget format.
- 5- Do the addition.
- 6- Add in notes to explain items that may not be clear.
- 7- Get feed-back on the budget.
- 8- Finalize the budget.

20.0 Budget Format

The budget can be prepared using an ordinary word-processing programme. If we have access to a spreadsheet programme such as Lotus 123 or Excel, and we know how to use them, this will make the task easier. But it is not essential.

The budget format must make allowance for both the income and the expenditure to be reflected. Go to the example of a consolidated budget to see how this is done there. The budget format should reflect the categories and line items we have decided are important for the organization or project.

The budget format for an organizational budget should allow us to put in projected amounts for about three years, as in the example of the consolidated budget.

The format must also allow for sub-totals and for a total expenditure and a total income amount. The format we use for a donor may be different from the format we use for the own management purposes. In the example of the consolidated budget, we will find a management version, rather than a donor version. For most donors, we will be able to simplify to some extent. So, for example, we might put all sales under income into a global amount under the line item sales. I have done the more detailed budget because I believe that it is the management version that is most important.

The difference between the budgeted income and the budgeted expenditure shows us whether we are likely to have a deficit (too little money) or an excess (more than we need). If there is a large deficit, either we need to cut down on expenditure or to raise or generate more money. If we have a large excess then we probably need to adjust the amount that we are asking from donors. Donors are usually not keen to fund a surplus.

However, if we are trying to establish a capital fund for investment, then we need to explain this to donors and ask them if they are prepared to make a contribution in the interests of long-term sustainability of the organization.

21.0 Addition

It is now time to insert actual costs into the budget. If we have already done the preliminary estimating work this should not be difficult.

1- Fill in the amounts we have estimated for each line item in the budget, across the three years. Use the estimates and be careful to get the amounts right. Be sure that the working notes will enable us to justify any amount if we are asked by a donor or a Board member to do so.

2- Add up the sub-totals. Check them.

3- Add up the overall totals. Check them.

4- Calculate whether we have a surplus or an excess. Decide how we are going to handle this situation.

22.0 Notes

In the budget, we should include some notes. These should explain amounts or line items that may puzzle a donor or a board member or another member of the staff or management team. Anticipate questions that they may ask and use the notes to make explanations. We do not need to litter the budget with notes, but where something may well be puzzling, explain in a note. This will save us time responding to queries.

In the example of the consolidated budget we will see that the notes are given separately, but with a reference in the budget. So, for example, there is a note that explains why the cost of transport in Training goes down in Year 2. We could have a note explaining that a company or government agency was providing an in-kind donation, hence a particular line item was less than one would normally expect. We could have a note referring to salary increases and organizational policy on these to explain the rise in salaries over the three year period.

The point of including notes is to make the budget clearer and more transparent, and to pre-empt questions. Read the budget as if we were a possible donor. This will help us identify where notes will be helpful.

21.0 Feedback

Once we have written the budget, checked the addition and put in the explanatory notes we think are necessary, it is time to get feedback.

21.1 From whom should we get feedback?

- 1- From the people who worked with us on drawing up the budget.
- 2- From others in the project or department.
- 3- From the finance department, accountant or bookkeeper.
- 4- From the Director (unless we are the Director).
- 5- From the Board or the Finance Sub-Committee or Budgeting Sub-Committee of the Board.

21.2 What do we need feedback on?

- 1- On the categories and line items have everything that needs to be included been included?
- 2- On the notes do they explain everything that needs a special explanation?
- 3- On the addition is it right?

22.0 Finalise

Once we have feedback, make necessary adjustments to the budget, check the calculations once again, and finalise the budget.

Finalising the budget does not mean filing it away and never looking at it again. Once the budget is finalised, it is time to implement it both in terms of generating the necessary income and carrying out the activities that incur expenses. The budget gives us a basis for monitoring the work financially and that is what is dealt with in the next section on monitoring the budget.

23.0 Monitoring the Budget

The budget is the most important tool we have for monitoring the finances of the organization, project or department.

23.1 We use the budget to:

- 1- Monitor the income and expenditure to see whether or not we are on target;
- 2- Report how we are doing financially to the staff, board and donors;
- 3- Do cash flow projections;
- 4- Make financial decisions.

24.0 Budgeting For Monitoring

Budget monitoring is used to measure how closely an organization is meeting its objectives in terms of its finances. Comparisons of actual income and expenditure against the budgeted income and expenditure need to be done regularly. To do this, we need to be able to prepare a variance report. This shows we, month by month, where we are over-spending, under-spending or on target. In order to be able to do a variance report and in order to be able to do cash flow projections, we need to break the overall budget up into a monthly budget.

The monthly breakdown is what gives us the management tool. For an example of a monthly breakdown of a budget, go to the example of a monthly breakdown.

25.0 Reporting Against Budget

The purpose of reporting against the budget is to show those to whom we are accountable, or those who are involved in the work, whether or not we are doing the work stipulated and whether or not we are going to have the resources we need to complete the work. When we report against the budget we are reporting on how close the financial planning has been to the actual financial performance.

The variance statement compares the expected income and expected expenditure with the actual income and expenditure. The variance statement gives us an overview of what has happened in the reporting period (one month, three months etc). It also gives us an overview of financial performance for the year thus far (year-to-date). A variance statement shows we whether there are any trends that are developing in financial performance about which we should be aware. It gives us the opportunity to take action to correct problems.

So, for example, if the variance statement shows us that we are repeatedly spending too much on stationery each month, we could:

- 1- Keep a tighter control over the stationery;
- 2- Recognize that we have under-budgeted on stationery and either shift some money from somewhere else in the budget to stationery, or try to raise or generate more money to cover the anticipated shortfall.

The important thing is that we will be aware that all is not right and be able to take remedial action before the problem gets out of hand.

Spending too much is not the only problem. Sometimes when we spend too little we also have a problem. So, for example, an organization that finds it is way under budget on training expenses may identify the problem as being too little activity in the Training Department. This may require re-planning for the rest of the year to ensure that targets are met.

When we report to the department, the superiors in the organization and the board, we need to do so on the basis of a variance statement.

Now we will see a useful format for a variance statement. Whenever we have a variance of 10% or more (either too much or too little), we need to look for an explanation and, if necessary, to take remedial action.

25.1 Variance statement format:

		This reporting period		Year-to-date	
		Budget	Actual	Budget	Actual
Inco me	Sales				
	Consulting				
	Cost recovery				
	Interest from investment				
	Donations				
	Total income				
Exp endl ture	Project 1				
	Project 2				
	Directorate				
	Operational costs				
	Organisational costs				
	Staffing costs				
	Total expenditure				

26.0 Watching the Cash Flow

The cash flow forecast is a tool that allows us to anticipate the expected income and expenses on a monthly basis. It maps out how money will flow into and out of the bank account. By watching the cash flow, we can identify when we may not have enough money in the account and take remedial action. The map we need is the budget broken down into months, with extra rows at the end showing net inflow or outflow projections, and the opening and closing bank balances.

Totals	J	F	M	A	M	J	J	A	S	O	N	D
Net inflow/outflow												
Opening bank balance												
Closing bank balance												

These rows summaries what the financial situation (money in the bank) is likely to be at the end of each month. The information on net inflow/net outflow will come from the budget broken up into months, and then subtracting the expected expenditure from the expected income.

26.1 Steps To Take To Make A Cash Flow Projection:

1- Break the annual budget into a monthly budget, based on the expected income and expenditure for each month.

- 2- Total the monthly income and expenditure and subtract the one from the other to get a net inflow/outflow.
- 3- Add the money in the opening balance to any surplus, or subtract any deficit from the opening balance.
- 4- Now we will have the closing bank balance which tells us how much money we are likely to have in the bank at the end of each month.
- 5- Update this monthly from the actual figures.
- 6- Compare what the expected expenditure is for the following month with the balance from the end of the previous money.
- 7- When the expenditure exceeds the money we have available, then we need to take remedial action immediately.

27.0 Practical Study of Mater Budget

I have selected a production Company so that I can evaluate and make the good master budget of the company. The Company Name is Nile west Co. Ltd. and following is their master budget:

Nile west Company Ltd.		
Final Budget for the Year -2017		
	Amount (rupees)	% of Sales
Sales	523,063	100
Cost of Sales	366,144	70
Gross Profit Margin	156,919	30
Operating Expenses:		
Advertising	3,605	0.7
Depreciation	4,000	0.8
Insurance	2,900	0.6
Legal and Accounting Expense	4,142	0.8
Office Expenses	2,995	0.6
Rent	24,000	4.6
Repair and Maintenance Expenses	437	0.1
Salaries	34,650	606
Telephone and Utilities	6,683	1.3
Miscellaneous	8,507	1.6
Total Operating Expenses	91,919	17.6
Net Profit	65,000	12.4

Here I will try to make an estimated budget for the above mentioned company to comprehensively explain the budgeting process and to set targets for the said company.

Sales Budget in Unit for the Year Ending on 31st, Dec 2017

Territory	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
East	26,000	5,000	6,000	7,000	8,000
West	11,000	2,000	2,500	3,000	3,500
Total	37,000	7,000	8,500	10,000	11,500

Supposing that the unit price is ten then

Sales Budget in Amount for the Year Ending on 31 Dec, 2017

Territory	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
East	260,000	5,000	60,000	70,000	80,000
West	110,000	20,000	25,000	30,000	35,000
Total	370,000	70,000	85,000	100,000	115,000

Say the estimated per unit cost of the project is rupees 1.50 for direct material, rupees 2.50 for direct labor and rupees. 1.00 for manufacturing overhead. Table 6 reflects applying unit costs to the sales budget in units.

27.4 Cost of Goods Sold Budget for the Year Ending on 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Direct Material	55,500	10,500	12,750	15,000	17,250
Direct Labor	92,500	17,500	21,250	25,000	28,750
Manufacturing Overhead	37,000	7,000	8,500	10,000	11,500
Total	185,000	35,000	42,500	50,000	57,500

Later, before a cash budget can be compiled, we must know the estimated cash requirements for selling expenses. Therefore, we prepare a budget for selling expenses and another for cash expenditures for selling expenses (total selling expenses less depreciation)

27.5 Selling Expenses Budget for the Year Ending On 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Commission	46,250	8,750	10,625	12,500	14,375
Rent	7,000	1,750	1,750	1,750	1,750
Advertising	9,250	1,750	2,125	2,500	2,875
Telephone	4,600	875	1,062	1,250	1,413
Depreciation Office	900	225	225	225	225
Other	22,000	4,150	5,088	6,025	6,737
Total	90,000	17,500	20,875	24,250	27,375

**27.6 Selling Expenses Budget Cash Requirements for the Year Ending On
31 Dec, 2017**

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Total Selling Expenses	90,000	17,500	20,875	24,250	27,375
Less: Depreciation Office Expenses	900	225	225	225	225
Cash Requirements	89,100	17,275	20,650	24,025	27,150

Basic information for an estimate of administrative expenses for the coming year is easily compiled. Again, from that budget we can estimate cash requirements for those expenses to be used subsequently in preparing the cash budget.

27.7 Administrative Expenses Budget for the Year Ending On 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Salaries	22,200	4,200	5,100	6,000	6,900
Insurance	1,850	350	425	500	575
Telephone	1,850	350	425	500	575
Supplies	3,700	700	850	1,000	1,150
Bad Debts Expenses	3,700	700	850	1,000	1,150
Other Expenses	3,700	700	850	1,000	1,150
Total	37,000	7,000	8,500	10,000	11,500

**27.8 Admin. Expenses Budget Cash Requirements for the Year Ending On
31 Dec, 2017**

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Estimated Administrative Expenses	37,000	7,000	8,500	10,000	11,500
Less: Bad Debt Expenses	3,700	700	850	1,000	1,150
Cash Requirements	33,300	6,500	7,650	9,000	10,350

Now, from the information gathered so far, we can proceed to prepare the budget income statement. Assume we plan to borrow rupees 10,000 at the end of the first quarter. Although payable at maturity of the note, the interest appears in the last three quarters of the year.

27.9 Budget Income Statement for the Year Ending On 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Sales	370,000	70,000	85,000	100,000	115,000
Cost of Goods					
Sales	185,000	35,000	42,500	50,000	57,500
Gross Margin	555,000	105,000	127,500	150,000	172,500
Operating Expenses:					
Selling	90,000	175,000	20,875	24,250	27,375
Administrative	37,000	7,000	8,500	10,000	11,500
Total	127,000	24,500	29,375	34,250	38,875
Net Income					
From	58,000	10,500	13,125	15,750	18,625
Operations					
Interest					
Expenses	450		150	150	150
Net Income					
Before Income	57,550	10,500	12,975	15,600	18,475
Tax					
Federal Income					
Tax 25%	14,388	2,625	3,244	3,900	4,619
Average					
Net Income	43,162	7,875	9,731	11,700	13,856

Estimating that 90 percent of the account sales are collected in the quarter in which those sales were made, 9 percent is collected in the quarter following the quarter in which the sales were made and 1 percent is uncollectible, the accounts receivable budget of collections will look like:

27.10 Budget of Collection of Accounts R/A for Year Ending On 31 Dec, 2017

	Total (Net)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
4th Quarter					
Sales	6,000	6,000			
1st Quarter					
Sales	69,300	63,000	6,300		
2nd Quarter					
Sales	84,150		76,500	7,650	
3rd Quarter					
Sales 19-0	99,000			90,000	9,000
4th Quarter					
Sales	103,500				103,500
Total	361,950	69,000	82,800	97,650	112,500

Going back to the sales budget in units, prepare a production budget in units. Assume we have 2,000 units in the opening inventory and want to have on hand at the end of each quarter the following quantities: first quarter, 3,000 units; second quarter, 3,500 units; third quarter, 4,000 units; and fourth quarter, 4,500 units

27.11 Budget of Collection of Accounts R/A for Year Ending on 31 Dec, 2017

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Sales Requirements	7,000	8,500	10,000	11,500
Plus: Ending Inventory Requirements	3,000	3,500	4,000	4,500
Total Requirements	10,000	12,000	14,000	16,000
Less: Beginning Inventory	2,000	3,000	3,500	4,000
Production Requirements	8,000	9,000	10,500	12,000

Next, based on the production budget, prepare a budget to show the purchases needed during each of the four quarters, expressed in dollars. I took the production and inventory figures and multiply them by the cost of material (previously estimated at rupees.1.50 per unit). We could prepare a similar budget expressed in units.

27.12 Budget of Direct Material Purchases for Year Ending on 31 Dec, 2017

	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Required for Production	12,000	13,500	15,750	18,000
Required for Ending Inventory	4,500	5,0250	6,000	6,750
Total	16,500	18,750	21,750	24,750
Less: Beginning Inventory	3,000	4,500	5,250	6,000
Required Purchases	13,500	14,250	16,500	18,750

Suppose we paid 50 percent of the accounts in the quarter of the purchase and 50 percent in the following quarter. Carryover payables from last year were Dhs.5, 000. Since any discounts given to the company by the suppliers (net purchase discount) were figured into the rupees.1.50 unit cost estimate, purchase discounts do not appear in the payment budget. Thus your payment budget will come out like:

27.13 Payment Budget for Year Ending on 31 Dec, 2017

	Total (Net)	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
4th Quarter Sales	5,000	5,000			
1st Quarter Sales	13,500	6,750	6,750		
2nd Quarter Sales	14,250		7,125	7,125	
3rd Quarter Sales 19-0	16,500			8,250	8,250
4th Quarter Sales	9,375				9,375
Payments by Quarters	58,625	11,750	13,875	15,375	17,625

Taking the data for quantities produced from the production budget in units; calculated the direct labor requirements on the basis of units to be produced. (The number and cost of labor hours necessary to produce a given quantity can be set forth in supplemental schedules.)

27.14 Direct Labor Budget Cash Requirements for Year Ending on 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Quantity	9,500	8,000	9,000	10,500	12,000
Direct Labor Cost	98,750	20,000	22,500	26,250	30,000

Now I outlined the items that make up the factory overhead, and prepared a budget as shown in Table:

27.15 Manufacturing Overhead Budget Cash- Required for Year Ending on 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Production Units	39,500	8,000	9,000	10,500	12,000
Manufacturing overhead Expenses	39,500	8,000	9,000	10,500	12,000
Less: Depreciation	2,800	700	700	700	700
Cash Requirements	36,700	7,300	8,300	9,800	11,300

Figured the cash payments for manufacturing overhead by subtracting depreciation, which requires no cash outlay, from the totals above, and I had the breakdown shown in Table:

**27.16 Manufacturing Overhead Budget for Year Ending on
31 Dec, 2017**

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Heat and Power	10,000	1,000	2,500	3,000	3,500
Factory Supplies	5,300	1,000	1,500	1,800	1,000
Property Taxes	2,000	500	500	500	500
Depreciation	2,800	700	700	700	700
Rent	8,000	2,000	2,000	2,000	2,000
Superintend	11,400	2,800	1,800	2,500	4,300
Total	39,500	8,000	9,000	10,500	12,000

Now comes the all-important cash budget. Putting it together by using the collection of accounts receivable budget, selling expenses budget-cash requirements, administrative expenses budget cash requirements, payment of purchases budget, direct labor budget cash requirements, and manufacturing budget cash requirements. I took rupees 15,000 as the beginning balance and assume that dividends of rupees 20,000 are to be paid in the fourth quarter.

27.17 Cash Budget for Year Ending on 31 Dec, 2017

	Total	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Beginning Cash Balance	15,000	15,000	16,987	26,812	40,012
Cash Collection Total	361,950	69,000	82,800	97,650	112,500
Cash Payments					
Purchases	58,625	11,750	13,875	15,375	17,625
Direct Labor	98,750	20,000	22,500	26,250	30,000
Manufacturing Overheads	36,700	7,300	8,300	9,800	11,300
Selling Expenses	89,100	17,275	20,650	24,025	27,150
Administrative expenses	33,300	6,300	7,650	9,000	10,350
Federal income Tax	14,388	14,388			
Dividends	20,000				20,000
Interest Expenses	450				450
Loan Repayments	10,000				10,000
Total	361,313	77,013	72,975	84,450	126,875
Cash Surplus		6,987			
Bank Loan Received	10,000	10,000			
Ending Cash Balance	25,637	16,987	26,812	40,012	25,637

Now we are ready to prepare a budget balance sheet. I took the account balances of last year and combined them with the transactions reflected in the various budgets I have compiled. I came out with a sheet resembling Table Below:

27.18 Budgeted Balance Sheet for Year Ending on 31 Dec, 2017

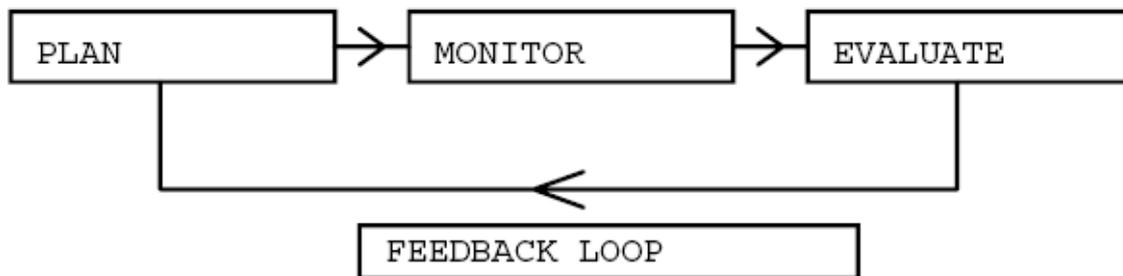
Description	Year 2016	Year 2017
Current Assets		
Cash	10,000	25,637
Accounts Receivables	11,500	6,666
Les: Allowances for Doubtful Accounts	(1,150)	(666)
Inventory		
Raw Materials	6,750	3,000
Finished Goods	22,500	10,000
Total Current Assets	49,600	44,637
Fixed Assets		
Land	50,000	50,000
Building	148,000	148,000
Less: Depreciation Allowance	(37,000)	(33,000)
Total Fixed Assets	161,000	165,000
	210,600	209,637
Liabilities and Shareholders' Equity		
Current Liabilities		
Accounts Payable	9,375	5,000
Shareholders' Equity		
Capital Stock (10,000 Shares; 10 par value)	100,000	100,000
Retained Earnings	101,225	104,637
Total Liabilities and Shareholders' Equity	210,600	209,637

28.0 Budgetary Control and Variance Analysis

28.1 Why Compare Actual and budget?

One of the objectives of budgeting is to provide a base against which actual performance can be measured. This is only worth doing if action will be taken as a result.

In too many organizations the production of results compared to budget is seen as the end of the proceeds. If no action is taken on the basis of management accounts then there is legal point in producing them and even less point in wasting management time discussing them.



By identifying progress from a preceding position we are better informed regarding the effects of our actions and have a clearer understanding of the effect of any future action we take. Knowing how much is being spent each month enables a manager to consider whether action needs to be taken to spend more or less in the future.

This process is only worthwhile if the budget is realistic.

28.2 Analysis Variances against an Unrealistic Budget is Pointless.

However, in all well run organization the comparison between actual and budget is used as the basis of deciding the appropriate action. This paper sets out how the analysis is used to maximum effect. The process is really part of the normal control process.

29.0 What Causes Budget Variances?

There are four key reasons and it is important that good managers recognize the difference, because the action required is may be completely different in each case. The four reasons are:

- 1- Faulty Arithmetic in the budget Figures
- 2- Errors in the Arithmetic of the Actual Results
- 3- Reality is Wrong
- 4- Differences between Budget Assumptions and Actual Outcomes.

Each of these will be examined in turn.

29.1 Faulty Arithmetic in the Budget Figures

It is perfectly possible to have an error in the budget. This includes errors of commission or duplication as well as pure arithmetic. One action is to make a note to ensure it does not happen again when the next budget is being done. Other action depends on the error. Assumes the budget stated no overdraft would necessary and it now appears one is required because the sales forecast was used to predict cash inflows rather than the debtor payments. There are two options: Go to the bank and ask for an overdraft, or take some other action to improve cash flows to stay within the budget cash figure. The original budget numbers will need to be changed to reflect the new circumstances and future reporting should be against the revised budget (often called a reforecast or latest estimate). Action is required but it may not be within the area where the error was made.

Avoid:

“There’s a hole in the roof but we can’t fix it because we haven’t got a budget for repairs”

29.2 Errors in the Arithmetic of the Actual Results

It is perfectly possible for the actual results to be reported wrongly. This includes the use of the wrong category, omission of costs, double counting of income etc.

One well known way of staying within budgets is to throw away any invoices received from suppliers, or charges them to someone else’s account code. This sort of deliberate action makes nonsense of budgetary control and must be avoided. The corrective action once it is discovered is to prevent its

happening again. Improvements in management education and / or control procedures are recommended.

One extra consideration is that is in order to correct the error the cumulative results will need to be corrected. This means either outing through a correction in the next period, which will then also be wrong, or adjusting the past results to correct the error. Failing to note that the correction can cause misleading results can lead to wrong decisions being made.

Avoid:

“The Accounts figures are always different from ours so we ignore them and keep our own records.”

29.3 Reality Is Wrong

Sometimes the actual results are useless as an indicator, a strike or natural disaster will have an impact on results. This does not mean that the budget process in future should include an allowance for this happening. (However, in large organizations it is normal to allow for the impact of a disaster centrally as contingency even it is not budgeted at operating unit level.) If necessary, insurance should be taken out. If business is disrupted for two weeks, then it is pointless to compare the remaining two weeks if the month against a full month’s budget. Produce a realistic budget for only two weeks and compare against that to establish true performance under normal circumstances.

Avoid:

“The variances are distorted because of so it’s not my fault.”

29.4 Difference between Budget Assumptions and Actual Outcome

This is the key issue and the one which inclines the use of variance analysis techniques. Remember that all budgets contain errors in the assumptions. No one knows the future outcome for certain. The important thing is not to apportion blame by looking backwards, but to look forwards and take action to improve the future in the light of experience. The action to be taken depends on the circumstances. However, punishing deviation from budget is the best way of destroying the budgeting offer to avoid blame. This is particularly true in large multi-national organizations. The emphasis must be on what can we do about it, rather than why the results are different.

Avoid:

“We are under budget, who can we blame?”

30.0 How Are Variance Calculated?

There are two important rules:

- 1- The level of variance analysis should be decided by the needs of the decision maker, not the convenience of the reporter.
- 2- The budget must always be flexed for volume changes to produce realistic variances.

Example

	Budget	Actual
Sales Volume	100	90
Sales Value	1,000	990
Variable Costs	500	495
Fixed Costs	200	210
Profit	300	285

The finance director wishes to blame someone for the fact that profit is down by 15.
 “It is obvious who is to blame. Sales are below target and fixed cost has not been controlled.”

So many management meetings are run like this that it seems a shame to point out that they are a waste of time.

31.0 Proper Variance Analysis

This requires some thought and some simple calculations. It has 4 stages:

- 1- Flexing the budget
- 2- Analyzing the variances
- 3- Identifying the causes
- 4- Taking appropriate actions

Since only the last of these is a value adding activity, the first three are only worth doing if step 4 is taken in time to help future results. This means the first three steps have to be done even if that reduces their accuracy.

31.1 Flexible Budgeting

In the example it is futile to compare that actual variable cost with the budget. To do so suggests that the manager is doing better than budget, but actual volume is below budget so cost should be lower. It is vital to produce a revised budget to use for comparison.

This does not mean that the original budget is useless. It merely means that in order to analyze the 15 difference it is important to start by removing the impact of volume changes on the various headings which are affected by it.

	Original Budget	Revised Budget	Actual
Sales Volume	100	90	90
Sales Value	1,000	900	990
Variable Costs	500	450	495
Fixed Cost	200	200	210
Profit	300	250	285

This recalculates the budget using actual volume but budget prices and shows that the expected profit for 90 units is 250. Thus the impact on profit is a reduction on 50 and this can be identified as Sales Volume Variance (50). A common convention is to put unfavorable variances in brackets.

Now The Other Variances Can Be Calculated.

31.2 Analyzing the Variances

	Original Budget	Revised Budget	Actual	Variances
Sales Volume	100	90	90	
Sales Value	1,000	900	990	90
Variable Costs	500	450	495	(45)
Fixed Cost	200	200	210	(10)
Profit	300	250	285	35

We now have a valid set of budgets to compare against actual. The variance on Sales can only be due to Prices. This is the Sales Price Variance of (90).

The Variable cost requires further investigation:

Assumes that the original budget was to use 2.50 meters of material for each sales unit and that each meter was expected to cost 2.00. This gave budget figure of

$$100 \times 2.50 \times 2.00 = 500$$

The Actual result included a price of 2.75 per meter but only 2.00 meters were used for the sales unit. This gave an actual figure of

$$90 \times 2.50 \times 2.00 = 450$$

To identify the cause of the variance of (45), we need to separate the price impact from the usage impact.

31.2.1 Price:

We expected to pay 2.00 per meter; we did pay 2.75 per metered.
Each of the 180 meters we bought cost 0.75 extra

$$180 \times (2.00 - 2.75) = (135)$$

This is the **Material Price Variance (135)**

31.2.2 Usage:

We expected to use 225 meters in total to make 90 units; we did use 180.
At the Budget price of 2.00 we saved

$$2.00 \times (180 - 225) = 90$$

This is the **Material Usage Variance**

On Fixed cost we expected to spend 200 but we did spend 210.

$$200 - 210 = (10)$$

This is the Fixed Cost Variance.

31.2.3 Summarizing the Variances:

Sales Volume	(50)	
Sales Prices		90
Materials	(135)	
Material Usage	90	
Fixed Costs		(10)
Total	(15)	

31.3 Identifying the Causes

This is where politics and blame apportionment must be avoided. Here are some considered possibilities on the above figures:

“The price of the raw material went up so we asked the factory to be careful about waste and told the sales force to put prices up.”

“Because sales volume was down we bought less and we lost our volume discount.”

“I put prices up because although we sell less the net effect is an increase in profit.”

“The purchasing department found this new expensive material with less wastage, we paid the extra but the saving on wastage did not cover the extra cost.”

No accounting function is likely to know the cause of the variances. The above assumes that the figures are right and the budget was realist. The finance department has a role to quantify the impact, but it is operational managers who should know why and only they should provide input the management report on the figures.

Without knowing the true cause, effective management decisions on the appropriate action are impossible.

31.4 Taking Appropriate Action

A good reporting system should be only report on exception. “Nothing to report” is an acceptable comment when figures are on or near budget. If they are not then the reviewer will need to know:

- 1- What is the cause and will it happen again?
- 2- What is the financial effect?
- 3- What is being done or to be done?
- 4- Are there implications for other managers?

Avoid:

“The Profit is down by 15 because it was a poor month.”

32.0 Sales Mix Variance

A Sales Mix Variance can arise in organization more than product. In practice it is caused by the use of average prices for families of products or customers. At the individual product line level the only variance which can arise are price and volume. An example will illustrate the cause of the variance.

A company budgets to sell 100 units - being 50 units of Product A at 10 per unit and 50 unit of Product B at 11. The company actually sold 120 units - being 80units of Product A at 9 and 40 units of Product B at 12.

Conventional Variance Analysis Shows:

	Actual		Budget		Variance
Units	120		100		20
Average Price per unit	10.00		10.50		(0.50)
Sales A	720		500		220
Sales B	480		550		(70)
Total	1,200		1,050		150

The 150 favorable variance could be analyzed as

Sales Value	100 - 120 = 20	X	10.50	=	210
Sales Price	10.00 - 10.50 = (.50)	X	120	=	(60)

Or if separate analysis by product were required:

Sales Volume:

For A:	80 - 50 = 30	X	10.50	=	315
For B:	40 - 50 = (10)	X	10.50	=	(105)

Sales Price:

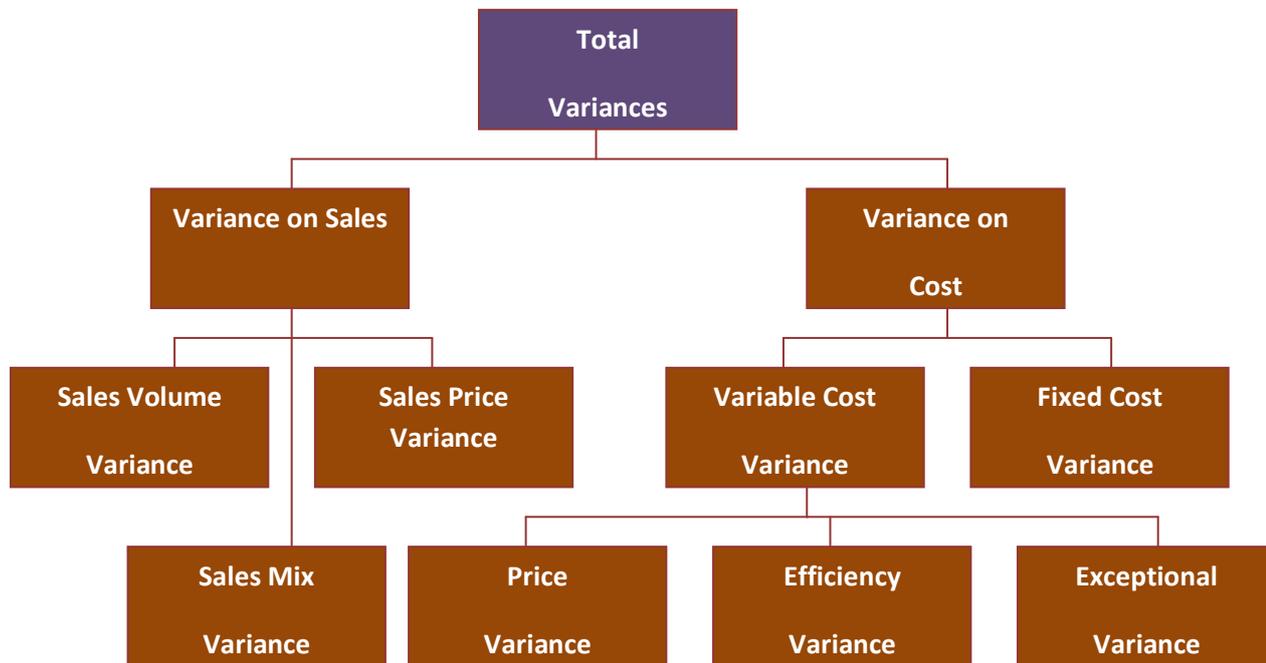
For A:	9.00 - 10.00 = (1.00)	X	80	=	(80)
For B:	12.00 - 11.00 = 1.00	X	40	=	40

Sales Mix:

For A:	80 - 50 = 30	X	10.00 - 10.50 = (0.50)	=	(15)
For B:	40 - 50 = (10)	X	10.00 - 10.50 = (0.50)	=	(5)

The same analysis can be done for costs within products or at margin level. There are also approaches that derive the averages based on the percentage the product formed of the total. In all cases the approach adopted should be designed to help the manger to help make decisions. Thus from the example above the variable costs and margins would e calculated to identify it the results of the manger A’s tactics of lower price to gain more volume was “better” than those of the manager B’s.

33.0 A Hierarchy of Variances



34.0 Suggestions

- 1- Adjust the spending.
- 2- Try to speed up donations or possible inflows.
- 3- Ask the bank for an overdraft on the basis of promised income. (It is usually better to set up an overdraft facility with the bank before we need it. Just in case! But don't use it unless we are sure money is coming in).

In order to make the most effective use of the budgets, I would want to establish reporting devices. These will include periodic reports and reviews on both efforts and accomplishments. It is through comparing actual performance with budgeted projections that you maintain control of operations.

The company should be structured along functional lines, with well-identified areas of responsibility and authority. Then, depending on the size of the company, the budget reports can be prepared to correspond with the organizational structure.

Two typical budget reports are shown in the below table to demonstrate various forms these reports may take.

**34.1 Report of the Actual and Budgeted Sales for the Year Ended On
31st Dec, 2017**

	Actual Sales	Budgeted Sales	Variations From Budget (Under)	
			Quarterly Sales	Cumulative
1 st Quarter				
2 nd Quarter				
3 rd Quarter				
4 th Quarter				

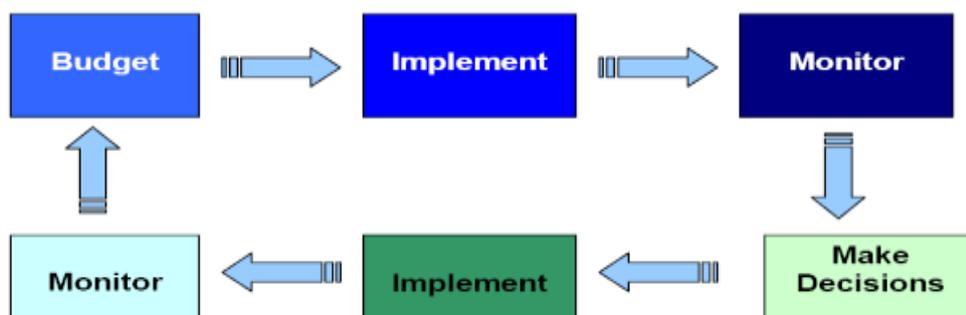
**34.2 Budget Report on the Selling Expenses for the Year Ended on
31st Dec, 2017**

Budget This Month	Actual This Month	Variation This Month	Budget To Date	Actual To Date	Variations To Date	Remarks

35. Making Decisions

Monitoring the budget is not just something that we do so that we will know more about the financial performance as an organization or a project. We need the information to be able to take decisions.

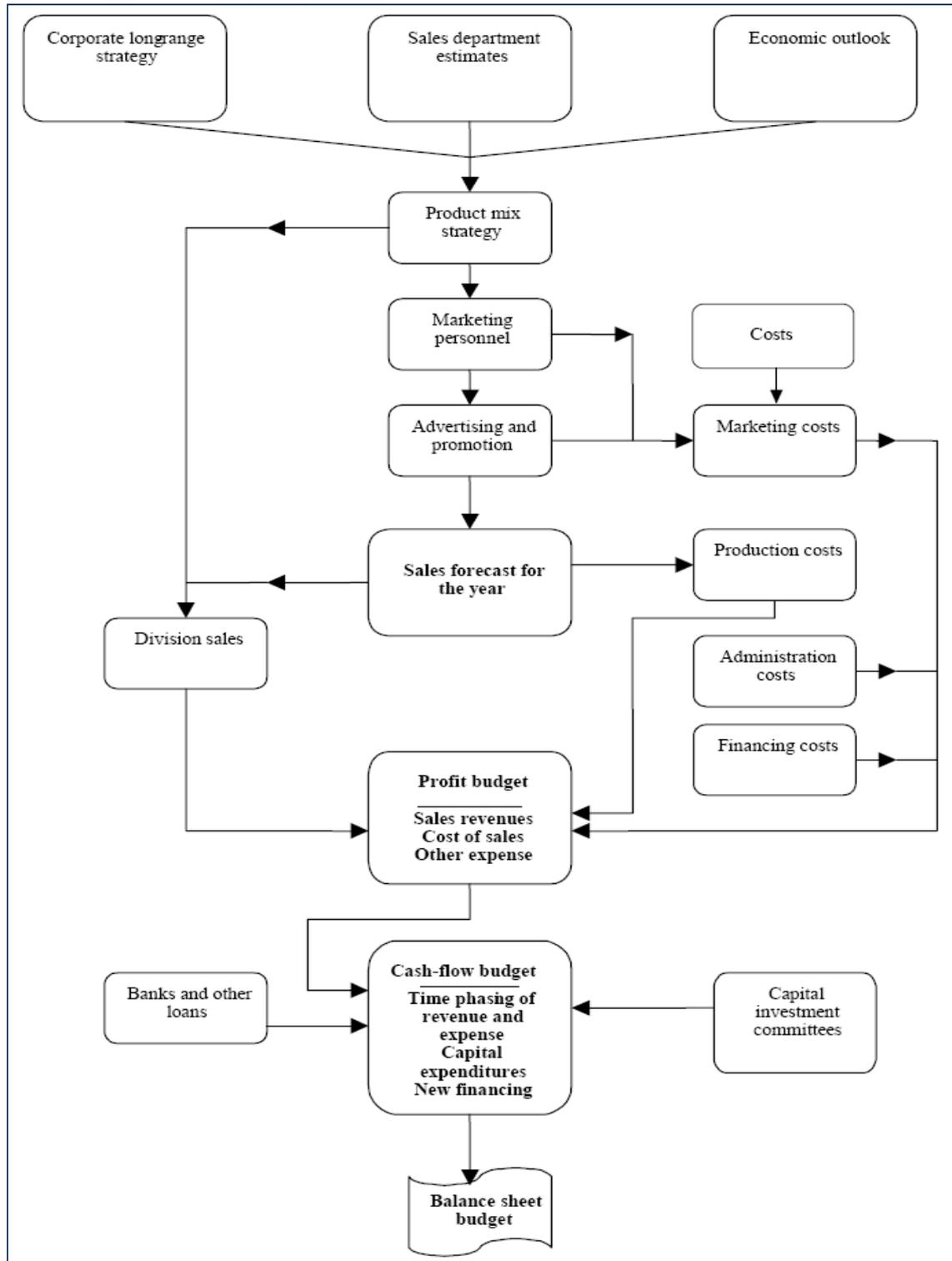
35.1 The Decision making cycle looks like this:



The success of the process is dependent on the ability of those with management responsibilities to make decisions and take action. The steps involved are:

- 1- Prepare the baseline information. (Budget, monthly break down)
- 2- Get information on financial performance.
- 3- Analyze the information and work out what it is telling us.
- 4- Look at the potential consequences to the financial strategy and plans.
- 5- Draw up a list of options for action.
- 6- Get consensus and a mandate to take action.
- 7- Share adjustments and plans with the rest of the organization and, if necessary, the dynodes.
- 8- Implement.
- 9- Monitor.
- 10- Build the learning's into future budgeting processes.

35.2 A Suggestive Budgeting Process



36.0 Budgeting Process Problems

Outlined below are five of the seven problem factors identified as the most commonly encountered in the process:

36.1 Lack of support from line managers

Quote: “All I know is I’ve got to put numbers in this spreadsheet for the head office. It doesn’t reflect the way we do business here...”

Implication: Line managers feel disenfranchised, budget figures are produced grudgingly, and budget accuracy suffers as a result.

36.2 Lack of corporate control

Quote: “I have no idea where my managers get the numbers from.”

Implication: The underlying detail used in the development of operational budgets is never collected or is lost during consolidation. As a result, corporate finance executives have little understanding of how line managers have arrived at their budget submissions.

36.3 No communication of assumptions

Quote: “Where do the figures come from? I think it’s largely ‘finger in the air’ stuff.”

Implication: The-top level budget model does not tie back to the department manager’s details. Corporate finance spends countless hours trying to reconcile the two frameworks and “forcing” one to match the other. The resulting patch creates uncertainty in the plan or forecast and a lack of ownership of the goals by the organization.

36.4 Poor use of managers’ expertise

Quote: “I’m convinced our managers spend the entire budgeting period worrying about the budget, not the business.”

Implication: Managers manage the budget and not the business. As a result, corporate finance, aware of this outcome, is reluctant to involve line managers in reforecast during the lifetime of the budget. Consequently, these forecasts do not reflect managers’ knowledge of changing business conditions and may not improve ongoing budget accuracy as intended.

36.5 It takes too much time

Quote: “How long is our budget cycle? Forever!”

Implication: The law of diminishing returns sets in. The never-ending, attritional nature of budgeting can seriously undermine support for, and the subsequent effectiveness and accuracy of the budgets produced.

36.6 Defining a Process Solution Keys to a Budget-Friendly Culture

Daniel Vasella, CEO of Novartis, recently described management as a “top down, bottom-up, top-down”⁴ process, supporting the view that businesses need to take account of the views and expertise of operational staff to succeed in meeting their strategic goals. Likewise, line manager support is key to the success of enterprise-wide budgeting, and organizations should strive to establish a budget-friendly culture in which line managers have:

- Ownership of their part of the budget
 - Involvement throughout the process
 - Belief that budgeting is meaningful and adds value to their operation
 - Clear downwards communication from senior management of strategy, targets, and changes
 - Understanding of a sensible budget process that is logical and cohesive
 - Comfort; the process should ideally be efficient, automated, and user-friendly
- Organizations must also consider how they approach budgeting as an exercise in itself. The Hackett Group (Hudson, Ohio), an industry analyst firm and a pioneer of innovative thinking in the financial function, recommends the following:
- Reduce the time allowed to build a budget. People will use as much time as they are given, and they will continue to finesse numbers up to and past the deadline.
 - Reduce the number of iterations until the budget is finalized. The precision gained in each cycle rarely justifies the extra effort.
 - Reduce the time horizon of the budget. Rolling forecasts, by quarter, will be much more accurate than a budget that projects 15 to 18 months into the future.

37.0 Budgeting System Problems

The procedural problems encountered in budgeting are often exacerbated by the technology used by organizations. The research carried out in 1996 by Hyperion Software found that two of the seven most common problems encountered in budgeting are directly related to the software used by organizations to manage the process:

37.1 Dependence on Complex Spreadsheets

Quote: “My financial analysts are becoming spreadsheet macro programme rupees.”

Implication: Over time budget spreadsheet formulas and macros become more and more complex and difficult to understand and maintain. It is a constant battle to force the spreadsheet system to conform to business and user needs. In many organizations only one person understands how the spreadsheet budgeting application works, leaving the budget creation processes vulnerable.

Spreadsheets are fully integrated into most organizational cultures — almost all managers use them. Erroneously, spreadsheets are perceived as having low maintenance and little or no development cost. As a result most organizations rely on spreadsheet software to support their budgeting process. “VisiCalc, the Lotus 1-2-3 predecessor, became the original ‘PC killer application’ in large part because of its ability to participate in the budget process.”⁶ This creates a number of

Problems because spreadsheets were not designed to support process-driven functions like budgeting.

Spreadsheets are personal productivity tools, not enterprise-wide ‘groupware’ facilitators. Their use can hinder rather than help in the management of enterprise- wide budgeting, as they become part of the problem rather than the solution.

37.2 Inaccuracies

Quote: “It’s a nightmare. We are constantly checking and rechecking the figures due to poor spreadsheet version control and multiple re-keying of data.”

Implication: Organizations are forced to undertake iterations of the budgeting consolidation to correct data rather than to improve the long-term quality of the management information offered by the budget

37.3 Inadequate technology is a common problem.

These problems are not limited to spreadsheets alone. Any software not specifically designed to support iterative, inclusive, enterprise-wide processes will struggle to meet the requirements of budgeting. In its 1996 report on budget management software, International Data Corporation excluded all spreadsheets, proprietary general ledger-based systems, and other online analytical processing (OLAP) tools from evaluation altogether. Inadequate and inflexible budgeting software has additional negative implications. For example, it can limit an organization’s ability to adopt other budgeting methods, like ABB or fund budgeting

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**AN ANALYSIS OF CAPM MODEL FOR PERFORMANCE OF STOCK MARKET
INDIA WITH REFERENCE TO BANKING, IT, AUTOMOBILE SECTOR
COMPANIES**

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ABSTRACT

Indian stock market has seen phenomenal and incredible growth in recent times. This is largely due to increased income level, change in investor's behavior. The impact of annual performance on the price movement of the shares of the companies continues to be an important research question in finance. A study of the stock market with respect to factors affecting the supply and demand of stocks helps to understand the intrinsic value of shares and to know whether the Shares are undervalued or overvalued. The stock market indicators would help the investor to Identify major market turning points. The objective of this paper to examine whether different sector companies has been able to generate value for its shareholders and to compute the performance of companies by applying new corporate performance measure EVA as per CAPM model of selected stocks of Banking, IT, Automobile sector companies. This study is purely based on data provided on stocks listed in Indian Stock market. For the purpose of analysis, techniques used as Average/Mean, Standard Deviation, Co Efficient of Variance, Return and Beta.

Keywords: CAPM, EVA, Standard Deviation, Co Efficient of Variance, Return and Beta

INTRODUCTION

Stock Market is one of the most vibrant sectors in the financial system, marking an important contribution to economic development. Liberalization creates important impact on performance of stock market in India. Besides enabling mobilizing resources for investment, directly from the investors, providing liquidity for the investors and monitoring and disciplining company managements are the principal functions of the stock markets. The main attraction of the stock markets is that they provide for entrepreneurs and governments a means of mobilizing resources directly from the investors, and to the investors they offer liquidity. It has also been suggested that liquid markets improve the allocation of resources and enhance prospects of long term economic growth. Further Stock Market is a place where buyers and sellers of securities can enter into transactions to purchase and sell shares, bonds, debentures etc. In other words Stock Market is a platform for trading various securities and derivatives. Further, it performs an important role of enabling corporate, entrepreneurs to raise resources for their companies and business ventures through public issues. Today long term investors are interested to invest in the Stock market rather than invest anywhere

REVIEW OF LITERATURE

Calum G Turvey, Linda Lake, Erna van Duren, David Sparling (2000) “The relationship between economic value added and the stock market performance of agribusiness firms” In the present paper Authors has been tried to investigate the relationship between economic value added (EVA) and the stock market performance of 17 publicly traded companies in the Canadian food processing sector. Researcher has been using 1996 annual reports to compute EVA, and daily stock prices for 1994 through 1998; they attempt to correlate EVA with a variety of measures including accounting return on assets (ROA), return on equity (ROE), share price, the Capital Asset Pricing Model (CAPM) returns and risk, and others. Research paper concludes that little support for the speculation that high-EVA firms lead to higher shareholder value. **Taylor, Lynda; Woods, Margaret; Cheng Ge Fang, Gloria**, (2014) “How using EVA Target Costing can Align the Interests of your Shareholders and Customers” In the present study researcher has been attempt to discover economic value added (EVA) target costing, arguing that strategic management accounting and value-based management strategies can be combined to balance the low-cost demands of customers with the investment interests of shareholders as of 2014. **Mohammad Norouzi & Mahmoud Samadi**,(2013), “The Study of Relationship Between Refined Economic Value Added (Reva) and Different Criteria of the Risk Adjusted Return” The present research conducted to study the information content of the refined economic value added and the different criteria of the risk adjusted return (RVAR,RVOL, α) during the years between 2007 and 2011 for 200 companies accepted in Tehran Stock Exchange. Present study concluded that there is a positive relationship between the refined economic value added and the total risk adjusted return but regarding the relationship between refined economic value added and the systematic risk adjusted return, on the contrary to acceptance of a negative relationship between them, the relationship between them was assessed to be weak. Finally the refined economic value added has had a positive relationship with the excess return. **Nikhil Chandra Shil**,(2009), “Performance Measures: An Application of Economic Value Added”, In this paper, efforts have been made to explain theoretical foundation of EVA with its origin, definition, different adjustments, scopes etc. Researcher also define theoretical step – by- step process & methodology which was used for the study. Researcher concluded that EVA should be used with other to take decisions more effectively. Companies may go for simulations over past several years’ performance to find out the areas where EVA as a managerial tool is stronger over

STATEMENT OF PROBLEM

The value creation by Indian corporate companies are needed to proper investments in capital market and EVA is as better parameter to study the real value of the corporate in Indian concerned. Furthermore In the present scenario investors are hesitant to invest in risky assets. There has always been a fear of burning hands of oneself in this volatile stock market. To understand the significant relationship between risk and return of securities, and examine the implication of Capital Asset Pricing Model in the Indian stock market in determining the required rate of return of risky securities researcher has chosen this topic.

OBJECTIVES OF THE STUDY

- 1) To examine whether different sector companies has been able to generate value for its shareholders.
- 2) To compute the performance of companies by applying new corporate performance measure EVA as per CAPM model.

HYPOTHESIS OF THE STUDY

H0: There is no significance difference in the performance of Companies during the study period.

H0: There is no significance difference in the value creation ability of companies during the study period.

SCOPE OF THE STUDY

Scope of the study has Economic Value Added and applicability of CAPM in Indian stock market. For that purpose researcher has calculate EVA as per CAPM approach.

STATISTICAL TOOLS

1. Average/Mean ,Standard Deviation, Co Efficient of Variance, Return.
2. Beta

TECHNIQUES

- a. Economic Value Added: It is one of the modern techniques for performance measurement of corporate unit. EVA focuses on clear surplus in contradiction to the traditionally used profit available to the shareholder.

EVA = ADJUSTED NET PROFIT – WACC X Capital Employed.

Where WACC = weighted average cost of capital WACC = weight to Ke × Ke + weight toKd× Kd

- b. Capital Asset Pricing Model is one of the most important techniques to evaluate the corporate sector unit.CAPM has been used to calculate cost of equity capital by applying following formula:

$$R_j = R_f + \beta_j \times (R_m - R_f)$$

Where R_j = the expected rate of return on security j

- c. ANOVA: Analysis of variance (abbreviated as ANOVA) is an extremely useful technique concerning researches in the field of economics, business/ industry and in researches of several other disciplines. When researches are conducted any field of knowledge it has a variability in the set of data.

DATA COLLECTION

This study is based on secondary data. The data has been collected from published annual report of selected companies. The population of the study consists of three corporate sectors which are listed in BSE with their 3 companies.

EVA OF BSE –COMPANIES DURING THE STUDY PERIOD (2012 TO 2016)

Rs. in Cr.

	Companies		2012	2013	2014	2015	2016	Mean
	Sector/Industry	Company Name						
Banking		SBI Ltd	-32643.5	-46358	-54462	-43670	-60834	-47594
		HDFC Ltd	61.9	211.6	313.0	580.0	1242.7	481.8
		ICICI Bank Ltd	-29940	-29647	-22688	-21966	-25090	-25866
Information Technology		Infosys	2930.9	3793.1	3268.5	3545.3	4287.8	3565.1
		Wipro	1552.8	1177.0	2663.8	2177.2	1243.8	1762.9
		TCS	3258.2	3000.7	3703.9	5118.4	7842.0	4584.6
Automotive		Tata Motors Ltd	416.2	-1886.1	-1786.1	-2504.2	-2551.4	-1662.3
		Maruti Suzuki	677.4	-33.8	1049.2	585.3	-298.7	395.9
		Bajaj Auto	678.3	542.1	1466.2	2196.5	2370.0	1450.6

Above mention table no.1 shows EVA of BSE – 30 companies during the study period. EVA is the modern performance evaluation tool. It was (-1718.9) cr. Average EVA during the study period. With 7844.4 cr. Average EVA ONGC Ltd. got first position among BSE – 30 companies during the study period. From the above table it was found that TCS Ltd., Infosys Ltd., Coal India Ltd. and ITC Ltd. getting 2nd, 3rd, 4th, 5th rank respectively during the study period. While SBI Ltd. having last position with (- 47593.5) cr. EVA during the study period. Furthermore it was also analyze that 10 companies destroy their shareholder’s value during the study period. Researcher has also found that banking sector having the performance among 16 sectors of BSE – 30 during the study period.

TWO WAY ANOVA FOR EVA OF 3SECTORS COMPANIES

Source of Variation	SS	D.F.	M.S.	F	Fcrit
SS between Rows	165164	8	521944938	24.78	1.56
SS between Columns	1112	4	5741710.1	1.02	2.45
Error	183662368	32	5625380.1		
Total	183828644	45			

Result of two way ANOVA table Computed value of F between row = 24.78 Critical value of F at 5% significance level between row = 1.56 Result = H1 Accepted Computed value of F between column = 1.02 Critical value of F at 5% significance level between column = 2.45 Result = H0 Accepted Above mention Table No. 5.41 disclose two – way ANOVA for EVA of BSE – 30 companies during the study period. Since computed value of F between rows (24.78) is higher than critical/ table value (1.56), null hypothesis has been rejected and alternative hypothesis has been accepted. It shows that there is significant difference in the value creation ability of 3 different sectors companies during the study period. Since computed value of F between columns 1.02 is lower than critical value 2.45, null

hypothesis has been accepted. It shows that there is no significant difference in the EVA during the study period. Whatever difference are there it is due to chance.

OVER/UNDERVALUATION OF 3 DIFFERENT SECTORS COMPANIES DURING THE STUDY PERIOD (2012 TO 2016)

Sl No.	Years	Company	Expected Return	Actual Return	Differences	Beta	Undervalued/Overvalued
	2012	SBI Ltd.	0.134	Na	-0.134	Na	Na
	2013		0.113	0.002	0.111	1.04	overvalued
	2014		0.137	-0.001	-0.138	1.05	overvalued
	2015		0.136	0.003	0.133	1.08	overvalued
	2016		0.140	0.001	0.139	1.16	overvalued
	2012	HDFC ltd	0.114	Na	-0.114	Na	Na
	2013		0.103	0.002	0.101	1.23	overvalued
	2014		0.133	-1.002	-0.135	1.03	overvalued
	2015		0.134	0.000	0.134	1.11	overvalued
	2016		0.120	0.021	0.099	0.97	overvalued
	2012	ICICI Ltd	0.101	Na	-0.101	Na	Na
	2013		0.103	0.002	0.101	1.23	overvalued
	2014		0.133	-0.002	-0.135	1.03	overvalued
	2015		0.134	0.000	0.134	1.11	overvalued
	2016		0.120	0.021	0.099	0.97	overvalued
	2012	Infosys	0.111	Na	-0.111	Na	Na
	2013		0.101	0.001	0.1	1.13	overvalued
	2014		0.131	-0.012	-0.143	1.01	overvalued
	2015		0.124	0.011	0.113	1.10	overvalued
	2016		0.121	0.023	0.098	0.37	overvalued
	2012	Wipro	0.101	Na	-0.101	Na	Na
	2013		0.113	0.012	0.101	1.10	overvalued
	2014		0.121	0.111	0.01	1.03	overvalued
	2015		0.120	0.113	0.007	1.02	overvalued
	2016		0.117	0.107	0.01	0.41	overvalued
	2012	TCS	0.104	Na	-0.104	Na	Na
	2013		0.103	0.002	0.101	1.10	overvalued
	2014		0.121	0.111	0.01	1.03	overvalued
	2015		0.131	0.113	0.018	1.02	overvalued
	2016		0.117	0.109	0.008	0.41	overvalued

	2012	Tata Motors	0.103	Na	-0.103	Na	Na
	2013		0.113	0.012	0.101	1.10	overvalued
	2014		0.121	0.111	0.01	1.03	overvalued
	2015		0.120	0.113		1.02	overvalued
	2016		0.127	0.107		0.41	overvalued
	2012	Maruti Suzuki	0.111	Na	-0.111	Na	Na
	2013		0.013	0.001	0.012	1.10	overvalued
	2014		0.121	0.005	0.116	1.03	overvalued
	2015		0.310	0.110	0.2	1.02	overvalued
	2016		0.117	0.112	0.005	0.41	overvalued
	2012	Bajaj Auto	0.110	Na	-0.110	Na	Na
	2013		0.103	0.005	0.098	1.10	overvalued
	2014		0.101	0.012	0.089	1.03	overvalued
	2015		0.122	0.103	0.019	1.02	overvalued
	2016		0.117	0.104	0.013	0.41	overvalued

Above mention table no. 10.0 depicts under / Overvaluation of companies during the study period. For that purpose researcher calculate Expected Return as per CAPM approach. Actual return can be calculated by simple return formula, for that purpose day to day share price has been collected from the official website of BSE. Furthermore researcher has been attempting to discover whether securities are undervalued or overvalued. Practical real-world purposes an asset's given price is compared or expected return relative to what it should be according to the CAPM, and in that context, over/ under pricing is discussed.

FINDINGS AND SUGGESTIONS

Author has found that traditional performance evaluation tool i.e. adjusted net operating profit shows healthy financial position of the company. Furthermore it was also analyze that EVA is one of the most important performance evaluation tool which shows true and fair financial position of the business unit. It was also found that there is no significant difference in the value creation ability during the study period. ANOVA for EVA during the study period based on that it was found that null hypothesis has been rejected for value creation ability for sampled companies. It shows that there is a significant difference in the value creation ability of sampled companies. Furthermore study has also concluded that null hypothesis has been accepted for value creation ability during the study period. It shows that there is no significant difference in the value creation ability during the study period. Author has suggested that Investors should take their investment decision based on EVA statement of the companies, actual return of the company, risk factor of the company etc.

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A STUDY ON CONSUMER BEHAVIOUR TO WORLD IMPORTED PRODUCTS AND A STUDY OF CHINESE PRODUCT VS DOMESTIC PRODUCTS

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ABSTRACT

Haier is world's 2nd largest home appliances brand, manufacturing household electrical appliances in 96 categories with 15,100 specifications, launched in India in 2003, currently having 3% market all over the segments in Indian market. But despite having better product range and better quality especially in refrigerator, washing machine and in AC segments are not doing well in Ahmadabad market. Brands like TCL and Godrej are selling in large number in Ahmadabad as compare to Haier, which ultimately suggests reevaluation of marketing mix in Ahmadabad market for Haier in these product categories and also to establish Haier from the scratch. This study aims to know the consumer perception regarding the brand "Haier" and to study brand awareness for Haier in the market place.

INTRODUCTION

This is about evaluating the Haier marketing mix i.e. product place, price, and promotion in comparison with the competitors undertaking a strategic assessment of an organization's environment also to identify potential opportunities and threats relevant to future marketing policy and building the effective marketing mix strategy for the Haier in the Ahmedabad market.

It gives valuable inputs regard to difference that the brand is dealing with their competitors. Like if LG, SAMSUNG, WHIRLPOOL, GODREJ, ELECTROLUX are present in a segment, satisfying same customer need, what is the difference in terms of product offering, technology of the products, pricing strategies of the competitors. This is also suggests competitors direct monetary pricing benefits to distribution intermediaries, i.e. distributors, direct dealers, dealers, and finally to the customers. Which clearly identifies the different requirements that customers look to be satisfied and at what prices. These different requirements can then be used to develop the alternative strategies that need to be implemented, to better access the segments and tune the product offers to suit the customer requirements and to the level of competition. To make this study more accurate for mapping of Haier against the competitors, a direct interaction with the major consumer durable dealers is being done, which suggests regarding possible selling counters for Haier in Ahmedabad market, what are the brands these dealers are dealing with, their focused brand, why they are focusing on these brand, what the dealers point of view regarding the Haier, specific product perception in the Washing machine, Air conditioners and Refrigerators segment and finally exploring the possibilities of widening the distribution network in the Ahmedabad market, other than that if the dealer is already Haier dealer, this interaction is a effort to know how can company will make dealers motivated to sell Haier. For the mapping of Haier Refrigerators, Air conditioners, and washing machines, an essential step is to gather information regarding marketing mix i.e. product, place, price, promotion, and to know the different marketing mix strategies adopted by other players in the market so can the mapping of Haier product should be done. it will show where Haier product stands in comparison to their competitors, it will also give insight in to product requirement to fight with the competition and

what are the Haier strengths in these segment in comparison to its competitors. For product mapping detailed information regarding the product lines of major players, their USP, various product models, product features, different technology adopted by the players in these segments had been collected.

OBJECTIVE OF THE STUDY:

- To find out consumer behavior of Indian and Chinese products.
- To study brand awareness for Haier in the market place.

- To produce valuable inputs for the Haier from the Ahmedabad market with respect to element of marketing mix, i.e., Product, Price, Place and Promotion.

- To Study Haier competitors marketing mix strategies, and then comparative mapping with other major appliances players in the market, finding loopholes and building effective marketing mix strategy for Haier in Refrigerator, washing machine and Air conditioners segment with respect

- To analyze right strategic direction for Haier firstly by the way of studying current image of the brand “Haier”, secondly through market mix mapping.”

The Marketing Mix: Ingredients for Success

The marketing mix, earlier known as the 4 P’s, (but now has a few more), is a vital part of any marketing strategy. This is a tool whereby the marketer takes decisions on what and how a product should be, where it can be sold, how it should be priced, how it will be promoted, how to equip the people who are responsible for selling the product... and so on. Getting the marketing mix right is equally important for the large corporation and the small business owner. One of the most critical marketing management decisions is that decision of setting the marketing mix values, and selecting and employing strategy that periodically changes that marketing mixes in response to changing business environment. The marketing mix problem involves setting the values of the marketing decision variables; the four P’s; namely, Product (its quality), Price, Place (distribution and sales-force expenditures) and Promotion (advertising, selling). Developing an effective marketing mix is important for product planners seeking to gain competitive advantage in industrial markets. The decision regarding specifying the marketing mix depends on a set of variables, such as competitor's price, competitor's product quality, competition level, forecasted sales and others. These types of variables necessitate adoption of appropriate approaches that can deal with such variables' nature marketing mix mapping is a step done to achieve this.

Product: A lot of thought and effort goes into designing a product offering. The most important question, as a marketer, a person need to ask is whether there is a need for that type of product and how this product satisfies that need better than those of their competitors. This will force to think of why that product is unique, and thereby help to evolve that product’s Unique Selling Proposition.

Price: This element of the marketing mix can be many a strategy’s undoing. A complete understanding of the financials that drive a business is essential before deciding a pricing strategy.

Base your decision after considering the following – what is the perceived value of your product in the eyes of the customer? How price elastic is the market? Do you wish to load overheads on to the new product, if an existing product line is capable of absorbing them? What is your objective – do you plan to gain market share on the strength of a rock bottom price or do you wish to create a premium image targeted at niche customers and price your product accordingly?

Place: This is probably that element of the marketing mix that has undergone a complete change in definition. Traditional trading and distribution models have given way to remote or virtual channels. While reaching the customer may have become simpler, your job as a decision maker has become that much more complex. You now have a plethora of options to choose from – do you go for brick and mortar or direct mailing, use the phone or sell door to door? This decision should, first and foremost, be driven by customer preference and then by other considerations like logistics and economics. Indeed most businesses rely on a multi distribution channel strategy.

Promotion: In a commoditized industry, this is what makes the essential difference. Possibly no other marketing mix element draws as much attention from strategy makers. Again, let consumer needs drive your efforts. Does your marketing communication address a specific need of the target audience? Is the message memorable? Does it spur action? Here again, the entire landscape has changed from what it was a few years ago. Promotion has gone way beyond mere advertising and public relations – it is now a highly evolved process, ranging from live events to internet marketing. In these times of information overload, promotion strategies must pack sufficient punch to cut through the clutter.

The marketing mix is a dynamic entity and needs to be reviewed and refined periodically. It always helps to stay in touch with the latest developments. Marketing mix mapping for the brand is done to know the standing of the brand mapped with their competitors with respect to essential element of marketing mix i.e., product, price, place, and promotion. It ensures Studying marketing mix strategies of the brand mapped and reviewed and refined periodically according to market condition and competition comparative mapping with other major players in the market, finding loopholes and building effective marketing mix strategy for Haier in Refrigerator and Washing machine segment

Appliances market opportunities:

The top 67 cities in India are also the key potential market for appliances companies' .According to NCAER, usage pattern of consumer durable in these cities reflect a growing trend for appliances such as refrigerator and washing machines. Ownership of refrigerators, for instance, in these 67 cities is much higher than the national average 492 out of 1000 household in these cities own refrigerators compared to the national average of 134 to 1000 households. Similarly, 316 households per 1000 households in the top 67 cities owned washing machine compared to the national average of just 72 household's among every 1000 households.

Year 2007 was a very good year for the appliances sector in India. Air conditioners and microwave ovens grew by 24-25 percent. And even washing machine- which have traditionally seen poor sales – have seen moderate growth.

The housing boom in these cities is increasing the demand for appliances. The increasing number of double - income families also bodes well for the sector.

The frost free segment of the refrigerator market is seeing spectacular growth as more urban families are replacing their old refrigerators.

Consumers in the south and western regions of India go for high- end models of appliances while the north and east continue to prefer lower-end models and direct cool refrigerators. Optimistically we can say that robust appliances sales will continue in 2008, particularly since changes in the electricity scenario is making it power accessible to more Indians in the urban as well as rural areas.

Global Branding Strategy

Haier's global branding strategy aims at positioning the company as a local brand in different world markets in conjunction with enhanced product competitiveness and strong corporate operations. Haier's international business framework encompasses a global network of design, procurement, production, distribution and after-sale services. Today, Haier has established 15 industrial complexes, 30 overseas production factories and bases, 8 design centers and over 58,000 sales agents worldwide.

In China, Haier's 4 leading product categories - refrigerators, refrigerating cabinets, air conditioners and washing machines - have over 30% market share. In overseas markets, Haier products are available in 12 of the top 15 chain stores in Europe and 10 leading chain stores in the USA. Haier is now approaching its goal of being "local" in American and European markets via localized design, manufacturing and sales processes. In addition, Haier has set up production facilities and plants in the USA, Italy, Pakistan, Jordan and Nigeria.

Haier's innovative management principles, such as Haier's OEC management model, "market-chain" management and "individual goal combination" – a system of assigning incentives-based responsibility to staff to ensure the quality of products delivered to their customers – have gained high recognition among international management institutes. Haier business case studies are included in the text books of Harvard University, University of Southern California, Lausanne Management College, European Business College and Kobe University.

Services

With the concept of "customers as the foundation of growth", Haier provides a one-stop star service to its customers. In a joint survey conducted by the China Consumer Association and the China Enterprise Research Centre of Tsinghua University on China's domestic durable commodities for 2003 and 2004, 8 of Haier's product categories were ranked No. 1 for customer satisfaction and overall satisfaction.

In addition to high quality home appliances, Haier is also focused on offering best-of-breed service solutions to its customers. Haier's service system runs throughout the production process from product design, production, manufacturing, to pre-sale, under sales and after sales service. Since 2002, Haier has successfully established a network of over 5,000 domestic professional service suppliers to deliver timely customized service.

Partners

Haier has established an extensive sales network around the globe. Key partners in perspective markets include:

- China: Strategic alliance with Suning and Gome chain stores

- America: Cooperation with TOP 10 retailers, e.g. SEARS, Lowe's, HOME DEPOT, Best Buy, PC-Richard, Wal-Mart, Sam's, Costco, BrandsMart and Target
- Japan: Cooperation with TOP 10 retailers, e.g. YAMADA, KOJIMA and JUSCO
- Europe: Cooperation with KESA, Media Market and Carrefour

Methodology:

1. Primary Data Collection

For Product: Customer survey through use of a structured questionnaire.

For Price: Direct meeting with the dealers to know other companies pricing, by collecting and analyzing prices for customers (MRP) dealers (D.P),direct dealers, and distributors.

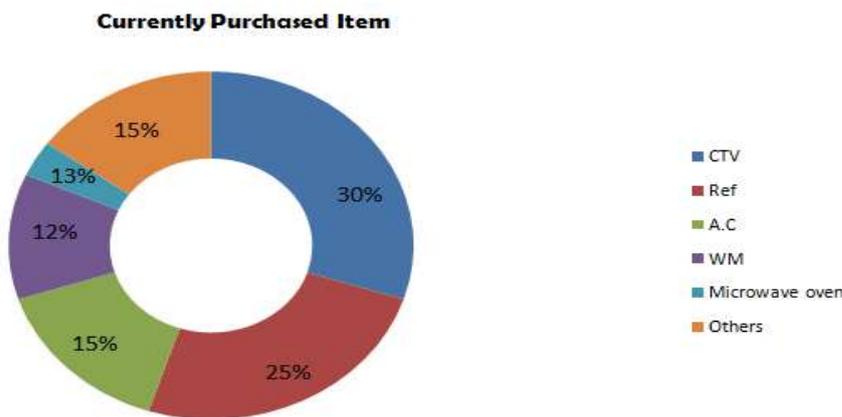
For Place: Obtaining feedback from the existing dealers of Haier and other consumer electronic dealers in the Ahmedabad market through direct interviews. To establishing and implementing processes for obtaining ideas, Information and insights from the dealers regarding the Haier marketing proposition for refrigerators and washing machine, after that evaluating the feedback, assessing the benefits and any risks associated with possible options, and making recommendations towards enhancing the HAIER marketing proposition especially “place” or in other words dealer expansion in Ahmedabad city.

Promotion: Observing the number of marketing activities done by the other companies by keeping the record of activities done by them, and also attending the activities to feel the difference between the Haier marketing activities.

2. Secondary Data Collection through company websites, journals & annual reports.
3. Analyzing and interpretation.
4. Mapping with respect to other competitors in the market in Refrigerator and washing machine and Air conditioners category.
5. Findings and conclusion can be drawn.

ANALYSIS & FINDINGS

Brand awareness survey

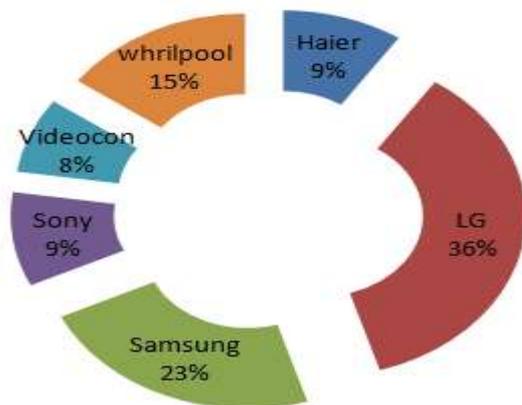


Out of the people surveyed 30% people opted to purchase CTV, this shows that still the electronic segment is having growth potential and it is lucrative. This also shows that still if a customer wants to purchase white good first opted preference is CTV. The percentage interest shown by the people in purchasing refrigerators and Air conditioners is seasonal only due to summers.

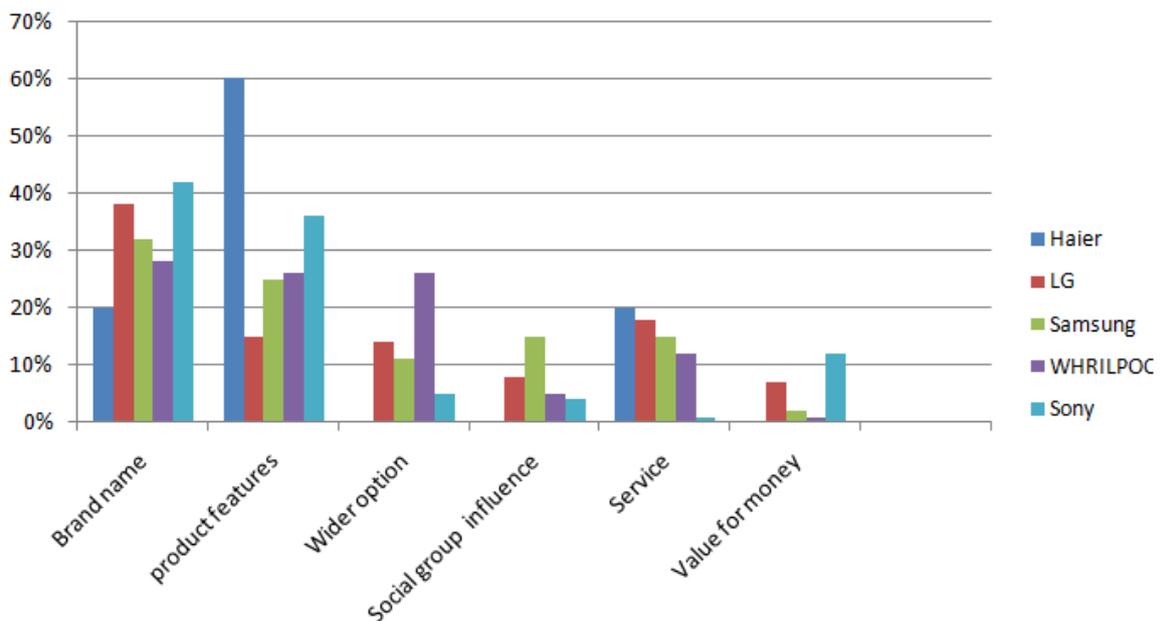
Other hidden aspect of this finding is that if the brand popularity is there in CTV, it can be extended to other product categories also. Stronghold brand presence should be established in electronic segment then it can be extended to other product categories.

2. Preferred brand in the last purchase

Out of people surveyed 36% LG in their last purchase, and this preference was mainly for AC`s, refrigerators and televisions. Only 9% of the people surveyed opted for Haier and that was mainly for mobiles that were branded for Reliance Communication CDMA phones.



3.Factors affecting their preference for preferred brand:



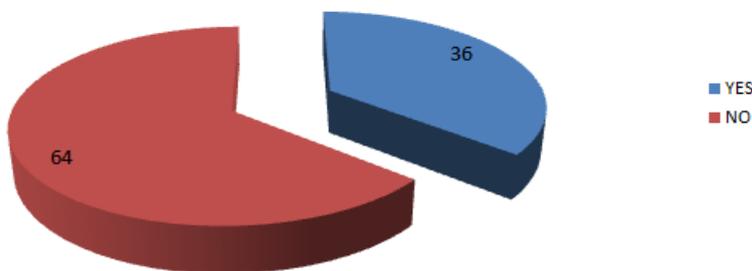
Brand name matters always that's why most of the companies which was opted by the customers , they preferred because of the brand name the market leaders like LG , Samsung is dominating because of their aggressive brand building exercise.

After this service factor comes in the pictures, for each surveyed brand people preference revolves around two major factor brand image and service. consumer durables represents lifestyle and if a person wants to purchase any consumer durable item he/she prefers those products which is already established, or in other worlds which gives them a “proud to own” feeling.

People opted Haier in the attributes like product features, it was 60% for Haier more than any other brand, it represents if the product features of Haier can be communicate suitably, there is much more potential in the brand itself. This also suggests that Haier needs to push products before a customer enters inside the store; it will enhance the brand value and will push the brand sale as well.

4. Brand awareness for Haier

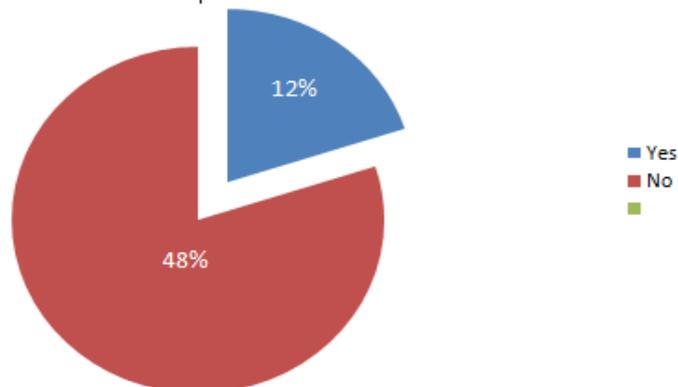
Brand Awareness



This shows how much customers are aware of Haier, and in other way what is the effect of all the marketing exercises, and the communication done so far for the Haier. Still 64% of the people surveyed were not aware of Haier; this suggests reevaluation of marketing strategies for Haier to enhance their brand awareness and visibility in the market place.

5. Haier influence on purchase decision

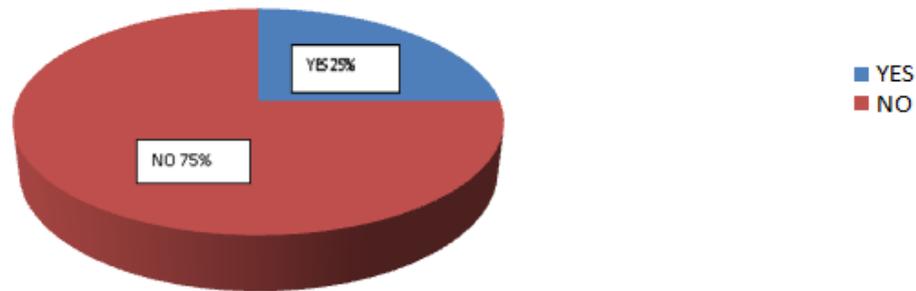
Customers had look on Haier product before making the purchase decision?



36% of people surveyed knows about Haier but only 20% of the people surveyed had look on Haier product before making the purchase decisions, this is surrounded by many factors like “Place” strategy of Haier, because of unavailability of the brand in the customers preferred multi brand store, other factor could be their will be dealers demonization to sell the Haier Products, less effort by the sales intermediaries. 36% people know but didn’t want to see the products are also showing the uncertainty in the minds of the customers in their minds.

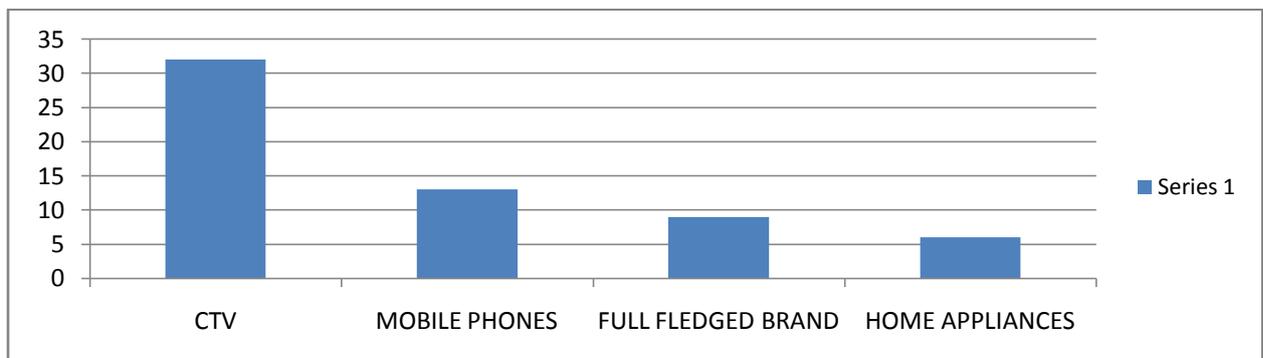
6. Brand awareness:

Aware of that "Haier is the 2nd largest home appliances and fourth largest electronic goods company in the world?"



25% of the people surveyed don’t know the most common strategy adopted by the Haier to create brand awareness for the brand i.e. Haier is the second largest appliances in the world. There was several lacking in their marketing communication, because of that the people who knows about the brand still don’t know about this fact. There could be other side of this fact that by the way of promoting as a second largest appliances brand, it automatically promoted the brand which is largest appliances Brand in the world, because by the way of communicating that Haier is the second largest it is automatically creating a willingness in the minds of the customers that which is the largest brand, in the world.

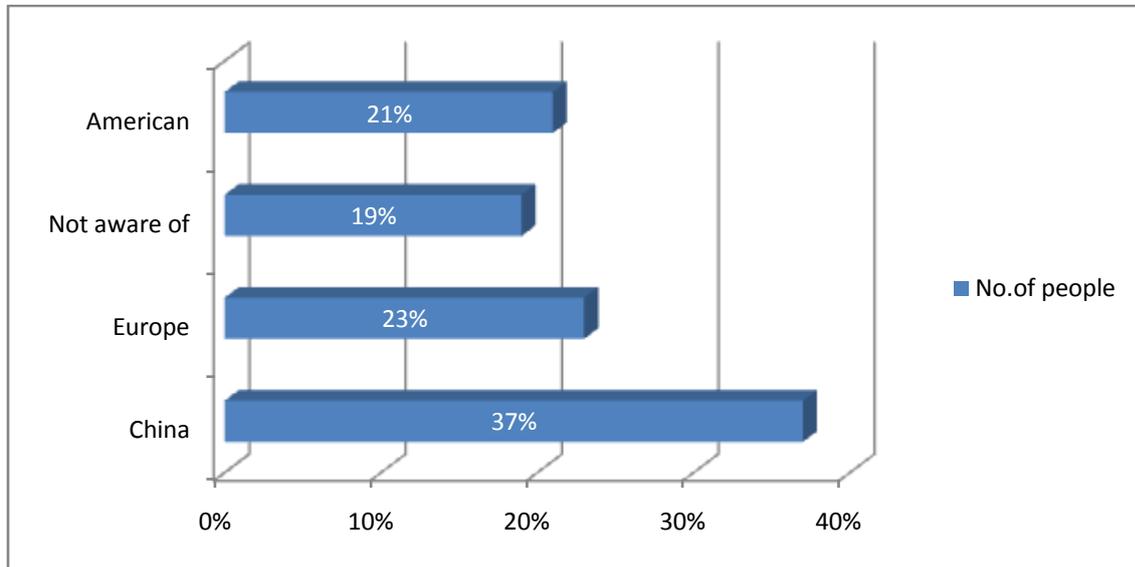
7. Awareness regarding the product lines of Haier



Still people perceived Haier as an electronic and mobile manufacturing brand, the supremacy for Haier lies in the appliances category, and it has proved worldwide. By the way of the marketing strategies adopted by the company it has created a electronic brand image , it has a positive side which

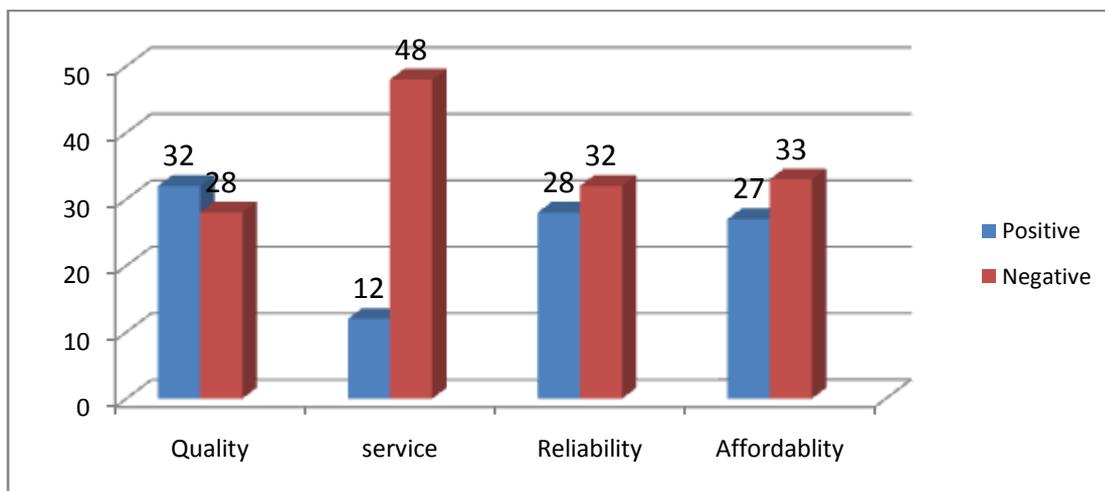
was earlier discussed that to promote brand in the appliances category it is better to promote the brand in the electronic segment first , because still people prefer to buy a color television first, but for that as a company it needs various options for the customers in form of various variants, wider option in electronic segment and the models which can compete with the brands which is present in that segment because the competition is stiff there.If as a brand it is unable to convert those potential customers in to their customers. It is losing in both the fronts, in that category in which it was promoted and secondly where it wants to move.

8. Origin of Haier:



Haier is perceived as a Chinese brand by 37% as a European brand by 28% and as an American brand by 20% of the people surveyed. When it was asked to the customers about that what country origin meant to you regarding the product quality.Still 62% people is having negative perception regarding the Chinese companies, for 28% people the company origin doesn't meant anything for them ultimately what company is giving in the form of quality is matters .European brand image is also perceived by the people surveyed still people perceived European brand as a quality brand.

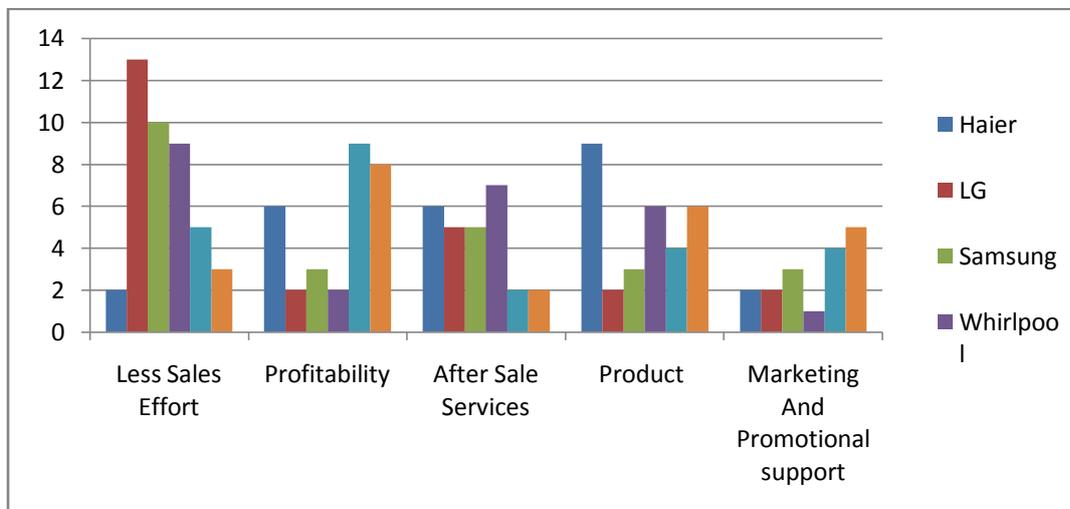
9. Customer Perception for Haier:



One thing is coming good out for Haier is that people perceived it as a brand for quality out of the 60 people surveyed 34 told positively about the quality for the brand. They perceived it as a quality brand but in the service front 48 people voted negatively about it. This suggests that somewhere in the customer mind it is present that if they will purchase Haier they will face service problem in the future. They perceived that because of their foreign origin company is not having appropriate service arrangements. Haier need to focus on this they have to erase this kind of perception that they are lacking in service front. Suitable communication effort should be done in the market place to gain customers confidence in service front. 28 people surveyed said that Haier products are reliable and 32 negatively perceived in this factor, because of the Chinese image people somehow thinks negatively about it. But the margin is very less so still there is right way for the Haier in the reliability front. 33 out of total people surveyed said that Haier products are not affordable. There could be other reasons for it but company needs to focus on India specific products and the pricing should be based upon it. A direct interaction with the major consumer durable dealers in the Ahmadabad market:

Findings:

1. Factors affecting dealers focus on brands:

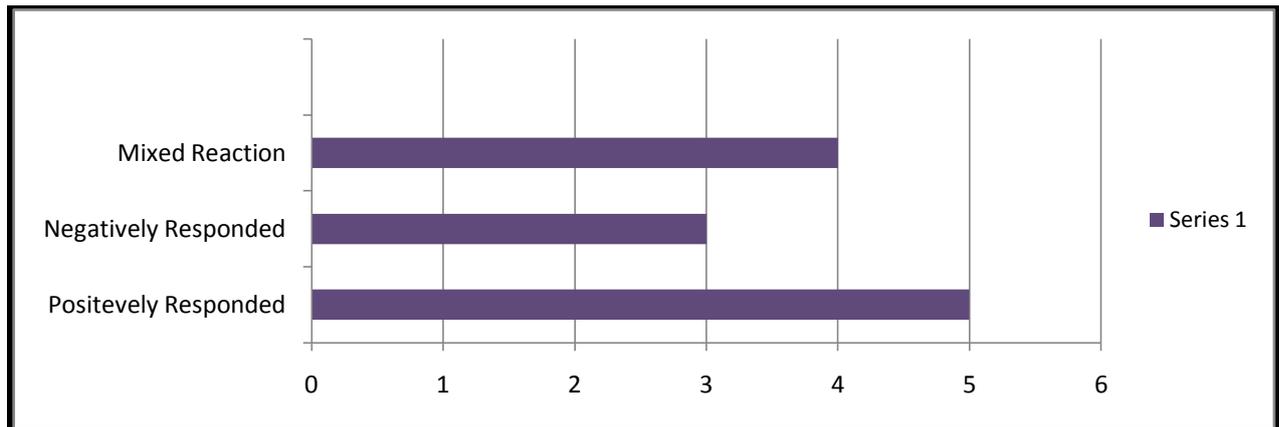


From the above bar graph it is showing what the factors which are affecting the dealer focus towards the brand, no doubt the profitability is the first factor but this other factors also affect overall focus of the brand .

Like from this market insight it is clearly coming out that in city like Ahmedabad dealers don't want to put more effort to sell brand they are happier if the brand it is getting sold itself in the market. This is clearly evident that despite having good product line, better marketing support from the LG, still 13 out of the dealers surveyed said that they are focusing on LG because they don't want to give much more effort to sell it.

Like it is 1 for Haier, 9 for Samsung, 9 for whirlpool, 6 for Godrej, and 2 for Electrolux. It clearly suggests that now it is time to create the brand awareness, and push products before a customer enters in to store. Right now the dealers in Ahmedabad city are dealing Haier much more because of the profitability after sale service.

Interested in Haier



Visited 5 dealers responded positively for Haier and they can be negotiated for the dealership, other these 4 dealers gave mixed reaction which can also be converted.

The market insight and factors influencing dealer focus

1. No push sale, no need to push these company products, less sales effort: LG and SAMSUNG created that kind of image in the minds of the customers, where before making any purchase decision, customer is more inclined towards the products of these company, and finally whatever the customer will purchase he/she will definitely have a look for these companies products before making purchase decision. Less Customer Complaints, Customer Awareness about the Brands.

2. Profitability and holding cost: Better Volume Sale Which Ultimately Leads to Better Margins, And Better Bargaining with the Companies. And No blockage of money, stock gets cleared easily

3. Whirlpool is having wide product line in refrigerator category which ultimately gives more option to select from to customers with this their service support is good and the customer complaints are also less especially due to home care program of whirlpool .

4. Godrej is giving extra profit margin as compare to other competitors i.e. dealer price +scheme of 3% + 3% distributors margin+ FOC , and there is enough possibilities of large sell according to them because of launch of new product line series in appliances segment. With this the company better support in the form of marketing efforts, recently company gave 5 A.C display panel stands and other POP material to many dealers.

5. Fair pricing strategies LG and Samsung prices are almost open to everyone are aware of dealer price and customer price.

6. Samsung Loan Mela and LG No Filing Charges, No Interest Finance Scheme on Air Conditioners Is Creating Good Response among Customers.

Refrigerators

A refrigerator (often called a "fridge" for short) is a cooling appliance comprising a thermally insulated compartment and a mechanism to transfer heat from it to the external environment, cooling the contents to a temperature below ambient.

Refrigerators are extensively used to store foods which deteriorate at ambient temperatures; spoilage from bacterial growth and other processes is much slower at low temperatures. A device described as a "refrigerator" maintains a temperature a few degrees above the freezing point of water; a similar device which maintains a temperature below the freezing point of water is called a "freezer".

The first known artificial refrigeration was demonstrated by William Cullen at the University of Glasgow in 1748.

Refrigerators are of two types:

1. **Direct cool Refrigerator:** Cooling comes from the compressor only, need to defrost the ice when the frost created inside the freezer.

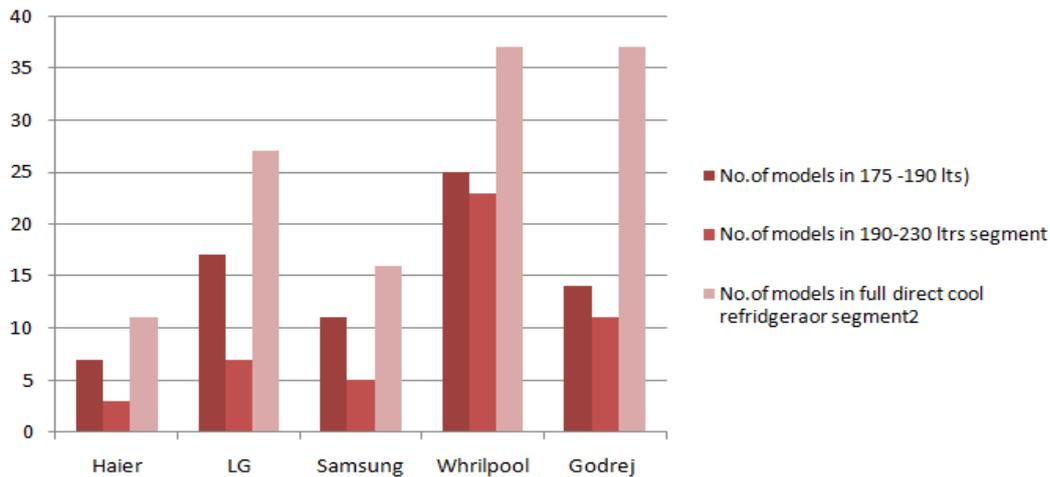
2. **Frost free Refrigerator:** A combined fridge/freezer which applies the frost free system to the freezer compartment only is usually called "partial frost free", while one which also applies it to the fridge compartment is called "total frost free". The latter features an air connection between the two compartments, with the air passage to the fridge compartment regulated by a dumper. In such a way, a controlled minor part of the dry and fresh air coming from the dynamic cooling element located within the freezer can reach the refrigerator.

Haier is one of the world’s largest and most advanced refrigerator manufacturers, producing over 12 million units of refrigerators and freezers annually at its 20 production facilities worldwide. Haier consistently applies leading global technologies in the manufacturing of its products. Haier is the first company to make breakthroughs in integrating fluorine-free, energy-saving technologies with large freezing capacity, and solve technological problems related to sterilization. Haier has also rolled out the world’s first variable-frequency refrigerator, which is made of heat insulating material designed for aerospace

Direct cool refrigerators capacity mapping

Comparative product models mapping

B r a n d	1 0 0 Lts	170 Lts	175 Lts	180 Lts	185 Lts	190 Lts	195 Lts	200 Lts	205 Lts	210 Lts	215 Lts	230 Lts	243 Lts	250 Lts	260 Lts	300 Lts
Haier						<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>						
Godrej	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
Whirlpool		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Samsung				<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>									
LG			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	
Electrolux		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>				<input checked="" type="checkbox"/>



From the direct cool Refrigerator capacity mapping and comparative model mapping it can be easily understood that just because to give wider option to choose from, companies are segregating the already segregated direct cool product category. Most of the Refrigerators which are getting sold in India belong to direct cool refrigerator product category. It is compulsory for the appliances brands to make strong hold present in this segment to create brand preference in higher product segments. That's why Whirlpool is having 36 models (consisting variants also) which represents strong hold in the segment.

Companies are lying strongly in the entry level Refrigerators that's why they have flooded the segment with various liters capacity. Companies like Whirlpool having presence in 170, 175, 180 liters capacity. This strongly suggests the strategy of Whirlpool to offer the same product for different customers for different usage pattern and need.

Company like LG is also having presence in 4 sub segments, like 175, 180, 185, 190 liters capacity with different design and variants to choose from, in other way it is focused to the customer who just want a fridge which can cool, and the customer don't want to spend much over it, with this LG is also focusing on that customers which is seeking different product attributes for the product, which he/ she want to purchase. Direct cool segment is the segment where Haier is having presence in 190 and 210 liters, with only 11 models and specifically in entry level it has only 7 models whereas their competitors are having 15 models. Whirlpool is having 25 models in this category where as Godrej is having 15 models.

Haier is having Refrigerator with 190 liters capacity in their entry level, company must argue they are giving higher capacity then their competitors in the segment but ultimately we also have to consider that Gujarat market is primarily a rural market where in the entry level customer don't want to stretch their purchase level, they can compromise in seeking product liter capacity but they don't want to budget for the purchase.

They only want a refrigerator with a 170 -175 liter capacity which can cool only in summers. If they can find that they are unnecessary spending more on purchasing a higher capacity refrigerator they will easily switch over to other brand

For Haier there is a immense need to launch few new model in entry level segment or to increase the variants of the present models to increase the no of models offered by the brands in order to retain the customers and to give wider option to their customers.

Features mapping direct cool refrigerators entry level (175-190)

Features	Haier HRD 211 MP	LG 181PP4	Whirlpool Genius	Samsung RA18QHMB1	Electrolux Deo fresh
Gross Capacity (Liters)	190	175	180	180	180
Defrosting System	Semi Automatic	Semi Automatic	Semi Automatic	Semi Automatic	Semi Automatic
Air Flow Type	Direct Cool	Direct Cool	Direct Cool	Direct Cool	Direct Cool
Insulation	PUF	PUF	PUF	---	Maxi 2
Clean Back	✓	✓	✗	✓	✗
Deodorizing	✓	✗	✗	✗	✓
Tomato bin	✓	✗	✗	✗	✗
Temperature Control	Dial	Dial	Dial	Dial	Dial
Detachable gasket	✓	✓	✓	✗	✗
Number of Doors	1	1	1	1	1
Type Of Door	Single Door	Single Door	Single Door	Single Door	Single
Open Door Alarm	✗	✗	✗	✗	✗
Reversible Door Swing	✓	✗	✓	✗	✗
Door Lock	✓	✓	✓	✓	✗
Large Bottle place	✓	✓	✓	---	0
Material Used for Shelves	Wire	Wire	Wire	Wire	Wired
Adjustable Shelves	✓	✓	✓	✓	✓
Egg Rack	Removable	Removable	Removable	---	---
Crisper or Vegetable Tray Material	Large transparent	Plastic	Crystal	Crystal	Acrylic
Moisture or Humidity Control	✓ Double humidity controller	✗	✗	✗	✗
Quick Freezing Component	Rolled bond freezer	✗	✗	✗	✓
Chiller Tray	Large chiller tray	✓	✓	✓	✓
Colours Available	Red/ grey	Red, Silky Grey	Blue, Grey, Red and White	Mild Blue, Deep Red and Metal Grey.	Aubergine Red, Silky Grey
Exterior Finish	Powder coated	Powder Coated	Powder Coated	Powder Coated	Anti-rust Galvanized Iron Body
Price	8400	8500	8650	8700	8700

Haier is known worldwide for “inspiring the living” of customers with the unique and patented product Bottom Mounted Refrigerators. While taking a first look at this product it looks like somebody has reversed the product, but that is not the case. In- fact the two sections, Refrigerator and Freezer has been interchanged. This idea has really hit the market, because the refrigerator section has usage of 80% and freezer section has 20% usage, because this product is upside down 80% times the

customer doesn't have to bend. The customers of this refrigerator are those who really care for their family.

Think a wife who is expecting a child bending is not good for her; it is easy for her to use this refrigerator, she will purchase BMR because she does not have to bend. Besides this there are other features that are different from the conventional Frost Free like the VC fresh technology. This technology keeps the fruits and the vegetables fresher for a longer period of time.

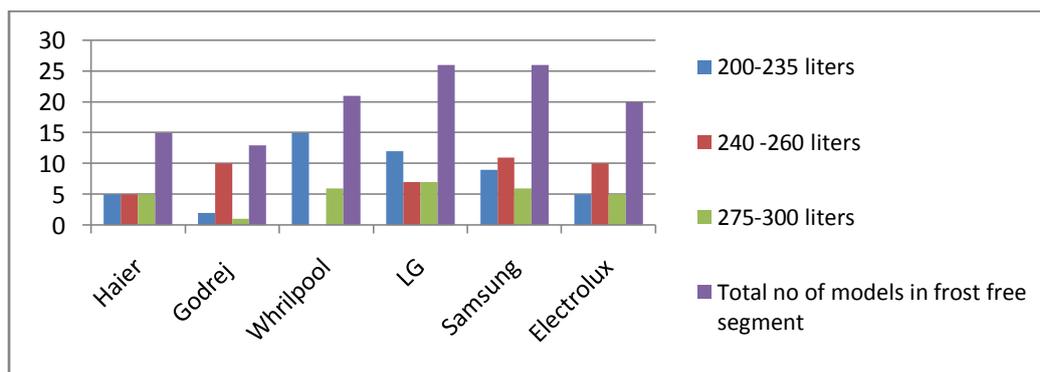
Haier refrigerators are also equipped by spacious design. One will feel quite surprised he/she found that the Vegetable box size of 240 liter BMR is larger than the 270 liter normal Double Door Refrigerator. It has also a one biggest advantage “as the compressor and vegetable box is downwards in normal two door refrigerators, and Vegetable Box is upwards in the BMR, the Compressor doesn't occupy space of Vegetable box which is upward in the BMR, which it generally occupies in the Normal two door Frost Free Refrigerators”.

This product has done wonders worldwide and considering the kind of requirement Indian customer has, in the days to come it will surely add more Customers in its kitty and inspire people to live with uniqueness in India. Haier BMR has drawn a considerable amount of attention from the customers who have appreciated this concept and are using this technology to express their caring nature towards their families. This is a truly a family refrigerator.

Frost free refrigerators capacity mapping

Brand	200 Lts	220 Lts	230 Lts	240 Lts	245 Lts	250 Lts	260 Lts	275 Lts	280 Lts	300 Lts	310 lts	315 Lts	340 Lts	365 Lts	375Lts	390Lts	400Lts
Haier		☑		☑				☑		☑							
Godrej	☑			☑			☑			☑		☑	☑				
Whirlpool			☑			☑						☑					
Samsung			☑			☑	☑		☑			☑	☑		☑		☑
LG			☑	☑		☑			☑			☑	☑	☑			
Electrlux			☑		☑				☑		☑		☑	☑			

Comparative product models mapping



Frost free segments: 1. 200-235 liters 2. 240 -260 liters 3. 275- 300 liters

Haier is having good presence in this segment of frost free refrigerators, with a models present in all three categories, its strong hold needs to be capitalize seeing the product potential of BMR refrigerators, which others companies are not having.

The total number of Haier models is 15 more than Godrej only keeping this thing in a view need to capitalize in building strong segment presence.

Place

Competitor’s presence in Gujarat

Place	Haier	LG	Samsung	Whirlpool	Godrej	Electrolux
RAKHIAL	☑	☑		-	-	-
ODHAV	-	☑		-	☑	-
MANINAGAR	-	☑	☑	☑	☑	-
BEHRAMPURA	-	-			☑	-
ASTODIA	☑	☑		-	-	-
AMRAIWADI	-	☑	☑	-		-
NARANPURA	-	☑	☑	☑	☑	-
THALTEJ	☑	☑	☑			☑
GHATLODIA	☑	☑	☑	☑	☑	-
ELLISBRIDGE	☑	☑		☑	☑	-
MEMNAGAR	-	-	☑		-	-
JIVRAJ PARK	☑	☑	☑	☑	☑	☑
S G HIGHWAY	-	☑	☑	-	-	☑
PALDI	☑	☑	☑	☑	☑	☑
BODAKDEV	☑	☑	☑	☑	☑	☑

Haier presence in Gujarat market is less compare to their competitors like LG, whirlpool, Samsung, Godrej it is greater than only Electrolux, one thing is also evident that Haier is present in major counters with LG and Samsung, Haier also need to focus on those dealers were it will not face direct competition with LG and Samsung. Competitive strategy should be like this were first Haier should wipe out smaller brands compare to LG and Samsung because this brand also have market share larger than Haier, and Haier is not in competition of LG and Samsung it should target on brands like Electrolux Godrej , TCL first, so it can compete the bigger brand later on.

Service mapping in Orissa market

whirlpool **Haier** **LG** **Samsung** **Electrolux** **Godrej**

	whirlpool	Haier	LG	Samsung	Electrolux	Godrej
BOPAL	☑	-	☑	☑		-
PALDI	☑	☑	☑	☑		☑
VADAJ	☑	-	-	-		☑
BODAKDEV	☑	☑	☑	☑		-
SETELITE	☑	☑	☑	☑		☑
VASNA	☑	-	-	-		-
C G ROAD	☑	☑	☑	☑		☑

Promotion

Samsung Innovative promotion and advertising initiatives

To establish trust and confidence among Indian consumers, Samsung did active promotion and advertising by taking the following initiatives.

- Samsung India associated itself with the ruling passion of the Indian mass consciousness: Cricket. Samsung launched the Team Samsung campaign with the stars of the Indian cricket team, which caught the imagination of an entire nation. In 2004, Samsung also brought to India what was possibly the biggest cricketing spectacle of this decade, the historic India vs. Pakistan cricket series - ‘The Samsung Cup’.
- Not confining itself to cricket, Samsung sponsors the Indian contingent to the Olympics and the Asian Games. It also ran training programmes for deserving Indian athletes under the Olympic Ratna banner. Samsung has also helped bring to India, for the first time, the Olympic torch relay. Samsung also brings every year to India - the World Cyber Games, which is regarded as the Olympics of the Cyber world.
- Samsung also launched a series of innovative below-the-line activities. In mobile phones, Samsung tied up with noted painter SatishGujral for his paintings to be available as downloads on Samsung mobile phones.
- Product placement was done in movies and popular television serials like ‘Jassi’ where Samsung products were set in lifestyle environments.

- For Microwaves, Samsung ran a Kitchen-on-Wheels programme where mobile kitchens with microwave ovens went to various localities demonstrating the advantages of microwave cooking.
- Samsung branded its products as superior technology and environment friendly ones. The Samsung refrigerators and ACs incorporate a revolutionary new technology called Silver Nano Health System that ensures freshness and bacteria free environment. It launched the “Bio” range of products. In microwave ovens, features like the bio-ceramic coating and 3D shower waves keep in mind the health conscious public of today.
- Launched a special marketing campaign for Flat TVs including a focused advertising campaign ‘DuniyaHaiGol, TV Flat’ and attractive exchange offers. As a result, flat-screen TVs make up over 50 per cent of Samsung’s TV sales compared an industry average of 17 per cent.

Customized products for Indian Consumers

- Samsung understands the local cultural sensibilities to customize its products according to the Indian market. It has set up a “usability lab” at the Indian Institute of Technology in New Delhi to customize Samsung products to meet the specific needs of Indian consumers. This industry-institute partnership is helping Samsung to study and analyze consumer response in aspects of product design, including aesthetics, ergonomics and interface.
- Through its research done on consumer preferences in India, Samsung has concluded that Indian consumers want more sound oriented products. Thus, the Samsung televisions for India have a higher sound capacity than their foreign counterparts.
- For the semi-automatic segment of Samsung washing machines, Samsung has introduced for the first time in India a feature called Super Dry. It is present in three of Samsung’s semi automatic models and dries the clothes better than the rest.
- Samsung washing machines have an additional menu that takes care of the local Indian wardrobes. They also have a ‘memory re-start’ that takes care of the frequent power failures in India.

Innovative marketing strategies of LG

To make itself a known brand in the consumer electronics sector, LG has taken innovative marketing and promotional initiatives:

- Launch of new technologies in consumer electronics and home appliances.
- LG was the first brand to enter cricket in a big way, by sponsoring the 1999 World Cup, and followed it up in 2003 as well. LG brought in four captains of the Indian cricket team to endorse its products. LG invested more than US\$ 8 million on advertising and marketing in this sport.
- LG has differentiated its products using technology and health benefits. The CTV range has ‘Golden Eye’ technology, air-conditioners have the ‘Health Air System’ and microwave ovens have the ‘Health Wave System’.

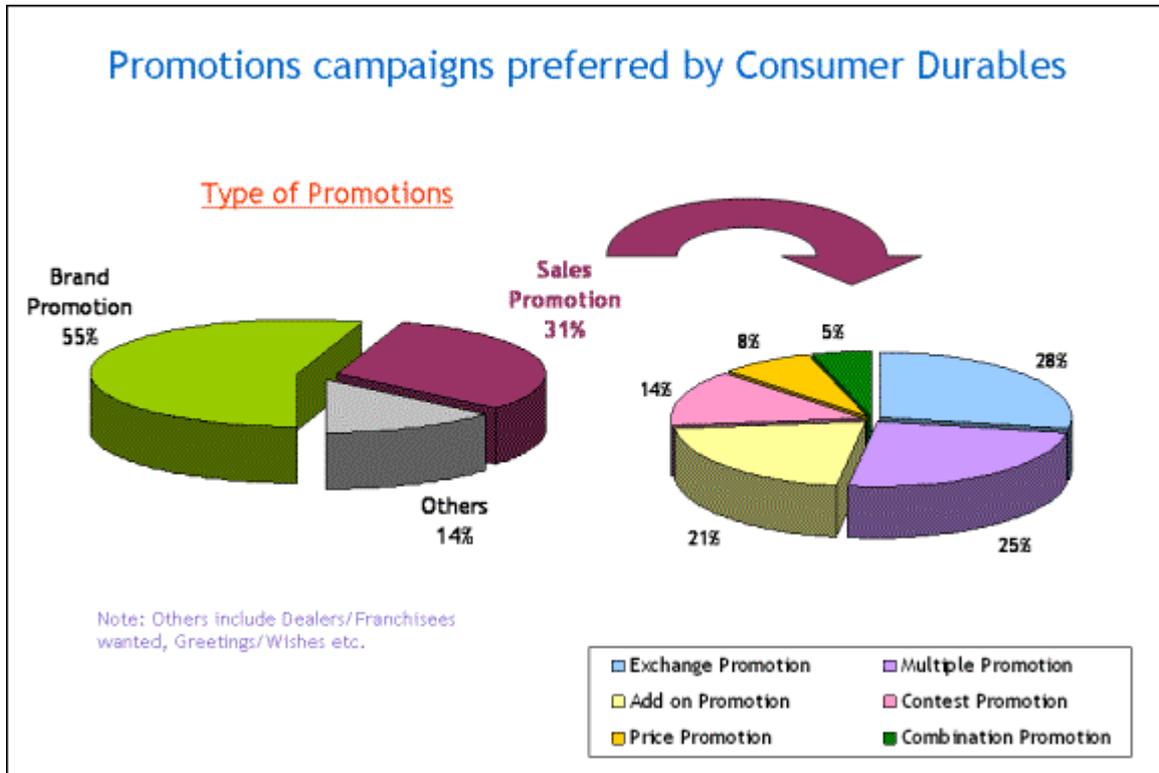
Local and efficient manufacturing

- Reduce cost and to overcome high import duties, LG manufactures monitors and refrigerators in India at its manufacturing facility at Noida, Delhi. LGEIL had already commissioned contract manufacturing at Mohali, Kolkata and Bhopal for CTVs. This has helped LGEI to reduce costs.
- LGEIL is implementing a “digital manufacturing system” (DMS) as a cost-cutting innovation.

- This system is a follow-up to the Six Sigma exercise LGEIL had initiated earlier.

Product localization

- Product localisation is a key strategy used by LG. LG came out with Hindi and regional language menus on its TV.
- Introduced the low-priced “Cineplus” and “Sampoorna” range for the rural markets.
- LG was the first brand to introduce gaming in CTVs. In continuation of its association with cricket, LG introduced the cricket game in CTVs.



Consumer Durables used 31% of sales promotional ads during H1'07.

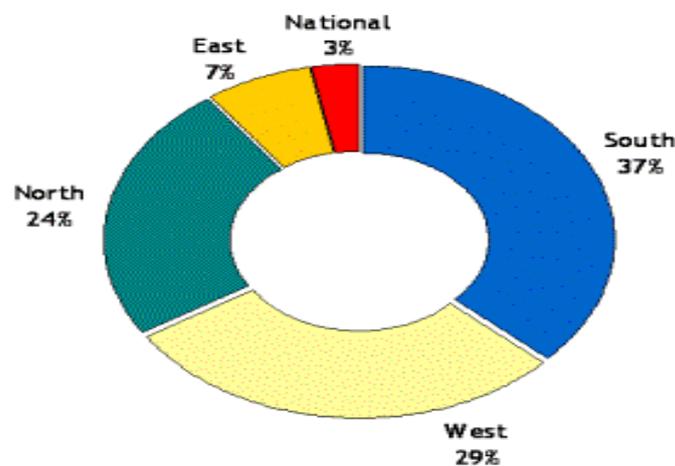
- Maximum usage of Sales Promotional ads by Television Sets.
- Exchange Promotion was most widely used by Durables followed by Multiple Promotion and Add on Promotions.

52% ad volumes contributed by the Top 10 players

Top 10 Advertisers	% share
Mirc Electronics	10%
Samsung India Electronics Ltd	10%
LG Electronics India Ltd	8%
Videocon Industries Ltd	6%
Sansui India	4%
Matsushita Electrical Industrial Co Ltd	3%
Sony India Ltd	3%
Akai India Ltd	3%
Sanyo BPL Pvt Ltd	3%
Usha/Shriram	2%

- There was a tie between Mirc Electronics and Samsung India with equal share in H1 07.
- 90% of advertising by Mirc Electronics in Television Sets (with brands like Onida Pure Flat TV, IGO Flat TV etc.) and Air Conditioners (with brands like Onida Air Conditioner, Onida Cool Point etc.).
- Samsung India focused their advertising on Television Sets and Refrigerators.

South zone publications had the maximum ad volumes



Advertisement Analysis

Headline:A rainy evening and she finally calls you for dinner. Perfect. She loves the pink shirt onyou.
Subhead:Pity, you put it into a wash justthis morning...

Body copy: Whatever be the time or the weather outside, the LG Washer and Dryer with Direct Drive System gives you 100% dry clothes, along with noiseless and perfect cleaning. So, go ahead and let your pink shirt cast a spell on her.

Baseline:Get ready. Right now.

LG has used AbhishekBacchan as their brand ambassador for washing machine unlike their competitors, which generally focus women in their ads because the washing is still related to women in Indian homes, LG communication is based through a man. Message is very clear in the ad that use of LG washing machine is so simple and uncomplicated so that a man can also use it.

LG intends to change the usage pattern as it is a advertisement of fully automatic washing machine the pictorial presentation is just in the lines of ad headline and its subhead.

The use of AbhishekBacchan presents the image of independent, successful and modern Indian youth, and finally the ad is connected through a call from a girl for a dinner and because of the whether it is not possible to dry the shirt which was put it into a wash just this morning, focus is based on around the USP, i.e. 100% dried cloths through LG washing machine.

1. **Headline:** Barsaat main jhoomja Stain kobhoolja

Subhead:Starring Stain wash

Daagdhoyeaisekephirbheegjaanekamannkare

Bodycopy:Whirlpool Stain wash washing machines ensure that stains disappear with the press of a single button. This range is equipped with a special Stain wash function which comes hot wash and a unique 1-2, 1-2 hand wash action that removes 6 stubborn stains, like shoe polish, red sand etc

Baseline:Whirlpool. You're magic in homemaking

Headline:What women want

Subhead:Someone with a spotless reputation

Bodycopy: The new Sensation from Whirlpool with Stain Wash, a unique program th cleans even the most stubborn stains, be it curry or pickle, that other machines cannot.

Baseline:You and Whirlpool. The world's best homemakers.

Use of Ajay Devgan and Kajol in the ad of whirlpool is giving a homely feeling the first ad was primarily focused on Bengal region which suggest that how nicely the whirlpool is playing the rationality game, so it can get popular in a specific focused region.

Headline:Whatever role life gives you, play it big.

Bodycopy:Every day, life throws a million opportunities your way. We believe you should make the most of each one of them. And it is the very belief which has made us a \$4 billion global

conglomerate, with manufacturing and R&D facilities across the world, and the distinction of being rated India's Most Valuable Consumer Durable Company.

Consumer durables represents lifestyle here in this Videocon ad two biggest youth icon from bollywood and cricket has been used , the ad is focused to give a Indianans' touch to it , by the way of representing the Videocon as a Indian multinational. The image of both MsDhoni and Shahrukh Khan is perfectly used, one is representing the upper class and whereas M S Dhoni common middle class image is being used.

Haier ads are focused on unknown faces and to the product quality, a smiling Indian face is standing in front of Haier refrigerator it shows that life is smiling with Haier refrigerator, Haier ads also shows that Haier don't feel that it will be carry with the image any popular face but it want to create the space in the Indian market with product features.

BTL Activities of All Brands in market place

BTL Activity For All Brands			
<i>Date</i>	<i>Brand</i>	<i>Media</i>	<i>Activity</i>
4.02.08	Samsung	Samsung Loan Mela	Samsung Loan Mela in all leading counters(Hilghted by flex)
4.02.08	Haier	Display Mobile Van	Display Mobile Van For the costal Gujarat
19.2.08	LG	Ear Pannel	Buy any AC and get a microwave free
19.02.08	Sansui	Ear Pannel	Just Pay Rs:26590 For 1.5 ton split AC & get a Microwave oven free
21.02.08	LG	Paper Add (Refrigerator)	Display Mobile Van For all Gujarat
22.02.08	Samsung	Paper Add (AC Dhamaka)	Display Mobile Van For all Gujarat
22.02.08	Samsung	Paper Add (Samsung Digital Home Carnival)	All Gujarat Dealer Meet
22.02.08	Haier	Local Cable Add (Otv) of AC & BMR	Relating Business Plan 08-09 & launching of new products
22.02.08	Videocon	Display Mobile Van	All Gujarat Dealer Meet
22.02.08	Onida	Dvd Paper Add	CTV Exchange Offer, 54cm Flat+DVD =6680/- & DVD @ Rs2490/-
23.02.08	Samsung	Paper Add (Home Theatre)	(Home Theatre)
23.02.08	Sansui	Paper Add	
23.02.08	IFB	Paper Add	
23.02.08	LG	Paper Add	
24.02.08	LG	Mall Activity (Pantaloan)	(Pantaloan)
24.02.08	LG	Ear Pannel	
25.02.08	Samsung	Paper Add (AC Dhamaka)	(AC Dhamaka)
26.02.08	Videocon	Display Mobile Van	
26.02.08	Godrej	Display Mobile Van	

27.02.08	Whirlpool	Dealer Meet	
28.02.08	Whirlpool	Media Coferance	
29.02.08	Videocoon	Dealer Meet	
29.02.08	Hyundai	Paper Add	
2.03.08	LG	Ear Pannel	Buy any AC and get a microwave free
3.03.08	Samsung	Paper Add (AC Dhamaka)	Just Pay Rs:26590 For 1.5 ton split AC & get a Microwave oven free
4.03.08	Sansui	Paper Add	K2K 21 Flat Rs;-4990/-,29wtg Rs:-9990/-
2.03.08-- 8.02.08	Godrej	Display Mobile Van	Display Mobile Van For all Gujarat

After analyzing the BTL activities of all brands in a month it is evident that Haier competitors are way ahead in comparison of no of activity done. Haier has done two activities; one was mobile van and other was local TV ad whereas their competitors have done 7-8 activities in that particular month. Brand visibility and awareness can be created by the increased number of BTL activities, Haier has to increase the number of BTL activities so that brand visibility can be created. For Haier competitors their activities were also very much different and focused like LG has done mall activity at pantaloon, one thing is also evident that others brands are focusing very much on local paper ads, but Haier didn't had any paper ad on that particular month, local newspaper ads is a very different way of marketing communication and the main benefits which arrived from it is that there is high rate of connectivity with the people in local language in comparison to other medium.

There is also evident from the analysis that in the particular month market was also flooded by different offers but Haier didn't have any offer on that month.

Pricing strategies:

If we look upon the pricing strategies adopted by the consumer durable brands we can see that there is not much difference. Every company is trying to give variable product option in variable prices to focus on different pool of customer incomes, and requirements with the same brand.

The refrigerator of a company like LG which is a market leader is starting from 7500 in 175 liter capacity in direct cool refrigerator category. They are so much of variable option in same segment to attract different type of customers one of the reasons is that LG business is now is on such heights now due to mass production there landing manufacturing cost is coming comparatively much lesser than their competitors.

There 6.2 kg washing machine is starting at RS 5990 much more lesser with respect to their competitors with same kind of features.

LG pricing strategy is totally matches with its corporate strategy. First they have created a kind of brand image where they don't have to depend upon their dealer and distributors, their products are getting sold itself in the market. They keep on capitalizing in their strategy to push the product before a customer gets enters in the store in order to pull demand from the market.

Samsung is also adopting same kind of pricing strategy but they are different from LG in respect to their price positioning they have got the clue that modern day demand is pulled by the young aspiring

middle class, they want lifestyle in their life and prefer life style product and services, Samsung understood that fact and started to position as a lifestyle product brand and their price positioning is accurately based upon it. With this they are so much of variable option in same segment to attract different type of customers.

Samsung starting entry level refrigerator starts from 8200 with a clear differentiation with their competitors in this segment.

Godrej with a launch of new product line also want to create and to give a fresh look in to their brand with vibrant colors and design and in order to come up from old Indian brand image. Godrej pricing is very much competitive in one way they are giving economical models and they are also focusing on high end models with their new launch. Godrej is giving extra profit margin of 1.3% other then what they are giving currently, with a wider focus on brand visibility and promotion.

Whirlpool is having wider option both in refrigerator and washing machine they are also having highest no of refrigerators models. They are also focusing majorly on to give lifestyle feeling and their pricing is based upon it.

Haier entered the Indian market with a premium line of products, which prohibited the brand from building a mass appeal. Although, there are so many players in the market and there is enough space for players like Haier seeing the economy grow at around 8-10%. In the beginning Haier was clear that it will target niche segments. For instance, it had 2.3 kg washing machine, targeted at small washing jobs, priced at Rs 6,990, and a bottom mounted refrigerator priced Rs 42,900, which are not offered by any other brand. Although globally, Haier is a big name in appliances, with this segment contributing 70% to overall turnover, in India it wants a strong showing in CTV's also that's why they focused more in electronic segment first because of that they lacked focus in appliances in India.

Haier is focusing on premium pricing seeing the negative perception of Indian people regarding Chinese brand.

Haier core offerings till now have been high-end products but it should enter the mass market with some starting models in direct cool refrigerators and other such mass volume categories in an attempt to gain a bigger chunk of the market. This will also create equity for the brand.

Seeing the market changing environment Haier focus should be to take the brand to the next level in terms of mass penetration and for this focus should be made on network, products and retail expansion wherein organized retailers will play a very important part.

For Haier a price plank will not work, since it's likely to reinforce the image of a cheap Chinese product. Haier is a premium brand, and Haier positioned it in same way, however now time has come to on the basis of additional features Haier should be positioned as value-for-money brand. Like If Haier prices its semi-automatic washing machine at Rs 6,200 against the industry average of Rs 6,000, it also offers an all-plastic body, which others don't. Overall, Haier has to build its brand on the platform of technology and innovation with taking value for money status keeping in the mind.

Products like the bottom-mounted refrigerator that the company sells is based on the insight that consumers use the freezer less often and its placement at the top means a person has to bend down every time he wants to use the food storage compartment. Putting the freezer at the bottom makes it easier for the consumer.

Finally Haier has the ability to develop 1.3 new models every day and has some 13,000 models in 38 product categories. "Haier is a brand which has given global players a run for their money and there's no reason it can't create that position in India, where consumer insights play an even more crucial role their verdict.

Conclusion and recommendations:

1. The first and most important thing which Haier needs to do is to, it was found in customer survey that still 64% of people surveyed were not aware of Haier, even dealers who are in consumer durable business from more than past 20 years are not aware of Haier, for the brand which is only having capability to compete against the Korean giants LG and Samsung needs to push the products before a customer enters inside a store.
2. Haier needs to increase the number of BTL (below the line) activities to generate common awareness and visibility at grassroots level, because it can be understood from the figures of their competitors BTL activities that Haier BTL activities is not up to the that mark in comparison to other competitors.
3. In Ahmedabad market dealers don't want to put direct push effort on brands that's why unlike other cities market where if a dealer deals in LG they prefer not to deals with its direct competitor Samsung, but in Gujarat every dealer is having collection of brands, they want to be ready for everything like whatever customer demands they can easily find out in their store. Currently Haier is available with most of the major dealers in Ahmedabad, Haier needs to focus on those dealers also where it will not face direct competition with LG and Samsung , a small and dedicated brand dealer will work not only for margins but they also can see the future opportunities in form of Haier.
4. Good thing about Haier is that they got somehow success in positioning themselves as a quality brand the customer survey and the dealer's survey tells the story about it. People perceived Haier as a good product quality brand. If this can be associated with better pricing also there will be immense possibilities for Haier. Need to create a value for money brand image which can give good product quality at affordable prices.
5. Company product range is inappropriate especially in refrigerators whereas every company is having 165 liters segment as an entry level refrigerator. Haier is having 190 liters. If company will launch a new refrigerators in entry level with less pricing it can attract those customers who want to opt for a refrigerator in the entry level segment in less pricing there are much more scope for selling.
6. Haier needs to build strong dealer relation in order to provide better "place" strategies for the brand. Haier lacks in company support factors and most of the existing dealers in the dealer survey said that. Like most of the companies are having their regular company dealers meet to get together with their dealers, Haier lacks needs to do this in order to regain dealer support
7. Service arrangements need to be strengthen, still people thinks that because the company is having foreign origin and it is new too, if they will purchase any product they will face service problem in future . Like Haier is having 6 service centers whereas its competitor's whirlpool, LG, Samsung, Godrej is having 14,9, 9, 6 service centers respectively. Service policy of Haier is that a customer complaint has to go from dealers, which give unnecessary work burden on them. Customers in rural Gujarat not aware of the service call center facilities and don't know how do it, company is not having the service centers also there in those area , customers passes the complaints to dealers, and dealers to

- distributors, and finally distributors has to log this complaints to the call center, which creates overburden for them.
8. Any one accepts that as a fully fledged brand, Haier can only compete with the Korean giants LG and Samsung. Product lines and variants in the refrigerators should be increased to give wider option to choose from to the customer because the Haier refrigerators could be proved as a benchmark product for Haier because of its unique differentiation with others as a BMR refrigerator.
 9. Most of the products are not attractive, looks simple and not represents the brand quality, mostly in refrigerators segment even the logo on refrigerators are not attractive as compare to others.
 10. Haier should adopt aggressive marketing strategies to cut down competition and visibility at market place.
 11. Appropriate product knowledge should be given by the company to dealers and to dealers to create awareness towards quality.
 12. Overall there is much scope for Haier in Gujarat market. But Brand visibility should be increased so it can convince dealers and customers like LG and Samsung are more customers driven, where company demand is initiated by the customers, these company products pulls demand from the market.
 13. Company must have to focus on print ads, because where in the TV ads, a person can see only if he/she open the TV and if the ads is getting broadcast that time, whereas print ads any person can see going through the news paper throughout the day.
 14. Products should be more attractive refrigerators looks very simple and ordinary especially direct cool refrigerators Entry level Refrigerators can do better because of price and 190 capacities.
 15. In the semi automatic washing machine segment one of the findings is that Haier needs to build a powerful USP for its semi automatic washing machines like they did it for Refrigerators (BMR) so it can clearly differentiate with others. Currently Haier is focusing more on fiber body, timer and powerful motor, which is almost same for all the present brands, other competitors like LG despite of all these features focusing more on technology ,like **Punch Plus Three**, for whirlpool its **1-2,1-2 Hand wash**, for Godrej it is **Force Four**, and for Samsung it is **Silver Nano**.
 16. Haier presence in Gujarat market is less compared to their competitors like LG, whirlpool, Samsung, Godrej it is greater than only Electrolux, one thing is also evident that Haier is present in major counters with LG and Samsung, Haier also need to focus on those dealers were it will not face direct competition with LG and Samsung. Competitive strategy should be like this where first Haier should wipe out smaller brands compare to LG and Samsung because this brand also have market share larger than Haier, and Haier is not in competition of LG and Samsung it should target on brands like Electrolux Godrej , TCL first, so it can compete the bigger brand later on.

Limitations of the Study:

- ❖ Due to time, geographic and monetary constraints. It may not be able to go deeper in to search
- ❖ This study is related to Ahmedabad market only.

- ❖ This project is primarily focused on Refrigerator, Washing machine Air conditioners product category.
- ❖ Unavailability of data. Especially for promotional strategies of competitors.
- ❖ There could be some errors, data collection, data interpretation, and even the environment plays an important role in the outcome of the results.
- ❖ Respondents may not provide full or accurate information during the survey

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A STUDY ON OPTIMAL PORTFOLIO CONSTRUCTION OF FMCG AND PHARMACEUTICAL SECTOR STOCK WITH REFERENCE TO BSE

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ABSTRACT

In the current fluctuating market, it is very essential to select an optimal portfolio for an investor to minimize the risk and rather reap maximum benefits, from the available set of assets. A comparison between the various available assets is prima facie. A most commonly used modus operandi is the expected return-to-risk trade off as measured by the Sharpe Index Model. This study illustrates an analysis of four years' asset value, from 2010 to 2015, of companies picked from FMCG & Pharmaceutical sectors. In this regard, Sharpe Index Model is used, which is regularly employed to assess the performance of mutual funds and portfolio strategies. This study aims at evaluating the portfolio performance, thereby bringing out the optimal combination of assets to be invested in afore said two sectors. It is done basically by ranking the picked assets based on excess return to beta ratio and then finding out the cut off point (Ci), thereby the optimal combination of the assets.

Keywords: Portfolio, Sharpe index, Risk & Return

INTRODUCTION

The Indian capital Market has witnessed a tremendous growth. There was an explosion of investor interest during the nineties and an Equity Guilt emerged in statutory legislation has helped the capital market. Foreign Exchange regulation act is one such legislation in this direction. In India most of the industries require huge amount of investments. Funds are raised mostly through the issue of share. An investor is satisfied from the reasonable return from investment in shares. Speculation involves higher risks to get return on the other hand investment involves no such risks and returns will be fair. An investor can succeed in his investment only when he is able to select the right shares. The investors should keenly watch the situations like market price, economy, company progress, returns, and the risk involved in a share before taking decision on a particular share. This study will help the investors know the behavior of share prices and thus can succeed. The security analysis and portfolio management has emerged as the most concerned aspect for rational investment and decision making. Portfolio is a combination of securities such as stocks, bonds and money market instruments. The process of blending together the broad assets classes so as to obtain optimum return with minimum risk is called portfolio construction. A portfolio tries to trade off the risk return preferences of an investor by not putting all eggs in single basket and thus allows for sufficient diversification. Markowitz was the first who laid foundation of "Modern portfolio theory" to quantify risk. He provided analytical tools for analysis and selection of optimal portfolio. This portfolio approach won him Nobel Prize in 1990. The work done by Markowitz was extended by William Sharpe. He simplified the amount and type of input data required to perform portfolio analysis. He

made the numerous and complex computations easy which were essential to attain optimal portfolio. This simplification is achieved through single index model. This model proposed by Sharpe is the simplest and the most widely used one.

STATEMENT OF THE PROBLEM

The performance of the stock market in any country is a strong indicator of general economic performance and is an integral part of the economy of any country. With the introduction of free and open economic policies and advanced technologies, investors are finding easy access to stock markets around the world. The fact that stock markets in dices have become an indication of the health of the economy of a country indicates the importance of stock markets. This increasing importance of the stock market has motivated the formulation of many theories to describe the working of the stock markets.

The performance of the stock market depends upon the performance of the shares of various sectors. It also allows the investors to understand about the trend of market and risk of the prices before they invest. Investors generally hold a portfolio of securities to take advantage of diversification, while individual risk and return are important, what matters finally is risk and returns of portfolio. This helps them to get knowledge about the financial market and to avoid facing a high risk. Hence, the present study entitled “A study on optimal portfolio construction and comparison of FMCG and Pharmaceutical sector stocks with reference to BSE”.

OBJECTIVES OF THE STUDY

- To construct a optimal portfolio of FMCG and Pharmaceutical sector stocks
- To calculate the proportion of investment to be made into each of the stock that is included in the optimal stock portfolio.
- To recapitulate the key findings and offer suggestions to investors.

SCOPE OF THE STUDY

The present study aims at assessing the performance of shares of FMCG and Pharmaceutical sector and optimal portfolio construction. The study could help the investors to understand its efficiency. It aims to help the investor to find the factors affecting the price movement of the stocks.

RESEARCH METHODOLOGY

The study aims at analyzing the performance of shares and optimal portfolio construction of selected company's scrip. As the study describes the existing facts and figures given in the financial statement and the price movements of the selected companies, the research design purposed to be followed is descriptive and analytical in nature.

SAMPLING FRAMEWORK

The total population for the study consists of 80 FMCG companies and 161 pharmaceutical companies listed in Bombay Stock Exchange (BSE).

SAMPLING SIZE

The study will consider 08 FMCG companies which comprises 10% (8 out of 80) and 16 pharmaceutical companies, which comprises 10% (16 out of 161) of the total listed companies with BSE under FMCG and pharmaceutical sector.

SAMPLING TECHNIQUES

In order to have adequate representation, systematic Sampling Technique will be used for selection of sampling units.

SOURCES OF DATA

- **Primary Data**

Primary data will be generated through personal investigation on the companies.

- **Secondary Data**

The secondary data will be collected from the records and published annual reports of the company, web sites, Journals etc.

1. Data collected will be from various books and websites.
2. Secondary data will be collected from newspapers & magazines, Publication.
3. Information provided by stock broking centers is also proposed to be taken.

PERIOD OF THE STUDY

The study intended to cover a period of five years from the financial year 2010-2011 to 2014-2015.

STATISTICAL TOOLS AND TECHNIQUES OF ANALYSIS

The various tools used in the study are discussed below:

- **Beta Coefficient** – It is a measure of a security's or portfolio's volatility, compared with rates of return on the market as a whole

Return – It is defined as the total gain or loss over a stipulated period of time. It is calculated by:
$$\text{Return} = \frac{(\text{Today's market price} - \text{Yesterday's Market price})}{\text{Yesterday's Market price}} * 100$$

- **Correlation** – It is a statistical tool that in simple terms defines how two securities move in relation to each other.

- **Risk Free rate of return** – It is the rate of return that is free from any risk and is sure to give a promised rate of return. Here, we have taken the government bond rate taken from the RBI website as the risk free rate of return.

- **Excess Return to Beta Ratio** – It measures the additional return on a security per unit of systematic risk or non-diversifiable risk

Cut-off point - The highest value of is taken as the cut-off point that is C^*

Proportion of allotment in each security –It is done by evaluating the cut off point then estimating the proportion to be invested

LIMITATIONS OF THE STUDY

The following are the limitations of the study,

- The study is purely based on secondary data.
- This study is based on monthly data, not on yearly data.
- The study shows the market prices but the causes of performance are not analyzed.
- The results of the study may not be universally applicable.

□ Due to time limit only three years data have been taken.

ANALYSIS & INTERPRETATION

TABLE NO. 1 SHOWING PHARMACEUTICAL AND FMCG SECTOR RETURN, BETA AND VARIANCE OF STOCK.

Company name	Ri	Rf	Beta	σ^2_{ei}
ADVIKLA	132.5262	1.005078	2.292923	575.3146
AREYDRG	277.1391	1.005078	0.226441	2572.928
BIBCL	172.9852	1.005078	0.218212	1062.799
COMBDRG	172.9852	1.005078	3.187445	466.1795
FDC	88.02407	1.005078	1.387923	128.0752
GUJTERC	83.17371	1.005078	0.343398	555.6868
JAGSMPHARM	210.8853	1.005078	3.204188	584.742
KREBSBIO	292.1226	1.005078	0.200549	2580.498
MEDICAMEQ	612.9395	1.005078	0.018914	9518.18
NOVARTIND	36.67535	1.005078	0.987922	70.40438
PIRPHYTO	196.4036	1.005078	3.421428	586.857
SANOFI	57.87001	1.005078	0.951461	64.87247
SPANSIAQ	110.5664	1.005078	0.335337	309.4221
THEMISMED	308.502	1.005078	4.55087	1102.6
UNJHAFOR	267.3054	1.005078	4.136398	1121.618
VIVIMED LAB	76.78378	1.005078	0.085253	618.012

Agro Tech Foods Ltd.	-3.6979469	1.000049	0.025433	34.12713
Britannia Ind ltd	173.9438	1.000049	2.727939	228.5731
Eveready ind ltd	335.5992	1.000049	5.512907	698.5764
Heritage foods ltd	129.1158	1.000049	-51.1383	-153502
Jyothy lab	73.5330894	1.000049	1.295608	101.75
Mirza int ltd	247.2653	1.000049	4.043604	697.5309
Relaxo footwears ltd	84.59057	1.000049	1.25715	366.9779
Titagarh wagons ltd	157.5705	1.000049	0.178139	1229.43

INTERPRETATION

Table.1 depicts the return, Beta and Variance of Individual stock, which forms the first step in the portfolio evaluation. It clearly shows that Pharma companies like THEMISMED(308.502), KREBSBIO(292.1226), AREYDRG(277.1391), UNJHAFOR(267.3054), have produced higher returns. GMR is the only FMCG company that shows a pretty high return.

TABLE NO. 2 SHOWING PHARMACEUTICAL AND FMCG SECTOR

RANKING OF THE STOCKS BASED ON EXCESS RETURN TO BETA RETIO.

Company name	Ri	Ri-Rf	Beta	Ri-Rf	RANK
				b	
ADVIKLA	132.5262	132.4635	2.292923	57.77058	15
AREYDRG	277.1391	277.0764	5.418028	51.13971	13
BIBCL	172.9852	172.9225	0.218212	792.4518	21
COMBDRG	172.9852	172.9225	3.187445	54.25113	5
FDC	88.02407	87.96137	1.387923	63.37626	9
GUJTERC	83.17371	83.11101	0.343398	242.0253	19
JAGSMPHARM	210.8853	210.8226	3.204188	65.79595	6
KREBSBIO	292.1226	292.0599	4.751079	61.47233	14
MEDICAMEQ	612.9395	612.8768	10.21593	59.99224	12
NOVARTIND	36.67535	36.61265	0.987922	37.06026	16
PIRPHYTO	196.4036	196.3409	3.421428	57.38566	7
SANOFI	57.87001	57.80731	0.951461	60.75636	11
SPANSIAQ	110.5664	110.5037	0.335337	329.5302	18
THEMISMED	308.502	308.4393	4.55087	67.7759	4
UNJHAFOR	267.3054	267.2427	4.136398	64.60759	8
VIVIMED LAB	76.78378	76.72108	0.085253	899.9223	23
Agro Tech Foods Ltd.	-3.69795	-3.76065	0.025433	-147.864	24
Britannia Ind ltd	173.9438	173.8811	2.727939	63.74083	2
Eveready ind ltd	335.5992	335.5365	5.512907	60.86381	1
Heritage foods ltd	129.1158	129.0531	-51.1383	-2.52361	20
Jyothy lab	73.53309	73.47039	1.295608	56.70727	10
Mirza int ltd	247.2653	247.2026	4.043604	61.13423	3
Relaxo footwears ltd	84.59057	84.52787	1.25715	67.2377	17
Titagarh wagons ltd	157.5705	157.5078	0.178139	884.1848	22

INTERPRETATION

Table No.2 Shows The Excess To Beta Ratio Calculation Which Measures The Additional Return On A Security Per Unit Of Systematic Risk Or Non-Diversifiable Risk. As Per Sharpe Model, Based On This Calculation The Ranking Of The Assets Is Arrived At. The New Order Column In The Table Shows This Newly Sorted Out Order.

TABLE NO .3 SHOWING PHARMACEUTICAL AND FMCG SECTOR CUT-OFF VALUES (Ci) OF SAMPLE COMPANIES STOCK

Company name	Rank	$(R_i - R_f) \sigma_{2ei}$	B	$\sum(R_i - R_f) \sigma_{2ei}$	$\sum \sigma_{2ei}$	Ci
Eveready ind ltd	1	2.64793	0.007892	2.64793016	0.007892	180.0937
Britannia Ind ltd	2	2.075209	0.011935	4.72313951	0.019826	321.6248
Mirza int ltd	3	1.43304	0.005797	6.15617914	0.025623	419.1936
THEMISMED	4	1.273052	0.004127	7.42923116	0.029751	505.8003
COMBDRG	5	1.182336	0.006837	8.61156749	0.036588	586.4392
JAGSMPHARM	6	1.155236	0.00548	9.76680389	0.042068	665.1484
PIRPHYTO	7	1.144685	0.00583	10.9114886	0.047898	743.1659
UNJHAFOR	8	0.98556	0.003688	11.8970489	0.051586	810.2477
FDC	9	0.953218	0.010837	12.8502671	0.062422	875.6211
Jyothy lab	10	0.935517	0.012733	13.7857838	0.075156	939.9228
SANOFI	11	0.847839	0.014667	14.6336227	0.089822	998.4101
MEDICAMEQ	12	0.651164	0.001073	15.2847871	0.090896	1042.639
AREYDRG	13	0.583463	0.002106	15.8682498	0.093001	1082.347
KREBSBIO	14	0.537726	0.001841	16.4059754	0.094843	1118.935
ADVIKLA	15	0.527935	0.003986	16.9339102	0.098828	1155.005
NOVARTIND	16	0.513753	0.014032	17.4476629	0.11286	1190.795
Relaxo footwears ltd	17	0.289566	0.003426	17.7372286	0.116286	1210.663
SPANSIAQ	18	0.119759	0.001084	17.8569873	0.11737	1218.857
GJTERC	19	0.05136	0.000618	17.9083474	0.117988	1222.382
Heritage foods ltd	20	0.042993	0.000333	17.9513407	0.118321	1225.32
BIBCL	21	0.035504	0.000205	17.9868449	0.118526	1227.741
Titagarh wagons ltd	22	0.022822	0.000145	18.009667	0.118671	1229.299
VIVIMED LAB	23	0.010583	0.000138	18.0202505	0.118809	1230.026
Agro Tech Foods Ltd.	24	-0.0028	0.000745	18.0174479	0.119554	1229.886

INTERPRETATION

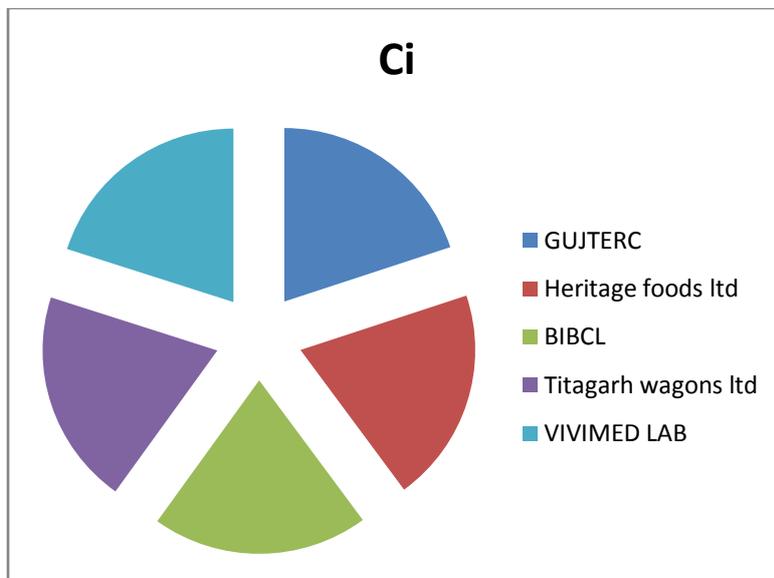
Table showing the cut-off point calculations for the newly ranked companies. The cut off point for this portfolio is at 1229.886 of Agro Tech Foods Ltd. Stocks greater than the cut-off point are

included in the portfolio. Here the top five companies according to excess return to beta ratio is taken for calculating the proportion of investment.

TABLE 4 SHOWING SELECTION OF STOCK AMONG 24 SCRIP

Scrip	Ci
GUJTERC	1222.382005
Heritage foods ltd	1225.320009
BIBCL	1227.7415
Titagarh wagons ltd	1229.298918
VIVIMED LAB	1230.025946

CHART SHOWING THE SELECTION OF STOCK AMONG 24 SCRIP



INTERPRETATION

Table 4.2.4 shows the proportion of investment that can be pooled in each stock amongst the 24 different stocks selected. The Ci of portfolio allotment would be VIVIMED LAB with 1230.025946, Titagarh wagons ltd with 1229.298918, BIBCL with 1227.7415, Heritage foods ltd With 1225.320009, and GUJTERC with 1222.382005 of the total investment.

SUGGESTIONS

In a sample of twenty four companies five companies have been selected for the Optimal Portfolio Construction applying Sharpe’s Single Index Model. Once the companies on which investment is to be made are known it is essential to know the Proportion of Investment to be made in each company’s security.

Table No:4 represents the Proportion of Investment to be made by the investor to earn maximum returns. The figure shows that Ci (1230.025946) of investment is made in VIVIMED LAB e.i.,

(which means majority of the funds is to be invested on this company's stock

CONCLUSION

Risk and return assumes a significant part in settling on any financing choices. An investor should continuously monitor the market and constantly update his portfolio by selecting right stocks for investment at that time. Sharpe Index model aids investor as a tool to make his portfolio choices and take informed decisions. This method of constructing a portfolio is more convenient and easy. Use of cut off rate played a vital role in constructing the optimal portfolio. Through portfolio evaluation the investor tries to find out how well the portfolio has performed. He/she should evaluate the portfolio from time to time to earn more returns, because of its volatile nature of market and economy.

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THE STATUS OF MICROFINANCE: AN OVERVIEW OF PERFORMANCE OF MICROFINANCE DELIVERY MODELS IN INDIA

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Abstract

Microfinance is currently being promoted as a key development strategy for alleviating poverty and empowerment of people economically. This is because of its potential to effectively address poverty by granting financial services to households who are not served by the formal banking sector. There are various models of microfinance to serve the poor people like, Self Help Group-bank linkage program (SBLP) model, Microfinance Institutions (MFI) model and Grameen Bank Model propounded by Nobel Laureate Prof. Mohd. Yunus.

At present, SBLP model and the MFI model are working on large scale in India as compared to other models. SBLP model involves the SHGs financed directly by the Commercial banks (Public Sector and Private Sector Banks), RRBs and Cooperative Banks. The no. of SHGs linked with the banks has reached 79.03 Lakhs in India. The amount of savings and the average savings per SHG held in the banking system are both increasing since 2011-12. MFI model covers financing of Micro Finance Institutions (MFIs) by banking agencies for members and other small borrowers. A number of microfinance institutions (MFIs) are seeking non-banking finance company (NBFC) status from RBI to get wide access to funding, including bank finance. After getting identified as a separate category of NBFC the NBFC-MFIs have grown considerably in size and outreach. This segment of MFIs are considered a very important part in the entire Microfinance story of India. Total number of clients has reached to 1.98 Cr, total number of branches increased to 7,278 and employees' total strength increased to 62,786 staffs.

This paper focuses on the status of Microfinance and the performance efficiency of its delivery models in India.

Keywords: Microfinance, SBLP, MFIs, NBFC

INTRODUCTION

In a country like India where around 70 percent of its population lives in rural area and around 60 percent depend on agriculture (according to the World Bank reports), micro-finance can play a vital role in providing financial services to the poor and low income individuals. It has been observed that poor need access to credit more than subsidies. Absence of formal employment make them non 'bankable'. This forces them to borrow from local moneylenders at exorbitant interest rates. Microfinance is defined as lending small amounts of money for short periods with frequent repayments (Meagher,2002). Robinson(2001) gave a broad definition of microfinance. According to him, "Microfinance refers to small scale financial services for both credit and deposit-that are provided to people who farm or fish or herd; operate small or microenterprises where goods are

produced, recycled, repaired or traded; provide services; work for wages or commissions. For Van Maanen (2004) “Microfinance is banking the unbankables, bringing credit, savings and other essential financial services within the reach of millions of people who are too poor to be served by regular banks, in most cases because they are unable to offer sufficient collateral”. Srinivasan (2008) stated that microfinance has to develop a greater sensitivity to the needs of the poor clients. The small loans should give way to livelihood support loans of a larger size and longer duration. Only when livelihoods and incomes are targeted, microfinance sector can claim that its mission is achieved. Mahajan and Nagasari (2001) asserted that micro-finance is one of the ways of building the capacities of the poor and graduating them to sustainable self-employment activities by providing them financial services like credit, savings and insurance. To provide micro-finance and other support services, MFIs should be able to sustain themselves for a long period.

The microfinance sector went on to evolve in the 1980s around the concept of Self Help Groups (SHGs), informal bodies that would provide their clients with much-needed savings and credit services. From humble beginnings, the sector has grown significantly over the years to become a multi-billion dollar industry, with bodies such as the Small Industries Development Bank of India (SIDBI) and the National Bank for Agriculture and Rural Development (NABARD) devoting significant financial resources to microfinance. The majority of the institutions that forayed into the sector were from the social sector and hence the legal entities comprised of Trusts, Societies or Section 25 Companies.

Microfinance broadly envisions a world in which low-income and the poor households have permanent and reliable access to a range of better quality of financial services at affordable price to finance their income generating activities, build assets, smoothen consumption and protect against risks.

OBJECTIVES OF THE STUDY

1. To understand the concept of microfinance, evolution and delivery models of microfinance in India.
2. To examine the current status of Microfinance in India.
3. To assess the performance efficiency of the Microfinance delivery models in India.

RESEARCH METHODOLOGY

This is a descriptive research based on secondary data. Data have been collected through books, magazines, newspapers, recent research papers, research articles, research journals and reports published by NABARD, SIDBI, RBI, MFIN etc.

Microfinance in India

In India, Microfinance can trace its origins back to the early 1970s when the Self Employed Women’s Association (“SEWA”) of the state of Gujarat formed an urban cooperative bank, called the Shri Mahila SEWA Sahakari Bank, with the objective of providing banking services to poor women employed in the unorganized sector in Ahmadabad City, Gujarat.

The Indian Microfinance Sector has witnessed a phenomenal growth over the past 18 years. The number of Institutions providing microfinance services has gone up from a few to several hundreds. The quantum of credit made available to the poor and financially excluded clients has gone past Rs.

60,000 crore and number of clients benefitted is close to 40 million as of March 2016. The SHG bank linkage programme has equally grown to touch the lives of individuals through SHGs with an outstanding loan portfolio of Rs.57,119 crores (The Bharat Microfinance report,2016)

Microfinance delivery models in India

Over the years there have been developed several models in the world but the Indian microfinance sector has two major models for microfinance delivery.

1. SHG Bank Linkage Program (SBLP) Model
2. Microfinance Institution (MFI) model.

1 . Self Help Group – Bank Linkage Model

After the failure of different approaches to provide credit to the poor gives rise to microfinance movement in India. The rural financial institution adapted a new microfinance approach that assumed the form of the “Self Help Group – Bank Linkage Program”(SBLP).

An SHG is usually formed by 10 to 20 members who give the group an exclusive name. This number of members is considered ideal, because in larger groups, individual members cannot ideally participate. ‘Savings first and credit later’ is the motto of SHGs. The groups have to maintain the minutes book for their regular meetings, and other documents, including the loan and deposit register. SHGs are permitted by the Reserve Bank of India (RBI) to open savings linkage accounts with any commercial bank, regional rural bank, district central cooperative banks (DCCBs) and similar institutions. Internal credits accumulated by the SHG members are disbursed as loans among them at a nominal interest (Sen Kaushik, Tapadhan Roy, 2015).

The concept of SHG was originated in the year 1975 at Bangladesh by Mohammed Yunus. In the eighties, it was a serious attempt by the Government of India to promote a development bank to take care of the financial needs of the poor, informal sector and rural areas. And then, NABARD took steps during that period and initiated a search for alternative methods to fulfill the financial needs of the rural poor and informal sector. NABARD initiated in 1986-87, but the real effort was taken after 1991-92 from the linkage of SHGs with the banks (Narang.U, 2012).

Under SBLP programme, loans are provided to the SHGs with three different methodologies:

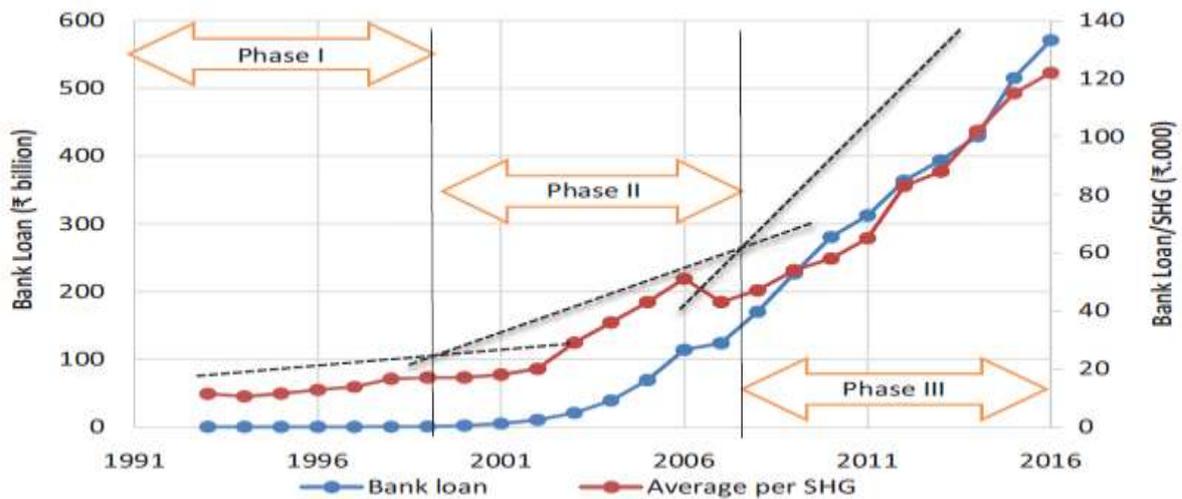
Model I: In this model, banks themselves take up the work of forming and nurturing the groups, opening their savings accounts and providing them bank loans.

Model II: In this model, NGOs and other formal agencies in the field of microfinance facilitate organising, forming and nurturing of SHGs and train them in thrift and credit management. The banks directly give loans to these SHGs.

Model III: This is the model where the NGOs take on the additional role of financial intermediation along with the formation of group. In areas where the formal banking system faces constraints, the NGOs are encouraged to form groups and to approach a suitable bank for bulk loan assistance. This method is generally used by most of the NGOs having small financial base.

SHG is a viable alternative to achieve the objectives of rural development and to get community participation in all rural development programmes. SHG is also a viable organized set up to disburse micro credit to the rural women and encouraging them together into entrepreneurial activities (Abdul, 2007).

Phases of Growth in SHG – Bank Linkages Program as of 2016 – 2017:



Source: NABARD

Looking at the trends over the time we can say that the SBLP experienced three phases of growth with rapid growth in the third phase. The initial phase up to 2000 - 2001 is the period of intensive learning with affirmative resolutions, policy framework, standardizing models, partnering with various agencies and key players to push the movement ahead. The Second phase lies between 2000 - 2001 and 2010 - 2011 recorded phenomenal growth in SBLP in terms of formation of SHGs, multi – dimensional expansion in credit penetration and holistic participation. The third phase from 2010 onwards, remains more of a consolidation phase following the Andhra Crisis that brought in its wake stringent regulation on microfinance. SHGs reached 10 crore households. It is the phase in that NABARD revitalised and restructured SBLP as National Rural Livelihoods Mission (NRLM). SHG introduced the concept of voluntary savings switching over to cash credit system in place of term loans and allowed carving out Joint Liability Groups (JLGs) out of SHGs. NRLM envisaged building people’s organisations in terms of clusters and federations and brought the livelihood framework to the centre stage. During this phase, digitisation of SHG and SHG data is another major innovation. MIS was generated and ICT was used for this purpose with a view to improvement in MIS and facilitate credit linkage.

SHG Savings in Banks :

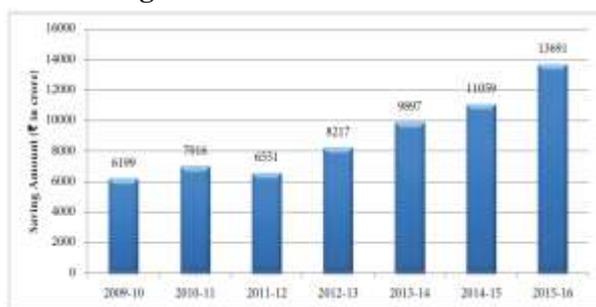


Figure 1.1 All India SHG Savings in Banks per SHG

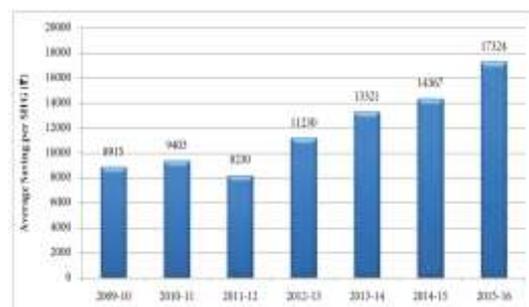


Figure 1.2 Amount of Savings in Banks

Source: NABARD

The amount of money of SHG in the form of saving in banks(Fig.1.1) is consistently growing except 2011-2012. As of March 2016, the banking system held SHG savings to the tune of Rs.13691 crore which is 24% more than the previous year.

The average savings per SHG amount has increased to Rs.17324 at all India level as of March 2016. Figure 1.2 depicts the trend of the average savings held by the banking system.

Average savings per SHG have been increasing since 2011 while Year 2015-16 witnessed an increase of 21% as compared to last year. It had previously witnessed a decline of 12% in 2011-12, but in the subsequent year, the decline was checked and growth restored.

Bank Loan Amount Disbursement to SHGs:

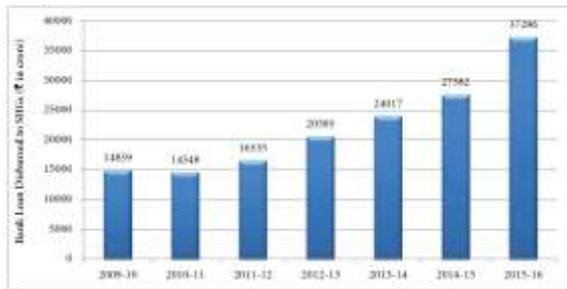


Figure 1.3 All India bank loan amount disbursement to SHGs

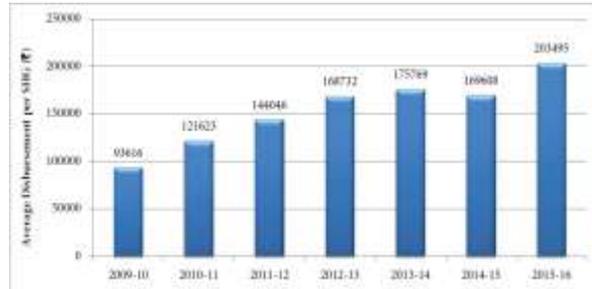


Figure 1.4 Loan amount disbursement per SHG

Source: NABARD

Figure 1.3 depicts that the loan amount disbursed to SHGs at all India level during the year was Rs.3,72,86 crore which is an increase of 35% in comparison to last year.

The average loan amount disbursed per SHG has been in the increasing trend. It was Rs.2,03,495 during 2015-16 across India (Figure 1.4). Average loan amount disbursed per SHG has been maintaining an increasing trend over the period of years.

Loan Outstanding with SHGs in Banks:

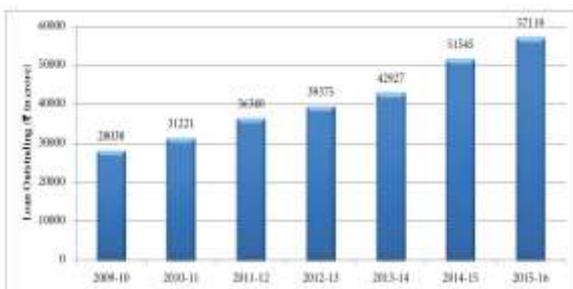


Figure 1.5 Total loan outstanding of SHGs in the banks SHG

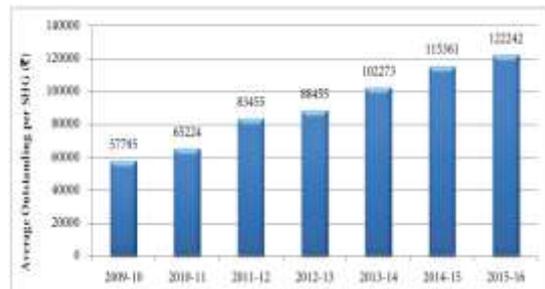


Figure 1.6 Amount of loan outstanding per SHG

Source: NABARD

The outstanding loan amount has been on an increasing trend, which demonstrates the business viability of SHG lending for banks (Figure 1.5) in these areas. In 2015-16, at an all India level, the loan outstanding amount has witnessed a growth of 11% in comparison to last year.

On an average, the amount of loan outstanding per SHG (Figure 1.6) as of March 2016 is Rs.1,22,242 at all India level, which is a growth of around 6%.

2 . MICROFINANCE INSTITUTION (MFI) Model

While the SBLP model remains the most widely used model of micro finance in India, the MFI model has also gained momentum in the recent past. In principle, Micro Finance Institutions are organizations that provide financial services to the poor. MFIs in India exist in a variety of forms like trusts registered under the Indian Trust Act, 1882 / Public Trust Act, 1920; societies registered under the Societies Registration Act, 1860; Co-operatives registered under the Mutually Aided Co-operative Societies Acts of the States; and (SIDBI Report on MSME, 2010)

Microfinance Institutions in India emerged in the late 1980s in response to the gap in availability of banking services for the unserved and underserved rural population.

MFIs currently operate in 29 States, 4 Union Territories and 588 districts in India. The recorded 166 MFIs with a branch network of 12,221 employees have reached out to an all time high of 39 million clients with an outstanding loan portfolio of Rs.63,853 crore. This includes a managed portfolio of Rs.16,914 crore. The average loan outstanding per borrower stood at Rs.11,425 and 94% of loans were used for income generation purposes.

Non-Banking Finance Companies – MFI

NBFC – MFIs are MFIs registered under Section 25 of the Companies Act, 1956 or NBFCs registered with the Reserve Bank of India based on Malegam committee recommendations. Of the total MFIs, NBFC-MFIs contribute to 85% of clients outreach and 88% of outstanding portfolio, while NGO MFIs contribute to the remaining. MFIs with portfolio size of more than Rs.500 crore contribute to the total outreach (85%) and loan outstanding (88%) of the sector (Bharat Microfinance Report, 2016).

As per MSME Report (2013) MFI activity in micro enterprise financing is limited to loan sizes of INR 0.05 million (\$1,000), or less, due to recent changes in the regulation. The new regulations for MFIs require them to be structured as MFI-NBFCs, which will not have more than 15 percent of the loan portfolio in loan assets of INR 0.05 million (\$1,000) and above. In other words, 85 percent of the loan portfolio of MFIs must comprise loan assets, specifically for income generating activities and not exceeding the INR 0.05 million (\$1,000) limit.

NBFC-MFI industry has shown strong growth and strengthened its position to provide much needed credit to under/un-banked populations in the country. Last year, NBFC-MFIs with a branch network of 9,894 and employee base of 75,085, provided credit to over 2.86 Cr clients with a loan outstanding of Rs 37,988 Cr (NABARD,2016)

According to M-Cril Microfinance Review, the magnitude of MFI deposit services in India is limited by the fact that very few MFIs are allowed by the regulator to offer such services. Those registered as NBFCs, regulated by the RBI, may offer such services only after obtaining an investment grade rating from a recognized corporate rating agency. Only two NBFC MFIs were able to get such ratings and even these could only accept deposits under highly restrictive conditions.

Microfinance Institutions Network (MFIN) is an association of NBFC-MFI. Presently the association has 53 members pan India representing 90% of MF Industry excluding SHGs.

As per MFIN report 2016, lending by MFIs exhibited a robust growth with 50% jump in loans disbursed consecutively during last three years from 23682 crore during 2013-14 to 37599 crore and further to 61860 crore during 2015-16. What sets NBFC-MFIs apart is the fact that they do not depend on grants or subsidies to provide unsecured loans to people with low incomes and no access to the banking system. The industry has used market oriented solutions that encourage self-reliance and entrepreneurship amongst its clients. As on 31st March 2016, NBFC-MFIs provided credit to over 3.25 clients pan India, with a total lending in excess of 53,000 crores.

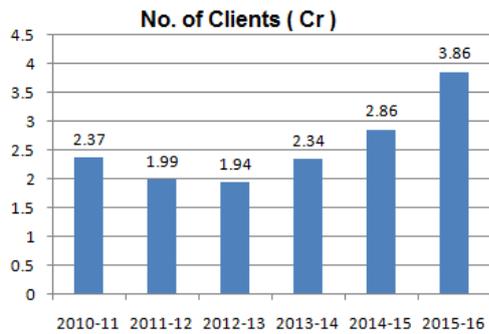


Figure 2.1

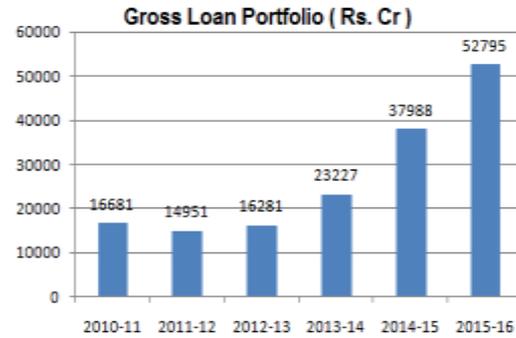


Figure 2.2

Source : MFIN

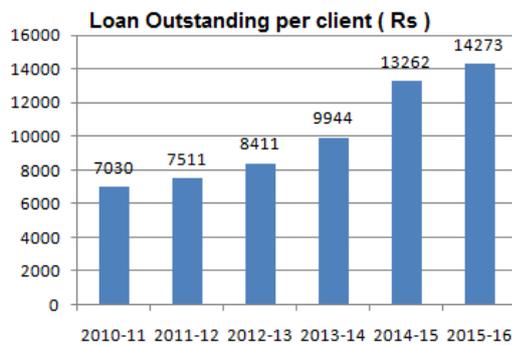


Figure 2.3

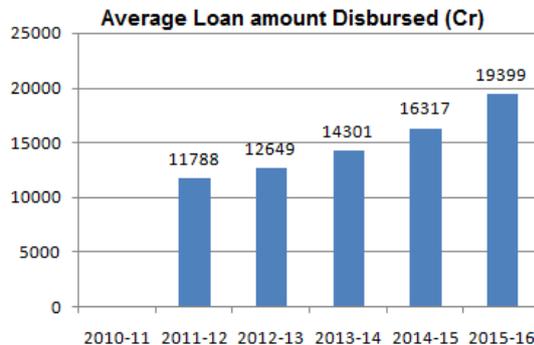


Figure 2.4

Source : MFIN

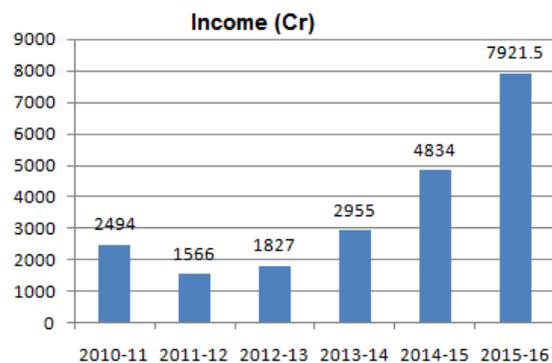


Figure 2.5

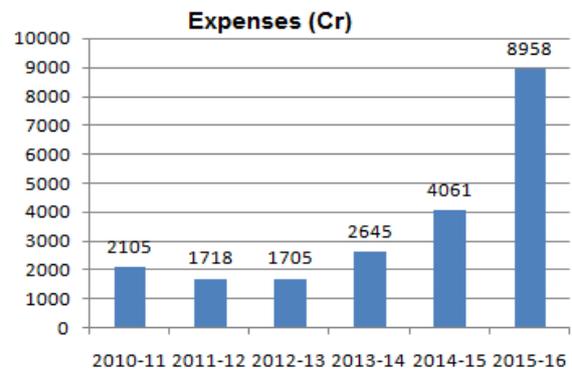


Figure 7.6

Source : MFIN

During the last three years, MFIs under various peer group registered significant positive growth across all outreach indicators. Despite the decline in client outreach by 16% and 3% in financial years

2011-12 and 2012-13 respectively, there has been a tremendous growth in the client outreach by 21%, 23%, and 44% in the FY 2013-14, 2014-15 and 2015-16 respectively.

MFIs, amongst regulated formal financial institutions, continue to provide the smallest size loans. During the last five years Gross Loan Portfolio (GLP) has significantly increased. Loan disbursement is a factor of funds which is received by the MFIs from lenders. Loan disbursement in 2010-11 was higher on account of large size sanctions made by the banks to the MFIs before the crisis hit in Andhra Pradesh. Disbursement by MFIs in recent years indicates a positive trend since 2011-12. During last year MFIs the average amount of loan disbursed has increased from Rs.11,788 Cr. to Rs.19,399 Cr. Average loan amount disbursed has increase by 7%, to 18% in 2011-12 to 2015-16 with highest increase in 2014-15 by 33%. Growth in GLP has fluctuated year on year and reached its lowest level in 2012-13, owing to Andhra crisis and consequent drop in commercial funding to MFIs. However, this trend reversed back in 2013-14 and continued in 2015-16 attributing to resumption of bank funding to MFIs. Average loan outstanding per client has been an important criterion to understand the general profile of clients borrowing from MFIs. It has implications on operating cost as well as the adequacy of loan amount for the purpose it was borrowed. Loan outstanding per client for the year 2015-16 stood at nearly Rs.14,273 Cr. which is a big fall of 13% as compared the previous years. It appears that loan size is marginally larger as the economic activities in some regions require higher outlays due to higher cost of living. However, the GLP of the MFIs at end of FY 2014-15 (31st March 2015) to Rs 37,988 Cr, highest number ever reached by the industry. Average loan amount disbursed per account and average loan outstanding per client have been steadily increasing at year on year growth of 15% and less.

CONCLUSION

It is needless to conclude that both the Microfinance models will coexist in the country for a long time to come. While the MFI model reaches microcredit quickly and efficiently to the financially excluded, the SHG-BLP programme besides credit and savings provides wholesome social and economic justice to the excluded and deprived section of the society and has proven itself as an invaluable platform for inclusive growth. From the above study it can be observed that SHG's and MFI's are playing a vital role in delivery of microfinance which leads development of poor and low income individuals in India. NBFC-MFIs in terms of outreach have shown consistent growth across almost all performance indicators. Despite demonetization causing a slowdown, there was an impressive growth of over 30% in most outreach indicators (no of clients, branches, employees etc.). Growth of gross loan portfolio which was upwards of 50% for last three financial years consistently came down to about 20% in FY 16-17. Despite these efforts, a large number of poor populations still remain unreached and even majority who face the issue of inadequate credit facility. Bridging the last mile gap and forging partnerships to meet the myriad needs of the poor and to ensure sustainable livelihoods to them are the biggest challenges being faced today.

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ROLE OF ICT IN HIGHER EDUCATION

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ABSTRACT

At various levels, we continue to reap the benefits of what was sown in Higher education 50 years ago by the founding fathers of our republic, however, we would all undisputedly agree that there is a quiet crisis in higher education in India, a crisis that runs deep. A crisis that cannot be offset by the pockets of Educational excellence sporadically present in the country, or just by the presence of an enormous reservoir of talented young people in the economy or by the intense competition among existing colleges and universities. Higher education in India suffers intensely in terms of quality and the intelligent use of Information Technology could be a means to achieve an end. Technology, if constructed coherently and meticulously would help the purpose of Quality in Higher Education. Implementing IT solutions in an Educational Institution if, not executed as a standalone project or a scheme but undertaken as a long term commitment would serve the purpose of improving the quality of Higher Education in India.

HIGHER EDUCATION IN INDIA

The progress of any society and the people in it, heavily depends on Education. Special!y, for a country like ours, which is a late - comer to development it is all the more important to emphasize on education to get in pace with the 21st century world. In the quest for development, primary education, which forms the base, is absolutely essential however; higher education undoubtedly provides the cutting edge. Higher Education has made a significant contribution to economic development, social progress and political democracy in independent India. It has and will always remain a source of dynamism for the economy. Economic and Social opportunities to people have been made available through this higher education. Above all this, the single most important contribution of Higher Education to a country like ours, is that, it has triggered the creation of a knowledge society. If India is to make this transition to a Knowledge economy, it is important that the quality of higher education in India is dramatically improved.

The Indian Educational system needs a systematic overhaul; it needs to educate much larger numbers without diluting academic standards. This is imperative because the transformation of economy and society in the 21st century would depend in significant part, on the spread and the quality of education among our people particularly in the sphere of higher education. It is only an inclusive society that can provide the foundations for a knowledge society.

INFORMATION TECHNOLOGY AND QUALITY IN HIGHER EDUCATION

Information Technology is rapidly changing the terrain of education today. It is rapidly changing the way we learn and teach. Students have been transformed into digital natives by this revolution. It is imperative that classrooms be converted into tech hubs that use gadgets and technologies that aid learning. The emergence of social networking sites, smartphones, digital readers and digital books could help classrooms become more interactive and smarter. A classroom today transcends all conventional boundaries and leaps into the unknown future of Information technology in higher education.

HIGHER EDUCATION AND INFORMATION TECHNOLOGY: POSSIBILITIES

a) Hybrid Learning and Flipped Classrooms

This is a form of blended learning. It involves students viewing video lectures online, mostly at home, and then time in class is devoted to more interactions and specific discussions pertaining to assignments and focusing on problem solving. This technology, urges students to be more receptive in class and participate in a meaningful way.

b) Lessons on Demand

This technology is all set to turn individual electronic devices into virtual classrooms anytime. Lessons are videotaped and published by universities and colleges and are generally freely available to anyone with access to internet. This technology gives the flexibility of time and place to the user.

c) E-Assessments and Online Exams

Online exams and e-assessments are becoming popular in tests based on multiple-choice questions. Technologies that help assess essay-type questions are still evolving. E-assessments remain attractive to students today as they give immediate feedback and provide unbiased, near perfect marking. This form of assessment will be a boon in entrance exams, as the physical presence of the exam taker would no longer be a prerequisite.

d) Interactive Boards and Visual Presenters

This is a technology invented for the teacher to successfully engage the students effectively through visual treats. Long lectures could be replaced using this technology with visual aids that lend freshness to learning.

e) Cloud based Tools

Use of cloud based tools like Google apps, icloud, YouTube and the likes could create a difference. Notes, books, discussion points can now be stored onto Google drives or Google docs and be shared within a class. Anyone can add or make points and the lecturer stays virtually connected to students all the time. Icloud since not restricted to one device creates universal access.

f) Tablets and Smart Phones

With the advantage of easy portability, these devices are inevitable in using cloud based tools. These devices can also be easily hooked on to Projectors and students can use them creatively to make presentations and assignments.

g) Social Networking

As conventional as we are in accepting that Social networking would help education, we are also aware that several universities are on face book and twitter. Lecturers, deans and principals are taking to social media to form a personal connect with the students. Social networking could effectively be converted for achieving Educational goals.

h) Digital Books

Digital books have a huge potential as storing them and browsing through them is so much easier. These digital books could replace the aura of reading a physical book for the current generation.

i) Massive Open Online Courses (MOOCs):

These courses can be taken anywhere and are mostly free. Learners can take courses from universities of their choice. Some universities not only offer lectures and videos but also allow for students to learn by grading each other.

j) Dial Access

Dial access belongs to audio technology which uses educational telephone network (ETN). Dial access is a round the clock delivery system through which callers obtain access to a vast library of audio cassettes.

Though this system was first developed for continuing medical education in USA, it was available for courses of continuing or non-credit education with considerable emphasis on professionals. It may be said that this technology was made impractical with the advent of small easy to use audio and video tape players.

k) Video

Video, especially non-broadcast video is one of the most successful medium used extensively in education and training. It is more popular than lectures. Specific programmes such as teaching skills, demonstrating and illustrating ideas are developed for video tape and used at all levels of education. This technology allows playback of generic programmes and local production. Low cost commercially produced video tapes are available to train, remediate and supplement regular programming and professional resources from the reputed experts could be brought directly to the learners with the help of this portable medium.

l) E-mail

Electronic mail is popularly known as E-Mail. It is a generic name for non-interactive communication of text, data image or voice messages between a sender and a designated recipient by system using telecommunication links. E-Mail messages are from machine to machine. A message originating from the sender's machine is addressed to one or more recipients who receives it on his machine at any remote area at the global level.

m) Artificial Intelligence (AI)

Artificial intelligence (AI) is the study of how to make computers do things at which, at the moment, people are better. The best computerized learning programmes already include certain forms of artificial intelligence that can diagnose the student's learning deficiencies and tailor instruction to remedy them. AI is a computational technology that involves the symbolic representation and processing of knowledge.

n) Digital Video Interactive (DVI)

Digital Video Interactive (DM) is a technology that combines best attributes of Video and CD-ROM into one medium and three-dimensional holography. This device is further advancing our present capabilities. The educators are amazed to see the new technological converging at such a fast rate that it is not possible for them to distinguish which component is really peripheral to the other.

CONCLUSION

Although education is involved with a number of technological improvements, it takes very long time for all the educators to gain mastery in their applications. There must be a provision of allocating some budget for purchasing and maintaining a few instructional media which are absolutely necessary in every educational institution. There is no convincing reason to believe that computers will isolate students or dehumanize the learning process because the teacher is the master for the student and the machine. He should encourage the technology that would help to make teaching-learning process a thorough success. For this, he should not only provide the best instructional tools but also use them to the best advantage of the students. Further he should design instructional management system that would welcome teachers as important partners. Each technology has its advantages and limitations and no one technology is useful for all types of learning. While selecting the media, the criteria to be kept in mind are availability, accessibility, acceptability, economics and validity of the media. So educational technology will help him in improving teaching-learning process.

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SADHAN DEVO BHAVA: A STUDY ON TECHNOLOGY AS A MEANS OF HUMAN RESOURCE MANAGEMENT FROM BHAGAVAD GITA

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ABSTRACT

Lord Shri Krishna says in Bhagavad Gita:

Bhagavad Gita: Chapter 17, Verse 26-27

*sad-bhāvesādhu-bhāve cha sad ityetatprayujyate
praśhastekarmaṇitathāsach-chhabdahpārthayujyate
yajñetapasidāne cha sthitiḥ sad itichochyate
karmachaiva tad-arthīyaṁ sad ityevābhidhīyate*

The word “Sat” means eternal existence and goodness. O Arjun, it is also used to describe an auspicious action. Being established in the performance of sacrifice, penance, and charity, is also described by the word “Sat.” And so any act for such purposes is named “Sat.”

Bhagavad Gita: Chapter 4, Verse 24

*brahmārpaṇam brahma havirbrahmāgnaubrahmaṇāhutam
brahmaivatenaivantavyam brahma-karma-samādhinā*

For those who are completely absorbed in God-consciousness, the oblation is Brahman, the ladle with which it is offered is Brahman, the act of offering is Brahman, and the sacrificial fire is also Brahman. Such persons, who view everything as God, easily attain him.

Technology, if used with devotion in the base can act as a bridge to success but without devotion, will act as a wall for the same. It is rightly said that: Technology is a useful servant but a dangerous master.

Without spiritualism, technology remains like a boat without water. It is not difficult to push a boat that is floating in water, but extremely hard to drag the same boat on dry land. Similarly, it is not difficult to ensure optimum utilization of human resource through **TECHNOLOGY WITH DEVOTION IN THE BASE** but impossible otherwise.

The purpose of the research is to understand the importance of adding the **GOD PRINCIPLE** in the use of technology to ensure perfect human resource management in the organisation.

Success comes from the way the human resources are being managed and trained in the organisation, for human resources are amongst the most important elements for any organisation. The main objective of this study is to identify, explore and evaluate the importance of using technology with devotion in the base in order to have divine, skilled and self-motivated workforce. With devotion in the base, technology will be a boon and otherwise a bane.

This research paper aims at understanding the SADHAN DEVO BHAVA MODEL OF TECHNOLOGY FROM BHAGAVAD GITA wherein technology is viewed as a means of human resource management to ensure improved efficiency of the employees and organisation as a whole.

KEYWORDS: Bhagavad Gita, SADHAN DEVO BHAVA MODEL OF TECHNOLOGY FROM BHAGAVAD GITA, Efficiency

INTRODUCTION

BHAGAVAD GITA ON THREE TYPES ON KARTAS

Shree Krishna describes the three kinds of action.

Bhagavad Gita: Chapter 18, Verse 23

*niyataṁsaṅga-rahītaṁarāga-dveṣhataḥkṛitam
aphala-prepsunā karma yat tat sātṭvikamuchyate*

Action that is in accordance with the scriptures, which is free from attachment and aversion, and which is done without desire for rewards, is in the mode of goodness.

Bhagavad Gita: Chapter 18, Verse 24

*yattukāmeṣunā karma sāhankāreṇavāpunaḥ
kriyatebahulāyāsaiḥ tad rājasamudāhṛitam*

Action that is prompted by selfish desire, enacted with pride, and full of stress, is in the nature of passion.

Bhagavad Gita: Chapter 18, Verse 25

*anubandhaṁkṣhayaṁhinsāmanapekṣhya cha pauruṣham
mohādārabhyate karma yat tat tāmasamuchyate*

That action is declared to be in the mode of ignorance, which is begun out of delusion, without thought to one's own ability, and disregarding consequences, loss, and injury to others.

The intellects of those in tamoguna are covered by the fog of ignorance. They are oblivious to or unconcerned with what is right and what is wrong, and are only interested in themselves and their self-interest. They pay no heed to money or resources at hand, or even to the hardships incurred by others. Such work brings harm to them and to others. Shree Krishna uses the word kṣhaya meaning "decay." Tāmasic action causes decay of one's health and vitality. It is a waste of effort, a waste of time, and a waste of resources.

ACTION IS NOT ENOUGH

SATTVIK ACTION IS REQUIRED

DEVELOPMENT OF TECHNOLOGY IS NOT ENOUGH

GOOD USE OF TECHNOLOGY IS REQUIRED

OBJECTIVES

- To understand the importance of adding the **GOD PRINCIPLE** in the use of technology to ensure perfect human resource management in the organisation.
- To develop SADHAN DEVO BHAVA MODEL of technology as a means of human resource management from BHAGAVAD GITA.
- To present conclusions of the study and to put forward suggestions with a view to ensure proper human resource management by spiritualizing the use of technology.

SIGNIFICANCE

- The importance of the study is that it provides an opportunity to explore how adding God Principle in the use of technology demonstrate good use of technology and thereby ensure proper human resource management.
- Study of the SADHAN DEVO BHAVA MODEL of technology as a means of human resource management from BHAGAVAD GITA will support efforts to identify factors contributing to the success of the organisations by making good use of technology.
- The study is relevant for supporting a new paradigm that meets the needs of contemporary leaders who plan to use advanced technology by incorporating spirituality in the same.

RESEARCH METHODOLOGY

The study depends on the secondary data obtained from Spiritual books like **BHAGAVAD GITA, MUNDAKA UPANISHAD** and also lectures heard during **JNANAYAJNA**.

REVIEW OF LITERATURE

Several articles and books were identified and selected for the study. The overview of the related literature is enunciated under the following headings:

1. Concept of Development of new Technology and making Good Use (Sadupyog) of the technology from Bhagavad Gita
2. Concept of Yogi Nature of Spiritual Leader who makes good use of technology from Bhagavad Gita
3. Relationship between Sadhan Devo Bhava approach of the leader in using technology and efficient human resource management

1. Concept of Development of new Technology and making Good Use (Sadupyog) of the technology from Bhagavad Gita

THE BHAGAVAD GITA or THE SONG DIVINE, Gita Press, Gorakhpur, India (2002), Page no. 53, Lord Shri Krishna has said in Chapter 3, Verse 20, It is through action (without attachment) alone that Janaka and other wise men reached perfection. Having an eye to maintenance of the world too you should take to action.

Therefore, taking initiative and developing new technology is a good idea but making good use of the same is most important.

THE BHAGAVAD GITA or THE SONG DIVINE, Gita Press, Gorakhpur, India (2002), Page no. 90, Lord Shri Krishna has said in Chapter 5, Verse 25, The seers whose sins have been wiped out, whose doubts have been dispelled by knowledge, whose disciplined mind is firmly established in God and who are actively engaged in the service of all beings, attain Brahma, who is all peace.

Therefore, it is extremely important to use the technology taking into consideration the welfare of all beings which ensures good use (Sadupyog) of the technology.

Swami Ranganathananda (Sunday Lectures from 1988 to 1990) in the book UNIVERSAL MESSAGE OF THE BHAGAVAD GITA- An Exposition of the Gita in the Light of Modern Thought and Modern Needs (2000), Volume 2, Page no. 99, as a commentary on this particular shloka

(Chapter 5.25) said that the person highly disciplined within is outwardly interested in the happiness and welfare of all beings (*sarva bhuta hite ratah*).

2. Concept of Yogi Nature of Spiritual Leader who makes good use of technology from Bhagavad Gita

UNIVERSAL MESSAGE OF THE BHAGAVAD GITA- An Exposition of the Gita in the Light of Modern Thought and Modern Needs (2000), Volume 2, Page no. 154: Lord Shri Krishna has said in Chapter 6, Verse 32, One who judges pleasure or pain everywhere by the same standard as one applies to oneself, that *yogi*, O Arjuna, is regarded as the highest.

Srila Prabhupada (1969) in his lecture on this shloka (Bhagavad Gita 6.32) at Los Angeles (in the book- Bhagavad Gita- As It Is, Page nos. 315-317) has said that, You should have sympathy for every living being, because they are part and parcel of Krishna. If you love Krishna, then you have universal love. The sun is one, but if there are millions of water pots, you'll find that the sun is reflected in each pot. Similarly, there are innumerable living entities. *Jivasya asankhya*. So if a material thing like the sun can be reflected in each and every water pot then why cannot the Supreme Personality of Godhead, Vishnu, live in each and everyone's heart? He is living in the heart, and the *yogi* has to concentrate his mind on that Vishnu form. This Vishnu form is a plenary portion of Krishna and so one who is engaged in Krishna consciousness is already a perfect *yogi*.

3. Relationship between Sadhan Devo Bhava approach of the leader in using technology and efficient human resource management

THE BHAGAVAD GITA or THE SONG DIVINE, Gita Press, Gorakhpur, India (2002), Page no. 49, Lord Shri Krishna has said in Chapter 3, Verse 9, Man is bound by his own action except when it is performed for the sake of sacrifice. Therefore, Arjuna, do you efficiently perform your duty, free from attachment, for the sake of sacrifice alone.

Lord Shri Krishna has said in Bhagavad Gita (Chapter 2, Verse 50), Endued with this evenness of *buddhi*, one frees oneself in this very life, alike from virtue and vice; devote yourself, therefore, to this *yoga*. *Yoga is efficiency in action*.

BACKGROUND OF THE STUDY

Lord Shri Krishna says in Bhagavad Gita:

Bhagavad Gita 4.17

*Kamanohyapibodhavyam
Boddhavyamcavikarmanah
Akarmanascaboddhavyam
Gahanakarmanogatih*

The truth about action must be known and the truth of inaction also must be known; even so the truth about prohibited action must be known. For mysterious are the ways of action.

KARMA (ACTION): GOOD USE (SADUPAYOG) OF TECHNOLOGY

VIKARMA (PROHIBITED ACTION): BAD USE (DURUPYOG) OF TECHNOLOGY

AKARMA (INACTION): SPIRITUALITY



Therefore, Accumulation of Sadhan (Instruments/Technology) is not must; Aim/Good purpose is required.

In a nutshell, Sadhan Devo Bhava Approach is required.

There is this beautiful shloka:

*Vijetavya Lanka, charan-taraniyaavaridhi-nidhih
Vipakshahpaulastyo ran-bhuvihsaahayah cha kapayah
tathapieko Ramah sakalamvadhitrakshaskulam,
kriya siddhi satvevasatimahataamna- upakarane.*

"Fort to be won was Lanka, what has to be covered on feet was the ocean, opponent was the son of Pulastya rishi, the supporters in the battlefield were monkeys. Even then one Ram demolished whole Rakshas lineage.

Great deeds abide in one's composition and not instruments."

Success comes because of *Satva*.

Satva is pure intellect.

Having advanced technology is going to be like 'cherry on the cake', wherein, Devotion is cake and Technology is the cherry. Advanced Technology will make the task easy only if good use of the same is done and not otherwise.

LORD SHRI RAMA needed help from a king who was having an army to rescue Sitaji. Vali was having that. Perhaps Vali was more powerful than Sugreev. It was said that Vali acquired 50% of the power of anybody standing before him. Moreover there is a story that Vali had tied Ravana in his tail long back. Vali was surely more powerful than Sugreev. But then also, Rama chose Sugreev and not Vali because:

Sugreev was Satvik, Sugreev was Divine.

This is **SATTVIK SELECTION**. This is **PERFECT SELECTION**.

VICTORY OF QUALITY (Utilization for Good Purpose) OVER MERE QUANTITY (Mere Accumulation of Instruments):

VICTORY OF QUALITY OVER QUANTITY

Commanders and leaders

- **PANDAVAS**
Overlord
Yudhishtira

Commander-in-chief
Dhrishtadyumna (day 1-18)

Strategists
Krishna
- **KAURAVAS**
Overlord
Duryodhana

Commanders-in-chief
Bhishma (day 1-10)
Drona (day 11-15)
Karna (day 16-17)
Shalya (day 18)
Ashwatthama (night raid)
Strategists
Shakuni

Strength

- **PANDAVAS**
7 Akshauhinis
153,090 chariots and chariot-riders
153,090 elephants and elephant-riders
459,270 horses and horse-riders
765,450 infantry
(total 1,530,900 soldiers)
- **KAURAVAS**
11 Akshauhinis
240,570 chariots and chariot-riders
240,570 elephants and elephant-riders
721,710 horses and horse-riders
1,202,850 infantry
(total 2,405,700 soldiers)

Though Duryodhana's army was over-whelming in number, equipment and supplies- the Pandavas' army less in number, equipment and supplies: Yet the Pandavas could fight with inspiration and win because of Sattva (Divinity) that they had.

Therefore, technology used with bad purpose and without taking into consideration welfare of all beings leads to destruction.

Enhancement of Sattva is required.

Sattvik Managers will have following qualities which will ensure efficient Human Resource Management:

- **Performing Good Action (being creative and not lazy/development and good use of technology)**
- **SAHYOG (being co-operative)**
- **YOG (being united with God)**

DATA PRESENTATION and DATA ANALYSIS

BHAGAVAD GITA on Performance of Good Action:

Bhagavad Gita 3.8:

**niyatamkuru karma tvam
karmajyayohyakarmanah
sarira-yatrapicate
naprasiddhyedakarmanah**

Perform your prescribed duty, for action is better than inaction. A man cannot even maintain his physical body without work.

MUNDAKA UPANISHAD says: Two kinds of knowledge must be known-that is what the knower of Brahman tells us. They are the Higher Knowledge and the lower knowledge. The lower knowledge is the knowledge of the phenomenal world and the Higher Knowledge is the knowledge of Ultimate Reality. The Seer of the Upanishads asks the aspirant to acquire both the knowledge of the relative world and the Ultimate Reality. (MUNDAKA UPANISHAD 1.1.4, 5)

It is for attaining The Higher Knowledge-The Metaphysical Knowledge that we are gifted with human life. In order to protect and sustain human life, study of lower knowledge-physical knowledge is also required. Attaining the Higher Knowledge by using the instrument-lower knowledge is the highest achievement of human life.

Physical work performed in an attitude of duty is very beneficial for one's internal purification. Hence, the Vedas prescribe duties for humans, to help them discipline their mind and senses. In fact, laziness is described as one of the biggest pitfalls on the spiritual path:

***ālasya hi manuṣhyāṅām śharīrasthomahānripuḥ
nāstyudyamasamobandhūḥkṛitvāyaṁ nāvasīdati***

“Laziness is the greatest enemy of humans, and is especially pernicious since it resides in their own body. Work is their most trustworthy friend, and is a guarantee against downfall.”

So the conclusion here is that *SATTVIK MANAGERS* will be creative and not lazy. They will believe in developing and making good use of technology.

BHAGAVAD GITA on SAHYOG:

Bhagavad Gita 3.11:

parasparam bhavayantah

sreyahparamavapsyatha

By nourishing one another, there will be prosperity for all.

There is this beautiful concept of:

वसुधैव कुटुम्बकम्
The World is a Family

The phrase appears in Maha Upanishad:

The world is a family

One is a relative, the other stranger,
say the small minded.

The entire world is a family,
live the magnanimous.

Be detached,

be magnanimous,

lift up your mind, enjoy

the fruit of Brahmanic freedom.

—Maha Upanishad

The Supreme Lord comes in this world to tell us how to live with others. He in fact teaches us that to achieve something phenomenal we all have to work together and appreciate each other's contribution.

When the Rama Setubridge was being built, VanarSena led by Hanuman was working very hard. There was a tiny little squirrel who was also trying to assist all in building the bridge. Because of his small size the squirrel was not able to do much but still he was working very hard. When Lord Rama saw the squirrel, then He immediately told Hanuman that the squirrel is doing his best as per his capacity. Acknowledging the tiny creature's dedication, Ram cuddled its back and hence ever since, squirrels carry white stripes as the finger signs of Ram!

Co-operation helped in successful bridging of Ram Setu:



C-operation will surely help in good use of available technology and thereby efficient human resource of management :



BHAGAVAD GITA on YOG

Lord Shri Krishna says in Bhagavad Gita:

Chapter 6

Text 46

*tapasvibhyo 'dhiko yogi
jnanibhyo 'pi mato 'dhikah
karmibhyascadhiko yogi
tasmad yogi bhavarjuna*

A yogi is greater than the ascetic, greater than the empiricist and greater than the fruitive worker. Therefore, O Arjuna, in all circumstances, be a yogi.

When we speak of *yoga* we refer to linking up our consciousness with the Supreme Absolute Truth.

Chapter 2

Text 50

*buddhi-yuktojahātīhaubhesukṛita-duṣhkṛite
tasmādyogāyayujyasvayogaḥkarmasukauśhalam*

One who prudently practices the science of work without attachment can get rid of both good and bad reactions in this life itself. Therefore, strive for Yog, which is the art of working skillfully (in proper consciousness).

Arjun's personal example illustrates the point that giving up attachment to the fruits does not adversely affect performance. Before hearing the Bhagavad Gita, he intended to engage in war with the desire of winning a kingdom. After hearing the Bhagavad Gita from Shree Krishna, he was fighting because it was his duty to God, and Shree Krishna would be pleased by it. He was still a warrior; however, his internal motivation had changed. The fact that he did his duty without attachment did not make him any less competent than before. In fact, he fought with greater inspiration because his work was directly in service of God.

Therefore, it can be said that:



SUGGESTION:

- HR managers must consider SQ as an important element of selection criteria while selecting employees. Employees with high Spiritual Intelligence will make good use of the available technology taking into consideration welfare of all beings. They are active, take initiative,

they exhibit Organisation Citizenship Behaviour and moreover they are Divine which can change the culture in the company.

- The companies must organize spiritual workshops and must consider making it part of their induction programme. With changes at an individual level, of course the work environment is bound to change.
- Companies should plan to impart spiritual training and take this course to the grassroots.

CONCLUSION

The paper concludes that Advancement of Technology is not enough; Spiritual Angle of using the available Technology is required to ensure efficient Human Resource Management.

Although technology is front-and-center in today's world, success mainly depends on Sadhan Devo Bhava Approach of using Technology.

It is very important to have employees who use the available technology in the mode of **GOODNESS**. Because, **GREATNESS IS NOT ENOUGH, GOODNESS IS REQUIRED**.

LORD SHRI KRISHNA says in Bhagavad Gita: Chapter 18, Verse 26

*mukta-saṅgo 'nahaṁ-vādīdhṛīty-utsāha-samanvītaḥ
siddhy-asiddhyornirvikāraḥkartāsāttvikauchyate*

The performer is said to be in the mode of goodness, when he or she is free from egotism and attachment, endowed with enthusiasm and determination, and equipoised in success and failure.

For the Organizations to succeed, it is important to have employees who implement Sadhan Devo Bhava Model of using Technology from Bhagavad Gita which says:



REFERENCES

The data required in conducting this research is collected from the following sources:

BOOKS:

- 'The Bhagavad Gita' - Gita Press, Gorakhpur, India
- 'Mundaka Upanishad' - Gita Press, Gorakhpur, India

LECTURES:

- Jnanayajna by **SHRI AJITBHAI D. SODHA**

A STUDY ON NEED OF INDIAN HUMAN CAPITAL RESOURCE DEVELOPMENT FOR GLOBAL ECONOMY

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Introduction

India is the country who have highest working human resource and has second highest in Migration after China. India receives 65.4\$ Billion remittances in 2017 which is top in all over world. 3.12 Crore overseas population has India in 208 countries in the world and not only develop countries but also non-develop country in all type of works and locations.

This Study tries to focus on prospective and problems of Indian Human Capital and its role in Global economy. India launch National Youth Policy (NYP-2014) and India plan for developing Human resource by develop their skills and Knowledge which will be grow world as well as India's economy. The Migration of Youth for placement is social and economic process. This process develops the country and provides skilled manpower as per need of time and location. This study also tries to understand the India's Migration pattern in today's world.

Need of Study: These Studies tries to enlighten need of development of Indian Human Resource Capital for Today's Global world. India has the biggest strength is Indian youth which is highest in number of population in all over world. This youth have problems of unemployment and India launch new policy for youth development of Human Resource by Skill India and other competency building program. This Study also focus on new trends migration trend from India to abroad and their economic impact on world economy and Indian economy.

Literature Review: For literature review use many Research Paper and Economical Article regarding this subject. As Oxford Development Report 2017 Research paper on "Human Capital and Economy" by Abhiroop Mukhopadhyay explain Indian Human Resource Structure. "Migration and Remittance recent development and outlook special Topic Return Migration" publish by world Bank in 2017 for study on various issues on migration and their economic impact also explain various fact and figure regarding migration ,refugee and reverse migration.

"Two Diasporas : Overseas Chinese and Non-Resident Indians in their Homeland's Political economy" write by Zhiqun Zhu in Journal of Chinese political science vol.12, No.3 Fall-2007, explain comparative study of Overseas Chinese and Non-Resident Indians contribute in their homeland's economy and various issues of political views by theirs governments.

"Remittances in India: Fact and Issues" write by Chinmay Tambe IIM Bangalore Research Fellow in his Research Paper in 52nd Annual Conference of Indian Society of labour Economics, 17-18 December 2010, Dharwad explain various issues of Indian foreign Remittance and their impact on Indian economy also focus on inflow of Foreign remittance and state wise receives.

"Demographic Profile of Non-Resident Indian profession in GCC countries : A Case Study" write by Dr. Pranav Naithani faculty of Higher college of Technology Sharjah, UAE. Explain new challenges to global expatriate workforce especially Non-residential Indian work and adjust in GCC countries.

“The Research Paper on Non-Resident Deposits in India: A Conceptual Study” by Sonia Sorte and Dr. H.G Abhyankar publish in International journal of Academic Research and development, ISSN-2455-4197 volume-2 of November 2017 explain the Non-resident Indian Deposits are confirmed and Reliable source of foreign exchange also explain benefits and barriers in non-resident deposits in India.

The Oxford development Report of India 2017 and other Ministry of External Affairs publication, RBI publication, NSSO report , “Economic times” articles and Dr. Shailesh Deolankar articles in Daily “Sakal” also refer for literature review.

Objective of Study: The Objectives of study as follows.

- 1) To Study of Potential of Indian Human Resource Capital and its economic benefits to Indian Economy.
- 2) To Study of Prospective of Non-Residential Indian in Global Placement.
- 3) To Study of Problems of Non-Residential Indian in Global Placement.

Hypothesis: This research study based hypothesis that H1: Indian Human Resource Capital have great strength and it required need to develop as per need of world economy and Indian Economy.

Research Methodology: The data is collected through secondary sources like e-books, websites, articles, Reports, Research papers, news-paper articles, etc.

Facts & Finding:

a) Prospective of NRI in Global Placement:

- 1) India is the country who have 121 Crore population as per census of Government of India. As per Human Development Report 2015 of UNDP India have rank of HDI rank 130 and the HDI in 1981 it was 0.3020, In 1991 it was 0.3810, In 2001 it was 0.4720, In 2008 it was 0.4670 and last update as in 2015 it was 0.6087. This figure explains that the India is one of the fast developing countries who have good potential to increase Human Resource Quality.
- 2) As per NSSO Report of Youth in India 2017 table no 1 Explain the Population of the country is rise rapidly.

Table 1: Population Growth and Projections by Sex

(in millions)

Year	Males	Females	Total	Decennial Growth	Sex Ratio (Females per 1000 males)
1	2	3	4	5	6
1951	185.53	175.56	361.09	...	946
1961	226.30	212.94	439.24	78.15	941
1971	284.05	264.11	548.16	108.92	930
1981	353.37	329.95	683.32	135.16	934
1991	439.36	407.06	846.42	163.10	927
2001	532.16	496.45	1028.61	182.19	933
2011	623.27	587.58	1210.85	182.24	943
2021*	727.04	676.84	1403.88	193.03	931
2031*	795.53	744.38	1539.91	136.03	936

* Population projections by World Bank

Note:

1. The 1981 Census could not be held in Assam owing to disturbed conditions. The population figures for 1981 of Assam were worked out by 'interpolation'.
2. 1991 figures excludes the State of J&K where 1991 census could not be conducted
3. 2001 figures excludes Mao Maram, Paomata and Purul sub-divisions of Senapati district of Manipur

Source: Office of the Registrar General, India

The Indian Population are increase rapidly specially in decennial 2001-10 and 2011-21 also world bank are predict as in 2021 decennial it will be increase by large number. It mean that for next some year India is the biggest supplier of Human Resource Capital for world economy and it is great strength for Indian Economy also.

3) As per NSSO Report of Youth in India 2017 table no 4 explain the Population of the country is rise rapidly especially the group of age between age15- 34 . This show that India has great potential of working youth which is the highest working Human Resource Capital in all over world. This Human Resource can use for development of world economy and it is one of biggest strength of India.

Table 4: Distribution of Population by Age and Sex

(in 000's)

Age Group	2001			2011			2021*			2031*		
	Persons	Males	Females									
1	2	3	4	5	6	7	8	9	10	11	12	13
0-4	110447	57120	53328	112807	58632	54175	124728	65535	59193	120030	62790	57240
5-9	128317	66735	61582	126928	66300	60628	122047	64265	57782	121690	63841	57849
10-14	124847	65633	59214	132709	69419	63290	125583	66209	59374	122527	64417	58110
15-19	100216	53940	46276	120526	63982	56544	126218	66630	59588	121225	63840	57385
20-24	89764	46321	43443	111424	57585	53840	122942	64793	58149	124143	65454	58689
25-29	83422	41558	41865	101414	51344	50070	117725	61835	55890	124287	65560	58727
30-34	74274	37362	36912	88595	44661	43934	112521	58531	53990	120768	63479	57289
15-34	347676	179181	168496	421960	217572	204388	479406	251789	227617	490423	258333	232090
35-39	70574	36039	34535	85141	42919	42221	104662	54119	50543	115359	60292	55067
40-44	55738	29879	25860	72438	37545	34893	91898	47255	44643	109723	56649	53074
45-49	47409	24868	22541	62318	32138	30180	80757	41337	39420	101179	51782	49397
50-54	36588	19852	16736	49069	25843	23226	70221	35733	34488	87566	44412	43154
55-59	27653	13583	14070	39146	19456	19690	60461	30560	29901	75110	37747	37363
60-64	27517	13586	13930	37664	18702	18962	49897	25028	24869	62684	31166	31518
65-69	19807	9472	10335	26455	12944	13511	39042	19403	19639	50322	24730	25592
70-74	14709	7528	7181	19209	9651	9557	25121	12096	13025	37194	18015	19179
75-79	6551	3263	3288	9233	4491	4742	15357	7169	8188	24744	11767	12977
80+	8039	3919	4120	11289	5284	6005	14702	6544	8158	21354	9585	11769
Age not stated	2738	1501	1238	4490	2373	2117	-	-	-	-	-	-
All ages	1028610	532157	496454	1210855	623270	587585	1403882	727042	676840	1539905	795526	744379
Median age	22.19			23.96			27.73			31.19		

*Population projection by World Bank

Note: 1. The 1981 Census could not be held in Assam owing to disturbed conditions. The population figures for 1981 of Assam were worked out by 'interpolation'.

2. 1991 figures excludes the State of J&K where 1991 census could not be conducted.

3. 2001 figures excludes Mao Maenam, Paomata and Parul sub-divisions of Senapati district of Manipur.

The highest working capacity is age group is 15-34 and in India has highest number of population in 2021 to 2031 in this age group.

4) As per NSSO Report of Youth in India 2017 table no 20 India have great strength of higher educated people and day by day it go to rises.

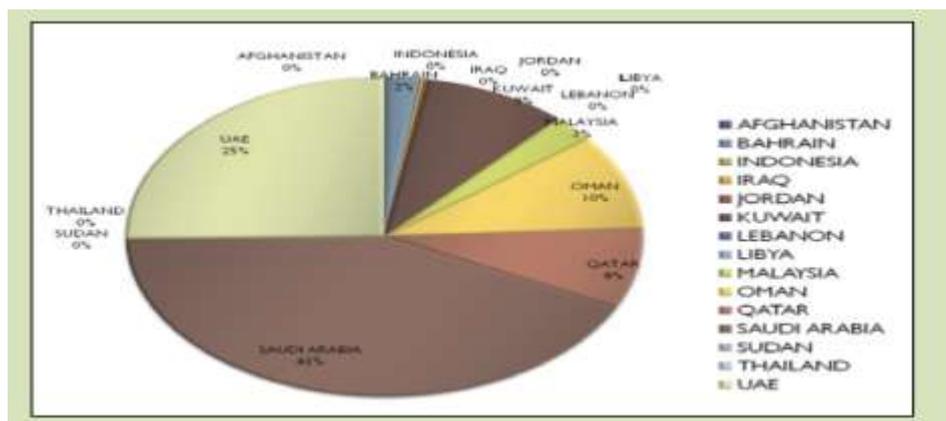
Table 20: Number of Students Enrolled at various levels in Higher Education
(in 000's)

Level	Male/ Female	2010-11	2011-12	2012-13	2013-14	2014-15
Ph.D	Male	48.0	49.3	55.7	64.8	69.6
	Female	29.8	32.1	39.8	43.1	47.7
	Persons	77.8	81.4	95.4	107.9	117.3
M.Phil	Male	12.7	15.9	13.3	13.6	14.1
	Female	12.6	18.2	17.1	17.7	19.3
	Persons	25.3	34.2	30.4	31.4	33.4
Post Graduate	Male	1814.0	1769.3	1769.1	1888.6	1867.1
	Female	1455.7	1597.9	1679.1	1933.6	1986.3
	Persons	3269.7	3367.2	3448.2	3822.2	3853.4
Under Graduate	Male	12117.5	12612.5	12918.8	13574.4	14467.2
	Female	9854.7	10562.4	10971.5	11925.9	12705.1
	Persons	21972.3	23175.0	23890.3	25500.3	27172.3
PG Diploma	Male	90.4	146.1	142.7	153.3	121.3
	Female	49.5	50.1	51.4	123.2	94.1
	Persons	139.9	196.2	194.1	276.5	215.4
Diploma	Male	1280.7	1445.3	1571.3	1634.3	1788.1
	Female	532.7	626.3	636.2	651.3	719.6
	Persons	1813.4	2071.6	2207.6	2285.6	2507.7
Certificate	Male	67.2	89.2	87.3	87.9	74.2
	Female	77.1	95.5	104.6	99.4	96.0
	Persons	144.3	184.7	191.9	187.3	170.2
Integrated Degree	Male	36.1	45.9	59.2	78.5	86.9
	Female	21.0	28.2	35.5	46.5	55.0
	Persons	57.1	74.1	94.7	125.0	141.9
Grand Total	Male	15466.6	16173.5	16617.3	17495.4	18488.6
	Female	12033.2	13010.9	13535.1	14840.8	15723.0
	Persons	27499.7	29184.3	30152.4	32336.2	34211.6

Source: All India Survey on Higher Education (AISHE); Department of Higher Education, M/o HRD

In India Graduate and Post Graduate population are rise also increase competency of youth in India. This population convert in to work force which need to utilize for constructive purpose and it need to use for develop the world as well as India.

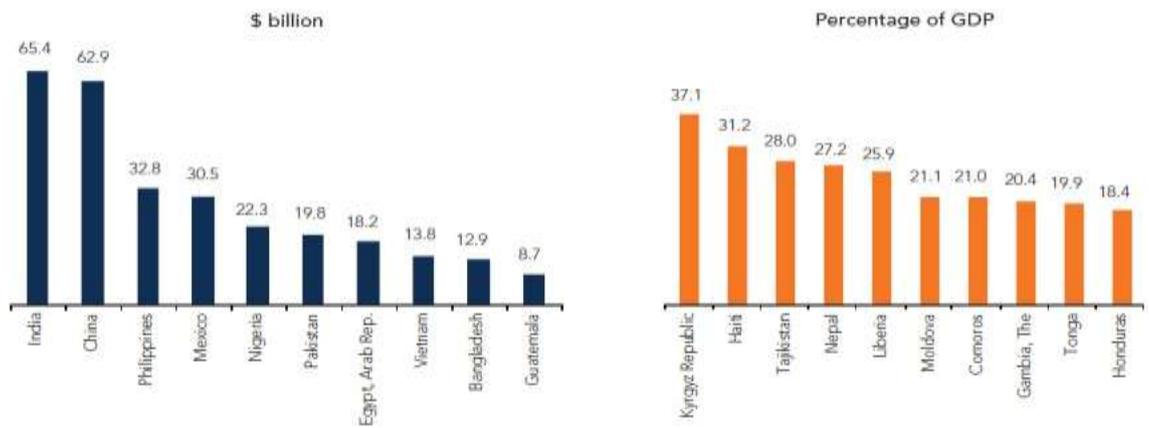
5) As per data from Ministry of External Affairs of Government of India website explain as India have 3.12 crore overseas population in 208 countries out that 1.33 crore are Non-Residential Indian (NRI) and 1.79 crore are Person of Indian Origin (POI) following graph explain no employment of Non-Residential Indian in all over world and current scenario of Migration of Indian in December 2017.



In India have migration to gulf countries especially Saudi Arabia and UAE for employment purpose. This migration are symbol of globalize of Indian Human Resource Capital and use of Indian Human Resource Capital for world economy.

6) As per Migration and Remittance Report of World Bank recent development and outlook table no 1.3 and 4.5 of special topic return migration explain India is the top most foreign currency remittance in all over world in 2017. In 2017 India earn 65.4 \$ billion which 2.7% of India’s Gross Domestic Product (GDP). The following graph from show comparative study of other South Asian Countries and their remittance in 2017.

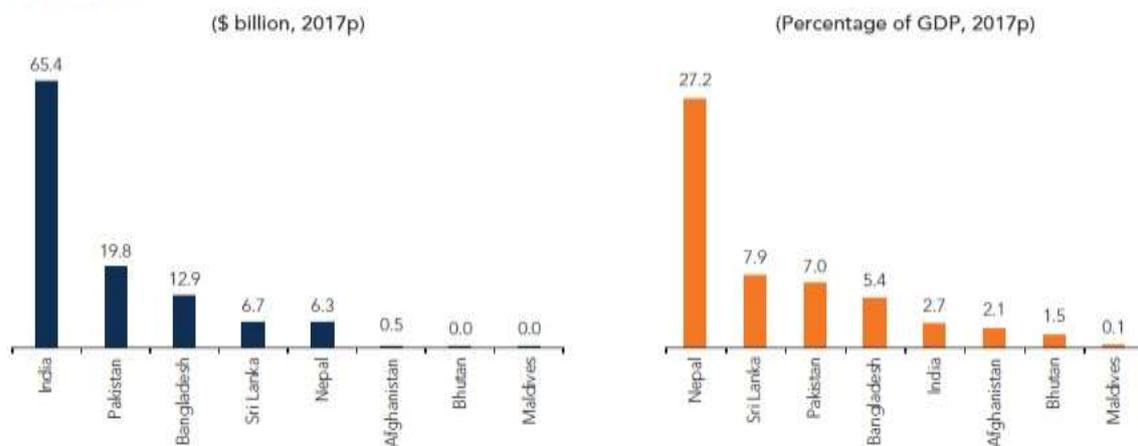
FIGURE 1.3. Top Remittance Receivers in 2017



Sources: International Monetary Fund; World Bank’s World Development Indicators; staff estimates.
Note: GDP = gross domestic product.

This Graph shows that India is the top foreign currency remittance receiver country in all over world. This foreign currency remittance are earn by India because of Non Residential Indian and Person of Indian Origin are work in all over world.

FIGURE 4.5. Remittances to SAR Countries Are Large in Absolute Terms and Relative to GDP



Sources: IMF, World Bank World Development Indicators, and staff estimates.

This Graph shows that comparative study between different countries and their foreign currency remittance and percentage of foreign currency in their GDP. India is top foreign currency receiver as remittance but have low percentage of GDP.

b) Problems of NRI in Global Placement

1) As per NSSO Report of Youth in India 2017 table no 24 (a) for Rural Unemployment and 24(b) for Urban unemployment explain India have great problem of Unemployment.

Table 24(a) : Unemployment Rates (Rural) by age group as Per Various Rounds of NSSO

(in Percent)

Year	Male					Female				
	15-29	30-44	45-59	60+	Total	15-29	30-44	45-59	60+	Total
1	2	3	4	5	6	7	8	9	10	11
1977-78	4.9	0.6	0.4	0.3	2.2	8.5	4.1	3.0	2.0	5.5
1983	4.7	0.5	0.2	0.2	2.1	2.8	0.5	0.4	0.6	1.4
1987-88	6.2	0.9	0.5	0.5	2.8	5.4	2.4	1.9	1.8	3.5
1989-90	3.6	0.5	0.0	0.6	1.6	1.5	0.4	0.6	-	0.8
1990-91	3.2	0.3	0.3	0.2	1.3	1.0	0.3	0.0	0.0	0.4
July-Dec 91	4.3	0.4	0.2	0.2	1.8	2.0	0.6	0.5	0.6	1.2
1992	3.8	0.3	0.2	0.3	1.6	2.1	0.3	0.3	-	1.2
Jan-June 93	3.7	0.2	0.2	0.1	1.6	2.0	0.3	0.2	0.5	1.0
1993-94	4.9	0.4	0.1	-	2.0	3.2	0.4	0.2	-	1.4
1994-95	3.2	0.3	0.1	0.0	1.2	1.5	0.0	0.1	0.0	0.5
July 95- June 96	3.6	0.6	0.2	0.1	1.5	1.6	0.3	0.1	0.0	0.8
Jan -Dec 97	3.8	0.3	0.0	0.0	1.6	2.1	0.3	0.0	0.0	1.0
Jan -June 98	5.0	0.1	0.8	0.6	2.4	4.1	1.0	0.7	0.6	2.0
July 99 -June 2000	5.1	0.6	0.1	0.2	2.1	3.7	0.4	0.2	0.0	1.5
July 2000 - June 2001	4.2	0.1	0.0	0.0	1.6	1.5	0.1	0.2	0.0	0.6
July 2001 - June 2002	3.4	0.4	0.1	0.0	1.4	5.2	0.3	0.0	0.0	2.0
July - Dec 2002	4.5	0.5	0.1	0.2	1.8	2.6	0.3	0.2	0.6	0.9
Jan - Dec 2003	4.6	0.4	0.2	0.2	1.8	2.6	0.4	0.0	0.5	0.8
Jan - June 2004	5.7	0.6	0.3	0.0	2.4	5.3	1.0	0.2	0.0	2.1
July 2004 - June 2005	5.2	0.6	0.3	0.2	2.1	7.0	1.8	0.5	0.5	3.1
July 2009 - June 2010	5.5	0.2	0.2	0.0	2.0	6.6	1.0	0.2	0.5	2.4
July 2011 - June 2012	6.1	0.4	0.1	0.2	2.2	7.7	1.2	0.7	0.6	2.8

Table 24(b) : Unemployment Rates (Urban) by age group as Per Various Rounds of NSSO

(in percent)

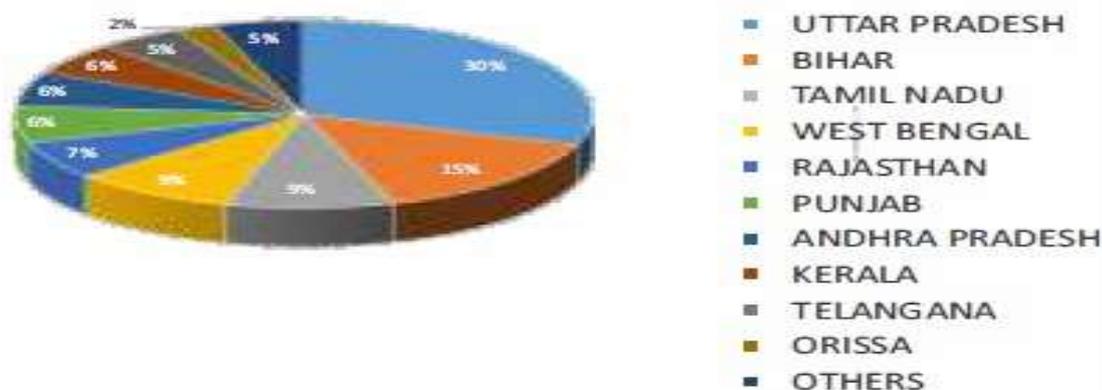
Year	Male					Female				
	15-29	30-44	45-59	60+	Total	15-29	30-44	45-59	60+	Total
1	2	3	4	5	6	7	8	9	10	11
1977-78	14.0	1.3	1.0	1.5	6.5	31.4	10.4	4.8	2.2	17.8
1983	12.2	1.4	0.7	0.6	5.9	15.5	2.1	0.7	9.1	6.9
1987-88	13.6	1.2	0.7	1.1	6.1	18.8	3.5	1.1	1.1	8.5
1989-90	9.7	0.9	0.9	1.8	4.4	7.9	1.1	0.5	-	3.9
1990-91	11.3	0.8	0.3	0.9	4.5	13.2	1.4	0.4	0.0	5.4
July-Dec 91	9.6	1.0	0.6	0.2	4.5	11.2	2.5	-	-	5.5
1992	10.2	1.3	0.4	2.1	4.6	13.8	1.8	0.3	1.0	6.7
Jan-June 93	9.2	0.8	0.4	0.2	3.8	8.6	2.6	0.5	-	4.3
1993-94	10.8	1.1	0.4	0.3	4.5	19.6	2.8	0.4	-	8.2
1994-95	8.9	1.1	0.2	0.0	3.7	10.4	0.3	0.0	0.0	4.1
July 95- June 96	9.9	1.0	0.3	0.2	4.0	0.8	0.3	0.4	0.0	3.6
Jan -Dec 97	10.0	0.9	0.3	0.2	3.7	13.2	1.7	0.0	0.0	5.1
Jan -June 98	11.5	1.9	1.2	1.4	5.3	16.6	2.4	1.9	4.7	8.1
July 99 -June 2000	11.5	1.4	0.4	0.0	4.8	16.6	2.9	0.5	0.0	7.1
July 2000 - June 2001	9.8	1.3	0.4	0.5	4.2	11.1	0.6	0.0	0.0	3.8
July 2001 - June 2002	9.6	0.9	0.6	0.0	4.1	13.4	1.2	0.0	0.0	4.9
July - Dec 2002	10.6	1.3	0.5	0.0	4.7	15.0	1.4	0.6	0.0	6.3
Jan - Dec 2003	10.0	1.3	0.5	0.6	4.3	12.7	0.6	0.0	0.0	4.0
Jan - June 2004	10.0	1.7	0.9	0.3	4.5	21.5	3.7	0.2	0.0	9.0
July 2004 - June 2005	10.0	1.2	1.0	0.3	4.4	19.9	5.1	0.8	0.0	9.1
July 2009 - June 2010	7.9	0.8	0.4	0.3	3.1	17.5	2.5	0.6	0.0	7.0
July 2011 - June 2012	8.9	0.8	0.4	0.4	3.2	15.8	2.7	0.4	0.0	6.7

The Rural and Urban unemployment are increase in age group of 15-29 and it show this figure are show the good working capacity people are unemployed in India. This educated people unemployed in India can use in all over world and it will help to solve the problems of unemployment and other social problems which is created by unemployment.

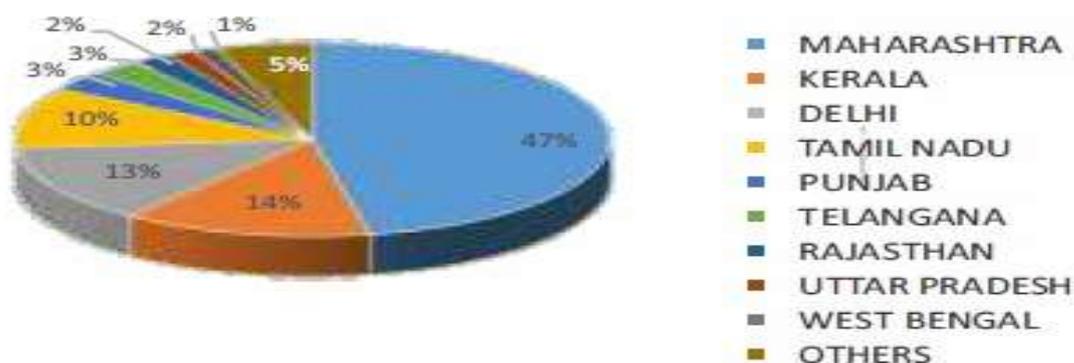
The unemployment in India is mostly from educated people. This people have great work force potential can use in all over world and it will increase earning of the country. This unemployment problem will become more serious if this work force is not use properly because in upcoming year the population of work force is rises as per estimate of World Bank and other organization in other side India is top foreign currency remittance receiver country. This workforce needs to convert I to migration of skill manpower for earning so it help to India as well as world economy. Indian will be big source of Skill work force for world in some next Years.

2) As per data from Ministry of External Affairs most of Non Residential Indians especially who belongs from low HDI Area of India have Blue collar Emigration who marked as emigration check are required. The Overseas Recruitment Agent are mostly belongs from Maharashtra state and it's insufficient in rest of non-develop area of India.

Emigration Clearances - by State (Domicile)



Registered Recruiting agents - by State



This chart show that the India has highest from migration from low HDI area and this migration receive placement in all over world. Also shows that there less number of overseas Recruiting Agent have in this Low HDI Areas. It mean that there is need of overseas recruiting Agent for increase the overseas employment of Indian.

3) As per Ministry of external Affairs of Government of India website India have single Pravasi Bharatiya Kendra (PBK) who work for training and thinking tank which is situated in capital of the country Delhi. For such huge potential of Human Resource required many more Pravasi Bharatiya Kendra (PBK) in all over country also required good co-ordination and communication with Non-Government Organization (NGO) who works for welfare of Overseas Indians and help for their Global placements.

Conclusion: It is conclude that The Indian Human Resource Capital have good strength to work in all world and need of develop the infrastructure for global placement. The Non-resident Indian work in 208 countries and remit foreign currency to India in huge quantity. The Indian Human Resource Capital required more effort for Global Placement and have great potential to fulfill need of skill manpower in all over world and Hypothesis H1 is prove after study of facts and finding.

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HUMAN RESOURCE MANAGEMENT THROUGH BIMS MODEL (WITH REFERENCE TO EMPLOYEES OF MUMBAI REGION)

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Abstract

Today the age of employees concern, employer is always looking into the emotional intelligence as they are handling employees in a perfect manner but we must think about the model developed by Shri Deendayal Upadhyaya. According to him, the primary concern in India must be developing an indigenous economic model that puts the human resources at center stage. In India internal and outer politics of the organisations are creating hurdle for the growth of our national economy. He had suggested the four aspects in his book “EkatmaManavvad” i.e. Body, Mind, Intellect and Soul (BIMS). If we have to apply these four aspects in proper manner, the organisations will reach on peak level of growth easily without any hurdles. ShriUpadhyay has given one beautiful example which is the essence of this BIMS Model. He has penned down that if the 40 people want to open one club, that the club of 40 people is one Body. They have a wish to open a club and want to give one whole structure to this concept so it is their Mind. For running this club they have to prepared management rules and regulation, collect fund, structure, which means it operates on Intellect and the club has its own objectives like providing entertainment, best services, health and wealth tips, to the members so it works as Soul of the whole body.

As a researcher I would like to suggest a small correction in the model that if the 40 people want to open one club, that the club of 40 people is one **Body**. For running this club they have to prepared management rules and regulation, collect fund, structure, which means it operates on **Intellect**. They want to give one whole structure to this concept for operating business strategically, smoothly and competitively, so one can need of **Mind** and the club has its own objectives like providing entertainment, best services, health and wealth tips, to the members so it work as **Soul** of the whole body. Here the perfect creation of **BIMS**model, but unfortunately this model is neglect from the study of Human Resource Management which actually could operate beyond the “Team Work” concept. Here the sufferers are not only employees but indirectly our national economy also. The research paper is highlighting that how these four aspects are useful in the organisations for not just developing and managing human resources but developing our economy thereby. The research paper is also trying to create awareness of this model among the organisations as well in the employees through primary data collection from 200 employees.

Key Word:HRM, Organisation, Employees, Development, BIMS

Introduction:

In 1965, ‘Jana Sangh’ adopted Integral humanism (*EkatmaManavvad*) as official policy which was basically developed by DeendayalUpadhyaya. It aims to appeal to broad sections of Indiansociety by presenting an indigenous economic model that puts the human being at center stage¹. According to Upadhyaya there are four hierarchicalaspects in an organisationi.e. body, mind, intellect and soul whichare considered as variables in this research with the sequential order of - Body, Intellect, Mind and Soul (BIMS). To illustrate these four dimensions of organisation, Upadhyaygave a beautiful

example in his book '*EkatmaManavvaad*' which is the essence of this concept: Say, if some 40 people want to open a club, then the club of 40 people is one 'Body'. They wish to open a club and want to give one whole structure to this concept, so it is their 'Mind'. For running this club, they have to prepare management rules and regulations, collect fund, structure, which collectively forms its 'Intellect'. And the club has its own objectives like providing entertainment, best services, health and wealth tips, to the members, so it works as 'Soul' of the whole body. ²

The researcher would like to suggest a small correction in the sequential order of the model proposed by Upadhyay; that if the 40 people want to open one club, then the club of 40 people is one **Body**. For running this club they have to prepare management rules and regulations collect fund, structure, which means it operates on **Intellect**. They want to give one whole structure to this concept for operating business strategically, smoothly and competitively, so one needs **Mind** and the club has its own objectives like providing entertainment, best services, health and wealth tips, to the members, so it works as **Soul** of the whole body. This **BIMS** mode is perfect and relevant today, however it is neglected from the study of Human Resource Management which actually could operate beyond the concept of "Team Work". Here, the sufferers are not only employees but indirectly our national economy also. The research paper highlights the usefulness of these four aspects in the organisations, for not just developing and managing human resources but also for the growth of economy. While we look at these four aspects, it is observed very clearly that every organisation or simple activity of the society depends on these four aspects. If any organisation or any society uses it perfectly and in powerful manner, then the industrial and societal development is easy for every member of a group. The research paper highlights the role of these four aspects of *EkatmaManavvaad* in the Indian organisational context and how the industrialist can use these for development and settlement the crisis of the company.

Problem of the study:

There are many aspects responsible for decline in the growth of a company. One of the aspects responsible for this decline is unmanageable human resources. Human resource is an integral part of a company which impacts the overall growth of an economy. The research paper shows that the growth of an individual company depends on the perfect human resources and today, due to the millennials, it is difficult to manage these resources and ultimately it becomes difficult to develop the financial growth of a company. These millennials are unmanageable; hence the organisation can make use of the BIMS model not only to manage these human resources but also to develop the economy of a company and that of a nation.

Literature review:

V. V. Nene (1991) has penned down that body and mind pleasure is commonly known so he emphasized on intellect pleasure and the bliss of the soul. He tries to put this famous philosophy of Upadhyaya in front of the public through his book.

Shri. Shivajirao Chouhan, Chief Minister of Madhya Pradesh, said that "Pt. Deendayal Upadhyaya had taught us that we can stay happy by following the path of Bharatiya Darshan, thoughts and thinking. The joy of body, heart, intellect and soul is what makes man happy. He said that economic empowerment is must for Utkrisht Bharat Nirman. Thus we should make an effort to increase GDP growth rate".

According to Ravindra Mahajan (2013) Integral Humanism is an ideology propounded by an RSS Pracharak, great thinker and one of the founding members of Bharatiya Jan Sangh Pt. Deendayal Upadhyaya, who dealt with the idea of Integral Humanism while giving his discourses in Mumbai. Integral Humanism was accepted as a core idea by the BJS first and later by the BJP

Research methodology:

Objectives of the study:

1. To find out the brief history of BIMS
2. To evaluate the importance of the four aspects (BIMS) in the organisations
3. To examine the relation between BIMS and management of the Human Resources
4. To give recommendations of BIMS for implementation in the organisation

Hypothesis:

The research study is developed on the following hypothetical statements

H₀: BIMS model and Management of the Human Resources are independent

H₁: BIMS model and Management of the Human Resources are dependent

Data collection:

Primary data: It was collected through questionnaire and observation methods from 200 employees of various organisations from Mumbai region.

Secondary data: It was collected through articles, which are mostly available on this topic, e-Newspapers, Magazines, and few Reference books because there is dearth of material on organisational information or related to corporate economy and BIMS.

Sample size: Simple random sampling method was used and 200 employees of various private as well as public limited organisations were selected randomly.

Scope of the study: If the organisations understand the concept of these four aspects i.e. Body, Intellect, Mind and Soul (BIMS), then the efficiency of employees will go up and it can help to the growth of company's economy.

Limitations of the study: Sample size is too small, the concept of BIMS is not known by the employees, Paucity of time for collection of data for the research.

Findings:

History of BIMS: (1st objective)

In 1964, Pandit Deendayal Upadhyaya delivered a lecture on the concept of Ekatma Manavvaad first time, in Pune and Mumbai. However, it is only proper and right to acknowledge that the phrase Integral Humanism was used casually in 1921 by Bipin Chandra Pal, one of the trinity of Lal Bal Pal (Lala Lajpat Rai, Bal Gangadhar Tilak and Bipin Chandra Pal) to describe the character of Indian indigenous thought system. But it was developed by Pandit Deendayal Upadhyaya, while he was describing the concept of Ekatma Manavvaad, he had given four hierarchically organized aspects in it i.e. body, intellect, mind and soul which corresponded to four universal objectives. He gave a beautiful example which was the essence of this concept in his book Ekatma Manavvaad. But for the proper research, the researcher changed the sequential order of the model proposed by Upadhyay; it is changed a bit and rather taken as BMIS, used here BIMS

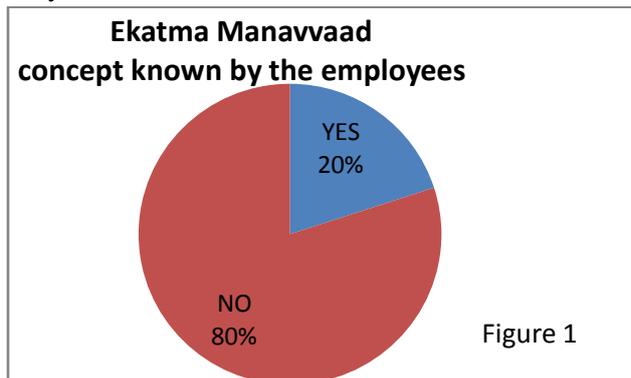
The researcher would like to suggest a small correction in the sequential order of the model proposed by Upadhyay; that if the 40 people want to open one club, then the club of 40 people is one **Body**. For running this club they have to prepare management rules and regulations collect fund, structure, which means it operates on **Intellect**. They want to give one whole structure to this concept for operating business strategically, smoothly and competitively, so one needs **Mind** and the club has its own objectives like providing entertainment, best services, health and wealth tips, to the members, so it works as **Soul** of the whole body². This **BIMS** mode is perfect and relevant today.

Importance of BIMS: (2nd objective)

This model of BIMS depends on one of the Management principles of Henry Fayol i.e. Esprit-De-Corps which means team spirit. To put in a nutshell, we can say that in every organisation, while getting a job done from the lower level employees, a manager wants that they must divide the work

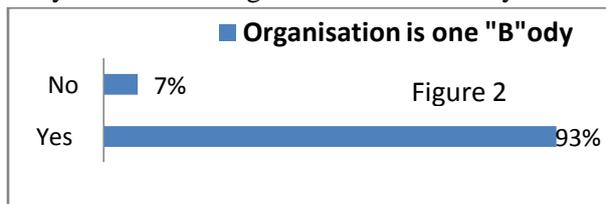
and allocate the task properly in a group so that the employees could perform it perfectly. To find out the importance of BIMS, following questions were asked to the respondents.

Do you know the *Ekatma Manavvaad* and BIMS?



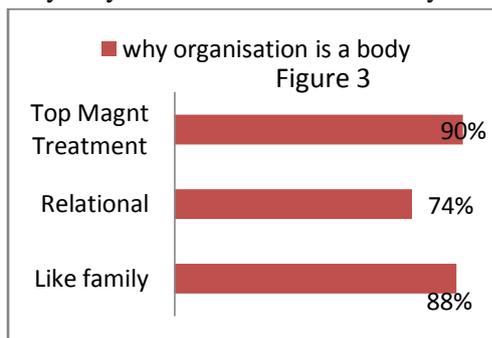
Only 20% employees knew the concept of *Ekatma Manavvaad* and 80% employees were unaware of the concept *Ekatma Manavvaad*. Surprisingly all 100% employees are completely unaware of the four aspects mentioned by Pt. Deendayal Upadhyaya i.e. Body, Intellect, Mind and Soul (BIMS). If these employees are unaware of the main concept then it is difficult to achieve the goal of betterment of economy.

Do you think that organisation is one Body?



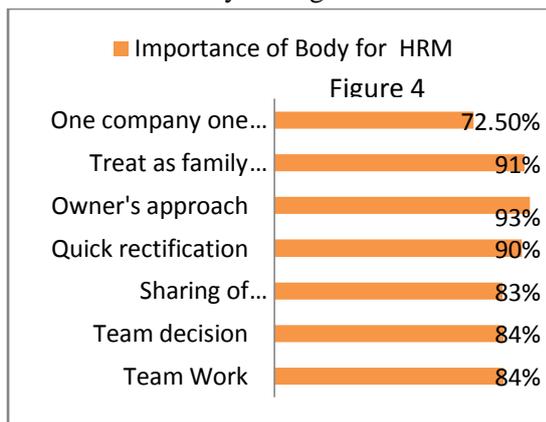
Out of 200 employees, 186 employees said that organisation is one body that can perform the work perfectly. But 14 employees felt it is not a one body but this number is meagre.

Why do you think that it is one Body?



Employees answered that as they spend eight to ten hours a day and work with the other employees in there company, they considered the company as their family. So, 88% employees agreed that organisation is one family and one body. 74% employees said that it is relational or depends on the relations they develop in the company and 90% employees suggested that if the treatment of the top management is good then they have homely feeling and they think that organisation is one body

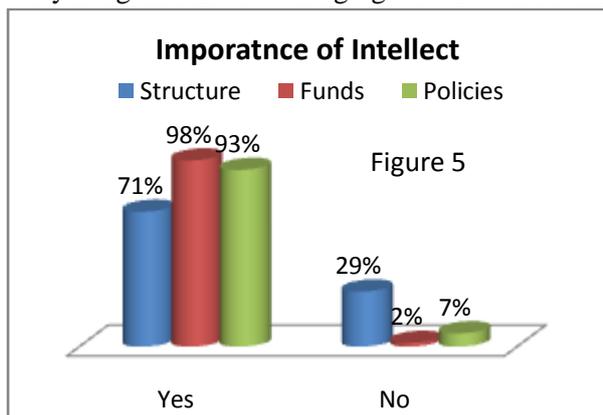
How does this body manage the Human Resources?



According to Upadhyaya bodywork collectively in the organisation. Therefore, the research shows that 84% of employees agreed that with the help of team work and team decision, they can easily handle the employees. Hence, 90% employees approved that collective work is important for quick rectification of the employees but for human resource management. 93% of employees agreed that Owner's approach should be positive towards employees and 91% of employees suggested that they must treat them as a family member of the company but while asked them about one company one family concept, only 72.5% employees agreed for this. Still, it is proved that organisation as Body is important for managing Human Resources.

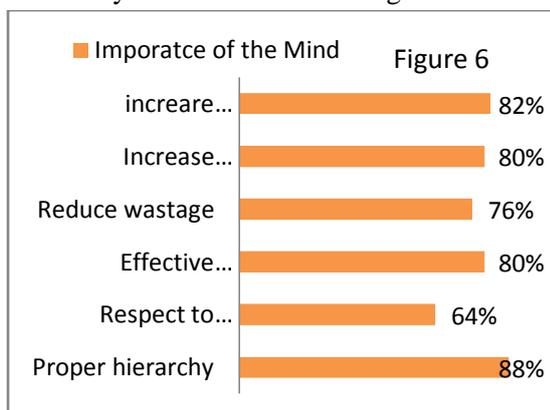
The result of the questions asked in a relation to IMS is as under.

Do you agree that for Managing Human Resources there is a need of structure, fund and policies?



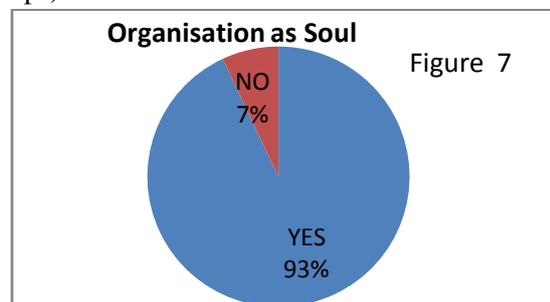
Intellect means Structure, funds and policies. The research easily shows that 71% of employees agreed for the good structure of the company which is important for their comfort. Surprisingly 2% of employees did not agree for fund as important aspect to handle the employees and 93% employees are agreed for best policies in the company as responsible factor for taking proper decisions at any situation. Once again, it proves here that intellectis also important for managing Human resources

What way the Mind could manage the Human Resources in the organisation?



Mind included smooth conduct of business both strategically and competitively. So mind is important to handle employees and they agreed for the perfect organisational structure which can provide proper hierarchy (88% agreed) in the official post, it creates respect for every higher official (64% only agreed as they felt that it depends from person to person), hence effective decision (approved by 80% employees) can be taken by them, it reduces wastage (76% approved it) which can increases efficiency(80% employees agreed), hence 82% employees agreed that it increases the overall economy of the company with the help of strategies and canable to face competition

As per *EkatmaManavvaad*, does anorganisation work as a Soul? (Best services, health and wealth tips)



93% employees agreed that, if the *EkatmaManavvaad* includes entertainment, best services or health and wealth tips as soul of the organisation, then the employeesapprove that it is a true aspect. But similarly 7% employees do not thinkabout *EkatmaManavvaadas* a Soul of organisation.

Howis Soul important to handle the employees of the organisation?



Soul includes entertainment, best services and so on. It provides satisfaction to all stakeholders as well employees (85% agreed) best direction (74% agreed), continuity in services (75% approved), considering welfare of the stakeholders (89% agreed). All these help increase efficiency (85% agreed) and the result turns into development in organisational economy (87% employees agreed). So it shows that soul could easily handle the human resources

Sources for all figures: Self Compiled

To examine the relation between BIMS and management of the Human Resources
(3rd objective)

Is Management of Human Resources dependent on BIMS Model in the company?

Table 1

Responses	Body	Intellect	Mind	Soul	Total
Yes	180	186	187	178	731
No	20	14	13	22	69
Total	200	200	200	200	800

Table 2

HRM & Body						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	180	182.75	- 2.75	7.5625	0.041	0.479
No	20	17.25	2.75	7.5625	0.438	
Total Chi-Square	200	200	0	15.125	0.479	
HRM & Intellect						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	186	182.75	3.25	10.5625	0.058	0.667
No	14	17.25	-3.25	10.5625	0.609	
Total Chi-Square	200	200	0	21.125	0.667	
HRM & Mind						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	187	182.75	4.25	18.0625	0.099	1.146
No	13	17.25	- 4.25	18.0625	1.047	
Total Chi-Square	200	200	0	36.125	1.146	
HRM & Soul						
Response	Observed	Expected	O-E	(O-E) ²	(O-E) ² /E	Total of χ^2
Yes	178	182.75	-4.75	22.5625	0.123	1.431
No	22	17.25	4.75	22.5625	1.308	
Total Chi-Square	200	200	0	45.125	1.431	
Total Chi-Square						3.723

Level of significance = α 0.975 (P value)

Degree of freedom = (number of rows-1)*(number of columns-1) = 3*1 = 3

Therefore $\chi^2_{tab} = \chi^2_{3, 0.975} = 0.216$

Therefore 3.723 > 0.216

D.C. -- Reject H_0 if $\chi^2_{cal} > \chi^2_{tab}$ therefore we Reject the H_0 that "BIMS model and Management of the Human Resources are independent" and we accept the H_1 that "BIMS model and Management of the Human Resources are dependent"

Recommendations: (4th objective)

According to Pt. DindayalUpadhyaya's BMIS Model (with small change for study convenience BIMS model) is really beneficial for all human kind as it provides development to our economy but unfortunately many organisations ignore this model. Hence following recommendations must be followed by the organisations.

- Bring the concept of *EkatmaManavavad* in the company.
- Organize seminars and workshops on the BIMS model.
- Create awareness among the employees about BIMS model.
- Update the employees' guidance regarding the benefits of the BIMS model.
- Government should make it compulsory to the organisations to implement the BIMS model.
- Government should announce the award to the companies which function under the BIMS model

Conclusion:

The research paper has thrown light on the BIMS model and its usefulness in managing an organisation. It proves from the survey that employees agreed to accept this model as they understood the BIMS model: **Body** which is team work, the **Intellect** which is Fund, structure and policies, the **Mind** which is support for smooth functioning of business and strategic aspects, and **Soul** is all facilities for employees. This research not only proves the objectives like the four aspects (BIMS) and their importance but also it proves the relation between the BMIS and Management of Human Resources of a company. Hence, it justifies the alternative hypothesis that "BIMS model and Management of the Human Resources are dependent"

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FORWARDED AS RECEIVED

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Abstract

Whats App is a social media application which is widely used for exchange of text messages, videos and many other things. Many incidents are happening around us, that we come to know through these social media applications. We often come across the term “forwarded as received” in text messages and videos shared on whatsapp. But the question here is, do people read, understand and verify fact of such messages before they are forwarded to people and groups. This paper is an attempt to find out the purpose of forwarding such messages on whatsapp social media application as well as do they verify fact before forwarding such messages. This research is conducted in Mumbai suburban area amongst 102 samples comprising of various age groups, qualification and occupation. Based on these demographic factors some hypotheses are framed. Questionnaire is designed to collect primary data. Recommendations are provided at the end to have control over such messages.

Key words : Social media, whatsapp, rumours, communication, viral messages

1. INTRODUCTION

Social media has been increasingly gaining popularity in recent years, enabling people not only to keep in touch with family and friends, but also to stay abreast of ongoing events and breaking news as they unfold. The potential for spreading information quickly through a large community of users is one of the most valuable characteristics of social media platforms.

Whats App Messenger is a freeware and cross-platform messaging and Voice over IP (VoIP) service. The application allows the sending of text messages and voice calls, as well as video calls, images and other media, documents, and user location.(Wikipedia) By use of this application, one can reach to crores of people in just fraction of seconds. Lot of information relating to missing of people, found missing documents, climatic conditions and prediction, politics, bollywood, and worldwide, one can get on tip of his/her fingers. Sometimes this information is really helpful and it adds to our knowledge and we are alert about happenings around us. But these messages are sometimes blindly forwarded without understanding the content and verifying the fact of the same. Many rumours, false messages, repeated messages etc. go viral. Such messages sometimes create lot of chaos as well as make people panic and confuse.

2. REVIEW OF LITERATURE

In a paper titled “**Analysing How People Orient to and Spread Rumours in Social Media by Looking at Conversational Threads**” researchers have presented a methodology that has enabled them to collect, identify and annotate a dataset of 330 rumour threads (4,842 tweets) associated with 9 newsworthy events. They have analysed this dataset to understand how users spread, support, or deny rumours that are later proven true or false, by distinguishing two levels of status in a rumour life cycle i.e., before and after its veracity status is resolved. The identification of rumours associated with each event, as well as the tweet that resolved each rumour as true or false, was performed by journalist members of the research team who tracked the events in real time. This study shows that rumours that

are ultimately proven true tend to be resolved faster than those that turn out to be false. Whilst one can readily see users denying rumours once they have been debunked, users appear to be less capable of distinguishing true from false rumours when their veracity remains in question. Researchers show that the prevalent tendency for users is to support every unverified rumour. They also analyse the role of different types of users, finding that highly reputable users such as news organisations endeavour to post well-grounded statements, which appear to be certain and accompanied by evidence. Nevertheless, these often prove to be unverified pieces of information that give rise to false rumours. This study reinforces the need for developing robust machine learning techniques that can provide assistance in real time for assessing the veracity of rumours.

A study titled “**Going ‘Viral’ on Social Media: A Study of Popular Videos on Facebook**” identifies ‘viral’ videos shared on official Facebook pages of three top leaders of Punjab, the state that was set to go for assembly elections in early 2017. This study uses multi stage sampling process. In the first stage, the three top politicians belonging to three major parties are identified. The official Facebook pages of the selected political leaders are chosen as the universe of the study. The results of this study show that internet is not as effective a medium to reach the masses as far as the popular perception goes because having large number of ‘views’ or ‘likes’ does not translate into a simple gesture such as ‘share’ in order for a video message to go viral.

A study titled “**Viral Marketing via the New Media: The Case of Communication Behaviour in Whats App**” is undertaken to specifically examine the behaviour of Malaysian WhatsApp users and its implications in terms of viral marketing. This study focuses on the forwarding mechanism of WhatsApp messages in the Malaysian context and to identify the factors that influence users' intention to forward WhatsApp messages (BI). This research suggests a model of consumer intention to forward WhatsApp messages, and looks at the perceived message value (which comprises the perceived entertainment value (PEV) and perceived usefulness (PU) of the message), perceived ease (PEOU) of forwarding the message, and users' attitude. The results of the analysis suggest that the PEV, PU, and PEOU contribute to the positive consumers' attitude towards forwarding WhatsApp messages; while users' attitude mediates the relationship between these factors and BI. The study results show that there are factors that may be manipulated by marketers to create a "viral" wave for their marketing message, which may enhance the impact of the marketing message at relatively low cost. Users' attitude is found to be one of the factors that affects this mechanism, and one of the key factors leading to it is the perception concerning a WhatsApp message, with purposive and entertaining messages being preferred by Malaysian users.

3. OBJECTIVES OF THE STUDY

- 1) To find out frequency of forwarding “Forwarded as Received” messages
- 2) To find out the purpose of forwarding such messages
- 3) To find out concern of sender to verify validity of such messages before forwarding others

4. HYPOTHESIS STATEMENTS

- 1) There is no significant difference between age of respondents and frequency of forwarding “Forwarded as Received” messages.

- 2) There is no significant difference between age of respondents and concern to verify validity of “Forwarded as Received” messages before sending it.
- 3) There is no significant difference between Education of respondents and concern to verify validity of “Forwarded as Received” messages before sending it.

5. RESEARCH METHODOLOGY

5.1 Source of Data:

The present study is based on primary data as well as secondary data. The Primary data was collected by structured questionnaire. Open and close ended questions were asked in the questionnaire to get answers of the questions related to the objectives laid down in the study. Secondary data is collected from websites, various published books and research papers.

5.2 Sample size:

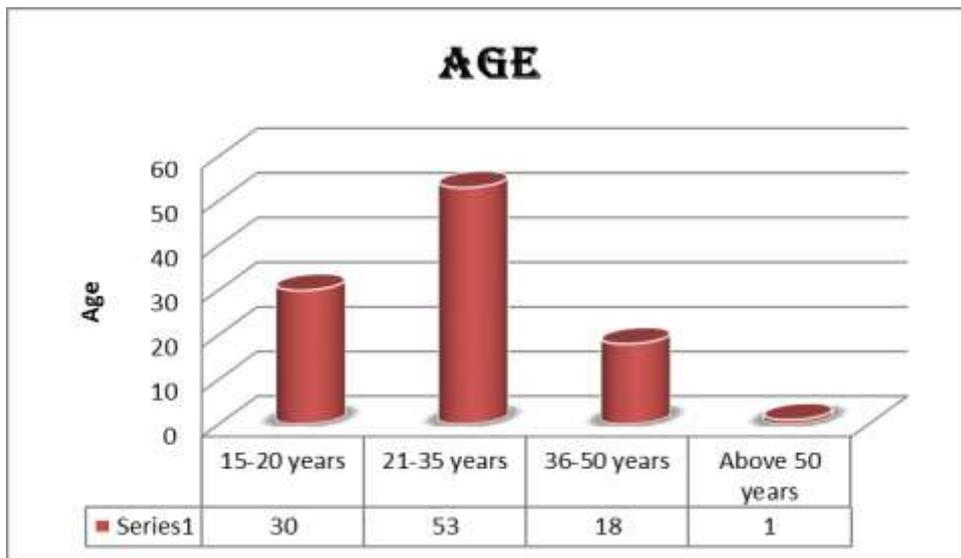
102 whatsapp users of various age groups, education level and occupations were taken as a samples for research. The sampling technique followed was convenience sampling method.

5.3 Sample area:

The research was conducted in Mumbai suburban i.e.respondents located from Borivali to Bandra area.

6. DATA ANALYSIS AND FINDINGS OF STUDY

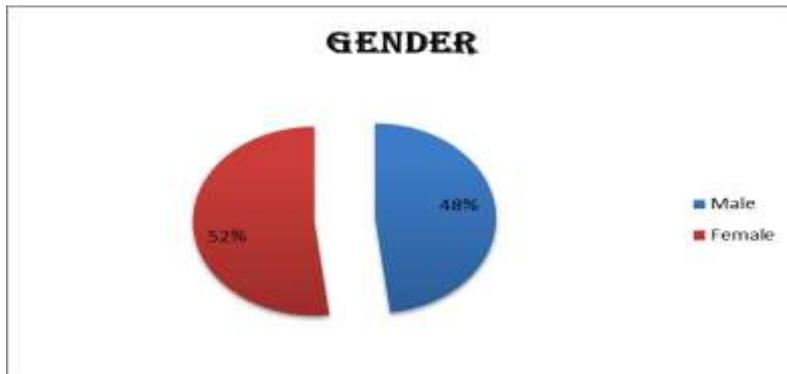
Fig. 6.1 Age of Respondents



Source: Primary Data

The above graph shows that there were 30 respondents from 15-20 age group, 53 respondents from 21-35 age group, 18 respondents from 36-50 age group and only 1 respondent from above 50 years of age.

Fig. 6.2 Gender of Respondents



Source: Primary Data

The above graphs represent the gender of respondents. Amongst 102 respondents 52% were female respondents and 48% were male respondents.

Fig. 6.3 Occupation of Respondents



Source: Primary Data

The above graph represents that 42 respondents were employed, 6 were housewives, 12 were self employed and 42 were student respondents.

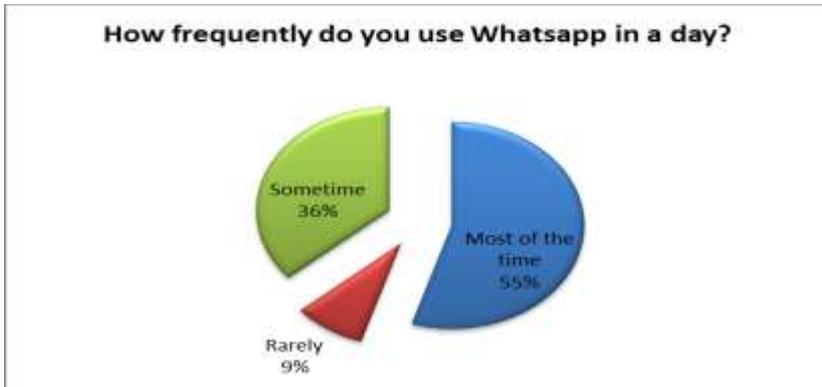
Fig. 6.4 Qualification of Respondents



Source: Primary Data

The above graph states that 5 respondents were educated upto SSC, 20 were upto HSC, 41 were graduate/deploma holder and 36 were post graduate respondents.

Fig. 6.5 Frequency of using whatsapp



Source: Primary Data

It can be concluded from above graph that 55% respondents use whatsapp most of the time, 36% use sometimes and 9% rarely use it.

Fig. 6.6 Whether forward “Forwarded as Received Messages”?



Source: Primary Data

Above graph indicates the frequency of forwarding “Forwarded as Received” messages on whatsapp. As per it 10 respondents said always, 30 said sometimes, 56 said rarely and 6 said that they never forward these messages.

Fig. 6.7 Whether verify validity of “Forwarded as Received” messages?



Source: Primary Data

Above graph makes it clear that, 66% respondents said that they verify validity of “Forwarded as Received” messages before sending it to others and 34% said they don’t verify the validity of such messages.

7. HYPOTHESIS TESTING

H₀ = There is no significant difference between age of respondents and frequency of forwarding “Forwarded as Received” messages.

Table 7.1 : Age * frequency of forwarding “Forwarded as Received” messages
Cross tabulation

Count		frequency of forwarding “Forwarded as Received” messages				Total
		Rarely	Sometimes	Always	Never	
Age	15-20 years	16	10	3	1	30
	21-35 years	30	16	4	3	53
	36-50 years	9	4	3	2	18
	Above 50 years	1	0	0	0	1
Total		56	30	10	6	102

Table 7.2 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.739 ^a	9	.928
Likelihood Ratio	3.902	9	.918
Linear-by-Linear Association	.338	1	.561
N of Valid Cases	102		

a. 9 cells (56.2%) have expected count less than 5. The minimum expected count is .06.

The chi- square test was applied and the results showed that the chi- square value is 3.739 and p value = 0.928, which is more than 0.05 which states that there is no significant difference between the age of respondents and frequency of forwarding “Forwarded as Received” messages.

H₀ = There is no significant difference between age of respondents and concern to verify validity of “Forwarded as Received” messages before sending it.

Table 7.3 Age * concern to verify validity of “Forwarded as Received” messages before sending it
Cross tabulation

Count		concern to verify validity of “Forwarded as Received” messages before sending it		Total
		Yes	No	
Age	15-20 years	21	9	30
	21-35 years	35	18	53
	36-50 years	11	7	18
	Above 50 years	0	1	1
Total		67	35	102

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.332 ^a	3	.506
Likelihood Ratio	2.559	3	.465
Linear-by-Linear Association	1.014	1	.314
N of Valid Cases	102		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is .34.

The chi- square test was applied and the results showed that the chi- square value is 2.332 and p value = 0.506, which is more than 0.05 which states that there is no significant difference between age of respondents and concern to verify validity of “Forwarded as Received” messages before sending it.

H₀ = There is no significant difference between Education of respondents and concern to verify validity of “Forwarded as Received” messages before sending it.

Count		concern to verify validity of “Forwarded as Received” messages before sending it		Total
		Yes	No	
Education	Upto SSC	2	3	5
	Upto HSC	14	6	20
	Graduation/Diploma	26	15	41
	Post-Graduation	25	11	36
Total		67	35	102

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.948 ^a	3	.583
Likelihood Ratio	1.860	3	.602
Linear-by-Linear Association	.543	1	.461
N of Valid Cases	102		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 1.72.

The chi- square test was applied and the results showed that the chi- square value is 1.948 and p value = 0.583, which is more than 0.05 which there is no significant difference between Education of respondents and concern to verify validity of “Forwarded as Received” messages before sending it.

8. LIMITATIONS

- 1) Sample size of 102 is a limitation; the findings may differ with a higher sample size.
- 2) Sample unit and the area can be a limitation as the purpose and frequency may differ in other areas.
- 3) Responses given by respondents may be biased.

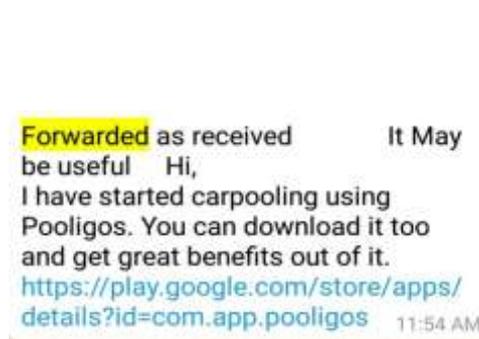
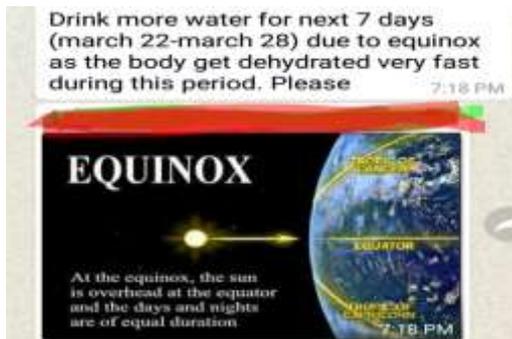
9. CONCLUSION

From the data collected, it can be concluded that people forward “Forwarded as Received” messages out of concern and to inform their near and dear ones about the happenings around them. Respondents say that they verify the content before it is forwarded to others but there are a good number of respondents who blindly forward such messages without verifying the fact. The Government should take steps to curb some messages which are not at all true and which lead to confusion and fear among the people. Special measures should be taken for not circulating old messages again about missing child and documents, fire taking place, riots etc. Technology is so advanced that it can be controlled very easily. Such platform should be used for circulating factual information, for that purpose effective steps should be taken so that the factual information can be identified easily.

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FACTORS MOTIVATING MUMPRENEURS IN INDIA: ISSUES AND PROBLEMS

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Abstract

Entrepreneurship in India was always viewed as a male dominated domain, but with time women have also played an important role in this sector. There has been a paradigm shift from woman being a homemaker to job taker and now to job givers. With this evolution, the concept of women entrepreneurship has emerged in itself and has given rise to a new niche called 'mumpreneurs'. The present study aims at understanding the various factors which motivate mothers to turn into entrepreneurs and also analyze the issues and problems faced by them. Both primary and secondary data was used for the study and different parts of the states of India formed the sample areas. The findings revealed that various social, psychological and financial factors play an important role in motivating mumpreneurs in India. The study also observed that irrespective of the age groups of the mumpreneurs, the problems faced by them are similar in nature.

Key words: Mumpreneurship, Mumpreneurs, Mums, Age Group,

Introduction

Women have always known to be multitasking and fulfilling various roles of being mothers, wives, daughters, sisters, employees, and employers. The term 'mumpreneurship' is not a new concept and it dates back to the 16th century with the inception of mother's market in Manipur state. 'Mumpreneurs' are the mothers who set up and run their own business in addition to nurturing their infants or children. Previously, not much importance was given to mothers who were running their own businesses. Despite this they have established themselves successfully in the entrepreneurial arena. In this process, entrepreneurial skills that are required for running the business were developed among the mumpreneurs. This is evident in the case of Prachi Kagzi (2016) who came up with the idea of little passports that catered to the needs of a child traveler in the market. She also found that there was no travel packages that fulfilled the needs of a child traveler in the market. She then established a service named little passports for children through which they get to explore new places, cuisines as well as spend quality time with their family. The new generation mums are balancing out both their work as well as family life. Mumpreneurs determination to break the barriers and create an identity of their own is what makes them unique and sets them apart from other women in the society.

Review of Literature

Previous studies did not concentrate much on mumpreneurs. Very few published journal articles were available pertaining to mumpreneurs. Thus, the researchers have used the limited literature available to justify the study.

Nel(2010), found that the underlying motivation for women entrepreneurs was the desire to help the overall community, environment or disadvantaged groups in the society. They also observed that the rate of opportunity for entrepreneurship and level of confidence to start a business successfully for men was remarkably out performing that of women. A significant gender gap still existed between countries as men believed to have sufficient knowledge and skills for operating a business. They suggested that a change in business environment, social institutions and government was required to support women being mumpreneurs and also to develop their social and financial capital, and boost their self-confidence to establish their business.

Marshal(2011), saw that women chose self-employment because of its flexibility as it allowed them to allocate their time between their work and family. They also pointed out that compared to men-owned enterprises, women-owned enterprises were smaller and significantly more concentrated in highly competitive industries with limited growth opportunities such as professional and business services, educational and health services, and wholesale trade and retail trade.

Baker (2012) noticed that mothers have always been supported more in theory than in practice; their actual work, be it housework, childcare or business, was often dismissed or devalued. But the increase in women and mom-owned businesses, and the values such companies embody, suggested the scales are beginning to tip in favour of maternal empowerment and they were attracting a lot of investors and venture capitalists.

Auded Andria (n.d),studied the relationship between motivation and culture in France and found that mumpreneurship was a way to conciliate professional activity and maternity and at the same time a way to acquire social recognition. She also stated that mumpreneurship could give inspiration about ways to overcome high uncertainty avoidance while trying to develop entrepreneurial creation at the national level.

Statement of the Problem

According to the study based in Washington Global Entrepreneurship and Development Institute stated that India ranked 70 out of 77 countries covered in the 2015 female entrepreneurship index,which was an alarming number for India that ranks third in the global start up ecosystem. The reasons for such low ranking ranges from family support to shortage of funds that these women face besides the socio-culture norms of our country. However, in the past few years India is witnessing the growth of new niche in the entrepreneurial sector known as mumpreneurs. Thoughthe concept of mumpreneurs is not new in the developing countries, it is at the inception stage in India. Thus, the study aims to understand the various factors that motivate these mumpreneurs and the problems faced by them.

Objectives of the Research

Based on the problem of the study, the researchers have looked into the following objectives

- To understand the various factors that motivates mumpreneurs in India.
- To analyze the issues and problems faced by the mumpreneurs in India.

Research Methodology

The study is descriptive in nature. The data was collected through a structured questionnaire designed for mumpreneurs through personal contacts and social media. The questionnaire was posted on various social media platforms such as facebook pages,and career destination platform for women called Sheroes in order to facilitate the primary data collection.Secondary data was collected through journals, magazines and blogs. A sample size of 57 respondents was collected using simple random sampling. The analysis of the study was done using Statistical Packages for Social Sciences (SPSS)version 23 depicting the descriptive analysis (frequency, percentage, mean, standard deviation) and inferential statistics(one way ANOVA).

Analysis and Interpretation

Keeping the objectives of the study in mind, this section of the analysis and interpretation is presented in two parts viz. descriptive analysis and inferential analysis.

I. Descriptive Analysis

This part of the study examines the demographics of the respondents.

A) Age Groups of Mumpreneurs

Table 1: Age Groups of Mumpreneurs

Age groups	Frequency	Per cent
20-30	13	22.8
30-40	30	52.6
40-50	10	17.5
50 and above	4	7.0
Total	57	100

Source: Computed from Primary Data

Table 1 show that around 52.6 per cent of mumpreneurs belong to the age group of 30 to 40 years followed by 22.8 per cent belong to 20 to 30 age group, 17.5 per cent between 40 to 50 years and 7 per cent in the age group 50 and above. It is inferred that most of the mumpreneurs belong to the age group of 30 to 40 years reason being when most Indian mothers enter their thirties, their children are toddlers who do not need constant attention unlike new born babies. Thus, taking up entrepreneurship at this age gave them work-time flexibility.

B) Factors Motivating Mumpreneurs

Table 2: Descriptive of Factors Motivating Mumpreneurs

Factors	Mean	Standard Deviation
Financial independence	3.93	0.98
Provide greater comfort to family	3.95	0.97
Desire to give financial security to one's kin	3.88	0.80
Self-reliance	4.25	0.808
Personal growth	4.53	0.782
Freedom of expression	4.28	0.940
Reputation and recognition	4.23	0.982
Desire for independence	4.07	0.997
Family support	3.91	0.9

Source: Computed from Primary Data

Table 2 depicts the mean values of above 3.5 for all the factors undertaken for the study. The standard deviation of these factors is also less than one indicating there is not much deviation in the opinion of the respondents. Psychological factors like personal growth, freedom of expression, self-reliance have higher mean values when compared to the other factors.

C) Problems Faced by Mumpreneurs

Table 3: Descriptive of Problems Faced by Mumpreneurs

Problems	Mean	Standard Deviation
Shortage of funds	3.42	0.980
Lack of training	3.16	0.989
Socio-cultural barriers	3.25	0.970
Family support	3.51	0.900
Technology gap	3.51	0.978

Source: Computed from Primary Data

Table 3 reveals that major problems faced by mumpreneurs were technology gap (mean value = 3.51) and lack of family support (mean value =3.51). This is followed by shortage of funds (mean value =

3.42), socio-cultural barriers (mean value = 3.25) and lack of training (mean value = 3.16). The standard deviation is less than one for all the problems faced hence, showing that there is less deviation in the opinion of mumpreneurs.

II. Inferential Analysis

In this part of the section the relationship between the age group of mumpreneurs with the factors motivating and the problems faced by mumpreneurs are analyzed and interpreted. To verify this, the following hypotheses have been formulated and put to test using one way ANOVA.

H₀₁: There is no relationship between the age groups and the factors motivating mumpreneurs.

H_{a1}: There is relationship between the age groups and the factors motivating mumpreneurs.

H₀₂: There is no relationship between the age groups and problems faced by mumpreneurs. H_{a2}: There is relationship between the age groups and problems faced by mumpreneurs.

(i) Relationship between Age Groups and Factors Motivating Mumpreneurs

Table 4: Testing the Relationship between Age Groups and Factors Motivating Mumpreneurs

Factors motivating mumpreneurs		Sum of Squares	df	Mean Square	F	P-value
Financial Independence	Between the groups	10.395	3	3.465	2.900	0.043
	Within the groups	63.324	53	1.195		
	Total	73.719	56			
Provide greater comfort family	Between the groups to	9.142	3	3.047	3.124	0.033
	Within the groups	51.700	53	0.975		
	Total	60.842	56			
Desire to give financial security to one's kin	Between the groups	16.631	3	5.544	7.078	0.000
	Within the groups	41.509	53	0.783		
	Total	58.140	56			
Self-reliance	Between the groups	3.295	3	1.098	1.750	0.168
	Within the groups	33.267	53	0.628		
	Total	36.561	56			
Personal growth	Between the groups	1.375	3	0.458	0.740	0.533
	Within the groups	32.836	53	0.620		
	Total	34.211	56			
Freedom of expression	Between the groups	3.192	3	1.064	1.218	0.312
	Within the groups	46.317	53	0.874		
	Total	49.509	56			
Reputation and recognition	Between the groups	6.662	3	2.221	2.484	0.071
	Within the groups	47.373	53	0.894		
	Total	54.035	56			
Desire for independence	Between the groups	5.195	3	1.732	1.816	0.155
	Within the groups	50.524	53	0.953		
	Total	55.719	56			
Family support	Between the groups	1.302	3	0.434	0.283	0.837
	Within the groups	81.259	53	1.533		
	Total	82.561	56			

Source: Computed from Primary Data

Inference and Discussion

Table 4 depicts the factors undertaken for the study whose p-value is less than 0.05 for ‘financial independence, provide greater comfort to family and desire to give financial security to one’s kin’. Hence, the alternate hypothesis (H_{a1}) is accepted. This indicates that there is a relationship between the age group of mumpreneurs and the factors motivating them. One of the major reasons for respondents taking up mumpreneurship was to become financially independent which in turn helped them to improve their standard of living and ensure financial security. This observation was prominent specifically between the age group of 20 to 40 years, as these mothers had children and their concern was to provide better opportunities and meet their educational needs.

On the contrary ‘self-reliance, personal growth, freedom of expression, reputation and recognition, desire for independence and family support’ has p-value above 0.05. Hence, alternate hypothesis (H_{a1}) is rejected indicating that there is no relationship between the age group and factors motivating them. The researchers observed that having their own businesses contributed to the personal, psychological and social growth. The present mumpreneurs have been multitasking by not only handling household chores but also to pursue their passion and create an identity for oneself. Thus, factors such as personal growth, freedom of expression, reputation and recognition, desire for independence and family support motivate mumpreneurs irrespective of their age groups.

(ii) Relationship between Age Groups and Problems Faced by Mumpreneurs

Table 5: Testing the Relationship between Age Groups and Problems Faced by Mumpreneurs

Problems faced by mumpreneurs	Sum of Squares	Df	Mean Square	F	P-value
Shortage of funds	2.476	3	0.825	0.580	0.631
Between the groups					
Within the groups	75.419	53	1.423		
Total	77.895	56			
Lack of training	1.435	3	0.478	0.362	0.781
Between the groups					
Within the groups	70.144	53	1.323		
Total	71.579	56			
Socio-cultural barriers	3.664	3	1.221	0.842	0.477
Between the groups					
Within the groups	76.897	53	1.451		
Total	80.561	56			
Family support	1.298	3	0.433	0.306	0.821
Between the groups					
Within the groups	74.947	53	1.414		
Total	76.246	56			
Technology gap	1.510	3	0.503	0.439	0.726
Between the groups					
Within the groups	60.736	53	1.146		
Total	62.246	56			

Source: Computed from Primary Data

Table 5 shows that the p-values are above 0.05 for the problems faced by mumpreneurs. Hence, the alternate hypothesis (H_{a2}) is accepted. This indicates that there is no relationship between age groups and problems faced by mumpreneurs.

Discussion

Table 5, most of these mumpreneurs find it difficult to raise funds, as most of the banks or other financial institutions are hesitant to provide them loans because of lack of collateral securities or there is no fixed income. Hence, the only funds that they have to depend upon are their own savings or loans borrowed from friends and relatives. It was also observed that despite the different age groups, the problems faced by mumpreneurs remained the same. One of the major problems faced by these mums was lack of training. They do not get any practical training with regard to marketing their products or with respect to upcoming marketing trends and hence, they have to rely on traditional techniques.

Despite, India is developing and shifting towards digitalization, the notion that the primary task of a woman is to stay at home, take care of her family and raise children. Hence, fighting these obstacles is a tedious task for her. Along with this her career choices are often questioned. Moreover, her capabilities are undermined which makes it even difficult to run their businesses.

Family support plays a vital role in the success of mumpreneurs. Due to lack of the family support it causes more problems for her to do business of her own. These women have children who need special attention. Besides this, most of the mumpreneurs run their businesses from home, which in turn makes it also essential for them to have a peaceful environment at home. Many mumpreneurs stated that support from their spouses played an important role which these mumpreneurs did not receive much. Thus, this shows that in India gender discrimination still prevalent but not to a larger extent.

Technology gap is another problem faced by these mumpreneurs. Technology today is changing very rapidly. Since most of these mumpreneurs are not able to update themselves, which again relates itself to the problem of lack of training. Consequently making them feel that they are not able to cater to a wider segment of the target market.

Scope for Further Research

- The study is confined to different age-groups of mumpreneurs. Other demographic variables such as educational qualification, type of business and prior work experience can be studied.
- Conclusions are generalized based on limited sample respondents due to the non-response. Larger samples can be undertaken for future study.

Conclusion and Suggestions

Mumpreneurship is still booming in India. The study found that irrespective of the age groups, mumpreneurs who carried out their own businesses was mainly due to their passion and also to gain societal acceptance. However, the problems faced by them are still debatable. In this regard, the Government should come up with various beneficial schemes and financial support specifically for mumpreneurs. This would enable them to enhance their skills and gain societal acceptance. The concept of 'mumpreneur' is more prominent in urban parts of the society. Henceforth, awareness should be made even among rural women in order to bring them into main streams of the society.

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ENTREPRENEURSHIP EDUCATION IN INDIA: AN ANALYTIC HIERARCHY PROCESS APPROACH

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Abstract

This paper is to focus on the strengths, weakness, opportunities and threats about entrepreneur education in India. From the extant literature review, various elements in each category of SWOT has been identified. Further Analytic Hierarchy Process (AHP) methodology has been applied on these identified elements. With the help of expert's opinion, the various matrices at criteria and sub-criteria levels were designed. Finally, the global and local weights of each element are identified. On the basis of the hierarchical model, the findings suggest that threats are the most important category among all other categories of SWOT analysis. The implications of this study reveal that in Indian scenario though entrepreneurship education is flourishing day by day but still in comparison to strengths and opportunities the threats possess the highest position in the hierarchy model which is really a reason to be focused today. The limitation of this research paper is that the study is only based on the opinions of expert's survey but in order to get the generalized result the data can be collected from the large sample of respondents with different demographic backgrounds

Keywords- Analytic hierarchy process, SWOT

Introduction

Entrepreneurship is a process of creating jobs rather than doing job under someone. Entrepreneurship is considered as mysterious or so-called talent by birth, but it's not like that entrepreneurship is an art, it's a discipline-dedication (Drucker, 1985). 83% of the Indian work force wants to be entrepreneur, higher than the global average of 53% (Randstad Work Monitor Survey, Times of India). Entrepreneurship is creating, organizing and running a new enterprise, which could be often small business and the people who initiate this business are called entrepreneurs. Entrepreneurship means creation of new business enterprises by individuals or group of individuals, with the objective of change and initiating the progress in industry which leads to cultural change (Kent et al., 1982).

First and foremost course in entrepreneurship or small business was offered at Harvard Business School in 1947 (Brockhaus 2001, XIV). Peter Drucker taught another early course at New York University in 1953". Education is the process of giving or receiving the specific instruction at school or university. There is not any definite answer to the question of whether entrepreneurship can be taught (Harrison, 2014). Many will argue that the entrepreneurship is an inner sprit, the credibility on entrepreneurial education is to promote the right entrepreneurial attitude with required knowledge and exercise which is a gaining aspect (Drucker, 1985; Trivedi, 2014).

The research article is based on the SWOT analysis of the Entrepreneurship education in India, here we will analyze this study by using AHP model.

Objective of study

The main objective of study is to find the SWOT analysis of Entrepreneurship Education in India.

Literature Review

In this study, the main aim of the literature review is to identify the impact of entrepreneurship education in India. The upshot of literature review, together with the contribution of expert’s panel has been utilized to develop an AHP based model for the evaluation of entrepreneurship education in India. The critical parameters along with the criteria of entrepreneurship education are enlisted in

Table I.

Table 1: Literature Review

Sub-criteria	Relevance	Influenced criteria
Skill Building	Skill building is opportunities for youngsters to build up and master new skills that will help them to succeed in their life and in career. Entrepreneurial education must include skill building courses in negotiation.	McMullan & Long, 1987; Vesper & McMullen, 1988
Innovation	Creativity is thinking something new. Innovation is the doing something new. Executing an idea which targets a challenge and achieves value for both the company and customer.	Nick Skillicorn, 2016,
Economic Growth	Economic developments simply mean the upward change in real per capita income of a country.	Sinha and Dhaliwal, 2016 Kirby, 2002
Empowering Youth	Youth empowerment means supporting and enabling conditions under which youngsters can act on their own believes and terms, instead of others directions. It simply means helping the youth to overcome the challenges which might prevent them from achieving their potentials.	Fletcher (2005),.
Lack of Academic Support	It refers to a wide variety of instructional methods, educational services or school resources provided to students in the order to help them to accelerate their learning progress, catch up with their peers, meet learning standards, or generally success in school.	www.edglossary.org/academic-support/ Report by Ficci and EY, 2014
Lack of Trained Teachers	Trained faculty mean the one who has attained at least the basic teaching requirements (pre-service or in-service) to teach a specific subject, according to the relevant national policy or law. India is second in terms of teacher recruitment required to meet the current education demand.	RituparnaBasu, 2014
Lack of Awareness	The lack of awareness can be defined as the failure to be alert, vigilant or observant in the surrounding. Lack of Awareness of potential for entrepreneurship among role models results in a lack of encouragement or even negative social attitudes.	RituparnaBasu, 2014 Roy & Mukherjee, 2017
Job Creation	The provision of new opportunities for paid employment, especially for those who are unemployed.	Raposo and Paco, (2011) Kirby, 2002
New Business Creation	The process of turning a new idea or technology into a business that can succeed and will attract investors.	Lackus, 2015
Women Entrepreneurship	Women, who initiate a business idea, innovates it, and handle it actively are women entrepreneurs.	Schumpeter, 2000
Cultural Barriers	In Culture there are different perspectives of thinking, analyzing and reacting, the essential core of culture consists traditional ideas and specially their attached values. So, culture is a shared system of attitudes, values, beliefs and behavior.	Kluckhohn, 1951, Gibson, 2000 Rehman and Elahi, 2012
Fear of Failure	One of the most common fears among entrepreneurs is called fear of failure (Bosma et al. 2008). Drawing on psychological	Conroy, 2001; Cacciotti and Hayton, 2014

	and socio-psychological theories, the experience of fear of failure can be described as the appraisal of threats in evaluative situations with the potential for failure.	
Investors Declination	A person who invests his or her money in an entrepreneurial company is known as investors. Entrepreneurs are not getting funds to work on their ideas due to some economic factors which discourage investors to invest.	Semenov and Eremeeva, 2016
Political Problem	Political problem is an activity related to government policy and its administrative practices that can have an effect on something.	Rehman and Elahi. 2012

AHP methodology

AHP, a mathematical tool for MCDM, has initially been introduced by Saaty in the year of 1980. It deals with complex problems by fragmenting them into a hierarchical structure. The steps of the AHP are as follows.

Step 1. Define and state the objectives of the complex and ambiguous problem clearly.

Step 2. The multifaceted problem is decomposed into a hierarchal structure with the help of group decision or survey technique. The hierarchal structure is divided into multiple levels. The top-level hierarchy represents the goal of the problem. This goal is sub-divided into various criteria in the next level. The criteria are further divided into sub-criteria levels which highlight the details of the criteria. This decomposition of the hierarchy takes place until no more decomposition of sub-criteria is possible.

Step 3. To illustrate the importance of one criterion over other, a pairwise comparison can be made through decision matrix. With the help of decision makers and experts, the decision-making matrix is constructed on the basis of Saaty’s (1994) nine-point scale shown in **Table II**. In the hierarchal structure, the elements which underlie the common node are compared with the other elements of the same node. For example, if there are “n” elements under the node, then $n(n-1)/2$ comparisons takes place under that node.

Let there are $X_1, X_2, X_3, \dots, X_n$ elements under the node “M” and their numerical weights are $w_1, w_2, w_3, \dots, w_n$. The pairwise comparisons of these elements in accordance to their relative weights are shown in the form of a matrix, where Z is comparison matrix ($n \times n$) which represents the pairwise comparisons among the elements $X_1, X_2, X_3, \dots, X_n$:

$$\begin{matrix}
 & X_1 & X_2 & \dots & X_n \\
 \\
 Z = & X_1 \begin{bmatrix} w_1/w_1 & w_1/w_2 & \dots & w_1/w_n \\ w_2/w_1 & w_2/w_2 & \dots & w_2/w_n \\ \vdots & \vdots & \ddots & \vdots \\ X_n \begin{bmatrix} w_n/w_1 & w_n/w_2 & \dots & w_n/w_n \end{bmatrix}
 \end{matrix}
 \end{matrix}$$

$$\begin{matrix}
 X_1 & X_2 & \dots & X_n \\
 \\
 Z = & \begin{matrix} X_1 \\ X_2 \\ \vdots \\ X_n \end{matrix} & \begin{bmatrix} a_{11} & a_{12} & \dots & a_{1n} \\ a_{21} & a_{22} & \dots & a_{2n} \\ \vdots & \vdots & \vdots & \vdots \\ a_{n1} & a_{n2} & \dots & a_{nn} \end{bmatrix}
 \end{matrix}$$

where $a_{ij} = w_i/w_j$ ($i, j = 1, 2, \dots, n$) represents the quantified comparative importance among the pairs of elements X_i and X_j . If $i = j$ then $a_{ij} = 1$ and $a_{ij} = 1/a_{ji}$ for $a_{ij} > 0$.

Step 4. After the formation of decision making matrix, the next step is to identify the priority weights of the elements through the maximum eigenvectors and eigenvalues. According to Saaty (1994):

$$\lambda_{max} = \sum_{j=1}^n a_{ij} \frac{w_j}{w_i}$$

The eigenvectors can be computed with the formula:

Level of Preferences	Explanations
1	Preferred equally
3	Preferred moderately
5	Preferred strongly
7	Preferred very strongly
9	Preferred extreme strongly
2, 4, 6, 8	Intermediate preferred values

Table No 2: Saaty’s nine-point scale

$$Z \cdot W = \lambda_{max} \cdot W$$

where, W – eigenvector and λ_{max} – largest eigenvalue, of matrix Z .

Step5. The consistency of the pairwise comparisons is checked in this step. In the pairwise comparison, the inconsistency is measured by consistency index (CI) and the coherence is measured by consistency ratio (CR) and is computed with the help of the

formulae given below:

$$CI = \frac{\lambda_{max} - n}{n - 1} \quad CR = \frac{CI}{RI}$$

where, n is the rank of the matrix and random index (RI) which is the CI of the matrices which are generated randomly. The maximum acceptable limit of CI and CR is 0.1 (Saaty, 1994). If the values are more than 0.1 it will highlight that the pairwise comparison is inconsistent and hence discarded. For different matrix size (n), the respective values of RI are depicted in Table III.

Step 6. After identifying the priority weights of each element, i.e. local weights of element, the next step is to identify the global weights of all elements with respect to the goal defined in the AHP model.

Step 7. Finally, after calculating the global weights, all the elements are rearranged in the decreasing order according to the global prioritization.

Development of AHP model

In this study, an AHP model has been developed to evaluate the SWOT analysis of entrepreneurship education in India. The development of AHP model is based on the steps included in previous section.

With the help of literature review and discussion with experts, a three-level hierarchy tree has been formed. The main objective of the problem is placed at the top of the model. The dimensions for measuring SWOT analysis of entrepreneurship education in India are placed at the criteria level of the model. They are strength, weakness, opportunity, threats. Similarly, the different parameters are placed at sub-criteria level. In case of SWOT analysis of entrepreneurship education in India, 14 factors under four criteria has been measured through an expert’s survey on a nine-pointer AHP scale. *The factor which possess the mean value 3.00 or more is considered under that particular dimension.* Finally, after compilation of the results the mean value of all the parameters under all criteria has been calculated.

(TABLE III) RANDOM INDEX

N	2	3	4	5	6	7	8	9
RI	0.00	0.58	0.90	1.12	1.24	1.32	1.14	1.45

With the help of this process, a framework has been designed as shown in model. This framework is AHP based model for the evaluation of SWOT analysis of entrepreneurship education in India.

Findings

Compared criteria with each other **TABLE IV** and all sub criterions of each dimensions with each other **TABLE V**. than developed a hierarchy model of dimensions and sub criteria as shown in FIG.1

Comparison of criteria

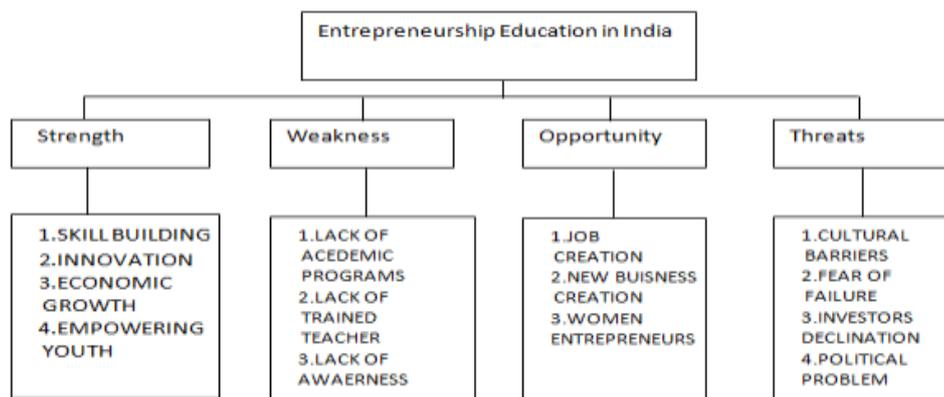
The pair-wise comparison of all the four criteria of entrepreneurship education in India is done with respect to the goal, i.e., the SWOT analysis of entrepreneurship education in India. This pair-wise comparison highlights the relative importance of each criteria against the goal of the model. The synthesized comparison matrix is shown in **Table-IV**

CRITERIA	EIGEN VALUES
STRENGTH	0.084
WEAKNESS	0.191
OPPORTUNITES	0.211
THREATS	0.512

TABLE IV COMPARISON OF CRITERIA

Comparison of sub-criteria

We have compare strength with weakness opportunities and threat where threat is at top followed by opportunities weakness and strength.After comparing strength sub-criteria, we got to know on top we have empowering youth when we compare weakness sub criteria we have lack of awareness on top, from comparison of oppotunities and threat’s parameters individually we got investor declination on top respectively.



(FIG.1)AN AHP BASED MODEL FORRANKING SWOT PARAMETERS OF ENTERPRENEURSHIP EDUCATION IN INDIA

Calculation of local weights and global weights

Now, the next step is to calculate the local weights of each criteria and sub criteria. These local weights are the relative value of the elements with respect to the particular element which is placed at its immediate above hierarchy level. These priorities can be identified by calculating eigenvalues and eigenvectors. In the next step, the consistency of the pair-wise comparisons is identified by calculating CI and CR, whose Maximum acceptable limit is 0.1 (Satty, 1994).

After calculating the relative value with respect to the immediate above node, now the decision maker’s main focus is to identify the relative value of each element with respect to the main goal of the hierarchy. These values are known as global weights. According to Saaty (1980), the local weight and the local weight of goal of the hierarchy is 1:

Global priorities for any hierarchical elements are calculated by weighing their local priorities by the global priorities allocated to the elements they emanate from (i.e. at the preceding level), called their parents (Davies, 1994).

The judgments for composite priority weights of all theelements are shown in **Table V**.

Ranking the criteria or sub-criteria

To clearly identify the impact of all critical success parameter on the goal or objective of the hierarchy model. It is necessary to rearrange the parameters in the decreasing order format because it will be

easy for the decision makers to identify that which all parameters are affecting the entrepreneurship education in India, these SWOT parameters are rearranged through bar diagram shown in Figure 2, which also highlights the comparison-level among the global weights of different parameters.

TABLE V

CRITERIA	LOCAL/GLOBAL WIEGHT	SUB-CRITERIA	LOCAL WEIGHT	GLOBAL WEIGHT
STRENGTH	0.084	SKILL BUILDING	0.145	0.01218
		INNOVATION	0.053	0.004452
		ECONOMIC GROWTH	0.282	0.023688
		EMPOWERING YOUTH	0.518	0.043512
WEAKNESS	0.191	LACK OF ACEDEMIC PROGRAMS	0.258	0.049278
		LACK OF TRAINED TEACHER	0.104	0.019864
		LACK OF AWAERNESS	0.636	0.121476
OPPURTUNITY	0.211	JOB CREATION	0.48	0.10128
		NEW BUISNESS CREATION	0.405	0.085455
		WOMEN ENTREPRENEURS	0.113	0.023843
THREATS	0.512	CULTURAL BARRIERS	0.04	0.02048
		FEAR OF FAILURE	0.18	0.09216
		INVESTORS DECLINATION	0.425	0.2176
		POLITICAL PROBLEM	0.352	0.180224

TABLE V: Global and Local Weights

Discussion and implications of the study

In the present study, identification of parameters are done through the available literature and with the help of expert panel, and then the AHP based hierarchal model is developed. The hierarchical model, shown above is divided into SWOT and sub-criteria level of SWOT.

In AHP initially the pair-wise comparisons of various criteria and sub-criteria are done as shown in **Table- IV**. Finally, the local weights and global weights of all the parameters were determined as shown in **Table-V**. In second column of **Table-V**, a threat criterion with overall weight 51.2 percent is approximately double to the opportunity criteria which stand at the second position. The weight of weakness criteria is 19.1 percent which is also just double of the weight of criteria strength i.e. 8.4 percent.

The fifth column highlights global weights of sub criteria. The parameter “investor declination” posses maximum weight (21.76 percent) and this comes under criteria of threat, it shows lack of funds for entrepreneurship education in India. Finally, all the parameters are ranked according to their global weights. The ranking has been shown in a bar diagram. This graphical representation clearly portrays the priority-level of all the parameters of SWOT analysis of entrepreneurship education in India,

which will be helpful to understand the strongest as well as weakest aspect for entrepreneurship education in India.

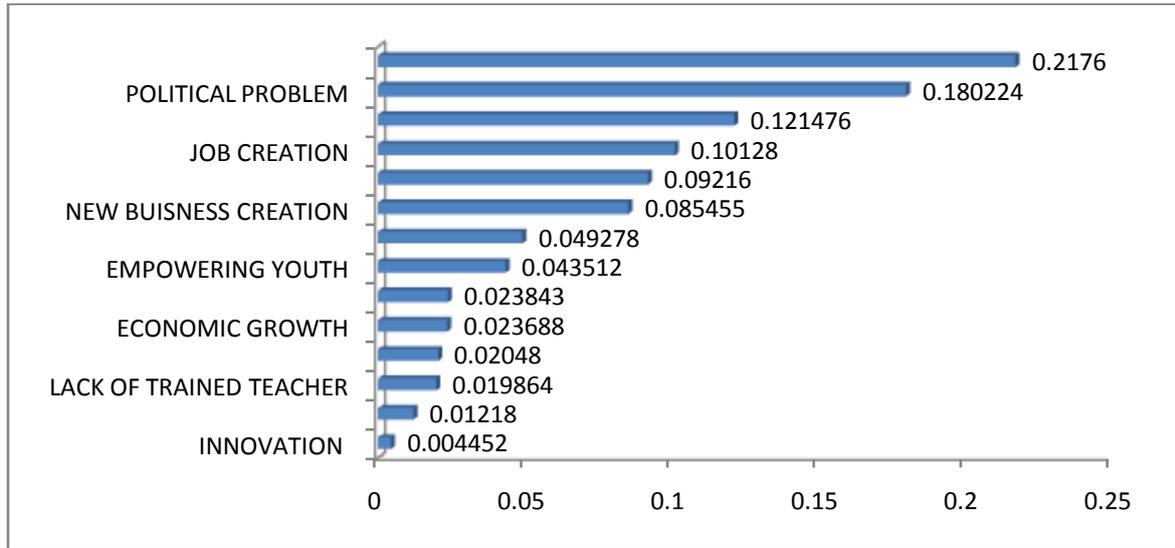


Figure 2: Priority level of factors

The implications of study: with the help of SWOT analysis we get the parameters affecting entrepreneurship education in India. However, AHP helps in quantifying subjective judgments of the experts and gives numerical results which can be understood easily. The parameters investor declination (0.2176), political problem (0.180224), lack of awareness (0.121476), job creation (0.10128) possess higher weights than other remaining critical success parameters weights; they belong to threats, opportunity and weakness. Investor’s interests towards ideas of entrepreneurs and political laws are the threats and weakness.

If we start from the bottom of chart innovation (0.004452), skill building (0.01228), lack of trained teachers (0.019864), cultural barriers (0.02048) are the factors with lowest weights respectively which belongs to strengths and opportunity mainly. This whole study shows the frame work of all critical parameters with their global and local weights of strength, opportunity, weakness and threats of entrepreneurship education in India.

Limitations

The limitations of the study are:

- The constraint is with AHP methodology, as it assumes that the various decision-making criteria and sub-criteria are independent from each other, but while dealing with the real-world problems, it is not always possible for the entrepreneurship education to consider this assumption.
- The hierarchical model and pair-wise comparisons are based on the consensus of the expert’s panel and no analytical technique is applied to aggregate the expert’s opinions.
- The hierarchical model has been tested in one service sector only, i.e. entrepreneurship education. Therefore, in future first, by applying the analytic network process (ANP) methodology the assumption of independence of criteria can be eliminated.

A more precise generalized decision-making model can be achieved with the help of ANP. Along with the feedback; ANP may consider either the single or multiple networks. In this technique, the

strict hierarchical structures are not required and due to which it can be able to deal with more complex relationships among the elements.

Conclusion

The main strength of this study lies in the entrepreneurship education in India. The paper proposes an AHP methodology in order to rank the critical problem in entrepreneurship education in India. A total of 14 parameters of SWOT have been identified precisely with the opinion of expert's panel and by literature review. By using AHP, the relative importance of all these parameters have been identified. The synthesized results highlight that "investors declination" parameter is the most threat full among all the other parameters.

The main reason to propose the AHP methodology is that,

- It is capable to deal with both the tangible and intangible criteria.
- It has already been applied and proved in various real-world complex applications
- it decomposes the complex issues into simple hierarchical structure which reveals the transparency in the decisions of the decision makers.
- Due to its simplicity, the methodology and the hierarchical structure can be easily understood at the operative levels.
- It supports the group decision makers to know the complex relationships among the elements of the problem.

Concluding from the research is we have more threats than strength, weakness whereas we have plenty of opportunities therefore these prospective should be taken care in future for better outcomes for ENTERPRENEURSHIP EDUCATION IN INDIA.

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PROFESSIONAL DEVELOPMENT OF TEACHERS FOR QUALITY PRIMARY EDUCATION

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ABSTRACT

Teachers have one of the most demanding vocations in the world and in order to fulfill their important roles with excellence, they need training, motivation as well as regular mental, emotional and spiritual rejuvenation. That educational systems the world over recognize the importance of the teacher is often evident by the resources spent on teacher capacity building. However, the issues often have been about building an effective model and mechanism that would develop and enhance the teachers' capacity and provide them avenues for professional development that ultimately will lead to quality primary education. The training needs of teachers in India's government schools are truly daunting. The number of 'untrained' teachers not meeting the Right to Education Act's (RtE) requirements is 5.48 lakh in Primary and 2.25 lakh in Upper Primary schools (ASER, 2017). This is in addition to the training needs of 13.3 lakh new teachers who need to be recruited in the next three years as per the needs. The pre-service training curriculum followed in the country is often outdated and does not develop teachers who can handle the challenges of their role innovatively. Given this scenario, the in-service teacher education and professional development is one of the greatest challenges in ensuring a quality primary education. Therefore, present paper will focus upon modus of operandi of different in-service training program for primary teachers and asses their lacunas' for better quality primary education.

Key words: Professional development; Primary teacher, Quality primary education

Introduction

India has witnessed several monumental changes in the field of Elementary education in the last decade. The ratification of the Right of Child to Free and Compulsory Education Act in 2009 changed the policy landscape and opened up avenues for different stakeholders to have a series of opportunities to strengthen the quality dimensions of primary education in India. However, given the enormity of the task much remains to be done to improve the quality of professional development of teachers for quality primary education. Over the past two decades, India has made significant advances in school education in respect to overall literacy, access and enrolment in schools, and infrastructure. The two major accomplishments in the recent years is the political recognition of Universalization of Elementary Education (UEE) as a legitimate demand and the state commitment towards UEE in the form of the Right of Children to Free and Compulsory Education. This has led to a higher demand of qualified elementary school teachers. Over the past decade, access to education

was one of the only topics that were being addressed by the Government of India. However, increasingly the shortcomings of what actually takes place inside a classroom has come to the forefront of the national debate on education. Questions are being raised on whether the current cohort of teachers is being trained properly to meet the ever-increasing demands of being educators. Most of the discourse about in-service teacher training taking place in India has shown severe inadequacy where teachers feel incompetent to conduct their classes as the trainings provided are insufficient or ineffective or irrelevant. Teachers are undoubtedly the most crucial component of a schooling system. Teachers also happen to be the most costly resource in schools (OECD, 2005). Hence no education reform effort is effective unless the competency of the teachers is ensured. Teacher professional development should hence be considered a national priority from various social and economic perspectives. The following sub-sections provide a brief review of the existing teacher profile in India, key policies governing teacher training in the country, certain challenges facing teacher training opportunities in the country, followed by specific issues of the rural contexts with regards to teacher training.

With the expansion of the government schooling system in India teachers have been recruited massively over the past two decades. As a result, the average profile of teachers in the country has changed in many ways. One such change is a direct consequence of the recruitment policies of the government under which the states chose to hire contract⁸ teachers over regular hires. Some states like Madhya Pradesh and Chhattisgarh have stopped recruiting permanent teachers all together (De, Khera, Samson and Kumar, 2011). This new development changed the demographic profile of teachers significantly increasing the presence of women, lower age groups, lower caste groups, and more local recruits in the work force.

Furthermore, the 2006 Probe survey report revealed that the educational qualifications of regular and permanent recruits are not likely to differ significantly (De, Khera, Samson and Kumar, 2011). However, the latter has significantly greater experience with teacher training. SSA and DIETs have been working persistently to make up for the discrepancy in teacher training levels and to raise the education qualifications of all teachers, by offering in-service teacher training programs to all teachers.

The teacher education policy in India has evolved over time on the basis of recommendations discussed in Commissions on Education and subsequent reports that stemmed from the meetings. The important policy documents that have shaped teacher training policy are the Kothari Commission (1966), The Chattopadhyay Committee (1985), the National Policy on Education (NPE 1986/92), Acharya Ramamurthi Committee (1990), the Yashpal Committee (1993), and the National Curriculum Framework (NCF, 2005). Most recently, the Right of Children to Free and Compulsory

Education (RTE) Act, 2009 which became effective on April 1st 2010 has had important implications for teacher training exercises in the country (MHRD, 2013). The Act calls for central control over the development and enforcement of teacher training standards. It institutes minimum qualification standards for teacher recruitment and mandated the existing teachers without minimum qualifications to acquire the same within five years of the Act ruling. Furthermore, the Act dictates specified pupil-teacher ratio to ensure that teachers have reasonable student load and that adequate number of teachers are recruited to meet the proportionate student population (MHRD, 2013).

The teacher education scenario of today is characterized by the extraordinary expansion of teacher training institutions. Following the developments led by movements such as DPEP in the 1990s and SSA in the 2000s the demand for teachers has been on a constant rise. The increasing demand for trained teachers and the perceived associations between teacher training and employability have led to innumerable teacher training institutions to crop up in the entire country. Within the public sector, following NPE 1986, government established a host of institutions like DIETs (District Institutes of Education and Training), IASEs (Institutes of Advanced Studies in Education) and CTEs (Colleges for Teacher Education) for providing in-service education to primary and secondary school teachers.

According to the National Teacher Education Curriculum Framework of 2009, till December 2009, the 599 districts in the country, District Institutes of Education and Training (DIETs) were set up in 571 districts, of which 529 were functional (NCTE, 2009). DIETs were envisioned in the National Policy of Education (1986) and were created progressively across the country in most districts (NCERT, 2005). The main purpose of DIET was to strengthen elementary education and support decentralization of education at the district level. At present DIETs act as a link between block and cluster level centers and the state-level SCERT to enable exchange of education needs and ideas. It was visualized that DIETs will support the quality aspect of the Universalization of education by supporting the local education system with the following inputs (MHRD, 2011):

- ❖ Providing pre- and in-service teacher training programs
- ❖ Organizing district and state level researches on educational indicators of access and achievement in primary education
- ❖ Networking across districts to share best practices in education
- ❖ Providing resource support to non-formal education sector by developing curriculum and relevant teaching learning materials
- ❖ Designing and developing training materials for teacher trainings

However, DIETs seem to be functioning under many constraints. The main problem facing DIETs is non-availability of qualified faculty (NCTE, 2009). Presently, most faculties appointed do not possess qualifications or experience in elementary teacher education (ibid.).

Education being a concurrent topic in India, policies about education is formed at both national and state level. Given the federal structure of Indian government, broad policy and legal framework on teacher education/training is formulated at the central government; implementation of various programs and schemes are largely overseen by the state governments. Within the broad mandate of improving teacher quality which will enable higher learning achievements of school children, twin strategy has been employed. The first strategy is to prepare teachers for the school system (pre-service training), and the second is improving capacity of existing school teachers (in-service training). As a whole, teacher training practices and institutions are in need for urgent and comprehensive reforms. There is need to bring greater convergence between “professional preparation” and “continuing professional development” of teachers at all stages of schooling in terms of level, duration and structure (NCTE, 2009).

The National Council of Teacher Education (NCTE), a statutory body of the Central Government is responsible for planning and coordinating development of teacher education in the country for pre-service training. The NCTE lays down norms and standards for various teacher education courses, minimum qualifications for teacher educators, course and content and duration and minimum qualification for entry of student-teachers for the various courses. It also grants recognition to institutions (government, government-aided and self-financing) interested in undertaking such courses and has in-built mechanism to regulate and monitor their standards and quality (NCTE, 2009).

At the National Level, the National Council of Educational Research and Training (NCERT) prepares a host of modules for various teacher training courses and also undertakes specific programs for training of teacher educators. Institutional support is also provided by the National University of Educational Planning and Administration (NUEPA). Both NCERT and NUEPA are national level autonomous bodies. At the state level, the State Councils of Educational Research and Training (SCERTs), prepares modules for teacher training and conducts specialized courses for teacher educators and school teachers. At the district level, in-service training is provided by the District Institutes of Education and Training (DIETs). The Block Resource Centers (BRCs) and Cluster Resource Centers (CRCs) form the lowest rung of institutions in the vertical hierarchy for providing in-service training to school teachers. Apart from these, in-service training is also imparted with active role of the civil society, unaided schools and other establishments. The administration and organization of all teacher training activities are undertaken by SSA at the state and district level. SSA finances the trainings and organizes teaching materials and resources through district level resources, primarily the DIETs.

Problems in professional development of teachers

Many problems of in-service training quality begin with the nature of pre-service training. There have been several instances where the teachers don't even have pre-service training before they are recruited as teachers. Initial training program of elementary education suffer from "isolation, low profile and poor visibility in view of it being a non-degree program" (NCTE, 2009, p. 11). Certification requirements for upper-primary and secondary schools are regarded with greater respect as evident from eligibility criteria of teacher applicants and greater income benefits on job. Previously, the only eligibility criteria for primary teacher applicants were certification of graduation from grade 10 or 12. However post NPE-1986, the DIETS have played an important role in elevating the issue of primary teacher education to national stage.

With the large and disorganized pre-service training sector in the country, there are few ways in which the content of pre-service training is linked with in-service programs. Opposed to ideal situation, in-service programs fail to build upon the essential learning from pre-service programs because lack of contextual connection between the two. Pre-service training may or may not address the needs of the teachers when they are in service. As mentioned in NCF-2005, "a major indicator of quality of training is its relevance to teachers' needs. But most such programmes are not organized according to actual needs" (p. 112).

Another major concern with teacher trainings – both pre- and in-service – is the inconsistency between the practiced training method and the proposed method of teaching. Most teachers who are currently being encouraged to adopt child-centered and activity-based learning methods are being trained in traditional lecture-based methods (NCF, 2005).

In a review of in-service training methods, NCTE (2009-10) posited that the existing in-service teacher trainings are too short to impact teaching methods. It cuts into teaching time as teachers are usually unwilling to come after school or during vacations. Curriculum, syllabi and textbooks are never critically examined by the student teacher or the regular teacher. This leads to the inability of many teachers to interpret the textbooks in accord with the principles of NCF. Language proficiency of the teacher needs to be enhanced, but existing programs do not recognize the centrality of language in the curriculum. Teacher education programs provide little scope for student teachers to reflect on their experiences. It is assumed that links between learning theories and models and teaching methods are automatically formed in the understanding developed by student teachers. There is no opportunity for teachers to examine their own biases and beliefs and reflect on their own experiences as part of classroom discourse and enquiry.

Suggestions

- Every training at the district level should have a state trainer. Dilution of the training is one of the biggest concerns in it . Having a state trainer oversee the training procedure.
- Trainers should be subject specialists. Training should be delivered by subject experts; they will have more authority...Bring in subject experts who can contribute something that can be used at the ground level.
- Efforts should be made to strengthen DIETs in order for them to fulfill their intended responsibilities. DIETs are important centers through which innovations should be planned and channelized. However, due to lack of funds or sufficient faculty DIETs are unable to perform to their maximum potential. In both the districts DIETs were severely understaffed.
- Find alternative models to the Cascade model for dissemination of teacher training.
- There is need for multi-grade; multi-level training (MGML). It refers to the teaching of students of different ages, grades and abilities in the same group. This methodology is emerging as a widely popular alternative to the traditional teaching-learning methods in India. The underlying principles of this model aim to address the various problems of rural schools through a child-centered, multi-grade multi-level and a locally- sensitive approach.
- Teachers need more training on student development. Student development is defined here as encompassing the knowledge and skills for fostering students' intellectual, social, and civic development through effective pedagogy. Teachers expressed their desire to have training on these skills as they believe that it will enhance their teaching skills and they will become more effective as teachers.
- Teachers need more training on how to foster a healthy School environment. These skills are essential to nurture qualities of organizing and delivering the curriculum and collaborating well with one's peers and members of school leadership. School complexes and cluster level training are avenues for teachers to get some practical training on these skills. Such expertise is essential to make supplemental TLMs, plan effective class lessons, etc.
- Teachers need more training on how to effectively interact with the Community. Both the quantitative as well as qualitative data have indicated that teachers struggle with interacting with parents, SMCs, community. There is considerable research on how community can have positive outcome of learning outcomes if they are invested in what is happening inside a school.

Conclusion

The quality of in-service teacher training in India has repeatedly failed to match the expectations that have risen with the introduction of new textbooks and policies. As a result, a teacher is unable to

transact in a classroom a lesson/concept as the training s/he received was not reflective of what is expected of him/her. According to the National Curriculum Framework for Teacher Education (2009), in-service teacher education broadly perform the following functions: (1) updates teachers on issues concerning content, methodology and evaluation, (2) upgrades serving teachers in tasks with which they are currently occupied, (3) initiates and orients teachers to new roles and technologies, (4) provides opportunities for unqualified or under-qualified on-the-job teachers to update and upgrade their knowledge (NCTE, 2009). However, the reality is far from this. The in-service teacher training expectations and the realities are divergent. As a result, despite a flurry of interventions such as the RTE 2009 and CCE 2012 to improve the quality of education, the impact is minimal.

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DIGITAL BANKING (E-BANKING, M-BANKING)

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Abstract

General consumers have been significantly affected in a positive manner by E-banking. Many of the ordinary tasks have now been fully automated resulting in greater ease and comfort. Customer's account is extremely accessible with an online account.

Digital banking is a step towards online banking where banking services are delivered over the internet. Due to emerging Information Technology in all the fields, there is a need for the banks to provide quick and convenient facilities to its Account Holders by adopting the new Technologies

Digital banking system can be considered as the one of the great tool supporting many customers as well as banks and financial institutions to make banking activities through online and thus making the process easy.

There are various Methods of Digital marketing which Includes internet Banking and Mobile banking which provides the customers/Citizens various Benefits like Ease in Transaction, Checking the Account balance without visiting the Bank and many other benefits. Digital Banking is beneficial to its Customers, Banks as well as Indian Economy as a whole.

As there are two phases of a coin, every Technology brings along its Advantages as well as Disadvantages. Digital banking also has its own advantages and disadvantages. It is associated with various Risk and Challenges that includes Risk involved in Customer's Privacy and the Banks have to deal with the same and solve the issues of the Customers.

Therefore Proper Measures should be adopted for the efficient use of Digital Banking.

The History of Banking

Earlier life was a bit difficult when people had to approach the Bank for every single transaction starting from checking the Account Balance to withdraw money or make payment. But due to introduction of Technology in the Banking Sector, one can check your account balance, send money, transfer funds and more — right from one's smartphone, computer or tablet without going to the Bank.

Digital banking came into existence through invention of ATM machines and cards launched in the 1960s. As the internet was introduced in the 1980s with early broadband, digital networks began to connect retailers with suppliers and consumers to utilize Internet for online shopping, make payments, in simple language save time in this hectic lifestyle.

By the 1990s online banking started becoming a Trend. The improvement of broadband and ecommerce systems in the early 2000s led to what resembled the modern digital banking world today. Using of smart phones encouraged Digital Banking to go beyond ATM machines. Over 60% of consumers now use their smart phones as the preferred method for digital banking.

What Is Digital Banking?

Digital banking is a step towards online banking where banking services are delivered over the internet. The advantages for banks and customers are providing more convenient and faster banking services. It provides the ability for users to access financial data through desktop, mobile and ATM services. E-Banking and Mobile Banking are core methods of Digital Banking.

E-Banking

For many people, electronic banking means 24-hour access to cash through an automated teller machine (ATM) or Direct Deposit of paychecks into checking or savings accounts. But electronic banking involves many different types of transactions like online Fund Transfer, Electronic Bill Payment and other facilities. Online Banking is conducted by different modes such as:-

1. Automated Teller Machines (ATM) and Cash Dispensing Machines (CDM)

People today do not prefer to keep excess cash in hand due to risk of Theft. Due to Automated Teller Machines, people can withdraw money from their account as and when needed. An automatic teller machine (ATM) is an electronic computerized device that allows customers to directly use a secure method to access their bank accounts, make cash withdrawals and check their account balances without the need to approach Bank.

2. Online (Internet) applications

Online banking allows a user to execute various financial transactions via the internet. Online banking is also known as "Internet Banking" or "Web Banking." An online bank offers customers all the services traditionally available through a local branch, including deposits, Account Balance Enquiry, Transfer of Funds etc which can now be conducted online at our convenience.

3. Mobile and SMS

Nowadays, Mobile Banking is the latest Trend in Banking. Now Funds are also transferred through Mobile from one person to another without wasting any time and just in a moment of time.

4. TELE BANKING or Interactive Voice Response (IVR) system

By dialing the given Telebanking number through a landline or a mobile from anywhere, the customer can access his account and by following the user-friendly menu, entire banking can be done through Interactive Voice Response (IVR) system.

5. DEBIT CARD:

Debit cards are also known as check cards. Debit cards look like credit cards or ATM (automated teller machine) cards, but operate like cash or a personal check. Debit cards are different from credit cards. While a credit card is a way to "pay later," a debit card is a way to "pay now." When one uses a debit card, money is quickly deducted from one's savings account.

6. E-CHEQUE:

An e-Cheque is the electronic version or representation of paper cheque.

• **OTHER FORMS OF Digital BANKING**

- i. Direct Deposit
- ii. Electronic Bill Payment
- iii. Electronic Check Conversion
- iv. Cash Value Stored, Etc.

What are the benefits that customers derive from E-Banking?

1. Convenience of banking anywhere and anytime.
2. Easy Simplified transactions.
3. Now customer can shop worldwide without any need of carrying paper money with him.
4. Through Internet Banking customer can operate his account while sitting in his/her office or home.
5. E banking has also greatly helped in payment of utility bill.
6. Customers can also have mini banks statements, → balance inquiry at these ATM.
7. Secrecy of transactions, even without interference of bank staff
8. Innovative products and services offered by bank
9. Saving precious time wasted in visiting the bank and waiting in long queues.

What are the benefits that banks derive from E-Banking?

1. The growth of E-banking has greatly helped the banks in controlling their → overheads and operating cost.
2. Many repetitive and tedious tasks have now been fully automated resulting in → greater efficiency, better time usage and enhanced control.
3. The rise of E-banking has made banks more competitive. It has also led to → expansion of the banking industry, opening of new avenues for banking operations.
4. Electronic banking has greatly helped the banking industry to reduce paper → work, thus helping them to move the paper less environment.
5. Electronic banking has also helped bank in proper documentation of their → records and transactions. The reach and delivery capabilities of computer networks, such as the Internet, → are far better than any branch network.

What are the Benefits to General Economy?

Electronic Banking as already stated has greatly serviced both the general public and the banking industry. This has resulted in creation of an environment that supports growth, productivity and prosperity. E-Banking results in reduction of cost, reduced delivery time, increased efficiency, reduced wastage, e-banking. Electronically controlled and thoroughly monitored system discourages many illegal and illegitimate practices associated with banking industry like money laundering and other frauds.

Further E- banking has helped banks in better monitoring of their customer base. It helps Bank to understand its customers and provide commercial packages as per the needs of the customer.

The disadvantages of e-banking system are as follows:

1. Impersonal:

Absence of face to face interaction makes it very impersonal. Thus, customers who are more comfortable in dealing with people in physical bank setting that provide those personalised services rather than mechanical interaction; e-banking is not a good option for them.

2. Lack of trust:

Still many customers do not trust online mode of service especially for money related transactions. Users who are not seasoned in e-banking feel very uncomfortable as they have doubt regarding the correctness of the transaction done by them online. As they require some kind of proof of transaction as receipt, to verify their transactions.

3. Difficult for first timers:

For the beginners, it appears as a complex mode of service as customer find it complicated to navigate through bank's website. While opening an account online, bank's website requires a number of information and that seems time taking and inconvenient process to the first time users

4. Security fraud:

People generally hesitate to have an online bank account due to the security risk involved in it. Although, it is not a big issue for banks providing e-banking services, as they prioritize security. To avoid security risk, banks use the most advanced security system in protecting their websites.

5. Other disadvantages of E-Banking:

- a) If the bank's server is down, customer can't use it.
- b) To use internet banking, customer is compelled to have computer with internet access.
- c) There is always the possibility of a cracker gaining access to customer's account.
- d) Many banks don't show customer how to use online banking very well and those are usually the ones with the non- intuitive interface & cluttered design, which makes it pretty easy for customer to screw up something.
- e) Banks bears heavy costs to install high firewall.
- f) It leads to missing of personal services.
- g) E-banking promotes lack of socializing or social contacts

Risks in E- Banking

As we cannot deny the advantages offered through e-banking, same way we cannot ignore the risks involved in e-banking. Bank should maintain a Balance between the advantages and risks of e-banking. Although, marketing and advertising campaign initiated by banks are encouraging a number of customers to adapt e-banking, but for managing such a huge customer base banks need to prepare their internal system on prior basis. To have a deep understanding about the risks of E- banking system, it is categorized in various categories, so that bank can effectively design risk management strategies for e-banking. As now e-banking enabled banking beyond the geographical boundaries, banks have local as well as international customers to process their requests or solve their problems. Complexity of e-banking system has increased due to its close network that involves various service delivery mode offered by a bank and open network, such as internet facility that is subject to security and reputational risks. It also includes operational risk, legal & regulatory risks, systematic risks,

credit risks, market risks and liquidity risks. To achieve efficiency in e-banking, banks should properly identify, manage and control the risks involved in it.

Challenges of E- Banking are

1. Demand side pressure due to increasing access of low cost electronic services
2. Emergence of open standards for banking functionality
3. Responsibility to protect customer's privacy and protect against fraud.
4. Proper understanding of customer: Bank should adequately and properly identify customers' requirements and wants. To identify the customers exact needs bank should conduct a research survey.
5. Due to significant increase in customers' awareness, the need of maintaining transparency has increased significantly.
6. Breach of privacy: While customers conducting banking transactions online, it directly enters into banking records that reveal the identity of customers. Therefore, no one can easily transfer black money.
7. Bandwidth: Although, internet facility providers claim to provide speedy and high bandwidth, still the problem of high speed internet prevails. E-Banking can popularize more only with adequate infrastructure comprising telecommunication and bandwidth.
8. The level of computer literacy is still very low in India and it works as a bottleneck in the fast acceptance of e-banking.
9. The attitude of customers is required to be transformed in India.
10. Bank should have proper security measures to protect its customers against "net – jacked" or from frauds.

The threats of e-banking

1. The most common and dangerous threat is the cracking login and passwords of e- banking users.
2. Denial of services: high trafficking of queries result into jamming computer network
3. Data Diddling: Information and data can change in an unauthorized way. It can result in receiving higher amount bill rather than actual amount to be paid by customers.
4. Session Hijacking: Hijacker becomes unauthorized intermediary between the customer and the server. An hijacker can hijack the data and restricts it to reach the relevant destination.

Mobile banking

Mobile Banking is a service provided by a bank or other financial institution that allows its customers to conduct financial transactions remotely using a mobile device such as a smart phone or tablet. Unlike the related internet banking it uses software, usually called an app, provided by the financial institution for the purpose.

Mobile banking was not as famous as other forms of Digital Banking. But there is significant growth found in recent years after spread of mobile network. Since 1995 in India, there is found tremendous growth in mobile users in India. In past two years, mobile banking users have increased three times if we compare the use of either debit card or credit card.

Indian banks are offering followings facilities through mobile banking:

- 1) Check account balance
- 2) Get automatic updates on bill payments

- 3) Get automatic updates scheduled payments
- 4) Mini account statement
- 5) SMS alert about deposit and withdrawal
- 6) Electronic fund transfer
- 7) Bill Payment, Donations, Subscriptions etc.
- 8) Information about new schemes, changes in charges and interest rates
- 9) Stop payment order and cheque book request
- 10) ATM and branch locating
- 11) Mobile Top Up, Recharge of Other DTHs,
- 12) Merchant payment, SBI life insurance premium
- 13) De-mat Enquiry Service
- 14) Real-time stock quotes.

Risks in Using Mobile-Banking

Access Problems

Problem arises when one faces error like 'Possibility of error is higher than Internet Banking.' Using key code list with mobile phone becomes difficult and there are more chances of wrong code.

Dissatisfaction

The statements 'Data transmission is very slow , Mobile banking services are risky and not secure, Mobile banking services are not enough versatile has created a disappointment and dissatisfaction among the users of mobile banking services.

Inability To Provide Knowledge

Today, People are aware about Mobile Banking Concept. But a large population are still not aware about utilization of Mobile Banking. Many consumers are not much technology friendly and they fear of conducting Errors.

Statistical Data

A short survey was conducted among a Sample of 100 people aged between 22 – 50 years, residing in the Western Suburbs of Mumbai. The survey included few Questions to understand whether Customers are aware about E-Banking and Mobile Banking.

Q. No.	Questions	Answers
1.	Have you heard about E-Banking/ Mobile Banking?	Yes - 66
		No - 34
2.	Would you like to use E-Banking/ Mobile Banking?	Yes - 63
		No – 37
3.	Which Option do you prefer between E-Banking and Mobile Banking?	E-Banking - 40
		Mobile Banking - 23
4.	Do you feel E-Banking/ Mobile Banking is beneficial?	Yes - 70
		No – 30
5.	Which Benefit do you rank No.1 for using E-Banking/Mobile Banking?	Clarity of Transactions - 29
		Confidentiality - 19
		Time Saving - 52

Conclusion

Going by the deep penetration within a relatively lesser turnaround time, state-of-the-art digital payment systems are now poised to take huge leaps in this new era that is largely driven by 24 hours availability of Internet. These dynamics and revenue models are the new game changers – causing tangible and tactical shifts across major verticals.

E-commerce and M-commerce success is largely attributed to the phenomenal growth of various digital payment technologies such as card payments, electronic fund transfers, payment gateways, ePayments, smart cards, mobile money wallets etc. Pivotal to embracing such new age payment systems are the people, technologies, and processes that have together created vast, robust and dependable networks and seamless systems that guarantee humongous transactional volumes at breakneck speed, with dependable security and counterchecks built around them.

All these and rest are taking India to the threshold of the big league and to make the country battle ready to compete with the most influential industrial and financial powers of global businesses. With digital banking and mobility, the need is no longer to “leap-frog” but to “deep-dive” into the future. Going digital and mobile for a Bank is no longer an option, it’s a simple bare necessity – for a successful future with increasing number of customers. Today, Banks have already started the reducing the number and size of branches. In addition, the investment in digital technology is increasing and in human force is reducing. This includes tablets for universal bankers, automated teller machines and digital kiosks to facilitate account opening and customer inquiries. To be successful in a digital environment, banks focus on improving their digital technology and providing wide variety of customer service.

It is well recognized that mobile phones have high potential of conducting financial transactions thus leading the financial growth with lot of convenience and much reduced cost. For inclusive growth, the benefits of mobile banking should reach to the common man even in remote villages of the country. For this all stakeholders like Regulators, Government telecom service providers and mobile device manufactures need to make efforts so that mobile banking reaches from high-end to low-end users and from metros to the middle towns and rural areas. Inclusion of non-banking population in financial main stream will benefit all. There is also need to generate awareness about the mobile banking so that more and more people use it for their benefit.

Indian banking scenario shows that there is need of m-banking for financial inclusion of poor and urban people. Since last five years mobile telephone service extended tremendously in India and it provides golden opportunities to extend m-banking service in India. Hence, there is need to improve M - Banking service including network coverage and security in m-banking.

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DIGITAL EDUCATION IMPACT: ISSUES AND CHALLENGES IN RURAL AREA

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Abstract

The emergence of new global economy has serious implications for the nature and purpose of educational institutions. As you know the half of the life of information continues to shrink and access to information continues to grow exponentially, schools not remain mere venues for the transmission of a prescribed set of information from teacher to student over a fixed period of time. Rather Schools must promote —Learning to earn i.e. the acquisition of knowledge and skills that make possible continuous learning over the lifetime. In cities digital education has been widely accepted by students, which incur tremendous impact on the growth and development of the student life but in rural area digital education is so far from the reach of students and as well as teacher. So here in this paper I would like to put the focus on digital education issues and challenges in rural areas.

Keywords: Introduction, Impact, Falling Standard of Rural Education, Challenges

Introduction

The “first wave” of digital education—almost 10 years in the making—focused on creating, sharing, and accessing instructional content in digital forms, including online courses, digital libraries, games, and apps. Digitizing educational content, bringing devices to school, and one-off stand-alone learning apps were basic steps in the drive toward bringing technology into classrooms.¹

Digital Education is the panacea for this anathema of education all over the globe. It is in particular a blessing for developing countries which chronically suffer from ailments of access and affordability. With wise coverage over various means of communication it becomes a natural choice to learn even for those in the hinterlands. Primarily Digital Education has 3 components:

1. The content
2. The technology platforms
3. The delivery infrastructure²

Digital education or Learning is "learning facilitated by technology that gives students some element of control over time, place, path and pace."³

Time: Learning is no longer restricted to the school day or the school year. The Internet and a proliferation of Internet access devices have given students the ability to learn anytime.

Place: Learning is no longer restricted within the walls of a classroom. The Internet and a proliferation of Internet access devices have given students the ability to learn anywhere and everywhere.

Path: Learning is no longer restricted to the pedagogy used by the teacher. Interactive and adaptive software allows students to learn in their own style, making learning personal and engaging. New learning technologies provide real time data that gives teachers the information they need to adjust instruction to meet the unique needs of each student.

Pace: Learning is no longer restricted to the pace of an entire classroom of students. Interactive and adaptive software allows students to learn at their own pace, spending more or less time on lessons or subjects to achieve the same level of learning.

Digital learning is more than just providing students with a laptop. Digital learning requires a combination of technology, digital content and instruction.

Technology: Technology is the mechanism that delivers content. It facilitates how students receive contents. It includes Internet access and hardware, which can be any Internet access device – from a desktop to a laptop to an iPad to a smartphone. Technology is the tool, not the instruction.

Digital Content: Digital content is the high quality academic material which is delivered through technology. It is *what* students learn. It ranges from new engaging, interactive and adaptive software to classic literature to video lectures to games. It isn't simply a PDF of text or a PowerPoint presentation.

Instruction: Educators are essential to digital learning. Technology may change the role of the teacher but it will never eliminate the need for a teacher. With digital learning, teachers will be able to provide the personalized guidance and assistance to ensure students learn and stay on track – throughout the year and year after year – to graduate from high school. Teachers may be the guide on the side, not the sage on the stage.⁴

The Indian IT sector organically or otherwise holds enough capacity and character to provide excellent digital content and supporting technological platforms. With the advent of several corporate giants like TATA, BSNL & RELIANCE in digital education and the subsequent money flow this sector is gearing up for some quality movement. But innovation is one thing that has no end and therefore would always invite different stakeholders like Government, Content experts, Technology firms, Users, Teaching community etc. to come together to collaborate and invent cutting edge technologies and methods to facilitate this sector's meaningful growth. Government and private players need to come together to bridge connectivity and accessibility issues.

Digital Education showed its face in the 90s in developed economies like the US. With device manufacturers mushrooming early in USA and other developed countries it started penetrating gradually. Developed nations have started realizing the cost benefits of going digital and are acting with an eye on the future. For example, Stanford University has introduced a digital course in masters in electrical engineering. According to research by Harvard University, more professors are selling their lectures and notes to digital campuses. Society, with some challenges related to internet connectivity though, is ready to accept the change in the developed nations.⁵

Impact of Digital Education in Rural India

The process of imparting education has gone through a sea change if we look at the picture 10-20 years before now. Technology has taken over almost every field of our lives and the onset of online courses came as a path-breaker. No longer did one need to have access to schools, time or a lot of money! All one needed was a good internet connection and a computer.

You could take up any course you liked (often held in partnership with major universities and institutes all over the world), learn at your own pace, discuss with your fellow virtual learners and contact experts online with any queries you might have. Many online learning websites also give you a valid certificate at a nominal fee.

This relaxed pace which promoted self- learning was a pole apart from the common rote education process followed in maximum Indian schools. Now however, digital learning has seeped into the system considerably and has a far-reaching impact towards educating the vast population of India.⁶

Solid small steps, if not giant strides, are being taken towards achieving a rural India that uses digital tools to become self-reliant. "Without a broader vision of social change, new technologies will only serve to reinforce existing institutional goals and forms of social inequity. Many prior attempts to

mobilize technology in the service of educational reform have failed because interventions have focused narrowly on the deployment of particular media or technologies, without considering broader social, political, or economic conditions. “Connected learning is socially embedded, interest-driven, and oriented toward expanding educational, economic, or political opportunity. It is realized when a young person is able to pursue a personal interest or passion with the support of friends and caring adults, and is in turn able to link this learning and interest to academic achievement, career success, or civic engagement. Unlike efforts at educational change that focus on technology deployment or institutional reform, connected learning takes a networked approach to social change that aligns with our ecological perspective.”⁷

For digital learning to make an impact till the last mile there has to be a larger vision of integrating technology into our complex education system. To achieve this, it is imperative that we put our stakes on digital infrastructure, ready access, quality e-content and affordability. Learning should be made interactive and fun for the learners to exponentially enhance retention and application.

Technology has made it possible to implement digital classrooms. “Through technology, efficiencies and transparency can be brought into schools by helping stakeholders such as students, teachers, parents and administrators streamline routine tasks, improve assessments and learner/teacher data collection. However, the greatest advantage of using technology in classrooms remains the uniformity of the educational process which ensures that the same quality of education is delivered in all domains and regions, and also improves the efficiency of the teachers’ manifolds,”⁸

Digital classrooms in schools: Is rural India ready?

This is a mouse,” the digital centre teacher was greeted by rolls of laughter as soon as she said this. “Does it run as well? Does it eat rice? Do cats chase it around?” Teachers have to deal with millions of such questions. They are, however, more than happy to entertain such irreverent queries, as they are paving the way to realise the vision of a digitised rural India, one village at a time.

The stagnant state of rural education has been a major point of concern for educational policy-makers in India. A study by the government in 2014 revealed that 67% of India’s population belongs to rural areas. The ratio of rural-urban enrolment of students is a massive 7:5. Despite such a high rate of enrolment, nearly 60% of students in rural areas up to the age of 10 do not possess basic reading skills nor can they solve simple mathematical problems. The high rate of dropouts, nearly 50% by the age of 14, further compounds this problem. Amongst female students, the dropout rate increases even further due to the prevailing socio-economic conditions.

Falling standards of rural education

The Annual Status of Education report 2014 was a grim read as it stated that barely 47% of grade-5 school children could read a grade-2 textbook. One of the major reasons behind this is the lack of quality education available in rural schools.

Infrastructural inequities: A lot of villages deal with infrastructural lacunae related to electricity and potable water, apart from unavailable fundamental health and hygiene requirements. The teacher-student ratio in rural schools is appalling, where classrooms are crammed with more than 100 students of different age groups.

Lack of connectivity: With no or negligible access to the internet, the education provided in schools lacks any sort of relevance. While urban classrooms are upgraded with modern technology such as digital classes, the lack of fundamental infrastructure prevents meritorious rural students from availing themselves of such facilities that will broaden their horizons.

Unavailability of teachers: The availability of trained resources and their willingness to teach in far-flung villages has taken a severe hit in recent years. Considering the fact that many of these areas are either prone to natural disasters or are hubs of violent political activities, it is difficult to transfer skilled educationists to the area.⁹

Quality and access to education is the major concern in rural schools as there are fewer committed teachers, lack of proper text books and learning material in the schools. Though Government schools exist, but when compared to private schools then quality is a major issue. Majority of people living in villages have understood the importance of education and know that it is the only way to get rid of poverty. But due to lack of money they are not able to send their children to private schools and hence depend upon government schools for education. Above that, in some of the government schools there is only one teacher for the entire school and if they don't show up at work, then it is a holiday. If the quality along with number of teachers and too committed teachers can be improved in these schools, then aspiring rural children in India can achieve their dreams of doing something great.

Some government schools in rural India are overly packed with students, leading to a distorted teacher- student ratio. In one such remote village in Arunachal Pradesh there are more than 300 students in class X which makes nearly 100 students in each classroom. In such a situation it is impossible for teachers to pay full attention towards each and every student, even if they are willing to help.

Every village is not provided with school which means that students have to go to another village to get education. Owing to this parents usually do not send their daughters to school, leading to a failure in achieving rural education in India.

Poverty is another setback. Government schools are not as good and private schools are expensive. This results in a very low number of students actually clearing their secondary education and taking admission in a college for further studies. So the drop-out-rate at the secondary level is extremely high in villages. Only parents who can afford college education send their kids to secondary schools. If parents are not able to send their wards for higher education then all their previous efforts get wasted as completing just secondary education means a low paying job and the person is again struck in the same never ending cycle of money, life and poverty.

Most textbooks are in English and since people in rural areas either speaks their native language or Hindi, but not English that defeats the purpose. This results in lack of their interest in studies. Though some of the students from villages are really brilliant, as they have a wealth of practical knowledge and know how to survive even in very harsh conditions of life, difficulty in understanding their textbooks, lack of facilities and their poverty is a hurdle in their education.

Quality related issues are far powerful than poverty. Students are not at all encouraged to think but they are asked to memorize pre-defined questions for exams. So for many students clearing examination at the end of the session, passing their exam becomes more important than gaining knowledge. Also as per the new CBSE rule, every student is supposed to be promoted to the next class irrespective of marks in their examination. Hence majority of students do not bother to study, which means a decline in their education level. Neither students nor teachers take any interest in studies which is why the level of education is declining in India despite many efforts.

The foundation to turn India into a strong nation has to be laid down at primary and rural levels and so the quality of education right from the beginning should be excellent. Education and text books should be made interesting. For rural students textbooks related to their culture, their traditions and values should also be there so as to create their interest in studies. The reasons behind so many drop-outs in spite of free education should be found out as this is a hurdle on the road to progress.

Improvement in the condition of government schools, education quality, committed teachers and more salaries to these teachers should be part of development.

There is a difference between city and village student not in terms of brain or development but their initial environment, skills, learning ability, availability of infrastructure, and access to different facilities.¹⁰

Empowering education through technology

Considering such limitations, it is essential to implement the new digitised education tools in rural India. Introduction of such ed-tech tools can solve the problems of mass reach, quality and relevant education. Teachers will be available via virtual classrooms, thereby plugging the problem of unwillingness in educationists to be physically present in many such areas.

One of the major pillars of Digital India is e-Kranti (revolution), under which immense emphasis has been given to digitising rural India through e-technology, especially in the domain of education. The key aspects attended to are:

All schools connected with broadband: The central government has collaborated with various telecom service providers as well as players such as Google and Facebook to empower geographically-remote areas of India with basic infrastructural set-ups for internet services. Still, much needs to be done since only 9% of rural India is connected to the internet, according to the latest report by the Telecom Regulatory Authority of India.

Free Wi-Fi in all schools: The central government plans to provide free Wi-Fi to 2.5 lakh schools within the next five years. Devices such as tablets, as provided to students in central universities, are to be distributed among rural students as well.

Digital literacy: In keeping with the Skill India initiative, soft-skill courses regarding computer literacy, functioning and hardware-software solutions are being planned at rural centres. The aim is to gradually develop students learning in these centres as future instructors, in a bid to enrich rural digital education through own human resources.

MOOCs: There is a focus on developing Massive Online Open Courses to help rural students pursue any course of their choice from institutions all over the country and abroad as well. These courses comprise the latest syllabus taught by eminent academicians as well as industry leaders via virtual classrooms.

Partners in development

The CSR wings of a number of organisations have played a major part in the initial investment of digital tools in rural areas. Various companies have adopted villages and have collaborated to ensure that basic infrastructure is provided to rural students to bring some parity in standards of education.

Teacher training programmes, holding science workshops and fairs, and providing scholarships for meritorious students have provided encouragement to students of remote areas.

At a number of places, student volunteers are offering to provide technological insights to rural students. With their fresh perspective on things and a focus on entrepreneurship and innovation, they are giving a different outlook to these rural students who are otherwise afraid of adopting new methods and practices. It has been seen that teachers feel hesitant towards using new technologies as they are themselves not confident, and so the support these volunteers provide help reduce the fear of technology in village teachers also.

The role of NGOs in spreading digital education tools across Indian villages is also noteworthy. For instance, Pratham, in partnership with Vodafone Foundation India, has started the digital classroom initiative called “Learn, Out of the Box” to enhance teaching and learning in low-income schools using technology as the primary teaching tool. Their Annual Status of Education Reports have been a definitive source of information on rural educational development.

Similarly, eVidyaloka, started by SatishViswanathan and VenkatSriraman, is a not-for-profit organisation that aims to improve the quality of education in remote regions of India through digital classrooms. In the same vein, the philanthropic organisation Dasra focuses on community-based efforts of villages dealing with primary education. Leafbird Foundation is also doing commendable work in providing holistic learning mechanisms, including liberal arts studies such as theatre and film-making to students of villages in Uttarakhand.

In terms of NGOs sponsored by international or central agencies, Teach for India (a part of the Teach for All global network) and State Bank of India's Youth for India fellowship have given great impetus to the progress of rural education and infrastructure.

The fact that such initiatives and programmes are well-received proves that rural schools are ready for new-age teaching methods through digital classrooms. All they need is implementation on a large-scale to ensure quality education.

Solid steps, if not giant strides, have been taken towards achieving a rural India that uses digital tools to become self-reliant. Problems of migration, lack of connectivity and unavailability of resources can be tackled head-on by employing adequate resources to equip villages with the infrastructure needed for rapid digitisation. As wide-eyed village children ogle at the plethora of information opening up in front of them, the seeds of a Digital India dream can be seen germinating, and it can be safely said that rural India is indeed ready for digital classrooms.¹¹

With the development of Internet, mobile phones, mobile apps, tablets, laptops, and other modern devices, things are becoming more and more digitalised in today's world. The education system in India's metros and other cities has also become modernised to a great extent, making way for digitalisation. With a number of International schools coming up, digital education is making its way into the education system of India and is taking the place of the traditional classroom training.

Basic difference between digital education and the class room education

Gone are those days when classroom training was restricted to textbook learning, teachers using the blackboard to explain things and students writing down notes in copies. The traditional teacher-centred methods of teaching and task-based approaches to learning focused more on making notes and memorization. However, it's no more chalk and talk in most schools. Classroom teaching has become more and more interactive nowadays with the use of digital methods such as PPTs, video presentations, e-learning methods, practical demos, online training and other digital methods or platforms.

Advantages of teacher-led classroom training

- This is an efficient method of presenting a large volume of study material to students.
- It is a personal, face-to-face type of training.
- Everyone gets the same information at the same time.
- It is cost-effective.

Disadvantages of teacher-led classroom training

- Sometimes it is not interactive.
- Success of the lectures depends on the effectiveness of the teacher.
- More of memorising and mugging up for the students, instead of enhancing their mental skills and abilities.
- Time taking.

How does digital education benefit the child?

- **Interactive:** With digital education, classroom teachings have become more fun and interactive. Children tend to be more attentive. They are not only listening but also viewing it on the screen which makes their learning all the more effective. Here, sounds and visuals go hand-in-hand which is easy for the child to grasp.

- **Attention to details:** Interactive online presentations or practical sessions in educational content through interactive screen time help the students to pay more attention to details which enable them to complete their activities on their own.
- **Quick completion:** Using tabs, laptops or notepads, instead of pens and pencils, motivates children to complete their tasks quickly.
- **Vocabulary:** Active online screen time helps students develop language skills. By reading eBooks or accessing study materials online, they learn new words and expand their vocabulary.
- **Learn at his pace:** Many a times, a student hesitates to ask a question to his teacher in classroom training. But with digital education, even if he does not understand anything at one go, he can attend the recorded sessions to clear his doubts. Technology enables a student to learn at his own pace.
- **User-friendly:** The best thing about digital education is that it is user-friendly. You can very well access your curriculum wherever you are. You can learn on the go. Even if you miss certain classes, you can access the class notes and download files from the school website.
- **Learn by own:** Also, nowadays, online study materials are easily available. Even if the entire education system is not digitalised, yet students can leverage the power of digital content depending upon their capabilities. So students, can access exclusive online study modules of various subjects, which help them to enhance their knowledge even without a teacher.
- **External guidance:** With online education, students can even further connect with distant counsellors and faculty to seek guidance or resolve queries.

Disadvantages of digital education for children

However, digital education also has its disadvantages:

- **Expensive:** First of all, it is expensive. That is why we see that most International schools and schools that have digital education are far more expensive than the regular schools.
- **Infrastructure:** To have digital education means, you need to have a proper infrastructure not only at schools but also at homes, particularly affordable broadband.
- **No fixed schedule:** Online learning requires much better management and rigid schedules, whereas in traditional classroom training, everything is as per a fixed schedule.
- **Reduces creative abilities:** Getting all answers on the net easily also reduces the children's own creative abilities.
- **Lazy approach to studies:** This may lead to poor study habits and can develop in children a lazy attitude. Digital education can also make children forget the basic way of studying. Even for simple problems and homework, they are used to seeking help from the net.
- **Security:** Last but not the least, going online does not mean that your child is only looking for study materials. There are many things which a child might come across that are not good for him. So, digital education has its pros and cons. So, students need to be properly guided by their parents and teachers every time they are going to use the online technology.¹²

Prime Minister Narendra Modi's vision and efforts for Digital India:

Prime Minister Narendra Modi's vision and efforts for Digital India are being well-received by the Silicon Valley in the US. While it means a lot for Indians the way they live and work, it would also give a new meaning to the country's education sector. A recent UK-India business Council report titled Meeting India's Educational Challenges Through E-Learning states that India is the second biggest e-learning market globally after the US.

The country's education sector is undergoing a revolution, thanks to rapid internet penetration and the availability of low-cost mobile and hand-held devices. With technology playing a major role in multiplying reach and providing access to learning tools and material, this opportunity is being seen as a huge potential for many foreign and domestic training providers offering online education opportunities in the country. "Yet efforts are still fragmented and many of the more advanced innovations in online education technology remain the remit of private enterprises. In an effort to bring rural India in to the digital age, the Centre has launched the Digital India campaign. Some of this campaign's targets include providing broadband connectivity to a quarter of a million rural villages by 2019 and making Wi-Fi connections available in schools," says the report.¹³

Digital Education: Scope And Challenges

Although, India scored well in improving from mere 12% literacy at the time of independence to 74% as per 2011 census, it still lags behind the world average of 84%. Targeted programs at primary and secondary education like SSA (SarvaShikshaAbhiyan) have definitely proved beneficial to some extent but a lot needs to be done to truly educate India.

In India, where mobile penetration is nearing a billion people with over 200 million connected to the internet, and this expected to reach 550 million by 2018, the potential to digitally educate the masses seems very rich. In the past few years there has been a considerable rise in Digital and Live Virtual Classrooms at different levels of learning. With evolution of technologies such as cloud, data centre and virtualization there is huge potential for technology to be integrated with the Education Industry.

Besides its cost and access advantages, digital education comes as a win-win for all. Students view this as a flexible option allowing them to study as per their time and pace. Teachers too find it convenient to prepare their learning plans well aided by technology. Teaching becomes a smoother experience with a perfect mesh of personalized packages having a blend of animations and elaborate audio-visual effects.

Digital education is fun learning for all cadres and particularly effective for child learning as the innovative audio-video feature boosts the cognitive elements in a child's brain. The INFO-TAINMENT combination involved in digital learning makes it more practical, applicable and relatable to our life and surroundings in an interesting manner.

The Reform Push, expanding eLearning, reduction in costs due to satellite technology (VSAT) are all strong catalysts for a high potential business opportunity in India. This is where EdTech companies like Magic Software can add to the growing repository of Digital learning Objects (DLOs) and technological platforms available to learning.

Some data to help tap the Indian potential...

- India Market Size– Rs 3.3 trillion (2011), Rs 5.9 trillion (2015), as reported by FITCH
- Highest growth rate area is Asia (India being the key) at 17.3% well ahead of Eastern Europe, Africa and Latin America, according to Docebo Report 2014.

- Internet users to double by 2018; rural users to rise by almost 40% of the total, by Internet & Mobile Association of India

Almost 85% of the Indian population does not speak or write English. Creation of a Hindi (other supported local languages) internet to tap the sub urban or rural market potential can prove to be a key element to penetrate deeper. Also, affordable internet access, data enabled devices and appropriate internet plans can play a significant role in tapping the market.¹⁴

Conclusion:

Digital Education in rural area becoming familiar day by day among the rural people but because of poor internet connectivity, lack of basic infrastructure facility, lack of trained teacher, lack of teachers, lack of educational fund, illiteracy, poverty, problem of English language, lack of good educational institute are the major factor which are proving like a stumbling block in the progress of digital education.

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**EMPLOYEES SATISFACTION REGARDING HR POLICIES IN PUBLIC AND PRIVATE
INSTITUTIONS**

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ABSTRACT

This study aims to investigate the satisfaction of the employees working in educational institutions in Gwalior. The purpose was to investigate the relationship of the employee within the educational institute whether public or private. Furthermore, to study about how faculty members and other employees are committed to the organization. The research was done on the survey-basis. The study was borne on the teaching faculty working in public sector and private sector universities. About 125 questionnaires were distributed and 102 survey forms were returned from the 4 universities giving a response rate of 81%. The result of this study indicated that most of the faculty members of the private university were not satisfied with the working environment, pay-off, incentive, delegation and the relation with the co-workers. The research was focused only on the teaching faculty of public and private universities of Gwalior with small sample size. Self-reported measures were used to examine job satisfaction of the faculty members. The research suggests the educational institutions and human resource manager will understand on how to satisfy faculty by paying better, promoting and maintaining equity in the organization.

Keywords: Job Satisfaction, Public University, Private University, Faculty members.

1.INTRODUCTION

Education is one of the most important institutional organizations in any nation; it plays a noteworthy role in the progress of any country (Ardie and Bas, 2002). In general, and academic the higher education institutions have been influenced by some trends which are applied globally such as massification, responsibility, managerial controls and declining financial support that have led to the rapid change in the working environment and the need to manage the tension with the academic profession (Machado Taylor, MeiraSoares, Ferreira &Gouveia, 2011).

The faculty is the focal point in any educational institution. The performance of any institution depends upon the faculty members and the learning they give to their students, their commitment, and satisfaction with their jobs (Tsui and Cheng, 1999). Commitment to any organization or institution is a way in which an individual gets his/her identification within an organization and get perpetuate to his/her work (Little and Little 2006).

Commitment to the organization is a feeling of zeal to one's recruiting organization, readiness to work hard for their superior, and the intention to be with the organization

(Meyer and Allen, 1988). An esteem theory component which tells us about the organization commitment: continuance, affective and normative commitment (Meyer and Allen, 1991).

Employee engagement has received a huge focus in the last decennary in academic circles (Saks, 2006). According to Catlette and Hadden (2001), the involvement of employees or employee engagement refers to the state of mind where, employees have a positive and psychological work-related attitude that leads them to perform and invest themselves intensely, cognitively, and physically

in their work (Lockwood,2007). Employee attitude is important because they are associated with vital human resource processes. For instance, employee job satisfaction influences employee absenteeism and turnover (Rainey,1991), and the degree of employee motivation affects employee work efforts and productivity (Lawler,1994).

Many HR consultants and researchers have accepted the significance of manpower in the smooth execution of any organization. Universities are considered to be the highest source of educating students and giving them the knowledge theoretically and practically which makes students specialist in their particular field a foremost calibre academic staff is the keystone of the successful education system. Therefore, job satisfaction of teaching staff is an indispensable part of positive and healthy education structure. There are many internal and external factors which affect the contribution of the academic staff like the supervision, relationship with the other faculties and the percentage of individual's success and failures(Daft, 2005).

The internal factors consist of the teaching staff whereas the external factors consist of the safe working environment, salary, motivation, and support from superiors and other faculty members. When academic staff receives lack of support and are not well motivated to perform their job well in the classroom and doesn't satisfy students with their learning and are not getting a proper environment. So, they tend to leave the institutions. It is important to study the aspects of job satisfaction because there is a bad impact on a teacher's remembrance and conditions development. Teachers who are not satisfied plans to leave their profession and a negative attitude seem to be developed in their mind (Smith, 2007). Researchers searched on institutionalization focuses on the pressure which arises from the internal and external environment (Scott 1987, Zucker 1987).

An employee who holds a high level of satisfaction has positive feelings towards his job, whereas dissatisfied employee holds negative feeling towards his work. It refers to the general aspects of employee's satisfaction like working environment, stipend, the job itself, supervision, relation with co-workers and the institution as a whole (Locke 1976). Income satisfaction has an influence on the overall job satisfaction, performance in the institution and motivation (Cable and Judge 1994). According to mankind practices, people are much more eager to work in those institutions where they get satisfied mentally. The study found that the places which are free from dirty politics, employees can correlate to job satisfaction (Pathik and pestonjee 1997).

2. LITERATURE REVIEW

Employee's satisfaction on job is considered one of major issues from management and organizations research point of view (Locke & Latham, 2000); on study satisfaction and dissatisfaction are based on fulfilment of desires which are (good salary, position, authority, etc.) whereas incompatibility of what is thought of a what found, consideration of value of work, equality and emotional as well as surrounding behaviour connect with job dissatisfaction (Kreitner&Kinicki, 2006).

According to (Sakoya, 2000) among the multiple interrelated fields of satisfaction which affects employee satisfaction at the job are status, appraisals, evaluation, motivation etc. but on analysis, main reasons which determine satisfaction are remuneration, promotions, work surroundings, task, colleagues, leadership. Satisfaction of job is based on psychological and physiological health which derives from work surroundings (Locke, 1969); Study on this issue has shown three ways for understanding satisfaction. The process of work –reward –satisfaction begins with External, Internal and Extra rewards where external rewards are main motivators like salary, honor, status etc. Internal rewards are based on emotional balance like the behaviour of others on work and extra rewards are other perks which keep process constant (Lortie, 1975).

The theory of satisfaction on the job is a product of two components where motivation leads to higher job satisfaction and degree of cleanliness determines dissatisfaction in a job (Herzberg, 1959); educators satisfaction are the result of how well basic demands are fulfilled as the job requires and personal needs (Linda Evans, 1997). Job satisfaction shows the person's liking for his/her work and job practices (Thoms, Dose & Scott, 2002); employee commitment toward organization means loyalty and closeness to its work specifically defined as psychological obligations like continuance and normative obligations (Boehman, 2006; Canipe, 2006; Turner and Chelladurai, 2005; Greenberg, 2005; Allen and Meyer, 1996; Karrassch, 2003). employee satisfaction for the job is based on their behavior and the views regarding which extent they are motivated with their work (Alam&Mohamad, 2009).

On regional research of satisfaction determinants, (Chen et al, 2006) Scaled factors affecting satisfaction of teachers in universities in China by six factors such as honor, organization goal, management structure, praising, feedback, salary, bonus and job surroundings. (Kusku, 2003) analyzed universities in Turkey for work satisfaction using seven elements overall satisfaction, management satisfaction, co-worker, job, surroundings, pay, another group. Satisfaction study in the universities of Uganda have been evaluating by nine common factors shows progress, knowledge, pay, leadership, appraisal, chance, work area, colleague, status, overall job satisfaction (Sseganga& Garrett, 2005).

Job Demand-Resource (JD-R) model (Maslach& Jackson, 1986) also social exchange theories (Blau, 1964) model suggest that for completing and successfully attaining goals in job there are some mental and physical need of employees, as resources are median for satisfying those physical, mental and organizations demands that encourage to achieve its task efficiently. On the other side, social exchange theory (Blau) says how superiors and organization treat its employees are proportionate to its satisfaction.

Maximum Researchers reached a common knowledge of scaling employees satisfaction on the basis of employee's behavior to work, communication will colleagues, management and institutional assistance and system, appraisal, salary (Devane& Sandy, 2003). While as an increase in workload, stress and low remuneration of employees of private institutional teacher leads to employee turnover in compare to public institutional teachers (Shamsuzzoha&Shumon, 2010).

HRM is a tool for managing individual resources of an organization. (Armstrong, 2001) pointed out that it is for the personnel who are engaged towards achieving organizational goals. (Guest, 2002) said necessary HRM policies and constructive behavior of employees toward job create satisfaction and commitment.

According to (Storey, 1995) HRM is described as management of workforce through policies, culture and guidance methods to attain upper hand and utilization of highly productive employees. Also, HRM has become the core element of the organizational process. Management of human asset is a mixture of practices which involves policies and development, organizational structuring, surroundings, psychological study and efficiency (Gerhart and Wright, 20007)

On an observation based on HR methods, it has been detected that research on HRM including multiple variables doesn't produce precise outcomes whereas modifying HR research for the focused study on few variables is more applicable (Armstrong, 2013). (Tocher and Rutherford, 2009) put forward HRM as varieties of process and components projected toward producing and organizing workforce in the firm. (Sahoo, Dass, and Sundaray, 2011) Analysed how planned HR policies act fruitfully to efficient and collective human effort management in each stage of business.

3. OBJECTIVE OF STUDY

The purpose of the study is to analyse and compare job satisfaction of faculty members working in public and private sector institutions. The research has distinguished:

- The difference in the degree of satisfaction perceived by employees working in the different sector.
- To study gender proportion in a job.
- For reasons of dissatisfaction in both sector and variation.

4. METHODOLOGY

To analyse the effects of common factors remuneration, equality, evaluation, appreciation, job security, relationship with co-workers, and guidance on the employee's satisfaction in public and private educational institutions, the successive research methodology in this paper contains.

4.1 Sample

A questionnaire survey was conducted from January 2018 up to February 2018. The sample for this study comprises full-time academic staff including lecturers, assistant professor, associate professors and professors (No other employees such as peons, guards, drivers, cleaners, clerks etc.). The data were collected from four Universities; two belong to the public sector (AtalBihari Vajpayee Indian Institute of information technology and Management, Gwalior and Jiwaji University, Gwalior.) other two belong to the private sector (ITM University, Gwalior and ITM Universe, Gwalior). In all, 102 filled questionnaires returned (a response rate of 81%), but we have taken the standard of 102 questionnaires and received the response rate of 80 % approx. All respondents are aged between 25 to 55 years.

4.2 Questionnaire

To measure the employee satisfaction level of academicians, a questionnaire comprises of 6 basic job elements and few demographic questions were constructed. The job elements are:

- Motivation
- Remuneration
- Relationship with co-workers.
- Environment
- Job security
- Equality

The research is carried out as the project-based learning and guided by the faculty of our department of the concerned university. The questionnaire was sent to different universities with a brief explanation of the questionnaire. The academicians were also given a written guarantee of confidentiality for information they have input. Respondents were asked to indicate the level of agreement and disagreement which they derived from each of the five aspects of their job. The scale ranged from 1 to 5 representing: 1= "Strongly Agree": 2=" Agree": 3=" Neutral": 4=" disagree": 5=" Strongly Disagree". The sample questionnaire consisted of 17 items. The questionnaire was split into two sections: demographics and employee satisfaction. The demographic questions consist of gender, Age, education, area of academic in higher education in present university. Answers to these

questions provide a nice scenario of respondent’s background. The employee satisfaction questions cover fields such as pay, supervision, promotional opportunities, and opportunities for learning, growth, benefits, and relationship with co-workers. The collected data was analyzed with the help of Statistical Package for Social Sciences (SPSS) version 22.

4.3 research variable

A dependent variable is a pattern that is to be projected or explain (Zikmund, 2003; p.106). In this overall employee satisfaction has been identified as the dependent variable. According to McCook (2002), the overall employee and job satisfaction is a positive state of emotion towards the job.

An independent variable is a pattern that is expected to impact the dependent variable (Zikmund, 2003; p.107). Independent variable used in the research is satisfaction with pay, environment, and relationship with co-workers, supervision and job security. The study of these independent variables is utmost motivation for employee and job satisfaction McCook (2002).

5. RESULTS

Table 1 Shows the categorization of university faculty members who responded to our questionnaire. Table 1 shows the respondent’s distribution by sector, gender, age, education and area of academics. The sector distribution shows 50% public university and 50% private university and the overall total response rate is 100%. the gender proportion shows that 74.5% were male and 25.5% were female. The age distribution shows that 49% carries age between 25- 35years, 44.1% carries age between 35- 45 years and 6.9% carries age between 45-55 years. The education distribution shows that 6.9% respondents were graduates, and 53.9% are post-graduate and 39.2% PhD. holders.

Table 2 shows the maximum, minimum, mean, standard deviation and variance.

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Variance
Sector	102	1.00	2.00	1.5000	.50247	.252
Institution clearly convey its mission to its employee	102	1	5	2.35	.897	.805
The morale in my department high	102	1	5	2.51	.887	.787
I think that work is distributed evenly among employee	102	1	5	2.70	1.070	1.144
I am satisfied with the incentives given by organization.	102	1	5	2.79	.998	.997
I am satisfied with salaries & other perks	102	1	5	2.75	1.041	1.083
I have a good relationship & communication with co-workers.	102	1	4	1.74	.744	.553
I am satisfied with working culture of the institutions	102	1	5	2.25	.906	.821
Top management welcomes the suggestion of the employee.	102	1	5	2.75	1.121	1.256

I feel it's a proper utilization of my skill & abilities in my organization	102	1	5	2.48	1.022	1.044
I feel my job is secured	102	1	5	2.44	1.068	1.140
I enjoy working at my workplace.	101	1	5	2.08	.821	.674
I feel my superiors value my feedback	101	1	5	2.44	1.004	1.008
Valid N (list wise)	101					

Table 3. Shows the correlation between the employee satisfaction, pay, relationship with co-workers, environment, promotional opportunities and job security. The relation between two or more variables can be measured using a statistical tool named correlation. value of the coefficient in correlation scaled from -1.00 to +1.00. A positive relationship is represented by +1.00 and a negative relationship is represented by -1.00. The result of 0 indicates no relationship at all. The overall results are moderately and strongly positively correlating with each other except Q1 shows the negative relationship with Q10 (-.019) and Q11 (-.039). Q3 shows the negative relation with Q10 (-.072).Q6 negatively correlated with Q2 (-.034), Q9(-.026) and Q11(-.063).

Table 4,5,6,7,8,9,10,11,12,13,14 & 15. Projects the result on the questions determined with the feedback of the faculty members towards motivation, remuneration, relationship with co-workers, appraisal, job security, working environment, supervision. A five-point descriptive scale used to determine preferences in table 4-15. The scale ranged from 1 to 5 representing Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree.

Table 4. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q1- 15.7% are strongly agreed, 62.7% are agreed, 7.8% are neutral and disagree and 5.9% are strongly disagreed in public sector. This shows the level of satisfaction in public sector whereas 7.8 % are strongly agreed, 45.1% are agreed, 43.1% are neutral, 2% disagree and 2% are strongly disagreed, this shows the level of satisfaction in the private sector. Hence, employees working in public sector are more motivated than the private sector.

Table 5. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q2- 7.8% are strongly agree, 62.7 % are agreed, 21.6% are neutral, 7.8% disagree and 0% are strongly disagreed in public sector whereas 5.9% are strongly agreed, 45.1 % are agreed, 21.6% are neutral, 25.5% disagree and 2% are strongly disagreed in private sector, this shows working morale of public sector is higher than private sector.

Table 6. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q3- 25.5% are strongly agreed, 35.3 % are agreed, 15.7% are neutral, 17.6% disagree and 5.9% are strongly disagreed in public sector whereas 0% are strongly agreed, 35.3 % are agreed, 33.3% are neutral, 31.4% disagree and 0% are strongly disagreed in private sector. This shows that public sector employees think that work is evenly distributed in comparison with the private sector.

Table 7. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree with university faculty members towards Q4- 11.8% are strongly agreed, 29.4% are agreed, 23.5% are neutral, 35.3% disagree and 0% are strongly disagreed in public sector whereas 7.8% are

strongly agreed, 33.3 % are agreed, 35.3% are neutral, 21.6% disagree and 2% are strongly disagreed in private sector. This shows that public sector is 0.1% more than the private sector.

Table 8. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree with university faculty members towards Q5-7.8 % are strongly agree,41.2 % are agreed, 25.5% are neutral,15.7 % disagree and 9.8 % are strongly disagreed in public sector whereas9.8 % are strongly agreed,33.3% are agreed,35.3 % are neutral, 19.6 % disagree and 2% are strongly disagreed in private sector. This represents employees working in public sector are more satisfied with their salary than the private sector.

Table 9. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q6 -45.1 % are strongly agreed, 49.0% are agreed,5.9 % are neutral, 0 % disagree and 0% are strongly disagreed in public sector whereas 37.3 % are strongly agreed,45.1% are agreed, 11.8% are neutral, 5.9 % disagree and 0 % are strongly disagreed in private sector. This represents that public-sector employees are more related with their co-workers than private sector employees.

Table 10. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q7 -11.8 % are strongly agreed,56.9 % are agreed,17.6 % are neutral, 9.8 % disagree and3.9 % are strongly disagreed in public sector whereas 23.5% are strongly agreed,47.1% are agreed, 23.5 % are neutral, 5.9 % disagree and 0 % are strongly disagreed in private sector. This shows that private sector employees enjoy working culture more than the public sector.

Table 11. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q8- 21.6 % are strongly agreed,27.5 % are agreed,33.3 % are neutral, 9.8 % disagree and 7.8% are strongly disagreed in public sector whereas 3.9 % are strongly agreed, 33.3% are agreed, 35.3% are neutral, 17.6 % disagree and 9.8% are strongly disagreed in private sector. This shows that top management of public sector welcomes suggestion in comparison to the private sector.

Table 12. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q9- 13.7 % are strongly agreed,47.1 % are agreed, 23.5% are neutral,13.7% disagree and 2% are strongly disagreed in public sector whereas 15.7% are strongly agreed,37.3% are agreed, 33.3% are neutral,5.9% disagree and 7.8% are strongly disagreed in private sector. this table shows public sector employee's skills are properly utilized than the private sector.

Table 13. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q10- 13.7% are strongly agreed, 31.4% are agreed, 29.4% are neutral, 19.6% disagree and 5.9% are strongly disagreed in public sector whereas 23.5% are strongly agreed,47.1% are agreed, 23.5% are neutral, 2% disagree and 3.9% are strongly disagreed in private sector. This table shows private sector employees feel their job is secured than the public sector.

Table 14. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q11- 24% are strongly agreed, 54% are agreed, 20% are neutral, 2% disagree and 0% are strongly disagreed in public sector whereas 25.5% are strongly agreed,39.2% are agreed, 31.4% are neutral, 2% disagree and 2% are strongly disagreed in private sector. Public sector faculty members enjoy their work morethan the private sector.

Table 15. Represents the percentage of Strongly Agree, Agree, Neutral, Disagree, and Strongly Disagree of university faculty members towards Q12- 20% are strongly agreed, 42% are agreed, 26% are neutral, 8% disagree and 4% are strongly disagreed in public sector whereas 13.7% are strongly agreed, 37.3% are agreed, 35.3 % are neutral, 9.8% disagree and 3.9% are strongly disagreed in private sector. Public sector employee's feedbacks are more valued by their superior than the private sector.

6. CONCLUSION

The study of this research shows that public university faculty members are more satisfied with most aspects of their jobs than the private university. However, both private and public university faculty members manifest noteworthy differences in the degree of overall satisfaction in jobs that they acquired from the following aspects of their jobs: remuneration, relationship with co-workers, motivation, supervision, appraisal and job security.

The result of this research showed that private university faculty members were only satisfied with the working culture and environment of the university. However, public sector employees were satisfied with all the factors such as remuneration, motivation, supervision and job security.

7. RECOMMENDATIONS

Academics should be provided with proper guidance and counselling by the institution in which they work so that they will be aware of their duties and working conditions in the university. It is the best interests of public and private Universities to retain and promote the best-qualified employees. It was also found out that they were highly satisfied with their supervisor, co-workers, compensation, work itself and opportunities for advancement in their universities some of the faculties are also dissatisfied with training facilities. Both the Universities must also work to develop their faculty member Training and development skills enable. Employees to perform their job effectively and efficiently to prepare for the future job at the end of the research the researchers may sum up with views that universities may give more attention to motivate and maintain these human resources to produce extra effort by ensuring overall excellence of organizations.

8. LIMITATIONS

There is no research work without any limitations. The drawback of this study is: -

First, data was collected from only four institutions public and private institution and the majority of the respondent was the faculty member, Dean, HOD. Second, coverage area was small; it covered one city with four institutions due to less time. Third, size of the sample covered was small. Fourth, the generality of the result of this study is limited. Last, we can use most statistics tools like factor analysis, regression analysis etc. Finally, the data was collected from all the sources which had been studied may result in bias and also because of the time horizon cross-sectional study was done. A longitudinal study may refine the results in future.

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Frequency Table 1.

		Sector			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Public	51	50.0	50.0	50.0
	Private	51	50.0	50.0	100.0
	Total	102	100.0	100.0	

		Gender			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	76	74.5	74.5	74.5
	Female	26	25.5	25.5	100.0
	Total	102	100.0	100.0	

		Age			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	25-35	50	49.0	49.0	49.0
	35-45	45	44.1	44.1	93.1
	45-55	7	6.9	6.9	100.0
	Total	102	100.0	100.0	

		Education			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate	7	6.9	6.9	6.9
	Post Graduate	55	53.9	53.9	60.8
	Ph.D.	40	39.2	39.2	100.0
	Total	102	100.0	100.0	

Correlations table 3.

Correlations													
	Institution clearly convey its mission to its employee	The morale in my department high	I think that work is distributed evenly among employee	I am satisfied with the incentives given by organization.	I am satisfied with salaries & other perks	I have a good relationship & communication with co-workers.	I am satisfied with working culture of the institutions	Top management welcomes the suggestion of the employee.	I feel it's a proper utilization of my skill & abilities in my organization	I feel my job is secured	I enjoy working at my workplace.	I feel my superiors value my feedback	
Institution clearly convey its mission to its employee	Pearson Correlation	1	.294**	.381**	.281**	.055	.112	.161	.225*	.191	-.019	-.039	.059
	Sig. (2-tailed)		.003	.000	.004	.584	.264	.107	.023	.054	.846	.702	.559
	N	102	102	102	102	102	102	102	102	102	102	101	101

The morale in my department high	Pearson Correlation	.294**	1	.488**	.276**	.131	-.034	.015	.187	.240*	.095	.218*	.244*
	Sig. (2-tailed)	.003		.000	.005	.188	.738	.877	.060	.015	.344	.028	.014
	N	102	102	102	102	102	102	102	102	102	102	101	101
I think that work is distributed evenly among employee	Pearson Correlation	.381**	.488**	1	.404**	.116	.109	.323**	.292**	.307**	-.072	.050	.261**
	Sig. (2-tailed)	.000	.000		.000	.244	.273	.001	.003	.002	.471	.622	.008
	N	102	102	102	102	102	102	102	102	102	102	101	101
I am satisfied with the incentives given by organization.	Pearson Correlation	.281**	.276**	.404**	1	.578*	.086	.363**	.308**	.321**	.123	.129	.346**
	Sig. (2-tailed)	.004	.005	.000		.000	.391	.000	.002	.001	.217	.199	.000
	N	102	102	102	102	102	102	102	102	102	102	101	101
I am satisfied with salaries & other perks	Pearson Correlation	.055	.131	.116	.578**	1	.142	.267**	.268**	.209*	.120	.129	.203*
	Sig. (2-tailed)	.584	.188	.244	.000		.154	.007	.006	.035	.229	.199	.042
	N	102	102	102	102	102	102	102	102	102	102	101	101
I have a good relationship & communication with co-workers.	Pearson Correlation	.112	-.034	.109	.086	.142	1	.185	.123	-.026	.061	-.063	.050
	Sig. (2-tailed)	.264	.738	.273	.391	.154		.062	.217	.792	.541	.531	.618
	N	102	102	102	102	102	102	102	102	102	102	101	101
I am satisfied with working culture of the institutions	Pearson Correlation	.161	.015	.323**	.363**	.267*	.185	1	.148	.182	.163	.026	.173
	Sig. (2-tailed)	.107	.877	.001	.000	.007	.062		.139	.068	.101	.795	.083
	N	102	102	102	102	102	102	102	102	102	102	101	101
Top management welcomes the suggestion of the employee.	Pearson Correlation	.225*	.187	.292**	.308**	.268*	.123	.148	1	.527**	.315*	.248*	.305**
	Sig. (2-tailed)	.023	.060	.003	.002	.006	.217	.139		.000	.001	.012	.002
	N	102	102	102	102	102	102	102	102	102	102	101	101
I feel it's a proper utilization of my skill & abilities in my organization	Pearson Correlation	.191	.240*	.307**	.321**	.209*	-.026	.182	.527**	1	.294*	.300**	.267**
	Sig. (2-tailed)	.054	.015	.002	.001	.035	.792	.068	.000		.003	.002	.007
	N	102	102	102	102	102	102	102	102	102	102	101	101

I feel my job is secured	Pearson Correlation	-	.095	-.072	.123	.120	.061	.163	.315**	.294**	1	.359**	.131
	Sig. (2-tailed)	.846	.344	.471	.217	.229	.541	.101	.001	.003		.000	.192
	N	102	102	102	102	102	102	102	102	102	102	101	101
I enjoy working at my workplace.	Pearson Correlation	-	.218*	.050	.129	.129	-.063	.026	.248*	.300**	.359*	1	.213*
	Sig. (2-tailed)	.702	.028	.622	.199	.199	.531	.795	.012	.002	.000		.033
	N	101	101	101	101	101	101	101	101	101	101	101	101
I feel my superiors value my feedback	Pearson Correlation	.059	.244*	.261**	.346**	.203*	.050	.173	.305**	.267**	.131	.213*	1
	Sig. (2-tailed)	.559	.014	.008	.000	.042	.618	.083	.002	.007	.192	.033	
	N	101	101	101	101	101	101	101	101	101	101	101	101

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

Table 4.

Sector * Institution clearly convey its mission to its employee Cross tabulation								
Q1			Institution clearly convey its mission to its employee					Total
			strongly agree	agree	neutral	Disagree	Strongly disagree	
Sector	Public	Count	8	32	4	4	3	51
		% within Sector	15.7%	62.7%	7.8%	7.8%	5.9%	100.0%
		% within Institution clearly convey its mission to its employee	66.7%	58.2%	15.4%	80.0%	75.0%	50.0%
	Private	Count	4	23	22	1	1	51
		% within Sector	7.8%	45.1%	43.1%	2.0%	2.0%	100.0%
		% within Institution clearly convey its mission to its employee	33.3%	41.8%	84.6%	20.0%	25.0%	50.0%
Total	Count	12	55	26	5	4	102	
	% within Sector	11.8%	53.9%	25.5%	4.9%	3.9%	100.0%	
	% within Institution clearly convey its mission to its employee	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 5.

Sector * The morale in my department high Cross tabulation								
Q2			The morale in my department high					Total
			strongly agree	agree	neutral	disagree	strongly disagree	
Sector	Public	Count	4	32	11	4	0	51
		% within Sector	7.8%	62.7%	21.6%	7.8%	0.0%	100.0%
		% within The morale in my department high	57.1%	58.2%	50.0%	23.5%	0.0%	50.0%
	Private	Count	3	23	11	13	1	51
		% within Sector	5.9%	45.1%	21.6%	25.5%	2.0%	100.0%
		% within The morale in my department high	42.9%	41.8%	50.0%	76.5%	100.0%	50.0%
Total	Count	7	55	22	17	1	102	
	% within Sector	6.9%	53.9%	21.6%	16.7%	1.0%	100.0%	
	% within The morale in my department high	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 6.Sector * I think that work is distributed evenly among employee Cross tabulation

Q3		I think that work is distributed evenly among employee					Total	
		strongly agree	agree	neutral	disagree	strongly disagree		
Sector	Public	Count	13	18	8	9	3	51
		% within Sector	25.5%	35.3%	15.7%	17.6%	5.9%	100.0%
		% within I think that work is distributed evenly among employee	100.0%	50.0%	32.0%	36.0%	100.0%	50.0%
	Private	Count	0	18	17	16	0	51
		% within Sector	0.0%	35.3%	33.3%	31.4%	0.0%	100.0%
		% within I think that work is distributed evenly among employee	0.0%	50.0%	68.0%	64.0%	0.0%	50.0%
Total		Count	13	36	25	25	3	102
		% within Sector	12.7%	35.3%	24.5%	24.5%	2.9%	100.0%
		% within I think that work is distributed evenly among employee	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 7.Sector * I am satisfied with the incentives given by organization. Cross tabulation

Q4		I am satisfied with the incentives given by organization.					Total	
		strongly agree	agree	neutral	disagree	strongly disagree		
Sector	Public	Count	6	15	12	18	0	51
		% within Sector	11.8%	29.4%	23.5%	35.3%	0.0%	100.0%
		% within I am satisfied with the incentives given by organization.	60.0%	46.9%	40.0%	62.1%	0.0%	50.0%
	Private	Count	4	17	18	11	1	51
		% within Sector	7.8%	33.3%	35.3%	21.6%	2.0%	100.0%
		% within I am satisfied with the incentives given by organization.	40.0%	53.1%	60.0%	37.9%	100.0%	50.0%
Total		Count	10	32	30	29	1	102
		% within Sector	9.8%	31.4%	29.4%	28.4%	1.0%	100.0%
		% within I am satisfied with the incentives given by organization.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 8.

Sector * I am satisfied with salaries & other perks Cross tabulation

Q5		I am satisfied with salaries & other perks					Total	
		strongly agree	agree	neutral	disagree	strongly disagree		
Sector	Public	Count	4	21	13	8	5	51
		% within Sector	7.8%	41.2%	25.5%	15.7%	9.8%	100.0%
		% within I am satisfied with salaries & other perks	44.4%	55.3%	41.9%	44.4%	83.3%	50.0%
	Private	Count	5	17	18	10	1	51
		% within Sector	9.8%	33.3%	35.3%	19.6%	2.0%	100.0%
		% within I am satisfied with salaries & other perks	55.6%	44.7%	58.1%	55.6%	16.7%	50.0%
Total		Count	9	38	31	18	6	102
		% within Sector	8.8%	37.3%	30.4%	17.6%	5.9%	100.0%
		% within I am satisfied with salaries & other perks	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 9.Sector * I have a good relationship & communication with co- workers. Cross tabulation

Q6		I have a good relationship & communication with co- workers.				Total	
		strongly agree	agree	neutral	disagree		
Sector	Public	Count	23	25	3	0	51
		% within Sector	45.1%	49.0%	5.9%	0.0%	100.0%
		% within I have a good relationship & communication with co-workers.	54.8%	52.1%	33.3%	0.0%	50.0%
	Private	Count	19	23	6	3	51
		% within Sector	37.3%	45.1%	11.8%	5.9%	100.0%
		% within I have a good relationship & communication with co-workers.	45.2%	47.9%	66.7%	100.0%	50.0%
Total		Count	42	48	9	3	102
		% within Sector	41.2%	47.1%	8.8%	2.9%	100.0%
		% within I have a good relationship & communication with co-workers.	100.0%	100.0%	100.0%	100.0%	100.0%

Table 10.Sector * I am satisfied with working culture of the institutions Cross tabulation

Q7		I am satisfied with working culture of the institutions					Total	
		strongly agree	agree	neutral	disagree	strongly disagree		
Sector	Public	Count	6	29	9	5	2	51
		% within Sector	11.8%	56.9%	17.6%	9.8%	3.9%	100.0%
		% within I am satisfied with working culture of the institutions	33.3%	54.7%	42.9%	62.5%	100.0%	50.0%
	Private	Count	12	24	12	3	0	51
		% within Sector	23.5%	47.1%	23.5%	5.9%	0.0%	100.0%
		% within I am satisfied with working culture of the institutions	66.7%	45.3%	57.1%	37.5%	0.0%	50.0%
Total		Count	18	53	21	8	2	102
		% within Sector	17.6%	52.0%	20.6%	7.8%	2.0%	100.0%
		% within I am satisfied with working culture of the institutions	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Table 11.Sector * Top management welcomes the suggestion of the employee. Cross tabulation

Q8		Top management welcomes the suggestion of the employee.					Total	
		strongly agree	agree	neutral	disagree	strongly disagree		
Sector	Public	Count	11	14	17	5	4	51
		% within Sector	21.6%	27.5%	33.3%	9.8%	7.8%	100.0%
		% within Top management welcomes the suggestion of the employee.	84.6%	45.2%	48.6%	35.7%	44.4%	50.0%
	Private	Count	2	17	18	9	5	51
		% within Sector	3.9%	33.3%	35.3%	17.6%	9.8%	100.0%
		% within Top management welcomes the suggestion of the employee.	15.4%	54.8%	51.4%	64.3%	55.6%	50.0%
Total		Count	13	31	35	14	9	102
		% within Sector	12.7%	30.4%	34.3%	13.7%	8.8%	100.0%

% within Top management welcomes the suggestion of the employee.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
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Table 12.Sector * I feel it's a proper utilization of my skill & abilities in my organization Cross tabulation

Q9		I feel it's a proper utilization of my skill & abilities in my organization					Total		
		strongly agree	agree	neutral	disagree	strongly disagree			
Sector	Public	Count	7	24	12	7	1	51	
		% within Sector	13.7%	47.1%	23.5%	13.7%	2.0%	100.0%	
		% within I feel it's a proper utilization of my skill & abilities in my organization	46.7%	55.8%	41.4%	70.0%	20.0%	50.0%	
	Private	Count	8	19	17	3	4	51	
			% within Sector	15.7%	37.3%	33.3%	5.9%	7.8%	100.0%
			% within I feel it's a proper utilization of my skill & abilities in my organization	53.3%	44.2%	58.6%	30.0%	80.0%	50.0%
Total	Count	15	43	29	10	5	102		
		% within Sector	14.7%	42.2%	28.4%	9.8%	4.9%	100.0%	
		% within I feel it's a proper utilization of my skill & abilities in my organization	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 13.Sector * I feel my job is secured Cross tabulation

Q10		I feel my job is secured					Total		
		strongly agree	agree	neutral	disagree	strongly disagree			
Sector	Public	Count	7	16	15	10	3	51	
		% within Sector	13.7%	31.4%	29.4%	19.6%	5.9%	100.0%	
		% within I feel my job is secured	36.8%	40.0%	55.6%	90.9%	60.0%	50.0%	
	Private	Count	12	24	12	1	2	51	
			% within Sector	23.5%	47.1%	23.5%	2.0%	3.9%	100.0%
			% within I feel my job is secured	63.2%	60.0%	44.4%	9.1%	40.0%	50.0%
Total	Count	19	40	27	11	5	102		
		% within Sector	18.6%	39.2%	26.5%	10.8%	4.9%	100.0%	
		% within I feel my job is secured	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 14.Sector * I enjoy working at my workplace. Cross tabulation

Q11		I enjoy working at my workplace.					Total		
		strongly agree	agree	neutral	disagree	strongly disagree			
Sector	Public	Count	12	27	10	1	0	50	
		% within Sector	24.0%	54.0%	20.0%	2.0%	0.0%	100.0%	
		% within I enjoy working at my workplace.	48.0%	57.4%	38.5%	50.0%	0.0%	49.5%	
	Private	Count	13	20	16	1	1	51	
			% within Sector	25.5%	39.2%	31.4%	2.0%	2.0%	100.0%
			% within I enjoy working at my workplace.	52.0%	42.6%	61.5%	50.0%	100.0%	50.5%
Total	Count	25	47	26	2	1	101		
		% within Sector	24.8%	46.5%	25.7%	2.0%	1.0%	100.0%	
		% within I enjoy working at my workplace.	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	

Table 15.Sector * I feel my superiors value my feedback Cross tabulation

Q12		I feel my superiors value my feedback					Total
		strongly agree	agree	neutral	disagree	strongly disagree	
Sector	Count	10	21	13	4	2	50
	% within Sector	20.0%	42.0%	26.0%	8.0%	4.0%	100.0%
	Public % within I feel my superiors value my feedback	58.8%	52.5%	41.9%	44.4%	50.0%	49.5%
	Count	7	19	18	5	2	51
	% within Sector	13.7%	37.3%	35.3%	9.8%	3.9%	100.0%
	Private % within I feel my superiors value my feedback	41.2%	47.5%	58.1%	55.6%	50.0%	50.5%
Total	Count	17	40	31	9	4	101
	% within Sector	16.8%	39.6%	30.7%	8.9%	4.0%	100.0%
	% within I feel my superiors value my feedback	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

A CRITICAL ANALYSIS OF E-COMMERCE COMPANIES IN INDIA IN THE CONTEXT OF THEIR POPULARITY

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Abstract

For E-commerce, the most important thing is trust.

-Jack Ma

Trust is the key element in today's world. It is needed in our life if one wants to run a business. The E-commerce sector in India is lagging this very key element and that is the reason why companies like Paytm, Flipkart and Myntra are failing in India. This paper is trying to explain the key factors as to why E-commerce companies like Paytm, Flipkart and Myntra etc. are failing in India and why companies like Amazon in United States and Alibaba in china are not. Further to explain that how Alibaba captured 80% of China's e-commerce and how the domestic China's market is being dominated by Alibaba through Taobao (C2C) and Tmall (B2C) along with the discussion about the China's Single Day promotion. The customers in the United States trust Amazon very much as they experience the Amazon Key Service, which lets a delivery person open their front door and drop off a package inside their home. Why is a stranger in an Amazon Polo Shirt more trustworthy than from another brand? Who is winning the E-commerce war and Why? The paper aims to explain why India is lagging behind and why people don't want to buy products online in India and how this problem can be solved by using the techniques that Amazon and Alibaba used to gain the trust of their customers. The researcher throws the light on how the techniques and new innovations of these companies can be used in India and how the thinking of the customers can be changed and made their life more relaxing.

Keywords:E-commerce, Flipkart, Amazon, Alibaba, Myntra, Amazon Key Service, Taobao and Tmall.

Introduction

E-commerce or also called Electronic Commerce allows consumers to exchange goods and services electronically with no barriers of distance or time. Over the past five years E-commerce has expanded rapidly and is being predicted to continue at this rate. In the near future the boundaries between "electronic" and "conventional" commerce will become increasingly vague as more and more businesses move sections of their operations on the Internet.

B2B or Business to Business refers to electronic commerce between businesses rather than between a consumer and a business. B2B (business to business) businesses often deal with hundreds or even

thousands of other businesses, either as suppliers or customers. Carrying out these transactions electronically provides vast competitive advantages over traditional methods. When implemented properly, E-commerce is often cheaper, faster and more convenient than the usual methods of exchanging goods and services.

In E-commerce Electronic transactions have been around for quite some time in the form of EDI or Electronic Data Interchange. EDI requires each customer and supplier to set up a dedicated data link (between each other), where eCommerce provides a cost-effective method for companies to set up multiple and ad-hoc links. Electronic commerce has also led to the development of electronic marketplaces where prospective customers and suppliers are brought together to conduct mutually beneficial trade. Now the main question still arises that why E-commerce companies like Flipkart, Myntra and Paytm are not gaining trust in India and why companies like Amazon in US and Alibaba in China has gained so much trust in these past years.

Review of Literature

Why India is lagging behind and why people don't want to buy products online in India and how this problem can be solved by using the techniques that Amazon and Alibaba used to gain the trust of their customers. What has actually gone wrong with flipkart and other e-commerce companies? Peeyush Ranjan, head of engineering at Flipkart agrees not many people install the app. Websites push users to install the app. But only 4 percent of the people truly install the app", he says. People are even installing their app. This paper clarifies that how did Amazon and Alibaba attracted so many customers and the analyst also tosses the light on how the methods and new developments of these organizations can be utilized as a part of India and how the reasoning of the customer can be changed and made their life all the more unwinding. The retail e-commerce sales of different countries in yearly basis (ref. Figure 1, 3 & 4).

Source: Nair, R. P. (2017, March 03). End of the road for Flipkart and Snapdeal? Retrieved March 16, 2018.

Objective of the study

The main objective of this paper is to use all the new techniques that different e-commerce companies in different countries are using and is to explain that what actually e-commerce companies is doing in India are doing and what actually they should do. This paper is endeavoring to clarify the key factors in the matter of why E-commerce organizations like Flipkart and Myntra and so forth are flopping in India and why organizations like Amazon in United States and Alibaba in china are definitely not. Further to clarify that how Alibaba caught 80% of China's online business and how the local China's market is being ruled by Alibaba through Taobao (C2C) and Tmall (B2C) alongside the dialog about the China's Single Day advancement. The clients in the United States trust Amazon especially as they encounter the Amazon Key Service, which gives a conveyance individual a chance to open their front entryway and drop off a bundle inside their home. Why is an outsider in an Amazon Polo Shirt more reliable than from another brand? Who is winning the E-trade war and Why? The paper means to clarify why India is lingering behind and why individuals would prefer not to purchase items online in India and how this issue can be explained by utilizing the systems that Amazon and Alibaba used to pick up the trust of their clients. The scientist tosses the light on how the systems and new advancements of these organizations can be utilized as a part of India and how the reasoning of the clients can be changed and made their life additionally unwinding.

Research Methodology

In this paper all the data is secondary data. Why did we use secondary data? We have used secondary data because this paper is a comparative study of different e-commerce companies on their context of popularity so there was no requirement of primary data.

E-commerce in US (United States)

The E-commerce or Electronic Commerce market in the US is evolving in over the past decades. The retail e-commerce sales in the US (United States) are projected to grow at a fast pace in the future, going from 322.17 billion U.S. dollars in 2016 to over 485 billion US dollars in 2021. The increasing trend in the e-commerce market in the United States is the rise of mobile shopping. In 2016, around 136 million users have made at least one purchase via mobile app or web browser on their mobile devices. The number of mobile buyers in the country is projected to reach 168.7 million by 2020. This large base of mobile buyers has an impact on mobile commerce revenue. Mobile retail revenue in the United States is expected to rise from nearly 115.9 billion U.S. dollars in 2016 to about 335.8 billion U.S. dollars in 2020. M-commerce is also becoming predominant in the e-commerce industry, as mobile sales accounted for an estimate of 29 percent of the total U.S. digital retail spending in 2016. This share is forecast to jump to 48.5 percent by 2020. Within the mobile market, customers have started to turn towards proximity mobile payment and mobile payment apps or digital wallets, such as Android Pay and Apple Pay, for payments, non-traditional payment options that are forecast to gain momentum in the next few years.

This statistic gives information on retail e-commerce sales in the US (United States) from 2016 until 2022. In 2016, online sales of physical goods amounted to 360.3 billion US dollars and are projected to surpass 603.4 billion US dollars in 2021. Apparel and accessories retail e-commerce in the U.S. is projected to generate over 121 billion U.S. dollars in revenue by 2021. The United States ranked behind several countries in terms of e-commerce sales as percentage of total retail sales - in 2016, almost a fifth of China's retail sales occurred via the internet, compared to only 8.1 percent in the United States.

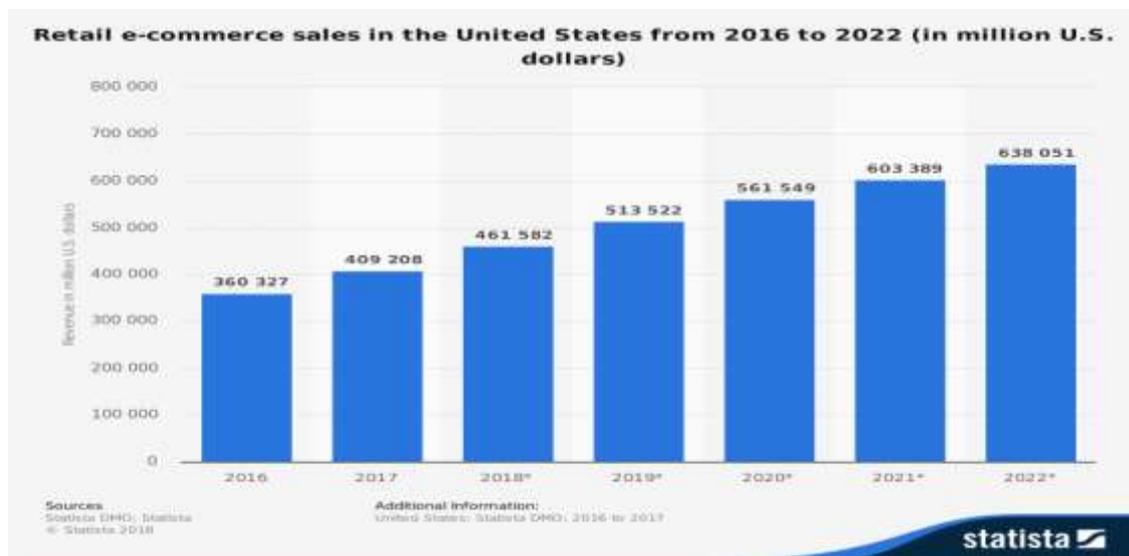


Figure 1: Source link: [Statista Digital Market Outlook](#)

The most popular e-commerce company in the United States is **Amazon**. It has also ranked ahead of the pack in terms of U.S. e-retail sales - in 2016, the company generated over 46.66 billion U.S. dollars via e-commerce sales of physical goods in the United States. Amazon has the most popular mobile shopping apps in the country in the terms of monthly users and reach. Other successful online retailers include eBay – which was ranked as the most popular online marketplace by online sellers in the U.S. – Wal-Mart, Apple Sites and Target.

In 2017 as a whole, U.S. online retail grew faster than it has since 2011. E-commerce represented 13% of total retail sales in 2017 and 49% of the growth. For much of these gains Amazon is responsible.

What Makes Amazon Famous?

For online retailers, Amazon is becoming even gloomier. Amazon's retail business had a remarkable 2017 and there's still plenty of room for the company to grow in certain categories this year.

"Every major trend we see across 2017 can be explained by the fact that more of Amazon's core demographic (millennials) are growing up: they're increasingly owning homes and raising children. In the coming years Amazon will own a bigger piece of e-commerce sales owning about 44 percent out of every e-commerce dollar spent in the U.S., up from 38 percent the previous year, according to new estimates on public companies from research firm e-Marketer.

The e-commerce sales on Amazon are expected to grow by 32 percent to \$196.8 billion dollars in 2017 in the U.S., or 43.5 percent of total e-commerce sales. In 2016, Amazon held 38 percent market share, in sales and it remains the biggest e-commerce company. It is followed distantly by eBay, Apple and Walmart.

Top 10 public companies ranked by U.S. e-commerce sales

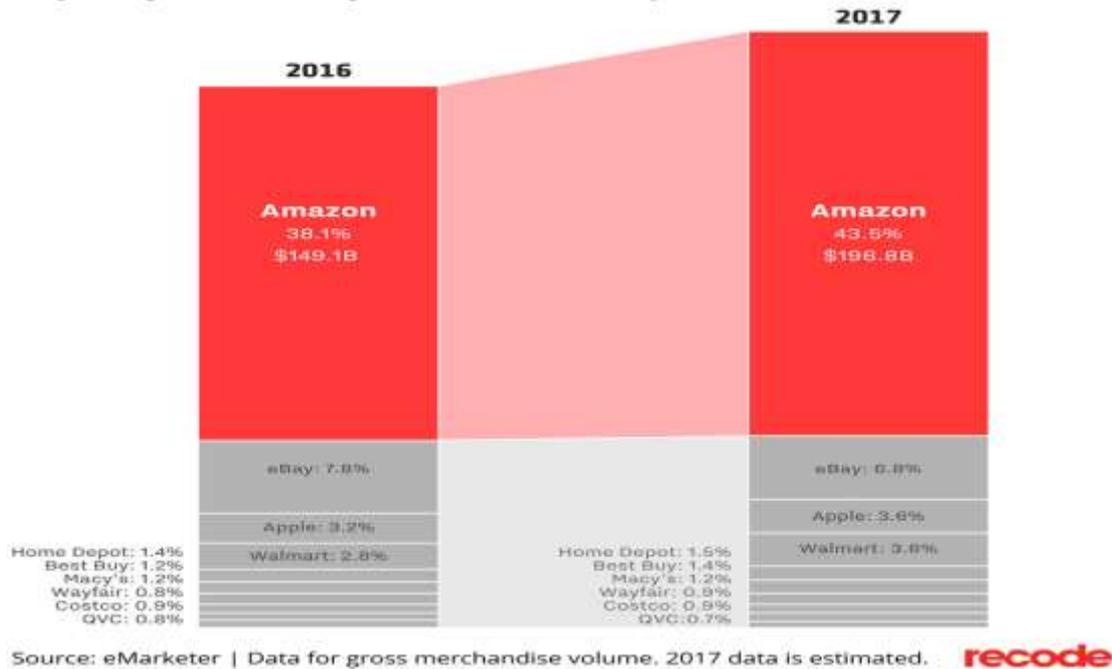


Figure 2

E-commerce sales are a small but rapidly growing share of U.S. retail, and Amazon is by far the leader. Amazon now represents close to four percent of all retail sales online and offline in the U.S., according to eMarketer. E-commerce sales will increase 15.8 percent to \$452.8 billion by the end of 2017, according to the research firm's estimates.

Now what Amazon is doing is that they are gaining trust from their customer they have introduced so many of the new things that is attracting new and new customers towards them every day. In general, if we see what the customer wants is change and Amazon is giving them changes. They are not using those old techniques that every e-commerce companies are doing. In recent Amazon has introduced so many of their new techniques which can make the customer's life more relaxing like- Amazon Key Service, The Baby Registry Welcome Box, Amazon Go and many more.

1. **Amazon Key Service-** This service allows Amazon couriers to open your front door and put your package safely inside your home. The service is called the Amazon Key and this relies on Amazon new compatible lock and cloud cam. The camera is the hub, connected to the internet via your home Wi-Fi. The camera talks to the lock over Zigbee, a wireless protocol utilized by many smart home devices. Now when the courier arrives for home delivery with the package first they scan the barcode by sending the request to the Amazon cloud. If everything checks out, the cloud grants permission by sending a message back to the camera, which starts recording. The courier then gets a prompt on their app, swipes the screen, and *there*, your door unlocks. Then they drop off the package, relock the door with another swipe, and are on their way. After the process, the customer will get a notification that their delivery has arrived, along with a short video showing the drop-off to confirm everything was done properly.

Amazon knows that it's asking a lot of consumers with its new Key service. You really have to trust a company to let it record what's going on inside your home at all times, and even more to unlock your door for strangers. So, it tries to make sure the process is minimally invasive and totally transparent. Now how can customer have trust in it, Customers will get a notification the morning of a delivery, with a window of time when they should expect Amazon to arrive. They will get another notification when the delivery van shows up. That means that you can start watching a live stream of the delivery on your camera if you want to keep an eye on things. Even if you choose in-home delivery, couriers are instructed to knock or ring the bell on the door first. This is to let people inside know someone is entering, and also gives the delivery person a chance to check for possible hazards like angry dogs. The couriers are instructed to open the door as little as possible, slide the packages in, and not enter the home if possible.

2. **The Baby Registry Welcome Box-** In this they offer a free baby registry welcome box (worth up to \$35) for Prime members. Amazon will ship a box to your doorstep with baby products and samples, worth up to \$35. After creating your baby registry, there are a few more steps to follow to claim your baby welcome kit from Amazon.
 - Create your Amazon Baby Registry
 - Sign up for Amazon Prime's free 30-day trial
 - Add products to your Baby Registry
 - Purchase \$10 worth of eligible products from your registry (or receive a gift worth \$10)

- Claim your Welcome Box!

Amazon's Welcome Box has a swaddle blanket, wipes, plastic Avnet baby bottle, baby lotion, a baby toy, and more.

3. **Amazon Go-** In past years, we were just wondering, what would be shopping look like if you could walk into a store, grab what you want, and just go? What if you could lace the most advanced machine learning, computer vision and AI into the very fabric of a store, so you never have to wait in line? No lines, no registers, no checkouts, ... All this comes under Amazon Go app to enter, then put away your phone and start shopping. Take whatever you like. Anything you pick up is automatically added to your virtual cart. For example, if you change your mind about that packet of chips, just put it back. Their technology will update your virtual cart automatically.

So how does it work? They used computer vision, deep learning algorithms and sensor fusion, much like you'd find in self-driving cars. They call it "Just Walk Out" technology. Once you've got everything you want, you can just go. The "Just Walk Out" technology adds up your virtual cart and charges your Amazon account. Your receipt is sent straight to the app installed.

Now by seeing all this we can see that how Amazon is gaining trust plus giving their customer more relaxing feature and increasing technology.

E-Commerce in China

As the digital economy takes shape, more and more businesses and people all around the world are going online. The number of internet users in China reached 537 million in June 2012. This has driven the volatile growth of the Chinese e-commerce market, which is expected to triple and surpass the U.S. online marketplace by 2015. It is now predicted that the estimated 193 million online shoppers in China will increase to more than 350 million by 2015, generating a transaction scale of 2.6 trillion Yuan. In comparison to the B2C (business-to-consumer) and C2C (consumer-to-consumer) sector, the B2B (business-to-business) e-commerce sector currently generates the greatest amount of revenue.

Ecommerce sales in China are expected to pass \$1.132 trillion in 2017, accounting for nearly half of the worldwide retail eCommerce sales, according to eMarketer. China's eCommerce sales will account for 23.1percent of all the retail sales in China in 2017; however, this figure is expected to increase by 2021 to 40.8 percent. The popularity of shopping on a mobile phone is expected to continue with eMarketer predicting more than 75% of eCommerce sales – over \$1tn - will be transacted via a mobile device. China is the world's largest ecommerce market with a major lead on other markets including the UK (\$110.07bn), US (\$450.81bn), and Japan (\$95.33bn). Worldwide retail ecommerce sales are expected to reach \$2.290 trillion in 2017, according to eMarketer's latest worldwide retail forecast.

eMarketer senior forecasting analyst Oscar Orozco said China's ecommerce market is set for continued growth thanks to the proliferation of mobile buying and the dominance of marketplaces such as Alibaba, JD.com and Tmall. "Growth in online purchasing is being spurred along by a growing comfort with mobile shopping, greater spending by consumers in smaller cities, and the expansion in the variety of goods being purchased," said Orozco.

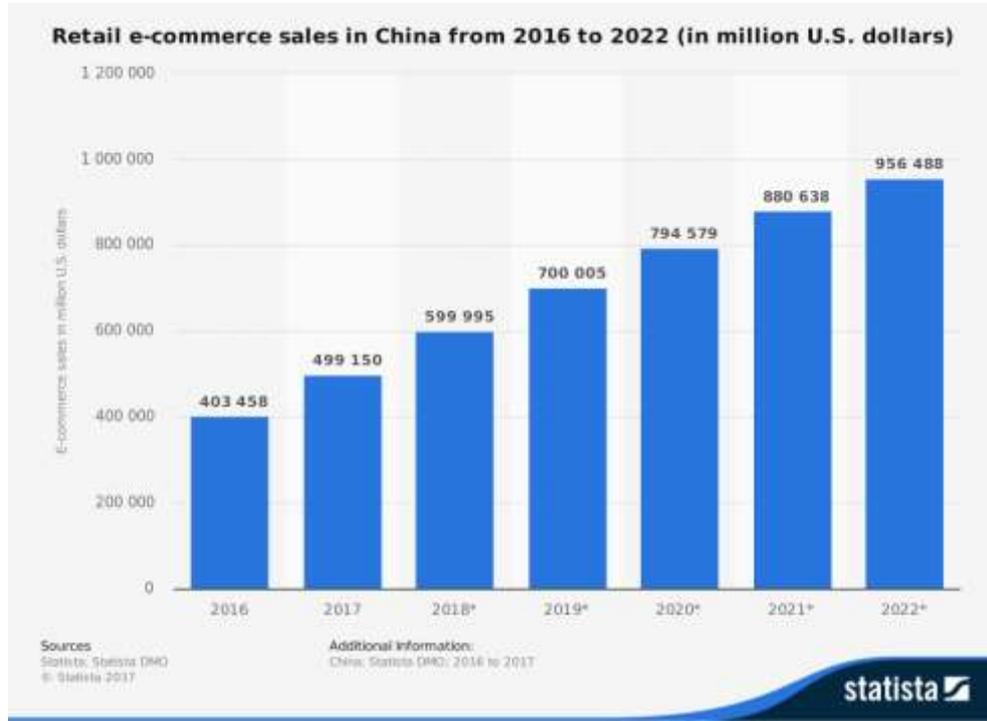


Figure 3: Source link: [Digital Market Outlook](#)

This timeline shows the B2C (business to consumer) e-commerce sales figures in China from 2016 to 2022. In 2022, B2C e-commerce sales are set to exceed 956 billion U.S. dollars in revenues, up from 403 billion U.S. dollars in 2016.

What Makes Alibaba Famous

Alibaba has made considerable progress since its start in 1999. As of April 2016, It is the world's biggest retailer outperforming Walmart, with tasks in more than 200 nations.

How does Alibaba works?

The plan of action of Alibaba is unique in relation to different players like eBay and Amazon. It concentrated more on the exchange between organizations. Not at all like the typical business-to-customer approach, Alibaba centers around being a stage for providers to pitch items in mass at discount costs too little or medium-sized organizations around the world, who at that point exchange them for a benefit in their residential markets.

In spite of the fact that Alibaba centers around business to business exchange it additionally underpins other exchange through internet business online interfaces. Taobao is for shoppers to exchange, whereas Tmall is for the forthcoming white collar class of China to buy marked items. There are numerous different backups through which Alibaba profits.

Alibaba's Business demonstrates is comprised of three noteworthy web-based interfaces: Alibaba.com, Taobao, and Tmall. Every one of them serves to interface different kinds of purchasers and dealers. Be that as it may, there are 6 more auxiliaries of Alibaba which incorporate Aliexpress, 1688, Alimama, Alibaba Cloud, Ant Financial, and Cainiao Network. Every one of these auxiliaries is so all around coordinated that they make the Alibaba group a big ecosystem.

Basically Alibaba offers two types of supplier membership:

Free Supplier Membership:

Providers on Alibaba don't have to pay anything to list their products on the online commercial center. They are allowed to show up to 50 Products on the web and to get business request. Alibaba just profits from them as commissions if the cash is paid through Ali Pay and the vender is from territory China, Hongkong and Taiwan.

Premium Gold Supplier Membership:

There are constraints of being a free provider individual from Alibaba as these providers are not checked (lessens purchaser's trust) and are just ready to show up to 50 items on the site. The providers from China can't show themselves as free providers and need to purchase the excellent gold provider participation intend to begin a business on Alibaba.com. Alibaba Gold Supplier Membership is a top notch enrollment where providers pay certain expenses (couple of thousand dollars) to end up a confirmed Gold Supplier. All Gold Supplier individuals are required to satisfy vital necessities for this most abnormal amount of participation. They are additionally required to experience, thorough confirmation and check methodology by outsider credit announcing offices. Gold individuals are additionally charged commissions as a level of the exchange estimation of merchandise sold.

Taobao- Taobao signifies "look for treasure" in Chinese. It was propelled on 10th May 2003 under the Alibaba gathering. This piece of Alibaba's plan of action encourages (little) business to shopper and the purchaser to the buyer exchange by enabling independent companies and individual business visionaries to list their items on their site available to be purchased. Taobao, the greatest site of Alibaba, is so enormous and mainstream that it constrained the market pioneer of the online commercial centers – eBay to close its business in China in 2006. The site, today, is China's biggest shopping site. It has positioned the ninth most well-known site on the planet by Alexa.com. Taobao records a huge number of items and administrations from a great many merchants (400 million dynamic clients).

- How does Taobao profit?

There is no exchange charge to direct exchange on Taobao and the traders can join the site for nothing. The site capacities simply like Google, which records the aftereffect of the particular catchphrases and where traders pay to emerge of the various players through publicizing and other promoting procedures. This was one reason of Taobao's high client base in China.

The site has a unique rating framework that reflects what number of exchanges every merchant has effectively finished. Purchasers can ask the shippers coordinate inquiries through Alibaba Group's moment delegate programming.

Tmall-

Taobao, in April 2008, presented another B2C stage called Taobao Mall to supplement its C2C commercial center. The thought got a radical new personality when Tmall.com was propelled in November 2010 and turned into an autonomous business in June 2011. Tmall (Taobao Mall) offers the Chinese shoppers an extensive variety of marked items, for the most part for the forthcoming

white collar class of the nation. Taobao was more centered around little merchants and individual business people, though Tmall assumes on the liability of bigger organizations (Nike, Apple, and so on).

Tmall has more than 3700 item classes pitching to more than 500 million dynamic clients. The organization's working model is like other surely understood web based business sites, for example, Amazon and eBay. Tmall gifts its merchants' access to systematic instruments that demonstrate the quantity of guests, site visits, and client appraisals. This ends up being useful to the organizations to control their business choices.

How does Tmall make money?

Tmall, much the same as other web based business players, profits through Commissions as a level of the cost of goods sold (it shifts for various classes) Administration charges (one time settled security store and yearly innovation and administration expense) Promoting administrations gave to the providers.

There are also many things that Alibaba has introduced like Alimama, AliExpress and Alipay.

How Did Alibaba Capture 80% Of Chinese E-Commerce?

- During the beginning of the China domestic eCommerce boom in the mid-2000s, Alibaba received a \$1billion investment from Yahoo. Yahoo is a pioneer in webpage flag and other web based advertising methods which makes up a sizable heft of Alibabas benefits. In China, the number two inquiry income organization behind surely understood Baidu is ... Alibaba driven by shopper seeks on Taobao. This isn't a fortuitous event. Alipay escrow based installment stage separated the nut of shopper trust and appropriation for Chinese customers a considerable lot of which did not have charge cards and other present day types of installations. This was a basic move. Taobao B2C had a head begin in figuring out how to locally available and oversee vendors through its encounters running B2B site Alibaba. Aggressive and brilliant advertising developing onto the quickest developing channels (versatile) and using the most recent patterns in mass offering, for example, streak deals advancements. Notwithstanding changing a dark understudy made occasion into an online occasion that turned into the biggest web based business deals day on the planet in light of single day advances. November/11 or 11/11 referred to now as Singles Day in China produced over \$5.75B in single day deals amid 2013 on just Alibaba claimed stages alone (Taobao and TMall).
- Truth be told, 11/11 "single day" is so prevalent now in China that numerous disconnected retailers likewise hold deals in their shops amid this period. A noteworthy instance of a web based impacting mainstream culture and the disconnected retail world. Aggressive cell phone entrance endeavors and advertising which is developing most grounded where business is becoming the quickest by and large outside of real level 1 urban areas in China. The most noteworthy portable installment entrance rates in China are regularly found in "far away" areas, for example, Lhasa Tibet as the interest for merchandise is considerably higher than the capacity of the constrained disconnected retailers to convey. It's a triumphant mix that works for versatile keen internet business players. One all the more thing that is vital to recollect: not at all like Amazon and different US online business organizations, China internet business organizations have generally frail disconnected rivalry. There are no 100-

year solid inheritance retailers with exceptionally solid across the nation arranges and effective neighborhood marks that order faithfulness. The nonattendance of solid across the nation’s disconnected retailerslikewise assumes a noteworthy part in the quick development of the whole Chinese online business are generally speaking. Everything in present day retailing truly came up amid the previous 20-30 years in China. Retail disconnected advancement is really slacking on the web development, and it's energizing to perceive how disconnected retail improvement will advance in a country where present day online retail took off first and not the different way.

E-commerce in India

India is one of the quickest developing web based business markets around the world, with a huge number of new web clients exploiting shabby portable associations with send versatile messages, watch online recordings, utilize versatile administrations, and obviously, to shop. Starting at 2015, just 26 percent of the neighborhood populace was utilizing the web; right around ten times the gathering of people measures from 10 years earlier. As indicated by late statistical surveying, cell phone web client entrance in India is anticipated to achieve 37.36 percent of the populace in 2021, speaking to a gigantic potential as far as advanced and portable purchaser group of onlookers. Add up to web crowds in India are assessed to outperform 635 million online clients in 2021.

Starting at 2015, the larger parts of online clients in India were male, and the same remained constant for online customers. In India, men represented very nearly 66% of web based shopping groups of onlookers. Regardless of this lopsidedness in online nearness and advanced spending, female online customers are assessed to represent 42 percent of all Indian e-retail spending in 2020, up from just 20 percent of aggregate retail internet business use in 2015.

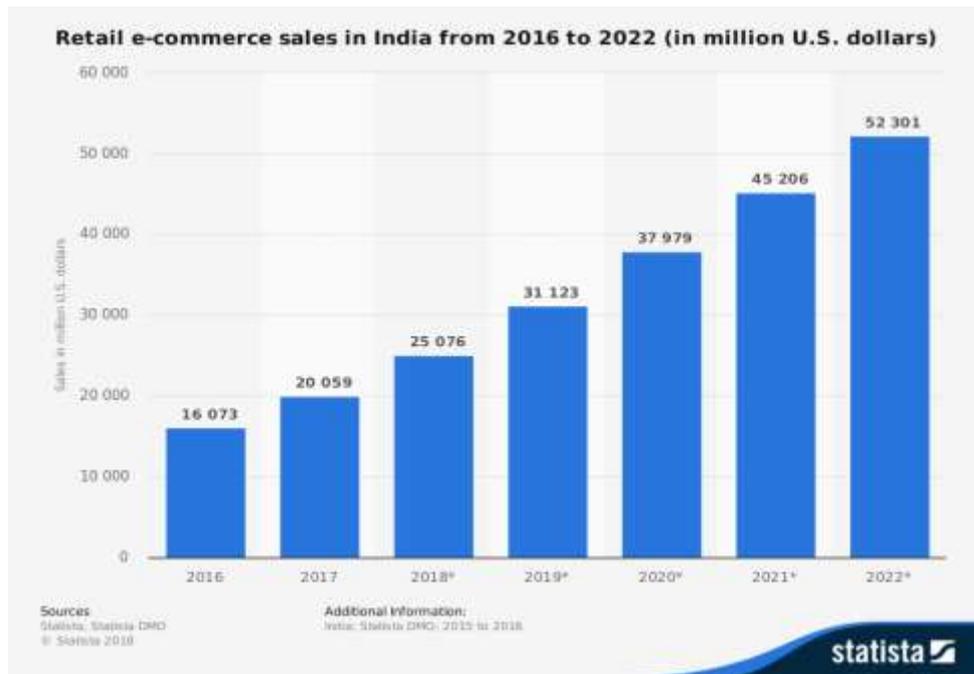


Figure 4: Source link: [Digital Market Outlook](#)

This statistic gives the retail online business volume in India from 2016 to 2022. In 2016, the offer of physical products by means of advanced diverts in India added up to 16.07 billion U.S. dollars in incomes.

Why are E-commerce companies failing in India?

The come to an end of days is here for online retail — so say many 'intellectuals'. In any case, how frequently has web based business been composed off in India, what number of unhappiness and fate proclamations and desperate conjectures have been made? About 10 years back the view was that the Indians would not purchase on the web, they would not execute on the web, and would not trust obscure names like Flipkart and Snapdeal. Today individuals are stating these organizations — then obscure names and now huge online business players — have spent excessively cash on promoting, they are enlarged, they centered around the wrong measurements, they won't raise additionally subsidizing, valuations will crash, they will all fall, and internet business will stagnate.

Profound rebates have been the greatest fascination of Indian e-retailers in the course of the most recent couple of years, with the attention exclusively been in development. Each online retailer has spent vigorously to support rebates to win customers. In the past year that is March 2015, the total loss of Flipkart and Snapdeal in India remained at Rs. 5,000 crores with Flipkart posting lost Rs. 2000 crores and Snapdeal detailing lost Rs 1,328 crores. It was unadulterated ravenous. Everyone needed a greater bit of the piece of the pie. The thought was that the victor will take everything", Sanjay Sethi, fellow benefactor, ShopClues says. This money consumes additionally held GMV figures, which was viewed as the absolute most imperative metric for development. Take that away, the valuation falls, and 'development' all of a sudden appears to be dormant. Be that as it may, when you have profound pockets and enormous stakes, you'd need to be a whale. This issue is, when do you stop?

What they actually are doing?

High Cost Machine

While the underlying race to shoot up GMV and touch a billion-dollar valuation has subsided, each player is left with a high-cost apparatus, with taking off operational expenses. Prior to this week, Flipkart fellow benefactor and Executive Chairman Sachin Bansal implied at an extreme money related atmosphere. He kept up relatively every Internet organization around the globe experiences it, and they'll attempt and raise as much capital conceivable, yet all alone terms. In any case, ShopClues prime supporter Sanjay Sethi thinks the slack execution of the portion pioneers is a factor to their present misfortunes. "Speculators are reevaluating about organizations that haven't demonstrated a reasonable way to benefit. There's plainly a log jam, however, it's not a long haul thing", Sethi says.

Losing Focus

In a market as divided as India's, nobody mark has commanded classes like attire and preparing. An excessive amount of stock supplied for a really long time destroys net revenues. Some say the nation's FDI arrangement constrained these organizations to portray themselves as commercial centers, while they were handling everything from warehousing to coordination. Retailing in itself has never profited, notwithstanding for Walmart at this scale. It's dependably a 4-5% edge. That way, the commercial center model is productive even in Amazon's accounting reports. The ShopClues author

thinks when you're on a half and half model; you go up against your vendors, and that hampers development.

Some steps proved costly

Going application just ended up being a major diversion for Flipkart and Myntra. Flipkart's Big Billion Day deal went application just last October, and turned around its choice for its Republic Day deal this January. Peeyush Ranjan, Senior VP & Head of Engg. at Flipkart concurs very few individuals introduce the application. "Sites push clients to introduce the application. In any case, just 4% of the general population really introduce the application", he says. While the organization's overcome endeavor to have a go at something new should be praised, it appeared well and good.

"Organizations are battling about 2-3% piece of the overall industry. It looks bad to leave 10% of your clients and go application as it were. That is some individual not utilizing the retail outlook", Sethi says. Flipkart still keeps up it was constantly portable in the first place, and never application just for them, and everything got confounded. Amar Nagaram, VP, Mobile Engineering, Flipkart says, "We never fully halted our endeavors for portable web. We really pushed program organizations to offer a superior ordeal."

Lure of the Market

Everyone concurs the basics of online business in India are extremely solid. Each and every other report expedites gigantic development and market estimate figures. Genuine, online business at present records for 2% of the aggregate market, and there is sufficient space for development. The current report by CIII and Deloitte India peg India's business to purchaser (B2C) fragment will develop in excess of seven times to \$101.9 billion and the quantity of online customers will develop more than 10 times to 220 million of every 2020.

Be that as it may, most information tossed around by online business organizations has been one major foolishness. Application introduces don't mean movement, a number of dynamic clients doesn't mean genuine exchanges, and high GMV doesn't mean benefits. That is the reason Flipkart's 50 million applications, introduces must be taken with a squeeze of salt. "On the off chance that lone Snapdeal and Flipkart tone down their desires, they could manufacture astonishing organizations", Retail Consultancy firm Technopak MD Arvind Singhal says.

Conclusion

The paper for the most part comprises of auxiliary information. Also, clarifies why India is lingering behind and why individuals would prefer not to purchase items online in India and how this issue can be tackled by utilizing the procedures that Amazon and Alibaba used to pick up the trust of their clients. The analyst tosses the light on how the systems and new developments of these organizations can be utilized as a part of India and how the reasoning of the clients can be changed and made their life all the more unwinding. It tells about the retail internet business offers of various nations in yearly premise. It also suggests that other e-commerce companies in India can use the techniques of Amazon and Alibaba and can gain more trust.

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ROLE OF SOCIAL MEDIA IN BUSINESS

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ABSTRACT

The advent and widespread use of social media involving more and more people is a sure indication that the social media industry is going to boom bigger in the years to come. Its influence is multi-dimensional, and even business should take advantage of it. A social media dimension, i.e., online marketing gives more exposure to the business with well connectivity with its consumers in a higher level. Manufacturers are realizing the potential of social media in marketing their business to a great extent. Social media advertising decreases the cost of advertising by reaching the target group effectively. The target audience is hanging around the popular social networks and engaging with their favorite brands, connecting with them on different levels. Social media provides a window to marketers to not only present their products or services to customers but also to listen to the grievances and suggestions of the customers. It helps the marketers to easily identify various peer groups or influencers among various groups, who can become brand ambassadors who can the growth of a brand. The highlight is that all this is done at nearly zero cost as compared to conventional customer outreach programmes, as most of the social networking sites are free. It provides a platform for companies to build a favorable base of consumers, and to involve them in decision making. It gives a personalized touch to the brand, thus helping to spread the message in a relaxed and conversational way. Social media has shifted its focus from building brand awareness and generating leads to positively impacting sales. It is all pervasive, and has extended its reach to small businesses and corporate boardrooms, and even into the nonprofit, education and health sectors. It is definitely creating a new era of knowledge, accessibility and experiences unbound by distance, time or physical walls. Social media marketing is the new mantra for several brands since last few years.

Key Words: Social media, social media marketing, social advertising, business

INTRODUCTION

The term ‘social media’ can be explained in this manner. The term Social indicates the interaction of individuals within a group or community. Media refers to advertising and the communication of ideas or information through channels. Thus social media can be taken as communication platforms which are generated and sustained by the interpersonal interaction of individuals through specific media or tools. It uses the “wisdom of crowds” to connect information in a collaborative manner, which can take many different forms, including Internet forums, message boards, weblogs, pictures, and video. Social media itself is a catch-all term for sites that may provide radically different social actions.

Chi (2011, 46) defines social media marketing as a “connection between brands and consumers, offering a personal channel and currency for user centred networking and social interaction.” Social media marketing refers to the process of gaining traffic or attention through social media sites. Social networking sites have given an opportunity to market goods and services in the present technology driven society. Social media is the trend of today, with more and more opportunities for the boosting

of business. Business through social media go beyond the clutches of traditional middle men and provides direct connectivity with the customers, which is the main motive for nearly every business to resort to social media marketing.

OBJECTIVES

The objectives of this paper are -

- i. To study the trends and shifts in the marketing practices from traditional marketing to online marketing.
- ii. To find out the opportunities and the advantages available to the marketers in marketing through social networking sites.

METHODOLOGY

The present paper is descriptive in nature, which is based on the analysis of secondary data from various sources like research journals, websites, research papers, newspapers, articles, e-journals etc.

LITERATURE REVIEW

In recent years, social networking sites and social media have increased in popularity, at a global level. For instance, Facebook is said to have more than two billion active users as of 2017. In an online environment, Laroche (2012) pointed out that people like the idea of contributing, creating, and joining communities to fulfill the needs of people, being socially connected and recognized or simply enjoying interactions with other like-minded members. The much higher level of efficiency of social media compared to other traditional communication channels prompted industry leaders to state that companies must participate in Facebook, Twitter, MySpace, and others, in order to succeed in online environments (Kaplan & Haenlein, 2010; Laroche et al. 2012).

Social media is “a group of internet based applications that is build on the ideological and technological foundations, and it allows the creation and exchange of user-generated content” (Kaplan & Haenlein, 2010, p.61). Social networking sites can be described as networks of friends for social or professional interactions (Trusov, Bucklin, & Pauwels, 2009).

Online social networks have vastly changed the propagation of information by making it incredibly easy to share and digest information on the internet (Akrimi & Khemakhem, 2012). Social media has many advantages as it helps connect businesses to consumers, develop relationships and foster those relationships in a timely manner and at a low cost as Kaplan and Haenlein discovered (2010).

The unique aspects of social media and its immense popularity have revolutionized marketing practices such as advertising and promotion (Hanna, Rohm, & Crittenden, 2011). Social media has also influenced consumer behavior from information acquisition to post-purchase behavior such as dissatisfaction statements or behaviors (Mangold & Faulds, 2009) and patterns of Internet usage (Ross et al., 2009; Laroche et al., 2012). Other functions of social media involve affecting and influencing perceptions, attitudes and end behavior (Williams & Cothrell, 2000), while bringing together different like-minded people (Hagel & Armstrong, 1997). The tools and approaches for communicating with customers have changed greatly with the emergence of social media; therefore, businesses must learn how to use social media in a way that is consistent with their business plan.

Social media marketing is marketing using online communities, social networks, blog marketing and more. Lazer and Kelly's (1973) define social marketing as "concerned with the application of marketing knowledge, concepts, and techniques to enhance social as well as economic ends. It is also concerned with the analysis of the social consequences of marketing policies, decisions and activities."

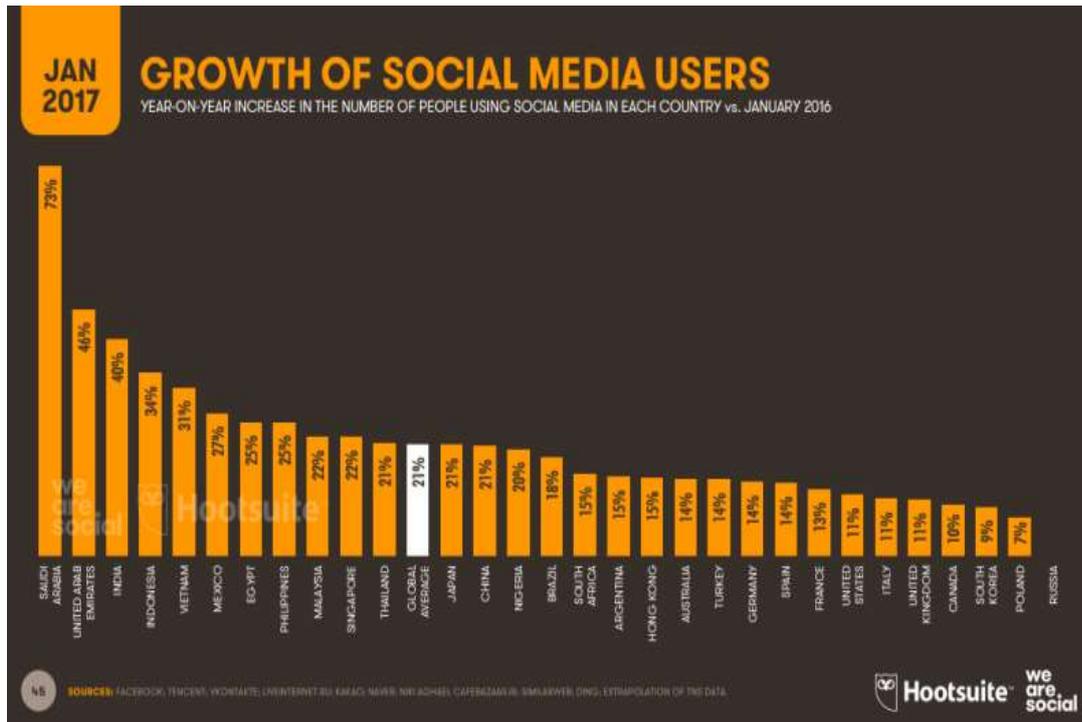
Social media websites provide an opportunity for companies to engage and interact with potential and current consumers, to encourage an increased sense of intimacy of the customer relationship, and build all important meaningful relationships with consumers (Mersey, Malthouse, & Calder 2010) especially in today's business environment when consumer loyalty can vanish at the smallest mistake. Thus, more industries try to benefit from social media as they can be used to develop strategy, accept their roles in managing others' strategy or follow others' directions (Williams & Williams, 2008).

ROLE OF SOCIAL MEDIA IN MARKETING:

Social media has tremendously become a platform to inform the consumers about a particular manufacturer and the products they offer. It plays multiple roles in business;

- Social media can be used as a means of communication to provide the interaction that consumers expect.
- Social media users have increased considerably. This enormity provides the advantage of powerful communication and poses the danger of something going wrong in a bigger manner.
- Social media is more transparent and fool proof, that opinions posted on social networking platforms are taken in its seriousness. • Reach: It is possible to make mark globally and do it quickly using social networking sites.
- Social media is one of the major most powerful and quick means of building brands in industry.
- Social media can be used to create an identity for the companies and the products or services which they offer.
- Social media helps in creating relationships with people who might not otherwise know about the products or service or what the companies represent.
- Social media attributes a "real" dimension for the companies from the perspective of consumers. If they want people to follow them they need not just talk about the latest product news, but share their personality with them.
- Social media can be used to associate themselves with their peers that may be serving the same target market.

The following are certain interesting social media statistics which prove beyond doubt that business needs to tie up with sites like Facebook, Twitter and LinkedIn to keep up with the competition.



Source: <https://www.lyfemarketing.com/blog/importance-social-media-business/>

- The number of social media-using adults has gone from 7% in 2005 to 69% just ten years later.
- 2 million business today use Facebook advertising for promoting their products and services.
- Social media use on mobile devices is seeing a 30% growth every year.



Source: <https://www.lyfemarketing.com/blog/importance-social-media-business/>

The significance of social media in business can be understood by analyzing its plus points.

Promotes Social Advertising

Social media advertising is growing at a much faster pace, faster than imagined. If Facebook Ads are considered, it was launched in 2005. It managed to reach 9.16B in ad revenue in the first quarter in

2017, which is a clear indication that there is no escaping social media these days, either for individuals or for businesses.

Businesses have successfully experimented and realized that adopting the social media advertising route makes total sense, for the following reasons:

- Social advertising is economic compared to traditional advertising means like print media, radio, TV etc.
- Social advertising provides a platform to reach the target group in a more efficient manner.
- Social advertising provides an opportunity to analyze the performance of advertising campaign. It helps to keep a track of the performance of advertisements which is not possible in traditional advertisement.
- The fact that social media advertising is the trend of the hour, and is only getting bigger and smarter, the future of business lies in social media advertising.

Encourages Awareness on Brands

Social media proves to be a strong weapon to boost the awareness of various brands. It has a long-lasting influence on brand awareness. The following points are to be taken care of, while increasing awareness of brand via social media.

- Target audience has to be identified to ensure that they are there on a particular social platform. Blindly following other brands does not make any sense.
- Use attractive and appealing visual contents with images and videos to catch the attention of target audience.
- The advertisement must be innovative and interesting to hold the imagination and attention of the prospect.
- Conversations should be initiated to involve the target audience by talking and listening to them.
- Use the tracking tools provided by the social platforms along with other external tools to measure the intensity of social media use

Increases Inbound Traffic

One of the most efficient methods to create targeted traffic to a website is to increase inbound traffic. Otherwise the circulation will be limited to an inner circle of customers or the people that are already familiar with the market or brand. A little more effort in social media promotion can create an altogether new route to attract inbound traffic and new links.

Connecting to the people who are not active in searching for keywords relevant to a certain goods or service is a challenge which can be met by the use of social media. It also helps in the diversification of marketing efforts in various channels.

Improves Search Engine Optimization

A well knit connection exists between social media and search engine optimization. Social media profiles connects the prospects of a business to its customers, acting as a welcome step to the business site by showing the human attribute. Social profiles have to be optimized and kept updated with proper content, to create and maintain a stronger web presence. In the today's technology driven world, people are not restricting their search to search engines like Google. Rather they depend on social media platforms like Twitter, Facebook etc., in which a vast quantity of content is being created and shared. This also helps the businessmen to win fans who follows them, connects with them and do business with them. This, in turn, creates more curiosity which makes them to follow the LinkedIn to know more about the business. It is necessary to take adequate measures to stand out from other social media profiles in competition and to avoid more than one account.

Increases Conversion Rates

People do what others do. They like to believe what the majority likes to believe. This strategy can be used to capture targeted audience for a business. "Social proof, which is termed as informational social influence is a psychological phenomenon where people Assume the actions of other to reflect correct behavior for a given situation", according to Wikipeda. Social proof is an appreciation of the quality which gives information about the benefits of certain products, even without selling. Any favourable positive comment on anysocial media regarding any product can be used by the concerned company to boost its marketing. Quality-specific user-generated creative content can be used by social media.

Satisfies Customers

Customer satisfaction should always be in the top list of any business as retention of an existing customer is much easier. Losing a customer is hard, and gaining a new one is harder. Social media serves as a platform to connect effectively with customers, to track their expectations and to serve them better by offering more effective and personalized service. Customer satisfaction can be enhanced through social media by monitoring details to ensure that the customers are interested in a certain brand. Telecasting/ broadcasting relevant announcements, messages and offers to customers through social media platforms serve thepurpose. Timely and proper customer service to customers who have genuine problems, conducting interactive sessions with customers to discuss their queries, feedback and scope of improvement helps them build a nurturing relationship with customers. Providing customer specific personalized service, interacting with customers in their own language and responding to their problems without any delay also helps in maintaining customer satisfaction to a major extent. This is the age of consumer satisfaction. It is not about selling it is more about interacting. There is a lot to learn from the customers. Using social media one can identify customers, listen to their feedback and use them to improve and innovate on products or services. It can be used to identify peer groups and advertise to that particular group. Social Media can help in identifying influencers and through them one can guide a prospective customer into making a purchase.

Boosts Brand Loyalty

A loyal customer always adds real value to the business rather than a random follower. Enhancement of brand loyalty should always be the focus of social media. A loyal customer will always be genuinely very positive about a certain trusted brand which naturally leads to mouth marketing. A solid social media strategy has to be formulated which defines the goals and connects it with content marketing, search engine optimizations etc. In the evolving era of social media, each of them is distinct from others with their own specific features which makes it odd to adopt the same marketing methods.

The content which is posted in social media should be value laden, useful and relevant. Customer loyalty follows from this aspect too. Quality content should be shared online. The relevance of a case study is much more than a descriptive article in a social media. Strategies have to be planned regarding the creation of contents, which keeps a business unique from that of others. Visually appealing content in the form of photos, videos etc. can be posted to enhance the quality and value of the content.

Maintaining stability and consistency in interactions with customers is another aspect which needs focus. The content created or shared online should be adequately supplemented by consistent approach, making it simpler to connect with the target audience. Proper response to the problems and issues of customers without any delay should be provided, thus proving to be an expert in the concerned business. Any relevant query deserves right answers, which shows the caring attitude and respect for its customers. Though social media enhances marketing online, personal interaction with customers is equally important. A personal human touch should be attributed through personal discussions and real conversations with customers.

CONCLUSION

In the today's techno-crazy world, it is impossible to separate social media from the online world. It is the trend of now. Earlier, businesses were uncertain about the integrity of social media. Now it's here to stay and companies are rapidly adopting social media marketing. Along with email and websites, social media is the next marketing wave which empowers business.

Social media marketing is marketing using online communities, social networks, blog marketing and more. These days, the organizational cause has been the main reason for companies to enter into interactions with their audience via the online platforms.

The social media boom is exploding at an alarming pace. The basis of social networking is trust and goodwill, and by marketing in the realm of social media these fundamentals are to be stuck to. Global companies have recognized social media marketing as a potential marketing platform. It is probably the only marketing platform that encourages fool proof communication and accountability among sellers as well as consumers. This is especially true for companies striving to gain a competitive advantage.

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UNDERSTANDING THE DEALERS CLAIM IN TRANSITION TO GST ENVIRONMENT: - AN EXPLORATORY RESEARCH

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Abstract

The topic of my research study is to understand the dealers claim in transition to GST environment at JCB India ltd. I am targeting on the dealers of JCB India ltd. The intention of my study is to find out the claim of the dealer which is related to GST. As we all know GST have been implemented in India as from 1 July 2017. GST takes care of all the changes made in a transaction. Hence, dealers have to follow a cruelly jurisdiction for upload and update every single transit that they enter into. However, there is a large hue and cry against its implementation. GST is not a familiar environment for any one so I have to find whether the dealers are satisfied by the services provided by the JCB India ltd What the problem they are facing after the GST environment. This research is to analyze what is the tax evasion for the dealers in GST whether there are proper management of the dealers claim and migration of dealers in GST environment. I have used exploratory research and convenience sample method. I have used primary data as well as secondary data for my research. It would be interesting to understand why this proposed GST regime may hamper the Dealers for issue of a debit note to a company. The result of this analysis is helpful for JCB India ltd. for betterment of dealers claim management system.

Keywords : Debit note, GST, Credit note, JCB dealers, Tax

Introduction

Dealer is a person who trades on behalf of a company or organization. He then issues a debit note to a company. Debit note or debit memo is a bill issued by a buyer to a seller for requesting the credit note for the transaction which is happened during the trading. Debit notes are mainly used for the business-to-business transactions. The debit note can provide information regarding the product detail, money and bill which are to be due. Dealer debit note rise and support process is automatic using SAP CRM and Document Management system to establish absolute debit note services. Now GST will watch out all the changes made in dealing. It is to have a movement of credits to the track event in a GST environment.

❑ Debit notes can be raised in GST under two situations:

1. When the aggregate of the tax amount of the product will change after the issuance of the bill.
2. When a total sum of tax changes after issuance of bill.

❑ There are the following things are to be mentioned for the proper updating and reporting of the debit note. There is no prescribed format is to be mentioned but necessary information is to be taken which is mentioned below points.

1. Dealer's name and address for the supplying of the goods and services.
2. Supplier's Identification number of the GST (GSTIN).
3. Recipient's name and address where the goods is been transferred.

4. Identification number of the recipient for the GST (GSTIN).
5. The original tax invoice for the debit note which relates to the change in the taxable amount of the goods, changes in tax amount for the debit note which is to be raised.
6. There is a requirement of Digital signature for online debit notes and physical signatures for a written paper documents.

Debit notes can be issued at any time without the time limit. All information regarding the debit note are to be provided while the debit note is been issued. Debit note can be raised by the dealer through request by the SAP business which is used the combination of the debit note

Objectives:-

- To study the JCB dealers settlement after the GST bill.
- To identify the JCB dealers claim for the execution.
- To understand the reconciliation of tax amount of the JCB.
- To maintain the JCB dealers claim management system.

LITERATURE REVIEW

Pinky et al. (2014) studied, “Goods and Service Tax Panacea for Indirect Tax System in India”

In her research there is a new government of NDA are ready for the implementation of the GST. It is the one nation one tax. GST is a consumption based tax which is levied on of goods and services at the place where final and actual consumption would be happened. We have to pay VAT on purchasing goods and services. Entertainment tax for watching the movie and excise duty luxury tax etc. these all are an indirect tax which can be removed by the GST. It is helpful in cascading of the taxes. It can remove all the indirect taxes. It is helpful in the streamlining of the multiple taxes and elimination of the double charging of the tax in the system.

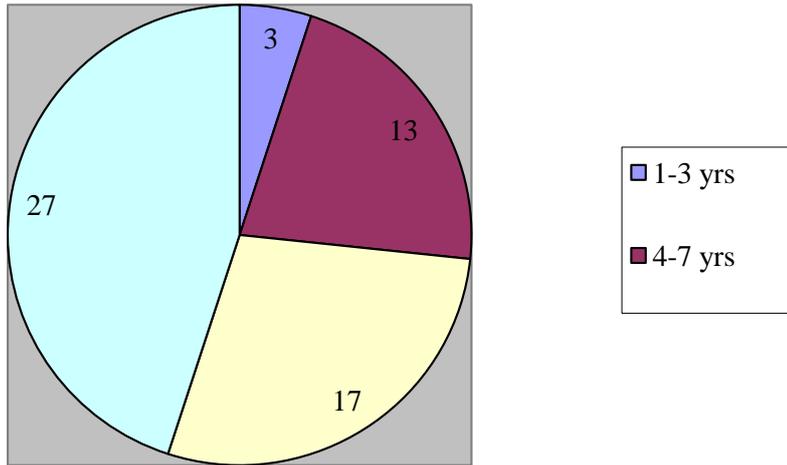
Poonam, 2017,

In her study she had cleared that GST would be a very important step in the field of indirect taxation. She found that the cascading and double taxation effects can be reduced by combing central and state taxes. The consumer’s tax burden will reduce when GST is introduced. After introduction of GST concept, Indian manufactured products would became more and more competitive in the domestic and international markets. This taxation system would be helpful for the economic growth .GST with its transparent features will prove easier to use. GST will improve the collection of taxes as well as boost the development of Indian economy by removing the indirect tax barriers between states and integrating the country through a uniform tax rate.

Dr.R.Vasanthgopal (2011)

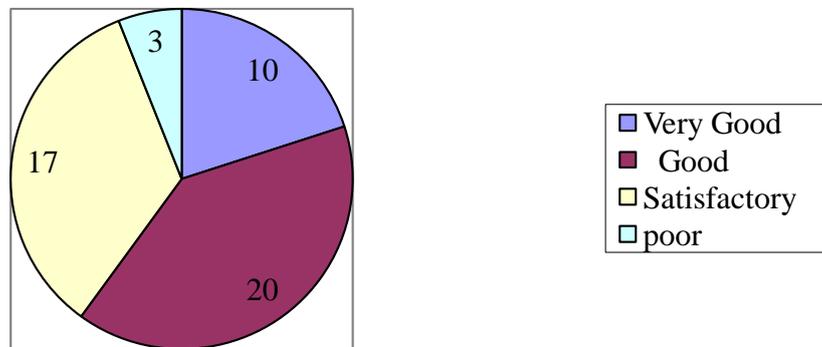
“GST in India: A substantial surge in an indirect taxation system.

He studied that GST is an indirect tax which is raised from the supply of goods and services GST has reinstated many indirect tax system which is previously levied in India. It is a wide, multistage and destination based tax which will be applicable on each and every value addition.



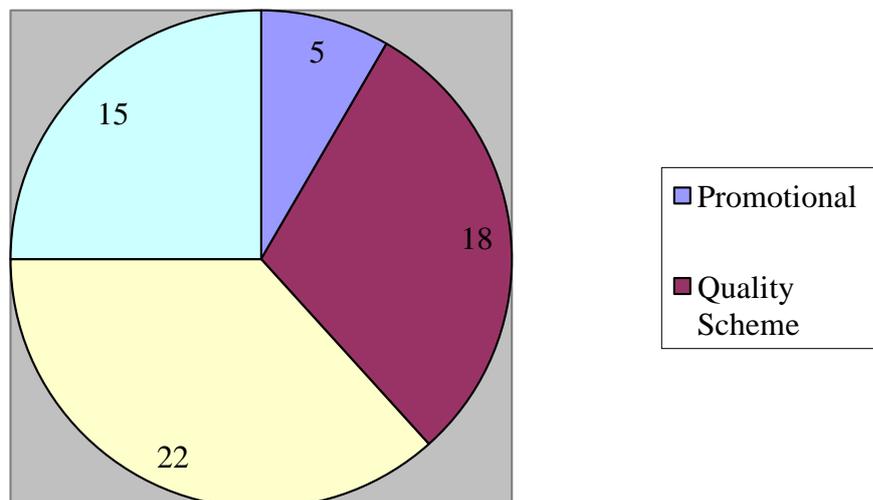
Interpretation

Out of the total dealers 3% dealers are dealing from 3 yrs. and 13% dealers are dealing from 4-7 yrs. 17% dealers are dealing from 10 yrs. 27% dealers are dealing more than 10 yrs.



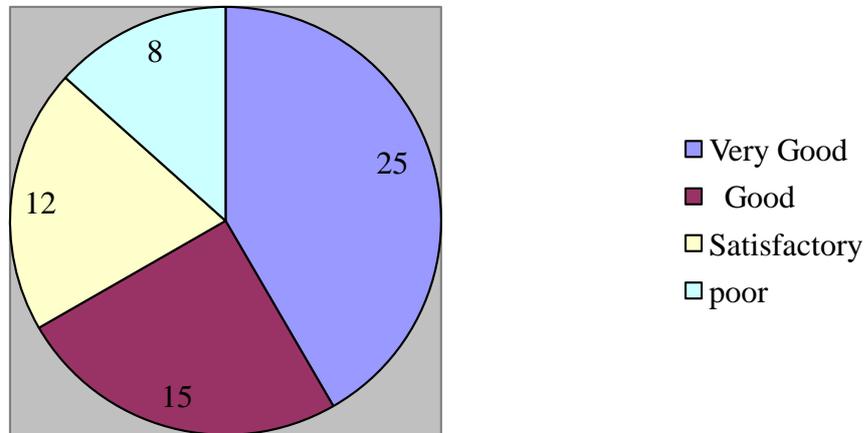
Interpretation

Out of the 60 dealers 17% dealers found job product quality is very good.20% dealers found product quality is good.17% and 3% found the job product quality is satisfactory and poor.



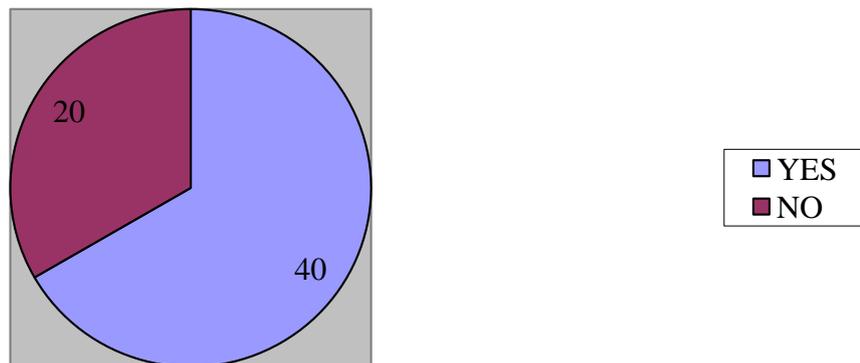
Interpretation

Most of the dealers have attracted towards the jcb products through company policy as prescribed by the above graph i.e.22%. 18% dealers are attracted from quality scheme. 15% are from margin and 5% from promotional activities.



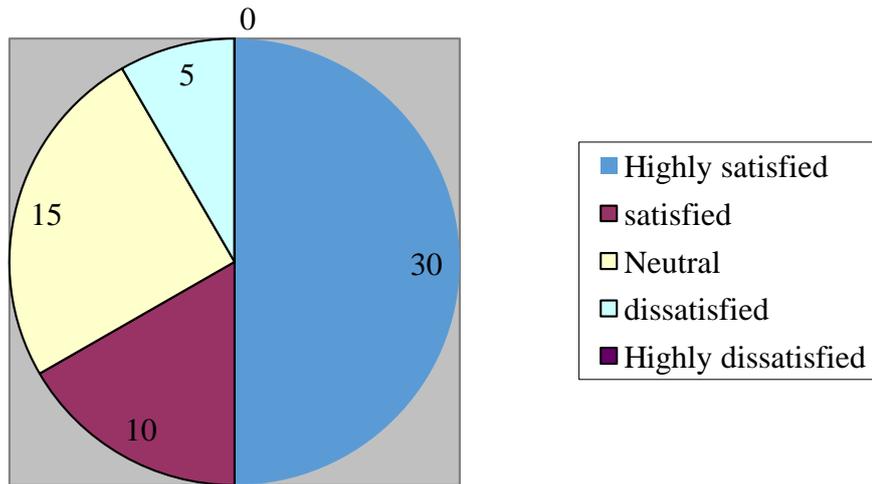
Interpretation

The maximum number of dealers i.e., 25% of the total dealers is feel very good about the credit policy of JCB want to deal in the JCB product, 15% out of total are feel good. And satisfactory dealers are only 12% and rest are feel accordingly i.e. poor.



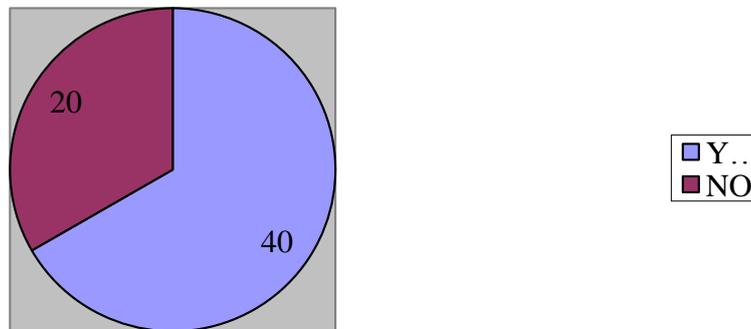
Interpretation

Out of the total dealers, majority i.e., 40% of dealers ways that expected quantity of the product are delivered in time and rest i.e.20% says no it means the quantity of product are not delivered on time.



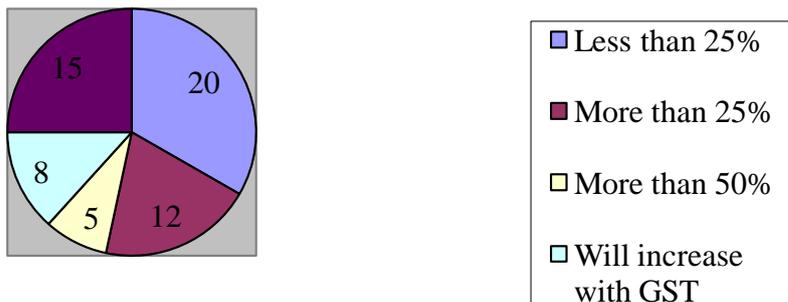
Interpretation

Out of the total dealers, majority i.e., 30% are highly satisfied from the processing of the debit note of the dealers claim. 20% are satisfied and 15% are neutral and 5% are dis satisfied by the processing of the debit note which comes from dealers.



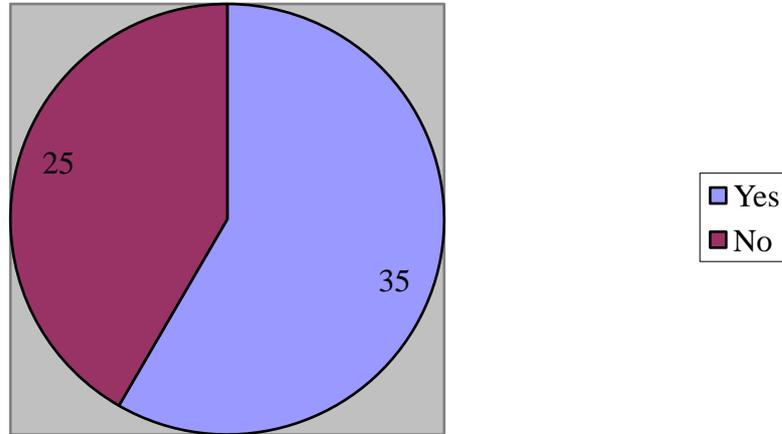
Interpretation

Out of the total dealers, majority of dealers i.e. 40% says that implementation of GST will cause higher price of goods & services and 20% dealers has no impact of GST on their dealings of the product.



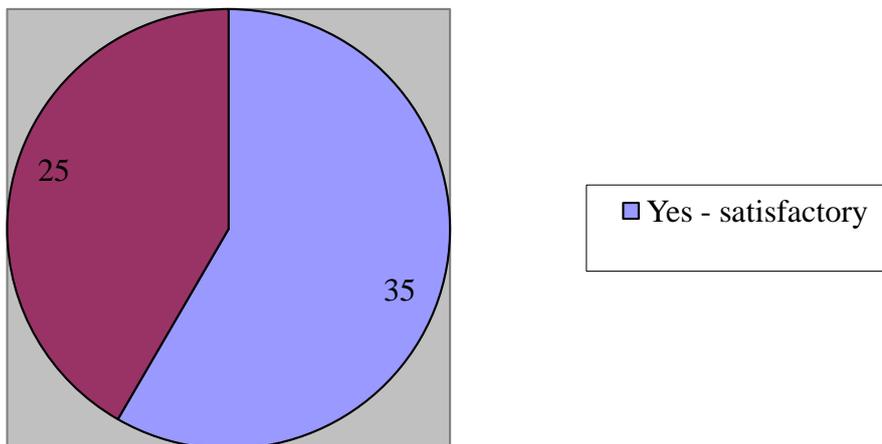
Interpretation

Out of 60 dealers 8% dealers are said that service tax are increase with GST. And 15% are said that decrease with the introduction of GST. And 20 dealers are spend less than 25% on service tax compliance. 12 dealers are spent more than 25% on service tax compliance. And rest are spend more than on the service tax compliance.



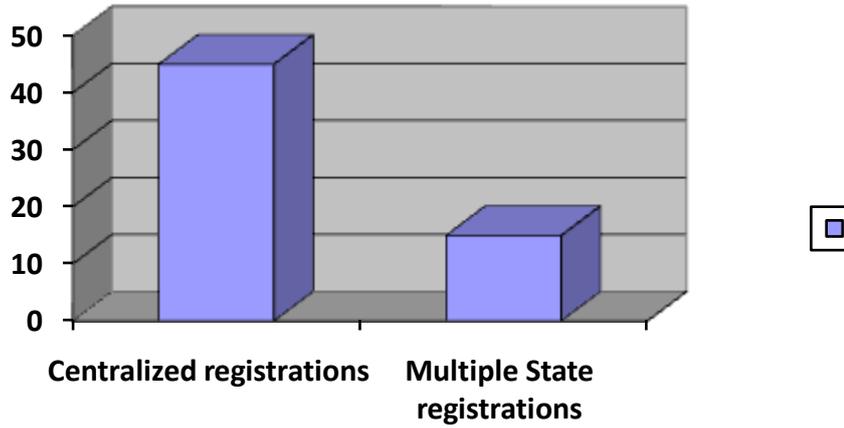
Interpretation

Out of 60 respondents,35 respondent says that the current scenario of service tax compliances are easier than the direct tax compliances and rest respondents i.e.25 says no the tax compliance are not easier than the direct tax compliances.



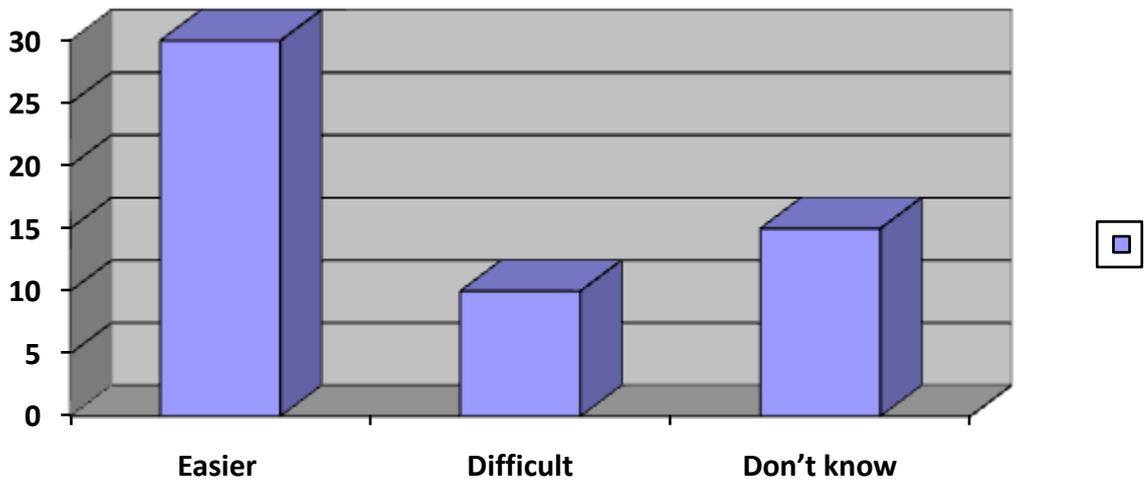
Interpretation

Out of 60 respondents, 35 respondents were said that available legislation in relation to the proposed GST satisfactory and 25 respondents said about the GST to need more clarity.



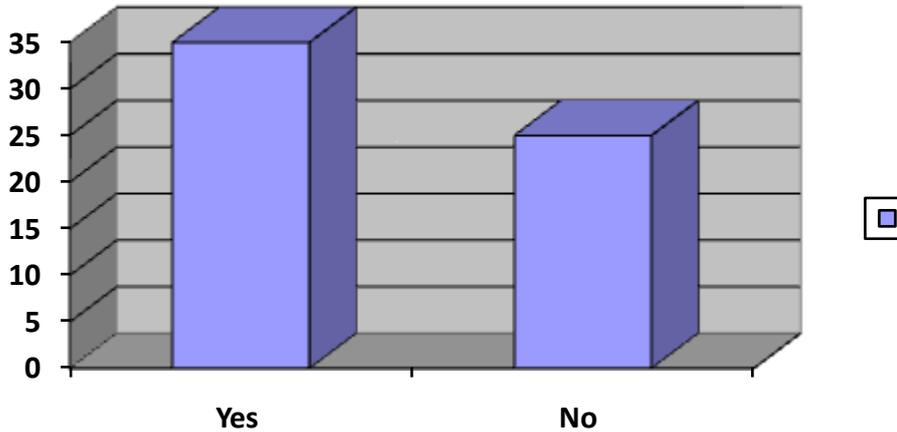
Interpretation

Out of 60 respondents, 45 asked that under GST regime Centralized registration with one return for state and one for center will work and 15 said that there is multiple registrations are required. Under the proposed GST regime.



Interpretation

Out of 60 respondents 30 respondents GST will be easier to comply and 10 says that it is difficult to understand and other 15 respondents said they don't know.



Interpretation

Out of the 60 dealers 35 dealers are those dealers who have proper accessibility of the problems which means there is no problem regarding the product of the JCB. And other than there is a 25 dealers who have accessibility problem from the JCB product.

Suggestion and recommendation

From the above study, analyses give following recommendation:-

After the implications of GST tax regime the company would facing so many problem in tax registration because there are different registrations are required at different level. And GST will also have impact on cash flow and working capital of the organisations. The JCB have to maintain the high inventory of products in different states will be affected which have to pay GST at full rate on stock transfer from one state to another. Manufactures have to understand the tax rate which will be applicable to the products and services. CST / VAT is applicable on sale and not on stock transfers.

The current indirect tax regime is majorly affected the India’s economic growth and competitiveness. Tax barriers in the form of CST, entry tax and restricted input tax credit have been diluted. There is also affect on the cascading of taxes cost make indigenous manufacture less attractive. There is a complexity in the multiple taxes increased the cost of manufacturing.

The company can also focussed on their dealer for understanding the process of new tax regime. The JCB have to focus on their dealer management system for the smooth functioning of the process. There is a proper accessibility for their dealer.

CONCLUSION

The company should focus on the dealer management system (dealer debit note process, dealer debit note tracker, dealer debit note status and lastly follow up). The company should take initiative for training their dealer about the GST environment. So that there is no misconception regarding the GST Tax regime. The company will use an innovative services for their dealers. So that the dealers are interested towards the dealership of the JCBIndia ltd. There is a communication gap. However this is the more effectively thing on which company has to work on it.

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USAGE OF EDUCATIONAL TECHNOLOGY AND VIRTUAL CLASS IN UGC GRANTED COLLEGES, WITH SPECIAL REFERENCE TO KARNATAKA

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ABSTRACT

The world over all the nations and its states are striving to provide modern and education technology in teaching learning resources. The education provided by the Indian nation is popular. For the benefit of the students and the bright future of the under graduate students, the college, Department of Collegiate Education (DCE) and the Government is providing education through technological mediums. In the place of the traditional education modern scientific and technology based education is in the fore front. Technology based education means use of computers, laptops and mobile phones through which the related course contents are accessed as delivered by expert teachers through audio and video graph. In this method of education edusat, virtual classes attract the interest of the students. The Government of Karnataka and the Department of Collegiate Education are implementing education technology in UGC approved colleges and has tasted its success too.

The number of colleges in Karnataka is increasing year on year. For the bright future of the students studying in these colleges, the DCE has taken initiative for preparing the e-content. In every subject of study, the expert teachers provide lectures upon the directions of the DCE which are video recorded. The virtual class content is accessed by the students and the teachers in their colleges through wireless LAN through their mobiles and computers. The Government of Karnataka, has issued free laptops to students during the year 2017-18 who are undergraduates and the virtual class e-content is accessible from those laptops. The students can learn from laptops and mobile learning. A research was conducted for 50 students of Government First Grade College from different Government Institutions who are attending virtual class through administration of questionnaire.

The virtual class is helpful in enhancing the knowledge about different subjects. When the students are exposed to the teaching inside the classroom and also the teaching from virtual class the students are in a position to understand the subject clearly. The students can view the e-content not only in the college campus but also can access it when they are free. The virtual class or the education technology has its own disadvantages apart from advantages. The students are misusing their time in the name of virtual class. The virtual class content is not as clear as the traditional method of teaching and the queries cannot be cleared in real time. The quality of education can be enhanced through traditional method of learning is the opinion of the students. since we are moving to the modern era, the learning method is also modernized.

Key words: Technology, Education, Learning, Karnataka,

In the modern times science and technology has brought vast changes and therefore the government, ministry of higher education and teachers are using technology in the teaching methods and practices to motivate the students and to the create interest in the learning process. The students are showing more interest in the learning process upon adopting technology for teaching.

Educational technology is the study and ethical practice of facilitating learning and improving performance by creating, using, and managing appropriate technological processes and resources. Educational technology is the use of both physical hardware and educational theoretic. Richey defined educational technology as the study and ethical practice of facilitating learning and improving performance by creating, using and managing appropriate technological processes and resources. Educational technology uses the following in the learning process like computers & mobile handsets to get e-contents, e-books, audio-books, lecture notes, YouTube, DVD, skype, webcam, etc. Students show more interest in learning process and try to enhance their knowledge through education technology and learn in an easy way the theoretical and practical subjects which can be repeatedly used for learning. Under the undergraduate courses, Karnataka is using educational technology from the past one decade.

From the ancient times students have been using different methods for learning. In the initial stages the learning was done on sand, and later on through abacus, writing slates and blackboards were extensively used. During the 20th century, duplicating machines, mimeograph and gastner were used. During the 21st century, educational technology was used. Prominent among them are computer technology, web based training, computer mediated connected, technological tools and media, learning management system, educational management information system, record system, information and communication technology, computer supported collaboration learning, edutech, computer based information, net worked training, virtual learning environment etc. In most of the undergraduate institutions in Karnataka, free Wi-Fi is available which are used by the teachers and students. The main aim and goal of the Karnataka Government and the education department is to create and provide virtual learning environment.

The government of Karnataka and the department of collegiate education is giving more importance to degree courses. Karnataka has 412 Government First Grade Colleges, and 212 aided degree colleges. The total strength of the students studying in these colleges are more than 3 lakhs. The Karnataka Government and the department of collegiate education is adopting new educational technology in the academic interest of the students. Under the educational technology a few programmes implemented are Angla, Naipunyanidhi, skill based education, computer based training, edusat, virtual classes etc.

The Government of Karnataka while adopting the technology based education system had implemented the edusatprogramme. The edusat program was implemented in the year 2008 for the benefit of the student and teacher community. The edusat functions in the same way as we watch the television news channel for news. In the classroom with the help of the LCD projector the students and teacher watch the audio and video content relating to the subject. The Government ofKarnataka, in Bangalore, has a higher education council with edusat room having the modern technology. The expert teacher makes his presentation in the edusat room of the higher education council which are saved and relayed to the classrooms of the colleges. The video is saved and relayed through satellite. The programmes are scheduled for every month and subject wise time table is announced in the website. The content related to Science, Commerce & Management and Arts stream is relayed. Topics like communication skill, computer skill and life skills are given more prominence.

From the year 2015 all the degree class students are having access to virtual class in Karnataka. Virtual class means learning with the help of computer, laptop or smart mobile phones. The expert teachers are given the topics for presentation and accordingly they present a lecture which is recorded. With the help of Wi-Fi, lan, or internet the students can access their subject of interest an audio and video content. The Government of Karnataka had invited expert teachers to provide lectures on the

subjects and video graphed them. The contents of the virtual class are for degree students pursuing undergraduate Science, Commerce and Arts Stream. The important subjects and contents of the virtual class are Chemistry, Physics, Botany, Life science, Commerce, Management, History, Economics, Political Science, Sociology and etc. In every subject there are hundreds of video contents for the benefit of the students and the faculty members.

Initially the Government of Karnataka initiated the programme for fifty First Grade Colleges. Upon the success of the programme in these colleges, the department of collegiate education and the government extended the programme to all other government colleges and aided institutions. For accessing the virtual class content the computers are attached to the wireless lan. The amount to be spent for the virtual class is rupees sixty-nine thousand. The institutions have a separate virtual class room. The students and the faculty can get benefit of the virtual class. This wireless LAN operates upto a radius of 200 meters and internet is necessary to access the virtual class.

An App is installed in the computer which has to be downloaded to the mobile phone with the help of mobile scanner. Later the students with the help of the App can access the virtual class contents and download them. Once the content is downloaded the students can access the content any time and at any place as it is facilitated by the Department of Collegiate Education. The Department of Collegiate Education has uploaded a number of virtual class audio and video contents. The student or teacher can access the virtual class content from any place of the world, if one has the internet facility.

The Government of Karnataka during the year 2017-18 had issued free laptops for one and a half lakh students across the state who are pursuing their under graduation class. This laptop is more beneficial to the students to access the virtual class contents. The lectures of expert teachers are uploaded in this laptop. The students who have received their laptops are accessing the virtual class contents, and are getting its benefit. It is useful to enhance the knowledge of the students. the students can watch the virtual class content with the help of the laptops and can also access them at home when they are free.

BENEFITS:

1. In the teaching learning process the teachers are adopting different methods. the karnataka government has encouraged the usage of technology at the undergraduate level. To enhance the interest of the students and encourage them for higher education the government has undertaken several steps and methods, and one among them is the virtual class, which is useful in learning.
2. In the traditional method of imparting education the students are made to sit in one place and in the class room the teaching learning process happen. It is difficult to create interest among the students in the class room environment. The students can be attracted to the class room and interest can be created among the students for different subjects through virtual class room.
3. The benefit of virtual class is that the students can access the virtual class content not only in the class room but also at any place outside the institution. The students with the help of their laptops or mobile phones can access the virtual class content any time anywhere and therefore encourages the students to learn in the institution and also at home.
4. under the traditional method of learning it is difficult to stress upon a single topic yen number of times. But under the e content learning a video can be watched any number of time until they understand.
5. Students now a days are addicted to face book, whats app, and other social media, and are involving themselves in unnecessary chatting and spending less time for learning. For such

students the virtual class contents are more beneficial and involve themselves in productive things than wasting their time.

6. The virtual class contents can be used by the students, friends and family members which promote the student welfare and increase learning in them.
7. The faculty members can also access the virtual class content of their contemporaries and learn new things.
8. The students are relieved from spending more money on learning materials.
9. In the age of competition students are required to be more proficient in many subjects. The students of one stream can get the knowledge of the other stream through virtual class contents.
10. Under the traditional method of learning the students of one stream cannot attend the other to get knowledge, which is facilitated by the virtual class.

DEMERITS:

Educational technology and virtual class offer a number of benefits to the students, but the benefits reaped is not up to the expectation level and therefore the following are the demerits of the virtual class.

1. One cannot believe that through technology the knowledge can be enhanced. Because, under the traditional education system the students carefully listen to the lectures of their teachers. In the modern system of education using technology it is difficult to the student to listen to those video graphed content. In the words of Brank Ford “technology does not guarantee effective learning” holds true.
2. There are many ways for the students and teachers to learn. Prominent among them are doordarshan, radio, internet, etc. Even then it is not possible to arouse the interest of the students. the audio and video mode also fails to generate the interest of the students in learning.
3. The education technology itself is surrounded by problems. Any technology is not working successfully and it is not usable for longer period of time. In the words of Leo Marks “technology itself is problematic” holds true.
4. Theoretical aspects can be easily taught to the students through education technology. The practical aspects cannot be taught to the students and it is difficult, because some of the science subjects contain formulae and the students have to practice it and the teachers can pay individual attention to the students who lag behind in learning.
5. The technology can be misused. In the name of watching virtual class contents students may watch unnecessary contents from the internet. The problem of absenteeism may increase in the name of learning from virtual class contents.
6. Providing the physical facilities for the virtual class is costlier. Computers, laptops and android mobiles phones have to be purchased. Instead of investing so much of money on the technology books can be purchased and can be invested in the traditional learning system.
7. The present generation of students are completely addicted to their smart phones. The students may wander in the college corridors in the name of learning from virtual class and create an unhealthy environment outside the class room. The classes may be disturbed and the students may not follow the discipline of sitting and learning in the class room.
8. The students may involve themselves in different activities other than learning and waste their time. And therefore it may be difficult for the students to concentrate for their exams and other activities.

9. The students may not show the same interest to the virtual class as they show for the traditional learning method. Both the rural and urban students praise the traditional learning system. The class room environment is more conducive for bonding a better relationship between the students and the teachers.
10. Due to the mass use of education technology the number of teachers may come down because more importance is given to technology based learning and therefore the teachers who guide the students for better future may not exist.

Conclusion:

In the modern era the teachers and the students are using different methods in the teaching learning process all over the world. In Karnataka for the undergraduate level students' different methods are used for the teaching learning process. The virtual classes provide a conducive environment for learning. But it is not advisable to believe too much on technology. The students may learn through the lectures of the teachers and also use education technology for gaining additional knowledge. The department of collegiate education has adopted a number of methods in the teaching learning process in Karnataka for the undergraduate level and the success percentage is not up to the mark.

ASSESSING THE RETENTION POLICES IN A BIG CONSUMER DURABLE COMPANY

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ABSTRACT

Aim: To assess the effectiveness of the retention polices in VIDEOCON and to suggest measures for improving the same.

Methodology: The data has been collected through questionnaire. Likert scale has been used to design the questionnaire. The sample size is 25. Random sampling technique has been used.

Findings: The study finds that the four common parameters which affected the decision of the employees to join Videocon were salary, carrier advancement, corporate profile and job challenges. The four common parameters which affected the job profile were skills were effectively utilized, sufficient resources are available; work environment is safe, comfortable and appropriately equipped and management maintained consistent policies and practices. The five common parameters which affected the performance of the employees' activities were satisfied with the co-workers, duties assign to them, opportunities for the advancement of their future, work culture and the openness to their suggestions. Most of the respondents working in Videocon held the different view about the factors which effected their decision to leave an organization, but most of the respondents felt that they left the organization due to better job prospects and carrier advancements.

Keywords: career advancement, work culture, job prospects, career opportunities, job challenges.

INTRODUCTION

Employee retention refers to the ability of an organization to retain its employees. A refinement ought to be drawn between low performing representatives and top entertainers, and endeavors to hold workers ought to be focused at significant, contributing workers. Worker turnover is a manifestation of a more profound issue that has not been settled. These more profound issues may incorporate low worker assurance, nonattendance of a reasonable profession way, absence of acknowledgment, poor representative chief connections or numerous different issues. An absence of fulfillment and responsibility regarding the association can likewise make a worker pull back and start searching for different open doors. Pay does not generally assume as extensive a part in instigating turnover as is normally accepted. In a business defining, the objective of managers is generally to diminish representative turnover, in this manner diminishing preparing costs, enlistment expenses and loss of ability and hierarchical learning. By executing lessons gained from key authoritative conduct ideas businesses can enhance degrees of consistency and diminishing the related expenses of high turnover. In any case, this isn't generally the case. Bosses can look for "positive turnover" whereby they plan to keep up just those representatives who they consider to be superior workers.

High employee turnover costs business owners in time and productivity. Following are the few retention strategies:

- a) Offer a competitive benefits package that fits your employees' needs. Providing health insurance, life insurance and a retirement-savings plan is essential in retaining employees. But other perks, such as flextime and the option of telecommuting, go a long way to show employees you are willing to accommodate their outside lives.
- b) Provide some small perks. Free bagels on Fridays and dry-cleaning pickup and delivery may seem insignificant to you, but if they help employees better manage their lives, they'll appreciate it and may be more likely to stick around.
- c) Use contests and incentives to help keep workers motivated and feeling rewarded. Done right, these kinds of programs can keep employees focused and excited about their jobs.
- d) Conduct "stays" interviews. In addition to performing exit interviews to learn why employees are leaving, consider asking longer-tenured employees why they stay. Ask questions such as: Why did you come to work here? Why have you stayed? What would make you leave? And what are your nonnegotiable issues? What about your managers? What would you change or improve? Then use that information to strengthen your employee-retention strategies.
- e) Promote from within whenever possible. And give employees a clear path of advancement. Employees will become frustrated and may stop trying if they see no clear future for themselves at your company.
- f) Foster employee development. This could be training to learn a new job skill or tuition reimbursement to help further your employee's education.
- g) Create open communication between employees and management. Hold regular meetings in which employees can offer ideas and ask questions. Have an open-door policy that encourages employees to speak frankly with their managers without fear of repercussion.
- h) Get managers involved. Require your managers to spend time coaching employees, helping good performers move to new positions and minimizing poor performance.
- i) Communicate your business's mission. Feeling connected to the organization's goals is one way to keep employees mentally and emotionally tied to your company.
- j) Offer financial rewards. Consider offering stock options or other financial awards for employees who meet performance goals and stay for a predetermined time period, say, three or five years. Also, provide meaningful annual raises. Nothing dashes employee enthusiasm more than a paltry raise. If you can afford it, give more to your top performers. Or, if you don't want to be stuck with large permanent increases, create a bonus structure where employees can earn an annual bonus if they meet pre-specified performance goals.
- k) Make sure employees know what you expect of them. It may seem basic, but often in small companies, employees have a wide breadth of responsibilities. If they don't know exactly what their jobs entail and what you need from them, they can't perform up to standard, and morale can begin to dip.
- l) Hire a human-resources professional. If your company is nearing 100 employees, consider hiring a human-resources director to oversee and streamline your employee structure and processes. Putting one person in charge of managing employee benefits, perks, reviews and related tasks takes a huge load off of you and makes sure employees are treated fairly. HR managers are also more up to date on employment laws and trends. They can set up various programs and perks you may not have known existed.

REVIEW OF LITERATURE

Premarathne & Perera (2017) The positive connection between staff credit, bottle offices, settlement and different offices with representative maintenance were the significant discoveries of the examination. As a huge variable, welfare offices ought to be improved by the administration to get greatest advantages of the representatives.

Gevrek et al (2017) the outcomes demonstrate that money related rewards as compensation raises do affect representative maintenance; in any case, impression of decency of the pay raises is additionally as essential as the real raises. Given the high cost of occupation turnover, the discoveries recommend that businesses would profit by dedicating assets toward guaranteeing that compensation and raise deciding techniques are for the most part seen by far most of workers as being reasonable.

Chandrasekara & Perera (2017) The examination discovered that there was a huge positive connection between the enrollment rehearses and the worker maintenance in chose vast scale clothing firms in Kandy area. Further, it uncovered that the representative maintenance is decidedly associated with the enrollment systems and the enlistment approach. It is reasoned that there was a beneficial outcome of enrollment rehearses on worker maintenance in chose substantial scale clothing firms in Kandy locale and it is fundamental for the HR division in the attire firms to have much worry on the enlistment hones and tail them successfully so as to enhance the representative maintenance.

De Silva (2017) The outcomes uncovered that authoritative social measurements, for example, level of inclusion and flexibility and national social measurements, for example, independence and cooperation and instability shirking have an association with worker maintenance. In this way the worker maintenance conspires in IT firms need to concentrate on enhancing versatility and enabling the representatives to be required in organization exercises. Additionally advancing an aggregate domain and urging workers to share their perspectives and thoughts would help holding representatives inside the association.

Ahammad et al (2016) The discoveries show that information exchange and worker maintenance have positive impact on Cross-Fringe Securing (CBA) execution. Likewise, hierarchical culture contrasts affect CBA execution, additionally intercede the connection between learning exchange and CBA execution. No immediate or intervening impact of national social separation has been found on information exchange and CBA execution.

Kumari (2016) Out of the two selected organizations, variation among the employees of Taj Mahal hotel is very less as compared to other organization of the study. Conclusively it may be stated that Employee Satisfaction is a multidimensional phenomenon with a number of factors operating simultaneously. There are certain factors which have strong influence on the overall index but the presence of other factors cannot be ignored.

Vivek & Satyanarayana (2016) Holding important workers is one of the most concerning issue that torment associations in the aggressive commercial center. Representative maintenance has turned into the most recent trendy expression of the corporate world. Every single branch of the association overall appearances unabated levels of Weakening.

Kumari (2014) The study concluded that there exists a relationship between perceived fairness of performance appraisal and employee performance. The result of the statistical analysis was that there exists a significant impact of perceived fairness of performance appraisal on employee performance. The study concludes that perceived fairness of performance appraisal behavior plays a very vital role

in contributing to organizational functioning and performance thereby giving a better clarity to the relation between employee performance and perceived fairness of performance appraisal.

Varkkey & Kumar (2013) because of recessionary weight, there was a profound administrative predicament in the organizations about how to strike the privilege trade-off between workforce maintenance (work storing) and cutting back. Post-recession, the organizations whose choices were pro-labour maintenance (storing) focused could return business more grounded and perform better.

Palmer & Gignac (2012) The EI of directors was found to genuinely connect with representative engagement scores. A generous measure of the fluctuation in coordinate report engagement scores was represented by administrators' EI.

Kilam & Kumari (2012) Career growth and development needs a consciously planned effort on the part of the individual careerist and the same cannot be left to chance. Nearly 81% respondents perceived that well-established Private Sector in India and the foreign banks had better Career Planning & HRD System as compared to that in Indian Public Sector Banks. Over the years and in tune with the changing times, Indian Public Sector Banks have reviewed their HR & promotion policy and now for bright, hardworking and knowledgeable employees it takes comparatively lesser time to move to higher levels in banking hierarchy. This attitudinal change has to be on-going & purposive.

Ghosh & Sahney (2011) The component investigation had assembled the things into seven develops with a sum of 53 things. Studies demonstrate that in mechanical associations the outline of administrative occupations by adjusting both the hierarchical social and specialized subsystem components impacts administrative maintenance. The exact model created through general direct demonstrating strategy bolsters the proposed connections.

Kumari (2011) The study measured the level of employee satisfaction at Tata Steel. Training was the factor which contributed to employee satisfaction more than other factors. The other dimensions across which the employee satisfaction was measured were Superior-Subordinate relationship, Role, Culture, Career Development, Goals and Motivation.

Bairi et al (2011) gives proof of different key, innovative, and neighborhood issues affecting the achievement of maintenance and its advantage to KM programs in worldwide IT benefit organizations. Associations adjust wearing down control measures for long-term advantage. These measures help in compelling KM, serving the customer at bring down cost with predictable administration levels.

Doh et al (2011) Execution administration, proficient advancement, director bolster, and socially dependable activities had a positive association with satisfaction in and fulfillment with the association. An absence of pride in and an absence of fulfillment with the association have a solid association with new experts' goal to leave and consequent turnover.

Ghosh & Sahney (2010) the authoritative socio-specialized components affect administrative maintenance and the suggestive activities endeavor to discover answers for the issue of administrative turnover confronted by the organization.

Gow et al (2008) natural inspiration, fulfillment, working conditions and geographic area could foresee disciples' musings towards remaining in an apprenticeship.

Bhatnagar (2007) In the main stage low component loadings showed low engagement scores toward the start of the profession and at fulfillment of 16 months with the association. High component loadings at middle of the road phases of business were demonstrative of high engagement levels, however the meeting information mirrored this may mean high faithfulness, yet just temporarily. In the second stage consider loadings demonstrated three unmistakable elements of authoritative culture, profession arranging alongside motivating forces and hierarchical help. The initial two were demonstrative of high steady loss.

Hu et al (2007) some level of ICT aptitude lack at the firm level, in spite of numerous endeavors endeavored by the Taiwanese government to create and supply ICT abilities at the national level. A hole between national progression in innovation and firm level of abilities inadequacy exists. These discoveries prompt thought of a superior arrangement in giving nearby government bolster projects to meet MNCs particular aptitude necessities.

Mosley & Hurley (1999) There are not very many organizations now for which data innovation is not a vital component. Any forward-looking business with a craving to remain focused must profit itself of very skillful and dependable IT. Gifted IT specialists have numerous alternatives since they are sought after and short supply.

RESEARCH METHODOLOGY

The research is a descriptive type of research in nature. Data have been collected with the help of Questionnaire Based Survey.

1. Defined the objectives of the study.

Objectives: To assess the effectiveness of the retention policies in a big consumer durable company as VIDEOCON and to suggest measures of improvement of the same wherever necessary.

2. Data collection: The data used to examine the performance of the employees includes both primary and secondary data. To gain a wider perspective of the retention process, an industry level benchmarking was done. For the purpose, a questionnaire was drafted comprising of 4 set of questions regarding the joining and leaving of an employee on the Likert scale for the analysis. For Secondary data various articles, books and websites were consulted the names of which are duly mentioned in the literature review and reference section.

3. Sampling Technique: The questionnaire was filled by the employees of one branch whom were selected on the basis of Random sampling to achieve the knowledge employee satisfaction in the organizations and the filled up questionnaires were collected.

4. Area of study & Sample size: The survey was conducted in Sales Office of VIDEOCON consisting population of about 40-50 respondents, from different post and designation, as well as from different departments. The sample size is 25.

DATA ANALYSIS AND RESULTS

Following is the data interpretations with respect to questions asked in the questionnaire:

Table 1: Showing the ratings of factors in the decision to join (VIDEOCON)

	STRONGLY AGREE (%)	AGREE (%)	CANT SAY (%)	DISAGREE (%)	STRONGLY DISAGREE (%)
Salary advancement	48	28	16	4	4
Fringe benefits	12	56	28	NIL	4
Career advancement	56	36	8	NIL	NIL
Corporate profile	48	48	4	NIL	NIL
Referred by a friend	32	20	16	20	12
Advertisement	8	36	24	28	4
Company's reputation as a healthy place to work	24	60	12	4	NIL
Infrastructure of the organization	36	48	12	4	NIL
Job challenges	44	36	20	NIL	NIL
Unemployment	12	24	16	28	20
Social responsibility	17	46	33	4	NIL
Others (specify)	17	33	50	NIL	NIL

Source: Prepared by the author

Among the various factors which effected the decision of a person to join VIDEOCON, the factor to which maximum number of individuals (that is 56%) strongly agreed were that they joined VIDEOCON for their career advancement whereas only 4% respondents strongly felt that they joined VIDEOCON for some other reasons. Similarly 56% employees agreed that fringe benefit and the reputation of the company as a healthy place to work in affected their decision to join VIDEOCON. So we can say respondents were indifferent to these 2 factors at the same time. Again least number of employees (that is 8%) agreed that they joined VIDEOCON for some other reason. Maximum number of respondents once again disagreed / strongly disagreed to the fact that they joined VIDEOCON because of some advertisement or unemployment. 24% to 33% employees could not comment on whether the fringe benefit, advertisement or social responsibility had any role in their decision to join VIDEOCON.

Table 2: Showing the ratings of the opinion about job profile

	STRONGLY AGREE (%)	AGREE (%)	CAN'T SAY (%)	DISAGREE (%)	STRONGLY DISAGREE (%)
Skills are effectively used	44	40	8	8	NIL
Encourage cooperation	32	56	4	8	NIL
Sufficient resources are available	12	68	12	8	NIL
Work environment is safe, comfortable and appropriately equipped	12	68	16	4	NIL
Encouraged to develop new and more efficient ways to do my work	24	60	16	NIL	NIL
Employees are treated fairly and equally	28	52	12	8	NIL
Managers are available to discuss job related issues, when required.	28	52	12	8	NIL
Maintained consistent policies and practices	24	64	12	NIL	NIL
Recognized employees contribution	32	48	16	4	NIL
Work load is reasonable	12	52	24	12	NIL
Lack of motivation	NIL	8	20	64	8
Uneasy relationship with managers	NIL	16	12	52	20

Source: Prepared by the author

Among the various factors which effected the opinion of an employee about his/her job profile, the factor to which maximum number of respondents (that is 44%) strongly agreed are that their skills were effectively utilized whereas no individual strongly felt that uneasy relationship with manager or lack of motivation had any effect on their job profile. Similarly 68% employees agreed that sufficient resources are available; work environment is safe, comfortable and appropriately equipped and Management maintained consistent policies and practices. So we can say employees were indifferent to 2-3 factors at the same time. Again least number of respondents agreed that uneasy relationship with manager or lack of motivation had any effect on their job profile. Maximum number of employees once again disagreed / strongly disagreed to the fact that uneasy relationship with manager or lack of motivation had any significant role to play in their job profile. 24% could not comment on whether the work load is reasonable or not in their job profile.

Table 3: Showing the ratings of the parameters related to the job

	STRONGLY AGREE (%)	AGREE (%)	CAN'T SAY (%)	DISAGREE (%)	STRONGLY DISAGREE (%)
Duties of the job	24	56	16	4	NIL
Training & development programs	4	48	32	16	NIL
Opportunities for advancement	12	56	24	8	NIL
Salary treatment	16	40	32	12	NIL
Benefit programs	12	48	36	4	NIL
Working conditions	16	52	16	12	4
Working hours	8	32	24	32	4
Co-workers	12	64	20	4	NIL
Supervision	28	48	20	4	NIL
Work culture	16	56	16	12	NIL
Open to suggestions	16	56	20	8	NIL
Communication system	12	52	24	13	NIL

Source: Prepared by the author

Among the various parameters which affected the performance of the activities, the factor to which many respondents (that is 24% to 28%) were strongly satisfied was that their duties were correctly defined as up to the expectation of the employees. Also the supervision of their job was strongly satisfied. Similarly 56% to 64% (that is 14-16 out of 25 respondents) were satisfied with their co-workers, work culture, freedom of their suggestions and they get opportunity for advancement and duties for their job related activities. So we can say employees were indifferent to 4 to 5 factors at the same time. Again least number of respondents agreed that the working hours are not satisfactory. Many respondents under survey were dissatisfied with the working hours. 36% to 32% employees could not comment on whether the benefit program, training & development program, salary treatment is up to the mark of their expectations.

Table 4: Showing the ratings of the factors which can make an employee to leave the organization

	STRONGLY AGREE (%)	AGREE (%)	CAN'T SAY (%)	DISAGREE (%)	STRONGLY DISAGREE (%)
Higher pay/benefits	36	40	12	12	NIL
Better job prospects	52	32	16	NIL	NIL
Work-life balance issues	36	32	28	4	NIL
Changing management strategies	16	52	16	12	4
Career advancement	48	36	16	NIL	NIL
Family and personal reasons	20	40	32	8	NIL

Boss attitude	24	36	28	8	4
Undefined career path	32	32	28	4	4
Company Instability	24	44	24	8	NIL
Low morale	20	40	24	16	NIL
Conflict with other employees	8	16	48	24	4
Lack of team work	12	48	16	24	NIL
No recognition and devaluation	24	36	28	12	NIL
Others (specify	NIL	NIL	75	25	NIL

Source: Prepared by the author

Among the various factors which can make an employee leave the organization, the factor to which maximum number of employees (that is 52% to 48%) strongly agreed were that respondents leave the organization due to a better job prospect offered from other organization and also for their career advancement whereas only 8% individuals strongly felt that their reason to leave an organization would be the conflict with other employees. Similarly around 50% employees agreed that changing management strategies and lack of team work affected their decision to leave VIDEOCON. So it can be said that respondents were indifferent to these 2 factors at the same time. None out of 25 agreed that they would leave VIDEOCON for some other reason. 24% of the population once again disagreed / strongly disagreed to the fact that they could leave an organization because of conflict with other employees and due to lack of team work. It can be inferred that the employees leave the organization due to the factors concerned with themselves only and not due to factors related with other employees. 48% respondents could not comment on whether co-workers conflict had any role in their decision to leave the organization.

CONCLUSIONS

Factors for joining Videocon: 60 to 65% of the respondents working in Videocon held the common view about the factors which effected their decision to join Videocon. Out of 25 respondents who filled the questionnaire the four common parameters which affected their decision to join Videocon were salary and carrier advancement corporate profile and job challenges. Maximum number of respondents disagreed to the fact that they joined Videocon due to unemployment. These factors can be the strength for the company, due to which respondents are encouraged to join this company.

Opinion on the job profile: Respondents were clear about the fact as to which factors affected their job profile. Out of 25 respondents who filled the questionnaire the four common parameters which affected the job profile were skills were effectively utilized, sufficient resources are available; work environment is safe, comfortable and appropriately equipped and management maintained consistent policies and practices.

Company fulfilling the parameters in the performance of activities: Respondents were clear about the expectation of their own from the job and its performance of the activities. Out of 25 respondents who filled the questionnaire the five common parameters which affected the performance of their activities were satisfied with the co-workers, duties assign to them, opportunities for the advancement of their future, work culture and the openness to their suggestions.

Factors which can make an employee leave the organization: Most of the respondents working in Videocon held the different view about the factors which effected their decision to leave an

organization, but most respondents felt that they left the organization due to better job prospects and carrier advancements whereas they had a mix view point on the role played by the conflict with other employees in their decision to leave the organization.

This is an idealistic model of relationship between management and its employees, which all the organizations should adapt. This is necessary in order to retain the talent within the organization.

RECOMMENDATIONS

There are some important attributes which lead to better employee engagement or retention:

- Hire appropriate candidates who are actually suitable for the job. For this the employer should understand the job requirements clearly. Don't hire under qualified or clearly overqualified candidates.
- Provide realistic job preview at the time of hiring. Mostly employees leave an organization because they are given the real picture of their job responsibilities at time of joining. Attrition rate can be reduced if a right person is hired for a right job. Realistic preview of the job responsibilities can be given to the employment seekers by various methods like discussions, trial periods, internship, etc.
- Clearly discuss what is expected from the employee: Before joining the organization, tell the candidate what is expected from him. Setting wrong expectations or hiding expectations will result in early leaving of employees. Give opportunity to employees to contribute in the management decision making process. Ask for suggestions, new ideas, and ways of improvement.
- Discuss what the expectations of the employers are: Ask employees what they expect from the organization. Be realistic. If their requirements can be fulfilled only then promise them. Or tell them before hand that their requirements can not be fulfilled. Don't show them a realistic picture.
- Career: Management should provide meaningful work to the employees along with career growth opportunities
- Control: Managers should let the employees utilize the control which they have on their job and career.
- Collaborate: Good coordination and relationships should be maintained within a team. Managers should motivate their employees to work in and as a team. He should also take step to cultivate trust among the team members.
- Compliment: Give recognition to the employee for the job well done. Managers should make their employees feel valuable and important. The ability of the employee to speak his or her mind freely within the organization is another key factor in employee retention.

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UNDERSTANDING THE IMPLICATIONS OF CONSUMER PRIVACY BREACH IN E-COMMERCE INDUSTRY AND HOW IT AFFECTS THE CONSUMER BUYING BEHAVIOUR WITH RESPECT TO REMARKETING ACTIVITIES

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ABSTRACT

Aim-A consumer enforces all its trust in a brand but the current scenario puts an end to a crucial question- ‘Are companies involved in consumer privacy breach?’ Every brand wants to generate revenue and therefore they rely on advertising practices such as remarketing which leads to misuse of a consumer’s personal information.

The research aims to gain an in-depth understanding of consumer privacy and its implications. After thorough understanding of this aspect, the research further outlines the meaning of remarketing and the need for such practice by marketers and advertisers. The research also briefs the reader about the various ways remarketing activities are carried out. Moving forward, a comprehensive study on consumer’s perceptions of remarketing has been covered.

Methodology -The present research paper is conceptualized and is based on Primary and secondary data collected from various resources like online surveys, questionnaire, interviews, books, newspapers, management journals and internet. Many researchers and practitioners in the field of e-commerce and M-commerce are working in this direction because the data suggests that with world’s leading companies like Equifax, Uber and Yahoo being subjected to privacy breach, the consumer and their private data is at risk.

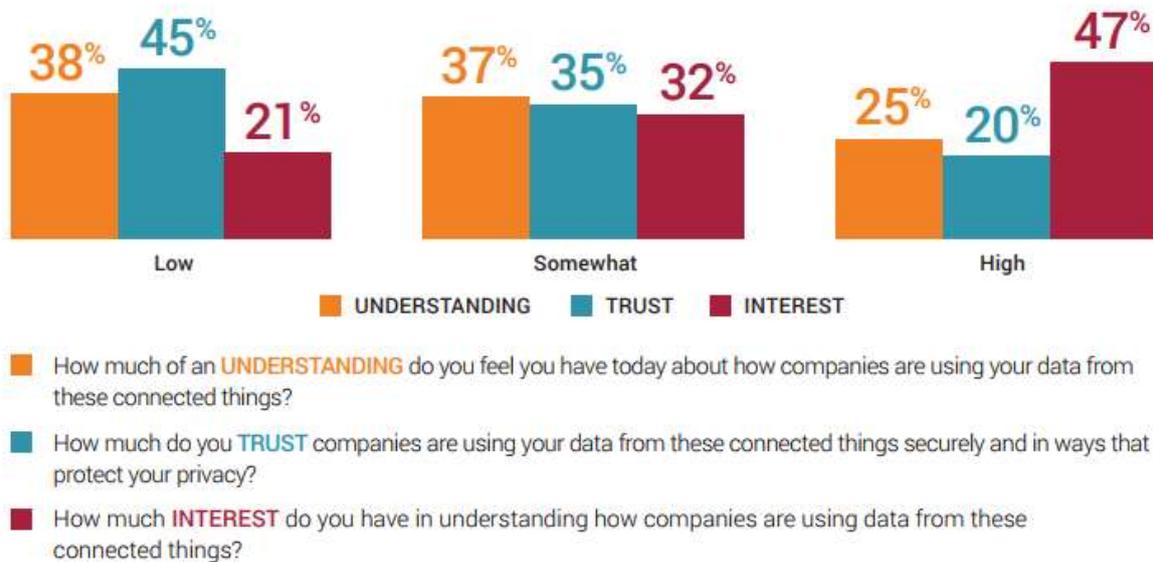
Findings-This paper tries to find out various issues related to consumer privacy and implications of privacy breach in e-commerce industry, also, understanding consumer buying behavior with respect to remarketing activities. It will be done with the help of Primary and secondary data collection.

Key Words- Privacy, Breach of Privacy, Remarketing, Security, Ad-blockers, E-commerce

1. INTRODUCTION

“This is the age of mobility and there is substantial change in the way people access the internet. There is an intrinsic expectation that data be protected.” – Pavan Duggal, Supreme Court Advocate (Ayyar&Chitral, 2017).

An up rise in the usage of internet and with the advent of e-commerce, the consumer privacy is at more risk than ever. In this age of digital era, Indian consumers are finding it difficult to completely shift to online mediums due to the risk of privacy breach (Sharma, 2017). Internet giants like Whatsapp and Facebook declared that they will start sharing user data. If the top companies are found violating consumer’s personal data for their own commercial means, a consumer’s trust is bound to be hampered (Ayyar & Chitral, 2017).



Source: Altimeter, 2015

A research conducted by Altimeter (2015) revealed that consumers have low trust when asked, how much they trust companies use their data. In comparison to this, around 47% consumers want to understand how their personal data is being used by companies. Out of this 47% only 25 % respondents have high knowledge about how their data is being used by companies. Majority of the consumers have low knowledge in terms of data acquisition and data usage techniques.

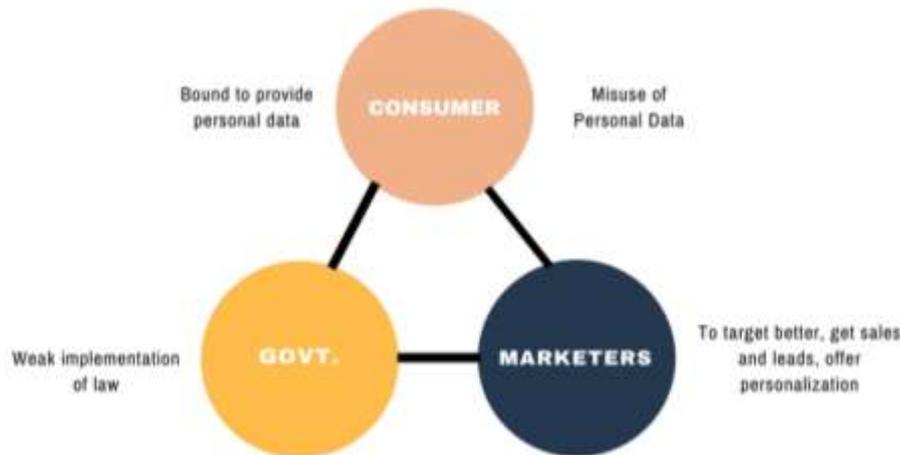
There is a need to aware consumers as even the current government laws do not cover much about consumer privacy (Rustagi, 2014). There have been talks about a Privacy (Protection) Bill since 2013 but not much has been done in this field to safeguard consumer interests and their privacy (Ayyar&Chitral, 2017). Even once the bill is passed, very vague information will be provided about ‘personal information’ and ‘data controller’ (Awasthi, 2017). The DSCI also expressed his views on today’s data privacy issue- “If there is change of purpose, it must be notified to the individual. After use in identified purpose, data should be destroyed” (Ayyar&Chitral, 2017).

Amidst all the chaos, marketers are taking advantage of this aspect and breaching consumer privacy breach more than ever. There needs to be a bridge between privacy and marketing. A consumer is bound to share information for their convenience and personalized service. But the ball is in the marketer’s court when it comes to protecting personal and sensitive data.

2. RESEARCH OBJECTIVE

According to the Consumer Protection Act, 1986, in India, a consumer is a broad label for any person who buys goods or services with the intent of using them for non-commercial purposes. In the typical

sense, when people think of themselves as being consumers, they think about transactions with a vendor through a physical exchange of money in a store or through an online exchange for a product or service. Certain services that consumers use put an extraordinary amount of sensitive personal information into the hands of vendors and there is no set way to control the amount data that will be shared. From phone number, home address, IP Address, bank details, security number, browsing activities, every trace of a consumer on the Internet can be collected and used by the companies for their own means.



Source: Self-curated

The consumer is bound to provide their personal information like name, address, phone number, email address, bank details (in case of payments). Talking about Indian government, there are no set laws to prevent breach of this personal information. Also, there is weak implementation of laws that cover a bit about safeguarding consumer privacy. Taking advantage of this situation, the marketers use this data to create a customer profile which defines how these customers will be targeted. These targeted advertisements are shot at these information-providers whether they visit another website, scroll through social media handles, go through their emails, play games on the mobile phone, in other words, every platform possible. Even though there is a certain percentage of consumers who see these advertisements and ignore them, there is another set of consumers who get annoyed with the same banner popping at hundred different places. This in turn, reverses the whole process of sales-generation and personalization and results in loss of a loyal or a potential consumer.

This research was undertaken to understand the growing paradigm of consumer privacy breach and the extent of this breach. The research will examine the present legal state of consumer privacy in India and how marketers are taking advantage of this legal state by indulging in activities that lead to privacy breach. The research aims to provide marketers with a better solution to target than indulging in such unethical practices. Seek to understand the gap between policy and implementation of policy. In doing so, it will look at what are the existing avenues for protection of consumer privacy in India and the success of these resources.

This research aims to explore the existing scenario of consumer privacy breach. With this research, I want to point out provide a viable solution to marketers to attract customers rather than breaching their consumer's privacy for better targeting. For any individual, personal data, whether that is sensitive information, is very important and with the era of digitalization and

personalization, safeguarding this data is the foremost need. Deloitte (2016) conducted a survey with 2000 respondents out of which 81% respondents feel that they have lost control of their personal data. The present study outlines ways to target one's product and service better.

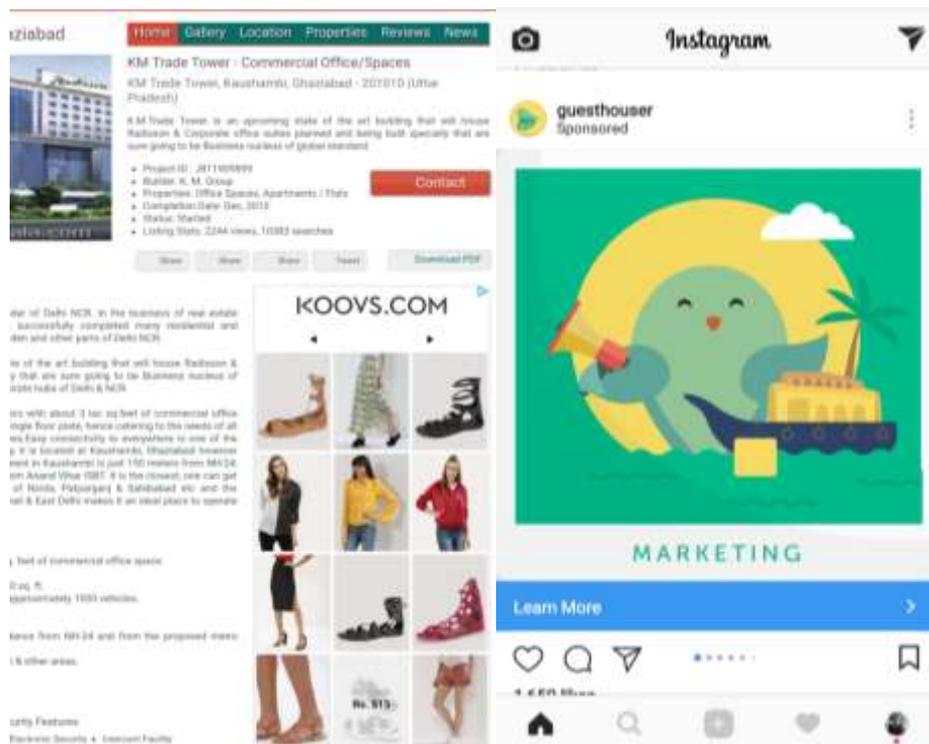
3. RESEARCH METHODOLOGY

The research objective has been achieved with the help of exploratory research design. The data has been collected using both primary and secondary research. The primary research has been collected through personal interviews with marketing firms and e-commerce brands. This has been done to gain in-depth knowledge about the need for remarketing. To collect information about all these aspects, secondary data has been used. This data has been acquired from research reports, research articles, various blogs, online journals, books and websites. It was collected to explore the concept of remarketing and other marketing activities. It also outlines the various ways in which remarketing has been adopted. The purpose to select this research design was to thoroughly understand about consumer privacy through available sources.

4. LITERATURE REVIEW

4.1 Remarketing

If a user visits a website, looks at certain products but does not make a purchase, the website can place advertisements of those products on various other websites that the user visits. This is known as remarketing (Adhesion, 2018). Broadly speaking,, remarketing enables you to convey advertisements that specifically focus on users who have gone to your site. When those individuals leave your site, regardless of whether they purchased something or not, they will begin to see your advertisements appear in important places over the web.



Source: Screenshots from various platforms

Remarketing requires adding a JavaScript code, cookies or web bugs on the website (Seo.com, 2017). The visitors will have not be aware , whether the website owner has the code embedded on their website or not (Kilbourn, 2014).

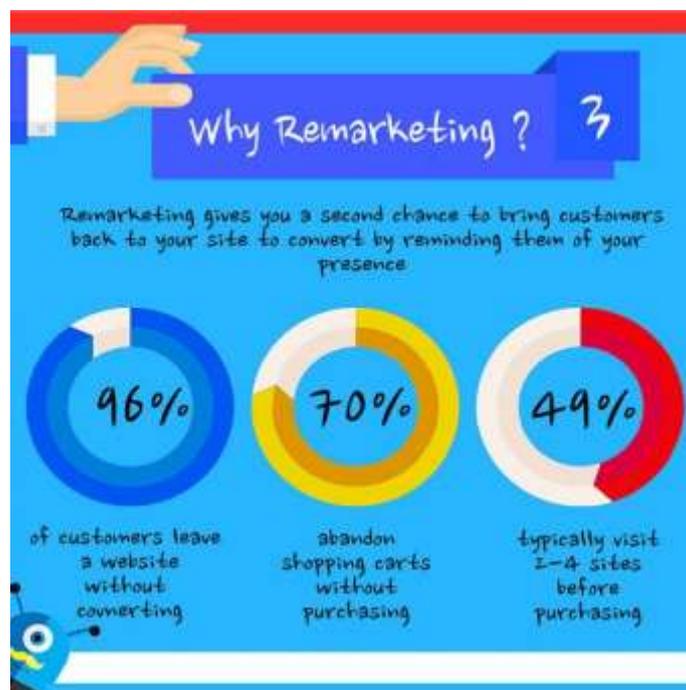
Each time you get a user on your website, your webpage will drop an unknown program cookie. When these users visit another webpage, your remarketing ads company will know when to convey an advertisement from your site (Horton, 2017).



Source: Falak, 2017

4.1.1 Need for remarketing

A massive 97% of consumers leave the website without making a purchase (Digitrio, 2016). Remarketing is an extremely compelling approach to achieve clients and urge them to return to your site. Through remarketing, a website can target clients specifically As these viewers visit a website, it gives the website owner a strong base of prospects who are keen in his business and are willing to make a purchase, thus making them potential customer. In this situation, remarketing promotions remind viewers about the previous websites they have visited, and they might probably go back to the site to purchase a product (Weintraub, 2016). Daviddraj (2015) writes that according to a survey a returning visitor will likely to browse more pages and have chance of purchasing the products.



Source: Digitrio, 2016

Marketing strategies empower you to accomplish your expected target goal and to lift your customer base. Remarketing is a response to accomplish to reach out to target audience and to increase conversion rates (Iwasaki, 2016). Remarketing will lessen the need of labor to market products and services continually. It automatically markets items to viewers based on their interests and likes (Putta, 2015).

Neil Patel (2014) lays out the various objectives for which organizations indulge in remarketing activities-

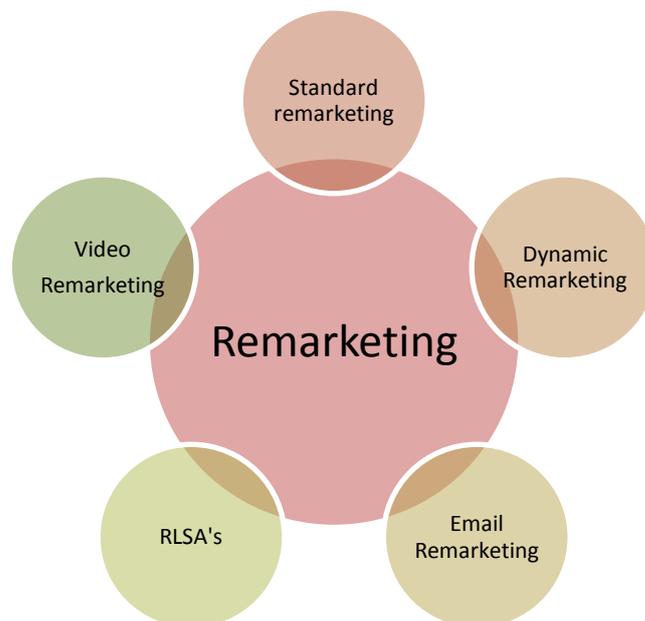
1. To gain consumers of competitor brands
2. To gain and to reengage customers
3. To increase brand awareness

Wishpond (2014) reported that before remarketing, companies only had 8% conversion rate with their digital marketing activities. After implementing remarketing advertisements, their conversion rate increased to 26%.

Numerous e-carts are abandoned or forgotten after some time, and more than half of the items added to these e-carts are removed by the consumer in the process.. When a user visits a website and leaves without purchasing any item, remarketing reduces the chance of losing a potential buyer. There could be a broad assortment of reasons for cart abandonments. Remarketing is a practical choice that empowers a brand to reengage with potential clients by targeting them specifically based on their interest and their browsing history (Bolton, 2016).

4.1.2 Types of remarketing

Remarketing is divided into different types to fulfill the various marketing objectives of the organizations.



Source: Self-curated

(i) Standard Remarketing

This refers to showing ads to users who have visited the site before. These ads will be shown on other websites that are part of the Google Display Network apps. These ads are also targeted on the basis of the search terms used in the Google search engine (Falak, 2017).



4G Aircool Ultra Small Double Memory Foam Mattress



Ad

(ii) Dynamic Remarketing

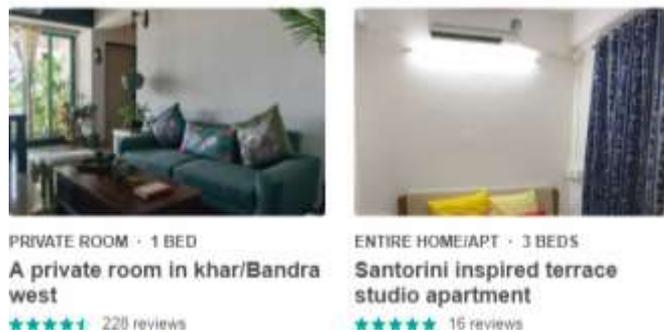
Dynamic remarketing offers a personalized touch as it shows ads based on a user’s browsing history on the website. It displays ads for products and services that the user showed interest in while browsing the website. All the items that were left in the cart are also shown as part of these remarketing advertisements (Flossie, 2017). The ad reach spreads from online websites to social media platforms to mobile applications. Besides the product image, these ads also contain the product name, price, discounts and offers (Abraham, 2015).



(iii) Email Remarketing

To indulge in email remarketing, a marketer has to upload a list of email addresses on their remarketing platform. Email remarketing works in two different techniques-

1. Users who visit the website or add items to cart are sent emailers reminding them about their browsing history.
2. Users who have opened an email from a brand are shown search ads on websites and social media handles (Falak, 2017).



(iv) Remarketing Lists for Search Ads (RLSA)

Remarketing Lists for Search Ads is offered by Google AdWords that enables a marketer to change the look of the ad campaigns for visitors who have been on the site page previously. This allows the marketers to tailor their offers and ads to the visitors who had visited the site before, they started looking on Google. This kind of remarketing promotions is used for visitors who leave the site and after that go on Google to find other similar products or services (Falak, 2017).



Source: Self-Curated

Headstream® Agency
headstream.com/Free-PPC-Audit
Thanks For Reading Our Whitepaper!
Would You Like a Free PPC Audit?

Source: Self Curated

(v) Video Remarketing

Video ads refer to videos that are shown to users who have seen a brand's video or visited the website. As of now video remarketing is only available for Google search engine, not for Yahoo and Bing (Falak, 2017). In Youtube, the video advertisements are showing in the beginning or at regular intervals in a long video. A viewer has the option to skips these ads, however with new display network, some video advertisements cannot be skipped.



Source: Self Curated

4.1.3 Importance of Digital Marketing Activities

Marketing strategies are often first brainstormed and written as part of an organization's marketing plan. Most marketing plans include the current or expected strategies focusing on products, the price points of those products, distribution of the products, and marketing tools. A marketing plan is also important for developing a promotional strategy as it helps a business identify its target markets and to set measurable goals. It is vital to the success of the organization, helps in growth and positive change in the bottom line (Naureman,2015).

Presenting yourself in front of the consumer is crucial for any brand or organisation. In some cases, word of mouth has resulted in vast growth but every brand cannot rely on it to be an overnight success. This is where digital marketing comes into play (Kothiyal, 2017).

Below are the top 5 elements which require a well nurtured digital marketing strategy-

-Understanding the market share and in beating our competitors (Kothiyal, 2017)

- Understanding their customers and to connect with them (Shaw Academy, 2015)
- Increasing visibility and awareness about your brand (Kothiyal, 2017)
- Helps your customer to understand your business better (Chaffey, 2018)
- Helps you in customer retention and customer acquisition (Chaffey, 2018)

4.1.4 Current Scenario of Remarketing

“No one needs to tell us that the world of marketing is changing fast. We are living it.” –Weber & Henderson, 2014

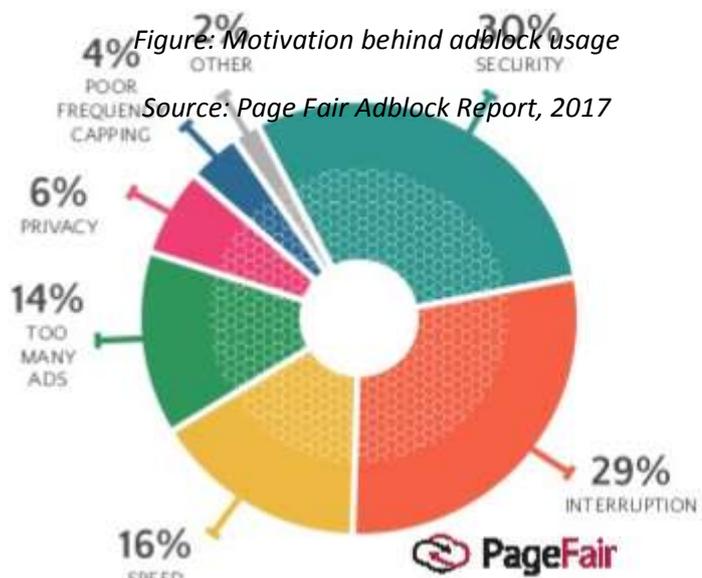
An individual is exposed to a plethora of advertisements in a single day. This number can go up to 3,000-5,000 advertisements a day but only good quality content resonates well with us (Fogle, 2017). According to Hubspot (2017), besides good content, users are also looking for experiential videos. This shows a drastic change in consumer behaviour. They do not want pushy emails and untimed advertisements knocking at their doorstep. Fogle (2017) states that 44% of direct mails are even opened.

According to 2017 Adblock report by PageFair, there are 615 million active users of adblockingsoftwares, which includes 380 million mobiles with adblockers. As of March 2016, there were 122 million Indian users who have ad blocking softwares installed on their mobile phones. For marketers, this means that they are paying for advertisements to be shown on various platforms but due to the ad blockers, these ads are not getting through to the consumers thus leading to loss in conversions. This fact is clearly brought out by former US postmaster general John Wanamaker “Half the money I spend on advertising is wasted”.

Kofstein (2016) states that “All could have been avoided but the industry has become voracious in its quest for growth”. In 2016, Optimal, an analytics firm stated that the ad blocking industry took away \$3.8 billion business from the advertisers. Optimal further forecasted that at the current growth rate, this figure will more than triple to over \$12bn by 2020 (Jackson, 2016).

These stats are supported by Statista (2015) which reported that 64% of global internet users are concerned about their online privacy. Around 83% of Indian internet users are concerned about their online privacy.

Keeping these figures in mind, tech giant Apple has started building its products with in-built ad blockers and ‘Do Not Track’ plug-in.



4.2 Consumer Privacy

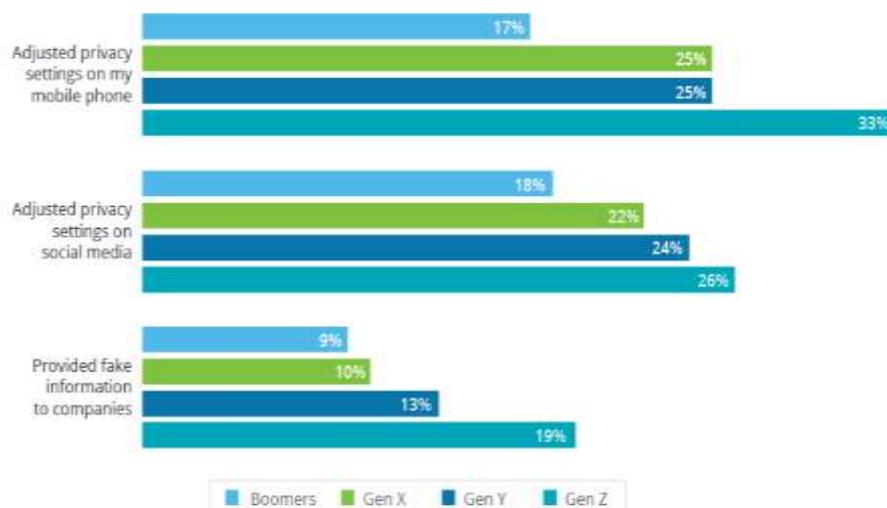
With the wake of the social and digital marketing industry, consumers are exposed to a plethora of websites that use their personal information. Consumer Privacy refers to protecting a consumer’s personal information like their name, phone number, address, bank details, etc (Rouse, 2006). Maintaining consumer privacy signifies a rich relationship between a consumer and an organization (The Audiopedia, 2018). Talking about personal information, it can be classified into two broad categories- static private information which means information which remains same even after a prolonged period of time) and dynamic personal information which refers to the information which is bound to change such as online activities (Lee & Wang, 1998).

Safeguarding a consumer’s private information such as their email address, phone number, bank details, etc. plays an important in building a loyal relationship with consumers.

4.2.1 Importance Of Consumer Privacy

Safeguarding a consumer’s personal information builds trust and a better relationship with the brand. It is an opportunity for the brands to connect better with their consumers. Consumer data includes health records, financial information, bank details, genetic information and much more. If this information falls in the hands of cyber hackers, a consumer is at the risk of losing all their assets (Ivana, 2016).

If a brand is not taking enough measures to protect personal information, they are not only breaching a consumer’s privacy but are also challenging political norms (FSB, 2017). The consumers are providing their information on digital platforms for convenience purposes, therefore it is the responsibility of an organization to protect this personal information from third party frauds (SSL, 2017).



Source: Deloitte, 2016

According to a survey conducted by Deloitte in 2016, consumers, predominantly younger generation is concerned about sharing their personal information with organizations. In order to safeguard their private data, they took various actions due to the increasing concerns over data privacy. As shown in the image, most of the consumers preferred adjusting their privacy settings on mobile phone to protect their information.

4.2.3 Consumer Buying Behavior In Terms Of Remarketing

By executing targeted ads to online clients, the marketer gets an opportunity to remind potential clients about products they like and might initiate a purchase for. From the client's point of view, remarketing can once in a while appear to be "frightening" and intrusive decisively in light of the fact that it makes the client mindful of how much information is being stored by them. This discernment is much more probable when the client is focused by forceful remarketing techniques that demonstrate numerous promotions every day to the client over various sites.

For instance, once a client finishes buys a product on an online business site (in the wake of tapping on a promotion from a remarketing crusade), it is feasible for a client's behavioral profile to be connected to their email address, social media profiles, and other identifiable data. These worries are intensified by the expanding utilization of cross-device targeting to focus on clients on their cell phones, tablets and PCs.

The average Web site conversion rate is a little more than 2 percent. In other words, nearly all of the people who visit a site for the first time leave without some form of desired action (Roberts, 2018). That's why many brands have turned to retargeting, which focuses on getting those previous visitors back to your site. Retargeting can be accomplished via display ads, search, e-mail, and now social media, as well as via Facebook's FBX ad exchange and Twitter's new retargeting option (Patel, 2015).

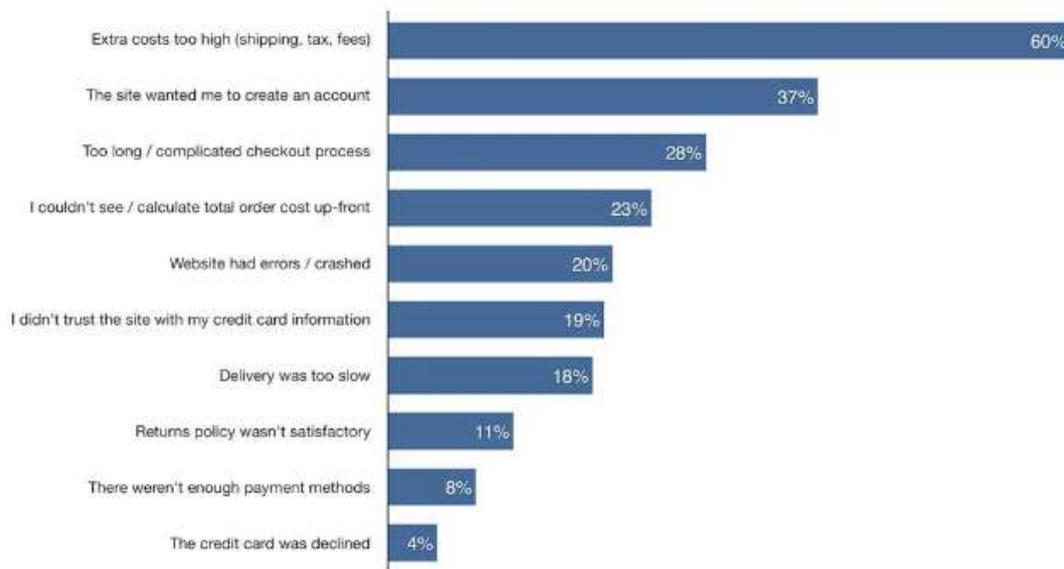


Source: InSkin, 2014

According to a survey by InSkin Media (2014), instead of conversions 55% consumers stopped buying from the website that showed them repeated remarketing advertisements. While 53% ad viewers get irritated with the frequency of these advertisements. Only 10% consumers indulge in purchase due to these remarketing ads. Even this sphere of 10% is further divided into three categories-

1. Buyers who are happy with the product
2. Buyers who left the buying process in midway again
3. Buyers who bought the product but returned it

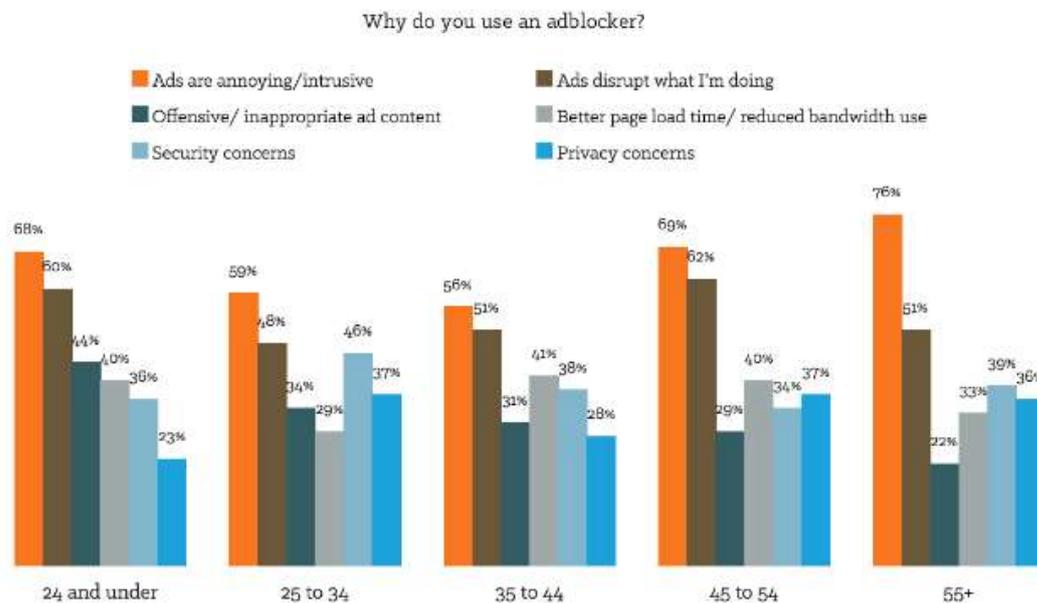
Talking about the consumers who left the buying process in mid-way might be because of the same reason they abandoned their cart at first place (Boag, 2017). These reasons are listed in the figure below-



Source: Baymard Institute, 2017

The graph clearly shows that majority of the consumers leave the process mid-way due to hidden shipping and delivery costs followed by creating an account at 37% which is directly related to privacy concerns (Serrano, 2018).

There are buyers who buy the product but return the product due to after sale services or due to bad quality of the product. These consumers are looking for value driven products and services along with personalization. There is also a set of consumers who claim that they clicked on the advertisement by accident. A terrifying 34% consumers are a part of this bandwagon (Winsauer, 2016). People who have a negative response to these remarketing advertisements have either stopped buying or have installed ad blockers and other privacy protection plug ins. Astonishingly, 85% consumers feel blocking these ads provide a positive and a good internet experience (An, 2016).



Source: HubSpot, 2016

5. DATA ANALYSIS

This chapter presents analysis and findings of the study as set out in the research methodology. The results presented were on implications of consumer privacy breach due to remarketing activities by marketers. The objectives of the study were; to gain in-depth knowledge about the term remarketing and to determine its effectiveness on reach and conversions; to explore the issue of consumer privacy breach and to determine the extent of this breach and to analyse the impact of remarketing activities on consumer buying behaviour through recall. The study targeted 200 respondents between the age group of 18-40 years, both male as well female. The chapter outlines the demographic information of the respondents and the data findings and analysis based on the above mentioned objectives. These findings are presented with the help of various graphs along with appropriate explanation thereafter.

5.1 Demographic Findings

The survey was first aimed at understanding the respondent’s personal profile with regard to their education, age group and monthly income. The demographic information points out the suitability of the respondents in finding out the effect of remarketing activities on consumer buying behavior.

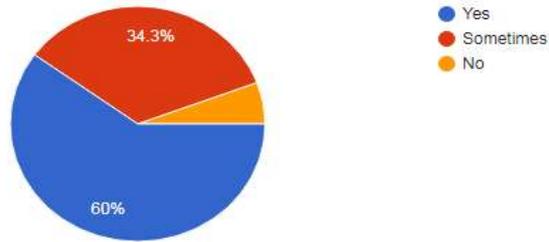
Profile of respondents	Options	Percentage
Age group	Below 18 years	2.4%
	18-25 years	48.8%
	25-33 years	26.2%
	32-40 years	19%
	Above 40 years	3.6%
Education level	12 th or less	7.1%
	Graduation	46.4%
	Masters	35.7%
	Doctorate	10.7%
Monthly Income	Less than 50,000	27.4%
	50,000-1,00,000	11.9%
	1,00,000-1,50,000	10.7%
	1,50,000-2,00,000	32.1%
	Above 2,00,000	17.9%

The total number of respondents for the survey are 200, out of which 98 fall between the age group of 18-25 years. Around 92 (46.4%) respondents are graduates followed by 71 respondents who have done masters. Talking about the monthly income, the various income levels are scattered randomly amongst the respondents with no income level forming majority. Out of 200, 64 respondents earn a monthly income of Rs. 1,50,000 to Rs. 2,00,000.

5.2 Psychographic Profile

The below graph gives us an insight into how many people shop online. Out of 200 respondents, 120 (60%) respondents shop online followed by 67 (34.3%) respondents who only shop online sometimes. Only 11 (5.6%) respondents don’t shop online.

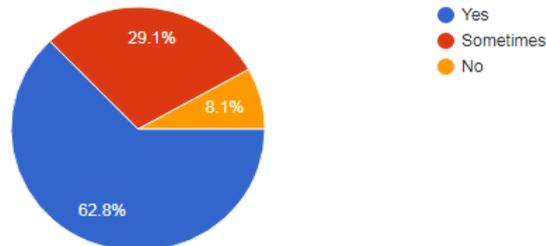
Do you shop online?



Graph 1. Percentage of people who shop online

In Graph 2, the focus is on understanding whether people provide information while shopping online or not. The importance of this question pertains to the fact that this information is in turn used by marketers to run remarketing advertisements. Out of 200, 126 people provide information online while shopping. 58 respondents claim that they only fill their personal information on an online website sometimes. 16 respondents refused the concept of providing their information on online websites.

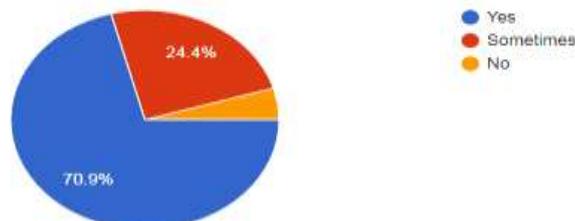
Do you provide your information on ecommerce and other websites while shopping?



Graph 2: Percentage of people who provide information while online shopping

Graph 3. Explores the main concept of remarketing advertisements. Respondents were asked whether they have seen advertisements of a particular website after they have visited it? 142 respondents responded with 'Yes' while 49 respondents said that they come across these advertisements sometimes. Only 9 respondents have never seen these advertisements.

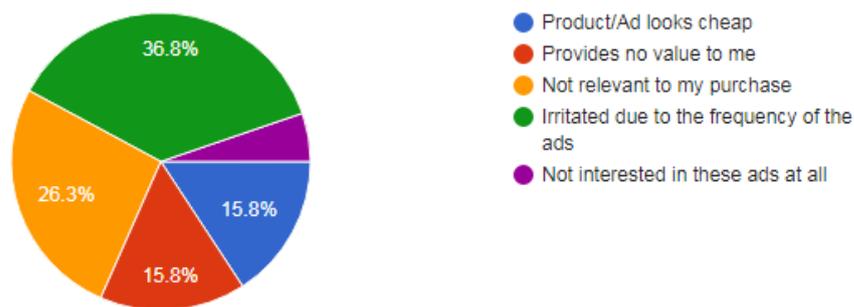
Have you ever seen advertisements of a particular website after you have visited it?



Graph 3: Percentage of people who have seen remarketing ads

Delving deeper into the concept of remarketing, the respondents were asked why they don't buy the product even after these personalized and targeted advertisements. 32 respondents found these advertisements cheap or poorly designed. Another set of 32 respondents said that these advertisements provide no value to them. Out of the rest 136 respondents, 52 respondents didn't find these advertisements relevant to them. 73 respondents were irritated due to frequency of the same advertisement shown to them again and again. The remaining 11 respondents shared that they are not interested in these advertisements at all.

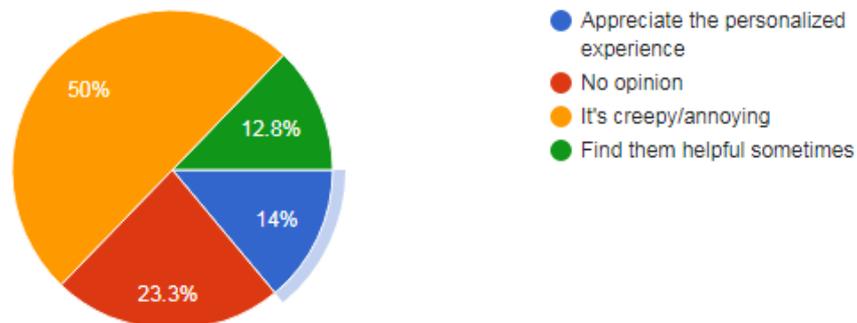
What is the major reason behind not buying a product after looking at these advertisements?



Graph 4: Reasons for not buying products after target ads

The below graphs are aimed at analyzing consumer perception about remarketing advertisements. Firstly, an analysis has been done related to how consumer's feel about remarketing advertisements that they all always prone to on their laptop, phone and tablet. Taking half the share, 100 out of 200 respondents find these advertisements creepy or annoying followed by 46 respondents who have no opinion about the concept of remarketing. Overall, 53 respondents have a positive impact due to these remarketing activities. Out of these 53 respondents, 28 respondents appreciate the personalized experience by marketers followed by 25 people who find these ads to be helpful sometimes.

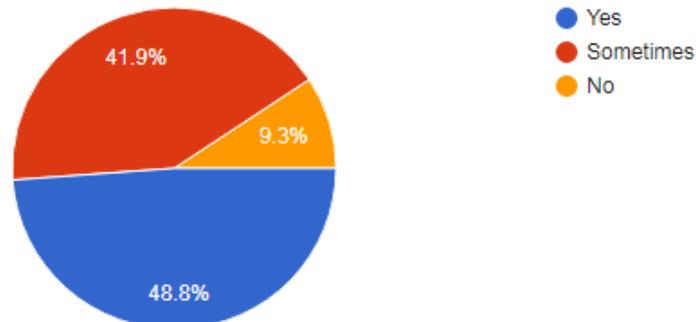
How do you feel about advertisements that follow you around the internet?



Graph 5: Response to remarketing ads

Respondents were asked whether they consider remarketing advertisements an invasion of their privacy and personal space. Graph 6 shows segmentation of this question in three parts. Out of 200, 97 respondents consider that these remarketing ads lead to consumer privacy breach. 83 respondents feel that these remarketing ads only invade their privacy sometimes. 18 respondents support the concept of remarketing and said a no to these questions.

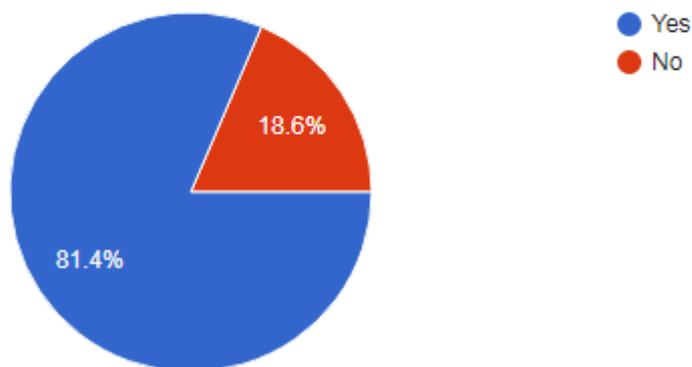
Do you feel such advertisements are an invasion of your privacy?



Graph 6: Are remarketing ads invasion of privacy?

Lastly, the consumers were asked whether they want any change in the current way remarketing activities are carried out and majority of respondents, 162 (81.4%) feel that there is a scope to make these remarketing activities better.

Do you think there is a scope to make these remarketing activities better?



Graph 7: Should remarketing activities be improved?

6. FINDINGS

The study established that the impact of consumer buying behavior is determined by how consumers perceive these remarketing advertisements. Consumers want these remarketing advertisements only if they provide value to them and enhance their shopping experience. The respondents were concerned about their privacy when it comes to remarketing but if the marketers are able to instill confidence in the consumers, their conversions can increase by many folds. Remarketing is an effective tool as the conversion rate has increased from 8% to 26%, which is more than 3x (Wishpond, 2014). The effect of these remarketing advertisements can be further increased if the marketers take care of their consumer's concern related to privacy and other issues. There are people who love the personalized experience and find these advertisements helpful sometimes. Therefore, there is a definite scope to improve the current remarketing advertisements that have captured the whole internet in their fist.

7. RECOMMENDATIONS

Today, consumers are demanding for personalized advertisements but not at the cost of their privacy invasion. Marketers should keep this thought in mind while planning remarketing activities for their brands. One of the major reasons for these ads not being able to grab conversions is because they look cheap. Marketers should work on improving the aesthetic appeal of these advertisements. Furthermore, consumers should be clearly informed what all attributes of their personal data will be used and for what cause. Besides a personalized experience, these advertisements should be able to deliver value to a customer. The frequency of the remarketing advertisements should also be taken care of. If a consumer sees the same advertisement for the 10th time, he is bound to get annoyed. The times of showing the remarketing advertisement also plays an important role. If the consumer is shown the remarketing advertisement after he has made the purchase, it will be not relevant for him.

8. CONCLUSION

Remarketing has become an integral part of the marketing game and results in numerous conversions. One of the core questions behind this research was to find out the implications of consumer privacy breach due to remarketing. The ability to provide personalized experience through remarketing advertisements is a boon for the marketers but like all other things, it has also has a negative side attached to it. On one side of this thread are consumers and on the other side are marketers. A balance should be made so that both entities enjoy the benefits of remarketing equally. There are consumers who appreciate marketer's efforts for providing them with well targeted advertisements but for others, frequency and timing of the advertisements becomes a challenge. In conclusion, with remarketing, marketers can reach out to 96% of site visitors who leave the website without making a purchase and if targeted properly, these percent of visitors can easily be regained. For this to happen, a well planned and a coherent remarketing strategy is required which does not exploit a consumer's privacy while at the same time it reaches the required objective of getting conversions.

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CLOUD COMPUTING IN ENGINEERING EDUCATION

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ABSTRACT

In engineering education at present timings it has become essential to understand the concept of Cloud Computing besides knowledge of computer fundamentals. Mainly there are three concepts used in Cloud Computing i.e. IAAS, PASS & SAAS. But the main concern is its security. A rapid transition from main servers to cloud machines is necessary for fast delivery & deployment of services & databases. When data are stored on cloud, there are many securities issue in this computing. In this research paper number of risks and challenges besides how cloud computing can be utilized in education systems. Due to this reason we shall stress on how to implement security issues and conclude with the issue in cloud by secure architecture in future utilization of cloud services. Any educational institution when want to take their work on cloud computing there are many issues like privacy, security & fear that students data could be in wrong hands especially sensitive data may be available to unauthorized persons through cloud. In the cloud computing colleges or universities have little or no visibility to cloud storage & its services. When we move or upload our sensitive and regulated data in cloud, issues of security must be considered.

INTRODUCTION

When any educational institution wants to take their work on cloud computing there are many risks such as secrecy, some personal data could be in wrong hands specially examination data may be available to hackers or to malicious user through cloud. In the cloud computing, in most cases universities have no knowledge of storage. When they move or upload their important data on cloud, issues of security must be considered.

We have to pay only for services or tools which are required by us at that time in cloud computing. Cloud Computing has become very popular in many industries & organizations. It represents a new computing which is used to computation as well as storage. The term cloud in cloud computing has come from the symbol cloud that is generally used to mention the use of it. Cloud computing is empowered by the virtualization. There are lots of benefits to move our data to cloud but when an organization moves towards cloud, the number of fears are there. In the cloud, the organization have very little or no visibility to storage and backup process of data. When sensitive data is moved into public cloud, issues of security standards and compliance should be involved like authorization, encrypted data and data loss protection & recovery. Educational establishments continue to seek opportunities to rationalize the way they manage their resources. The economic crisis that may collapse the global financial system money may continue to affect educational establishments that are likely to discover that governments will have less money to plan for them. It is argued that cloud computing is likely to be one of those opportunities sought by the educational establishments in these difficult times and could prove to be of immense benefit to them due to its flexibility and pay as you go cost structure. Cloud computing is an emerging new computing planned way for delivering computing services. This computing approach relies on a number of existing technologies such as Internet, virtualization, grid computing & web services. The provision of this service in a pay as you go way through mainly the popular medium of the Internet gives this service a new distinctiveness. In this article some aspects of this distinctiveness will be highlighted and some topics are mentioned concerns that might be preventing some educational institutions from adopting it.

Cloud Computing is the fundamental change happening in the field of engineering education. It is a planned way to understand a movement towards the intensive, large scale specialization. Otherwise also it brings about not only convenience and efficiency of problems, but also great challenges in the field of data security and privacy protection. Recently security has been regarded as one of the greatest problems in the development of cloud computing wherever it may be used. This paper describes the great requirements in Cloud Computing, security key technology, standard and regulation & provides a Cloud Computing security framework especially for universities. This paper argues that the changes in the above aspects will result in a technical revolution in the field of information security.

VARIOUS ISSUES IN CLOUD COMPUTING

Number of issues are there related to cloud computing. In on-demand self-service a consumer has provision for computing capabilities, such as server time and network storage, as needed automatically without requiring human interaction with each service provider.

In broad network access capabilities are available over the network and accessed through standard mechanisms that promote use by any network & any platform using mobile phones, tablets, laptops or workstations.

In resource pooling the provider's computing resources are pooled to serve multiple consumers using a multi-tenant model, with different physical and virtual resources dynamically assigned and reassigned according to consumer demand. There is a sense of location independence in that the customer generally has no control or knowledge over the exact location of the provided resources but may be able to specify location at a higher level of abstraction such as country, state, or datacenter. Examples of resources include storage, processing, memory, and network bandwidth.

Rapid elasticity: Capabilities can be elastically provisioned and released, in some cases automatically, to scale rapidly outward and inward commensurate with demand. To the consumer, the capabilities available for provisioning often appear to be unlimited and can be appropriated in any quantity at any time.

Measured service: Cloud systems automatically control and optimize resource use by leveraging a metering capability at some level of abstraction appropriate to the type of service. Resource usage can be monitored, controlled, and reported, providing transparency for both the provider and consumer of the utilized service.

In the cloud computing, there are three service models available as below.

- *Infrastructure as a Service (IaaS)*: It provides the consumer with the capability to processing, storage, network and other resources. It allows the consumer to deploy and run the software which can include the operating system and applications. The user has the control over operating system, storage.
- *Software as a Service (SaaS)*: It provides the capability to the consumer is to use the provider's applications running on a cloud infrastructure. The applications are accessible from various client devices through either a thin client interface, such as a web browser (e.g., web-based email), or a program interface. The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, storage, or even individual application capabilities, with the possible exception of limited user-specific application configuration setting.
- *Platform as a Service (PaaS)*: The capability provided to the consumer is to deploy onto the cloud infrastructure consumer-created or acquired applications created using programming languages, libraries, services, and tools supported by the provider. The consumer does not manage or control the underlying cloud infrastructure including network, servers, operating systems, or storage, but

has control over the deployed applications and possibly configuration settings for the application-hosting environment.

SECURITY OF CLOUD

Confidentiality: It refers to only authorized system has the ability to access the data. It is a term that is related with authentication in cloud computing. Authentication is the process of establishing confidence in user identity to information system. Multi tenancy refers to resource sharing in cloud. When multi tenancy presents number of privacy and confidentiality threats. Data confidentiality refers to trusting the specific application or data in a secure manner.

Trust: Trust is the new topic in area of computer science as diverse as security and access control. The concept of trust as described confidence. A is considered to trust another entity. when entity A believes on B, B will behave as required and expected. Trust in cloud computing is depending on deployment model. When data is deployed on public cloud, control is mitigated to the infrastructure. This introduced the number of risks and threats that is related to trust.

Privacy legal issues: It the desire of a person to control the disclosure of private data or information. Enterprises deal with the private data is required to comply with legal framework. Cloud computing has numerous legal issue or challenges towards privacy of data that is stored in multiple locations of cloud. Data stored in multiple locations also increase the risk of confidentiality and integrity. In cloud, the user's data can be on any datacenters which can be used anywhere in the world. In cloud computing, privacy is an important issue and its importance in both the terms, one is legal perspective and other one is user trust.

Cloud Benefits: Well-known security experts describes that the most challenging aspect of cloud computing allows for both large and small organizations to have the opportunity to use net based services so that they can reduce initial costs, lower capital expenditures, use services on a pay-as-you-use basis, access applications only as needed, and quickly reduce or increase capacities. However, these benefits are accompanied with lot of security issues, and this paper tackles the most common security challenges that cloud computing faces. This paper offers years of unparalleled expertise and knowledge as they discuss the extremely challenging topics of data ownership, privacy protections, data mobility, quality of service and service levels, bandwidth costs, data protection, and support. As the most current and complete guide to helping in finding the way through a security minefields, this paper is mandatory reading if we are involved in any aspect of cloud computing.

For compliance the access will be monitored and track to ensure that there will be no security breaches in the system. Compliance requirement become very strict as year are going on and cloud service provider can meet these requirements. Compliance requirements are defined by regulatory bodies, government, for different type of stored data.

Data privacy and business continuity are two big items for compliance, what procedure is put in place for implementing. The cloud security alliance states that the SLA between the cloud customer and the provider should include a right to audit clause, which address audit right are required to ensure compliance with regulations.

Trusted Third party: The term trusted third party in cloud is relating the establishment of trust level and provide a solution to maintain the confidentiality, integrity and authenticity of user's data. A trusted third party is used to facilitate secure interaction between two parties who has trust on each other. And data is secured in end to end services.

Third party reviews all critical transaction communication between the parties. Third party operationally connected to public key infrastructure. PKI provide technically legal acceptance means to implement:

- Provide strong authentication
- It provides authenticated access of resource and database.
- Provide proper protection of local or global data.
- We must ensure that no part of electronic transaction can deny of its presence

CONCLUSION

Cloud computing having many advantages & must to keep pace with increasing data users in and around educational institutions. But the concepts of it must be understood clearly before making use of it. Cloud computing is known for its less cost, faster delivery of data to the needed persons and easy way to implant its services. But people have different point of view and some feel cloud is unsafe. So security is main concern in cloud because when we put data on cloud it must be safe. When data is deployed in cloud, security must be deployed and integrity, control, audit and availability must be maintained. In future cloud computing must maintain security & privacy at its full extent as users are increasing day by day.

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ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCES MANAGEMENT

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ABSTRACT

Artificial Intelligence Techniques and its subset, Computational Intelligence Techniques, are not new to Human Resource Management, and since their introduction, a heterogeneous set of suggestions on how to use Artificial Intelligence and Computational Intelligence in Human Resource Management has accumulated. While such contributions offer detailed insights into specific application possibilities, an overview of the general potential is missing. Therefore, this paper offers a first exploration of the general potential of Artificial Intelligence Techniques in Human Resource Management. To this end, a brief foundation elaborates on the central functionalities of Artificial Intelligence Techniques and the central requirements of Human Resource Management based on the task-technology fit approach. Based on this, the potential of Artificial Intelligence in Human Resource Management is explored in six selected scenarios (turnover prediction with artificial neural networks, candidate search with knowledge-based search engines, staff rostering with genetic algorithms, HR sentiment analysis with text mining, resume data acquisition with information extraction and employee self-service with interactive voice response). The insights gained based on the foundation and exploration are discussed and summarized.

INTRODUCTION

Artificial intelligence (AI, also machine intelligence, MI), Humankind has given itself the scientific name Homo sapiens--man the wise--because our mental capacities are so important to our everyday lives and our sense of self. The field of artificial intelligence, or AI, attempts to understand intelligent entities. Thus, one reason to study it is to learn more about ourselves. Another reason to study AI is that these constructed intelligent entities are interesting and useful in their own right. AI has produced many significant and impressive products even at this early stage in its development. Although no one can predict the future in detail, it is clear that computers with human-level intelligence (or better) would have a huge impact on our everyday lives and on the future course of civilization.

This gives us four possible goals to pursue in artificial intelligence:

Systems that think like humans	Systems that think rationally
Systems that act like humans	Systems that act rationally

Artificial intelligence In Recruitment and HRM

One of the most talked about trends in HR and recruiting has been AI(artificial intelligence). Artificial intelligence is defined as “an ideal ‘intelligent’ machine [that] is a flexible rational agent that perceives its environment and takes actions that maximize its chance of success at some

goal.” It’s a branch of computer science that uses machine learning algorithms that mimic cognitive functions; making machines more human-like. AI is very attractive nowadays because organisations require more people like resources. It helps leverage intelligent machines keep us focused on the needs of candidates and employees.

Nine Ways HR Can Use Artificial Intelligence

- **Candidate Screening:** At present, a number of AI tools exist that can engage the candidate either before or after they apply for a role within an organization. Imagine a world where companies can test candidates by having them interact with a chatbox or AI tool, answering common candidate questions about the role while also asking for feedback and information about the candidate. This could help your recruiter to effectively assess the candidate in the quickest and most effective way possible.
- 4) **Candidate Engagement:** Fifty percent of candidates are not receiving any type of communication or having any type of interaction with an employer ,once they apply for a role on a career site or job board. Artificial intelligence automates a candidate engagement process that goes beyond standard automated emails or messaging workflows using a Hub spot or Market-like systems. Certainly, AI can be integrated into these types of candidate automation, however, these messages, responses and engagements can, with AI, be real-time and unique to the individual candidate and not just driven by a tags, positions, locations or categories.
- 3. **Re-Engagement:** Whether it’s your ATS or CRM, candidate records often go untouched after they apply for the role or after the job requisition is closed. Artificial intelligence allows you to re-engage a much targeted group of candidates to determine their interest level in a position or role, while also using that engagement opportunity to update their candidate record to reflect new positions, work experiences or skills that might have acquired since the last time they were engaged.
- **Post-Offer Acceptance:** Once a candidate accepts a job offer, a gray area exists — normally two weeks from when a candidate gives notice to when they starts working at your organization. AI could fill that gap by engaging and following up with the candidate to increase the acceptance-to-start rates of your candidates.
- **New Hire Onboarding:** While new hire orientation is effective at introducing your new hires to the company culture, processes and policies, artificial intelligence can answer other common questions and provide new hires with information and resources that support your current programs. This is key when you consider 90% of your employees forget what was covered in your meeting, training and conference call. Information and learning reinforcement is key and AI might be the answer.
- **Career Development:** Your employees need support and possibly customized training, learning and career path information that a boss or leader can’t always provide. AI offers the ability to scale a career development program or company coaching for each and every employee.
- **Employee Relations:** Employees have questions. Sometimes they are easy ones like questions about benefit coverage, FMLA, vacation time and how they are paid. Sometimes they are more complex and might require an in-depth conversation with your HR manager or coordinator. Artificial intelligence technology can be used in chat form, email or a virtual meeting room, handing over and even booking a meeting between your HR generalist and the employee.
- **HR Compliance and Case Management:** The market is packed with case management software that provides employees with resources and information based on questions they ask.

But imagine a world where incidents are documented and employee investigations are submitted through an artificial intelligence tool, asking a series of questions and gathering information for a formal complaint, investigation, or request for information.

- **Scheduling:** Whether it's booking interviews or work meetings, spending time to coordinate schedules and availability is an unproductive activity that not only wastes everyone's time but keeps our email inboxes full and overflowing. Imagine a world where a machine books meetings, schedules and even orders food without you having to do a single thing.

As I think it offers many great possibilities to elevate HR activities, maximize workplace productivity and provide more support and resources to managers, employees and candidates. Where we go from here is really up to HR technology companies understanding our needs (many of which I have outlined above), and HR and recruiting practitioners providing feedback and making suggestions to their HR technology partners.

OBJECTIVES OF THE STUDY

- To study about the artificial intelligence in HR and Recruitment.
- To analyse the existing Artificial intelligence in Human Resources and Recruitment.
- To understand the role of AI and recruitment
- To understand the extent of Artificial intelligence with various departments in human resource.
- To understand the future scope of the AI.

LITERATURE REVIEW

Competence based model is an HR tool that helps the organization to manage their manpower by effectively recruiting, planning and developing the candidates. (Heene, 1997) G Liddon, (2006) [10], described the competence model as a description of Knowledge, Skills, Capabilities and Behaviors. These traits are required to successfully perform any job or functions. Organizations may use a competence based system as a business strategy to determine how competence model are functionally and multi-dimensionally used for hiring and selection, assessment, performance management, training and development and career development.

METHODOLOGY OF THE STUDY

This is a conceptual paper. This paper reviews the literature of others to understand the concept of Artificial Intelligence and recruitment. Only the secondary sources are used to gather the secondary information. Various books and websites are referred for this purpose.

SCOPE OF THE STUDY

- The ultimate effort is to make computer programs that can solve problems and achieve goals in the world, as well as humans.
- Machines as match makers.
- Using AI to reduce unconscious bias.
- Liberating employers to focus on the human side of hiring.

Working of AI in HRM

By enhancing certain automated tasks which are repetitive and very laborious, AI helps to save a company's precious time and resources. The machine learning tool of AI is very useful to screen quality candidates from thousands of applicants as ML has the ability to learn on its own. By automatically screening, sourcing and scheduling, AI helps a company focus only on the cream of candidates and thereby saving tons of time. With rapid improvements in AI, the prospect of a super smart chatbot completing the entire recruitment process can't be ruled out.

AI for recruiting technology – the application of artificial intelligence to recruiting – is designed to automate some part of the recruiting workflow whether it's screening resumes, testing candidates and even interviewing. The current explosion in recruiting technology represents exciting opportunities to help solve some classic recruiting headaches. But trying to make sense of it all can be overwhelming.

The takeaways for recruiting technology

AI for recruiting technology has become a dominant theme in recruiting. Here are 4 tips to help you pick the right recruiting technology for you:

- 4) Tip 1: Define the problem you're trying to solve.
- 5) Tip 2: Make sure the technology doesn't make your job more complicated.
- 6) Tip 3: Assess how well the recruiting technology integrates with your current software.
- 7) Tip 4: Link the ROI of the recruiting technology with a business outcome.

3 Ways Recruitment Automation Will Change Recruiting Forever

Recruiting teams are also facing increased pressure to demonstrate data-based KPIs. Talent acquisition leaders are increasingly measuring their recruiting teams by quality of hire in addition to time to fill.

According to LinkedIn's data, the most important recruiting KPIs are:

- **Quality of hire** is the top priority for 60% of talent acquisition leaders.
- **Time to fill** is the top priority for 28% of talent acquisition leaders.

Advances in technology have transformed finance, sales, and marketing departments and industry experts believe recruiting technology will be the next big adoption.

By streamlining some aspects of the recruiting workflow, experts predict recruitment automation will enhance a human recruiter's capabilities.

Here are three major ways recruitment automation is changing recruiting.

1. Recruitment automation for resume screening

One of the most promising applications of recruitment automation is for resume screening due to three main reasons.

1. Manually screening resumes is still the most time-consuming part of recruiting.
2. Up to 88% of resumes received for a role are considered unqualified.
3. A recruiter spends on average 23 hours screening resumes for a single hire.

Although screening resumes is still the biggest bottleneck in recruiting, technology to address this problem has only recently become available.

Powered by AI for recruiting, intelligent screening software automates the resume screening process. Designed to integrate with an ATS, the software learns what the job requirements are and then learns what qualified candidates look like based on previous hiring decisions.

Using employee data on performance and tenure, the software figures out which candidates went on to become successful and unsuccessful employees.

This type of recruiting software can also enrich resumes by using public data sources about previous employers and candidates' social media profiles.

Intelligent screening software applies the knowledge it learned about employees' experience, skills, and other qualifications to automatically screen, rank, and grade new candidates.

Recruitment automation applied to resume screening promises to be a boon to reduce time to hire because it automates a low-value, repetitive task that most recruiters hate to do anyway.

Automated resume screening allows recruiters to re-focus their time on higher value priorities such as talking to candidates to assess their personalities and culture fit.

2. Recruitment automation for pre-qualification

In the current candidate-driven market, candidate experience can make or break whether a top candidate accepts your job offer. Recruitment automation in the form of chatbots holds the promise for improving the candidate experience.

CareerBuilder's data found 67% of job seekers have a positive impression of a company if they receive consistent updates throughout the application process.

Recruitment automation in the form of chatbots allows human recruiters to provide these consistent updates in real-time by asking pre-qualifying questions related to the job requirements and providing feedback, updates, and next-step suggestions.

By automating repetitive tasks such as answering the same questions about a job, chatbots enhance the pre-qualification capabilities of a human recruiter without additional strain on their time.

3. Recruitment automation for interviews

Recruitment automation for interviewing augments recruiters' capabilities by allowing recruiters to conduct interviews anywhere any time.

Digitized interview technology records candidate interviews and assesses factors such as their word choices, speech patterns, and facial expressions to predict how well a candidate fits the role.

Recruitment automation applied to interviewing promises to improve quality of hire by providing additional data points on how well the candidate fits the job requirements or company culture.

The takeaways for recruitment automation

Industry experts believe recruitment automation will augment and enhance human recruiters' abilities, rather than completely replace them.

Recruitment automation is changing recruiting in three major ways:

- 4) **Automated resume screening** that reduces time to hire by saving recruiters the hours spent manually reading resumes.
- 5) **Automated pre-qualification** through chatbots that enhances the candidate experience by providing continuous, real-time feedback.
- 6) **Automated interviews** that improve job fit by analyzing candidates' words, speech patterns, and facial expressions.

As the adoption of recruitment automation continues to increase, the recruiter role will change.

How AI Is Creating the Recruiter Skill Set of the Future

AI continues to automate the administrative burden of recruiting, there's a growing consensus that the skills recruiters have today won't be the same ones needed tomorrow.

The majority of HR leaders predict AI will be a regular part of their workflow within the next five years. This large scale adoption of AI and automation will require recruiter re-skilling to adapt to the new workplace. In the age of AI, the new recruiter skill set includes skills focused on both people and data.

1. People-focused social skills

When it comes to hiring, we still want to talk to another human and that desire isn't going to go away anytime soon.

A recent survey by Randstad found that while 91% of job seekers believe technology has made the job search process significantly more effective, 87% also believe it's made the job search process more impersonal.

As the job search becomes more efficient and automated through AI, recruiters will be relied on more than ever to add the missing piece: a human touch.

Accenture predicts people-focused social skills such as creativity, critical thinking, and empathy will become even more valuable. This prediction is based on the argument that social skills are hard to automate.

Research is showing this is already true. A recent study found that nearly all job growth since 1980 has been in occupations that rely heavily on social skills. Workplace tasks that require social skill tasks grew by 24% from 1980 to 2012, compared to only 11% for math-based tasks.

This people-focused skill set will be required to augment recruiting with a talent advisory function.

Among the critical skills of a talent advisor are solving recruiting problems through creativity, using business acumen to get you better outcomes, and influencing hiring managers and candidates.

A major benefit of AI and automation is freeing up recruiters' time.

Talent advisors will be able to better spend their time on initiatives such as reducing bias in recruiting, analyzing the ROI of their recruiting software tools, and planning strategies for proactive hiring based on future growth and revenue rather than reactive backfilling.

2. Data-focused analytical skills

The demand for data-focused recruiters exists to this greater alignment means which recruiting metrics an organization considers crucial will depend on what the desired business outcomes are.

The skill set of the data-focused recruiter includes a scientific mindset for collecting and testing data, domain knowledge to properly interpret results, and business acumen to get buy-in to implement their recommendations.

The data-focused recruiter of the present and future will need to become a convincing data storyteller. Although recruiting has always been a data-heavy function, this data has mainly been used to create descriptive reports on metrics such as cost of hire.

Role of Artificial Intelligence (A.I.) in Recruiting & Hiring

The lowest hanging fruit for AI in our industry centers on talent acquisition and specifically the candidate experience. And this is why I focused my list-building and research efforts on talent acquisition because there is so much interest, curiosity, and confusion from those of us who are looking at trialing and testing this new breed of HR or talent acquisition technology at our company. In short, I had multiple reader requests to develop a list and so I am focusing on talent acquisition AI tools first. According to Berlin's 2017 Human Capital Trends Report, 38% of companies believe AI and robotics will be fully implemented in their company within 5 years.

We are sitting at a growing technological divergence in our industry that is more apparent than ever before with the ushering of technologies like AI which are part of the fourth transformation of technology.

AI is a machine's ability to mimic human capabilities such as learning, problem-solving, and perception. For HR, this is the application of artificial intelligence to the function in order to streamline or automate some part of the workflow. A recent survey found that 38% of enterprises are already using AI in their workplace with 62% expecting to use it by 2018.

Though they can never quite replace the human element in human resource management, AI machines are gradually developing the right intelligence to do some functions of HR properly. There are

- Candidate Screening
- Interviewing candidates
- Employee Onboarding
- Talent development

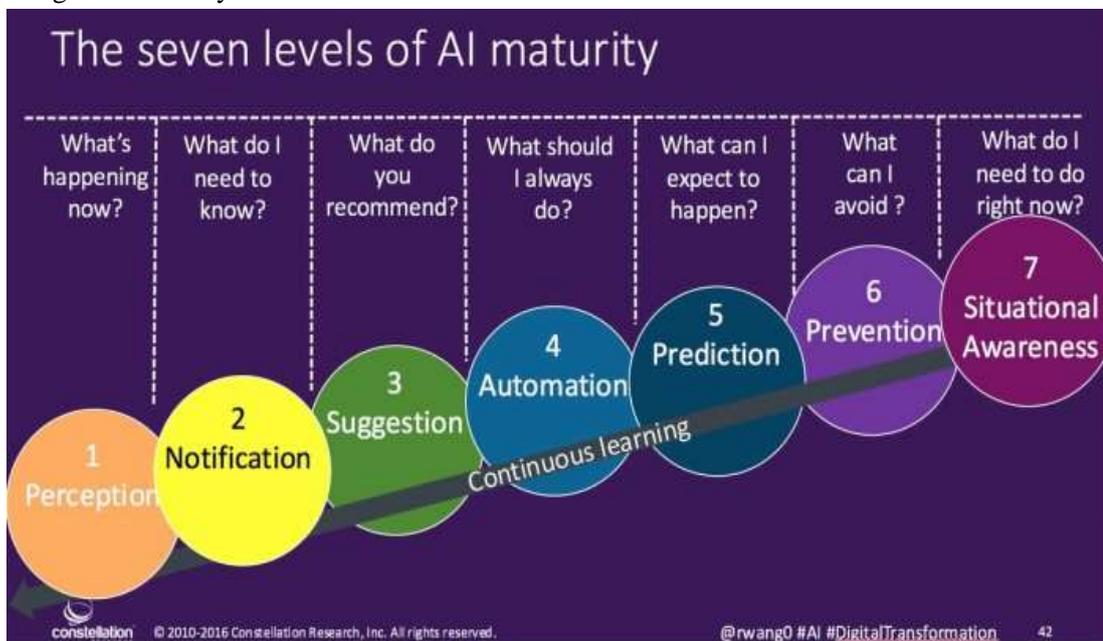
- Employee relations
- HR analytics

And while I wait for an AI assistant to fully manage my email and develop beautiful powerpoint presentations and Excel formulas, AI in terms of talent acquisition can fundamentally change how we effectively recruit and hire. The challenge is there are likely a hundred or more AI technologies for recruiting with these numbers growing by the day. This is the exact reason I made the decision to aggregate a list of the technologies that I am aware of so that as TA leaders you can do your full due diligence.

The AI technologies listed fall within one of seven of the maturity levels of artificial intelligence which according to Roy Wang at Constellation Research include:

- 1) Perception,
- 2) Notification,
- 3) Suggestion,
- 4) Automation,
- 5) Prediction,
- 6) Prevention and
- 7) Situational Awareness.

However, I'll go over these in later detail in additional articles published at a later date. For now, I want you to research the tools and use your own judgment to decide where they appear along the maturity scale.



ADVANTAGES

1. Saving recruiters' time by automating high-volume tasks

Talent acquisition leaders report that their hiring volume will increase next year but their recruiting teams will remain the same size or even contract. This means recruiters will be expected to become more efficient by “doing more with less.”

Manually screening resumes is still the most time-consuming part of recruiting, especially when 75% to 88% of the resumes received for a role are unqualified. Screening resumes and shortlisting candidates to interview is estimated to take 23 hours of a recruiter's time for a single hire.

AI for recruiting represents a boon for recruiters if it can successfully automate time-consuming, repetitive tasks such as screening resumes or scheduling interviews with candidates.

The best AI-powered technology will be designed to not only automate a part of your workflow but to integrate seamlessly with your current recruiting stack so it doesn't disrupt your workflow.

As a bonus, speeding up these parts of recruiting through automation reduces time-to-hire, which means you'll be less likely to lose the best talent to faster moving competitors.

2. Improving quality of hire through standardized job matching

Quality of hire used to be a bit of a recruiting KPI black box due to an inability to close the data loop (i.e., measuring what happens to the candidates after they get hired).

As HR data has become easier to collect, access, and analyze over the years, quality of hire has become recruiting's top KPI.

The promise of AI for improving quality of hire lies in its ability to use data to standardize the matching between candidates' experience, knowledge, and skills and the requirements of the job.

This improvement in job matching is predicted to lead to happier, more productive employees who are less likely to turnover.

Early results are extremely promising. Early adopter companies using AI-powered recruiting software have seen their cost per screen reduced by 75%, their revenue per employee improve by 4% and their turnover decrease by 35%.

I. AI requires a lot of data

In general, AI requires a lot of data to learn how to accurately mimic human intelligence.

For example, AI that uses machine learning needs a lot of data to learn how to screen resumes as accurately as a human recruiter. This can mean several hundreds to several thousands of resumes for a specific role.

II. AI can learn human biases

AI for recruiting promises to reduce unconscious bias by ignoring information such as a candidate's age, gender, and race. However, AI is trained to find patterns in previous behavior.

That means that any human bias that may already be in your recruiting process – even if it's unconscious – can be learned by AI.

To avoid replicating any biases that may already exist, make sure the AI software vendor you use is aware of these issues and has taken steps to remove clear patterns of potential bias (e.g., only hiring graduates from a certain college).

3. Skepticism of new technology

HR professionals are often bombarded with the latest and greatest trend that disappears just as quickly.

Understandably, recruiting and talent acquisition leaders can be skeptical of any technology that promises to make their jobs easier. They want to be sure that any software that will automate one of their work tasks is going to be able to do as good of a job as they can.

DISADVANTAGES

- High Cost
- No Replicating Humans
- No Improvement with Experience
- No Original Creativity
- Unemployment

CHALLENGES

Web 3.0 And What It Means For The Future Of Recruitment:

Like many HR professionals, I'm very inspired by the evolution of the recruitment industry. Recent years have brought many changes, however I believe it is the next 10 years that will be most important. The forthcoming decade will bring about the most exciting advances in our ability to discover, attract and retain the best talent because of a revolution that will also take place in the digital landscape. Since the digital world is now all-pervasive, changes within it will directly affect recruitment and HR practices.

In future how recruitment will continue to evolve:

Recruitment 1.0: Resume Databases.

The first contemporary generation of recruitment has its roots in the era of Web 1.0. It was a primitive and linear affair which took place through the 1990's until the mid 2000's.

During that era it was very, very far-fetched to think that Google could return a meaningful response to a search query such as: Instead, talent search was done largely by building and searching large in-house resume databases.

Recruitment 2.0: Rise of Social Media.

LinkedIn, the biggest HR success story of the past decade, was borne out of the community-centric consciousness of Web 2.0 (which began to take hold online from approximately 2005 onwards).

Although on the surface LinkedIn looks somewhat Web 1.0-esque (a large database full of contact details), it differs from this in two very important ways:

- it is user-generated
- access to contact details can be purchased by anyone

This meant that all value recruiters have built up by creating huge, private databases evaporated overnight.

Social media platforms have also enabled huge growth in passive recruitment, by giving recruiters access to a huge pool of talent that isn't actively looking for work.

Recruitment 3.0: Contextual Web.

Google's Hummingbird algorithm update in August 2013 heralded the arrival of Web 3.0 – the era in which robots attempted to understand complex search queries and examined context as well as content.

It will be a few more years before Google begins to understand context on a level which adds significant amounts of value to search.

However, when that happens, entering my above example search query "I need a UI/UX designer from London with 10 years' experience" into a browser will indeed become an everyday recruitment practice.

To respond to that query with relevant, highly customized results and suggestions for action, Google will formulate a contextual understanding of the word "I" in that sentence not only by pulling in historical data from your search history and social media accounts, but also perhaps from your company's blog, CRM, project management and payroll software packages as well as data from wearable and other mobile devices.

Recruitment 4.0: Intelligent Digital Assistance.

Why tell Google that you need a new designer with a certain set of credentials when you can simply say:

"Anthony Clifford has submitted a resignation. Please find a suitable replacement".

Why can't your artificially intelligent digital assistant app, then, use available Internet and company-wide intranet data to deeply understand the nature of Anthony's role, the characteristics that made him successful within his role, tasks, achievements & performance while benchmarking them against

industry standards to offer you a list of possible job search strategies as well as position descriptions and job ads.

This same system can, upon the HR manager's approval, go online and create Pay Per Click (PPC) campaigns on LinkedIn, Ad Words, Facebook and other platforms which target desired individuals.

In this world, jobs begin to truly "follow" talent. This will be the beginning of truly intelligent digital help which understands human problems – not merely easily digestible search queries.

This will allow recruitment processes to become more nimble & precise. It will also put the ability to find talent in the hands of managers and team leaders, which will become critical in a world where the typical worker is a temporary free agent.

I think we'll see beginnings of this kind of reality emerge in the mid 2020's.

Overview of the Artificial intelligence in HR and Recruitment

- Recruiters will be able to conduct proactive strategic hiring rather than spend most of their time with reactive backfilling.
- Recruiters will have more time to spend with candidate's in-person to build relationships and help determine culture fit.
- Recruiters will be able to close the loop with hiring managers as AI allows them to use data to show recruiting KPIs including quality of hire.
- **AI for recruiting is the application of artificial intelligence to the recruitment function** that is designed to streamline or automate some part of the recruiting workflow, especially repetitive high-volume tasks.
- **The main benefits of using AI** include saving recruiters' time by automating high-volume tasks and improving quality of hire through standardized job matching.
- **The major challenges of using AI for recruiting include requiring** a lot of data, the potential to learn human biases, and skepticism of new technology by HR professionals.
- **The innovations in AI for recruiting** are intelligent screening software that automates resume screening, recruiter Chatbot's that engage candidates in real-time, and digitized interviews that help assess a candidate's fit.
- **AI will change the recruiter role** through augmented intelligence which will allow recruiters to become more proactive in their hiring, help determine a candidate's culture fit, and improve their relationships with hiring managers by using data to measure KPIs such as quality of hire.

LIMITATIONS OF THE STUDY

The study focuses on the extensive use of AI in HRM but has not dealt with the technical intricacies of AI in HRM. It has dealt with mainly the managerial and administrative aspects of AI in HRM.

CONCLUSION

Until now we have discussed about the artificial intelligence i.e. it's benefits, technologies, it's precise and a good definition. Now we can say that making a machine or say robotics not as easy as an ABC. It is difficult to make a machine like humans which can show emotions or think like humans in different circumstances. Now we have accepted that artificial intelligence is the study of how to make things which can exactly work like humans do. It is the way in which we think sensibly, act wisely, think like humans, work like humans. We know that through artificial intelligence, even computer has defeated human inches. So we can say that reaching so far has not gone waste, somehow, it is contributing towards the advancement in the Artificial intelligence. At present, there is no computer showing full artificial intelligence, but the course of making machines like ourselves is on its path. The

use of artificial intelligence will lead to production of machines and computers, which are much more advanced than what we have today. Researchers are continuously working to handle growth of data as well as to convert it into valuable assets. One-day computer will be able to do any work. Speech recognition systems will reach much higher levels of performance and will be able to communicate with humans, using both text and voice, in unstructured English. There will be a great future some day for expert system applications in all aspects of health care, in both clinical and administrative areas, in improving patient care and in allocation of financial, social, and other resources. However, when it comes to the question of Artificial Intelligence creating machines, which are more intelligent than human beings are, no one seems to have the answer. In addition, even if it is possible, the amount of time it will take cannot be predicted. What can be said with certainty is that machines having common sense will be developed, although it will pertain to specific niche areas only. It is also expected to have human brain features like learning from experience, cognition and perception.

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SUGAR CO-GENERATION SYSTEM: ONE STEP TOWARDS GREEN ZONE

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ABSTRACT

Cogeneration is the simultaneous generation in one process of thermal energy and electrical energy and/or mechanical energy. Cogeneration is understood to mean the simultaneous production of electricity and heat, with the latter generated for building heating or production processes. There is a very broad range of designs for cogeneration power plants, depending on the required generating capacity and the fuel being fired and transformed into useful energy. Due to their basic design, industrial-class units are generally configured with simple water-steam cycles.

Combined Heat and Power (CHP) generation significantly reduces fuel consumption compared to conventional power plants and additional boiler equipment to produce heat. The same electrical and thermal outputs can be achieved at much lower costs, while emissions to the environment are kept to a minimum. Explore Combined Heat and Power by Siemens to find out more about what cogeneration can do for your business.

Index Terms: Sugarcane; Bagasse Sugarcane; Cogeneration; Electricity; Energy.

I. INTRODUCTION

Renewable energy can provide a significant portion of our total energy requirement and help conserve our natural resources, thereby increasing India's energy security. Emerging trends in clean energy initiatives, coupled with the Clean Development Mechanism, provide tremendous opportunities and challenges to various stakeholders.

Cogeneration, also known as Combined Heat & Power or CHP, is the most effective and efficient form of decentralized energy generation. It finds its application in; several industrial and commercial sectors, using both fossil and renewable forms of energy. The Ministry of New and 'Renewable Energy' (MNRE) has successfully promoted optimum cogeneration in the sugar sector over the last decade or so using renewable biomass fuel resources.

The Ministry has also been encouraging the deployment of biomass energy and energy recovery from urban and industrial wastes to meet their captive thermal and electrical energy requirements to promote decentralized or distributed power generation, as well as the supply of surplus power to the grid. This greatly helps conserve fossil fuels and brings about greenhouse gas (GHG) emission reduction.

II. NEED FOR COGENERATION

Thermal power plants are a major source of electricity supply in India but they are less efficient than that of steam power plants. The efficiency of thermal power plants is only about 35% on the other hand the steam power plants are highly efficient about 75% to 80%.

The fuel requirement is the basic thing behind all types of power plants. So as the thermal power plants work on the coal; this is non-renewable. And the fuel required for the steam power plants is bagasse, biomass, etc. as these plants are less efficient as compared to the steam power plants the fuel required for the same amount of generation of electricity is also larger.

Waste products in steam power plant are also used for making the bio compost for the agricultural use. The fuel required i.e., bagasse can easily available and renewable as compared to the thermal power plants. In this way above points and issues clarifies that the actual need of cogeneration system.

III. CHP AND MAIN CYCLES OF COGENERATION

1. Topping Cycle CHP
2. Bottoming Cycle CHP

IV. REQUIREMENT OF FUEL

Some calculations for the requirement of fuel in the bagasse cogeneration system. For generation of 1 MW of electricity the fuel required at the rated 65 Kg/cm² pressure, 485⁰ C steam temperature, 2.28 ton bagasse and steam flow 5.8 Tph (ton per hour) the bagasse required for 1 MW generation will be is given as:

Total bagasse required in ton

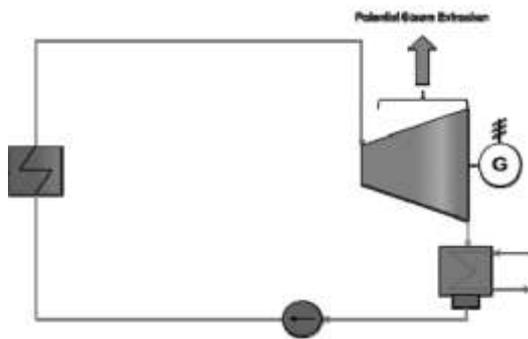
$$\frac{\text{steam flow in Tph}}{\text{rated bagasse in ton}}$$
$$= 5.8 / 2.28$$
$$= 2.54 \text{ per Hr.}$$

V. TECHNICAL CYCLES OF THE SYSTEM

1. Single pressure CHP cycle:

Up to gas turbine outputs of about 50 MW, conventional solutions implement a heat-recovery steam generator (HRSG) with only one evaporator stage and no reheat section (single-pressure HRSG) as illustrated in figure.

While this design may keep investment costs down, it is accompanied by a simple waste-heat recovery and lower efficiency ratings. This performance class is normally found in small-town settings or small industrial facilities.



Figur: Single Pressure CHP Cycle (simplified)

2. Double pressure non reheat CHP cycle:

Where higher thermal or electrical generating capacities are needed, it is recommendable to opt for higher-performance unit designs. Larger plants not only deliver greater efficiency benefits due to their turbine's design (the jump from D-Class gas turbines to E-Class), but the specific investment costs are also lower (based on economies of scale).

In general, the higher the performance class, the greater the complexity of the water-steam cycles for increasing fuel efficiency. Unit outputs of up to 170 MW are typically paired with double-pressure HRSGs, most without reheating shown in figure.

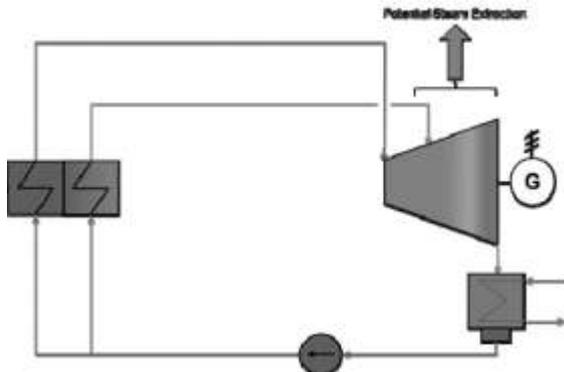


Figure: Double Pressure Non Reheat CHP Cycle (simplified)

Above 170 MW, triple-pressure HRSGs equipped with reheat section are usually used. As the number of evaporator stages grows, and with the inclusion of a reheat section, the utilization of a gas turbine's exhaust gas improves in the Rankine cycle of the water-steam cycle – and so does overall plant efficiency.

However, it is the customer's own performance assessment that ultimately decides how complex the design of the water-steam cycle should be, and what is economically justifiable in designing the heat-recovery steam generator.

To supply heat to larger industrial complexes or within major cities with a high population density, solutions on the scale of large power plants are viable. In these environments, electrical generating capacities in the range of 600 MW or more and thermal outputs of 370 MW per gas turbine can be achieved. These plant designs can achieve energy efficiency ratings of 85 percent while simultaneously attaining electrical efficiency of over 61 percent when operating solely in power-generation mode.

3. Backpressure double pressure reheat CHP cycle:

In industrial plants where energy production is primarily focused on supplying heat, and the electric power generated is consumed within the facility as a by-product, a heat-driven design is often implemented with a back-pressure steam turbine. In order for combined heat and power plants to be optimally designed in thermodynamic terms, it is ideal if the heat to be generated varies as little as possible in thermal output and temperature. In this case, a process would be selected in which the steam is allowed to expand precisely to those parameters needed by the heat consumer.

Design concepts using back-pressure steam turbines benefit on the one hand from the fact that effectively no heat is discarded in the steam turbine condenser or transferred to the cooling water, and all thermal energy released from condensation in the heating condensers is routed away as useful heat – while at the same time the achievable electrical output of the steam turbine declines because the enthalpy gradient of the turbine is significantly less due to the higher back pressure. The relationship between power generation and heat provision depends directly on the steam turbine's back pressure (driven by the supply temperature demand), and lies between the values for extraction condensing solutions and those without a steam turbine.

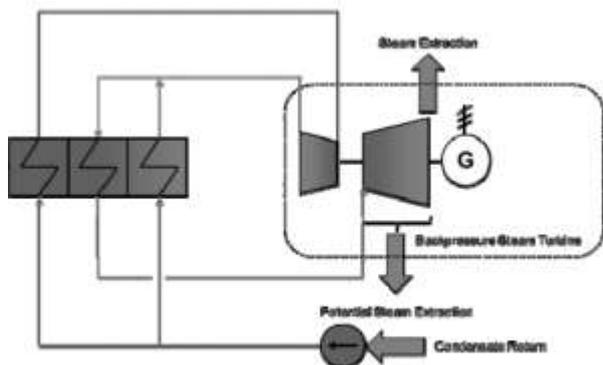


Figure: Backpressure Double Pressure Reheat CHP Cycle (simplified)

VI. ADVANCEMENT AND REMEDIES FOR IMPROVING EFFICIENCY

NO_x & CO₂ control methods in case of pollution: The methods are:

Method 1: Reducing Temperature:

Reducing combustion temperature means avoiding the stoichiometric ratio (the exact ratio of chemicals that enter into reaction). Essentially, this technique dilutes calories with an excess of fuel, air, flue gas, or steam. Combustion controls use different forms of this technique and are different for fuels with high and low nitrogen content.

Control of NO_x from combustion of high nitrogen content fuels (e.g., coal) can be understood by the net stoichiometric ratio. Control of the NO_x from combustion of low nitrogen fuels (such as gas and oil) can be seen as lean versus rich fuel/air ratios. Either way, this technique avoids the ideal stoichiometric ratio because this is the ratio that produces higher temperatures that generate higher concentrations of thermal NO_x. Combustion temperature may be reduced by:

1. Using fuel rich mixtures to limit the amount of oxygen available;
2. Using fuel lean mixtures to limit temperature by diluting energy input;
3. Injecting cooled oxygen-depleted flue gas into the combustion air to dilute energy;
4. Injecting cooled flue gas with added fuel; or
5. Injecting water or steam. Low-NO_x burners are based partially on this principle. The basic technique is to reduce the temperature of combustion products with an excess of fuel, air, flue gas, or steam. This method keeps the vast majority of nitrogen from becoming ionized (i.e., getting a non-zero valence).

Method 2: Reducing Residence Time:

Reducing residence time at high combustion temperatures can be done by ignition or injection timing with internal combustion engines. It can also be done in boilers by restricting the flame to a short region in which the combustion air becomes flue gas. This is immediately followed by injection of fuel, steam, more combustion air, or recirculating flue gas. This short residence time at peak temperature keeps the vast majority of nitrogen from becoming ionized. This bears no relationship to total residence time of a flue gas in a boiler.

Method 3: Chemical Reduction of NO_x:

This technique provides a chemically reducing (i.e., reversal of oxidization) substance to remove oxygen from nitrogen oxides. Examples include Selective Catalytic Reduction (SCR) which uses ammonia, Selective Non-Catalytic Reduction (SNCR) which use ammonia or urea, and Fuel Reburning (FR). Non-thermal plasma, an emerging technology, when used with a reducing agent,

chemically reduces NO_x. All of these technologies attempt to chemically reduce the valence level of nitrogen to zero after the valence has become higher. Some low-NO_x burners also are based partially on this principle.

Method 4: Oxidation of NO_x:

This technique intentionally raises the valence of the nitrogen ion to allow water to absorb it (i.e., it is based on the greater solubility of NO_x at higher valence).

This is accomplished either by using a catalyst, injecting hydrogen peroxide, creating ozone within the air flow, or injecting ozone into the air flow. Non-thermal plasma, when used without a reducing agent, can be used to oxidize NO_x. A scrubber must be added to the process to absorb N₂O₅ emissions to the atmosphere. Any resultant nitric acid can be either neutralized by the scrubber liquid and then sold (usually as a calcium or ammonia salt), or collected as nitric acid to sell to customers.

Method 5: Removal of nitrogen from combustion:

This is accomplished by removing nitrogen as a reactant either by:

- (1) Using oxygen instead of air in the combustion process; or
- (2) Using ultra-low nitrogen content fuel to form less fuel NO_x.

Eliminating nitrogen by using oxygen tends to produce a rather intense flame that must be subsequently and suitably diluted. Although Method 2 can lower the temperature quickly to avoid forming excessive NO_x, it cannot eliminate nitrogen oxides totally if air is the quench medium. Hot flue gas heats the air that is used to quench it and this heating generates some thermal NO_x. This method also includes reducing the net excess air used in the combustion process because air is 80% nitrogen. Using ultra-low-nitrogen content fuels with oxygen can nearly eliminate fuel and prompt NO_x.

Method 6: Sorption, both adsorption and absorption:

Sorption of flue gas by injection of sorbents (such as ammonia, powdered limestone, aluminium oxide, or carbon) can remove NO_x and other pollutants (principally sulphur). There have been successful efforts to make sorption products a marketable commodity. This kind of treatment has been applied in the combustion chamber, flue, and bag-house. The use of carbon as an adsorbent has not led to a marketable product, but it is sometimes used to limit NO_x emissions in spite of this. The sorption method is often referred to as using a dry sorbent, but slurries also have been used. This method uses either adsorption or absorption followed by filtration and/or electrostatic precipitation to remove the sorbent.

Method 7: Combinations of these methods:

Many of these methods can be combined to achieve a lower NO_x concentration than can be achieved alone by any one method. For example, a fuel-rich cyclone burner (Method 1) can be followed by fuel re-burn (Method 3) and over-fire air (Method 1). This has produced as much as a 70% reduction in NO_x. Other control technologies that are intended to primarily reduce concentrations of sulphur also strongly affect the nitrogen oxide concentration. For example, the SO_x-NO_x-RO_x-Box (SNRB) technology uses a limestone sorbent in the flue gas from the boiler to absorb sulphur. This is followed by ammonia injection and SCR using catalyst fibres in the bag house filter bags. The sulphur is recovered from the sorbent and the sorbent regenerated by a Claus process. This has demonstrated removal of up to 90% of the NO_x along with 80% of the SO_x. EBARA of Japan reported that an electron beam reactor with added ammonia removed 80% of the SO₂ and 60% of the NO_x for a utility boiler in China. FLS Milo and Sons reported at the same symposium that 95% of the SO₂ and

70%-90% of the NO_x were removed in several demonstrations of their SNAP technology, which is based upon an aluminium oxide absorber with Claus regeneration.

VII. REMEDIES FOR FREQUENT STOPPING DUE TO FREQUENCY PROBLEMS:

The basic behind this is; as we know the synchronous speed of alternator is directly proportional to the frequency.

$$N_s = \frac{120f}{P}$$

Where; N_s= synchronous speed,

F= frequency,

P= number of poles.

So the remedies for this are:

- 1) Effective AVR system should be installed.
- 2) Efficient generator metering system should be used for regular generation of electricity.

VIII. USE OF EFFECTIVE DCS SYSTEM FOR IMPROVING EFFICIENCY AND CONTINUITY:

Line of process in an industry is controlled by centralized computer system is called DCS. With the help of DCS we can supervise all the details of the plant and using the DCS we can able to find out the efficiency of the plant and improve it.

IX. BENEFITS OF COGENERATION SYSTEM:

1. To the nation:
 - Lower fossil fuel consumption.
 - Longer availability of these fuels in nature.
2. Overall efficiency is greater than 75%. (>75%)
 - Captive power at lower cost.
3. Fuel savings is greater than 40 ~ 50%
 - Requires less fuel storage.
4. Quality power at all times.
 - Longer life of electrical equipment's.
 - Power at lower cost.
 - Users of cogeneration plant have experienced lower maintenance.
 - Cost by as much as 20-30% even higher.
5. Energy:

Efficient technology - Cogeneration is energy – efficient technology, as it utilizes the low-grade exhaust heat from the steam Turbine (which is usually rejected in the condenser) for process heating. This enhances the efficiency of energy utilization from 35% in the conventional power generating system to 70-90% in the cogenerating system.

6. A cheap source of power:

Today, State Electricity Boards are seeking cheaper sources to generate power. A cogeneration system can compete with Central Power Stations that have enjoyed large economies of scale. Cogeneration becomes additionally attractive against diesel generating sets. The cost of power generated by DG sets without cogeneration will range from Rs.3.50 – 4.00 per KWh, whereas the

price of cogeneration varies between Rs.0.49/Kwh and Rs.1.35/Kwh. The pay-back period is within 3 years.

7. Low gestation period:

Cogeneration plants can normally be commissioned within 2 years from the conception of the project. Coal based thermal plants normally take about 5 years before commissioning, whereas gas-based power plants normally take about 3 years before commissioning.

X. DISADVANTAGES OF COGENERATION SYSTEM

1. Magnitude of investment:

An investment of Rs.3.00 Cr. per MW would be essential, using high-pressure & high efficiency technologies.

2. Risks to Sugar-manufacturing operations:

Any disturbance in the topping turbo generator (TG) sets as a result of grid problems would interrupt sugar manufacturing operations totally.

The cost of such interruptions can be extremely high on account of production loss, machine failure, Spillage of juice, sugar and quality degradation. Similarly on account of low frequency, many of the critical pumps, particularly those operating under vacuum conditions can get deprived.

3. Pollution:

The pollutants like carbon dioxide and nitrogen oxide are spread in atmosphere.

4. Frequency problems:

- Due to less effective DCS system frequency problems arises.
- Due to less efficient AVR and metering system.
- Due to ineffective DCS system for improving efficiency and continuity: Line of process in an industry is controlled by centralized computer system is called DCS.

CONCLUSIONS

The maximization of power generation from bagasse based Cogeneration plant is the thrust factor in implementation of Cogeneration Plants in sugar industries. The basic design of the plant consists of the selection of power cycle parameters, the number of units and capacities of the boiler and turbo generator. The techno economic viability depends on the correct selection of the technology and adopting higher cycle parameters. The issues relating to the selection of the site, the number of units and the design of various other systems such as bagasse handling system, the water system etc., needs careful attention and a more in depth study of the feed backs and operating experience worldwide. There is no technological constraint in adopting high pressure cycles for the sugar plant Cogeneration systems.

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IMPACT OF TECHNOLOGY ON TEACHING AND LEARNING

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Abstract

In the early years of human civilization education was once acquired one-on-one basis, which requires direct interaction between the teacher and the student, and requires a lot of effort from the student to acquire a small amount of information and henceforth be informed with a little impact. Additionally, during that time there were no enough aiding materials to help in acquiring knowledge like the ones available today. The afore-mentioned reasons make it very hard for individuals to acquire enough knowledge that will facilitate their contribution to the advancement of their societies and the humanity in general. Gradually through the years it started getting easier to assimilate knowledge and as a result formal schools were established, which paves the ground for today's modern educational system. Today, emergence of new technologies is trying to reshape the way education was long been acquired through the centuries and understanding the ways technology has helped with education and the actual impact it made on education will help us see how crucial technology has become in the modern world education. These new and emerging technologies challenge the long-established practice of teaching and learning, and the way education is managed. To fully understand the impact of technology on education we need to look at it from the perspectives of both teachers and students.

Keywords – Technology in Education, Virtual Reality, Hologram, Gamification

I. Introduction

Technology is the collection of techniques, skills, methods, and processes used in the production of goods or services or in the accomplishment of objectives, such as scientific investigation. Technology can also be the knowledge of techniques, processes, and the like, or it can be embedded in machines to allow for operation without detailed knowledge of their workings [7]. Education, on the other hand, is the process of facilitating learning, or the acquisition of knowledge, skills, values, beliefs, and habits. Educational methods include storytelling, discussion, teaching, training, and directed research[7].

Employing technology in education involves the utilization of all kind of modern methods, tools and processes for maximizing the experiences of both teachers and learners. Technology in education is termed as one of the prospective means of imparting education effectively and efficiently. In the past, teachers teach in an inflexible ways where education was believed to be a rigorous process of conveying knowledge. Students were silent audiences and are required to memorize what is in the books or what is given by the teachers. At times they may not comprehend what was taught but they were anticipated to reproduce it during examination. Today, students are not regarded as empty vessels to be filled-in with information. And teachers are no more regarded as mere class masters responsible for imparting knowledge at all cost. Students are now prepared to use various media, tools and devices to acquire knowledge from multiple sources. Teachers are also tasked to guide, help and facilitate the student's learning process with the aid of technology [1].

Many technological advances have changed education within the past few decades. At the same time as technology grows there are many ways that it can be applied to different processes to make impact on the way knowledge is being acquired. Knowing about these and the impact they have on education can explain how essential technology is to education. These different technologies used in teaching and learning processes have a huge impact on the overall education of students and this impact can be seen in today's schools and students around the world [2].

This paper presents a study of the use of technology in education for both teachers and students, together with some of the evolving technologies and tools that are currently in use today as aiding tools in education.

II. Technology in Education

Education and technology have historically evolved together and will continue to do so. The technological revolution has contributed to changes in many areas of life. Since 1960s computers were used in education for instructional purposes only where sequential presentations, such as tapes and videos, were used and it continues until late 1980s early 1990s when Tim Berners-Lee built all the tools necessary for a working Web including the first web browser, the first Web server (info.cern.ch), and the first Web pages. The use of web in the learning environment began in 1993 when easy-to-use web client browser, Mosaic, was released by NCSA (the National Centre for Supercomputing Applications). Since then the web has been growing at an unbelievable speed and has had a strong influence on many fields of information technology. Today, technologies provide vigorous and practical learning opportunities, providing students with hands-on, realistic experience, and this brings about better learning outcomes and better understanding of topics thought to them [5].

In recent times technology is used to support teachers to plan and manage the learning environment better and enabling the students to get the most out of their classes. The use of technology in higher education is far ranging in today's schools and institutions. This can be seen in education where there are many different tools available that offers added value to traditional teaching methods. It is now globally accepted that various technologies such as e-learning applications, mobile devices, and simulation softwares among others contribute to the effectiveness of teaching and learning processes [4]. Technology has assisted in modifying the classroom activities, and helps to motivate students, and engage them in learning activities. The progression in technology allows teachers to be more innovative and consequently providing more efficient and effective teaching in the class and online. The more students are involved in learning activities that uses technology the more they find it very easy to learn while enjoying their academic activities. It is important to provide a framework and allow students practice what they are learning. This makes them to remember what they have learned easily because people learn faster by experience than they do by just listening, reading and memorizing. Therefore, students absorb and recall easier and mostly they learn more than what a teacher teaches them when technology is involved [3].

III. Evolving Trends

There are certain technologies that have been integrated in the education sector for the past few decades and through that time they have been evolving, whilst new ones are being embraced to aid in the teaching and learning processes. We will list out some of the most valuable technologies used in education.

Virtual Reality/ Augmented Reality

Virtual reality (VR) in essence is developed to transpose individuals; meaning that, virtual reality gives us the impression that we are at another place different from our physical place. Through closed visors, VR blocks out the room and puts our presence elsewhere. By putting a VR headset over your eyes it will leave you blind to the current world, and expand your senses with experiences inside. Virtual reality can facilitate students at distant places to attend lectures in virtual environments; hence virtual reality allows for mobility and allows students to access their virtual campuses from different locations. The process of virtual reality creates a three-dimensional computer-generated representation of either a real or proposed object or environment; this is why terms like virtual class, virtual labs and their likes are used in conjunction with VR [8].

Virtual reality and augmented reality have one big thing in common. They both have the remarkable ability to alter our perception of the world they differ is how we perceive our presence. Augmented reality however, takes our current reality and adds something to it. It does not move us elsewhere; rather it simply "augments" our current state of presence, often with clear visors. Augmented reality practically brings components of the digital world into a person's perception of the real world, through the integration of immersive sensations that are perceived as natural parts of one's environment.

Cloud Technology, Distance Learning and MOOCs

Cloud technology (cloud computing) is an information technology model that enables omnipresent access to collective pool of resources and higher level services that can be rapidly provisioned with minimal management effort, often over the Internet. Cloud computing relies on sharing of resources to achieve coherence and economies of scale [7]. Distance education or distance learning is the education of students who may not always or at all be physically present at a school. Traditionally, this usually involved correspondence courses wherein the student corresponded with the school via posts. Today it involves online education in which courses that are conducted are either hybrid, blended or 100% distance learning. Massive open online courses (MOOCs), offering large-scale interactive participation and open access through the web or other network technologies, are recent developments in distance education [7]. The Massive Open Online Course (MOOC) teaching format has its roots in the methodology of the Open University and the technological platforms of online courses [6].

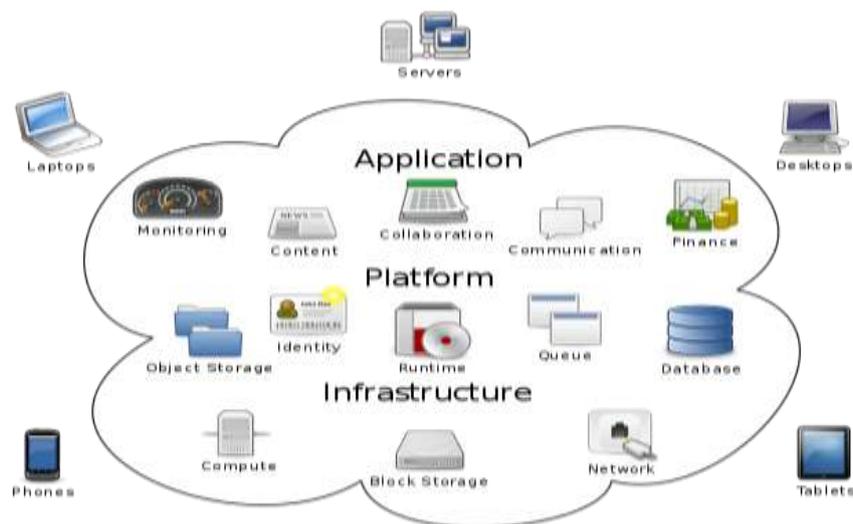


Fig 1: Cloud Technology [7]

Both Distance learning and MOOCs use cloud technologies where students' interaction in the context of online courses forms the foundation of the learning community. The main objective is the shared involvement in the online course itself, where sharing of information, materials, interests, and resources are part of the online education [6].

Most courses that aim to achieve collaborative distance learning rely on a grouping of technologies, such as online lectures, interactive whiteboards, personal devices, cameras, multimedia, collaborative learning softwares, instructional games, and conferencing tools. They also use social media as a critical tool for collaboration and promoting high interactive and personalized learning. Cloud technology enabled educational institutions to have enough space that can afford all contents together with access applications that reliably process, format and share contents for both facilitators and students. While distance learning provides institutions with an effective online learning that is equally or even better than offline learning, and in most cases equivalent to a formal schools' certificate [6].

The most trending cloud service providers are Amazon Web Service (AWS), Microsoft Azure, and Google Cloud Platform. Among the popular institutions providing distance learning include Stanford University, Boston University, Indira Gandhi National Open University, National Open University of Nigeria and Amity University. MOOCs platforms include eDX, Udacity, Coursera, Udemy and many more.

Mobile Technology

Mobile technology encompasses mobile devices, and mobile devices comprise of portable, wireless connected technology, such as basic mobile phones, PDAs, e-readers, smartphones and tablet computers, as well as embedded technologies like smartcard readers [11]. Mobile technology is labeled to be the fastest evolving computing platform with a projected 1.6 billion mobile device users, by 2013, of smart phones, mobile devices and PDAs. Various educational applications of mobile technology have been reported, such as language teaching, vocabulary, and many experiential learning situations and informal problem-solving [12].

The application of mobile technology in education crafts a new term called Mobile Learning (M-Learning). Mobile learning is an evolution of e-learning which incorporate various learning activities and tools that are accessible on mobile devices via the internet or other networks, and this is done with the help of wireless feature of mobile devices [11]. Among the popular benefits of M-Learning include easy access to content from almost anywhere, support of distance learning, enhances student-centered learning and personalized learning, it also enhance interaction between students and teachers [12]

Gamification

In gamification teachers or facilitators incorporate games into their lesson plans, particularly at the preschool and early elementary school levels. Gamification was introduced in the early 2000s by British IT expert Nick Pelling, but only recently has it become widely used. Gamification can be considered as a very specific type of simulation technology; it refers to the use of game theory and practices in the development of digital simulations for e-learning. Gamification is built upon the concept that students can be more involved with the learning process and will eventually achieve better academic excellence if learning is constructed on gaming models like competition, incentives, and objective achievement. A lot of e-learning games are available today; while some of them are intended for individual learners, many are targeted for teams. Examples of popular e-learning games and gamification technologies include [6]:

- Bridge Constructor – is developed for ipads and iphones, and it enable students to build bridges using list of provided materials.

- Foldit – is developed at University of Washington for scientific research by exploring virtual designs.
- Duolingo - used for learning foreign languages.
- Codecademy – developed through crowdsourcing and available for several programming languages, including Python, JavaScript, jQuery, HTML, CSS, Ruby, Learn, and PHP.

Holograms

3D Holography Technology (3DHT) is tied with VR and AR, and its application on education can be seen in different forms. Holograms allow students to be taught by a "virtual teacher" who could be many miles away from the physical classroom, where the teacher appears to be in the classroom, and can see deliver a lecture to the students as if they were all in the same room. Another application of 3DHT is in promoting history education where famous characters are brought back to life again from the past, in their holographic images, and they can explain topics and answer questions to their audience. For instance, in Seoul's Alive Gallery Project, hologram technology brings 62 world-renowned masterpieces of Western art to life again. In this project we can see the Mona Lisa answering questions from students, such as "Why don't you have any eyebrows?" she is answering, "When I was alive, a woman who had big forehead was considered a beauty ... so most women had their eyebrows taken off for beauty" [5].

In a research conducted about the applicability of 3DHT for distance learning the researcher found out that at least 30% of their respondents believe that 3DHT classrooms enhances the real-time experience of students in both practical and theoretical subjects. The data is represented below [9].



Fig 2: Perceived benefits of 3D Hologram based classroom

IV. Conclusion

In this paper we discussed some of the significance and impacts that technology is having on education, we have seen the changes that have been brought by technology in teaching and learning processes. Also we have seen how technology was initially introduced into education and how through the years it has transformed the way knowledge was transmitted from teachers to students. Thus, the combination of technology and education has been considered the main key to advancement with a huge impact on development and the progression of the human civilization. Hence, technology aids education which in turn forms the basis for innovations in technology. Apart from the trending technologies we have discussed, many other technologies are currently being used in education, among which are Biometric, Big Data, Learning Analytics, Artificial Intelligence, 3D printing, and their likes.

Therefore we can conclude that, technology is constantly changing, and as technology changes, so its impact on education will; and this impact can be seen in schools around the world. Technology is a part of the modern world, and is becoming more and more omnipresent in different fields of education and is a proven method for improving teaching and learning. Nevertheless, researches should be carried out on how to focus technology towards student centered learning and on how technology can cater for students with special needs, those at risk and those that cannot afford formal schooling.

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THE RELEVANCE OF ELECTRONIC BUSINESS MODEL IN THE GLOBAL MARKETPLACES

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Abstract

The buying and selling of goods and services over the Internet known as “electronic marketing system” enhance the traditional way of conducting business by presenting a whole new line of business. This paper presents a significant impact of electronic marketing system in the today’s global business environment. The paper state the major relevance of electronic market to the marketplaces such as reduction in the cost, time and stress of searching, that buyers must undergoes before obtaining information about the price of commodities available in the market. The paper argues that reduction in this cost, time and stress of searching for goods plays an important role in providing a very effective and efficient business environment. The paper further suggest that adapting to this electronic marketing system will benefit the “Buyers” by having a wider choice from different varieties of suppliers at a low cost and within a short period of time, and it will benefits the “Sellers” by gaining more profit from The revenue that will be charged directly or indirectly from the buyers for the system services, and finally the “System operator” from e-shop that are hosted on the system by increasing the traffic with the hope that visiting one shop on the system will lead to visiting the neighboring shop, alternatively operator benefits may also come from advertising and brand reinforcement. The paper finally review some predominant forms of the electronic business model that are currently in use such as e-shop, e-mall, etc. and fundamental positive changes course by this electronic business model in market structures like eradication or reduction of monopoly, increase in competition and creating an efficient marketplaces.

Keywords: *Electronic market (E-market), Information System (IS), Electronic shop (E-shop), Electronic Auction (E-Auction), Electronic mall (E-mall), Electronic procurement (E-procurement)*

I. INTRODUCTION

An electronic Market was established a very longtime before the Internet became known to non-academic world and also before the advance of modern electronic commerce in 1991. The concept of electronic market was emerged from the “Competence Center Electronic Markets” (CCEM) a

research group founded by Prof. Beat Schmid at the University of St. Gallen, Switzerland in 1989. The idea of Electronic market was developed as a vision to lead different researchers from various discipline or fields. At first, researches and respective publications followed a highly interdisciplinary approach. While so many journals that are related to electronic market subjects focusing on the domain of information system from beginning to end. Electronic Markets tends to bring together so many researchers from various fields, these include information system (IS), business, economics, design, information science, psychology, and sociology, and henceit contributed to the emergence of a new area of research. [1]

This paper is organized into six (6) sections. Fist section is the introductory part, the second section describes the meaning of an electronic market, the third section talks about the major relevance of electronic market in todays business environment, the fourth section discuss fully the classification of electronic business model, the fifth section shows the electronic business model graph and the last section contain the conclusion then follow by the acknowledgement and references.

II. RESEARCH OBJECTIVES

The aim of this paper is to state the major relevance of electronic market to the global marketplaces.

Specific objectives are:

1. To presents a significant impact of electronic marketing system in the today's global business environment
2. To clearly show the advantages of electronic marketing system over the traditional marketing system.
3. To review some predominant forms of electronic business models that are currently in use, such as e-shop, e-mall, etc.

III. LITRETURE REVIEW

a. An Electronic Market

An Electronic commerce or simply an Electronic market is loosely defined as conducting business electronically. Electronic market is widely defined as a process, which includes buying and selling of physical goods, intangibles such as information or services over the Internet. It consists of all the trading steps such as Internet marketing of goods, making online orders, makingonline payment, and support for delivery. It also comprises the online provision of information and services, such as after-sales support or online legal advice. Electronic market tends to bring companies together to collaborate in other to render the services necessary for the customers such as collaborative design. There has been existence of some form of electronic market for more than 15 years ago in the area of retails and automotive, suchas electronic data interchange (EDI), and also in the area of heavy manufacturing such as CALS (Computer Assisted Lifecycle Support). The buying and selling of goods over the Internet is becoming a very easy way of conducting business, because the world wide web and internet are much more accessible and time saving, they offer a very low cost of buying and selling of goods and services. [2].

b. Review of Related Works

A research conducted by Osterwalder and Pigneur (2005) on e-Business Model Ontology described e-business model ontology as the logic of a business system for creating value over the Internet and

consists of 4 pillars. The research defined the components of electronic business taking in to consideration of the value creation. [10].

Delvin Grant (2013) make use of EBMO to analyze e-business models in an online real estate. Delvin researched on the similarities and differences among the component of electronic business model and how those component affects the company success. [11].

A conceptual framework proposed by Susan Lambert (2008) on business model, a research that provides a basis for theory development and debate. The research will help as a guide for future researches [12].

IV. RESEARCH METHODOLOGY

A total of about 100 website were randomly selected which are currently running all over the world. These websites were visited and data was collected about them with respect to how they operate. The data collected was subjected to various types of analyses to figure out if they operate better than the traditional marketing system.

50 shopping websites in India were selected randomly to analyze their price competition, that is how the sellers attract their customers by reducing the price of their goods and services. The loss and gain of both the buyers and sellers were also analyzed as a result of the reduction in price.

50 websites (for shopping, auction and procurement) from USA, China and Nigeria were selected randomly to analyze the dissemination of information. The websites were analyzed to know if there is availability of information about the good and services available on the websites and also how the available information will help in creating an efficient marketplace.

Further more a questionnaire was issued in one of the largest market in New Delhi India called Sarojini Nagar Market, the purposed of this questionnaire was to analyzed the cost of search,time wastage and stress the buyers might undergoes before locating the goods and services better matching of their needs. The variable for the data collection were categorized in to two categories namely electronic marketing system and traditional marketing system. Each category had a set of questions associated with it. The responses of each question were obtained on a scale of 2-liker scale (Agree or Disagree).

The 100 companies were categorized into 3 different business models after a thorough analysis of their websites and their respective business policies. These 3 business models are: E-Shop, E-Procurement, E-Auction and E-Mall

a. Data Analysis

The figure 1 below shows the results of the findings on the questionnaires distributed. It can be seen from the result that only 1% of the respondents believe that electronic marketing have high cost of search while 90% of the respondents believe that traditional marketing have high cost of search. 80% of the respondents also believe that the traditional marketing is time wastage and 2% believe otherwise. According to the respondents the electronic marketing is totally stress free. Lastly there is tie on the better matching of good 50% of respondents believes traditional marketing system is the

best place to find the good better matching of their needs and the other 50% believes the electronic marketing is better.

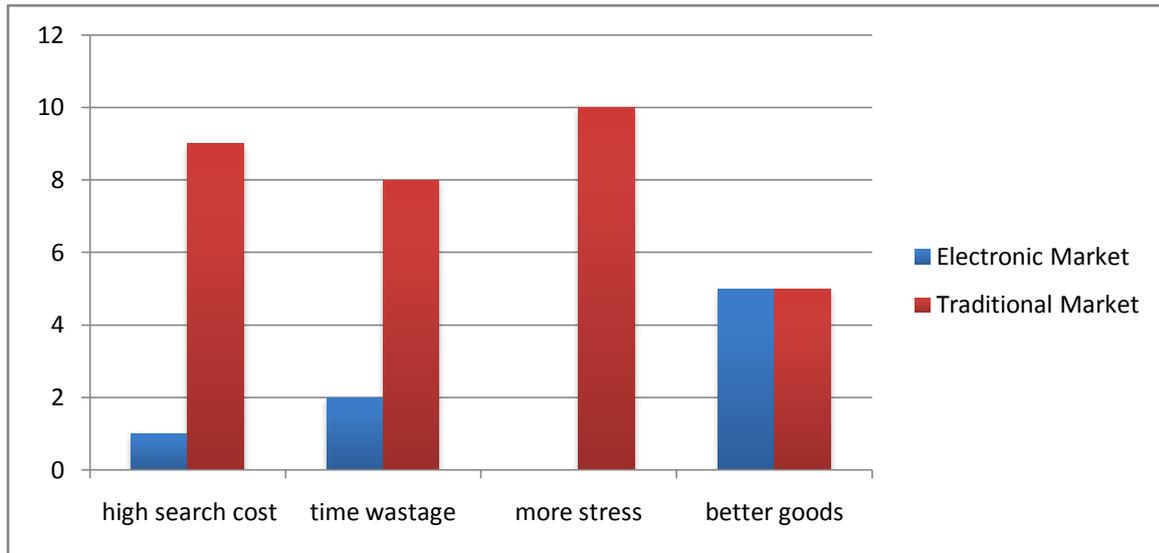


Figure 1: Data Analysis

b. Electronic Business Model

An electronic business model is a typical description of various business actors and their respective roles. It is the architecture showing the flow of information, product and services. It also describes the benefits and the advantage of various business actors and describes different sources of revenue. Below are the most currently used electronic business models [5].

i. E-shop

This is an Internet or electronic marketing of a particular company or a shop. It is develop to promote the shop or company goods and services. It comprises the entire process of buying of goods and services and possibly paying for the purchased goods and services electronically or over the Internet, often combined with traditional way conducting business [5][8].

The benefits the shops owners desire to achieve from electronic shopping are increased demand of goods and services, reduction in cost of promotion, reduction in the cost of sale and a very low-cost route to global presence [5][6].

The customers benefits are low prices of good and services compared to the traditional way, various varieties of commodities which will enable the customer to have wider choice, a reliable and better information of commodities and convenience way of selecting, buying and delivery, including 24-hour availability. There are various benefits for both buyer and sellers in one-to-one marketing system such benefits are from reduction in sellers revenues such as reduced cost, increased in sales and possibly reduction in cost of advert. Most commercial Web sites conduct business directly from business to their costumers (that is business-to-consumer) for example when an individual purchase some kilograms of chicken from Spencer via (<http://www.spencers.in>) [5].

ii. E-procurement

Procurement was defines by the United States Defense Acquisition University (DAU) as the process or the act of buying goods and services for the government [3]. The process of discovering, agreeing

to the terms and condition and obtaining good and services over the Internet through a very competitive binding process is known as procurement. The major idea behind the e-procurement is to ensure that consumers or buyers acquire goods and service at the best price with less stress, and to also compare and confirmed factors such quantity, location, time, and quality. E-procurement is widely implemented by large organization and authorities electronically [8].

The benefits acquired from this form of business model by the buyers is to have wider choice from different varieties of suppliers which will lead to best quality of goods and services, low cost, improved delivery and also reduced cost of procurement. Negotiations, collaborating and contracting work electronically in specification can help in enhancing time, reducing cost and convenience. The benefits for the suppliers are offering opportunities, lower cost of submitting an offer, and also offering/tendering in parts which may be better suited for smaller enterprises [4][5].

iii. E-auction

Electronic auctions just like the traditional auction is a form of electronic business model which offers the method of implementing bidding over the Internet. This method is accomplished by presenting the goods and services via multimedia presentation. E-auctions have so many functions like integration of the bidding process and making payments with delivery. The auction providers source their fund from selling technology platform, advertising the commodities to be auctioned and transaction fees. Benefits for both suppliers and buyers are; e-auction help in increasing the efficiency and also time-savings, there will be no need for physical transport until the deal has been established and done, global sourcing. The reduction in cost of e-auction makes it suitable for small quantities of low value, e.g. surplus goods. Suppliers tend to source their income from reduced surplus stock, better utilization of production capacity, lower sales overheads. On the other hands buyers source their own income from reduction in the cost of goods and services and reduction in the cost of purchasing over- head. Example of electronic auctions is NSEIT. [5][7]

iv. E-mall

The collection of shops enhanced under a common umbrella to sell goods and services over the Internet is known as E-mall. A good example for this e-mall is “ZOMATO” one of the Indian’s top rated online food delivery site, where shops like cream castle, KFC, the hook, foodzilla, kathi junction and many more come together under same umbrella to sell, accept payment and deliver food to your door step. All the shops under this kind of business model agreed to a single payment method [5]. Another example of e-mall is the mighty ALI EXPRESS also known as ALI BABA an online retails service selling products such clothes, electronic, jewelries etc. to international buyers. The benefits for the operator of this e-mall comes from the e-shop that are hosted like traffic will be increased with the hope that visiting one shop on the e-mall will lead to visiting the neighboring shop. Alternatively operator benefits may come from advertising and brand reinforcement [8].

The customer benefits comes from less tress, time saving and reduction in cost, instead of visiting the shops one after the other traditionally, a customer can conveniently visit the website from the comfort of his/her home and check all the available shops on the e-mall and easily access all the goods in a particular shop [5].

With the best hosting facilities such as e-payments, the attraction of the hosting brand (example ALI EXPRESS) and the additional traffic generated from other e-shop with in the e-mall are the main benefits derived by the e-shops with in the e-mal [5][6].



Figure 2- Electronic business model

c. Electronic Business Models Graph

The figure 3 below shows qualitative mapping of the four electronic business models against two dimensions. The degree of innovation is given in the first dimension, which start from the essentially an electronic version of a traditional way of conducting business to more innovative ways,

In the second dimension the functional integration is shown, which begin with a business model that has only a single function for example Shop. Shop provides only the marketing function over the Internet. The second dimension finished with a full-integrated function.

The lower left-hand corner of the graph shows the basic e-shops, which represent the electronic version of traditional way of buying and selling goods and services. And at the top of the map is the e-mall, which cannot be done in a traditional format, it depend fully on the Internet.

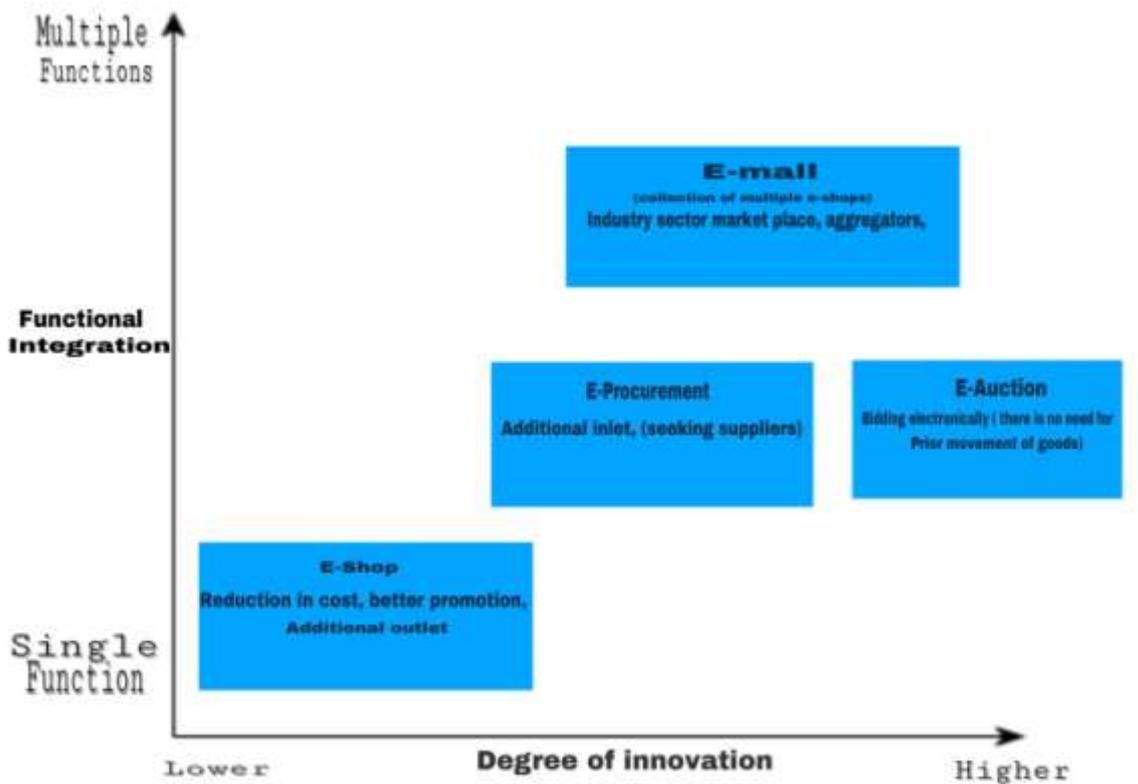


Figure 3- Electronic business model graph

Table 1. Types of electronic business model, their examples and respective website

ELECTRONIC MARKET	EXAMPLES	WEBSITES
E- SHOP	1- Flowers by Fleurop. 2- Air tickets by Travelocity. 3- Spencers. 4- Domino’s pizza. Kentucky Fried Chicken (KFC).	(http://www.fleurop.com) , (http://www.travelocity.com), (http://www.spencers.in), (http://www.dominos.co.in), (https://m.kfc.co.in)
E- PROCURAMENT	1- System for acquisition management (SAM). 2- Online Representations and Certificate Application (ORCA).	https://www.sam.gov https://www.uscontractorregistration.com
E- AUCTION	1- China International Optoelectronic Exposition (CIOE) 2- Knowledge Driven Technology Innovation	https://www.cioe.cn/en https://www.nseit.com
E-MALL	1- Ali Baba OR Ali Express. 2- Amazon in India. 3- Flipkart	https://m.alibaba.com OR www.alipress.com https://www.amazon.in https://www.flipkart.com

d. The Relevance of Electronic Market

An electronic market system may be view as way to promote price competition and reduce the power of sellers. Thus it help in creating a net welfare by reducing the search cost the buyers might undergoes and also enabling them to locate goods fast and better matching their needs. Reduction in the search cost will also help the buyers have wider varieties of choices and make them choose the best products that will satisfy their needs [9].

It is fascinating to note that, lack of efficient information will lead to non-competitive and inefficient market, which will in turn make the market become more monopolistic as the number of sellers increases. For example if a buyer of a particular product can acquire information only by buying it then buyers will always buy from the first seller they visit. Under this circumstances sellers do not have a strong incentive to lower the price of their goods because they will only attract few buyers and the few buyers may interpret the lower price as sign of low quality. As the number of seller keep increasing, buyers find it so difficult to locate the real discounters and low quality product sellers, which will discourage individual sellers to reduce the prices of their goods and there by causing a monopolistic market. All these happen in a traditional marketing system where there is no means for proper advert and no cheap method of assessing the quality of the product.

In an electronic market information about goods and services are easily disseminated through rating services which is obtain using experience buyers share from the use of a particular product by reading the review written by another buyer as well as price cutters in other to reach a larger amount of buyers hence the monopolistic nature is reduced [9].

All the factors motioned above is how the electronic market will favor the buyers by reducing the cost of search, time saving, better product and less stress, thus reducing the sellers market power and profit. This may create problem for the sellers, however in a long run it might be almost impossible to avoid loss of market power but the revenue of operating the system may compensate for the loss of power. The revenue that will be charged directly or indirectly from the buyers for the system services might possibly outweigh the loss of profit by the sellers; this is the reason why sellers participate in the electronic market systems despite the potential of these systems to reduce their market power [9].

e. Research Findings

The research shows that adapting to E- marketing will benefit both the buyers and the sellers by reducing the cost, time and stress of searching for goods and services and providing a very effective and efficient business environment.

V. CONCLUSION

This paper focuses on the important and the relevance of electronic market showing clearly the disadvantages of traditional marketing system and how electronic marketing system will overcome those disadvantages. It identifies certain factors such as reduction search cost, time serving and less stress, which are possible with electronic marketing system but are lack in the traditional way of conducting business. The causes and the remedy for monopolistic nature of traditional marketing system werestated; hence the benefits for both the buyers and the sellers using electronic market were also listed. Electronic market are spreading widely and fast everyday, economic theory has it that these systems hold a huge promise for improving the business environment globally and also enhancing the interorganizational coordination in the market settings. Classifications of four electronic business model that are currently operating in every developed country were provided.

Some of these models are actually the re-implementation of traditional way of conducting business for example e-shops. Also the benefits gained by the buyers, suppliers and the operators of these systems were also provided. Creating and operating these electronic business models is possible only with the wide spread and the connectivity of the Internet.

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A REVIEW OF LITERATURE ON E- HRM

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Abstract

In the era of technological advancement, everyone is becoming E-friendly and E-stylish. The companies have adopted Information Technology long time ago when they introduced computers, telecommunication and other technical expertise for classifying, recovering, and sending information in their working format. Humans are the major assets of the organisations and they must be managed with utmost care. The vast usage of internet has led the organisations to execute its Human Resource functions electronically. This is the concept of E-HRM. These functions can cover E-Recruitment, E-Selection, E-learning, E-performance, E-evaluation etc. But along with E-Advantages, it has some E-Challenges also which can be due to lack of development in Information Technology Sector, shortage of technical and financial resources, employee's resistance to change and many others.

Aim: To find out the effectiveness and implications of E-HR and also to throw light on the acceptability, advantages, and challenges faced by it in today's era.

Methodology: This is a theoretical research paper based on secondary data collected from Journals, books, articles, websites etc.

Findings: E-HRM helps to maintain a smooth and efficient functioning of an organisation. Some recommendations are suggested which can be used by the companies to improve its E-HR approach.

Keywords: Human Resource Management, Electronic-Human Resource (E-HR), Information Technology, Functions of HR, E-Advantages, E-Challenges.

1. Introduction

A business does not function in isolation. It is surrounded and is affected by its environment. It can be social, cultural, economic, demographic, legal, political and technological environment on which the business has no control.

Out of all these, the fastest changing environment is Technological Environment. Due to continuous innovation and invention, everything is becoming advanced and high-tech. Businesses are taking a step forward in the race of advancement by adopting the changes that are being occurred in technological know-how. The companies have adopted Information Technology long time ago when they introduced computers, telecommunication and other technical know-how for sorting, retrieving, and sending information in their working style.

But the major revolution in IT is done in the last decade by the introduction of Internet. With the use of Internet, everything is just a click away. “A click and your work is done”. The world is no more far from reach. It has now become a Global Village. In the era of technological advancement, everyone is becoming E-friendly and E-stylish. Every business firm is trying to adopt new working techniques to make it more advanced than its competitors. For the long term growth and survival of a company, a satisfied workforce has to be maintained. A satisfied workforce is far way better than an unsatisfied mob. So, for the smooth functioning of an organisation and to make the workers satisfied the concept of E-HRM was introduced as it involves less time consumption, less Cost, less paper-work, less physical stress, less administrative work, more accuracy, more employee participation and more transparency.

2. Concept of E-HRM

Humans are the major assets of the organisation. They are no more considered as the expense for the company, rather they are treated as an Investment. Out of all the 4 M’s of production i.e. Material, Money, Manpower and Machine, Man is the most important one as it is the only M that has the capability to manage other M’s. But, they must be handled with utmost care as they have emotions and are easily affected by their environment. Nowadays, every company has its own Human Resource Department that performs the function of Recruitment, Selection, Training, Evaluation, Compensation etc. Before the advent of Internet and other web services, most of the work was done manually. But now maximum of the Human Resource functions are performed electronically. This is the concept of E-HRM. These functions can include E-Recruitment, E-Selection, E-learning, E-performance, E-evaluation, E-Compensation etc. So, E-HR is the application of Information Technology in the functioning of Human Resource Department that creates value to the organisation.

3. Objective of the Paper

The objective of this Research paper is to explain the concept of E-HRM and to find out the implications of E-HR and also to throw light on the functions, benefits, and challenges faced by it in today’s era. At last, some recommendations are suggested which can be used by the companies to improve its E-HR approach and can make the employees from resistance to E-HR to acceptance of E-HR.

4. Methodology

This is a theoretical research paper based on secondary data collected from Journals, books, articles, websites etc.

5. Review of Literature

According to (Srivastava, 2010)“E-HRM as an Implementation Support System (ISS) can help the organization to quickly mature their HR function and institutionalize best-practices for long-term growth”.

As per (Agarwal, 2012) “There are various challenges that are emerging in the field of E-HRM due to change in political, social and legal environment. They analysed those challenges and suggested some ways to overcome them”.

According to (Banerji, 2013), “The successful implementation is only possible when the HR professionals learn to be proficient with the traditional HR skills and knowledge, and develop the ability to apply their knowledge via the technology”.

As per Pinki J Nenwani and Manisha D Raj (2013), “E HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels. It covers all aspects of HRM like personnel administration, education and training, career development, corporate organization, job descriptions, hiring process, employee’s personal pages, and annual interviews with employees.”[6]

Ms. (Menka, 2015) in her paper concludes that, “E HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels. It covers all aspects of HRM like personnel administration, education and training, career development, corporate organization, job descriptions, hiring process, employee’s personal pages, and annual interviews with employees”.

Shoeb Ahmad concluded his paper by giving some suggestions that can be used by HR manager in improving his HR approach. [4]

According to Raashidah Gani and Darakhshan Anjum (2017), “The e-HRM technology is very helpful for the organizations and has proved effective for the employees career planning and development. E- HRM is a way of implementing Human Resource strategies, policies and practices in an organization through a conscious and directed support of and/or with the full use of web- based channels” [1]

6. Types of E-HRM

- **Operational E-HRM:** It is related with administrative functions (Menka, 2015). It includes employee’s payrolls, salary management, and maintaining employee’s personal data. It provides a choice to employees to keep their personal information updated either through website or through an administrative force in place to do it.
- **Relational E-HRM:** It is related with supportive functions (Menka, 2015) by ways of recruitment, training, selection, performance management and so on. As to relational HRM, there is the choice between supporting recruitment and selection through a web-based application or using a paper-based approach (through advertisements, paper based application forms and letters etc).
- **Transformational E-HRM:** It is associated with strategic Human Resource activities i.e. strategic management, knowledge management etc (Ahmad, 2015). As to transformational HRM, it is possible to create a change-ready workforce through an integrated set of web-based tools that enables the workforce to develop in line with the company’s strategic choices or to have paper-based materials (Ahmad, 2015).

7. Functions of E-HRM

The function of E-HRM includes the following:

- **Maintaining E-Employee Profile:** E-Profile is the description of employee’s personal details that HR manager maintains in the company’s data base. It includes all the personal details of employees like employee’s education, qualification, contact details, Award, Certification, Achievements, Skills, Hobbies, Membership, and Interest Area etc. As the data is stored

online so it can be retrieved within a click. This helps to reduce paper work and helps in time and cost management.

- **E-Recruitment:** Creating pool talented employee is very much important for an organisation. Nowadays, companies are inviting applications through online mode. Candidates are also applying for jobs through different websites. There are various websites in India which provides a platform to the individual to apply for jobs. Some of them are naukri.com, jobsahead.com, monsterindia.com, careerindia.com, placementindia.com, Jobsearch.rediff.com etc.
- **E-Selection:** Employers are now selecting the candidates online by taking their interviews through video conferencing and other web based methods. They are not required to be present in front of interviewer; rather the candidates can give interview from any place around the globe and the final list of the selected candidates can be communicated through online media. It reduces the wastage of time, efforts and other travelling expenses that might be incurred by the candidate if he has to give an offline interview.
- **E-Training:** Like the machinery, the knowledge of human resource also becomes obsolete with the passage of time. So, it becomes necessary for the organisation to arrange proper training and development programmes for employees. Organisations are doing it through Internet, e-books, e-classes, satellite broadcast, CD-ROM, audio and video tape etc.
- **E-Performance Evaluation:** It is a system which effectively uses internet and intranet to evaluate the performance, knowledge, skills and ability of the employee to perform the work. E-Performance Evaluation helps in transparency of evaluation as everything is done online and employees can keep a track of it. It reduces the chances of partiality and the employees can be kept motivated.
- **E-Compensation:** Money is the main motivating factor that makes the employee to work enthusiastically. When the internet and intranet is used by the company in evaluating, maintaining and distributing compensation to the employees, then it is known as E-Compensation.

8. Implications of E-HRM

E-HRM is applied in performing all the activities of Human Resource Department. It includes the following-

HR Activities	Implications of E-HR
Work Design	Employees from any part of the country can work together through video conferencing or other online mode with the help of Internet.
Recruitment	The candidates are asked to apply for jobs online through different websites like www.naukri.com , www.careerindia.com etc.
Selection	Online selection is done through Online test, videos, and email. Employers can measure candidates' abilities to deal with real life business challenges.
Training	It can be done with the help of internet, websites, e-books, CD-ROM, audio and video tapes etc.
Performance Evaluation	It can be done through internet and intranet which helps in evaluating employee's knowledge, skills, and performance.
Compensation	It helps in evaluating, deciding, maintaining, and distributing compensation online.

9. Benefits of E-HRM

- **Increases Efficiency and Effectiveness:** Efficiency can be increased by the reduction in the time taken as paper-work is reduced and proper-work (electronic mode) is introduced. Effectiveness can be increased by enabling the Human Resource to make quicker, sound, and correct decisions. So, with the introduction of E-HR concept in the organisation both effectiveness and efficiency can be increased.
- **Reduces paper-work:** With the introduction of E-HRM, the unnecessary paper work is reduced which leads to decrease in time, space and money. Now there is no need to maintain big stack of papers and everything is available within a click which reduces the time taken by the manager in retrieving information.
- **Easy access to data:** Due to the vast use of internet, everything is just a click away. With the introduction of E-HRM, it becomes very easy for the Human Resource Manager to sort, access and retrieve information whenever and wherever required. It makes the task simpler and faster.
- **Saves time:** Since everything is done with in a click, so it helps to reduce the time taken for the performance of the job. There is no need to go through the stack of papers in searching for employee's profile. In case of Selection, the candidate can apply for job from anywhere online and the interviewer from one corner can interview the candidate sitting in the next corner.
- **Saves Cost:** Since everything is done online, so it helps the management in decreasing cost because it reduces the burden of administrative work on the part of management. Other miscellaneous expenses like office and stationary expenses are also minimised with the advent of E-HRM.
- **Transparency can be maintained:** Without any doubt we can say that, when compared to offline mode, online E-HRM is more transparent. Due to which the employees trust the organisation's decision easily without any hesitation.
- **Satisfied workforce:** Since the transparency is maintained, then there are less chances of partiality towards the employees. E-HRM reduces work load and stress involved in their jobs which help in maintaining motivated workforce.

10. Challenges of E-HRM

- **Involves Huge Cost:** Even though E-HRM helps in reducing administrative cost, but it results into being expensive as a huge amount is required for installation of machinery, computers, internet connection, and the requirement of technical staff makes it more expensive. The need to train existing staff also arises which ultimately adds to the expenses of the company.
- **Lack of Technical Infrastructure:** When compared to other developed countries, India is still lacking behind in Information Technology Infrastructure. Due to which it becomes very difficult for the management to install E-HRM in remote areas where access to internet is not available.
- **Employee Resistance:** Technology is changing at a very fast pace. The employees feel hesitated to accept any change in technology and starts resisting it. It becomes very difficult on the part of the manager to convince employees that it is beneficial for the employee to accept new technology for their growth and development.
- **Ineffective Training:** It is observed in most of the cases that training via internet is not very effective. It is a time consuming process. It also involves a huge cost as in some of the cases

various technical appliances must be installed for effective training. Due to this, it becomes very difficult for the companies with less financial resources to provide E-Training to its employees.

- **Lack of human touch:** HRM deals with human behaviour. Unlike machines, humans are emotional. E-HRM performs all the HR functions electronically. But in some of the cases, it becomes very important for the HR manager to tackle the situation with humanistic approach. But with E-HRM this becomes somewhat difficult which leads to frustration among employees.
- **Safety and Security Issues:** Although E-HRM is having many positive aspects but it cannot be denied that there is always the risk of data loss, data theft, hacking of company's software etc. This is the reason why employees feels hesitated and do not trust E-HRM easily.

11. Suggestions and Recommendations of E-HRM

There are various suggestions and recommendations that are given which can help the management to improve its E-HRM approach and can shift the employees from resistance to E-HR to acceptance to E-HR. These are given below:

- **Employee's Motivation:** Human are the major assets of the organisation and they must be managed properly. They are the one who can make organisation to grow and prosper in the long run. But they resist changes and must be motivated from time to time to time. The management must take initiative to make the employees realise that change is important and necessary for long term sustainable development.
- **Training opportunities:** Along with motivation, the employees must also be trained about the new technical know-how that is introduced in the company. Like they should be given training regarding access to websites, operation of their jobs via internet etc. With the help of training the employees get a sense of confidence and motivation which is beneficial for the management as the satisfied workforce is the mantra for growth and development of any organisation.
- **Adaptable:** The HR must be adapting itself according to the technological changes in the macro environment. If the HR remains inactive and traditional in approach then no organisation will grow and prosper and will lack behind in the race of growth from its competitors.
- **Proper Communication:** The HR must establish proper communication among its people in the organisation. The changes, training process, positive aspect of E-HR must be properly communicated to the employees so as to make their attitude positive towards the organisation.
- **Employees Counselling:** There must be a proper counselling room for the employees where they can discuss about dissatisfaction or the challenges faced by them in handling their technical jobs. Through this employers can also come to know about the drawbacks of their organisation and corrective actions can be taken.
- **Effective Leadership:** A leader is someone to whom the people admire. The employer must play the role of a leader than a boss. He must try to understand the view points of his employees and must know the problems faced by the employees in performing their E-HR functions.
- **Controlling and Feedback:** The HR department must take the feedback of the employees regarding their E-HR experience and can take corrective action if employees are dissatisfied.

12. Conclusion

From this paper, it can be concluded that E-HRM is the need and demand of today's era. With the advancement of technology everyone is becoming E-friendly and E-stylish. With the advent of Internet everything is just a click away. "Just a click and your work is done". Although E-HRM has certain limitations but it cannot be denied that E-HRM is very much necessary for the long term growth and survival of the organisation. The benefits are more than sufficient to compensate the limitations. It leads to cost effectiveness and time management. Now the organisations are moving from paper work to proper work (E-HRM). So, it can be concluded that E-HRM helps to maintain a smooth and efficient functioning of an organisation.

13. Limitations of the Paper

The following are the Limitations of this paper:

- This is a theoretical paper and has no facts and figures.
- This paper is based on Secondary Data like Journals, Published Articles, and Websites etc.

14. Scope for further study

Since this is a theoretical paper and has no statistical data then further study can be done by gathering some primary quantitative data.

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Annexure

Tabular Representation of the Research Papers Reviewed						
N o.	Name of the Author	Year of Publication	Title of the Paper	Objectives/Description of the Study	Data Analysis Method	Findings/ Scope & Conclusion of the Study
1	Raashidah Gani Darakhshan Anjum	2017	e- Human Resource Management (e-HRM)	The objective of this paper is to make an attempt to study the e-HRM and its various aspects.	Content Analysis	The e-HRM technology is very helpful for the organizations and has proved effective for the employees career planning and development. E-HRM is a way of implementing Human Resource strategies, policies and practices in an organization through a conscious and directed support of and/or with the full use of web- based channels.
2	Mine Afacan Findikli Ebru Beyza Bayarçelik	2015	Exploring the outcomes of Electronic Human Resource Management (E-HRM)?	The aim is to explore the perspectives about e-HRM, for choosing the applications for the system, their observed organizational outcomes of HR managers in the leading companies in Turkey	Descriptive Study and Interview	Result showed that time management, easy acquiring and access to personal data, and reduce administration costs was the primary motivator for E-HRM However, interviews showed that e-learning/ e-training is not very effective for organizations.
3	Puja Sareen	2015	Study of Employee Satisfaction towards e-HRM system	The objective is to find a relationship between various demographic variables and level of satisfaction of employees towards e-HRM system of their respective organizations.	Skewness and Kurtosis	The results show that tenure, work experience and age has a significant relationship with the 'level of satisfaction' towards the e-HRM system for 'End-users' of selected organizations. However, there is no significant relationship of the 'level of satisfaction' with gender for 'End-users' of selected organizations.
4	Shoeb Ahmad	2015	Electronic Human Resource Management: An Overview	The paper- highlights the importance of e-HRM in business organizations. It also provides with a brief overview the aims and scope of e-HRM in these organizations .The paper finally concludes with some basic suggestions.	Content Analysis	The paper concludes with some basic suggestions that can help the HR manager in improving its HR Approach.
5	Ms. Menka	2015	E-Hrm: An Innovative Tool for Organizational Performance	To study different significant tools of E-HRM for managing human resources in organizations. To study the scope and benefits of E-HRM in organizations.	Content Analysis	E-HRM is innovative business solution which furnishes a complete on-line support in the management of all business processes, activities, data and information required to manage HR in organizations. It is an innovative tool which is efficient, reliable, and convenient in use, accessible to a large group of different users.
6	Pinki J Nenwani Manisha D Raj	2013	E-HRM Prospective in Present Scenario	To present a theoretical overview on E-HRM	Descriptive Study	E HRM is a way of implementing HR strategies, policies, and practices in organizations through a conscious and directed support of and/or with the full use of web-technology-based channels. It covers all aspects of HRM like personnel administration,

						education and training, career development, corporate organization, job descriptions, hiring process, employee's personal pages, and annual interviews with employees.
7	Sanchita C. Banerji	2013	A Study of Issues & Challenge s of Implemen tation of Informatio n Technolog y in HRM	To focuses on the issues and challenges faced by an organization by implementing IT techniques across various HR functions.	Content Analysis	The successful implementation is only possible when the HR professionals learn to be proficient with the traditional HR skills and knowledge, and develop the ability to apply their knowledge via the technology.
8	MY Yusliza T Ramayahba	2012	Determina nts of attitude towards E-HRM: an empirical study among HR profession als	To investigate the relationship between clarity of E-HRM goals, user satisfaction with E-HRM, perceived usefulness, perceived ease of use, user support, social influence, and facilitating conditions that can influence attitude towards E-HRM.	Mean, Standard Deviation, Correlation and Reliability values	The correlation between perceived ease of use and attitude was stronger, followed by perceived usefulness, user satisfaction, clarity of E-HRM goals, facilitating conditions, social influence, and, lastly, user support
9	Mrs. Ekta Srivastava Dr. Nisha Agarwal	2012	The Emerging Challenge s in HRM	To analysis the various challenges which are emerging in the field of HRM and to suggest how these challenges van be overcome	Content Analysis	HR practice is becoming more and more challenging day by day. To reduce mobility of professional personnel HR people have to motivate them from monetary and non monetary techniques. Proper performance evaluation system and proper career development plans should be used in the organization to reduce professional mobility.
10	Shashank Kumar Srivastava	2010	Shaping Organizati on with e-HRM	The objective of this paper is to study the concept of E-HRM	Content Analysis	E-HRM as an Implementation Support System (ISS) can help the organization to quickly mature their HR function and institutionalize best-practices for long-term growth.

**A REVIEW OF LITERATURE ON IMPACT OF DEMONETIZATION IN INCREASING
THE ROLE OF E-BANKING**

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Abstract

The world is changing at a staggering rate and one of the main reasons for this change is the change in technology. After demonetization, government of India is encouraging people to make cashless transactions and sometimes even making it compulsion. After the ban on Rs. 500 and Rs. 1000 notes, the economy faced a huge cash crunch. The stores stopped accepting these notes so people shifted from cash to cashless transactions by the way of using online payment portals like Paytm, Debit Cards, Credit Cards, etc. After the ban, there used to be huge queues in front of the ATMs which generally lead to high level of dissatisfaction among people as they would have to wait for 1-2 hours. So, they became more and more dependent on Mobile Banking, internet banking or cashless transactions. E- Banking makes it easy for people to make payments with just one click. At one click they can avail various services and purchase anything at a much lower cost. Nearly every store today has the provision of making payments through Paytm and debit/credit cards because they understand the need of the present scenario.

Aim: To examines the impact of demonetization in increasing the role of E-Banking and shifting of general public from cash to cashless transactions and to find out if people at large are happy with the online payments or they are still more comfortable with transactions made in cash.

Methodology: This paper based on secondary study tries to find out if people at large are happy with the online payment methods.

Findings: People have moved on from traditional way of making payments to meet the needs of the present scenario. Even though, a part of society are still not much aware about the concept of e-banking and are hesitant to adopt it, demonetization gave it an important boost and India is on its way on becoming a cashless economy.

Keywords: E-Banking, cashless transactions, technology, debit/credit cards.

1. Introduction

The world is changing at a staggering rate and one of the main reasons for this change is the change in technology. After demonetization, government of India is encouraging people to make cashless transactions and sometimes even making it compulsion. After the ban on Rs. 500 and Rs. 1000 notes, the economy faced a huge cash crunch. The stores stopped accepting these notes so people shifted from cash to cashless transactions by the way of using online payment portals like Paytm, Debit Cards, Credit Cards, etc.

E-banking plays a very crucial role in development of any country and India being a developing country is benefited a lot from this. It is beneficial for both the parties: banks and the customers. Customers have various options through which they can make payments, like, Net Banking, Debit Card, Credit, Cards, Paytm, etc. They can also avail various services with just one click. It is beneficial for the banks by the way that E-banking is very cost effective.

Demonetization was a necessary step to keep the corruption and black money of the country in check but the society, specially the middle and lower class people, suffered a lot. Initially, they had to stand in queues for hours to have a certain amount of cash in hand. Seeing this, the government took certain steps to shift people towards cashless transactions. Today, nearly every shopkeeper has the card swipe machines where people can just swipe their card, enter their PIN and make transactions.

2. Demonetization

Demonetization is the process of stripping a currency unit of its status as a legal tender, or, it is the act of removing a certain form of currency from circulation.

Demonetization has been done three times in India till now, in 1946, in 1978 and then in 2016. On 8th November 2016, Prime Minister Mr Narendra Modi announced the ban on ₹ 500 and ₹ 1000 notes which made up for 86% of the currency in circulation. This step was taken to keep the black money and corruption of the country in check and to make Indian society a cashless economy.

3. E-banking

E-banking or Internet Banking or Online Banking or Virtual Banking is an electronic payment system that enables customers of a bank to carry various types of financial transactions through that bank's website. It enables people to have easy, safe and quick access to their bank accounts. The concept of E-banking is very crucial for any developing country. It is the necessity of the present scenario. Banking sector has rapidly been increasing the role of E-banking to increase the customer value. E-Banking has made lives of the people easier.

Features of E-banking:

- It gives easy electronic fund transfer facility.
- It brings door step service.
- It minimizes the likelihood of errors as everything is done through a computer interface.
- It lowers the transactions cost.

4. Objectives of the paper

- To study the impact of demonetization in increasing the role of e-banking in India.
- To throw light on the various challenges faced by government in making the country go cashless.
- To provide various suggestions to overcome these challenges.

5. Methodology

This paper is solely based on secondary data/information. Data is collected from various journals, websites, books, articles, etc. This study is theoretical in nature.

6. Review of Literature

According to Dhani Shanker Chaubey and Piyush Kumar (2017), “The digital payment had given relief and force to learn digital transaction after demonetization. People adopted technology slowly, but don't wanted to pay extra for digital transaction. However, people of India faces money problems during demonetization they suffer with no cash. In addition, for this medium like paytm helps them.”[1]

According to Sweta Singhal (2017), “E-banking is a buzzword after demonetization. India is now in the list of top countries where major population transacts online. With the introduction of smart phones and mobiles application the usage rate has increased. But there is a long way to go as rural population of India is still waiting for some program from banks that will facilitate their usage of e-banking services.”[2]

As per D.Mounika and R.Kadhirvel (2017), “The demonetization undertaken by the Indian government is a large concern. Due to that the public turns to cashless transaction that is Internet banking. It reaches high success rates through co-ordination. It's like two faces of coin because on one side it will be beneficial to Nation and on the other side its going towards digital economy may bring the transparency in the system.”[3]

According to Manpreet Kaur (2017), “The cashless transaction system is reaching its growth day by day , as soon as the market become globalised and the growth of banking sector more and more the people moves from cash to cashless system. The cashless system is not only requirement but also a need of today society.”[4]

As per K.C. Balaji and K. Balaji (2017), “The growth of the cashless transaction system is reaching new heights. People tend to move to cashless transactions. It is right to say that the cashless system is not only a requirement but also a need for the society. But on the other hand, the risk of cyber-crime is very much higher as almost all the cashless transactions are done over internet. So, proper and complete awareness must be given to people to keep their debit and credit cards safe and to use digital wallet in a most secure way.”[5]

According to Pappu B. Metri and Doddayallappa Jindappa (2017), “Currently, there is a mix of cash and cashless transactions happening across the country, while many enablers are working towards turning the cashless economy dream into a reality. However it will take more than a generation to change the habit from cash to no cash transaction. Rushing the economy into a cashless state without proper planning and infrastructure will be disastrous and its consequences will be everlasting. A gradual move towards less-cash society as said by the Prime Minister is the right way forward.”[6]

As per Arvind Kumar (2017), “The cashless transaction system is reaching its growth day by day , as soon as the market become globalised and the growth of banking sector more and more the people moves from cash to cashless system. The cashless system is not only requirement but also a need of today society. All the online market basically depends on cashless transaction system. The cashless transition is not only safer than the cash transaction but is less time consuming and not a trouble of carrying and trouble of wear and tear like paper money.”[7]

According to Rajani Gupta and Arvind Kumar (2017), “The Prime Minister has insisted on moving towards a cashless society. Demonetization pushed millions of new users onto the country's digital economic grid by virtual fiat. India is currently in the middle of an all out movement to modernize the

way things are paid for. New bank accounts are being opened at a heightened rate, e-payment services are seeing rapid growth, cash-on-delivery in e-commerce has crashed, and digitally-focused sectors like the online grocery business have started booming.” [8]

As per Partap Singh and Virender Singh (2016), If the money disappears, as some hoarders would not like to be seen with their cash pile, the economy will not benefit. On the other hand if the money finds its way in the economy it could have a meaningful impact. However, experiences from different countries show that the move was one of the series that failed to fix a debt-burdened and inflation-ridden economy.”[9]

According to Geeta Rani (2016), “The study shows that initially the demonetization effects on market were painful but this also instigate the shopkeepers and consumers to adopt cashless means such as paytm, debit card use, internet banking to buy goods. By adopting the cashless means economy will be sound in coming time and Indian Economy will get benefits of early and hassle free transactions. Demonetization effect will be positive in coming time for Indian Economy.”[10]

7. Impact of Demonetization on E-Banking

After demonetization, government of India is encouraging people to make cashless transactions and sometimes even making it compulsion. After the ban on Rs. 500 and Rs. 1000 notes, the economy faced a huge cash crunch. The stores stopped accepting these notes so people shifted from cash to cashless transactions by the way of using online payment portals like Paytm, Debit Cards, Credit Cards, etc. After the ban, there used to be huge queues in front of the ATMs which generally lead to high level of dissatisfaction among people as they would have to wait for 1-2 hours. Due to all this, they became more and more dependent on mobile banking, internet banking or cashless transactions.

Nearly every store today has the provision of making payments through Paytm and debit/credit cards because they understand the need of the present scenario. This change is not only limited to urban areas, as people of rural areas are also shifting towards e banking because of demonetization. This has made their life easier and also bridged the gap between urban and rural areas.

Initially, people were hesitant to adapt to these changes because everyone was so used to the traditional way of making transactions by the way of cash in hand or by giving debit/credit card details (in case of online transactions) and it was a relatively new concept for some of them and they had various concerns regarding safety and security. People still have their doubts but now they are they are less resistant towards this change. Also, traditionally, online transactions were only restricted to people those who had computers with internet access and by providing debit/credit card details. But with the emergence of smartphones, new technology has emerged and making cashless transactions became much easier and safer.

The best cashless payment options that are available in India are:

- **Plastic Money-** Plastic Money includes debit and credit cards used to withdraw money from ATMs and which are used in card swipe machines. It enables people to carry less cash in hand.
- **Net Banking-** All net banking needs is a bank account with net banking facility enabled on it. People can make transactions and transfer funds easily from home with just a few clicks. This is one of the most convenient way to go cashless in India.

- **E Wallets-** Usage of E Wallets like Paytm, have significantly rose after demonetization. It is one of the easiest ways to make payments. Payments can be made simply by using the mobile number or by scanning a QR code. E Wallets have been implemented at a very large scale in India as nearly every shop accepts payment through Paytm.
- **Unified Payment Interface-** Unified Payment Interface or UPI is a system of payments. People can make transactions using their smartphones. All they need is a smartphone and a bank account.
- **Aadhaar Card-** It allows people to make payments/transactions using their adhaar card and finger prints if it is linked to their bank account.

More and More people are shifting towards cashless transactions by each passing day as it is more convenient to them and it saves a lot of time and energy. Also, government of India is doing everything in their power to make India go completely cashless.

8. Benefits of E-banking

After demonetization, the number of people using e- banking has increased substantially. Initially, e-banking was only adopted by people because the shopkeepers and government didn't give them much of a choice. On some days and situations, it was the only way they could make payments but with each passing day, they got more and more used to this concept and started making payments through their cards or Paytm even if they had cash in their pockets.

E-banking is beneficial for both the banks and the customers. The various benefits or advantages of e-banking are following:

Benefits to the customers:

- It saves a lot of time and energy of people as they don't have to go anywhere to make payments or transfer funds
- E-Banking enables people to avail various services with just one click.
- It provides 24*7 services.

Benefits to the banks:

- It is very cost effective for the banks and helps them increase the customer value.
- It lessens the burden of branch banking.

9. Challenges in promoting e-banking

People of India are always resistant to change. They always want to stick with traditional ways and things which their ancestors have been doing since hundreds of years. Majority of them won't accept or adapt to new ways until and unless it is forced upon them. So when steps were taken to shift people from cashless transactions, it was natural that they were unsure about this change. Also people were and are still not much aware about the concept of e-banking so they find it difficult to adapt to something which they have a limited knowledge of. Though, after demonetization the level of awareness regarding e-banking significantly increased.

Resistance from people isn't the only problem faced by the Indian Society. There are various other challenges like, lack of proper infrastructure, safety and security concerns, lack of awareness among people, etc.

A large section of people in society, especially the rural people are not much aware about the concept of e-banking. They have no idea how it works or what all it takes to make transactions through e-banking even though it is very easy and convenient. Also, India is a very vast country and it only has like 2.3 lakh ATMs.

People also don't feel safe while making payments or transactions through internet because they feel that their bank details may be hacked by someone or misused. They always feel hesitant to give their card details and their fear is not unreasonable. Hackers always find some loopholes in the system.

Making India completely cashless is a very cumbersome process. Even though most of the shopkeepers accept Paytm and have card swipe machines, there are still some shops where the only way transactions can take place is through cash. So lack of proper infrastructure and awareness among people is the main challenge which is faced by the government of India.

10. Suggestions

Government needs to overcome these challenges if they want to make India a cashless economy because as long as there is resistance from people and not appropriate infrastructure to carry out the functions they cannot do so. There are various suggestions to overcome these problems are:

- Proper awareness campaigns and seminars need to be organised where people can be educated regarding various methods of cashless transactions and how they can take benefits from them.
- Certain steps need to be taken by the government to ensure that every shop or vendor has the card swipe machine and that they accept Paytm. It's a long shot but they need to start somewhere.
- Banks should ensure that their websites are safe and user friendly.
- Problems reported by customers need to be taken in account immediately and they shouldn't have to wait for days to hear back a reply.
- Rural area people need to be given proper education about this and their needs and doubts are to be taken care of as majority of the rural people are not equipped with basic things needed to carry out e banking.

11. Conclusion

E-banking has substantially increased after demonetization. Earlier people used e-banking but the number of people were not much. Also, the awareness level was less low. After demonetizations, people had no choice but to shift towards cashless transactions. They started using internet banking and they realized that it was very easy, convenient and cost effective for them. People moved on from traditional way of making payments to meet the needs of the present scenario. Even though, a part of society are still not much aware about the concept of e-banking and are hesitant to adopt it, demonetization gave it an important boost and India is on its way on becoming a cashless economy.

12. Limitations of the Study

- This study is based on information or data collected from secondary sources only.
- This is a theoretical paper and lacks facts and figures.

13. Scope for further study

As this study is only based on secondary data, a further study can be conducted based on some collection of primary data.

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Annexure

Tabular Representation of Articles Reviewed						
No.	Name of the Author	Year of Publication	Title of the Paper	Objectives	Data Analysis Method/ Methodology	Findings/Conclusion
1.	Dhani Shanker Chaubey Piyush Kumar	2017	Demonetization and its impact on adoption of digital payments: Opportunities, Issues and Challenges	1. To know the importance of digital payment after Demonetization as perceived by the people of India. 2. To assess the people trust and confidence in	Both Primary and Secondary data has been used. Descriptive statistical analysis	The digital payment had given relief and force to learn digital transaction after demonetization. People adopted technology slowly, but don't wanted to pay extra for digital transaction. However, people of India faces money problems during demonetization they suffer

				digital payment system after Demonetization. 3. To assess the uses pattern and nature of transaction done by the people after Demonetization. 4. To identify the factors of digital payment after Demonetization.		with no cash. In addition, for this medium like paytm helps them.
2.	Sweta Singhal	2017	Demonetization and E-banking in India	1. To study the impact of the demography on the awareness level in customers about e-banking services. 2. To find the variation in the awareness level about e-banking in customers of urban and rural areas. 3. To list the reason behind low level of awareness in customers about e-banking. 4. To study the challenges involved in using e-banking	Primary Data has been used. Descriptive statistical analysis.	E-banking is a buzzword after demonetization. India is now in the list of top countries where major population transacts online. With the introduction of smart phones and mobiles application the usage rate has increased. But there is a long way to go as rural population of India is still waiting for some program from banks that will facilitate their usage of e-banking services.
3.	D.Mounika R.Kadhirvel	2017	Impact Of Demonetization In E-Banking	To study the impact of demonetization on E-Banking	Secondary data has been used.	The demonetization undertaken by the Indian government is a large concern. Due to that the public turns to cashless transaction that is Internet banking. It reaches high success rates through co-ordination. It's like two faces of coin because on one side it will be beneficial to Nation and on the other side its going towards digital economy may bring the transparency in the system.
4.	Manpreet Kaur	2017	Demonetization: impact on cashless payment system	1. To study the role of Demonetization 2. To examine the status of Electronic Payment System	Secondary sources of data has been used	The cashless transaction system is reaching its growth day by day , as soon as the market become globalised and the growth of banking sector more and more the people moves from cash to cashless system. The cashless system is not only requirement but

5.	K.C. Balaji K. Balaji	2017	A study on demonetization and its impact on cashless transactions	1. To study the history of demonetization across the world and in India. 2. To study the impact of demonetization on cash less transactions.	Secondary sources data has been used.	also a need of today society.
6.	Pappu B. Metri Doddayallappa Jindappa	2017	Impact of Cashless Economy on Common Man in India	1. To study the concept of cashless economy. 2. To know the need for cash and challenges to go to digital 3. To suggest for make use cashless.	Secondary data has been used.	Currently, there is a mix of cash and cashless transactions happening across the country, while many enablers are working towards turning the cashless economy dream into a reality. However it will take more than a generation to change the habit from cash to no cash transaction. Rushing the economy into a cashless state without proper planning and infrastructure will be disastrous and its consequences will be everlasting. A gradual move towards less-cash society as said by the Prime Minister is the right way forward.
7.	Arvind Kumar	2017	Demonetization and Cashless Banking Transactions in India	1. To study Role of Demonetization in India. 2. To examine Status of Electronic Payment Based System in India. 3. To examine top cashless countries in the world.	Secondary data has been used.	The cashless transaction system is reaching its growth day by day , as soon as the market become globalised and the growth of banking sector more and more the people moves from cash to cashless system. The cashless system is not only requirement but also a need of today society. All the online market basically depends on cashless transaction system. The cashless transition is not only safer than the cash transaction but is less time consuming and not a trouble of carrying and trouble of wear and tear like paper money.
8.	Rajani Gupta Arvind Kumar	2017	An analytical study of demonetization and its impact on Indian economy	1. To study the role of Demonetization for cashless economy. 2. To examine the status of cashless payment system in India. 3. To understand the philosophy of	Secondary data has been used.	The Prime Minister has insisted on moving towards a cashless society. Demonetization pushed millions of new users onto the country's digital economic grid by virtual fiat. India is currently in the middle of an all out movement to modernize the way things are paid for. New bank accounts are being opened at a

				demonetization and its impact on economy. 4. To check the misappropriation and fraud related to cash transaction.		heightened rate, e-payment services are seeing rapid growth, cash-on-delivery in e-commerce has crashed, and digitally-focused sectors like the online grocery business have started booming.
9.	Partap Singh Virender Singh	2016	Impact of demonetization on Indian economy	1. To study the experience of impact of demonetization in various countries in past years. 2. To analyze the current the immediate impact of demonetization on Indian economy. 3. To workout the probable consequences of the demonetization.	Secondary data has been used.	If the money disappears, as some hoarders would not like to be seen with their cash pile, the economy will not benefit. On the other hand if the money finds its way in the economy it could have a meaningful impact. However experiences from different countries shows that the move was one of the series that failed to fix a debt-burdened and inflation-ridden economy.
10.	Geeta Rani	2016	Effects of demonetization on retail outlets	1. To analyse the demonetization post effects on retailers and consumers. 2. To know the trends and behavior change in consumers and shopkeepers buying. 3. To know the effects of demonetization on top brands. 4. To know the credit span of time extension or not.	Primary data has been used. Convenience sampling method.	The study shows that initially the demonetization effects on market were painful but this also instigate the shopkeepers and consumers to adopt cashless means such as paytm, debit card use, internet banking to buy goods. By adopting the cashless means economy will be sound in coming time and Indian Economy will get benefits of early and hassle free transactions. Demonetization effect will be positive in coming time for Indian Economy.

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ABSTRACT

Employees are the valuable asset of an organization. The involvement of an employee influences the production or service on the brighter side. It's the duty of an organization to provide a comfortable and safe work-place to keep the employees involved. The employees involve spontaneously in work, when they have a comfortable environment and a good leader. They involve themselves more, when they are given tasks in which they are specialized or interested in. This results in effective output. Appraisals and incentives are the tools used by an organization to extract work from the employees. Job environment, workplace environment, quality of work-life, work-life balance is the factors that influence employee involvement in an organization. Productivity and employee involvement are directly proportional to each other. A good organization should promote employee involvement to the maximum. This paper elaborates the employees mind set in work and the organization efforts in getting the employees involve in work. This paper also focuses on advantages of employee involvement and strategies for involving an employee in the work.

Keywords: Employee Involvement, Work Place Environment, Positive Stress, Productivity

INTRODUCTION

Human capital is intangible and elusive and cannot be managed the way the organizations manage jobs, products, and technologies. If valued employees leave a company, they take their human capital with them. To build human capital in organizations, the managers must continue to develop superior knowledge, skills and experience within their workforce. In addition, employees need opportunities for development on the job. Consequently, managers have to do a good job of providing developmental assignments to employees and ensuring their job duties and requirements are flexible enough to allow for growth and learning. Beyond the need to invest in employee development, organizations have to find ways to use the knowledge and skills of employees that go unused. Employees should be given space to explore their skills. By involving workers in decision making process in areas that effect their jobs, it aspires to perform their jobs in a controlled manner and leads to job commitment and motivation from the employees.

REVIEW OF LITERATURE

- *An examination of the relationship of employee involvement with job satisfaction, employee cooperation and intention to quit in U.S invested enterprise in china.*

- DOW.SCOTT, JAMES W.BISHOP, XIANGMING C HEN IN 2003

In a US invested enterprise in china examination on participative work environment was done among the chinese employees. Job satisfaction mediates the relationship between elements of a participative work environment and employee willingness in which structural equation analysis support this model. Task interdependence also had a direct relationship with willingness to cooperate.

- *Employee involvement programs improve corporate performance.*

- ROGER S.AHLBRANDT, CARRIE R.LEENA, AUDREY J.MURRELL IN OCTOBER 1992.

Employee involvement programs have the potential to increase the competitiveness of companies. To attain this, incentives must be provided for ongoing participation. This result highlights the importance of employee expectation, showing that expectations may be raised at the outset of a program but they must be fulfilled. Human resource managers must handle strategic approaches to formulate and implement employee involvement programs.

- *Implementation of an employee involvement program in a small, emerging high-technology firm.*

-JOSEPH C. LATONA IN 1993

Reports the effects of an employee involvement program on members of a small, emerging high tech firm, the attitudes of employees towards management and perception was described. A consultant's experience in the development and implementation of such program is presented.

- *A Multilevel model of employee innovation: understanding the effects of regulatory focus, thriving and employee involvement climate.*

J. CRAIG WALLACE, MARCUS M. BUTTS in OCTOBER 2013

In multilevel path analytic results demonstrated support for a positive indirect effect from promotion focus to innovation via thriving and a negative indirect effect from prevention focus to innovation we are thriving. In addition results showed a positive indirect effect from employee involvement climate to innovation we are thriving. Perhaps most important, cross-level moderator mediation results demonstrated that employees involvement strengthens the relationship between promotion focus and thriving, which in turn positively relates to innovation.

- *An examination of the effect of employee involvement on team work effectiveness: An empirical study.*

MAHFUZ JUDEH in APRIL 2011

Findings of this study revealed a significant effect of employee involvement on team work effectiveness at the same time results indicated that there were no significant differences towards employee involvement due to gender or marital status while participants significantly differed in terms of educational level the results of this study had many implications for human resources and other practitioners and managers who must enhance the teamwork atmosphere in their organizations.

ORGANIZATIONAL COMMITMENT:

A review suggested the relationship between commitment and performance is strongest for new employees and considerably weak for more experienced employees. Research also indicates that employees who feel their employees fail to keep their promises to them feel less committed, and these reductions in commitment, in turn, lead to lower levels of creative performance. And, as with job involvement, the research evidence demonstrates negative relationship between organizational commitment and both absenteeism and turnover.

EMPLOYEE INVOLVEMENT:

“YOU TELL ME, AND I FORGET,

YOU TEACH ME, AND I REMEMBER,

YOU INVOLVE ME, AND I LEARN”

Employee involvement is the direct participation of staff in activities that help the business fulfill its mission and attain its goals. More importantly, it is getting the employees involved in the management and decision making processes of the business. Employee involvement makes the employees along with the leadership, responsible for growing the company, hitting business metrics, and solving organizational issues. Employees use their expertise, innovative ideas and endeavors to contribute in whatever way they can. And in this aspect, employee involvement builds a sense of community and family within the company. When employees are involved in making decisions, they gain a professional and personal stake in the organization and its overall success. This commitment leads to increased productivity as employees are actively participating in various aspects of the company and wish to see their efforts succeed overall.

JOB SATISFACTION

Job satisfaction is a positive feeling about one’s job resulting from an evaluation of its characteristics. Positive feelings about his or her job among the employees with high level of satisfaction, negative feelings reside with low level of satisfaction. Generally job require following organizational rules and policies, interacting with co-workers and bosses, meeting performance standards, living with less than ideal working conditions.

JOB INVOLVEMENT:

Job involvement is the degree to which a person identifies with a job, actively participates in it, and considers performance important to self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do.

DEVELOPING AND RETAINING DIVERSE EMPLOYEES:

SELECTION: The selection process is one of the most important places to apply diversity efforts. Managers who hire need to value fairness and objectivity in selecting employees and focus on the productive potential of new recruits. When managers use a well-defined protocol for assessing applicant talent and the organization clearly prioritizes non-discrimination policies, qualifications become far more important in determining who gets hired than demographic characteristics.

Research has shown that women and minorities do have greater interest in employers that make special efforts to highlight a commitment to diversity in their recruiting materials. Diversity advertisements that fail to show women and minorities in positions of organizational leadership send a negative message about the diversity climate at an organization. In order show the pictures, organizations must have diversity in their management ranks. Some companies have been actively working toward recruiting less-represented groups.

ANALYSING STRENGTH AND WEAKNESS OF EMPLOYEES:

To be able to understand the success and failure of any organization eventually depends upon the people and how focused they are towards meeting their goals and objectives. It is important for a company to examine the strength and weakness of their employees. “organizations that can tap the strengths of their people will be stronger and more competitive than those do not”. Since employee Involvement can contribute to the improvement of product and processes, we believe that employers want all individuals to be involved. The organization can help employee achieve this by putting

through various training which will gain employees more experience at all levels of organization and making it equally important for the employee to know their roles in the operation of the company.

- Involvement of employees in organizational decision making creates essential value in many companies.
- Involvement of employee in Decision making
- Participation at board levels
- Participation through ownership
- Involvement through suggestion schemes
- Involvement through quality circles

IMPACT OF EMPLOYEE INVOLVEMENT IN WORKPLACE:

The impact of employee involvement in an organization has numerous positive and negative outcomes. Managers must determine the most effective employee involvement strategies. Managers from different organizations at all levels must work effectively with their employees to carry out specific responsibilities while showing some degree of independence to the employee; however some managers train their employees to accept various responsibilities and duties assigned to them.

POSITIVE IMPACT:

Teamwork – employee involvement or participation in the decision making process gives every employee an opportunity to express their opinions, and to share their experience, knowledge with other employees or employers. This would improve the relationship between a manager and the employee ; while it encourages a feel of teamwork among other employees.

EMPLOYEE COMMITMENT

Managers that actively involve employees in decision making, results in deeper commitments from the employee to organizational and job responsibilities, producing high levels of success for the manager and the organization overall.

INNOVATIVE AND CREATIVE IDEAS

Motivated senior employees that interact with customers or clients on a day to day basis often have more insight into what the customers wants from the organization, concerns and feedback. When a boss creates a workplace environment that encourages employees to collaborate creative, innovative and logical ideas through various meeting or discussions, get a clear grasp to what customers want (Heathfield,2010). Managers that make critical decisions without employee involvement limit their ideas and may result in poor outcomes, if the manager had of considered the employee's voice.

People with good moods tend to be more creative than people in bad moods. They produce more ideas and more options, and others think their ideas are original. It seems people experiencing positive moods or emotions are more flexible and open in their thinking, which may explain why they are more creative. Supervisors should actively try to keep employees happy because doing so creates more good moods, which in turn leads people to be more creative.

GROUP COHESION

Group cohesion is the extent to which members of a group support and validate one another at work. A cohesive group is one which sticks together. When employees trust one another, seek common goals and work together to achieve these common ends, the group is cohesive; when employees are divided among themselves in terms of what they want to achieve and have little loyalty to one another; the group is not cohesive.

GROUP FUNCTIONING

Group functioning refers to the quantity and quality of a group's work output. Positive job attitudes can be associated with higher levels of task performance, group cohesion should lead to positive group functioning.

PRODUCTIVITY

Productivity is the combination of effectiveness and efficiency of an organization. An organization is productive if it achieves its goals by transforming inputs into outputs at the lowest cost. Employee involvement is directly proportional to productivity. Employees with an investment in the company's best interest increase their role in the company, fostering a stronger work ethic. When employees are given independence and expected to be more self-sufficient, they become more efficient over time, as they learn to navigate their responsibilities with minimal interference on managerial staff for direction.

NEGATIVE IMPACT

MANAGER-EMPLOYEE BOUNDARIES

Having high levels of employee involvement is a risk as the line of authority between the management level and employee level can result in blur. Managers may appreciate the value of employee involvement, however a disciplined structure with clear reporting responsibilities are vital to stability in organizations. A company that allows its employees to attempt to produce ideas and carry out major tasks or responsibilities without having the authentication from the manager attempting duties that are specifically assigned for employees at management level is a risk, no knowledge and experience with managerial skills.

MISCOMMUNICATION

Non-effective use of communication, inexperience and poor decision making skills is a major disadvantage with employee involvement. The more employees that have input and into managerial decision making tasks, higher levels of communication is essential to ensure that decisions are consistent across sectors of the work place to ensure consistency. Managers may find it a challenge monitoring decisions and activities with employee involvement, such as ensuring negative consequences and restricting the potential for chaos via miscommunication, rumors resulting in a waste of time in dealing with employee conflicts and discipline instead of using the time to carry out tasks and responsibilities.

MANAGING WORK FORCE DIVERSITY

The concept the organizations are becoming more heterogeneous in terms of gender, age, race, ethnicity, sexual orientation and inclusion of other diverse groups. Workforce diversity acknowledges a workforce of women and men, many racial and ethnic groups, individuals with a variety of physical or psychological abilities, and people who differ in age and sexual orientation. Managing work force diversity is a global concern.

ENHANCING EMPLOYEE WELL-BEING AT WORK

The increased responsibilities of employees in and out of the work place, they prefer more time off. Employees prefer jobs that give them more flexibility in their work schedules so they can better manage work-life conflicts. In fact, 56 percent of men and women in a recent study reported that work-life balance was their definition of career success, more than money, recognition, and

autonomy. Organizations that don't help their employees achieve work-life balance will find it difficult to attract and retain the most capable and motivated employees.

ORGANIZATIONAL SURVIVAL

Organizations exist to survive in the midst of environmental factors that tend to encroach on business performance. The competition in the industry is getting stronger and firms are adopting different strategies to be competitive in the industry. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since innovation in product and services are brought about by these individuals. Employee involvement in decision making and vision of the leaders

CONCLUSION

In conclusion, employee involvement is a system which employees are encouraged to use their expertise and knowledge to suggest methods for improvements in their work area. Thus employee involvements play a very important role in the success of any organizations. Moreover, even though employee involvement have various of negative impact on the organization, it shows that under certain conditions employees are more committed to decisions and that better decisions are made if they are involved. Employee involvement also increase teamwork and produce better performances.

The evidence on strong correlation between employee participation and organization's performance has never been in reference to indirect forms of employee involvement.

The study of my paper hence reveals that the employee involvement has adverse impact on the organization. Though negative impact show up, the positive impact tends to over-rule the effect. Therefore, improvising the skills of employees and getting them involved in all the aspects of the company, will bring unexpected positive outcomes. When there are so many factors supporting the development of the company, employee involvement on the other side grabs the attention to prove its necessity. Thank you.

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INFLUENCE OF MOBILE BANKING THROUGH PAYTM

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ABSTRACT

MOBILE BANKING is one of the areas mobile commerce that has extensive communication with other areas of mobile commerce. The use of a smart phone or other cellular device to perform ONLINE BANKING tasks while away from your home computers such as monitoring account balance, transferring funds between accounts bill payment & locating an ATM. On the other hand Mobile Banking is associated with customers on the other hand is capable of other hand is capable of other firm that are active in the field of electronic commerce, provides effective financial service. Mobile Banking is usually available on 24 hours basis. Transactions through Mobile Banking may include attaining account balance & lists of latest transactions.

PAYTM has become more user-friendly and convenient package for MOBILE BANKING. This system is also used in both online and offline. The transaction of money through is of zero cost. The PAYTM payments will bring a new banking model to the world where an account holder's money will be absolutely safe. Deposits will only be invested in government bonds that are used for the development for our nation. Many application now have a remote deposit option using the device camera to digitally transmit cheque of their financial institution. Mobile Banking saves the time & thus enhances their lives in a same way.

Key-Words: Mobile Banking, Paytm, Electronic Fund

INTRODUCTION

Mobile banking is a service provided by a bank or other financial institution that allows its customers to conduct financial transactions remotely using a mobile device such as a smart phone or tablet. Unlike the related internet banking it uses software, usually called an app, provided by the financial institution for the purpose. Mobile banking is usually available on a 24-hour basis. Some financial institutions have restrictions on which accounts may be accessed through mobile banking, as well as a limit on the amount that can be transacted. It is an application that lives on a mobile phone, which access and manipulates their bank accounts at anytime & anywhere. Mobile banking is a system that allows customers to perform a number of financial transactions through a mobile device. Monitoring our bank accounts through the mobiles, is known as MOBILE BANKING.

Transactions through mobile banking may include obtaining account balances and lists of latest transactions, electronic bill payments, and funds transfers between a customer's or another's accounts. Some apps also enable copies of statements to be downloaded and sometimes printed at the customer's premises; and some banks charge a fee for mailing hardcopies of bank statements.

- Transactions using mobile are far less expensive than its traditional alternatives

- The mobile phone can empower the common man to conduct his payment transactions any time and from anywhere
- The use of mobile for banking in financial inclusion can become viable and attract volumes if it is provided as a package along with other products and services.
- This can be achieved only by entities that can provide add-on services like emergency and entrepreneurial credit, saving facilities, other products and services such as insurance, besides remittances.



From the bank's point of view, mobile banking reduces the cost of handling transactions by reducing the need for customers to visit a bank branch for non-cash withdrawal and deposit transactions. Mobile banking does not handle transactions involving cash, and a customer needs to visit an ATM or bank branch for cash withdrawals or deposits. Many apps now have a remote deposit option; using the device's camera to digitally transmit cheques to their financial institution.

Mobile banking differs from mobile payments, which involves the use of a mobile device to pay for goods or services either at the point of sale or remotely, analogously to the use of a debit or credit card to effect an EFTPOS (Electronic Funds transfer at point of sale) payment.

OBJECTIVES

- 1) To study the perceived utility of various Mobile banking services.
- 2) To study the barriers in using Mobile banking services.
- 3) To study the influence of demographic variables on Mobile banking usage.
- 4) To study the selected issues in mobile banking from urban customer's perspective.
- 5) To explore the perceived utility of mobile banking in comparison to retail banking and online banking among the mobile banking users and non-users.

LITERATURE REVIEW

Mobile banking is also M-Banking, can perform various functions like mini statement. Checking of account history, SMS alerts, access to card statement, balance checks, mobile recharge etc. There are many advantages of using mobile banking, such as people in rural or remote areas can also get an easy access to mobile banking whenever required.

First mobile banking transaction services in India were offered by ICICI bank in January 2008(MR.V.Vaidyanathan,2008) but SMS alerts started in 2005-2006(Alpesh patel,2013), wireless phone subscribers in India crossed 867.8 Million in 2013.

Million Indians are using Mobile phones for banking transactions. So approximately 2% of wireless phone subscribers are using banking services on their mobile phone. Mobile banking is still in its nascent stage in India. Therefore, identifying and understanding the factors influencing the behaviour of mobile subscribers is one of the fundamental requisite for development of mobile banking services in India.

In the year 2008, Reserve Bank of India(RBI) issued the guidelines for mobile banking transactions. In the same year MTNL (Mahanagar telephone Nigam Ltd) launched 3G in India. In 2010-2011 India launched its first IMPS(Immediate payment service) which is an instant inter-bank transaction that can be initiated only through mobile phones or online or through SMS. In the year 2011-2012 Vodafone and HDFC Bank launched m-paisa and Airtel launched Airtel Money in 5 cities in India. In 2012-2013 Airtel-Axis Bank

EVALUATION OF MOBILE BANKING

The for the first time, in 1999, U.S. bank to use SMS banking services, it was not unique to bank. So that same year the U.S. the post office using SMS technologies to be aware of the position of the customer letter .Since, according to the law Klein Cohen many organizations and governmental agencies America In order to Used to reduce the cost of Internet and mobile services. WAP system was introduced to the business world in 1999, and led to the reduction in the cost of information technology to develop use and innovation new methods, and lead to reduction and control services (Farnood, 2008). In the past, the use of Internet banking by providing access to the bank at any time, have a great impact on the bank services to Customer. Therefore, those customers were able to review the status of your bank account, carry out other transactions such as deposit accounts, and pay bills from home or office easily. Major restrictions of this model electronic banking are computer and internet access. Therefore, mobile banking has been introduced as a model of e-banking provides customers who need only a mobile phone. The reasons for the superiority of this approach to banking with internet banking are no restrictions in space, using the minimum facilities and another reason is the great growth of mobile phone use among users. This way has provided the development of mobile banking.(PoorniCk,2010). The evolution of mobile banking continues as the following:

- The introduction of GPRS technology in late 1999 and in 2000.The introduction of Personal Office Mobile Services
- The introduction of mobile money (In 2000)
- The introduction of Third Generation Mobile (In late2001)
- Mobile banking beginning in the late 1990s, has experienced five distinct stages:

The first stage, mobile banking will be summarized in simple banking operations, especially pays bills and send SMS from the bank to the customers and vice versa. The second stage is to add some of the accounts of depositors and related services to mobile banking services. In the third stage, were used banking services via mobile network, other media such as the Internet and telephone, this phase was completed with this phase was completed with the emergence of intelligent mobile phones. The fourth step is to continue, development has been made as of JP Phone and Android, and this progress has led to the providing of services such as mobile Internet access and connection to the

operating systems of bank. In the fifth stage, this is starting; technologies have been used such as radio frequency identification chips for mobile payments, and Banking Network Connection to Visa Card and MasterCard systems. Qualitative and quantitative development of these technologies can be connected to make chips for mobile devices such as mobile phone, watches, TV and I-Pad even connected sunglasses.

Paytm is an Indian e-payments and e-commerce brand based out of Delhi NCR, India. Launched in August 2010, it is a consumer brand of parent company One97 Communications. The name is an acronym for "Payment Through Mobile". The company employs over 13,000 employees as of January 2017 and has 3 million offline merchants across India. It also operates the Paytm payment gateway and the Paytm Wallet. Starting from march 2017, Paytm expanded its services to Canada with the launch of Paytm Canada. Paytm is India's largest mobile commerce platform. Paytm started by offering mobile recharge and utility bill payments and today it offers a full marketplace to consumers on its mobile apps. We have over 100mn registered users.

CUSTOMER'S BEHAVIOUR:

- Save customer's time and energy.
- Reduces dependency on bank branch.
- Generate more transactions.
- Become more educated .
- Aware of their money.
- Access their account 24 hours in a week (24*7).

BANK'S BEHAVIOUR:

- Cost effective for banks.
- Be able to generate more loyalty.
- Increase number of customers by attracting feature.
- Reduce the crowding in bank branch.
- It enables the bank to be better connected with their customers.
- Help to retain the valuable customers.

WHY BANKS PROMOTE MOBILE BANKING?

- 1) Improve customer service and satisfaction.
- 2) Reduce operation costs (cheaper than ATM).
- 3) Time saving process.
- 4) Increase the customer retention.
- 5) Transaction become more faster.
- 6) Provide multiple services under single mobile.
- 7) Also improve the branding.

MOBILE BANKING SERVICES

Typical mobile banking services may include:

Account information

1. Mini-statements and checking of account history
2. Alerts on account activity or passing of set thresholds
3. Monitoring of term deposits
4. Access to loan statements
5. Access to card statements
6. Mutual funds / equity statements
7. Insurance policy management

Transaction

1. Funds transfer between the customer's linked accounts
2. Paying third parties, including bills payments and third party funds transfer (see, e.g., FAST)
3. Check Remote Deposit.

Investments

1. Portfolio management services
2. Real-time stock

Support

1. Status of requests for credit, including mortgage approval, and insurance coverage
2. Check (cheque) book and card requests
3. Exchange of data messages and email, including complaint submission and tracking
4. ATM Location

Content services

1. General information such as weather updates, news
2. Loyalty related offers
3. Location-based services

A report by the US Federal Reserve (March 2012) found that 21 percent of mobile phone owners had used mobile banking in the past 12 months. Based on a survey conducted by Forrester, mobile banking will be attractive mainly to the younger, more "tech-savvy" customer segment. A third of mobile phone users say that they may consider performing some kind of financial transaction through their mobile phone. But most of the users are interested in performing basic transactions such as querying for account balance and making bill.

Conclusion

Benefits of Mobile Banking

1. Always on- mobile phone can be always or is always portable due to inherent design, allow users to interact in activities such as travel or meeting people, while transactions via mobile devices are equipped with Internet.
2. Location-centric-Not only is mobile phone in all places, Global Positioning System (GPS) may be created to recognize phone and tries to personalize based on existing services. Identifying the location of Internet users, provides a special advantage for mobile commerce over wired e-commerce. Using

this technology, the mobile commerce providers will enable to receive and send information to a particular place.

3. Convenience- Other people are not limited by time or space, access to electronic activities. For example, people who are stuck in traffic or waiting in the queue will be able to buy their favorite Internet-based activities or managing their daily transactions through mobile commerce applications. Consumers can know a special comfort that can improve their quality of life. By making services more comfortable, the customer will be more loyal. As a result, Communication facilities with mobile commerce applications to provide a comfortable.

4. Customization - Mobile phone is much higher influence than personal computers. Therefore, mobile commerce producers to design more creative and more customized, lifestyle tool. For example, using demographic data collected by wireless service providers, and information on the current location of the mobile users can do more targeted advertising. Advertising messages can be customized based on the information provided through consultation with the user's initial or previous users' shopping habits.

5. Identify ability - Mobile phone provides to support the secure mobile phone transactions where personal computers are almost unknown (no name). One person always uses mobile devices and it is ideal for Personal -based target marketing, through the technology of Global Positioning System (GPS), service providers can recognize a user carefully. Personalize opportunity to deliver messages to different parts of space and time through sound and look (Skinner, 2011).

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ROLE OF SOCIAL MEDIA IN BUSINESS

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Abstract

Social media achieved speedy prominence within few years of its existence. Social Media is a revolution. Personal, professional, and commercial are combined seamlessly, and in a blink of an eye. It is generally the medium to socialize and many are awed by the transformation of communications processes especially among generations Y midwife by the media platforms. Social media has now crept into the boardrooms of business organizations and just like the internet; it has transformed the selling and buying processes. Though social media is a recent phenomenon, it has proven to be just as effective as or even more effective than traditional marketing. Several organizations now struggle to have a presence in the web in order to interface with customers far and near. Furthermore, the use of social media by some organizations starts with simple marketing and the creation of awareness about their products and services. In today's social media driven environment, it is essential that businesses understand Facebook, Twitter, and the strategies behind using social media for growing their business. It promotes extreme cross-communication and interaction. Unlike traditional media channels, which offer a one-way experience, social media is based on a two-way interactive experience between the consumer and the company. Companies are implementing social media for marketing, advertising, employee recruitment, and overall communications with employees, clients, and partners. However, these have advanced to public communications and interactions with customers and other stakeholders. Despite these huge advantages, it is fraught with challenges.

The purpose of this study is to understand how the owner of a business enterprise, recognized for using social media to grow the business, uses social media to engage consumers. The study also tried to explore networking and creating relationships with other businesses, increases brand exposure; focusing more on relationships than sales, increases sales; interesting content promotes interaction; and one main barrier to entry is a learning curve.

Keywords: Communication, Social Media, business organizations, promotion, consumers

Introduction

Now a day's social media has been the important part of one's life from shopping to electronic mails, education and business tool. Social media plays a vital role in transforming people's life style. Social media includes social networking sites and blogs where people can easily connect with each other. Since the emergence of these social networking sites like Twitter and Facebook as key tools for news, journalists and their organizations have performed a high-wire act. These sites have become a day to day routine for the people. Social media has been mainly defined to refer to "the many relatively inexpensive and widely accessible electronic tools that facilitate anyone to publish and access information, collaborate on a common effort, or build relationship.

The purpose of this paper is to determine the impact of social media applications on businesses and how social media can help small businesses to spread out their businesses by using social media applications. Now a day's internet surfing becomes an essential part of our life from shopping to electronic mails and education. Internet is very beautiful progress of technology and when we talk about social media networks. It is extremely beneficial for every type of businesses and entrepreneurs

and it became very common and widespread in past few years. In today's world the majority of businesses use social media to enhance their relationships with consumers. Social media gives a new way to businesses that are communicating with the customer's; it's totally transforming the way of business. It is an online application that enables their users to interact with each other's. It includes creating and sharing contents of their businesses. As compared to traditional media which only deliver content social promote active user participation. There is great variety of social media ranging from social networks (face book, LinkedIn) private social networks (yammer, social cast, jive) content sharing websites (YouTube, flicker) to wikis (Wikipedia) blogs (blogger, word press) and micro blogs (twitter).

Social media has a positive impact and a positive influence on the company as well as the customers. Social media is becoming an essential tool for marketers, which is at a very minimum investment. In today 's scenario consumers judge a company based on their online presence, hence companies can innovate and simultaneously create a strong social presence by always catering to their customers' needs and concerns. Internationally, companies have adopted Social Media as an essential tool for their marketing campaign; however the same is not adapted in India to a large extent. Enterprises seeking to integrate social media into their business strategy must adopt a cross-functional, strategic approach that addresses risks, impacts and mitigation steps, along with appropriate governance and assurance measures. What are the benefits of Social media? What are the examples of Social media? This study understands the benefits, impact and importance of Social Media on business performance.

Impact of Social Media on business in India

Now coming back to our talking point, how social media has impacted business in India. To start with let's talk about marketing via social media. The efforts are made to create content to attract readers and encourage them to share it via social networks. And when it spreads via (WOM) or Word of Mouth, as it comes from a trusted source, thereby helping the product get marketed.

Social networking websites bring together people to interact with one another and build relationships. When companies join these channels, consumers interact with them bringing in a more personal touch due to their earlier interactions via social media. For example, BLOGS, allow individual followers to tweet, retweet or repost comments made by the product being promoted. And because the information is being shared out there, repeatedly, thereby bringing more traffic to the product or company.

Social Media has a majorly impacted the world and business. There is a revolutionary change in the way people connect and communicate, Ali Kinston Mwila, Mining Information Technology at Barrick Gold Corporation says Social networks help the businesses in a variety of ways. Traditional marketing mediums such as the radio, TV commercials and print ads are completely obsolete now and demand for thousands of dollars. However, with social media the businesses can connect with their targeted customers for free, the only cost is energy and time. Through Facebook, Twitter, LinkedIn or any other social site you can lower your marketing cost to a significant level. He also mentioned in his article 'Positive and Negative Effects of Social Media on Society', Oct 2015 that social networking sites are to unite people on a huge platform for the achievement of some specific objective. This is very important to bring the positive change in society.

Social media, and social networking, have changed the business landscape, both for companies that have adopted them and for those who have not. By definition, social media is where members share content with a wide audience, with the focus on the content, while social networking is more centered on conversations and groups with shared interests. Facebook, which straddles the line dividing the

two types of interactions, has 600,000 regular users worldwide and welcomes companies, organizations, and brands to utilize its platform to connect with their audience. Almost all social networks have incorporated a measure of social media, allowing users to become curators of the interesting content they find, sharing links, images, and short personal stories. Businesses who have learned to create content and engage in conversations are already ‘in the stream’ – and more and more, internet users have the expectation they will be able to interact with their favorite brands. Companies that have embraced this have an ever-growing advantage over those who have not (Eric Siu, 2016).

Mobile Phone usage has also become beneficial for social media marketing. Cell phones or we can say smartphones are capable of connecting to social media sites. Individuals using these receive updates on any happenings about a product or company in real time. Thereby products and companies can constantly remind on updations, changes in product etc. Whereby making advertisements always insight. Nowadays we see in one of the leading newspapers, QR codes are given with reference to any news or product where in an individual can scan that code and get routed to the website or online services of the company or the product respectively.

Now a days, small and medium businesses use assortment of applications in social media to enhance their business growth as well as for publicity. As, large number of related field join their pages that’s why they earn more and share knowledge with each other’s, results in expansion of their businesses. With the passage of time, no doubt in it that technology is becoming faster and faster as well as making lives of individuals easier, on the other hand the opportunists taking advantage of this facility and bringing new ideas on the facets. Entrepreneur will use the face book to connect to its weak ties or try to increase contact with existing strong ties. Businesses use social media more because it is all about socializing and sharing opinions. These opinions can be expressed as written entries in the form of blog posts or comments, video presentations and votes on social media sites. These opinions are direct and unfiltered Shabbir (2016). The openness of these opinions is one of the main changes social media introduced to the relationship between business and customers.

Entrepreneurs use social media as a marketing tool because through this tool they can build quickly a network of supporters which is vital for business growth. Because these supporters keep bring a customer’s/ business for business entrepreneurs by referring it to others. Social media helps to create a long term relationship between businesses and customers. But there is some issues related to social media in first is that worries businesses concerning the implementation of social media is the lack of consensus on how to implement different activities as the platforms and the technologies are so dynamic and there has not been a clear guideline for businesses as to how to utilize them. Mostly business use their own experimental approach to achieve a better result and this has somehow made the task more challenging. Second is implementing Social Media is the task of setting a clear objective and large number of businesses join the social media every year but those who maintain their online presence effectively are relatively low, this is because many of those businesses launch the social media campaign without clear strategic goal. Gillin(2009) explains probably most businesses want to experiment the technology or maybe they are attracted by the low cost of entry and he suggests experimenting is better than inaction, but better to have a plan. Tuten suggests if a business is to benefit from social media marketing, the first step in the process should be to set objectives for the campaign, as setting objective is a critical step in any communication and marketing planning process. According to him, any marketing campaign without an objective cannot be measured and evaluated and unless we are able to measure the performance it can be considered a waste of an effort.

The traditional techniques of marketing using print and electronic media along with Internet marketing and lead generation were used to drive traffic to a business and its website. As search engine algorithms evolve, website owners have to stay on their toes to make sure their website is constantly updated with relevant and current information to prevent being devalued in search results. Today, social media like, Facebook pages, Twitter accounts, and YouTube channels are being seen as sites in their own right to mark the presence.

Social Media Allows Businesses to Crowd-source Ideas Before you launch a new product or service, one would like to have some ideas about what people think about it. So by engaging with prospects and customers via social media, one can actually ask the fans and followers what colors they prefer or what types of features they want. Thus one can involve consumers in valuable free market research, by asking their opinions and can help establish credibility by showing that their opinions matter. After seeing their ideas becoming a reality, business has more than likely just increased their customer base.

Social Media Allows Keeping an Eye on Competition Businesses are changing marketing strategies based on information they find in social media feeds from their competitors. By keeping an eye on competitors, their strengths and weaknesses can determine their marketing efforts. This gathered information helps to implement things that might be needed to improve such as social media campaigns, contests, giveaways or types of content the followers may be responding to the most.

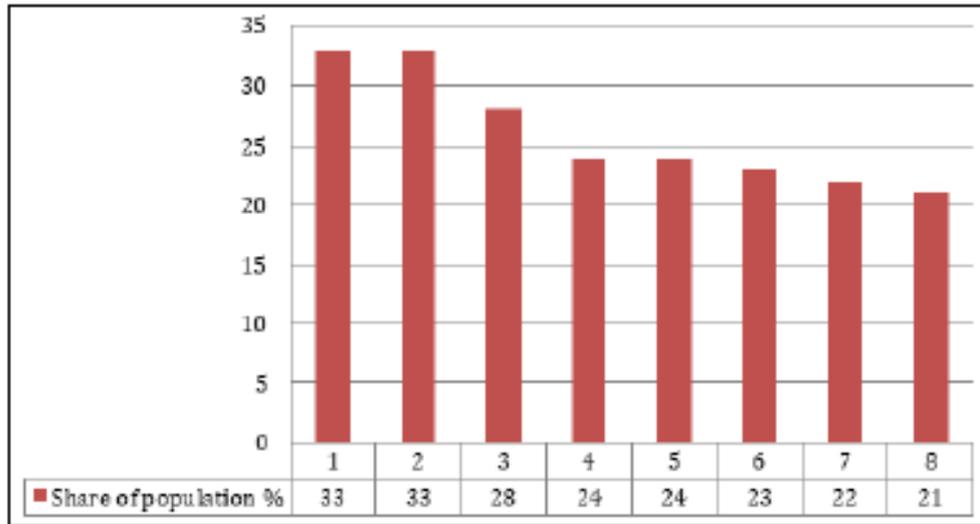
Social Media Allows Business to Be More Transparent.

The process of taking a prospect to the point of becoming a customer has slowed down somewhat due to consumers' awareness. People want to buy from those companies who have established credibility and who seem to be totally transparent in their advertising campaigns. Social media is changing peoples' opinions of businesses. By providing messages that are open, transparent and helpful, social audiences will learn that your business cares about its customers and potential customers. One can position their company as a valuable resource by simply sharing information like advice, tips, or just answering questions about the industry.

Number of social media users in India from 2015 to 2022 (in millions).

Years	No of users in millions
2015	142.23
2016	168.1
2017	196.02
2018	226.06
2019	258.27
2020	292.43
2021	336.18
2022	370.77

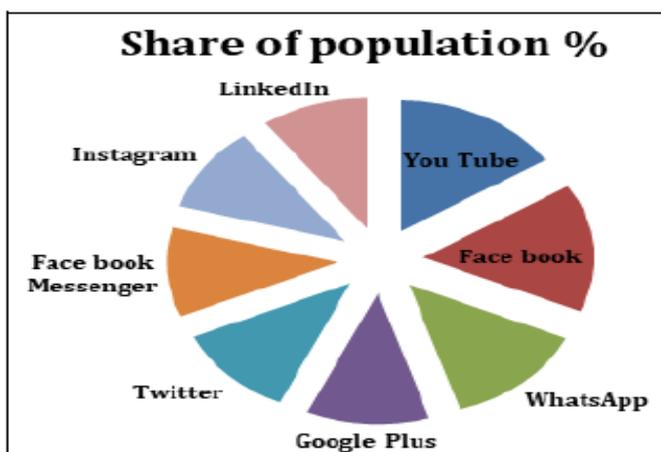
The above table shows that number of social network users in India from 2015 to 2022. In 2019, it is predictable that there will be around 258.27 million social network users in India, up from close to 168 million in 2016. The most fashionable social networks in India were You Tube and Facebook, followed by social app WhatsApp. Facebook is predictable to reach close to 319 million users in India by 2021.



Penetration of leading social networks in India as of 4th quarter 2016

Social medias	Share of population %
You Tube	33
Facebook	33
WhatsApp	28
Google Plus	24
Twitter	24
Face book Messenger	23
Instagram	22
LinkedIn	21
Pinterest	15
WeChat	13
Snap chat	12

The above table indicate that the social network penetration in India. As of the fourth quarter of 2016, the most popular social network was You Tube and Facebook with a 33 percent penetration rate each. WhatsApp was ranked third with 28 percent reach. India ranks second among countries with the Facebook users, accounting for 11 percent of global Facebook audiences in April 2017. January 2017 data puts the active social networking penetration in India at only 14 percent of the penetration one of the lowest rates worldwide.



Benefits of Social Media on business enterprises

To some entrepreneurs, social media marketing is the “next big thing”. Social media marketing has become an essential part of online marketing strategy among small businesses because of its cost-effectiveness, ability to reach targeted audiences quickly and generate more leads/sales. Because it appeared quickly, social media has developed a reputation by some for being a passing marketing interest, and therefore, an unprofitable one. The statistics, however, illustrate a different picture. According to 92% of marketers in 2016 claimed that social media marketing was important for their business, with 80% indicating their efforts increased traffic to their websites. And according to Social Media Examiner, 97% of marketers are currently participating in social media—but 85% of participants aren't sure what social media tools are the best to use.

Increased Brand Recognition: Over 2.8 billion people have access to Internet and 74% of online adults use social media. It is a no-brainer that your brand can leverage social media to increase brand awareness and recognition. It is important to increase the awareness of your product or service. Social media networks are just new channels for your brand's voice and content. **Establish Trust Improved brand loyalty:** People purchase from brands they trust. We can establish trust through social media. In the University of London's study of the impact of social media on consumers, Nick Hajli draws a direct correlation between trust, perceived usefulness, and intent to buy. When people trust a brand and perceive product or services as useful, it indirectly influences their intent to buy. According to a report published by Texas Tech University, brands who engage on social media channels enjoy higher loyalty from their customers.

More Opportunities to Convert: Every post we make on a social media platform is an opportunity for customers to convert. When we build a following, we'll simultaneously have access to new customers, recent customers, and old customers, and we'll be able to interact with all of them. Every blog post, image, video, or comment we share is a chance for someone to react, and every reaction could lead to a site visit, and eventually a conversion. **Grow a Long-Term Audience:** While on this subject brand equity, it is important to note the long-term benefit of growing established connections. The followers and fans you attract are with you forever. As they grow, your brand will continue to influence more users, which will influence sales. An example of this would be Thirsty Roots, a blog that grew over 300,000 Facebook fans. Now almost every time they post a product it results in sales. Imagine the possibilities if your brand developed to be able to reach hundreds of thousands of people for free. **Build Brand Equity:** Brand equity is the value of your brand from the perception of consumers. Large amounts of followers and interactions increase your brand equity on social media between the amount of social media followers and business worth. Companies with over 10,000 connections are 4 times more likely to have a higher valuation than companies who do not. The value of building a strong social media community will improve your brand's worth to investors, bloggers, media, and potential customers.

It Pulls In Unexpected Customer: With the power of social media shares, referrals, and word-of-mouth, many indirect sales may result from social media. For example, there may be situations in which someone who learned about your brand on social media referred a friend to buy your product or service. Google Analytics and other sophisticated analytics systems may not be able to trace sales like this back to social media.

Influences Purchase Decisions: Social media marketing does not drive sales by itself. Great products and services drive sales. However, sales and consumer purchasing decisions can be influenced by

social media marketing. All of the benefits listed above (and below) in this blog ultimately plays a factor in influencing sales.

Through great branding, established trust, and perceived usefulness, our brand will influence purchase decisions.

Boosts Customer Engagement: By increasing customer engagement, your brand can open the door to gaining repeat purchases. In addition, the two-way communication style of social media allows you to grab your customer's hand through the buying process. You're able to answer product-related questions, develop deeper relationships, and add more value to the customer.

Analysis and Findings

The Indian are increasingly logging into the Social Networking sites, today there are 302 Million internet users in India. By end of 2018 this may go up to 500 million active user. Today, India is top three user of Facebook in the world. Business networking site like LinkedIn also have 33 million users in India. Many companies are also started their YouTube channel for promoting product and services and showcasing new development regarding their brands.

Now a day's corporates are making provision for social media marketing, they spend up to 15% of annual budget exclusively for social media marketing. Companies are heavily investing their time, money and people in social media marketing to create more awareness about the product or to set the product in customer TOMA (Top of Mind Awareness).

The Indian companies have positive approach towards the social media marketing because of that number of companies are appointed as specialized social media marketing experts for making their product and services more noticeable. The marketing of product and services, company starts different type of campaigns on social networking websites. Some of the Indian companies which are actively engage in social media marketing are as below. Mahindra Gusto Go Gusto Rides Mahindra & Mahindra Two Wheelers' first automatic scooter developed entirely in-house, the brand launched an innovative campaign involving food lovers in a city. It arranged a food ride #GoGustoRides led by influential food bloggers that saw a group of food enthusiasts explore their city's most famous food joints riding their Gusto. While the first edition was in Mumbai, the second one was held in Bengaluru making the Gusto a scooter for fulfilling your 'gusto' in life.

Tata Sky Daily Dillagi For the promotions of Daily Recharge, a sachet size recharge voucher by Tata Sky where one could avail DTH services for a day, the DTH provider launched 'Daily Dillagi'. Instead of a single TVC, the brand launched a series of episodes where a love story would keep developing in each one, thereby promoting the voucher's daily usage. On social media, the brand built engagement by asking fans questions around the forthcoming episodes.

Frooti The Frooti Life After three decades, Frooti, the flagship mango drink brand from Parle Agro chose to rebrand with a new logo and visual language. The story of a mango getting inside a giant Frooti bottle through a 50-second stop motion animation featuring miniature characters. A microsite called 'The Frooti Life' provided a taste of the new Frooti Life by featuring the TVC, the Frooti story, summer recipes using Frooti, games, and more.

On social media, the brand created customized gifts to cheer up folks having a bad time. Amazon India AurDikha Based on the insight that the Indian consumer loves to be spoiled for choice and prefers to checkout more options before finally making a purchase decision, Amazon India had rolled

outAurDikhaao, a digital campaign powered by atwo-minute film and loads of social mediaconversations asking popular folks to show morefrom what they'd already had. Leveraging IPL8,the ecommerce brand also launched the aurdikhaao contest asking users to tweet what theywould like to see more of in this IPL.

Conclusion

In recent era world Social media applications become most resourceful efficient tool for small and medium business entrepreneurs and normally all small business use social media platform for the advertising and hype of their product and they make enthusiast pages for the followers and they warmly welcome the suggestions and opinions which help in civilizing the business. Based on theories it is clear that if small businesses social media tools with right approach and obvious goals they can easily reach to their target customers and by using in right approach social media helps to build a long term relationship with business and customer. Social media provides an occasion to both consumers and business entrepreneurs to communicate effectively. Social media can help small businesses to spread out their businesses by using large range of weak ties but there is some issues with social media which is faced by the small business such as technologies are so energetic and has not been a clear guideline for businesses as to how to exploit them and they launch social media campaign without clear strategic goals. So as per my observation by reading the literature review, social media applications has positive impact on small and medium business entrepreneurs are extremely motivated to use this platform because it requires minimum budget or even free in most social media websites to advertise their products and social media creates an interaction and customer perception is inclusive and participatory and social media provides factual time feedback handling opportunities.

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COMPUTER AS A TOOL, VIRTUALITY, REAL EXISTENCE

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Abstract

This research paper focuses on how technology has become a new tool for creating the work of art and how technology-based art has become increasingly of interest both the art and the technology communities, as well as the viewers. ‘New Media Art’- the term has been given to this genre where the artworks which are produced by the artists who uses technology (computer as a tool) in the contemporary time. Few of the most significant Artists who belong to this genre follow a systemized way of producing the art works which involves Idea, concept, planning, calculative attempts and teamwork. The newness of the advanced technologies has attracted many artists around the globe to experiment and explore with new tools. New media art does not appear as a set of homogeneous practices, rather it is a complex field come together so as to form a single artwork considering three main elements- 1) the art system, 2) scientific and industrial research and 3) political-cultural media activism. New Media Art has many sub-divisions to it, the precise terms, such as virtual art, video art, sound art, performance art, motion graphics, kinetic art, glitch art, computer art, digital art, etc. There are certain limitations the new media artists have and most crucial limitation is the work of art has been created in the virtual space and can be viewed virtually, rarely it has the physical existence, so the another challenge arises are the copyright, preservation, and owning the artwork and surviving by selling the artwork.

Key words: Art, Traditional Art, New Media Art, computer, conscious mind, sub-conscious mind, project, team-work, idea, concept, thought, universality, catharsis, emotion, creative, expression, installation, virtual art, performance art, sound art, kinetic art, glitch art, video art.

Introduction

“To express the epitome level of emotion through utilising the creative skill is Art.” This is the most basic and easy definition of art for general people to understand in a broader way, though the definition of Art defers from artist to artist and viewer to viewer. Art can be justify when the emotions expressed by the artist perceived by theviewer. The same way as the right communication occurs only when the person who is talking can be heard by the listener and completeness of it proven when the listener respond to the person who is talking.

Creativeness is the most essential tool for the one who wish to create Art with using any suitable medium and material to express the self. When something new and valuable is formed, something which does not exist in the world but the collective ideas from the physically existed objects of the world as a reference in the mind utilised to express the particular emotion is creative. The one who practice this creative process is the Artist. There are major divisions of practicing Art – Fine Arts/Visual Arts, Performing Arts, and Literature. Fine arts/Visual Arts includes painting, sculpture, applied arts, architecture, photography, printmaking, etc. Performing arts includes dance, drama, and music. These are the areas where art has been practiced since the world has evolved.

“New Media Art” is the term given to the art practices where technology has been used to produce the art works. From this time since the computers have been used as one of the tool to practice the Art, the other conventional tools have been considered as old at/traditional art. The origins of new media

art can be traced to the moving photographic inventions of the late 19th century. Various artists of the West started exploring with such unconventional mediums to produce the art works. From the 1920s through the 1950s, various forms of kinetic and light art, from Thomas Wilfred's 'Lumia' (1919) and 'Clavilux' light organs(Figure 1) to Jean Tinguely's self-destructing sculpture 'Homage to New York' (Figure 2) (1960) can be seen as progenitors of new media art.

During the time of 1960 to 1990 the development of technologies brings the newness in the way of exploring and executing the art works using the computer as a tool and artists found certain process where it has been used as the creative tool. These wide range of utilisations given terms such as computer art, internet art, glitch art, video art, cyberformance, light art, sound art, interactive art, kinetic art, motion graphics, video games, virtual art, etc.

In Art education of New Media programs, students are able to get acquainted with the newest forms of creation and communication. New Media students learn to identify what is or isn't "new" about certain technologies. Science and the market will always present new tools and platforms for artists and designers. Students learn how to sort through new emerging technological platforms and place them in a larger context of sensation, communication, production, and consumption.⁴In earlier times the hand skills and the urge to create was enough for one to practice art and become an artist. It was a kind of the studio practice where one meets the self and such isolation from the world allows her/him to analyse certain activities happening in the world. What artist needs? Only a canvas and few paints. But now in the contemporary time with the introduction of computer and internet the new media artist has develop the new mannerism to express the self with the help of these new tools. It is the kind of project work she/he comes up with where the art work is produced by the help of particular experts of the specific field and the whole team works on the project, only the idea is the mind child of the artist. To work with New Media, one will primarily work through practice of building experiences that utilize new and old technologies and narrative.



1 Thomas Wilfred, *Study in Depth, Op. 152, 1959.* 2 Jean Tinguely's self-destructing sculpture 'Homage to New York' (1960)

New Media Art vs Old Art

"Stop thinking about art works as objects, and start thinking about them as triggers for experiences."

-Roy Ascott

⁴ https://en.wikipedia.org/wiki/New_media_art

“In general usage, MEDIA, which is the plural of medium, refers to forms of mass communication, such as newspapers, magazines, television, radio and the Internet. In the arts, media refers to the materials, methodologies, mechanisms, technologies or devices by which an artwork is realised, a substance through which an effect is transmitted. Traditional or old media include PAINTING and SCULPTURE. The specific materials used, such as paint, charcoal or marble, can also be referred to as media. ‘New’ is a relative term in that something is new when it is first created, discovered or used, and its status as ‘new’ diminishes both over time and as it is replaced by something newer. In CONTEMPORARY ART, NEW MEDIA refers to a range of materials and technologies developed relatively recently and utilised in the creation, presentation and dissemination of NEW MEDIA ART”.⁵



3 By Rafiq Elmansy

New Media Art is any form of art production created with such tools which are not belongs to traditional/old modes of artistic production. The developments of technology and availability to the artist results the genres of this discipline. The reasons behind its origin have a clear influence over how these contemporary works are designed and how they are meant to be examined. The internet is the best example where it is designed as the tool for efficient communication, through which people could communicate and have the ability to share vast sets of data with each other. Hence, the commonality between New Media Art and the Old Art is the mutual interaction, with the artwork typically responding to the actions of the observer/participant. By the early 1990s, the development of computer graphics and the advent of the World Wide Web provided a new platform for novel artistic productions.



4 Lynn Hershamn Leeson, " Home Front" 5 "Farm Fountain" living sculpture, Ken Rinaldo's bio-art collaboration with Amy Young

There are no common denominators as there is wide range of media involved in art production. However, one shared theme present throughout new media art is a strict reliance on the medium (meaning the medium is inextricable from the content of the work), as a result of existing in a time where the progress of humanity is mostly dictated by advances in technology. Because new media art

⁵ <http://www.imma.ie/en/downloads/whatisnewmediaartbooklet.pdf>

is not a set of common practices, it is better to focus on the areas to which art produced using new media is applied.⁶



6 *Starry Night over the Rhone* by Van Gogh 7 *Pietà* by Michelangelo 8 *Jacques-Louis David, Oath of the Horatii, 1784*

On the contrary, Old art is the practice which was evolved with time since the pre-historic time. This is the kind of practice done by raw men while drawing the hunting scenes on the walls of caves to communicate with other people as even language was not invented. Social, cultural and political growth of the human civilization changed with time and the reflections of it visible in the art practices of those particular areas. The term ‘traditional arts’ refers to fine arts that use the old methods for creating artwork, such as pens, brushes, clay and other tools. This practice involves hand skills and differs as artists follows their individual mannerism to create the particular art work. Human study, nature, and tangible worldly objects have been the subjects of artist which evolve with time and artist develops to cultivate their own ideas, thoughts and concepts to creatively represent their concerns. The result was such periods, such terms given to those of the specific type of art practices, such as, neo-classicism, romanticism, gothic art, surrealism, cubism, impressionism, etc.

In the contemporary time both the genres practice by artist around the globe. Depending on the idea an artist utilises such mediums to execute their concerns and the results individuality in their creations. There are many artists who have learnt, educated in the old art and obtain the degree. Gradually they adopted the new media art practice with the developments in the technology. There is no clear specification required the artist to introduce themselves as traditional artist or new media artist. It is their work which defines which genres they have used to create the specific work of art.



9 *Andy Warhol, Marilyn Monroe (Marilyn) 1967*

Genres of New Media Art

"Our life is half natural and half technical. Half-and-half is good. You cannot deny that high-tech is progress. We need it for jobs. Yet if you make only high-tech, you make war. So we must have a strong human element to keep modesty and natural life."
-Nam June Paik

⁶ https://en.wikiiversity.org/wiki/New_Media_Art

There are many different categories considered in one umbrella – New Media Art. The traditional approach of applying genres to sets of works sharing similar features has a limited efficacy in new media art, as there exists a large range of overlapping qualities. The subtypes of new media art are therefore usually only loosely defined. Below is a selection of a few of the most prominent types along with examples and brief analyses. The reader is strongly encouraged to explore these categories in-depth and apply critical analyses to the works encountered independently. This task is made easy due to the Internet, which remains the dominant platform for the publication of work produced in new media.⁷

- **Digital Art**

Digital technology as an aid utilised in the creative process is the key feature to define Digital Art. Digital art can be purely computer-generated (such as fractals and algorithmic art) or taken from other sources, such as a scanned photograph or an image drawn using vector graphics software using a mouse or graphics tablet. The techniques of digital art are used extensively by the mainstream media in advertisements, and by film-makers to produce visual effects. Desktop publishing has had a huge impact on the publishing world, although that is more related to graphic design. Both digital and traditional artists use many sources of electronic information and programs to create their work.



10 Lillian Schwartz's *Comparison Of Leonardo's self-portrait digital art exhibition by Andy Lomas And the Mona Lisa based on Schwartz's Mona Leo.*

11 Ray Caesar's digital painting 12 Morphogenetic

Digital art has few sub divisions to it as per the utilisation of digital media, such as, computer generated visual media, Computer generated 3D still imagery, computer generated animated imagery, and digital installation art. Digital visual art consists of either 2D visual information displayed on an electronic visual display or information mathematically translated into 3D information, viewed through perspective projection on an electronic visual display. 3D graphics are created via the process of designing imagery from geometric shapes, polygons or NURBS curves to create three-dimensional objects and scenes for use in various media such as film, television, print, rapid prototyping, games/simulations and special visual effects. Computer-generated animations are animations created with a computer, from digital models created by the 3D artists or procedurally generated. The term is usually applied to works created entirely with a computer. Digital installation art constitutes a broad field of activity and incorporates many forms. Some resemble video installations, particularly large scale works involving projections and live video capture. By using projection techniques that enhance

⁷https://en.wikiversity.org/wiki/New_Media_Art

an audience's impression of sensory envelopment, many digital installations attempt to create immersive environments.

Art game, Computer art scene, Computer music, Cyber arts, Digital illustration, Digital imaging, Digital painting, Digital photography, Digital poetry, Digital architecture, Dynamic Painting, Electronic music, Evolutionary art, Fractal art, Generative art, Generative music, GIF art, Immersion (virtual reality), Interactive art ,Motion graphics, Music visualization ,Photo manipulation, Pixel art, Render art, Software art, Systems art, Textures, Tradigital art are the subtypes of the Digital Art.

- **Virtual Art**

The art work which created in a virtual space is virtual art. These include human-machine interfaces such as visualization casks, stereoscopic spectacles and screens, digital painting and sculpture, generators of three-dimensional sound, data gloves, data clothes, position sensors, tactile and power feed-back systems, etc. As virtual art covers such a wide array of mediums it is a catch-all term for specific focuses within it. Much contemporary art has become, in Frank Popper's terms, virtualized.

Virtual art cannot exist without the observer, but at the same time, it erases the difference between the viewer, the creator and the artwork itself. It merges all three in one by letting the viewers control their surrounding with gesture and movement, by giving them different paths of exploring the artwork and by integrating the participants into the piece itself (sometimes through breathing, speech or video clips, other times through virtual representation of the participant aka the avatar).⁸



13 Jon Rafman, *repository of images* 14 n=7 *The Wake of Heat in Collapse at Signal*, a Rachel Rossing VR project, 2016

- **Glitch Art**

The word "glitch" is already loaded with an aesthetic — highly saturated rainbow stripes and white noise chopping up an image, pixelated video streams in which the subjects' words don't match up with the audio, shimmering and twitching spots in video games. Although glitches are more often than not met with impatience or annoyance, a growing number of artists are aestheticizing errors from digital or analogue sources, either by intentional manipulation or by malfunctions and corruptions like the ones we're already familiar with.⁹ There are all kinds of ways to create or exploit a glitch for artistic purposes; not just any computer-based art can be called glitch art. Some processes are much more intentional and labour-intensive than others, making the glitch manipulation itself into something of an art.

⁸ <https://www.widewalls.ch/virtual-reality-art-vr/>

⁹ <http://www.theperipherymag.com/on-the-arts-glitch-it-good/>

Glitch art starts conversations that traditional art forms can't really access, just by the nature of how it's created. How much do we control our technology, and how much does it control us? Can technology ever transcend the imperfection inherent in its human creators? What does it mean if we can reclaim the "errors" in our computers, phones, and cameras and repurpose them as our tools? The essence of glitch art is pretty simple: humans subject themselves to technology and exert control over it to a greater or lesser extent to produce a piece of artwork that is a product of both the creator's intention and the device's whims. There are themes inherent in this medium, then: morbidity and destruction next to growth and regeneration, conflicts between control and unpredictability, disassembling and re-appropriating the systems that surround us, technological chaos versus human balance — or vice versa.

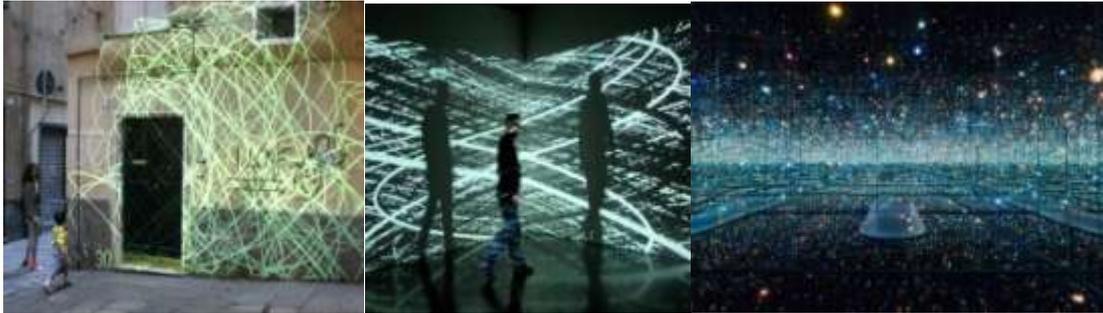


*15 Berlin-based Hungarian artist 16 Before & after by Mallika Roy
David Szaudr, aka Pixel Noizz,
From his Failed Memories series*

- **Installation Art**

Installation artworks (also sometimes described as ‘environments’) often occupy an entire room or gallery space that the spectator has to walk through in order to engage fully with the work of art. Some installations, however, are designed simply to be walked around and contemplated, or are so fragile that they can only be viewed from a doorway, or one end of a room. What makes installation art different from sculpture or other traditional art forms is that it is a complete unified experience, rather than a display of separate, individual artworks. The focus on how the viewer experiences the work and the desire to provide an intense experience for them is a dominant theme in installation art.¹⁰ From the 1960s the creation of installations has become a major strand in modern art. This was increasingly the case from the early 1990s when the ‘crash’ of the art market in the late 1980s led to a reawakening of interest in conceptual art (art focused on ideas rather than objects). Miscellaneous materials (mixed media), light and sound have remained fundamental to installation art.

¹⁰ <http://www.tate.org.uk/art/art-terms/i/installation-art>



17 An urban interactive art installation by 18 Pascal Dombis, Irrationnal Geometrics, 2008 19 Yayoi Kusama, Infinity Mirrored Room, 2013 Maurizio Bolognini (Genoa, 2005),

New Media in Art Education

“Media Arts Education” is now recognized at the national level by all national arts organizations and their associates (NCCAS) as a discrete PK-12 arts content discipline in addition to Dance, Music, Theatre and Visual Arts. New National Media Arts Standards have been adopted, or are in the process of adoption by approximately 20 states since their publication in 2014.¹¹

We live in a “media arts” centered world. We know and learn about, and create our contemporary world through media arts communications and design formats. Our global culture has moved from text-dominant to multimedia-based modes of perceiving, knowing and communicating, and students should become versed in these processes and literacies for 21st C competence and as participating and media savvy citizens. Furthermore, these tools and methods foster a powerful form of learning that is complex, connective, project-based and real world. Media arts students can apply core academic content in creating cultural products that are meaningful to students and purposeful to their communities.

Media Arts Education encompasses digital arts + interconnectivity across all aesthetic, artistic and academic elements, forms, contents, disciplines and domains, for the purposes of learning and creating. Media arts is intrinsically interdisciplinary, integrative, and student centered around their own culture and interests. Media arts products include: photography, graphics, music, video, animation, motion graphics, web design, interactive apps and game design; 3D products, architecture and environments; radio, TV, internet broadcasting; virtual and augmented reality and virtual worlds, etc.

With this broad range of tools, design processes and production forms, the media arts classroom can form a creative hub within the school; The media arts laboratory is a virtual “makerspace”, where students can produce any communication or expression or design they can imagine, from web sites, movies and sound productions, to 3D designs and games. With advents in interactivity, virtual design and augmented reality, students can produce entire interactive worlds. This form alone can inherently and seamlessly incorporate the highest levels of all mathematics, programming and engineering skills in their authentic application.

Media Arts Education fosters self-directed learning and ultimately, learning about learning and the full range of 21st C skills. While engaged in these multi-modalities they acquire critical new literacies

¹¹ <http://www.medialit.org/sites/default/files/announcements/Media%20Arts%20Education%20Intro.pdf>

in media, technology, and digital culture. All Media Arts students are prepared to be effective communicators, creative problem-solvers, collaborators and lifelong learners, as well as for college and career.

Conclusion

“New” is something one is always fond of, when it is introduced to the one it attracts to understand the content of it and possession of it becomes the aim. This “New” could be in any form, it could be a new phenomenon or a new worldly object and the process of cognition is such that it evokes the temptation to achieve it. In the context of Art and Artist, this “New” is the search practice by them as the intention to create something different than the creation already exists till now. If we look back in the History of Art this channel has been followed always. In this contemporary time to adopt this newness is necessary to be part of the modernisation. It is the kind of compulsion one has to sustain.

As far as Art Education is the concern, there are few disciplines which follow the traditional ways of learning and teaching, such as, classical dance, classical music, etc. which are rooted since it has been evolved. But in the case of Visual Arts India has followed the West in direct or indirect ways. Visual arts is the practice evolved and developed in much higher level in the West rather than in India. There are several Visual Arts schools started in India during the Post-independence time. The curriculum followed in the art schools are given by the westerners and practiced by the Indian art practitioners after completing their degrees from visual arts.

New Media Art is the form of Art developed and digital media utilised by the artist of West and gradually with the help of globalisation adopted by Indian artist in the contemporary time. There are many schools which run the course of New Media Art in the Art schools in the West. The Indian Art community is very much aware of this term and many Indian Artists have worked in this mannerism and make their mark in the international art scenario. There are few galleries and art thinkers involved to encourage this practice in India as well but as far as art schools of India is the concern, New Media Art as one of the disciplines to graduate from is yet to be introduced.

EXTENT OF MOBILE APP USAGE IN HRM

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ABSTRACT

The Modern Organisations are moving towards digital based technology. They recognise that employee's use of mobile technologies improves productivity and work life balance (WLB). Managers and HR professionals have criticised current system for several reasons for instance they do not reflect the desired results or address overall weaknesses in the system. HR experts are interviewed face to face or via E-mail. Mobile Human Resource Management (M-HRM) is relatively a new trend for this digitally adopted HRM, especially through the use of mobile technology. This paper focuses on HRM which is digitalised and updating its features through new technology by use of mobile app.

Keywords: HRM, Work Life Balance, M-HRM, Digital, Technology, Mobile App

INTRODUCTION:

As HRM is moving towards the digital based technology. The organization expects employees to use of mobile technologies to improve their productivity and work life balance. Companies are slowly starting to realize business as usual doesn't mean sustained efficiency. As advancing technology is adopted by their competitors in all phases, losing competitive ground in any phase of business is no longer an option. Use of mobility in Human Resource Management has various benefits. In Human Resource Management (M-HRM) Mobile Human Resource Management is the new trend which is digitally adopted HRM, especially through the use of mobile app. Thus this paper focuses on the extent of mobile app usage in HRM.

LITERATURE REVIEW:

Using mobile app for employee performance appraisal=>Bashir Hassan

Compelled to be connected an Ethnographic exploration of organizational culture, work life balance and the use of mobile workplace technologies=>Kristopher J .Thomas.

University of wisconsin=>Milwauk

Effect of Recruitment of employer branding in the mobile telecommunication sector in Kenya

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School of Human Resource Development, Jomo Kenya university of agriculture and technology, Kenya.

University of Nairobi(UON),Nairobi, Kenya Accepted Feb 29,2016.

Effect of reward on employer branding in the mobile telecommunication sector in Kenya, Dr.Dinahchebelkeino, Dr.HazelGachunga and Dr.Kennedyogollah.

Objectives of the study:

- To study the extent of usage of mobile app in HRM
- To evaluate the effectiveness of the present mobile app in HRM
- To suggest effective measures for improving the efficiency of mobile app in HRM
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Zoho people also lets you share files like policies , documents etc... across your company. Also with zoho people you can create and share customer forms as easy as ABC.

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Findings:

Zoho People is a best winning app in HR management. It has won GREAT USER EXPERIENCE AWARD for 2017. Zoho People is organized for HR process and makes the workflow fast and simple. Many organizations use Zoho People to manage their workforce management.

Some apps on HRM are not user friendly. They require costly technology to update. Access to Human Resource Function is difficult and not authorized. Errors may occur during the data entry and in information input and there is no sufficient application support for Human Resource. These issues have to be addressed with a wider viewpoint.

Limitation:

Due to scarcity of time we were unable to go through all other app that have been used for HR management.

Scope for future studies:

The researchers can pursue their studies focusing on the other apps and more technical features associated with it in future .

Conclusion:

Thus, this paper concludes emphasizing on the use of mobility in Human Resource Management. M-HRM has brought various benefits in HRM. Thus, the organization has been digitalized in various aspects of HRM.

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VIRTUAL REALITY IN ARCHITECTURAL EDUCATION: ETCHING POTENTIAL

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Abstract

One of the challenging task is to bridge the gap between Conceptualization and Real World. And one of the simple solution to this unimaginable problem is Virtual Reality. What started as a curiosity has now become increasingly in architecture, real estate development, and construction.

Virtual Reality is a simulated 3D environment which is used by the people to interact with an artificial setting creating a real time physical environment. It is done to visualise elements which are conceptualised and difficult to produce in reality unless the physical structure.

With virtual reality, we can gain a very clear understanding of what the building will feel like, how each wall will impact the space it is designed for. And to create this understanding, the prior importance is to make the necessary changes in the AES^[1]. Facilitating Education in budding minds with the help of virtual world will not only help students in understanding a better version but also in broadening their vision to think in most intangible way possible, bringing out innovative ideas, and impressive designs.

Acknowledging this, Universities from different vectors have been reviewed and analysed, and output have been reproduced with the help of surveying their Architectural course curriculum. Also the findings helped in getting a clearer idea of what impact would it bring in the future. Hence, the research is based on investigation of whether or not the VR^[2] should be established as a part of AES^[1]?

The research is limited to Architecture background, focussing on the AES^[1]. Discussing the current scenario of Architecture colleges and the resources provided to enhance learning. Applications of VR^[2] in Architecture and other fields have been considered to optimize the groundwork. To ensure further about the research quotient, a survey was conducted and the generated response settled the need of VR^[1] and helped in defining the exact requirement in specific subjects.

Keywords: *Conceptualization, Visualization, AES^[1] Architectural Education System, VR^[2] Virtual Reality.*

1. INTRODUCTION

Educational system of any nation is a mirror which reflects the image of the nation being shaped. We live in an era where technology has an apparent paradigm shift all over the globe. For hundreds of years the classical way of delivering Architecture was through handmade drawings. The colossal boom of software brought the difference to the field and with the advancement in technology in the past few decades, new ways of expressing designs emerged. The world moved towards the

mechanized forms of drawings, which were computer aided 2D drawings, illustrations, animations or scale models. However, In the field of Architecture, it is essential to know the complete building design before the commencement of construction. The use of 2 Dimensional (2D) plans for delivering the design idea of the building can be troublesome in envisioning the project. When a space is designed, the dependant has no choice other than to constantly anticipate it, which might not solve the complexity of the design.

What impact does the designed space has on visitors? How does the observer perceive the proposed areas? Is the shape proposal correctly designed in all drawings? Is this type of furniture suitable or another one should replace it? What will be the views from different angles and positions? All these, for architecture basic questions, cannot be easily answered by the use of classical approaches. Very tedious process of extractions from the 3 Dimensional (3D) model must be done to get visually credible output. The 3D exploration and higher interactivity is needed and Virtual Reality (VR) techniques seem to be the most appropriate for solving these cases and answering the questions described above.

The VR is a developing technology for full 3D-simulations, which has a natural application in the architectural work. It is based on techniques of 3D-modelling currently incorporated in the majority of drawing software used in architecture, and also there are several tools for rendering, animation and panoramic views, which provide visual realism.

Taking students of Architecture as the target of this study, the budding minds are full of unique and innovative ideas. The students should have all the independence in terms of designing and exhibiting their ideas to the viewers. Secondly, The Educator by all means should be independent enough to make learning architectural design as a point of interest amongst the students and easier for them to understand as they would be able to step into what they have designed and interact with their spaces creating a sense of immersion and belongingness to their work.

2. THEORETICAL BACKGROUND

2.1. History

Virtual reality is a concept seized out of the world of science fiction. In a world where coloured photographs and moving images on film were just becoming known by the general population, there was a desire to go one step forward, to step inside the painting and experience the world being depicted before the viewer's eyes. To explain this phenomenon, Jaron Lanier of VPL (Virtual Programming Language) research, coined the term VR to distinguish between the immersive digital worlds that he was trying to create and traditional computer simulations.

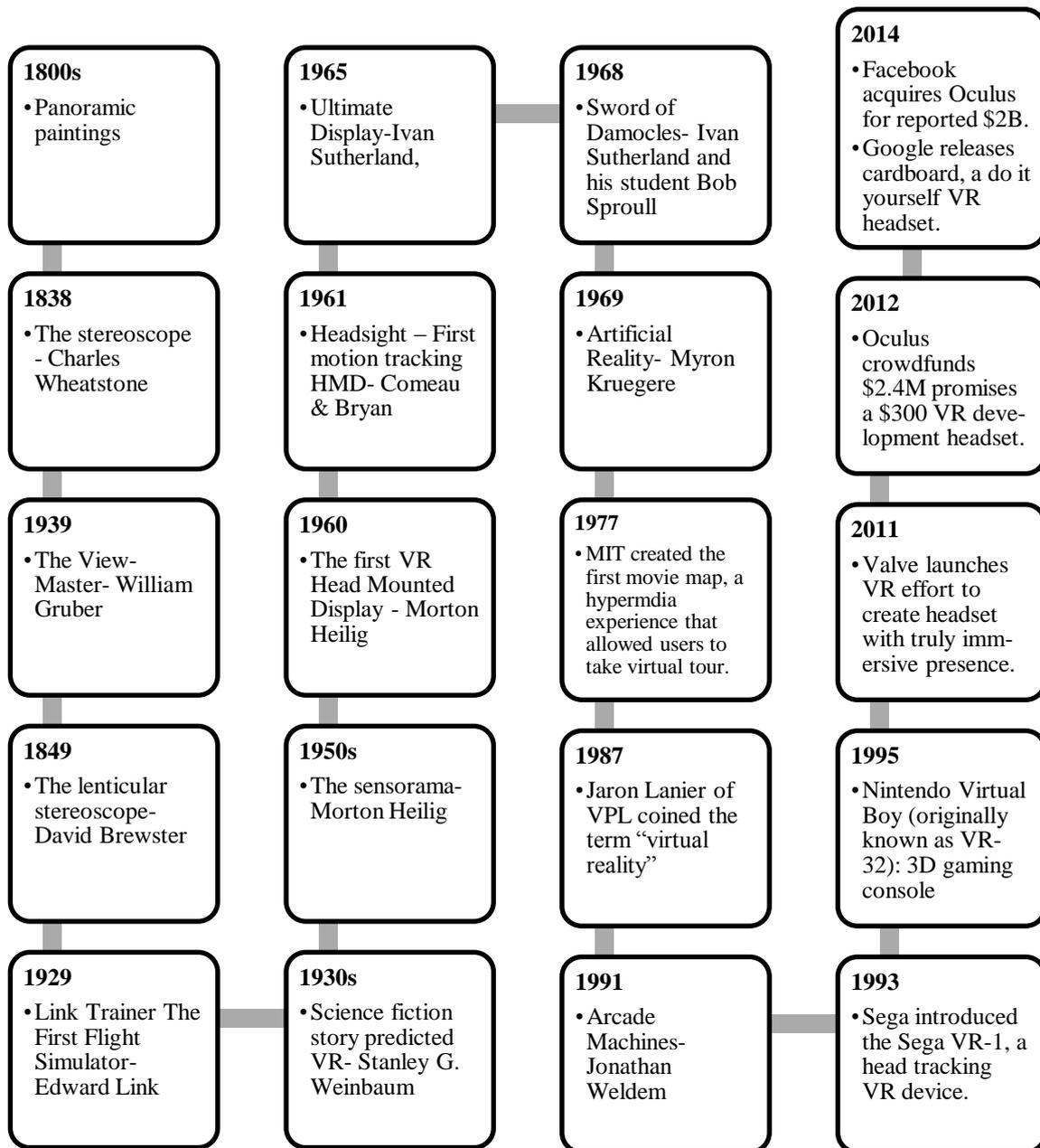


Figure 1: Timeline showing evolutions in the history of Virtual Reality

Source: Author

2. 2. Characteristics

VR demonstrates various unique capabilities that depict brilliant technical accomplishments and explore the potential for Architectural Education. The characteristics of VR space include virtual displays which surround users with three-dimensional perspective. Enjoyers have a sense of intimacy with the place instead of looking at a picture. With sensory immersion in the VR space, users become a part of the environment and can perceive and visualize the surroundings by walking around the space. For architectural students, applying VR will enable them to understand the spatial qualities of their own designs, and will be able to comprehend their works by walking through the virtual space to visualize the color and texture of assigned materials, proportions of the spatial layout, and the aesthetic expression of structural elements.

2.3. Principles

According to a blog, "Designing for virtual Reality" written by Casey Hopkins in 2015, VR is based on few principles which are fundamental for creating effective learning environment with VR technologies:

1. Using a Reticle
2. UI Depth & Eye Strain
3. Using Constant Velocity
4. Keeping the User Grounded
5. Maintaining Head Tracking
6. Guiding with Light
7. Leveraging Scale
8. Spatial Audio
9. Gaze Cues
10. Make it Beautiful

The mentioned criterion are also adapted by Cardboard Design Lab in creating Google cardboard: A simple, inexpensive way for anyone with a Smartphone to experience virtual reality.

3. Types of VR

There could be different grounds on which VR can be classified, Although it is difficult to categorise all VR systems, here the grouping is done on the basis of, the sense of immersion, or degree of presence it provides. Immersion or presence can be observed as how strongly the user focuses his/her attention on the task. Immersion or presence is meant to be the merchandise of certain framework together, with level of interactivity, image quality, stereoscopic view, field of regard and also the update rate of display. as an example, providing a stereoscopic instead of monoscopic view of the virtual setting can increase the sense of immersion observed by the user.

3.1. Classifications Of VR

1. Non-Immersive (Desktop) Systems

Non-immersive systems, are the least immersive implementation of VR techniques. Using the desktop system, the virtual environment is viewed through a portal or window by utilising a standard high resolution monitor. Interaction with the virtual environment can occur by conventional means such as keyboards, mice and trackballs or may be enhanced by using 3D interaction devices such as a Space balls or Data gloves (P.J. Costello, 1997).

2. Semi-Immersive Projection Systems

Semi-immersive systems are a relatively new implementation of VR technology and borrow considerably from technologies developed in the flight simulation field. A semi-immersive system will comprise of a relatively high performance graphics computing system which can be coupled with either: A large screen monitor A large screen projector system Multiple television projection systems (P.J. Costello, 1997).

3. Fully Immersive Head-Mounted Display Systems

The most direct experience of virtual environments is provided by fully immersive VR systems. These systems are probably the most widely known VR implementation where the user either wears an HMD or uses some form of head-coupled display such as a Binocular Omni-Oriented Monitor or BOOM (Bolas, 1994).

Comparison between various VR Systems

In the book, The Science of Virtual Reality and Virtual Environments written by Kalawsky in 1993, He provided a comparison chart on the basis of Qualitative Performance of the mentioned VR systems (see Table 1). Note that these VR systems are one entity and not regarded as different setup. To explain this, P. J. Costello quoted, it is possible to turn a desktop system into a semi-immersive system by simply adding shutter glasses and the appropriate software, or a fully immersive system by connecting an HMD.

Table 1: Qualitative performance of different VR systems. Reference: Roy Kalawsky, 1996

S. No.	Main Features	Non- Immersive VR (Desktop)	Semi-Immersive VR (Projection)	Full Immersive VR (Head-coupled)
1.	Resolution	High	High	Low - Medium
2.	Scale (perception)	Low	Medium - High	High
3.	Sense of Situational awareness (navigation skills)	Low	Medium	High
4.	Field of Regard	Low	Medium	High
5.	Lag	Low	Low	Medium - High
6.	Sense of Immersion	None - low	Medium - High	Medium - High

3.2. Devices

To support the VR experience, basic equipments for different types of VR are required which smoothens the experience for the user..

1. Head-Mounted Display (HMD)

It is a display device, worn on the head, that has a small display optic in front of one (monocular HMD) or each eye (binocular HMD). A HMD has many uses, including in gaming, aviation, engineering, and medicine.



Figure 2: HMD

2. Headgear

It uses wide-angle optics and individual lightweight display screens for each eye of the viewer. It also incorporates color, visual movement, 3-D sound, breezes, odor and tactile sensations. VR headsets are widely used with computer games but they are also used in other applications, including simulators and trainers.



Figure 3: Headgear

3. Data Suits

The virtual reality suit is a wearable device that allows one to dive into a virtual reality world. It isolates the human body from the external world. Systems of a VR vest include a sensory-based system, motion capture and climate-control systems (Denis Dybsky, 2017).



Figure 4: Data Suit

4. Helmet

It is a device used in aircraft to project information to the pilot's eyes. It provides the pilot with situation awareness, an enhanced image of the scene, and in military applications cue weapons systems, to the direction their head is pointing.



Figure 5: Helmet

5. Data Gloves

The sensor technologies are used to capture physical data such as bending of fingers. Often a motion tracker, such as a magnetic tracking device or inertial tracking device, is attached to capture the global position/rotation data of the glove.



Figure 6: Data Gloves

6. Joysticks

A joystick is an input device consisting of a stick that pivots on a base and reports its angle or direction to the device it is controlling. A joystick, also known as the control column, is the principal control device in the cockpit of many civilian and military aircraft, either as a center stick or side-stick. It often has supplementary switches to control various aspects of the aircraft's flight.



Figure 7: Joystick

7. CAVE

The CAVE is a 3-D real-projection theatre made up of three walls and a floor, projected in stereo and viewed with "stereo glasses" that are less heavy and cumbersome than many other head-mounted displays used for immersive VR (Cruz-Nierna, 1993; Wilson, 1994). The CAVE provides a first-person experience.

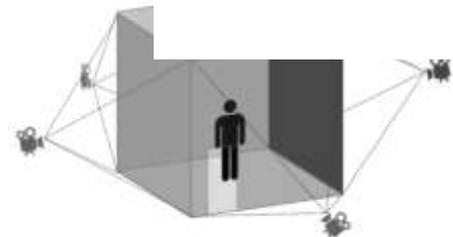


Figure 8: CAVE

3. 3. Applications of VR

It's quite clear how VR is playing a major role in the development of various fields where VR is handling operations profitably.

- a) Virtual Reality in the Military
- b) Virtual Reality in Education
- c) Virtual Reality in Healthcare
- d) Virtual Reality in Entertainment
- e) Virtual Reality in Fashion
- f) Virtual Reality and Heritage
- g) Virtual Reality in Business
- h) Virtual Reality in Engineering
- i) Virtual Reality in Sport
- j) Virtual Reality in Media
- k) Virtual Reality and Scientific Visualisation
- l) Virtual Reality in Telecommunications

- m) Virtual Reality in Architecture
- n) Virtual Reality in Film
- o) Virtual Reality Programming languages

4. VIRTUAL REALITY IN ARCHITECTURE

In the field of Architecture, one of the basic step is to visualize the design beforehand. Architects want to see their designed products before they are actually constructed. For this purpose, they use different software to prepare perspectives, views, walkthroughs and rendered models. Physical models also help in giving an idea of their work. But all these traditional methods are tedious and time taking, After all these efforts, it doesn't allow the user to submerge himself/herself in the designed product. In an ideal situation, any Architect/client would like to see their design in an interactive way, where they can walk and explore every corner of their design. This would help them to know whether the proposal is correct or is there any need of modification required? This kind of implementation is not only important for designers, but useful for clients also, who can easily communicate with architects and might change some undesired things before they are actually constructed.

The first commercial VR product for marketing design concepts is the virtual kitchen designed in April, 1991 by Japan's Matsushita Electric Works. Customers can experience what a custom-built kitchen will look like (Bylinsky, 1991). These computer simulations provide designers and clients valuable knowledge that can be used to improve the environment and design. John Walker, one of the founders of Autodesk, started the "Autodesk Cyberspace Initiative" in 1988. Applying the VR peripherals of glove and goggles (head-mounted display), they started VR in PC platforms. The first product is the core of a new object-oriented 3-D simulation language entitled "Cyberspace Development Toolkit." This toolkit provides programmers with an easy way to create complex virtual environments.

4. 1 Advantages and disadvantages of VR in Architecture

Table 2: Advantages and disadvantages of VR in Architecture. Reference: Author

Pros for architectural use:	Cons for architectural use:
<ul style="list-style-type: none"> a) The ability to stand up and walk around in a space designed by oneself is huge for architectural visualization. b) User interface, user can see and even feel the shaped surface under his/her fingertips. c) The full 360 degree tracking effectively eliminates motion sickness, and provides an incredibly immersive experience. Even though the area where one can walk freely within is less than 5x5M, you'll still feel a lot more immersed and natural even standing still, since it accurately tracks your position as you look and move around. d) Also, the input devices open up opportunities for architectural visualization and interactivity, enabling you to reach out and touch various interface elements. e) The ability to reach out, to move and position architectural elements like furniture etc. will be a new feature for VR. f) Rendering and 3-D lighting effects seems to be real. g) Risk-free experience 	<ul style="list-style-type: none"> a) Not very portable. b) The hardware needed to create a fully immersed VR experience is still expensive. c) Virtual reality is replacing the reality. Disengagement with real world. d) Training with a VR environment does not have the same consequences as training and working in the real world.

4. 2 Applications of VR in Architecture

The potential of VR application in design education has made the technology the focus of acquisition by many architectural schools.

One of the greatest challenges faced by architects is working with a client to convince them that a design works, to discuss these design decisions can be incredibly difficult, time consuming and inefficient, therefore, VR technology makes the client easy to understand and convince them.

Virtual reality possesses the capability to really sell an idea better than any other medium. From initial design mock-ups, to project collaboration through to the finishing touches.

5. VIRTUAL REALITY IN ARCHITECTURAL EDUCATION

The collaboration of learning and teaching in VR helps students as well as professionals in the early stages of architectural design. A key factor that helped to improve learning was the collaborative design experience. Students collaborate using VR devices in creating and building architectural virtual buildings.

Some authors have known the potentiality of VR in the field of Architectural education, however application of the same has not been followed by many yet. A dissertation thesis at Strathclyde, reviewing various techniques and applications of VR in design, mention 'educational possibilities through 3D representations of 2D abstractions' [Andrews, 96]. A paper concerning the utilization of the CAVE in Architectural teaching warns, Concerning the high price of installation for colleges of design, and defines '3 ways in education; to improve the visual impact of computer modelling, to interact with clients, and to design unusual forms' [Af Klercker, 98].

But in agreement with the prevailing curriculum of architecture the chances could be broader, VR technology could be used from basic courses till advanced subjects, within the various lines of architectural education. Subjects like Design and History could be taught in a more practical manner. Let's take a practical subject like Design, At the stage when a student begins learning Architecture, it is very difficult for a beginner to perceive what is on paper and they have no idea how the design would come off the sheet. Theoretical subjects like history or Building services could be thought as not necessarily require VR application, rather these subjects can be turned more interesting by taking students into that era, of which the learning has to take place and reconstruct the building services virtually to make a deeper and more clearer understanding of the subject by the students respectively.

There are many reports on the "use of VR in Design Studios"[Achten; 99, Donath; 97; Emdanat; 99, Garcia; 99]. And it is satisfying to know that "Architectural experiences in university VR laboratories (Clemson, Georgia, Michigan, Mississippi, MIT, Washington), and VR-models of historical buildings are constructive process"[Retik; 97].

Therefore, VR will become a valuable visual tool for architectural learning and teaching, and is now in the rapidly developing research stage.

5. 1. Need of implementing VR to Architectural Education

VR technology can be useful in education in order to:

- a) Prototype building sites.

- b) Allow users to experience a sense of immersion in the buildings, designs and concepts.
- c) Allow users to observe and interact with the buildings, designs, concepts in their entirety or as partial close-up views. It also allows easy changeover between these different views.
- d) It offers an alternative when site visits etc. are costly and hard to arrange because of health and safety issues.
- e) Provide motivation and make learning experiences more interesting.
- f) Immersive VR furnishes first-person non-symbolic experiences that are specifically designed to assist students learn material.
- g) These experiences can not be obtained in any other manner in precised curriculum content.
- h) This sort of exposure makes up the majority of our daily interaction around the world, although colleges tend to support third-person symbolic experiences.
- i) Constructivism provides the most effective theory to develop Academic applications of VR.
- j) Application of VR allows learning to be encouraged with the implementation of virtual ideas in real world

5. 2. Use of VR in different sectors of Architecture

In a research and analysis of relevant work in progress at selected US research universities, the following trends were noted in the use of VR for:

- i. walkthroughs for visualization, analytical simulation (e.g. energy, circulation, facilities management) and virtual reconstruction;
- ii. design decision making;
- iii. collaboration;
- iv. marketing; and
- v. construction.

5. 3. Advantages of using VR in Architecture Education

- a) One major advantage of adopting VR is that it's extremely motivating.
- b) An investigation by Mikropoulos, Chalkidis, Katsikis, and Emvalotis (1998) on "the attitude of education of students towards virtual reality as a tool in the educational process, and towards virtual learning environments on specific disciplines", found students had a favourable angle towards video game within the academic process.
- c) VR grabs and holds the eye of students. This has been documented within the reports of variety of analysis studies. Students find it exciting and challenging to steer through the surroundings in 3 dimensions, act with associate surroundings, and make their own 3 dimensional (3D) worlds.
- d) VR permits extreme close-up examination of associate object. VR provides the chance for insights supported new views, observing the model of associate object from within and gives an

experience that have never been experienced before. As an example, once a building is modelled in VR, students will study it thoroughly, go within the building, walk around, and become conversant in its areas.

- e) A VR model of a suburb provides the students a special perspective on the interrelationships between buildings, streets, and open areas.
- f) VR permits the disabled to participate in aspects where they learn surroundings which they cannot do otherwise.
- g) The learner can interact with the virtual surroundings and collaborate and efficiently manipulate 3D objects.

5. 4. Disadvantages of using VR in Architecture Education

- a) The disadvantages of orienting to VR are primarily associated with price, time necessary for learning the way to use hardware and package, potential health and safety effects, and handling potential reluctance to use and integrate new technology into a course or program.

As with all new technology, each of these problems might fade away and as time goes by and VR might become additionally remarkable and might be employed in areas outside of education.

6. CURRENT SCENARIO OF VR IN EDUCATION

Although VR has gained much research attention in recent years. The instructional approach adopted by VR system and the alignment among technology design, instructional approach, and learning experiences may be more important. The implementation of VR in educational sector has brought a major difference in this sector. According to the analysis of various Educational Institutions, few universities have been taken up which adapts VR as their learning tool.

Table 3: Universities with VR in facility. Reference: Author

S.No.	Name of the Institution	Region
1	University of Minnesota	United States
2	University of Strathclyde	Glasgow, US
3	University of IDAHO	Moscow, Russia
4	Monash University	Australia
5	NMIMS	Mumbai, India

Taking a sample size of 25 students from Bachelor's of Architecture, a survey was conducted, where the students were asked few questions related to VR and analysis was done.

Table 4: Questionnaire. Reference: Author

1.	Do you know about virtual reality?
YES	23
NO	2
2.	Do you think virtual reality is helpful in architectural education or students of education?
YES	25
NO	0
3.	Do you know the different applications of virtual reality?
YES	16

NO	9
4.	Do students feel bored by the teaching methodology followed in Architectural Education of Architectural Design?
YES	15
NO	10
5.	In India, does virtual reality is applicable in teaching Architecture subjects/ Architecture education/ Architecture research Architecture profession.
YES	15
NO	10

Also another analysis was done to gather an understanding, as to which subject requires VR to enhance the standard of education.

	Virtual Reality is helping students in which subject:	
1.	Architectural Design	13
2.	History of Architecture	3
3.	Building Construction	6
4.	Graphics	2
5.	Workshop	1

Data collected from Bachelors of Architecture students who are beginners in the profession can help in analysing the need of implementation of VR in education. Also the survey conducted helped in analysis of which subject needs the most of its implementation. Since this technology will affect the industry on a later basis, hence these implementation will affect the quality of education.

7. CONCLUSION

The experiment demonstrates the chance of transposing to the virtual surroundings AVA-AD many aspects of the dynamic of the Architectural design course analyzed, leading to many enhancements on the standard of interaction between teacher/student and between students.

Several issues were known, like lack of laboratories for the students use that restricted the participation to those students who had the opportunity to go digital and net access at their place and the difficulty to insert graphic material in the virtual learning environment which depended on the administrator. It is considered that these problems can be solved through a technological approach (improving the virtual environment) and economic approach (improving the laboratories).

In a pedagogical aspect, the experiment demonstrates the possibility of establishing teaching/learning processes of design in the environment. The discussions are now registered and visible in the environment allowing all the students to question and analyze the designs of the others making the designs richer. This is different to the situation before in which the discussions happened individually between each student and the teacher. It was observed that the collaborative 2D and 3D environments have a great potential to improve even more this kind of course, however, in this experiment they did not achieve this potential due to the difficulty to insert graphic material in these environments.

It is considered that one of the main contributions of the use of a virtual environment in architectural design courses is the possibility to register the whole process, making the discussions explicit and making it possible to view the interventions made by the teacher in each design. The teacher now has registered data of how she establishes the discussions and incites the reflection on the students, this allows her to review her own teaching strategy and improve it. It allows the teacher to observe what kind of discussion and material she used with certain students, leading to a good design and what kind

of discussion and materials she used with other students which did not work, leading to a design that was not so good in some cases. It is also possible to observe where she failed to guide these students and what should be improved. Moreover, the discussions were broadened to the whole group of students, so everyone could benefit from a commentary made about one individual design, or from a question answered to one student, as well as making it possible for the students to help each other and therefore reflect more about the design process itself.

From these registered data it is possible to develop studies to identify the structures of knowledge which support the education on architectural design and observe in which moments these elements of knowledge are introduced as the students show difficulty throughout the course, contributing, thus, to the systematization of teaching/learning processes on architectural design.

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GST (GOODS AND SERVICES TAX): IMPACT ON THE INDIAN TAX SYSTEM

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ABSTRACT

This paper is a study of GST (Goods and Services Tax) and analysis of impact of GST on Indian Tax Scenario. The concise explanation of the historical scenario of Indian taxation and its tax structure is been discussed by the authors. In present system there are many taxes, some levied by Centre and rest levied by state, to eliminate this variety of taxes and dropping the burden of the tax payer a simple and uncomplicated tax is required and that is Goods and Service Tax (GST). Therefore, the need arose to modify the tax structure from traditional to GST model. There is detailed discussion on GST in this paper by the authors, taking into account background, salient features and the impact of GST in the present tax scenario in India.

Key Words: GST (Goods and Services Tax), ITC and Indian Tax Scenario

Introduction

History of Taxation

The word tax is derived from the Latin word tax are meaning to estimate.

“A tax is not a voluntary payment or donation, but an enforced contribution, exacted pursuant to legislative authority” and is any contribution imposed by government whether under the name of toll, import duty, custom, excise, subsidy, aid, supply, or other name.”

The first to known the system of taxation was in Ancient Egypt around 3000 BC - 2800 BC in the first dynasty of the Old Kingdom. From ancient time show that the pharaoh would conduct a biennial tour of the kingdom, collecting tax revenues from the people.

Tax Structure in India

The **tax structure in India** is a three-tier structure. The central government, state governments, and local municipal bodies make up this structure. Article 256 of the constitution states that “No tax shall be levied or collected except by the authority of law”.

Some of the Important Central Taxes

- CENVAT • Customs Duty • Service Tax
- State Sales Tax
- CST • Works Contract Act • Entry tax • other local levies

The tax paid to the government directly by the tax payer. The Income Tax, Wealth Tax and Corporate Tax are the examples of direct taxes in India.

When the taxes are paid indirectly, it comes under the purview of indirect taxes. It is the tax that is levied on goods or services rather than on person. The excise duty; customs duty, sales tax and service tax are examples of indirect taxes.

Limitations of Existing Indian Taxes

The taxes on the sale of goods were levied in terms of the respective States Sales Tax/Trade Tax legislation and the 'entry of goods' was subject to tax under the respective State Entry Tax enactments and this scenario prevailed till the reform process set in whereupon these levies were replaced by VAT.

The levy of tax on services was introduced for the first time in the year 1994 and has been subjected to legal challenges. The need for transition from the Sales Tax /trade structure for taxing products/ services to a value added (VAT). However the shift to VAT did not put to an end to ground realities. The Parliament has maintained its own VAT structure and also the State Legislatures their own, there was no linkage between the two and thus the credit of duties paid on manufacture are not available towards adjustment on duties payable on sale of goods. Input tax credit is available to the manufacturers. Thus it is evident that the transition to VAT did not remedy the issue of non-creditable duties and the consequent ground effect requiring further reform in the area and consequently GST arose.

Service tax was introduced in the year 1994. Current service tax rate is 15%. The scope of service tax has been expanded continuously in all Finance Acts and now nearly 96 services are covered. But there are many service sectors which are not coming under the purview of Central Government which can generate more revenue to Government. Despite of multiple taxes like Excise duty, Customs duty, Education Cess, Surcharge, VAT, Service Tax etc. GDP of India is much lower than GDP of countries like USA, Japan and China. India has miles to go to achieve this level.

Therefore, the Indirect Taxes are therefore required to be restructured. If the G.S.T. is introduced it would certainly increase the tax collection. The implementation of GST would ensure that India provides a tax regime that is almost similar to the rest of the world. It will also improve the international cost competitiveness of native goods and services.

Objectives of the Study

- To study scope of the GST
- To understand the concept of Goods and Service Tax.
- To know the benefits of Goods and Service Tax to economy, business, industry and consumer.
- To examine the features of goods and service tax
- To understand emerging issues and Analysis of GST
- To collect information of current tax system and analysis of tax by GST
- To impact of GST on Indian Tax System

Research Methodology

The researcher has used the exploratory research, based on the secondary data sourced from Journals, Internet, Articles, Previous research paper. To fulfill the objectives of the study the research design employed for the study is of descriptive type. Keeping in view of the set objectives, this research design was adopted to have higher level of accuracy and in depth analysis of the research study was done. Available secondary data was extensively used for the research.

Need for GST Model in India

The proposed GST seems to be based on the Liberal in assessment and ruthless in collection principle. Some of the reason for adopting GST:

- Present system allows for multiply of taxes, the introduction of GST is likely to rationalize different taxes into one.
- Many services which are not coming under the purview of Services tax. After the introduction of GST, they will also get coming under the purview of GST.
- GST will help to avoid misleading caused by present complex tax structure and will help in development of a common national market.
- Existing taxes i.e. Excise, VAT, CST, Entry Tax have the larger effects of taxes. Therefore, we end up in paying tax on tax. GST will replace existing Indirect tax system.
- GST will lead to credit availability on interstate purchases and reduction in compliance requirements.
- Introducing GST will do more than simply redistribute the tax burden from one sector or Group in the economy to another sector.
- Achieves, uniformity of taxes across the country, regardless of place of manufacture or place of distribution.
- Provides, greater confidence and clarity of taxes.
- Ensure tax compliance across the country
- GST will avoid double taxation in tax payment.
- The implementation of GST would ensure that India provides a tax regime that is almost similar to all developed countries. It will also improve the International cost competitiveness of native Goods and Services.
- GST will provide unbiased tax structure that is neutral to business processes and geographical locations.
- If the Goods and Service Tax is implemented in the true spirit, it will have many positives for the country and tax payer and will lead to a better tax environment.

Introduction to GST

GST is not going to be an additional new tax but will replace other number of taxes.

GST is a simple, clear, and effective system of indirect taxation.

The system facilitates taxation of goods and services in an incorporated manner.

It is a comprehensive value added tax on the supply and consumption of goods and services in the country.

GST is applicable at every stage of production and distribution and input tax credit is available. GST is basically a tax on final consumption of products and services. In simple words, GST may be defined as a tax on Goods and Services, which is applicable at each point of sale or provision of service, in which at the time of sale of goods or providing services the seller or service provider may claim for input tax credit of which he has paid tax while purchasing the goods or procuring the services. It will help in eliminating tax induced monetary impression and gives boost to the country. The compliance and administrative cost will be much lower. On indirect tax front, India is all set to lead into the era of all new tax called 'Goods and Service Tax' which will bring in India at par with over 140 developed countries of the world. It is going to be the biggest tax reform after independent of our country.

GST Models Suggested by Indian Experts Initially

On this basis as experts is possibility on three options namely –

First, The Centre will have full power to levy and collect tax and will allocate it to States as per the pre-defined formula. Second, a double levy, one at the Central and another at the state with a same base; third, dividing the right to tax goods between the Centre and the States. It is our intention to align India's tax structure with those of developed countries. There should be uniform tax rate on goods and services. In the medium to long term, it is our goal that the entire Production Process & Distribution channel should be covered by India's VAT, or even better a goods and service tax, encompassing both the centre and state.

There is a need that India should move towards a National Level Goods and Service Tax (GST) and tax should be divided between the Centre and the State.

Recommended by ICAI, that GST should have Dual tax structures at the Centre and State levels. There should be two levels operating parallels, one at Centre Level and other at State Level As per the budget speech of 2006-07, the Empowered Committee was to suggest best model after analyzing global models and Indian models in operations to suit India's tax structure. Suggestions made by experts of Indian in proposed models had same reflected in the Budget speech of Union Finance Minister Mr. Pranab Mukherji in 2009-10

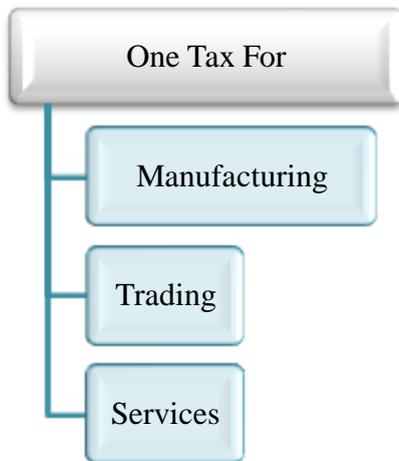
Salient features of GST model

- The GST would be applicable on the supply of Goods or Services.
- It is destination based consumption tax.
- It is a dual GST with the Centre and States simultaneously levying it on a common tax base.
- The GST is levied by the Centre would be called Central GST (CGST) and that to be levied by States would be called State GST (SGST).
- The GST applies to all goods other than alcoholic liquor for human consumption and five petroleum products.
- Tobacco and tobacco products would be subject to GST. In addition, the Centre could levy excise duty on these products.
- The GST is subsume numerous Central and State taxes.
- The rates are notified on the recommendations of the GST Council.
- The exemption list is common for the Centre and the States.

The GST would apply to services

- Harmonized System of Nomenclature (HSN) to be applied for goods and services.
- Uniform Return & Collection procedure for central and state GST.
- PAN based Common TIN registration
- Turnover criteria to be prescribed for registration under both Central Goods And Services Tax (CGST) and State Goods And Services Tax (SGST).
- TINXSYS to track transactions
- Tax Payment will be by exporting dealer to the account of receiving state.
- Credit will be allowed to the buying dealer by receiving state on verification.
- Submission of declaration form is likely to be discontinued.

- Area based exemptions will continue up to legitimate expiry time both for the Centre and the States.
- Product which are exemptions to be converted into cash refund.
- Less flexibility to be given to Centre and States for exceptions like natural disasters etc.
- Simple structure to reduce transaction cost.
- Separate rules and procedures for the administration of CGST and SGST.
- Specific provisions for issues of dispute resolution and advance ruling.



Concept of Supply

Supply includes all types of supply of goods or services such as sale, transfer, barter, exchange, license, rental, lease or disposal made or agreed. Supply should be made for a consideration. Supply should be made in the course or furtherance of business. Supply should be made by a taxable person. Supply should be a taxable supply. Supply should be made within the taxable territory.

Composite Supply means a supply made by a person to a receiver comprising two or more goods or services or any combination, which are naturally together and supplied in mixture with each other in the functioning of business, one of which is a principal supply.

For Example

Travel ticket from Mumbai to Kolkata may include service of food being served on board, free insurance, and the use of airport lounge. In this case, the transport of customer, constitutes the pre-dominant element of the composite supply, and is treated as the principal supply and all other supplies are ancillary.

The GST Law lays down the tax liability on a composite supply.

1. Composite supply means a supply comprises two or more goods/services, which are naturally together and supplied in with each other in the ordinary course of business, one of which is a principal supply.

2. Mixed Supply means mixture of two or more goods or services shall be considered as supply of that particular supply which attracts the higher rate of tax.

Preparation for GST

Territories to effectively examine the interstate trade

- i. Constitutional amendment to enable state to levy service tax.
- ii. Center to tax goods beyond factory Gates.

- iii. Laws of central excise act 1944 and finance act 1994 needs to be replaced.
- iv. Existing VAT laws needs to be repealed.
- v. It is expected that all pending work relating to Sales Tax, VAT or other Indirect Taxes has to be done before implementation of GST, so that everybody can concentrate on new law.
- vi. Central and State Government should be prepared to fulfill the expectations for Trade and Industries.
- vii. Record keeping will have to be changed and IT software will have to be updated in order to comply with GST provisions.
- viii. Trade and Industries will have to rethink market strategies, stock transfer pricing and warehouse keeping policies in different states.
- ix. Uniform dispute settlement machinery
- x. Adequate training for both tax payers and tax enforcers.

Impact of Goods and Service Tax

1. Food Industry

The implementation and execution of GST to food items will have a major impact on those who are living under subsistence level. But at the same time, a complete exemption for food items would significantly minimize the tax base. Food includes grains and cereals, meat, fish and poultry, milk and dairy products, fruits and vegetables, candy and confectionary, snacks, prepared meals for home consumption, restaurant meals and beverages. Even if the food industry is within the scope of GST, such sales would largely remain exempt due to small business registration threshold. Given the exemption of food from CENVAT and 4% VAT on food item, the GST under a single rate would lead to a repetition of tax burden on food industry.

2. Housing and Construction Industry

Housing and Construction sector has to be included in the GST tax base because construction sector is a booming sector and contribute higher income to our economy.

3. FMCG Sector

Despite of the economic slowdown, India's Fast Moving Consumer Goods (FMCG) has grown constantly during the past three – four years reaching to US\$25 billion at retail sales in 2008. Implementation of proposed GST and opening of Foreign Direct Investment (F.D.I.) are expected to increase the growth and raise industry's size to US\$95 Billion by 2018.

4. Rail Sector

Rail sector should be included under the GST Umbrella to get higher tax gains and keep our GST rate low and it would be benefits of ensuring that all inter – state transportation of goods can be tracked through the proposed Information technology (IT) network.

5. Financial Services

In most of the developed countries GST is not charged on the financial services. Ex. In New Australia most of the services covered except financial services as GST. Under the service tax, India has followed the approach of bringing nearly all financial services within the field of tax where consideration for them is in the form of an explicit fee.

6. Information Technology enabled services

To be in sync with the best International practices, domestic supply of software should also attract G.S.T. on the basis of mode of transaction. Hence if the software is transferred through electronic form, it should be considered as Intellectual Property and regarded as a service. The software is transmitted on media or any other physical property, and then it should be treated as goods and subject to G.S.T.

Conclusion

We can say a good beginning has been made by our Government. GST implementation has been smoother after time passes and technology infrastructure development. Introduction of GST will also make Indian products competitive in the National and International markets. By merging a large number of Central and State taxes into a single tax. GST is expected to considerably avoid double taxation and make taxation overall easy for the different industries. Prices have not gone up, nor has there been any deficiency of goods.

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THE ROLE OF PSYCHO DYNAMICS IN HUMAN RESOURCE MANAGEMENT

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ABSTRACT

The article highlights the role of employees in organisation .Psycho dynamics is the interrelation of conscious and unconscious mental and emotional forces that determine personality and motivation . Human resources management is where managing and handling employee ,by work and emotional balance, part of human resources planning for HR needs . It is applied to work on human resource planning , recruiting , selection, testing of personality . The key activity for human resources department is dealing with the recruitment process and also the adoption of organisational behaviour and the culture. The recruitment process is conversion of prospective candidates into employees, which is done mostly dealing with their attitude and personality importantly . The analysis provides original and useful information to both academics and practitioners and opens avenues for future research on the nature of HRM systems . Analysing and scanning the various functions like performance appraisal, employee involvement. Human resources is “A management science in need of discipline” and vital organisation. The theories do not match the realities observed in an organisation. We point to conceptualizing how common HRM practices may translate into observable outcomes. It negotiates the behaviour of the people who are influenced by mentality.

Key Words: Psycho Dynamics, Psycho Analytic, Personality, Observable Outcome, Vital Organisation.

INTRODUCTION:

Psycho dynamics is the interrelation of conscious and unconscious mental and emotional force. The pattern on an organisational behaviour is been carried in different aspects. The importance on knowing the dynamics, perception and values of an employee feeling and emotion, Human oriented initiatives are carefully analysed through managers role and service vital resource. The focus is on knowing the perception of peoples mind and their expectation in the organisation. The effective and efficient employee should be filtered in the organisation, because potential employees are greatest assets.

AIM OF THE STUDY

The study focuses on the various dimensions of role of psycho dynamics played in human resource domain.

LITERATURE REVIEW

*The Dynamics of Human Resource System,

by Budhwar, H.K., Luther, J., Bhatnagar.

Journal by Labour Research, published on 2006.

This paper highlights on Business process outsourcing system and investigation on dynamics of human resource department. Nature of BPO Organisation's in-depth interviews and self-completing questionnaires.

*Psychodynamics of Organisation,

L.Hirschhorn, C.K.Barnett, published on 1993.

The study on either their organizational implication or their management using an approach pioneered at the Tavistock institute.

*Psychodynamics of a cultural changes: Learnings from a factory,

Larry Hirschhorn, Thomas N. Gilmore, Published in summer, 1989.

The role played by psychodynamic in Training and development area, especially on Training programs. And concluding that it is not only focused on lower level workers, but also upper level managers must also take risk.

* Human, social, and positive psychological capital management; Investing in people for competitive advantage;

F Luthans, CM Youssef -2004, University of Nebraska.

The growing evidence is crucial in organisational structure of human resource management. And stating an importance of human resource as "Believe that human resource are their most important asset and do something about it".

*Revitalisation Organisation, The leadership Role,

Noel Tichy, David Ulrich.

The transformation of an organisation from bankruptcy to success through leadership provided. The vision created to success and mobilized large fraction of potential employees.

*The workplace within: Psychodynamics of Organisational life,

L.Hirschhorn, M.A., Cambridge university.

The various dynamics of a working place environment is evolved and changing a huge impact. Like how they operate, how they reshape peoples work experience, and mainly adopting to cope with change. The traditional study on workplace within together firms values, attitudes, and norms.

RESEARCH OBJECTIVES

1. To have a healthy relationship between the mind of the employee and the organisation.
2. To analyse how organisational culture is efficiently adopted by the employees.
3. To study various technicalities in psycho dynamics.

Psycho dynamics is the psychological factor of employees in an organisation is the effect of the mind and mind of the worker. This shows the correlation between management and psychology. In human resource department, the main medium is to deal employee like people. The human resource professionals' view on human resources planning, organising, management and joint activity control. Motivation is an important feel that should be conversed effectively within and outside the department .some practical involvement on getting things done in effective way. Many theories and methods are used for the motivation purpose, where it determined a huge impact. The regular behaviour impacts on corporate thinking, memory, personality, biological basis of behaviour, social influences on behaviour changes in behaviour through lifespan and research or educational methods.

Recruitment and selection process are major part of psychological tests were used to know the personality, attitude, attribute, to choose the potential candidate into employee. This is to make more hiring decision for various purposes. The conditions under the position of the employee and objectives of the organisation should be well known to handle effectively.

Some selection process from scrutinizing till the offer letter is been issued is scanned and analysed whether the candidate can adopt the job and organisational culture. In between the process Psychology plays an important role in aptitude test, personality test, reasoning, quantitative test, background check-up.

The human resource system which also works with Marketing Sectors ,were it deals with the dynamic society with unknown people and making the product or service reaching them efficiently. More over the commitment of an employee and diversified customers should meet in a comfortable system in exchanging the sales.

The attachment of behavioural ethics is very important I the corporate world, due to even cultural behaviour should be maintained .Psychological factors have changed in much possible way to have efficient and effective role of employee and employer mind. The socializing is important build behaviour to easily connect with various sectors people for work should be done. Without analysing the dynamics of the employee work mind, building comfortable environment and organizational culture is quite tough.

Every organisation and management has its own way of dealing the employee and employee especially human resource department. Human resource department more concentrate on retention of the employee and their performance for many reason. Forecasting on demand and supply of work in a safe and secured premises, HRM should have experienced staffs and strong in recruitment.

In human resource department, the often unconscious problem arises is employees stress, medical problems and personal problems. The organisation should have good compensation system in immediate change of compensating a work. There should be immediate scheduling in the change of employees. Problems like medical issues and dependent person's medical issues should be validly considered and give them the basic necessary according to the power of designation. Stress is an emotion comes out of over thinking of something or any personal issues, anxiety, This should be verified in prior, whether the candidate can make the job rightly by various tests like personality test, stress interview , panel interview, group interview .Psycho analysis brings a clear view on individual and group behaviour. Employee relationship is another important thing unity of the organisation, purely a defensive in character. Analysing and verifying with psycho dynamic process will strongly helps in filtering an employee who is extensively good in every aspect of job description but not adequate to fit in the personality aspects.

RESEARCH FINDINGS

The study approaches an important focus on conveying an employee being a human and how blending the work should be done.

The necessity of observing the relationship will help to give a change better productivity and employee satisfaction and socially sustainable system. And the providing of employee needs in-depth understanding of the elements which roots from practical happenings.

The paramount is on handling the minds of employer and employee by the manager in efficient and effective way.

There is psychoanalytical theory being implemented in some organisation on functioning and consultation factors in the human resource department. The training and development process gives a huge area of knowledge about the functions of the organisation, before the candidate becomes the permanent employee. The extensive training programs are more practical about the happenings of reality in a practical way by the expert's speech.

In finding the ways of dealing the employee, will lead them to a comfort zone and retention in a good way. This helps out from stress, overthinking, overcoming personal problems.

In balancing the work life and personal life, medical issues are common and permission given for leaves can be taken. Medical issues can be for them or belonged person is given concession.

Finding and setting a workplace in comfortable special zone is a difficult task Ergonomics is the designing and arranging the workplace efficiently .Technology plays a small role in retrieving information about the employee and organisational detail available in fraction of seconds.The development of technology in the organisation will help the employee.

These findings and information can be reviewed for the title related to human resource department, human resource department in various dynamics, psychological handling of employee, employee satisfaction and recruitment process.

CONCLUSION

From this I conclude this study gives a brief facts of dynamics of psychological factor occur in human resource management. The scope or opportunity in an organisation is elaborated wisely and can be used for future studies related to human resource management and system. Behavioural and attitude changes professionally and responsibly in making things on time by adopting the organisational behaviour. The human resource department takes a high effort for employee satisfaction, retention and comfortableness.

The changes in workforce diversity are socially changing the personality and cultural impacts in the society are depending on people change in adopting the culture according to the environment and cultural impact. The arrangement of workplace in the organisation for the employee is the ergonomics, which will be useful for employee atmosphere.

The recruitment and selection are the main process focused by the psycho analytical reviews by the human resource department. Highlighting the importance on knowing and analysing the psychological factors are useful from scrutinising till the offer letter given to the employee. By this process, the human resource department will scan the employee efficiency and will the candidate fit in to the

organisation or not. Knowing and tackling the employee stress level, emotional balance, medical issues, sometimes personal issues can be helped with respect to the position employee is holding.

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TALENT MANAGEMENT: A TOOL FOR EMPLOYEE RETENTION

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ABSTRACT

Talent management is the organization's practice or ability to attract , develop and retain employee so that the objectives of the organization are accomplished in a very effective manner. Acquiring first rated and talented people is not a tedious job , but making sure that these talented individuals stay in the organization poses a new challenge to the HR community of the organization. Both talent management and employee retention go hand – in – hand . When the strategies of talent management are implemented in a proper manner , the results will definitely have impact on employee retention where the acquired talents are made to stay within the organization and give their best . This is a study that integrates the effect of talent management strategies on employee retention.

Key Words: Talent Management , Retention , Strategy, Training, Supporting, Innovation.

Introduction:

Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organization to reach their goals. Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs.

Talent management is a useful term when it describes an organization's commitment to hire, manage, develop, and retain talent employees.

Employee retention is the act of retaining employee to work in organization on long term basis in every organization grooms new employees into skilled personal and wants to retain them for long time.

Employee retention

There is lot of struggle in finding talented makes and also to retain them. So there must be more emphasis on employee retention, as acquiring a new talent incurs a huge cost. talent management can be used as a tools to retain the employees.

Employee retention is define as an employers effort in creating an environment which is aimed to retain the talents and also to encourage the employees.

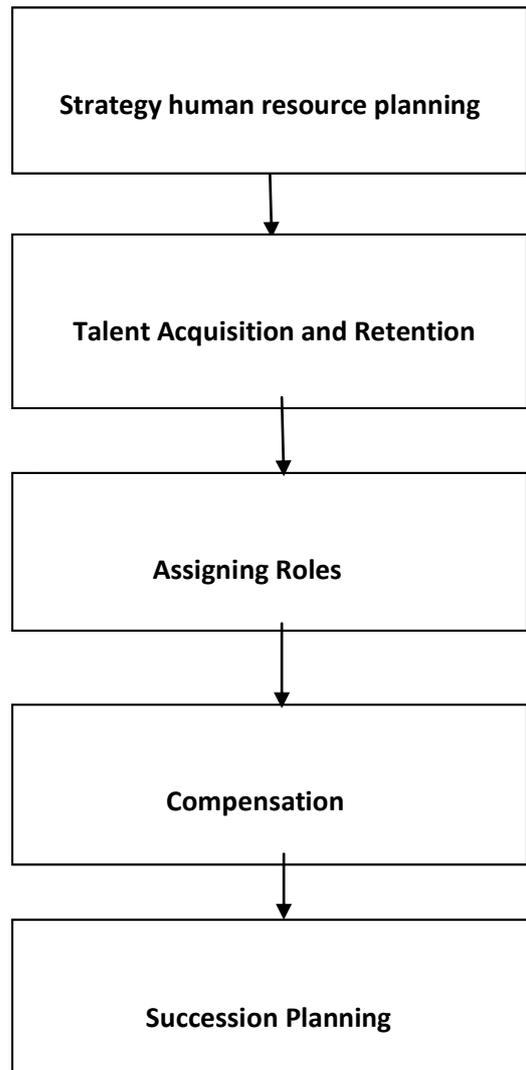
Talented and top performing employees must be kept engaged in the job which in also to an aspect of talent management as humans all employees crave for appreciation where their talent are recognized.

When the employees are recognized for the talents and job performance they feel as an integral part the organization. This will make the employees to perceive themselves as the owners of the organization and not employees.

They feel elated and motivated when they are acknowledge as top talents by their leader this makes the employees more comfortable and satisfied with their jobs and this makes them to stay in the organization for a long period of time.

Thus employee retention and talent management goes hand in hand establishing suitable talent management strategies will help the employers of the organization to achieve employee retention.

Step in talent management



Strategic Human Resource Planning

The very first step in the talent management is strategic human resource planning. This is where there is alignment between the goal of organization and the roles of the personnel in the organization. The roles and number of employees required should be predetermined in a definite manner. Every role should be clearly defined and the requirements for the roles should also be analyzed. It connects the HR management directly to the strategic plan of the organization. Another purpose of HR planning is also to cope up with the trends that affect the human resources and also to be flexible to changes.

Talent Acquisition and Retention

Acquiring a new talent for the organization is important but making them stay is even more important. Employee retention is the responsibility of talent management. Talent acquisition incurs cost to the organization but this turns out to be a bane when the right candidates are not hired. This again will be a cost to the company as the hired employee who is seemed to be unfit for the job should be terminates and a new employee should be filled in that place. The demand for talents is going to increase in the near future and so the HR professionals should be well versed in identifying the right talent.

Assigning Roles

Performance management includes the alignment of right person with the right jobs. It is the heart of human resource management. When the right talent is placed in a wrong job the talent of that particular person will go wasted which is actually a sin in the organization. The assigned employee must also be motivated by the managers to perform more effectively.

Compensation

Talented employees must be recognized and rewarded for their contribution to the success of the organization in the form of compensation. The compensation process of the organization has direct link with performance drivers and employee engagement. This compensation process should be highly reliable, standard and consistent. The compensation plan adopted in the organization should be practical and also cost effective. Compensation plays a vital role in employee retention too. Compensation should be backed with a proper compensation strategy and budget.

Succession Planning

Succession planning is a process by which the existing employees are scanned to take up the leadership role in the organization. This ensures that the business will continue to progress even when the people who hold the top positions either retire or resign their jobs. Thus the transition of power between personnel will be smooth and effective. Employees who have the required skill set, knowledge and experience should be selected to occupy the vacant key role position. Succession can be with the employees within the organization or outside the organization.

Talent management and talent retention

Human capital is all about people's talent, skills, and abilities. It is the ultimate responsibility of the organization to effectively control such talents of the organization as human resource is also as asset of the organization.

When an employee best talents on the organization. They could achieve two main achievements. One is that they acquire the best talents second is that their competitors won't be able to hire those best talents which they acquired. With reference to the business dimension, it is insisted that talent is not widespread and available as an employed would wish for. The number of individuals who possess such talents and effectually make a difference is very small. This has triggered the employers of the organization to pay more attention on recruiting and hiring such competent individuals. Attracting such individuals are also not so easy and the organization should adopt it. There is cut throat competition for talented people and in 1998 consulting firm McKinsey gave the term "way for talent" to this phenomenon

An organization can opt for the talent management which can either be inclusive or exclusive & when the strategy adopted by the organization is exclusive when the employers pay attention only to a limited no of people. It is inclusive when the overall workforce are concentrated. Talent Management in the organization is mainly done in two main phases First one is where the search for the talented people takes place. Second phase concentrate on developing and retaining the acquired talents. Talent management and employee retention are not mutually exclusive. These must be done simultaneously to drive growth. This results in employer value proposition and it is called as employer branding. Hence talent management and employee retention are known as the two sides of the same coin. Talent management for human resource professional's point of view is easy as it points to the benefits of a limited no of people who as aspire to do more with their talents while the employee management practices are directed towards the overall workforce of the organization & hence it is a tedious job. Merging these both would definitely be a toilsome task for human resource managers.

A company is only as good as the people it keeps. It is very difficult to retain entire workforce, there will be leaks and no organization will be able to retain its entire talent pool. Employees usually leave the organization when they are not satisfied with their current employment proposition (i.e.) the mixture of tangibles like pay & benefits and intangibles like work life balance, stress, trust etc. The organization to certain their best talents prioritize and rank the skills they desire to retain. This should be followed from top level to the line Management level.

Future of Talent Management

In this world of growing technology, trends and globalization. To cope up with this era the organization should come up with anticipated work force and cost effective strategies. The human resource professionals should also concentrate move on engaging the employees through talent management which can effectively retain their employees.

Literature Review

Tanton, S.N in his paper of "Talent management in the role of employee retention in the year 2007 as throwed light on lack of talent management that leads to employee retention. He focused on the three main themes to identify the causes of voluntary turn over employees. The three main concepts are decreased job statisfication, intent to leave the organization, Employee management and talent management. He suggested that the organization should give more importance to the factors that contribute to the three important teams of the study.

Implications of embededness by Anoop Narayanan have published that talent management leads to greater employee retention. She also describes the influence of talent management on the various dimensions of job embeddedness. Her suggestion provided the human

resource professionals to strive for Retention of Talents via talent management and also it help them to focus more on the initiatives that boost the dimensions of job embeddedness.

Hamid Reza Boustani & Ali Chilsaz-Isfahani examined the impact of talent management on Retention of employee through organizational trust among the professors of Isfahan University in Iran. It was a descriptive survey involving to eight employees who were selected randomly the results was the three concepts taken under the study (i.e.) Talent management, employee retention and Organizational trust. Role of talent management on employee retention in Kenya : A survey of state corporation in Kenya : Empirical review was published by ‘Alice Waithiegeni kibui, Hazel Gachuga, G.s. Namusonge’. They considered retaining employees as a major priority of the organization

Objectives Of Study:

- 1) Acquire the right talent
- 2) Identify various upcoming challenges of talent management and resolve it
- 3) Adopt new trends in talent management
- 4) Identify the ways to retain the best talent
- 5) Employee engagement
- 6) Reducing turnover of the employees
- 7) Knowledge retention
- 8) Workplace diversity

Limitation

Due to time constraint we were not able to collect any primary data for the research. The information we collected was only secondary data. No first hand data was collected to be move precise on research study was done using the information from journals, periodicals and books.

Findings of the study

The paper was all about retention of employees. Our paper depicted that when the talents of the organization are managed in a more organized and effective manner, it will definitely contribute to the retention of employees. Employee retention is the ultimate motive of any organization and they aim to achieve it by all possible means. One such way is talent management. When they are continuously motivated, recognized and appreciated for their talents, they will definitely try to stay in the organization for a longer period of time. This will also help them to be more productive and their degree of engagement towards job will also be high.

Conclusion

Thus choosing an appropriate strategy in talent management will help the employers of the organization to achieve a good rate of employee retention. By doing so, the investment made in the employees for their recruitment and training will give the expected return in the form of productivity .

Talent management will effectively make the employees to do more for the organization. They would realize their value a place in the organization when they are recognized for the job they do.

This will stimulate the employees to do more and more for the organization. talent management is not only motivating the employer but to give them interesting and challenging jobs so as to get the most of their talent and also to prevent the employees from getting bored and involve themselves more in to the job.

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IMPACT OF UNCONSCIOUS BIAS AND NEGATIVITY ON EMPLOYEE ENGAGEMENT

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ABSTRACT:

Employee Engagement is an emotional state of an employee where he/she is useful and able to be more passionate, energetic and committed towards work has been offered by him/her. This can also be defined as the alignment of an individual's personal goal and the goals of an organization. Employee engagement plays a pivotal role in the development of the organization. It is a potent way to transmute the organization and take it to the next level. It can also improve the organization's bottom line. There are many factors that exert influence on employee engagement. Some determinants like unconscious bias and negativity have adverse effects on the engaged employee. Unconscious bias is also called as implicit biases which are the prejudice one is unaware of in the organization. This can account to one's skin tone, age, weight, height, background and so on. Negativity in the workplace kills an employee's degree to which he/she has been engaged in the organization. People with negativity are not satisfied with their job as well as their lives. This paper is a conceptual study that exposes the impact of unconscious bias and negativity on employee engagement.

Keywords: Employee engagement, Unconscious bias, Negativity, Efficiency & Effectiveness

INTRODUCTION:

In the recent years, there has been an escalation of employee engagement. Employees have begun to understand the significance of employee engagement for organizational success as employers are considered to be indispensable for the contrivance of the life of the organization. Employee engagement benefits both the employees and the organization. Studies show that companies that concentrate more on employee engagement have engaged employees and those companies are vigorous, motivated and feel empowered to do the work as they wish. They are also confident about their success. Employee engagement is of crucial importance in an organization. Employees must be aware that their voice will be heard in the organization. An engaged employee is also capable of aligning his/her job to the mission and vision of the organization. The leaders and the managers of the organization must clearly communicate the mission and the vision of the organization to their employees.

ENABLERS OF EMPLOYEE ENGAGEMENT:

There are four types of enablers and they are:



STRATEGIC NARRATORS:

There must be a strong strategic narrative about the organization to the employees. This narration can be included the past, present and the future of the organization. The past depicts how things used to be, present depicts how things are own and the future depicts where we are headed. When this is clearly communicated to the employees they build their trust on the organization and they aim in reacting new goals. Such type of narrative should also reflect sound organization’s culture and the ways of working.

LEADERSHIP:

Leadership accounts to the engaging managers of the organization. A recent study revealed that 84% of employees attitude is driven by their immediate managers. Engaging managers are those who expedite and empower the employees rather than controlling them, as we humans never wish to be controlled. They also treat their employees as individual with justness, respect and also have concern for their well-being. Engaging managers should also be able to sum up individuals, professionals and organizational values. As a result an environment of trust will emerge among the employees.

EMPLOYEES VOICE:

The view of the employees are listened and will be taken into account for this, the employee should be encouraged to do a strong sense of listening and responsiveness will enable effective communication in an organization. Both the individual and collective voice of the organization are given importance. This voice can be used to take necessary actions that will emend the working environment. When the employee’s voice are taken seriously their involvement towards the job will improve and they will be more concerned about the information they give.

VIRTUE:

The last enabler of employee engagement is virtue, which depicts that the organization lives according to its value. That is what is said is done. This is the result in trust and a sense of integrity. Any gap between the values and action of the organization in reality will lead to distrust and

disengagement. This integrity should be upheld by everyone unanimously from the board members to frontline staff which enables it to be truly effective.

UNCONSCIOUS BIAS:

Unconscious bias accounts to inequality that prevails in the organization. They are the assumptions about a certain group of people that individual create unconsciously, it happens outside our control it triggered our brain and enable us to be judgmental. Unconscious bias is more common than we know and it is also more tedious to free workplace of. This is more predominant than conscious prejudice. Unconscious bias exists in various aspects of the organization like.

HIRING AND PROMOTION:

Hiring a diverse workforce is necessary to be competitive. However unconscious bias plays a role here that keeps the professionals from being equal is hiring. It is important for the employers to maintain policies that support equality. When an employee is considered for promotion, the external factors of the employee should not be counted.

FEEDBACK:

Unconscious bias also comes in feedback generally in most of the happenings of the organization, feedback from the employees are welcomed. Here when in the case of unconscious bias feedback from only a particular set can be addressed. Eg: gender feedback from only a particular gender group will be taken for consideration in a general issue are welcomed. Here wherein the case of unconscious bias feedback from only a particular set can be addressed. Since the Google has taken steps to increase diversity in its workplace. Another research conducted by Jaluch revealed the degree to which we are unconsciously biased. The result were 67% of the British public feels uncomfortable talking to gay, lesbian and disabled person. 80% of employers admit to take decision based on relational accent, such as the prevalence of unconscious bias in workplace.

UNCONCIOUS BIAS AND EMPLOYEE ENGAGEMENT:

As we grow we take inputs from our parents, teachers, friends media and so on about people who took like us and people who are discrepant. This has implanted the seeds of unconscious bias in our minds without the knowledge, and this makes our mind to judge others instantly. Professor Rosabeth Moss Kanter was the first researcher to study gender inequality in the organization which is also a part of unconscious bias. It is obvious from researches that the group or individuals who are underrepresented show lower levels of engagement. When an employee is not engaged there will be hindrance to his/her career progression as well as for the organization to pursue their objectives. When the employers give concentration and recognize only a certain group of people, the rest will be disheartened and they will hesitate to show interest in their job.

Having disengaged employee is definitely a cost to the organization as they are paid remuneration, but they don't work to the fullest.

ADDRESSING UNCONSCIOUS BIAS AND PROMMOTE INCLUSIVE MANAGEMENT:

The Top level management should understand that unconscious bias is not healthy to their organization and there they must be determined to drive the imminent changes. the diverse of inclusivity should be identified and concentrated more. The workforce should understand that the

organization would be more successful when they are more engaged. Training program to create awareness of unconscious bias and the needed behavior to engage inclusively should be developed. Training alone will not suffice to drive the requisite cultural shift. It should be fulfilled by the leadership in the organization.

NEGATIVITY IN ORGANISATION:

Negativity is more like a disease of the organization comes with ease. Some people exhibit negativity by nature, they seem to grumble even under ideal working environment. Positive thinking needs some effort whereas negative thinking comes with ease. So, Negativity in more prevalent workplace negativity have a tragic effect on the organisations effectiveness.

Some of the impacts are

- Wastage of time.
- Decreased productivity
- Clogged creativity and innovation.
- Lower moral
- Loss of good employee.
- Decreased profitability.

IMPACT OF NEGATIVITY OF EMPLOYEE ENGAGEMENT:

Negativity is depicted by the sentences “ Half full or half empty”. Negativity not only kills employee engagement but it also has the ability to tear the culture of the organization. Companies can improve only when they listen to people and correct their mistake which in the form of feedback that can be either constructive or chronic negativity. Negativity hurts overall business and also has a no cause effort on employees too, who becomes less engaged.

They become less cooperative and less productive. They may even exhibit devious behavior as being verbally abusive. Studies by queens school of business depicts that disengaged workers have 37% absenteeism, 40% move accidents and 60% accounts to defect and errors. Organization with low employee engagement scores even face lower job growth employee negativity and employee disengagement takes a toll on customers, especially when those employees are in the customer service sector.

Eliminating negativity in the organization can't be done overnight. It takes months and years together to expunge negativity from the organization. Positivity feeds employee engagement.

OBJECTIVES:

- To study the effects of unconscious bias on employee engagement.
- To study the contribution of enablers of employee engagement in the productivity.
- To ascertain the impact of negativity on employee engagement.
- To show the importance of employee's position in the organization.
- To enhance the employees growth as well as organizations.
- To eliminate the negativity and unconscious bias of employee's on the workplace.
- To eliminate the diversified behavior between the employees within the organization.
- To give employee a friendly and stress free environment within the organization.

LITERATURE REVIEW:

Thought and action group led by Ian Dodds found out the ways an organization can be build an inclusive culture that engage the workforce into the job effectively inspite of their diversity.

Mr. Vishal Gupta and Mr. Sushil Kumar, In the year 2012 published a paper on performance appraisal and justice on employee engagementand they stated that performance appraisal is one of the important aspects of human resource management and they also studied the relationship between performance appraisal fairness and the way effects employee engagement.

RamyaVarlagadda and joedromey in their paper diverse voices has told about the engaging employees in an increasingly diverse workforce. They exclaimed that importance of employee are known by employee. So, they demand it from organization. They published the data given by Gallupwhich said 24% of employees are dis engaged, 13% of employees are engaged and 63% are not engaged. They tried to identify the factor thatsupport diverse workforce and increase employee engagement. They were considered as two sides of the same diversity in workforce should be well understood by both employees and employee to get the best out of it.

Ms. J.Anitha, in 2014 published a paper on determinants of employee engagement and their impact on employee performance and she exhibit that this paper is to identify determinant and their predictability of employee’s performance in work place.

Mrs. V. Rama Devi presented a paper on Employee engagement in 2009, and she states that the importance of creating a rich culture inside the organization where it would help the employees to exhibit their talents and its considered as the crucial element of organization’s ability to improve profitability, acquisition growth, innovation.

Binna kandola in his paper have suggested the ways to eliminate bias in the organization. Diversity has gained more importance in the last few decades. There is diversity everywhere. Along with the diversity, the desire to treat people (i.e.) employees come along. Organization do have strategies to work with diversities. He had an exclusive review of the literature. He had an exclusive review of literature to attain different respective on the topic. The book had the prejudice that exists in the organization and also he found that it is possible to eliminate such effects. He gave practical guidance to the organization to eliminate the ill effects of bias.

RESEARCH FINDINGS:

It is the effect of unconscious bias and negativity on employee engagement when an employee of the organizations confronts unconscious bias on negativity, he will be failed by endowing, his/her hundred percentage to the organization, he/she will an employee who is put through the unconscious bias will have a perception that no matter whatever efforts he/she puts, he/she is not going to be recognized for his efforts so he/she will think that why should I waste my energy in something which I am not recognized such thought will detoriate the growth of the organization and they feel like their efforts go useless and stop doing so. This makes them feel unhappy and less involved in their job they become reckless lack initiative and remain lethargic even when opportunity are given to them this will definitely take a toll on both the employee and organization’s growth. They will also badmouth the organizations’ which will affect the goodwill of the company. A company in order to survive in the market where there is an cut through competition should satisfy the internal customer and later the external customer.

LIMITATIONS

Limitation of our study is that due to time constraint we were not able to visit the organization in person and take the survey. And our paper is not an empirical study but a conceptual paper

CONCLUSION

Thus both unconscious bias and negativity have the adverse effects on employee engagement. In a recipe called employee engagement, unconscious bias and negativity both will be a disaster causing ingredient. Any organization where unconscious bias and negativity takes an upper hand will face disastrous effects on organization. Employees are the major factors that contribute to the success of the organization and when they are not dealt properly, the consequence will be worse. Happy employees would lead to happy customers. So such employees with such importance should be made to feel satisfied with their job. This is the responsibility of the management and they are bound to do so. Any employee who confronts unconscious bias or negativity will lose interest in their jobs and they take toll on the organization's productivity. These consequences can be made clear only by addressing unconscious bias and negativity properly.

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DIGITAL GAME BASED LEARNING: A CASE OF ARCHITECTURAL EDUCATION

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Abstract

In today's era, the world is full of digital technology where every human entity revolves around the automation of life. The end of any technology is a beginning of a new technology therefore the change is constant in nature. This new generation of students is growing up under continuous influence of digital technology and it affects human life in all strands whether it is interpersonal communication, their social life, learning environments and even the teaching and learning processes. Due to fleeting advancements in technology there is a need of reworking in the field of education as well. Therefore, employment of digital games is one of the novel techniques which is the integration of gaming into Architecture Education.

This study introduces some keywords such as games, games-based learning, digital games-based learning and gamification and digital gaming in Architecture Education as a new learning and teaching method. The research has originated out of deficit of studies and awareness among people particularly in Architecture Education field.

The paper will talk about the theoretical background and evolution of game-based learning and further investigating current digital games in alliance with Architectural Education. The study will be an essential and significant tool in finding out the divergent learning outcomes among Architecture students. This study is a tool for knowing the present scenario of digital game-based learning among students of Architecture.

The research will also be an emphasis on limitations and criticism of using this genre of technology with recommendations regarding the utilization of digital games in the field of Architecture.

Keywords: Architecture education, Game Based Learning, Gamification, Digital Gaming.

1. Introduction

Time is a constant change and with time, changes happen in all fields of life. If we went back in time around 100 years ago, it would be found that the central education systems hadn't changed where teacher is the main source of information and responsible for the transfer of knowledge to pupils. If we talk about today's scenario, the world has changed where a teacher's role is of a facilitator who helps a student to open new doors of perception and knowledge. The new generation of students is growing up under heavy influence of digital usage, where digital technology affects all human aspects such as communication, social and media life which further affects the teaching-learning process. It's a fast and swift technology impacting various domains of life and also opening up new horizons of knowledge systems.

In concern with the areas of architecture education, design studio is considered to be cornerstone of the architecture education system. The architectural design studio has its origin in two important models of education which are Ecole Des Beaux Arts and other one being 'Bauhaus'. The first design studio origin comes from the 'ateliers' model at Ecole Des Beaux Arts, which emphasized on art as an

approach to studying architecture and this approach became a core of most architecture schools. The second was the workshop model in Bauhaus, which was established by Walter Gropius, this model emphasized practice and fabrication issues more than the art approach (Broadfoot& Bennett, 2003).

The architectural design studio has sat between art and practice for a long duration, but today digital media plays an important role in changing the way in which we design and the way in which we learn how to design (Reffat, 2002). Design and design thinking has changed from the influence of digital world. It has led to establishing new approaches in design education, such as the computer aided technology, paperless studio, the virtual learning environment and so on. One of these novel techniques is the amalgamation of digital gaming into architectural education.

There have been some major digital technology trends such as mobile devices and apps, tablets and computers, game-based learning, personal learning environments, augmented reality and virtual reality. Digital games allow users to simulate the real environment with all user experiences; this provides a chance for the learner or user to discover new concepts and ideas that could be difficult to practice in many fields. This has been tested in diverse fields such as military, medical, business and physical training, using different types of game-based learning such as role-play, simulation and digital games; these tools give learners new possibilities such as the ability to imagine a real situation and recognize the feedback from the reaction base in this given virtual situation (Oo& Lim, 2016).

2. Terminologies

There are some terms in the sphere of digital gaming that needs to be understood. These terms include:

Games:It can be termed as both physical games and digital games. It is a form of competitive activity and digital interactions that are fun and rewarding. These applications keep us highly occupied in practicing behaviors and thought processes in a simulated environment.

Game-based learning: When we add elements of game theory, or game play, into our learning, and the game becomes challenging with an aim to accomplish a specified set of short term or long term goals. Elements include rules, challenge, goals and a time factor.

Digital game-based learning: A branch of digital games and education that deals with applications to reach the given learning outcomes?. Using a digital platform of learning, where students discover relevant aspects of their education field using an interactive game.

Gamification: It defines the application of all the design elements and principles necessary in a gaming environment when it is applied to a non-context format – a context not meant for fun or games. Elements include points, badges, levels, challenges and leader boards.

3. Game-based learning

A brief introduction to the evolution of games, starting from board games to present day scenario of virtual learning environments with the help of digital tools.

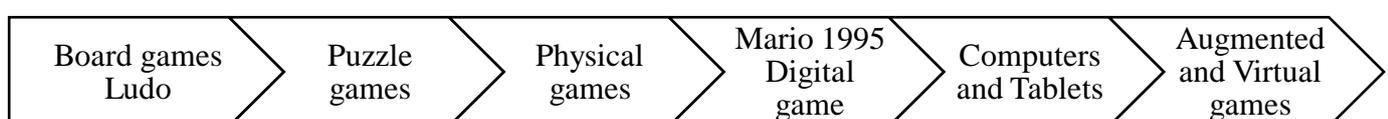


Figure 8 Timeline of games
Reference: Author

There is a consistent change in the nature of games from time to time due to advancements in technologies. As rightly said the end of any technology is a beginning of a new technology.

Conventional mediums of disseminating education are being replaced with high technology tools and virtual worlds to educate students on an interactive platform. This shift has been at a sturdy pace. Games have contributed majorly towards the collaborative experience of the learner. Games have proved to be more fetching and interactive to the core.

Game-based learning (GBL) takes the benefits of games, as an interesting, interactive, attractive and non-boring activity to encourage the learning process through a virtual environment and therefore is also called digital game-based learning. Game-based learning is also about ‘understanding users and creating value for them by providing a memorable journey in the game environment. It provides students a safe place to learn from their failures.’ (Game-based-learning-Whitepaper, 2015).

4. Digital game-based learning

A digital game is an interactive strategy for players, meant to provide entertainment at the least, and quite possibly more. On the similar lines of 'traditional 'game systems, with rules, player representation, and environment managed through electronic means. Games have been defined and redefined many times over the years, and there seems to be no end to this continuous process.

There are many aspects that make games attractive and a non-stop activity for most of the new generation, according to Thomas Malone (1984). In his paper, entitled ‘Heuristics for Designing Enjoyable User Interfaces: Lessons from Computer Games’, he defines three categories that determine successful game experiences: challenge, fantasy and curiosity (Malone, 1984).

- **Challenge:** This should have a clear goal related to the necessary learning process when designing the education game, in addition to uncertain outcomes by providing different levels of difficulties, feedback on repeated action and random approaches related to the activity of the learner.
- **Fantasy:** This could be considered the most significant aspect when designing a game, relating it to the user interfaces to make it attractive and interesting, resulting in a relationship between mental images and physical objects and increasing the imagination of the user through two main factors, as follows:
 - Emotions: The power of imagination inside the digital game design gets its attractiveness from the emotional needs of the users based on the game situation, which differs from one user to another.
 - Metaphors: Linking the mental image of objects or events in the game design with familiar aspects of the real environment can help to make the game easy to learn and use.
- **Curiosity:** Building an attractive educational game can attract the user’s interest in playing and learning. This can happen from the first step of writing the game story, with all its levels of complexity, surprise and unexpected reactions. In addition to evoking sensory curiosity, the use of audio and visual effects can decorate the virtual environment, increase the imagination of the user or serve as a representation technique (Malone, 1984).

Principles of digital game-based learning include:

1. Setting goals and objectives: a set target to achieve and some objectives to follow. The learner or user is doing his best to achieve the desired goal.
2. Being engaged: the continuous involvement from beginning to end of the game.
3. Making strategy and planning: formation of stratagem and making plans according to last move.

4. Leadership: control and management enhancement and leadership qualities.
5. Taking decisions: captivating the correct and appropriate judgments.
6. Achievement of goals: attainment and accomplishment of desired goals. A stage of self-satisfaction of the user.

Characteristics of digital game-based learning include:

1. Relatively easy to understand: interesting, attractive, interactive, exciting, and fascinating.
 2. Principles and situations: caters some logic and ideologies behind every condition and circumstance.
 3. Enhancement of abilities: This includes reflexes, intellectual abilities, problem solving, task making and social abilities.
 4. Structure: includes role playing, simulation games, and story telling
 5. Mechanisms: includes points, rewards, badges and leader boards.
 6. Outcome and feedback: the desired result and product with a response to it.
- ‘The more enjoyable these virtual environments are, the more likely users will learn and be interested in learning.’ (Champion, 2015).

Marc Prensky agrees that ‘digital games are potentially the most engaging pastime in the history of mankind’. These benefits from games are due to a combination of 12 elements, as indicated in Table 1:

Table 10 A summary of games benefits and their outcomes. Reference: (Prensky, 2001)

GAME	GIVE USER
a form of fun	enjoyment
a form of play	involvement
have rules	motivation
have goals	learning
are interactive	adrenaline
have outcomes and feedback	creativity
have challenge	emotion
have problem solving	social groups
have a story	flow

Learning Outcomes and Possible Game Styles: On the basis of content of the game learning outcomes has been put in a table 2:

Table 2 Learning Outcomes and Possible Game Styles Reference: Digital Game-Based Learning by Marc Prensky (McGraw-Hill, 2001)

S.No	Content of the Game	Learning Outcomes	Possible Gaming Styles
1	Facts	Questions Memorization	Game show competitions flashcard type games mnemonics, actions and sports games
2	Skills	Imitation Feedback Coaching Continuous practice Increasing Challenge	Persistent state gamers Role-play games Adventure games Detective games
3	Judgment	Reviewing cases Asking questions Making choices (practice) Feedback	Role-play games Detective games Multiplayer interaction Adventure games Strategy games
4	Behaviors	Feedback Coaching Practice	Role-playing games
5	Theories	Logic Experimenting Questioning	Open ended simulation games Building games Constructing games Reality testing games
6	Reasoning	Problems Examples	Puzzles
7	Process	System analysis and deconstruction Practice	Strategy games Adventure games
8	Procedures	Imitation Practice	Timed games Reflex games
9	Creativity	Play	Puzzles Invention games
10	Language	Imitation Continuous practice	Role-playing games Reflex games Flashcard games

According to the cone of experience by Edgar Dale (Dale, 1969), shown in figure 2, the ‘teach others’ approach produces 90 % retention in terms of what learners remember after a period of time. Game-based learning tops this by 5% because it focuses on the application of knowledge in an experiential setting’ (kipp-Report, 2012). If we analyze the learning design approaches and their relationship to retention of learning, the graph of what people remember will be more when we do something such as hands on learning or by practical means. Some examples include simulations and games.

Educational games that offer total-learning environments can include games that introduce students to a specific foreign language; the games teach students basic vocabulary and grammar, allow students to move at their own pace, offer electronic conversation partners, and include tests, re-

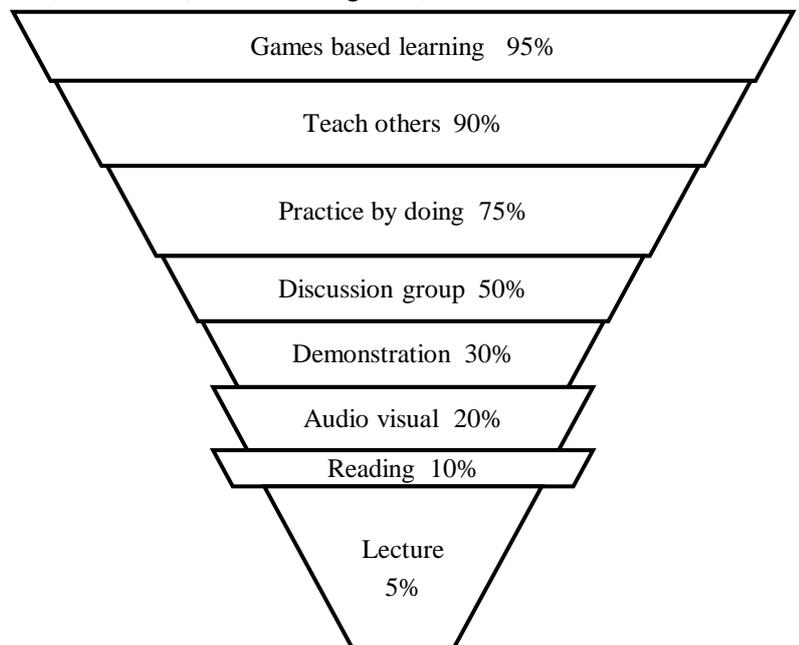


Figure 9 Game-based learning’s rank in the learning pyramid
Reference: (kippreport, 2012)

tests, and feedback. Therefore, playing is considered the main and most important approach to learning and discovering things (Prensky, 2001).

In present times, digital gaming has been used in many architectural schools around the world, aiming to gain the benefits in developing the design skills and the acquired knowledge from the theoretical lectures (Taşçi, 2016).

Using digital games in education gives students the skills of learning- by- doing and practical experience through the simulation of the real world (Oo& Lim, 2016).

5. Digital Games in Architecture Education

The nature of architecture education is diverse and multidisciplinary as it is derived from various other fields such as arts, engineering and technology.

Digital games may be best integrated into architecture education through designing and creating games from Architecture perspectives and if we add educational perspective with digital gaming, it must address the behavior and issues of players (students), individual differences (no two individual are same) and can assess their needs.

There are some theoretical frameworks for using digital games in architecture education. The common ground for architecture education and digital game-based learning is that they are both fed from the constructivist learning theory and active learning processes. This similarity lays the foundation for the use of digital games in architecture education.

Constructivist approach in architecture education confronts us as the construction of knowledge in a self-oriented process which starts with the resolution of a certain design problem via trial and error method. In this process, the student makes use of numerous methods such as modeling and drawing, to make distinctive inferences. The manifestation of the constructivist approach in digital game-based approach is similar in fashion. The individual starts with exploring the game, and after some mistakes, later tries to successful by developing strategies to not to repeat these mistakes. As a result, the individual constructs reinterprets and make sense of the knowledge in the game process by playing the game, and he or she puts the new information on top of the previous ones.

Table 3 Table Relation between Architecture Education and Game-Based Education. Reference: BurcuGülayTaşçi: Theoretical Framework for Using Digital Games in Architecture Education

Theories	Conventional Education	Architecture	Digital Game Based Education
Constructivist Learning	Modelling, drawing, learning by doing in the process		Constructing knowledge in the process by playing
Active Learning	Learning by active participation in studio studies		Learning as a player not as an audience
Problem Based Learning	Learning by solving a design problem related to a given context and function		Learning by solving the problem encountered in the game scenario
Cognitive Development Theory	Learning by gaining new experiences during education process, and generating 2d-3d mental schemas		Learning by experiencing in different game environments

To summarize all these inputs, it can be said that architecture education and digital game-based learning intersect theoretically in many aspects is shown in Table 3.

The integration of architecture education and game-based learning should be seen from architects’ perspective but at the same time it is necessary to evaluate the existing games for their effectiveness.

According to a study by Taşçi (2016) it can be seen that, through the field of the digital games industry, no single classification is followed. In spite of this, there are some classifications relating to the quality and content of games, the user age and how to play. One of these classifications divides games based on their structure and subject, as the follows: simulation, role-playing, strategy, action and adventure games.

This study analyses a number of current digital games and their relevance to the different areas of architectural education, as indicated in Table 4, aiming to understand the integration between digital games and architectural education in relation to sub-disciplines and courses. As examples, historical strategy games can be used in learning the history of architecture, and simulation games can be used in learning various design skills (Taşçi, 2016).

Table 4 A summary of the integration between digital games examples and architectural education in relation to sub-disciplines and courses. Ref. (Taşçi, 2016) modified by author

Game classification	Current digital Games	Game based learning related to architecture sub-disciplines and courses							
		Learning history and culture aspects	Learning environmental aspects	collaborative work	Design education				
					Architectural design	Urban design	Interior design	Landscape	Architectural Drawing
Strategy	Age of Empires								
	Civilization								
Simulation	Electro City								
	Plan it Green								
	Second Life								
	SimCity								
	Sims								
	RCT 3								
	Time Walk								
	Iceubo								
	Section Man								

There are number of architecture games present which might be useful for architects and architecture students. The table shows some examples of digital games and their possible usage in architecture disciplines and courses.

The digital games provide learning outcomes for students. Typologies of digital games based on the types of learning outcomes that they can produce. Dondi and Moretti(2007) present such a typology according to which:

1. Quiz and puzzle games that include drill-and-practice activities can facilitate the acquisition of factual knowledge.
2. Sport games and action games can provide meaningful environments for the application of already-known concepts and rules.
3. Strategy, adventure, role-playing, and simulation games are considered as appropriate for the development of problem-solving and decision-making skills.
4. Strategy, role-playing, and simulation games can also engage their users in social interactions and facilitate the development of ethical values.

6. Survey Conducted

The survey was conducted among 50 students of architecture at bachelor’s level. The objectives of the survey were to find out the present scenario of digital game-based learning among architecture students, whether they are aware of this technology or not. And if they are aware then what are the possible reasons why students opt for digital gaming.

Table 11 Responses of Survey held from Bachelors of Architecture students on Digital game based learning in Architecture Education. (50 samples). Reference: Author

1	Have you ever come across the term ‘Digital Game Based Learning’?
YES	82 %
NO	18 %
2	Do you know about digital game based learning in Architectural Education?
YES	48 %
NO	52 %
3	Do you think this new technology will be helpful in Architectural Education?
YES	76%
NO	24 %

The survey result shows that the majority of the students i.e. 82% are aware of digital gaming. But if we relate it with architecture education the percentage drops to 48% are only aware of digital gaming in architecture.

The possible reasons why students opt for digital gaming are possible alternative learning tool for understanding architecture discipline. Every user friendly and a sense of competitiveness. When you fail, you give it another try. The result shows that it will take time for students to totally adapt and implement the usage of digital games and enhance their learning environment and to have a positive outcome.

7. Pros and Cons

Following are the Pros of the Gamified Classroom:

1. Increases Student Engagement
2. Creates Enthusiasm
3. Technological literacy
4. Multitasking mentality
5. Makes Social Connections

6. Provides Instant Feedback
7. Individualized instruction
8. Long-range planning

Following are the Cons of the Gamified Classroom:

1. Decreases Student Attention Span
2. Cost
3. Shortened attention span
4. Social isolation
5. Distraction from other objectives

Limitations of digital game-based learning:

The games may be more distracting and diverting than a typical learning tool and that the goals of the games do not necessarily always align with the learning goals of the classroom.

Teachers and academicians must determine whether the content of the game is appropriate for specific age groups and whether the games are suitable for the standards-based accountability movement.

8. Recommendations

Technology is prevailing in today's society so by introducing games in the classroom it will help the students to move one step forward.

Digital games need to be introduced in the classrooms because it lets children from all different learning abilities learn from a different point of view. Games provide all students the learning skills such as strategy and problem- solving they will need to use throughout their adult lives.

These types of games will not replace books or teaching methods, but instead give a different approach to learning and how students are taught.

The time they spend on digital game for entertainment if somehow can relate also to the learning style from different game styles, which can improve and help in overall development.

Gradually include digital games in textbooks, the curriculum, and assessment and in teaching and learning process.

The goal of the games should be aligned with the learning goals of the learner.

Increase opportunities to bring together the people from diverse field under one roof such as researchers, games developers, industry, academicians and learners.

9. Conclusions

Today's students have high levels of technology skills and are more digitally smart therefore digital games provide new tools for students with high efficiency and effectiveness which can help them in learning based on their own interests.

Digital game-based learning environments are evolving rapidly to make a huge difference' in education because they are closer to simulating real-world experiences, and towards a new model of learning through meaningful activity in virtual worlds, to create personalized learning and intelligent tutoring environments.

Using 3D game mechanism in architectural design education as a real-time walkthrough enables students to gain the experience of real dealing through virtual design.

For their potential future impact, virtual worlds have been used by many of architecture and design schools for education and practice all over the world.

Impact of the digital games vary in terms of different levels focused on different learning aspects

Digital games are usually powerful learning tools as they are active, and able to do problem-based solving through different type of puzzles and techniques

Digital games have the option of self-assessment, and social learning environments, which allow learning from different perspectives.

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**A REVIEW OF CHALLENGES FOR THE ADOPTION OF E-COMMERCE
BUSINESS IN DEVELOPING COUNTRIES WITH SPECIAL REFERENCE TO
INDIA**

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Abstract

India is the largest and fastest developing economic system in the world. It also has the world's largest population of skilled youth fraternity as well as the growing technologies for giving the rise to the advance innovative future of industries (UN report, 2014). In India, most of the businesses have the direct influence on the growth of Indian economy. If these businesses adopt the latest advance technologies, their growth rate may be increased. The latest and popular technological platform, which is being used by the organizations, is known as the E-commerce (or E-business). E-commerce is the way to do the buying and selling of goods through online medium and to satisfy the customer by adding the value to the products or services. Even E-Commerce provides the benefits to the organizations for their smooth business process, but organizations also face the challenges as, i.e., growing economy, change in technology, offline retailers, reach of the internet, lack of knowledge, poor courier services and transportation facilities. These factors influence the growth of E-commerce business in India and this has become the biggest challenge for the industries including the established brands in E-commerce industry, i.e., Amazon, Flipkart, Myntra, snapdeal etc. It has been difficult to target those customers who are influenced by the above factors and are not planning to purchase the products through online. This research paper highlights the issues related to the challenges to the adoption of E-Commerce business. It also aims to propose the solutions for said issues which may be employed for the growth of E-Commerce Industry.

Keywords: E-commerce, Customer Satisfaction, Growth, Challenges, Technology.

Introduction

E-commerce, in its initial form of commercial transactions, came about in the late 1970s. At this point, businesses began to send commercial documentation electronically to other businesses. The general public was introduced to the Internet in 1994, but it took an additional four years to create the security protocols necessary for a ready Internet connection. By 2000, businesses in America and Western Europe were presenting their goods and services online. This is when e-commerce became online buying and selling, and e-business was born. Amazon and eBay were two of the first e-businesses to allow electronic transactions.

Business transactions that involve the exchange of money are covered by the term e-commerce. E-business includes all aspects of running a business that sells goods and services, including marketing, earning and retaining customers, procurement, developing business partners and customer education. In order to be successful, e-commerce and e-businesses must have quality storefronts that are simple

to navigate and peruse, with accurate and thorough catalog information. E-business became an extension of e-commerce to encompass all aspects of businesses that function online. E-business involves e-commerce, but e-commerce does not cover all aspects of e-business.

Although the terms e-commerce and e-business are often used interchangeably, there are differences. E-commerce is the buying and selling of goods and services on the Internet or other computer network. Any brick and mortar store can become an e-commerce business by adding a virtual storefront with an online catalog. In most cases, e-business refers exclusively to Internet businesses, but it may also refer to any business that uses Internet technology to improve productivity and profitability.

Source - <http://smallbusiness.chron.com/definition-ecommerce-e-business-2255.html>

E-Commerce business have lots of opportunities to the companies who are connected with the Internet or the people who have the offline retail stores with the electronic connection with it. Now at the same time some developing countries are facing some problem with the adoption of E-commerce business in their countries and here we are talking about the India who is in the top most developing countries in the world. India has the huge opportunities for the E-commerce business but having the lots of Challenges for its adoption in the whole countries due to the several factors which are having the direct and indirect impact on the E-commerce business in India, which we will talk about in the further discussion.

The main concept of E-commerce is **“Commercial Transactions conducted electronically on Internet”**

Features of E-Commerce

1. Ubiquity - The traditional business market is a physical place, access to treatment by means of document circulation. For example, clothes and shoes are usually directed to encourage customers to go somewhere to buy. E-commerce is ubiquitous meaning that it can be everywhere. E-commerce is the world's reduce cognitive energy required to complete the task.
2. Global Reach - E-commerce allows business transactions on the cross country bound can be more convenient and more effective as compared with the traditional commerce. On the e-commerce businesses potential market scale is roughly equivalent to the network the size of the world's population.
3. Universal Standards - E-commerce technologies are an unusual feature, is the technical standard of the Internet, so to carry out the technical standard of e-commerce is shared by all countries around the world standard. Standard can greatly affect the market entry cost and considering the cost of the goods on the market. The standard can make technology business existing become more easily, which can reduce the cost, technique of indirect costs in addition can set the electronic commerce website 10\$ / month.
4. Richness - Advertising and branding are an important part of commerce. E-commerce can deliver video, audio, animation, billboards, signs and etc. However, it's about as rich as television technology.
5. Interactivity - Twentieth Century electronic commerce business technology is called interactive, so they allow for two-way communication between businesses and consumers.
6. Information Density - The density of information the Internet has greatly improved, as long as the total amount and all markets, consumers and businesses quality information. The

electronic commerce technology, reduce the information collection, storage, communication and processing cost. At the same time, accuracy and timeliness of the information technology increases greatly, information is more useful, more important than ever.

7. Personalization - E-commerce technology allows for personalization. Business can be adjusted for a name, a person's interests and past purchase message objects and marketing message to a specific individual. The technology also allows for custom. Merchants can change the product or service based on user preferences, or previous behavior.

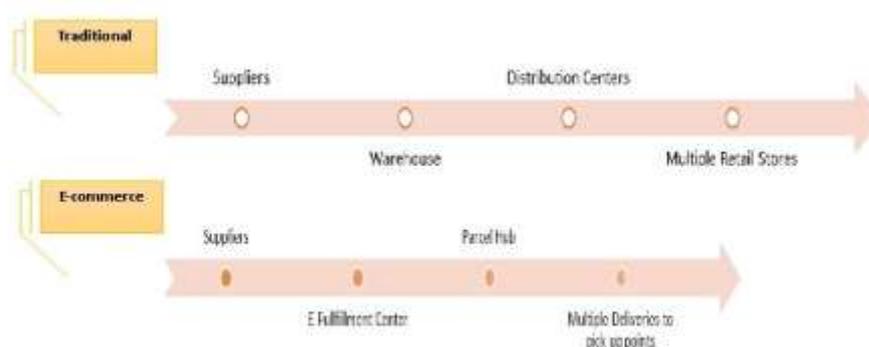
Source - <https://www.ukessays.com/essays/information-technology/the-seven-unique-features-of-e-commerce-essay.php>

The seven unique features have its own function but also have disadvantages in this website. The seven unique features most in this website is no problem, but the information density has some disadvantages and it's one of the seven unique features. Information density is the function of information to the Internet and the web site can be the total amount and all markets, consumers and enterprise quality information. At the same time, accuracy and timeliness of the consumers can know this website information. But the website in this regard is poor because of its language in this website is insufficient and even only a language so easily lead to consumers in the shopping website will be very troublesome, even if consumers do not understand the language may be to give up on this website shopping and even lead to this site is less and less people browse or buy. For example, in this web site to buy clothes but the browsing process found that consumers choose clothes are not enough data to the customer cannot be assured to buy, so in this aspect of the problem should be properly modified and solve this problem. For example, should first website have a variety of linguistic choices can make different national consumers easily understand this website information easy to buy the goods. Then on the items, such as this site is selling the clothes should be more detailed write the item price, style, color and size, so that the customer feels easier to buy. In addition, whenever new styles of clothing in the website promotion to the customer know.

Source - <https://www.ukessays.com/essays/information-technology/the-seven-unique-features-of-e-commerce-essay.php>

These features of E-commerce will help to know more about E-commerce that what opportunities it has and at the same time it will help to know about that gap which will give the right path to know about the Challenges in E-commerce for its adoption in the developing countries.

Traditional Retail Model and E-Commerce Model



Source - <https://www.google.co.in/search?q=Traditional+retail+model&tbm=isch&tbo=u&source=univ&sa=X&ved=0ahUKEwiW5dOrhfnZAhUC148KHZUHCE8QsAQIJw&biw=1366&bih=662>

Current Status of E-Commerce in India

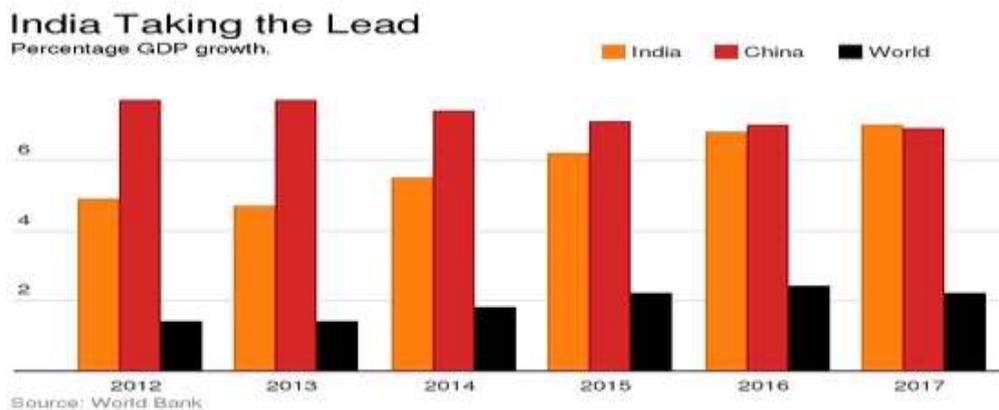
Indian E-commerce is at an all-time boom and is growing exponentially each year. It is expected to grow 5 to 6 times in the coming three to five years.

A latest report suggests that larger disposable incomes and the convenience provided by online shopping are the two main factors working for E-commerce in India. E-commerce has also brought about a silent social revolution of sorts and Indians are seeing a boom in e-commerce entrepreneurship.

This has been facilitated by emergence of some really good e-commerce platforms that offer comprehensive one-stop e-commerce solutions. Launching an e-commerce site using such an advanced platform hardly takes a few hours and along with pre-integrated payment gateway and logistics solutions. Using a mobile-ready e-commerce platform has also enabled the entrepreneurs to take advantage of Omni-channel sales.

The most trending items in e-commerce verticals are lifestyle products, although we witness a niche being created ever so often. E-commerce has arrived in India and is here to stay.

Source - <https://www.quora.com/What-is-the-present-scenario-of-E-commerce-in-India>



Source - <https://www.quora.com/What-is-the-present-scenario-of-E-commerce-in-India>

The growing e-commerce industry can have a positive spillover effect on associated industries such as logistics, online advertising, media and IT/ITES. Currently e-commerce accounts for 15-20 percent of the total DIPP – Discussion Paper on E-Commerce – 2013-14 revenues for some of the big logistics companies. The revenue for logistics industry from inventory-based consumer e-commerce alone may grow by 70 times to USD 2.6 Billion (INR 14,300 crores) by 2020. Currently, the inventory-based consumer e-commerce model alone provides direct employment to approximately 40,000 people and is estimated to create 1 million direct and another 0.5 million indirect jobs by 2020. Low entry barriers have attracted many young and enterprising individuals to try their hand at entrepreneurship. A significant 63% of e-commerce ventures have been started by first-time entrepreneurs. Indian e-commerce industry is in nascent stage and is nowhere in the league of big global players. Major domestic e-commerce companies are Flipkart, Snapdeal, Fashionandyou, Myntra, InKruit, Deals and you, Homeshop18 etc.

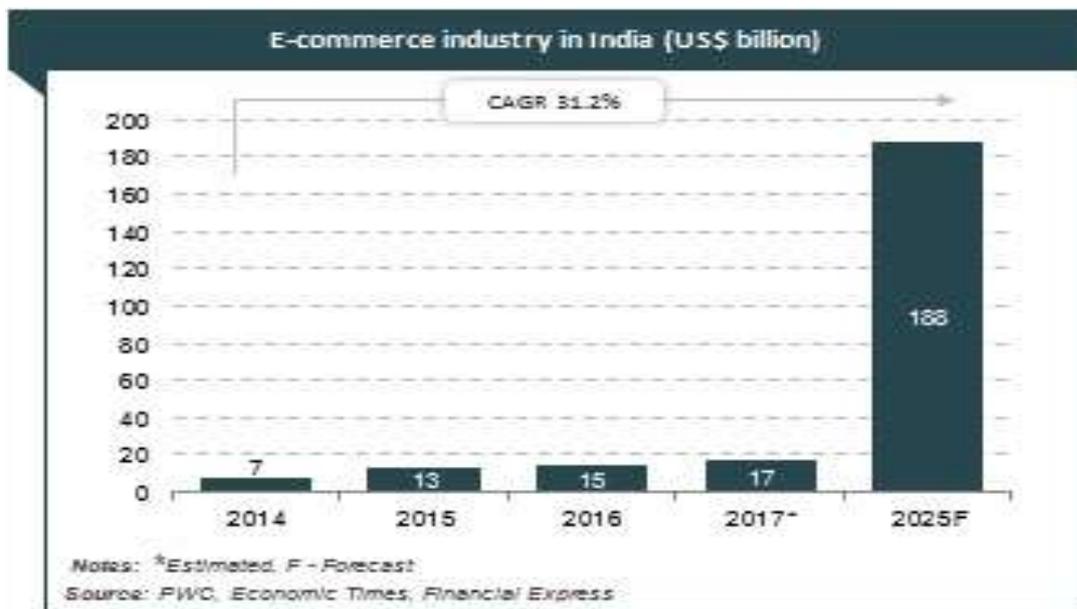
Although many factors support the growth of e-commerce in India, the fledgling industry is faced with significant hurdles with respect to infrastructure, governance and regulation. Low internet penetration of 11 percent impedes the growth of e-commerce by limiting the internet access to a broader segment of the population. Poor last mile connectivity due to missing links in supply chain infrastructure is limiting the access to far flung areas where a significant portion of the population resides. High dropout rates of 25-30 percent on payment gateways, consumer trust deficit and slow adoption of online payments are compelling e-commerce companies to rely on costlier payment methods such as Cash on Delivery (COD).

As stated earlier, over 70% of all consumer e-commerce transactions in India are travel related, comprising mainly of online booking of airline tickets, railway tickets and hotel bookings. The biggest players in the travel category are Makemytrip.com, Yatra.com and the IRCTC website for railway bookings. Non-travel related online commerce comprises 25-30 percent of the B2C e-Commerce market. The unfettered growth of online travel category has been possible because the regulatory and infrastructure issues do not impede its growth. Also, it does not face the infrastructure challenges since the goods need not be transferred physically.

Source - http://www.ajtmr.com/papers/Vol6Issue1/Vol6Iss1_P7.pdf

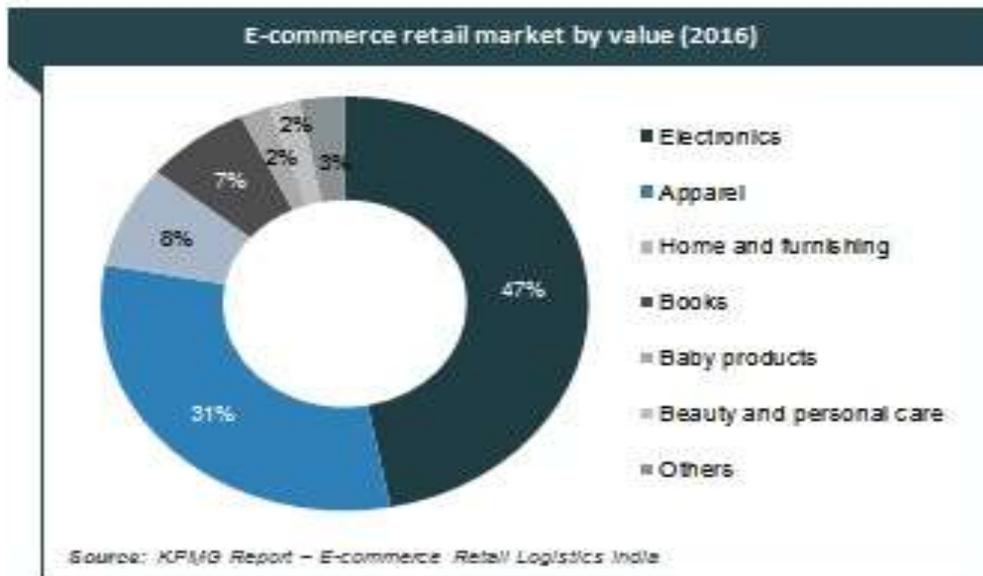
E-Commerce Market size in India

- Propelled by rising smartphone penetration, the launch of 4G networks and increasing consumer wealth, the Indian e-commerce market is expected to grow to US\$ 188 billion by 2025.
- E-commerce is increasingly attracting customers from Tier 2 and 3 cities, where people have limited access to brands but have high aspirations.
- With the increase in awareness about the benefits of online trading, there has been a significant rise in investment in E-commerce business. Hand in hand with offline trading, many established businesses, e.g. Shoppers Stop or Lifestyle, have setup online transaction channels.



Source - <https://www.ibef.org/industry/ecommerce.aspx>

- The e-commerce retail market is estimated to be worth US\$ 12 billion in gross merchandise value (GMV) terms as of 2016.
- Electronics is currently the largest segment in e-commerce in India with a share of 47 per cent and is expected to grow at a CAGR of 43 per cent by 2020.
- The apparel segment has the second highest share of 31 per cent in the e-commerce retail industry.
- Currently, there are 1-1.2 million transactions per day in e-commerce retailing.



Source - <https://www.ibef.org/uploads/industry/E-commerce2.jpg>

Total online spending, inclusive of domestic and cross border shopping, is expected to increase by 31 per cent year-on-year to Rs 8.76 trillion (US\$ 135.8 billion) by 2018. Cross border shopping by Indians touched Rs 58,370 crore (US\$ 9.1 billion) in 2016, and is expected to be 85 per cent year-on-year in 2017. The top 3 countries preferred by Indians for cross-border shopping in 2016 were USA (14%), UK (6%) and China (5%).

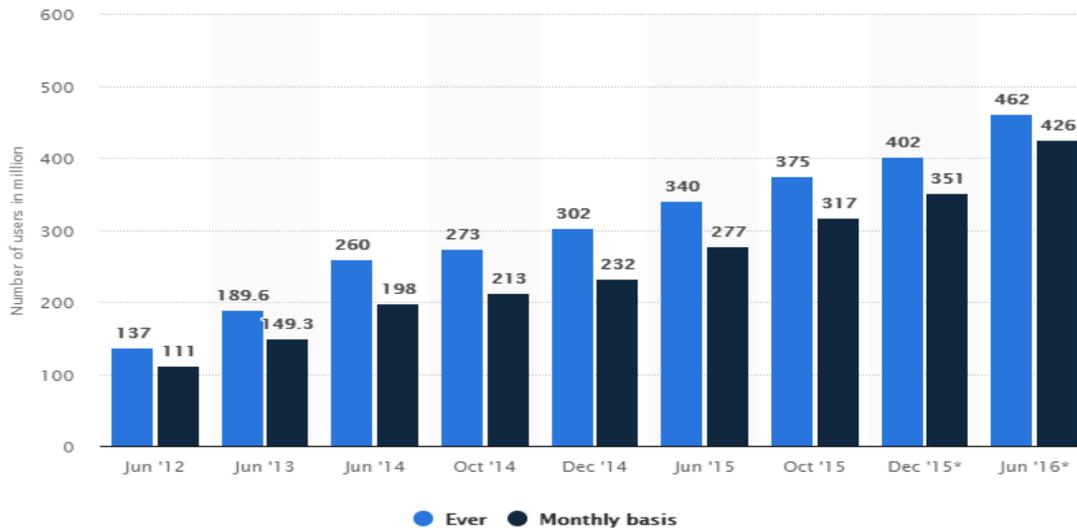
The Indian consumer internet market is expected to grow by 44 per cent year-on-year to touch US\$ 65 billion in 2017, up from US\$ 45 billion in 2016. Online travel agents account for the largest market share (70 per cent) in the internet consumer market, while the remaining 30 per cent is occupied by horizontal e-tailing, fashion, furniture, grocery, hotel, food tech, cab aggregators, education technology, and alternative lending among others.

The internet industry in India is likely to double to reach US\$ 250 billion by 2020, growing to 7.5 per cent of Gross Domestic Product (GDP), with the number of mobile internet users growing to about 650 million and that of high-speed internet users reaching 550 million.⁵ About 70 per cent of the total automobile sales in India, worth US\$ 40 billion, are expected to be digitally influenced by 2020 as against US\$ 18 billion in 2016.

Source - <https://www.ibef.org/industry/ecommerce.aspx>

Total number of Internet Users in India as per June 2016

This statistic shows the total number of internet users in India from June 2012 to June 2016. The total number of internal users on a total basis in June 2012 was 137 million and it is projected to reach around 402 million by the end of 2015. The number of monthly active internet users in India is set to reach 351 million in December 2015.



Source - <https://www.statista.com/statistics/490664/internet-users-total-number-india/>

Future of E-Commerce in India

India, a country of more than 1.2 billion people, with innumerable challenges, is also an emerging economy which offers billions of opportunities. The potential of growth in e-commerce in India has caught the attention of several regional players like Flipkart, Snapdeal and also of global giants like Amazon, Alibaba. From being worth just about \$3.9 billion in 2009, online retail is worth \$38 billion in 2016 and it is expected to generate about \$100 billion in revenue by 2020¹. So, what are the challenges to sell online in this complex market?

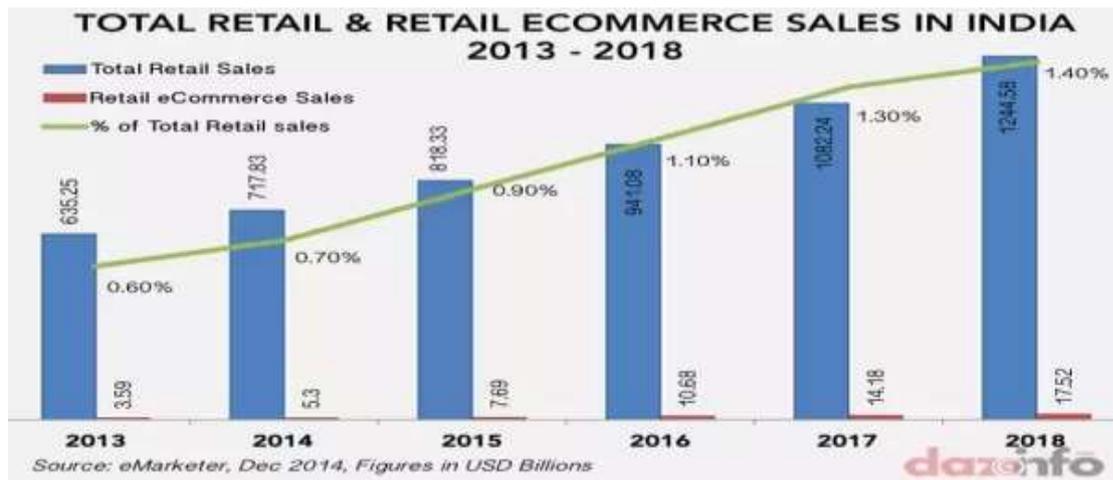
80% of Internet sessions are coming from mobile in India¹. Because the Internet penetration is recent and booming, Indians bypassed the desktop age and are directly moving into mobile. And since long loading times and frequent drops in connection make it harder for a user to keep browsing on mobile, applications became the answer. Nonetheless it could be a mistake to be app only. The app is, indeed, more user-friendly and allows better user-targeting. In 2015, a marketplace called Myntra decided on an app-only approach and shut down its websites – its app accounted for 90% of traffic and 70% of the sales at that time. But due to low-end smartphone devices, users tend to uninstall an app after a purchase to make room for those they used more frequently. Myntra relaunched its mobile website not long after, adopting an app-first but not app-only strategy.

Customer loyalty seems to be harder to earn in India where consumers are spoiled for choice. And since the cost of acquiring a new customer is 5 times the cost of retaining one, tending to the customer relationship would be profitable. Unfortunately, the seamless customer journey is not entirely up to

the e-retailers to guarantee. Indeed, one of its main pain points is delivery, and different carriers are used for different regions of India. All of them are not accustomed to handling commercial value goods, thus delays, mix-ups and product damages are not uncommon. To tackle this issue, many big players are integrating logistics divisions in their business model, as Flipkart did with Ekart.

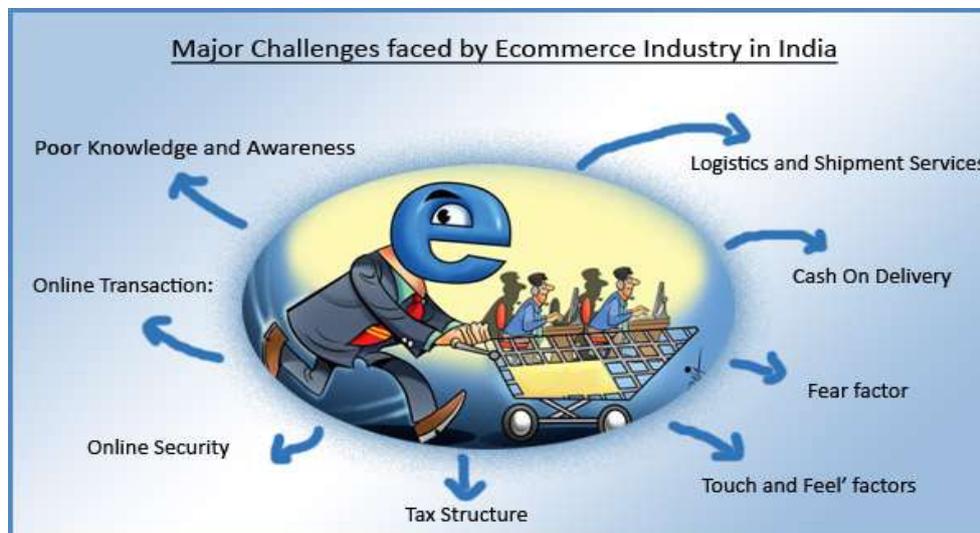
Online retail companies need to be innovative and keep on offering unique experiences in order to win consumers’ loyalty. Some of them have already invested in this direction: Myntra acquired a tech solution for virtual fitting room, Limeroad provides online advice from a stylist, Flipkart announced a monthly instalment scheme without paying interests.

Source - <https://blog.equancy.com/whats-future-e-commerce-india/>



Source - <https://qph.fs.quoracdn.net/main-qimg-23e339b539408e0cb2d72bc90b32d57a>

Biggest E-Commerce challenges in India



Source - <http://veltrod.in/blog/wp-content/uploads/2017/04/blog.jpg>

1. Lack of proper knowledge – Online sellers are likely to make costly mistakes when they launch their business unprepared as they are not equipped with adequate knowledge to be successful. Market research and learning should be an ongoing process. If you are selling on marketplaces, there are great seller training resources where you can learn the tips and tricks. Any smart seller would make maximum use of this knowledge to be successful.
2. Choosing the right product – The first difficult step for every new online seller is to choose an ideal, hot selling product. You need to do lots of research and brainstorming before choosing the killer products. There is huge competition in almost all the product categories and profit margins are squeezing up. So, you have to work really hard to identify a unique product that can give you decent profit margins. Terapeak and AMZ Tracker are amazing tools that can help you to not only identify killer products but to become a top rated seller on eBay and Amazon as well.
3. Profitability – This problem is more with the marketplace sellers as they have to bear deductions like marketplace commissions at an average of around 40% of the selling price. New sellers sometimes fail to calculate costs like packaging, cataloging charges, handling and shipping etc. before fixing the selling price.
4. Inventory – Sellers have to maintain proper inventory levels as they can't afford to delay shipping after receiving orders. When buyers see out of stock product listings, they move on to look for other sellers. Also, customers prefer receiving goods faster and any delay in shipping may force them to cancel the orders. Sellers who don't have sufficient working capital, find it harder to manage their inventory levels.
5. Promotion – Different e-commerce SAAS platforms have made it easier for anyone without any technical knowledge to open an online store. But, the real challenge lies in promoting the store to attract customers. It's not easy to make the product visible as customers don't come on their own. You have to market aggressively both online and offline.
6. Logistics Challenge – Sellers need to deliver items faster for better customer service but that largely depends on the service provided by courier partners. As there is also the risk of items getting damaged during transit, choosing a wrong shipping service provider can turn out to be disastrous for your business. Though courier companies are working hard to cover remote locations and villages, shipping to such areas is still one of the major e-commerce challenges in India.
7. Packaging – Good packaging gives a good first impression on the customer and vice versa. A poorly packaged product shows that you are not concerned about customer satisfaction and makes you lose another repeat customer which already is one the biggest e-commerce challenges in India. Moreover, proper packaging also ensures the safety of products against breakage and damage during transit that you should care about seriously.
8. Cash on Delivery – Indian online shoppers prefer to place 'cash on delivery' orders instead of making payment online. Though COD facility helps in generating more sales, it is also a risky option for sellers as some percentage of customers may refuse to accept goods at the time of delivery due to various reasons. Fake buyers too are a big harassment to sellers and make them suffer losses. Well, this is a part of the game and merchants can't do much to avoid that.

They have to assume that some percentage of goods will be returned. Offline selling strategy should be planned as well as returned items have fewer chances of getting sold online due to mishandling at different stages.

Source - <http://onlinesellingindia.com/e-commerce-challenges-in-india/>

These are some major challenges which are faced by the E-Commerce business in India and these challenges are affecting not only the online business but also the offline business because in today's world most of the retailers who is now having the online reach also. Challenges of E-Commerce adoption is the major concern for all the developing countries because they don't have that kind of set up so that the economy will run only by the Online businesses, it will be done only with the help of the Offline stores and the mixed match of these two will attract the customers more towards the Online shopping with having the trust on the Online sellers.

Conclusion

As we have seen the market of E-commerce in India and its future also, which will give the exact estimate of the future growth of the Indian online stores or online businesses. As we have seen the rise in the internet users in India as per 2016 and the data has been improved till now so it will be the positive sign for the Online companies who are targeting the youth. Internet reach is now improving in India and now everyone in India has some kind of the Internet reach and are connected with any of the Social aspects. So E-Commerce companies who are targeting the Internet users should have the challenges to keep in their mind and will focus on the opportunities converted by them.

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AN ANALYSIS OF THE PSYCHOLOGICAL DIMENSIONS OF NEUROMARKETING

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ABSTRACT

Neuro marketing is a hybrid combination of medicinal technology with response to the marketing stimuli. Researchers use the FMRI to measure the stimuli and the response of the prospects brain for the marketing factors. This method helps to identify the why how when and what makes the prospects to take the buying decision. The marketing analyst uses neuro marketing to study the prospects' reaction to the package, the sound of products and so on. The application of neuroscience the direct usage of techniques like brain mapping, scanning brain imaging. In this research study, we are directly dealing with the psychological aspects of marketing. The product and prospect direct perspective is taken into analogy with respective to the factors involved. The study focuses both on the technical as well as the perceptual aspects of neuropsychology and their impact on the consumer behaviour.

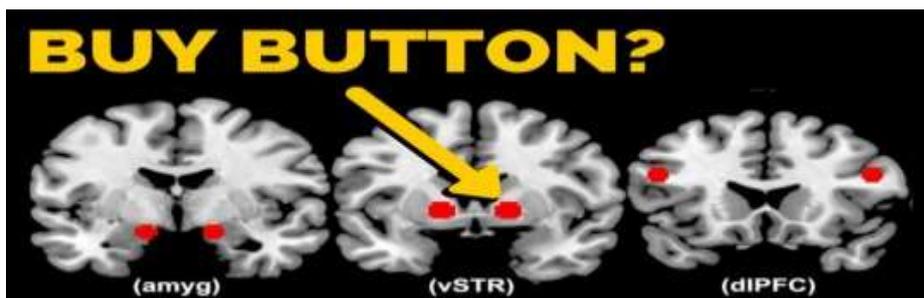
Keywords: Sensor Motor, Cognition, Functional Magnetic Resonance Imaging, Brain Mapping, Neuropsychology

NEUROMARKETING SPHERES OF INFLUENCES

The neuromarketing have a wide range of influences in the marketing industry. The need for neuromarketing is the race we come across between the industries except monopoly. Some of the techniques we are going to cover in our research are priming, neurolinguistic programs, psycho cybernetics and psychoanalysis. In our research we have taken case study for the same and analysed the effects of the approach towards the business.

IMPLICIT MEMORY AWAKENING

This technique implicit memory awakening is often addressed as priming. It is the way of approach where the memory in subconscious state is been edited for the stimulations like pictures words, sounds, smell and other sensory factors. Memory portion of the brain in the linguistic format is often considered since its that the prospects are taken in the course of flow thereby the necessary result could be obtained. Usually in priming the prospect is subjected to "less pain same gain"



This phrase often describe the priming technique in marketing we have come across shops playing soft blue music, restaurants having optimised lights, a smoothening voice in audio recording they are

not just added features it's just streamlines and conditions for need be in waiting for long time or awakening the mid brain or calming the nervous. What we see makes us who we are: Priming ethnic self-awareness and advertising response by Mark R Forehand; RohitDeshpande JMR, was of immense help, most of the ideas are proposed earlier by Mr. Deshpande is still been used by some of the fortune 500 companies.

LITERATURE REVIEW

- The Curious Case of Behavioral Backlash: Why Brands Produce Priming Effects and Slogans Produce Reverse Priming Effects Author(s): JulianoLaran, Amy N. Dalton, Eduardo B. Andrade Source: The Journal of Consumer Research, Vol. 37, No. 6 (April 2011), pp. 999-1014

The author refers to the the imagination aspects of the customer. The customer once canvassed is aware of the fact that a salesperson is in the place to get the money out of his prospect. The attributes that makes the sales happen is the difference between the ripping or just an investment for future.

- What we see makes us who we are: Priming ethnic self-awareness and advertisi... Mark R Forehand; RohitDeshpande JMR, Journal of Marketing Research; Aug 2001; 38, 3; ABI/INFORM Global

This study by Mr. Deshpande was of great help as he deals with the aspects of the direct psychology for the sealing of deal thereby the customer mind is polarised to the product rather than the price of the product and other cost involved for acquiring it.

- Alert or Oblivious? Factors
- Underlying Consumer
- Responses to Marketing
- Stimuli
- Thomas F. Stafford
- Alert or Oblivious? Factors
- Underlying Consumer
- Responses to Marketing
- Stimuli
- Thomas F. Stafford
- Psychology & Marketing Vol. 16(7):545–562 (October 1999)
- q 1999 John Wiley & Sons, Inc. CCC 0742-6046/99/070545-18
Less Pain, Same Gain: The Effects of Priming Fairness in Price Negotiations
Sarah Maxwell-Fordham University, Pete Nye-University of Washington, Bothell,Nicholas Maxwell-University of Washington, Bothell

The effective usage of psychological stimulation for the respondent prospect is taken into consideration in this paper therefore the mode of making the closure and also the approach would be refined. A prospect look after his desires when a he approach for purchase when a prospect is taken into consideration the study would be very specific to his innate aspect of influence

Alert or Oblivious? Factors

Underlying Consumer
Responses to Marketing
Stimuli
Thomas F. Stafford

CASE STUDY

A descriptive analysis was taken into consideration on a base wellness centre “**Ramapuramcentre for wellness**” the study was on the two factors, the time of the day for the wellness activity, that include a range of activity. The results were better when the activity is done in morning rather than evening. The reason is implicit memory awakening from the state of rest the mind would take any form it requires for the activity. When in evening the effects are hard to predict, as the day energy is been consumed. The analysis made here was between the raw physical activity without the least factors of influencing the productivity in the activity is checked by means of digital calorie calculator and body mass index measurement.

The implicit memory affects much of the parameters in bmi dint change (specifically the precise measurement of weight) but productivity was identified in calorie.

The simple correlation analysis proves the activity success with a correlation factor of 0.78. Thus the further feature of soft water fall music was added. It prove to take it to a whole new level since the mind identifies in the sound and not in the past present or future anxiety. There is a famous saying by the Zen monks “human mind is a monkey” the saying tries to portray the mind is hard to control it never remains idle.

The factor involved is the marketing here is that when an implicit memory effect is taken into consideration for the influence of productivity there by the customer satisfaction is achieved. This is the scenario we had in our case study with related to implicit memory effect.

EYE BALL MOVEMENT

The movement of eye ball has been used by the companies to play with for the sake of giving attention to details. Usually the eyeball is traced with a highly sophisticated mechanism the movement is tracked and decoded then analysed on the pattern it makes. When the visual is full of words in one line after other, prospect would look for any catching words like “**Free!!!**” If not a particular shape is formed which is termed as F pattern. The effect of colours and videos plays an important role, images and video convey the message better as it’s understood. The colours attract the eyeball movement.



www.thinkeyetracking.com

For instance red would be registered first. Its observed that for make its violet, indigo, blue, yellow, orange, red for female it's the opposite red, orange, yellow, blue, indigo and violet (upon the case the case taken up) .

RED	PINK	PURPLE	NAVY	GREEN	BLUE	ORANGE
MEANS: passionate active EXCITING bold energy youthful physical PIONEERING leader willpower confidence ambition POWER	MEANS: love calm respect WARMTH longterm feminine intuitive care assertive sensitive NURTURE possibilities UNCONDITIONAL	MEANS: DEEP creativity unconventional original stimulation individual WEALTHmodesty compassion DISTINGUISHED respectable fantasy	MEANS: trust order LOYALTY sincere authority communication confidence PEACE energy control responsible success CALM masculine	MEANS: BALANCE growth restore sanctuary EQUILIBRIUM positivitynature generous clarity prosperity safetystable	MEANS: spirit perspective CONTENT control rescue determination self-sufficient modern goals awareness OPEN ambition	MEANS: INSTINCT WARMTH gut reaction optimistic spontaneously extrovert social FREEDOM impulse motivation
BRANDS: Kellogg's Vega LEGO Coca-Cola Nintendo Red Bull P	BRANDS: three Barbie COSMOPOLITAN VICTORIA'S SECRET	BRANDS: Cadbury YAHOO! Hallmark Mylars Zoopla.co.uk Real estate property	BRANDS: f Reebok British Gas t GAP	BRANDS: bp Hollister tic tac LACOSTE	BRANDS: e Intel Blu-ray Disc skype Twitter W	BRANDS: Fanta orange Penguin bitly B

boutique

LITERATURE REVIEWS

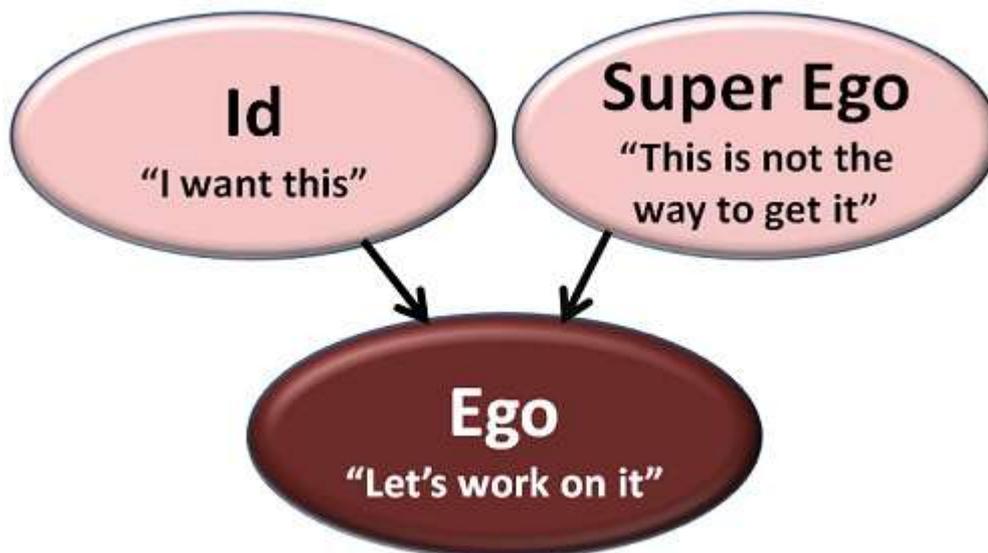
- Colour and product choice: a study of gender roles
Debby Funk (University of Malaysia Sabah, Kota Kinabalu, Malaysia)

The research here is the area of choice, taste and preference with respect to the color of the packages. The previous experiences with the brand. We have taken into consideration a very important aspect studied using FMRI and other tools there by the choice on the basis of gender is well defined. The study on the colour preference is specific to gender thereby a distinctive line defined for the product and service attraction

- What we know about consumers' color choices
Randi Priluck Grossman (Seton Hall University, South Orange, New Jersey, USA, and)
Joseph Z. Wisenblit (Seton Hall University, South Orange, New Jersey, USA)
This study specifically deals with the purpose of the selection the attributes of color the means of wiring the color to attract the gender.
- Exciting red and competent blue: the importance of color in marketing
Lauren I. Labrecque George R. Milne
- Qualitative research requires quality concepts of its own
Centre for Distance-Spanning Media, Luleå University of Technology, Sweden
- Impact of color on marketing
Satyendra Singh (Department of Administrative Studies, University of Winnipeg, Winnipeg, Canada)

PSYCHODYNAMICS AND PSYCHOANALYSIS

Thanks to Sigmund Freud for his three words id, ego and superego the play of these three words in the world of marketing is highly used and played by the expert salesman and the companies to market the product.



LITERATURE REVIEW

- marketing theory and the modern temper

Alf H. Walle (State University of New York, Geneseo, New York, USA)

- Attachment to Possessions

Russell W. Belk

- Marketing and Literature: The Anxiety of Academic Influence

Stephen Brown

- *Journal of Marketing*

Social marketing transformed: Kotler, Polonsky and Hastings reflect on social marketing in a period of social change

Sally Dibb (Open University Business School, Open University, Milton Keynes, UK)

Marylyn Carrigan (Faculty of Business, Environment and Society, Coventry University, Coventry, UK)

CASE STUDY

To study the effect of id, ego and superego we chose the used car industry the decision-making edge the best approach to tackle the three factors involved is considered.

IDENTITY = WANTS

The identity in the spheres of marketing could be the desires. What the prospects look for. The picture they have before walking into the shop. The prospect would have the motive to look for the product is identity. It could be even treated as a requirement.

EGO = PRICE

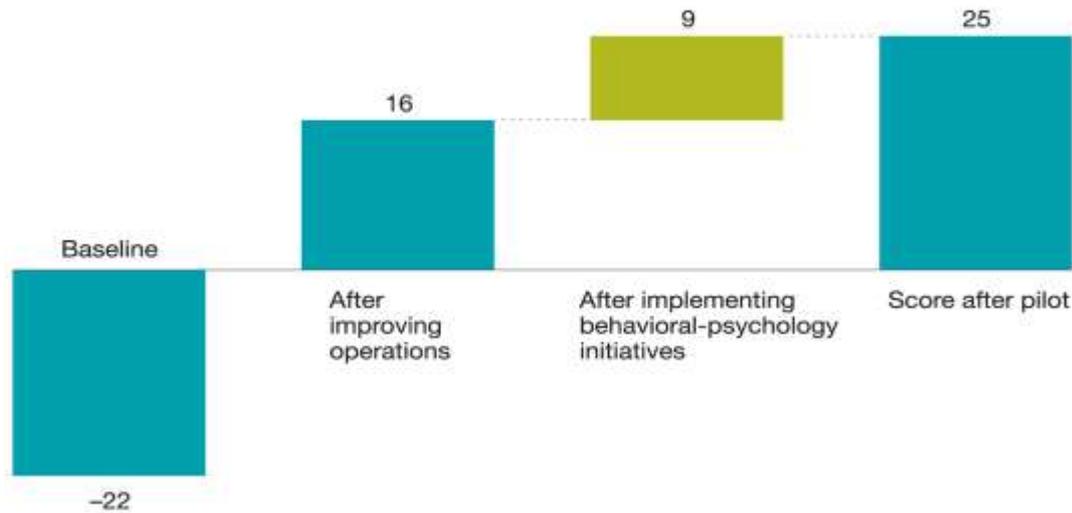
The prospect tries to keep the ego in check by means of balancing the possibilities of purchase thereby the reality creeps in. The price is usually stretched by the identity controlled by the ego. When the salesman or the company doesn't consider the id and ego the sales can never happen. The important factor for the sales to happen only when the equilibrium is achieved between the identity and ego.

SUPER EGO=NEGOTIATIONS

Superego comes into picture only when there is a bargain (in our case study) when a bargain happens the superego either try to be perfect or play fair or try to make a steal. Some researchers say the price is accepted when the superego of seller and buyer is at par.

Behavioral-psychology initiatives raised customer-experience scores in one consumer-services pilot.

Customer-satisfaction score¹



¹Before n = 58, after n = 28.

McKinsey&Company

FMRI

A number of studies suggest that neural recorded from relatively a small groups of people (<30) can not only predict market-level behaviour, but also can predict it better than any traditional marketing tools. Data from fMRI scans has shown to outperform behavioural data in predicting market-level music sales, charity donations, and even the relative persuasiveness of anti-smoking ad campaigns. A critical demonstration of this ability arose from a massive collaboration between the Advertising Research Foundation (ARF), the Centre for Neural Decision-Making at Temple University, and several members of the marketing department at NYU-Stern. In the multi-stage study, consumers of various ages watched 37 real television ads from six different companies, spanning 15 brands in the lab. The researchers compared commonly used behavioural marketing research methods with a raft of neuromarketing techniques including eye-tracking, which reveals what captures people’s attention, facial emotion coding, which measures people’s ongoing emotional responses in real-time, biometrics such as heart rate, and neural measurements using electroencephalography (EEG) and fMRI. The goal was to see which source of data could most accurately predict the effect of advertising on sales, specifically the percentage change in sales due to a 1% change in advertising effort.

TACHISTOSCOPE

Tachistoscope, is a device for presenting a visual field to an observer for a carefully controlled time interval. Goes on to show the differences between the newer and the older types and its use as an advertising research tool, showing is a successful aid for this purpose. Reports an experiment conducted on the tachistoscope, gives an analysis and summarises the results. Concludes, if results from testing can be shown to be valid, then useful research could be carried out to establish results.

Galvanic Skin Response

The galvanic skin responder is a device that detects the change in the skin's electric property. The signal is used for capturing the autonomic nerve responses as a parameter of the sweat gland function. In layman terms the emotional arousal can be easily identified using this device.

1. Immune System

As a protective barrier, the skin separates our body from the environment and its threats – mechanical impacts and pressure, variations in temperature, micro-organisms, radiation, and chemical agents.

2. (Thermo-) Regulation

The skin controls body temperature by regulating sweat emission, piloerection (“goosebumps”), and peripheral blood circulation.

3. Sensing and Perception

The skin is an organ of perception. It contains an extensive network of nerve cells that detect and relay changes in the environment based on the activity of receptors for temperature, pressure, and pain.

Applications of psychophysiological measures to the problem of evaluating advertising and marketing stimuli are reviewed. It is suggested that most of these applications have been simplistic and based on the erroneous concept of a unitary activation continuum. Fundamental principles of psychophysiology have routinely been ignored in such applications. Among these principles are the law of initial values, individual response stereotypy, stimulus-response specificity, and directional fractionation of response. Methodological controls which should be observed when using psychophysiological measures are reviewed. While it is concluded that psychophysiological measures are not a ready solution for problems related to the evaluation of the relative efficacy of marketing and advertising stimuli, certain applications of psychophysiological measures to marketing and advertising research appear viable.

Literature review

Analysis of neurophysiological reactions to advertising stimuli by means of EEG and galvanic skin response measures.

Ohme, Rafal Reykowska, Dorota Wiener, Dawid Choromanska, Anna

This article demonstrates how marketing may benefit from neurophysiology. The authors discuss a particular research case concerning the analysis of a skin care product advertisement. Pretests of 2 versions of this TV ad revealed that, although the versions were almost identical, each of them generated significantly different impact. Their influence was assessed using both cognitive measures (benefits and key benefits recall) and behavioral measures (shelf test). The only difference between these 2 versions of the ad was in a single scene that contained a particular gesture by a female model. Of note, the gesture appeared to enhance the effectiveness of the ad. The authors tested whether neurophysiological measures can capture differences in consumer reactions to slightly different marketing stimuli. Indeed, by using electroencephalography and electromyography and by monitoring skin conductance, the authors were able to register significant differences in neurophysiological reactions to an altered scene, even though the difference was not consciously seen. The authors believe that neurophysiological measures soon will be widely acknowledged and used as a

complimentary method in classical marketing research. (PsycINFO Database Record (c) 2016 APA, all rights reserved)

The two-dimensional impact of color on shopping

By Ayn E. Crowley

Prior research has typically grouped colour effects into a single class of effects and has ignored the situational aspects of consumer responses to colour. In the present study, colour effects are shown to have exhibited different patterns depending on the response examined. Further, these effects are described as the function of colour wavelength. Evaluative effects are most positive the short wavelength (blue) end of the visible spectrum, while the activation response engendered by colour exhibits a U-shaped pattern across the wavelengths. Results of the study support existence of these two distinct dimensions, and potential applications of our findings .

FINDINGS

21th century advertising might just be the most powerful weapon a marketer has and a quite efficient one if we think about the way it changed our world. But all that power comes with great responsibility: used accordingly by planning everything in the smallest detail possible it can be the best thing that ever happen to a company, used without any kind of strategy it can very well be a large scale disaster. Because of the great costs that advertising is much too often associated with and also the long term affects it haves on the consumer a company should never start an advertising campaign without knowing every single last detail concerning their product and consumers. The study of the promotional message will show its capacity to gain the attention of the targeted audience, to stand out from other messages, to be associated with the product/service it promotes, to generate a positive reaction towards that specific product/service and to encourage its purchasing. This study underlines the need for scrupulous and effective usage of the tools of neuro marketing without any adverse effect on the consumers and their safety.

BOTTOM-LINE

The inference is that the age long aspect of closure was happening in terms of the psychological factors, not just because of the linguistic aspects of the deals made. The psychological aspect taken into consideration has made the sealing of deal easy. On this age of zenith of technological advancement the psychological aspects are considered using the tools improves the business effectively thereby the hard achievable aspects of retention, satisfaction and customization are considered and fulfilled.

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TRAINING EVALUATION WITH PRISM™

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ABSTRACT

An ongoing debate in the field of training evaluation is always there to find out the best approach to facilitate the process. Lot of contribution is made by learned in this field, someone well names are Daniel Stufflebeam , Warr, Bird & Rackson,, Phillips , Kaufman, Kirkpatrick Model ,out of which Kirkpatrick did pioneering work in the field and introduce the well know model “ Four Level Evaluation Model” which is still very popular in training industry. Training no doubt is an important investment in terms of time, energy and money, thus it become very much essential for organization to see whether the investment is effective or not, or evaluating the investment is really required to check the impact of training. So Prism has initiated a model based on PRISM Philosophy to evaluate training session. This is descriptive paper that describe the PRISM Model in depth.

Keywords: Evaluation, Evaluation Models, Training, Organization, PRISM Model.

I. INTRODUCTION:

Evaluation is an assessment done to check the effectiveness of training programs. Impact of training intervention is judge. To evaluate a training session different tools are used depending on the kind of the training. Evaluation no doubt is an important part of training. Although it considered as an important element yet there is evidence that evaluations of training programs are often inconsistent or missing (Carnevale& Schulz, 1990; Holcomb, 1993; McMahon & Carter, 1990; Rossi et al., 1979). Insufficient budget& time, lack of expertise, blind trust in training solutions, lack of tools etc. are some of the possible reasons for inadequate evaluations. Evaluation seems so complex in itself as it become one of the reason to skip it. A lot of complex factors are involved in impact of a training intervention on an organization’sthes factors are associated with various dimensions and attribute of an organization and its training goals. Evaluation goals includevarious purposes at different levels, this includes evaluation of learning, evaluation of materials, transfer of skills, return on investment, and so on. Achieving following multiple purpose require the collaboration of different people in different department of an organization. Different approaches to evaluate a training session show how complexity factors associated with evaluation are addressed below. In the following section, different approaches to evaluation and associated models are discussed. In the final section, PRISM model is discussed in detail.

II. Approaches to Evaluation of Training

Final stage of the training intervention is evaluation. The purpose to do this exercise is to make decision about the worth and effectiveness of the training intervention. Commonly used approaches to

enlightening evaluation have their origins in systematic approaches to the design of training. They are represented by the instructional system development (ISD) methodologies, which emerged in the USA in the 1950s and 1960s and are represented in the works of Gagné and Briggs (1974), Goldstein (1993), and Mager (1962).

Following are six general approaches to evaluation (Bramley, 1991; Worthen& Sanders, 1987):

- Goal-based evaluation
- Goal-free evaluation
- Responsive evaluation
- Systems evaluation
- Professional review
- Quasi-legal

Out of all six Goal-based and systems -based approaches are mostly used in the evaluation of training (Philips, 1991). Various frameworks for evaluation of training programs have been proposed under the influence of these two approaches. Out of which Kirkpatrick (Carnevale& Schulz, 1990; Dixon, 1996; Gordon, 1991; Philips, 1991, 1997)is most popular framework. Based on goal-based evaluation approach Kirkpatrick’s model (1959) have four levels known as reaction, learning, behavior, and results. Talking about the systems approachthe most significant models include: Context, Input, Process, Product (CIPP) Model (Worthen& Sanders, 1987); Training Validation System (TVS) Approach (Fitz-Enz, 1994); and Input, Process, Output, Outcome (IPO) Model (Bushnell, 1990).

System-based models (e.g., CIPP, IPO, and TVS) more useful in terms of thinking about the overall context and situation but they may not provide sufficient granularity. Systems -based models may not represent the vibrant interactions between the design and the evaluation of training. Few of these models provide detailed descriptions of the processes involved in each step but none provide tools for evaluation. None of the process define the roles and responsibilities of people during the evaluation process.

Although these models do not outline the steps necessary to achieve purposes and do not address the ways to utilize results to improve training. Selecting and implementing appropriate evaluation methods is also a difficulty for practitioners. Evaluation models seem so simple that it make “trainers jump feet first into using [such] model[s] without taking the time to judge their needs and resources or to determine how they’ll apply the model and the results” (Bernthal, 1995, p. 41). Research shows that maximum organization do not use the entire model, only first 2 levels are involved. Lot of complex issues involved in evaluation but if we termed them in simple word major chunk of problems lies in selecting the model, implementing the model completely and finally analyzing the data received during evaluation.

III. LITERATURE REVIEW:

Iyer, Pardiwalla&Bathia (2009) briefly explore the various training evaluation method to understand the requirement of training evaluation. Learned concluded that there are different method chalked out to evaluate a learning session, still the concept is considered as underdeveloped. The concept needs a well-framed evaluation model so that process of justifying investment as well as bringing required modification in the training session can be done.

Blanchard et al. (2000) A survey was conducted in Canada both at management and non-management level. Survey data reflect that only one-fifth Organization of Canada evaluates training session.

Hashim (2001) made the point that training evaluation hard to define as a concept, and even harder when it comes to practice. Bringing evaluation in practice has received a lot of criticism. This criticism is largely due to the unsystematic, informal and ad-hoc evaluation that has been conducted by training institution.

Griffin (2010) finds that there is a disparity between organizations desires to evaluate training and the extent and effectiveness of actual evaluation. The author has proposed a productivity-based framework to focus data collection and the utilization of a metric to present results.

Ogundeji (1991) Observed increasing impotence of evaluation and considering it as a powerful tool to enhance the effectiveness of training. The major role of training evaluation is quality ascription, quality assessment and quality control.

Hung (2001) reasoned that training evaluation often concentrated on the quantity of training provided but not particularly on quality. Therefore to ascertain the effectiveness of training, training evaluation is required

Haywood (1992) noted that in real world situation, there are many factors that influence the effectiveness of training and development in an organization and training is one out of many factors that could enhance individual and organizational performance.

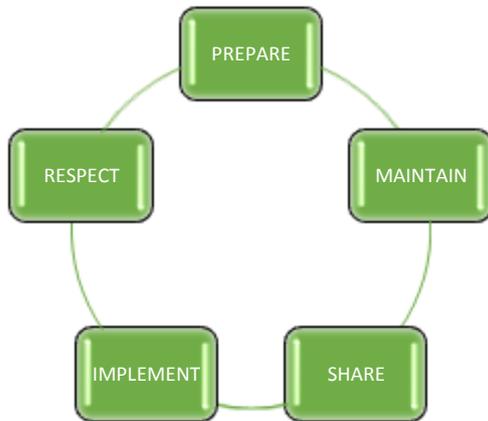
Kirkpatrick (1998) referred to training evaluation as an evaluation of four different parts these includes; reaction, learning, behavioural changes and return on investment.

IV. Using Prism as an Evaluation Process

Hamblin, (1974) said 'Learning event is based on the training process system. Anubha (2016) said, all the learning activity should be formally designed and evaluated in order to achieve objective set. This typically involves the following: prepare for the intervention, respect the resources, implement the learning, share the knowledge and skills and maintaining the learning. Hence PRISM considered that there are five major stages to evaluate a training session:

- Prepare
- Respect
- Implement
- Share
- Maintain

Prism philosophy generated by AnubhaMauryaWalia founder of PRISM works on 5 parameters which we can actually considered as 5 pillar of evaluation for any training programme.



➤ **Prepare:**

The first stage that talks about the course content and how well the trainer is prepared for the session “Trainer knowledge about subject”. Yes one of the most crucial and important aspect as until and unless teacher don’t have knowledge of subject he /she cannot teach his/her students. Same is with Trainer if he or she cannot deliver a good training session until he is master of that stream. Prism in its Evaluation even consider individual influence on training programme, because it is firmly believed that success of any training programme purely depended on the quality of course content and trainer who deliver the session.

PRISM philosophy 1st Pillar actually help HRD of any organization to check whether the Trainer and course content is right fit for the organization and its training goal.



➤ **Respect:**

It is an old saying “One of the most sincere forms of respect is actually listening to what another has to say”. (Bryant H. McGill) and evaluation data shows that training result got twice effective when mutual respect element is present i.e. trainer respect the participant and participants have respect for the trainer, this mutual respect element actually help to have better learning and understanding of concepts that was aimed to be taught.

PRISM philosophy 2nd Pillar help HRD to analyze the Trainer contribution as a true teacher or just for namesake which will help organization to save the future cost as well as to analyze the interest level of the participants which can help them to make decision of future training session. Even this pillar also help HRD to have deep understanding of the participant by the level of interaction with

Trainer and what aspect can be indulged more to make them grow that will ultimately let organization to grow and develop.



➤ **Implement:**

Talking about implementation at this stage of evaluation PRISM philosophy lay emphasis on evaluating the learned skills and knowledge implementation at work place, in short willingness to apply what is taught in the session in present scenario, organization conduct the training session but TNA is not concluded in an effective manner and leads low interaction during training session. So PRISM firmly believed that implementation should be a must element for evaluation model and training effectiveness should be measured by taking implementation success ratio.

PRISM philosophy 3rd Pillar helps HRD to judge what the actual outcome of the effort was i.e. Training Programme and this analysis can only be done or observe once we see participant implementing the learning. This will help any organization to figure out ROI.



➤ **Share:**

The 4th stage of PRISM evaluation model take in consideration share. Sharing of the skill sets, knowledge and experience of a particular session with others who were not part of the session will

actually matters and benefit the employees and organization both directly and indirectly, as sharing help the participant to revise the learning of session which make them more confident and once they share the learning transfer to other groups who were not part of session save time and money of the organization.

PRISM philosophy 4th Pillar help HRD to save the investment of time and money.



➤ **Maintain:**

The quality of a session should be well maintained in terms of the skills and the content because this factor do affect the overall learning it is observed that a single aspect if not well presented. Skill and content quality should be well presented and maintain. Evaluation data can be totally messed up if a single aspect of session is not well presented. This aspect also considered that the learning should be well maintained by the participants too. By making this element a part of evaluation sheet is considered as prime important.

PRISM philosophy 5th Pillar helps organization to check the level of engagement and how the programme is maintained to be a good grade programme for future growth of people, team and organization.



V. Conclusion:

Evaluation is an important aspect, but the concept still requires lot of and meaningful contribution that will make the process simple and easy as well as worthwhile. According to PRISM a training session well prepared, carry mutual respect, implementing well, sharing the learning and maintaining the outcome can help an organization to judge the training intervention worth. Prism Philosophy evaluation system is trying best to make the evaluation complex nature simple, easy and economical. Prism model didn't take in consideration Behavioral aspect as this something which is associated with psychological aspect and purely depend on participant will. Prism Model believe the fact that HRD want to evaluate the training session and its impact on people and organization so Reaction, learning and outcome is sufficient to decide the worth. Rest scope of future research is always there to improve the model so that training industry can get a well define tool to justify their efforts.

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AN INVESTIGATION INTO HYBRID DRAWING TECHNIQUES

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Abstract

In Architecture sphere, there is one persistent discussion that arises time and time again in academic field about the two significance entities which are hand drawing and computer aided design.

The paper discusses about integration between traditional hand drawings with digital techniques in the field of Architecture which enhances the design processes which is termed as Hybrid Drawing Techniques. This paper is a foundations guide to both approaches: hand work with digital applications stating example works of pioneer architects and Architecture school or movement in relation with the stage of the Architecture Design work.

The paper talks about the different modes of hybrid techniques such as software and hardware stating examples from each. The research will be supported with case studies done on student work for using and combining traditional and digital tools in Architecture works.

The findings and outcomes of the research are based on the survey conducted on 50 students of Architecture. The survey will help us to know the current scenario of this hybrid technique among students and in which stage of design process they should be incorporated.

The Hybrid drawings offer limitless possibilities for the fusion and superimposition of ideas, media, and techniques-powerful creative tools for effective and innovative architectural graphic presentation. Hybrid Drawing Techniques are innovative and creative tool for students and professionals in architecture, design, illustration, and related areas.

Keywords: Digital Techniques, Hybrid drawing, Hand drawing, Architecture, Design process

1. Introduction

Architecture field changed a lot after the globalization. The advancements in technology have taken architecture field to a different level. The technological advancements in software led to the decline of hand work in architecture.

Historically, the ability to draw by hand for creating meticulous technical drawings and eloquent sketches has been central to the architecture profession. But, with the dissemination and subsequent popularization of Computer Aided Design (CAD) programs since the early 1980s, the status of hand drawing has been under siege. Today, with plenty of availability of software in the field of design and presentation, from Revit to Rhinoceros, gaining in popularity, the importance of hand drawing has become a topic of heated talk.

The need is to see whether there is a decline in handwork due to advancements in technological aspects. What if the technological advancements are such that it includes both the tools which are termed as a hybrid system?

2. Theoretical Background

2.1 What is Hybrid?

The dictionary meaning of the word hybrid means a thing which is made by combining two different elements.

The concepts and definition of word hybrid given by Ross and Gage (2006) identify three major types of blended learning in higher education, specifically:

1. Technology-enhanced courses,
2. Hybrid courses or reduced face-time courses, and
3. Blended programs or degrees.

Technology-enhanced courses have a technology component, but the classes meet according to the traditional schedule; that is, time in the classroom is not reduced. In a technology-enhanced course, the instructor may place a course syllabus online, with URLs of websites to enhance learning.

In blended or degree programs a student may choose some mix of online, hybrid, and traditional courses.

Often, definitions of hybrid focus on the percentage of time spent learning in the classroom and the percentage of time spent learning outside the classroom. Although this statistic may be determined for each hybrid course and is likely to vary significantly among teachers and courses, it is not the salient feature that defines the essence of effective hybrid teaching.

Hybrid courses place the primary responsibility of learning on the learner, thus making it the teacher's primary responsibility to create opportunities and foster environments that encourage student learning, rather than simply telling students what they need to know.

A well-designed hybrid course is a joint and provocative exploration of the discipline by teacher and learner in which the roles of teacher and learner are fluid—sometimes the teacher takes the role of learner and sometimes the learner takes the role of teacher. It does not by any means lessen the responsibility of the teacher to intimately know the fundamental concepts, methodologies, and principles inherent in his or her discipline and to engage the students in learning. Knowledge of the discipline and how to effectively teach it is the foundation of creating any meaningful teaching and learning experience.

Hybrid further enhances the ability of the teacher to create multiple effective and engaging environments, in class, online, in the community, or in an organization, and to select a blend of those environments where learning essential concepts, theories, and principles of the discipline are most likely to occur.

Today hybrid has become known as a way of teaching that uses technology in lieu of some portion of time spent in the classroom, and for the most part that is true. However, it is important to point out from the start that technology is a tool to help create engaging, interactive, and effective student-centered learning environments regardless of whether it is used during class or outside the classroom.

Architects, architectural educators and students have recently been utilizing digital means of drawing as 'outlines', or as 'preliminary or preparatory' to something else.

2.2 What is hybrid in terms of Architecture?

Finding meanings of the word Hybrid from various researches done.

2.2.1 Hybrid Art > Synthesized Architecture

Roberto Andrés Universidade Federal de Minas Gerais, NPGAU, Brasil.

This paper investigates possible intersections between some contemporary artistic modalities and architectural practice. It observes the limits of looking at art as only ‘inspiration’ for architectural form. It discusses then, the confluence of architecture, information and communication technologies. The architecture has historically mediated the way people interact, but this interaction now has been greatly changed by new technologies. Then, it analyses the hypothesis that the experiments with new media art can bring the field of architecture closer to information and communication technologies. Concluding with a description of the potentialities of some hybrid art modalities in qualifying architectural practices.

He talk about the following things -

- Art + Architecture
- Architecture + information and communication technologies
- Digital art + site specific > architecture + ICT

An educational experience

He developed an investigation of the confluence of architecture and information and communication technologies, applying it to some courses and research projects in which he encouraged students to create low-tech and interactive spaces.

Digital devices, incorporated into architectural dynamics, can enhance the consequence of mediating people in a given spatiality. Such hybrid architecture (one that is made by physical as well as digital elements) can reintegrate people’s relationships in space and time in an affluent way.

2.2.2 Hybrid Digital Media Architectural Visualization Delivery

Murcutt, Lewin& Lark’s The Arthur and Yvonne Boyd Education Centre on Digital Flatland VerdyKwee, Antony Radford and Dean Bruton

It proposes greater access, ‘interactivity’ and clarity in digital representations for the study, analysis and/or digital record of existing architecture by drawing on concepts and strategies - within and outside the discipline - to arrive at hybrid visualization techniques.

Mixed Digital Media And Hybridization

The notion of ‘mixed digital media’ can be interpreted in three ways.

1. It may simply mean the assembly of data of exclusively digital origins; for example, digitally created sounds, texts or images from digital videos and photos.
2. AsManovich suggests, the term can imply the ‘remix between the interfaces of various cultural forms and new software techniques’.
3. ‘Mixed media’ also encompasses the ‘borrowing’ and mixing of digital media tools and concepts, and traditional/new digital techniques deployed in other disciplines. It also suggests the re-adaptation of concepts to serve purposes other than those for which they were originally intended, such as the borrowing of software for purposes outside those for which it was originally.

The term ‘hybrid’, as opposed to ‘mixture’, implies that the whole construct or the amalgamation of the media is an ‘indivisible’ entity, different from the sum of its components.

To enhance the comprehension of architectural works for the purpose of study and analysis, a new mode of delivery or perhaps a new ‘language’ of hybrid digital media visualizations will need to be

contrived to describe architecture with visual clarity. We are still far from having established patterns of representing architecture in digital media in the way that there are established patterns for its representation in print and film.

2.2.3 Walking towards Digital Design Education: Contributions to the Initial development Stages in Teaching

Information technology as it is applied to digital design education has been exhaustively discussed in academic literature. Involving two disciplines in the design course at the University of S: geometry and means of representation. The former has only made use of hand drawing; the latter has applied commonly available generic software, and represents a methodological contribution, which can provide immediate improvements to digital design education.

We live in a unique time for both technology and personal skills. Technology can be applied to everything from the most common to the sophisticated of tasks, and its application affects our environment, habits and professions. Because of this, everything can, or must, be done by technology. However, we cannot forget that each activity has its roots in a traditional skill, based on manual labor and primitive tools.

Today, despite all of the available technology, each profession requires specific abilities, that often require manual skills, especially in areas such as engineering, architecture and design.

2.2.4 Comparative Analysis

Table 12 Comparative Analysis of the meaning of term Hybrid Technique from various researches done. Reference: Authors

S.No	Research Paper Title	Meaning of Hybrid Technique
1	Hybrid Art - Synthesized Architecture	One that is made by physical as well as digital elements
2	Hybrid Digital Media Architectural Visualization Delivery	The term 'hybrid', as opposed to 'mixture', implies that the whole construct or the amalgamation of the media is an 'indivisible' entity, different from the sum of its components. Mixture of two or more digital media together
3	Walking towards Digital Design Education: Contributions to the Initial development Stages in Teaching	Use of both traditional skills and new computer aided software to enhance teaching

2.3 Why digital hybrid drawings?

While many designers now work exclusively in a digital environment, some use both traditional and digital techniques simultaneously, and a few remain committed to only using traditional techniques. Today, nearly all ideas are conveyed digitally; non-digitized forms of communication are becoming marginalized. To create with only traditional tools fails to recognize the important relationship between media and message. Both hand and digital tools have a place in the design process. Appreciating the strengths and limitations of each tool is the key to understanding how to integrate them and why this is important.

Table 13 Limitations and Advantages of Hand Drawing. Reference: Hybrid Drawing Techniques: Design Process and Presentation (By Gilbert Gorski)

S.No	Hand Drawing Limitations	Hand Drawing Advantages
1	Requires many years of practice.	Sketching forms better visual memories by slowing the process of assimilation and inviting the other senses to reinforce experiences.
2	Challenging to create complicated 2D and 3D geometry: intricate or repetitive patterns and subtle textures.	Hand drawing is spontaneous; it is hard-wired to the brain.
3	Changes can be difficult.	Emphasizes individual expression; no two people draw exactly alike; if the process of drawing yields images that are personally unique, it is more likely the designs they describe will also be more unique; work that is unique is memorable.
4	Involves risk; variables concerning tools and individual skills can yield unpredictable results.	Practiced hand-eye coordination develops muscle memory; knowing how to draw is never forgotten
5	Focuses creativity in one individual.	

Table 14 Computers Limitations and Advantages. Reference: Hybrid Drawing Techniques: Design Process and Presentation (By Gilbert Gorski)

S.No	Computer Limitations	Computer Advantages
1	Instantly acquired digital images compromise memorization; cameras and humans see things differently.	Anything imaginable can be realistically simulated in a digital environment.
2	Keyboard commands; recalling locations and Sequences are forgotten without constant practice.	Capable of simulating movement with animation.
3	Process is grounded by software designers.	Facility with computer software can be mastered in less time.
4	Suppresses individual expression; all CAD drawings look alike; if the process of creating in a digital environment yields images that are similar, it is likely the designs they describe will also be Similar; work that is similar is unmemorable.	Can be used to analyze material and environmental performance.
5		Changes are easier.
6		Removes risk; standardized tools yield predictable results.
7		Capable of linking and simultaneously combining many contributors' efforts.

Therefore after studying the limitations and advantages of both hand drawing and computer. We can come to the conclusion that the amalgamation of the two techniques should be the best and innovative solution.

Moreover technology is one of the best tools we have to enhance teaching and it is especially valuable in hybrid teaching and learning environments. It is highly likely that the Internet will go down in history as the most useful innovation of the past century. Yet learning how to use new technological devices and software that is continuously updated and often becomes obsolete may take an inordinate amount of time, and teaching students how to use technology takes even more time.

When technology fails because of user error, incompatibilities, or other reasons, even more time is lost. Thus, making technology choices wisely is one of the most important skills needed in creating effective and efficient hybrid courses.

3. Hybrid Drawing Techniques by famous Artists and Architects

Table 15 Hybrid Drawing Techniques by famous Artists and Architects. Reference: Authors

S.No	Pioneer Architectural School and Movement	Architects and	Usage Percentage	Name of the Project
1	Le Corbusier 1950 Architecture of Modernism		100 % of freehand drawing in all design stages	Chapelle Notre Dame, du Haut Ronchamp, France
2	Frank Lloyd Wright 1959 Organic Architecture		100 % of freehand drawing in all design stages	Guggenheim Museum, New York city
3	Renzo Paino 1995 High-Tech Sustainability		50 % of freehand drawing and 50 % of computer application	Congress Centre, France
4	Frank Gehry 2002 Deconstruction Architecture		10 % of freehand drawing for first stage and 90 % of computer application	EMR communication and technology Centre, Germany
5	Richard Meier 2013		100 % of freehand drawing in the first stage and then depending upon CAD.	The Jubilee Church, Rome
6	I.M. Pei 2006 Modern International Style		100 % of freehand drawing in the first stage and then depending upon CAD.	Suzhou Museum, China
7	ZahaHadid 2011 Deconstruction Architecture		100 % Digital Sketching	Aquatics Centre, London
8	James Law 2015 Cybertecture (symbiotic relationship between the urban fabric and technology)		100 % digital sketch I the first stage and then CAD.	The Capital Mumbai.

4. Hybrid Drawing Techniques

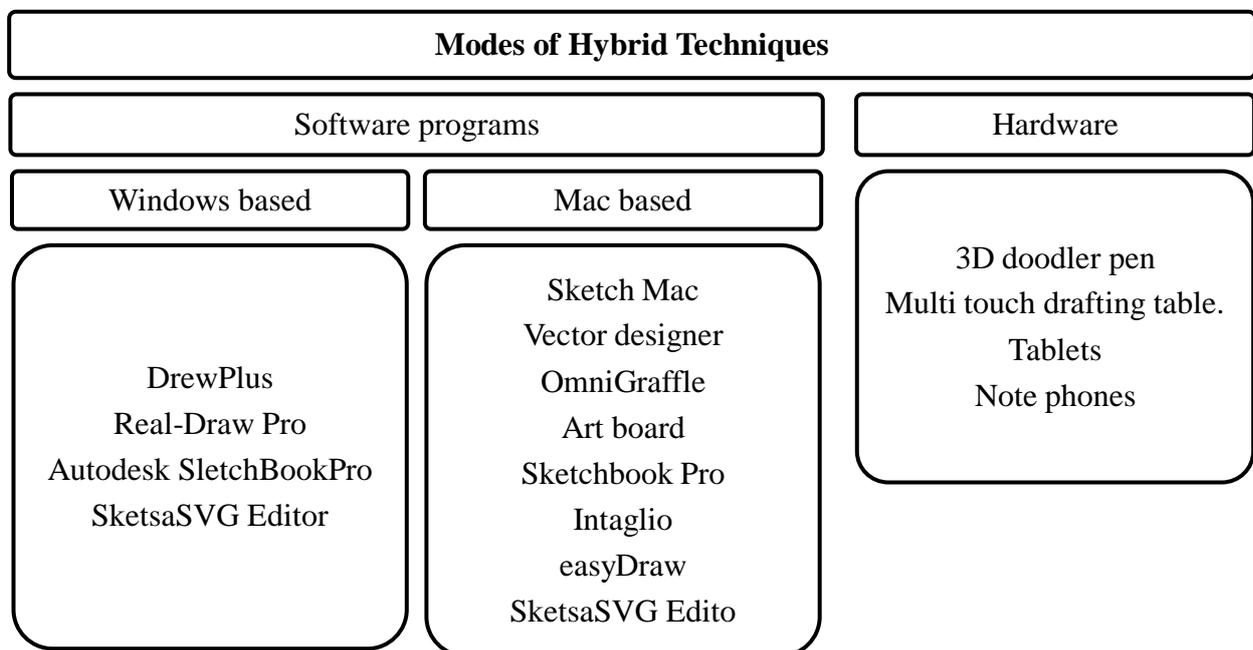


Figure 10. Different modes of Hybrid Techniques. Reference: Authors

The figure 1 depicts the different modes of hybrid techniques which are currently available in the market. The modes are bifurcated into two types such as software and hardware programs. The software programs are basically apps based which can be easily installed on phones or tablets or even computers whereas hardware programs are physical components or devices.

5. Case Studies

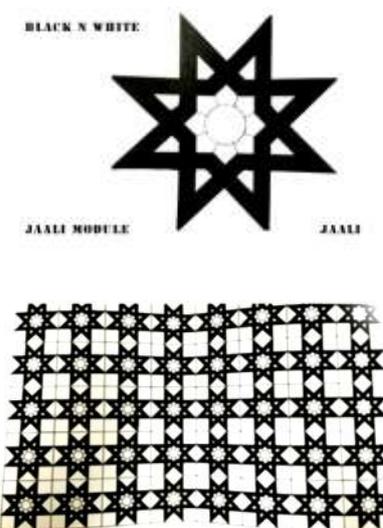
5.1 Case Study 1 – Work of 2nd year students of Arts and Graphics subject

Table 16 Case Study 1 student's work of 2nd year Arts and Graphics. Reference: Authors

Sample	Analysis
	<p>Hybrid drawing techniques involved in the preparation of basic perspective drawing in AutoCAD.</p> <p>In the 1st Stage – coloring in pencil color media In the 2nd Stage – Mixture of fuji and water colors.</p> <p>Conclusion 30 % digital software in initial stage 70 % in hand coloring.</p>

5.2 Case Study 2 – Work of 2nd year students of Arts and Graphics subject

Table 17 Case Study 2 of student's work of 2nd year students of Arts and Graphics. Reference: Authors

Sample	Analysis
	<p>Hybrid drawing techniques involved in the preparation of iaali module by hand.</p> <p>In the 1st Stage – preparing module by hand In the 2nd Stage – repetition of module to form a jaali pattern in AutoCAD. As repetition is easier in any software and less time consuming.</p> <p>Conclusion 50 % hand drawing 50 % digital software</p>

5.3 Case Study 3 – Work of 3rd year students of Interior Design subject

Table 18 Case Study 3 of student’s work of 3rd year students of Interior design. Reference: Authors

Sample	Analysis
 <p>The image shows a hand-drawn architectural plan for a ZARA store on the left, with the title 'ZARA: THE COMMUNIQUE INTERIOR COMMUNICATES'. To the right are digital 3D renderings of the store's interior, showing a modern, minimalist design with black and white elements and the ZARA logo.</p>	<p>Hybrid drawing techniques involved in the preparation interior drawings.</p> <p>In the 1st Stage – hand drawing for concept development In the 2nd Stage – final development of the project on software</p> <p>Conclusion 20 % concept stage 80 % in digital software</p>

5.4 Case Study 4 – Work of 4th year students of Architectural Design subject

Table 19 Case Study 3 of student’s work of 4th year students of Architectural Design. Reference: Authors

Sample	Analysis
 <p>The image displays two architectural renderings. The top left shows an aerial view of a housing development with a large, green, canopy-like structure over a central area. The top right shows a ground-level view of the same development with people walking. The bottom left is a close-up of a building with the word 'HOUSING' written on it. The bottom right shows a 3D rendering of a building complex situated on a hillside overlooking a body of water.</p>	<p>Hybrid drawing techniques involves mixture of two media. 2D and 3D images are combined together to form one image. Use of live clicked photographs with 3D image produced by software.</p>

6. Findings and outcomes

A survey was conducted among 50 students of Architecture. The main aim of conducting this survey is to investigate the current scenario of these hybrid techniques.

Table 20 Responses of Survey held from Bachelors of Architecture students on Hybrid drawing techniques in Architecture Education. (50 samples). Reference: Authors

1	Have you ever come across the term ‘Hybrid Drawing Techniques’
---	--

YES	12%			
NO	88 %			
2	Do you incorporate hand drawing in your design development phase?			
YES	78 %			
NO	22 %			
3	In case of hand drawing, have you ever tried using digital means?			
YES	48 %			
NO	52 %			
		Hand drawing	Digital drawing	Hybrid
4	Select the mode you use	38 %	54 %	8 %
5	Which is better mode of drawing	38 %	46 %	16 %

Research outcomes

There is lack of awareness among people about the hybrid technique. Knowledge regarding the new technologies advancement in the field of architecture and how to utilize it to the maximum.

Majority of the people are using hand drawing in the initial stage of work despite of inevitable entering of the computer age in the field of architecture for expressing their ideas, imagination, concept development and architectural communication.

As per the research conducted digital drawing has been resulted better mode of drawing. Because of the much use of digital technologies and in the digital age. And few of them are only aware of hybrid techniques and learning.

7. Conclusions

Architecture as a profession has always relied on tools to get the job done. Despite this willingness, most Architects, even today, still use pen and paper in the very early stages of design to sketch. (Novitski 1991; Haapasalo 1997). Based on this observation, it would seem that computers are unsuitable for the early stages of conceptual design.

Drawing evolves the ideology behind each and every thought pops up. It is important to put things on to a piece of paper or a digital screen to visualize the thoughts in one’s mind.

Hand drawing is important so as digital, it saves time and it gives more accuracy.

In the profession of architecture, drawing is essential to the process of design. From diagrammatical to highly technical, hand drawing brings value to every architectural project by allowing us to quickly explore ideas and convey intent.

Design process is seen largely as the activity of organizing ideas in order to produce a desired result. It involves synthesizing or analyzing various parts of the “problem” in order to understand or reveal the overall “essence” or solution. Architects design by thinking visually. This visual activity makes extensive use of images. The designer understands an idea by putting it down on paper “to see if it works”. The process by which images are used as fundamental objects for design decision making can be called graphical thinking (Laseau 1989), or design drawing (Lockard 1982), or simply sketching. This iterative way of testing ideas and informing the design process using images fundamentally directs and aids the architect’s decision making. Therefore, one of the most important tools that the Architect has at his disposal in the design process is the hand sketch.

Understanding the act of drawing is crucial to understanding how we might apply the computer to enhance the designer's ability to capture, manipulate and reflect on ideas during conceptual design process. This comprehension would enhance designing by making the computer a partner in the process. The interaction of the designer and the media (in this case the computer) would be through the provision of an environment for decisions to be made.

Although we agree with the need for a new paradigm for digital design, some connections with traditional concepts should contribute to its fundamentals, especially in didactic applications.

In broad terms, a hybrid drawing is any drawing medium that mixes and stratified a diversity of ideas, techniques or media into a new, novel and meaningful image or idea – something that architects and designers have long drifted towards.

8. Recommendations

1. Developing interest in the students

Creating interest among students regarding the utilization of Hybrid Drawing techniques so that they can incorporate these techniques in their design process and improve their skills. Enhance the learning outcomes which will provide them better imaginative skills in their works.

2. Need of continuous transformation in techniques used in teaching

3. Need to develop new pedagogy for Digital architecture - As digital media become more complex and more demanding with respect to the knowledge of multiple types of software and hardware, knowledge of scripting languages, and manipulation and maintenance of complex data models, there will be a need to educate a new generation of digital design specialists.

4. Need to develop awareness and skills among students regarding hybrid techniques and hybrid learning. Architects and students both are not much aware of hybrid techniques and learning. Various workshops should be organized to enhance their knowledge about different techniques, various software and hardware that are used for this hybrid purpose. To develop skills amongst students and train them to use the techniques and hardware. A different type of learning enhancement for the students.

5. Developing exercises which are based on hybrid drawing techniques in different subjects of the course.

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**STABILIZATION OF CLAYEY SOIL WITH ALUMINIUM OXIDE AND PHOSPHORUS
PENTOXIDE CHEMICALS**

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ABSTRACT

Soil stabilization is a method to improve the properties of soil in an unanimous character with the certain chemicals i.e. phosphorus pentoxide and aluminium oxide as these chemicals are highly reactive in nature and can give results quickly. Both these chemicals are producing an strong effect on soil which leads to enhance in the general properties of soil i.e. plastic limit, liquid limit, plasticity, specific gravity, bearing capacity and other properties. It is necessary before prior to any construction as it is major part of construction.

Keywords: Chemicals, Soil, Plastic, Gravity

INTRODUCTION

Chemical stabilization is a quick method to improve the soil in short period of time.as it depends on the chemical reactions occurs in soil when it combines with soil.

Reactions that occurs as follows:

- **Cation exchange:** It changes the exchangeable cations of the soil with the calcium cation derived from the lime.
- **Flocculationandagglomeration:** grain size increases due to suppression of the with double water layer surrounding the clay particles due to increase an electrolyte concentration results in flocculation of clay particles lime.
- **Carbonation:** it is a reaction of lime and carbon dioxide in the atmosphere.

ALUMINIUM OXIDE

Aluminium oxide is white coloured shining powder form which reacts with soil to form a sample little bit cool due to its affinity with water. It improves the properties of soil such as dry density and optimum moisture content.



Figure 1: Aluminium Oxide

PHOSPHORUSPENTOXIDE

Phosphorus Pentoxide is white coloured sticky powder form which is highly reactive with water and clay particles of soil. It improves the index properties, dry density, and optimum moisture content of soil.



Figure 2: Phosphorus Pentoxide

EXPERIMENTAL RESULTS

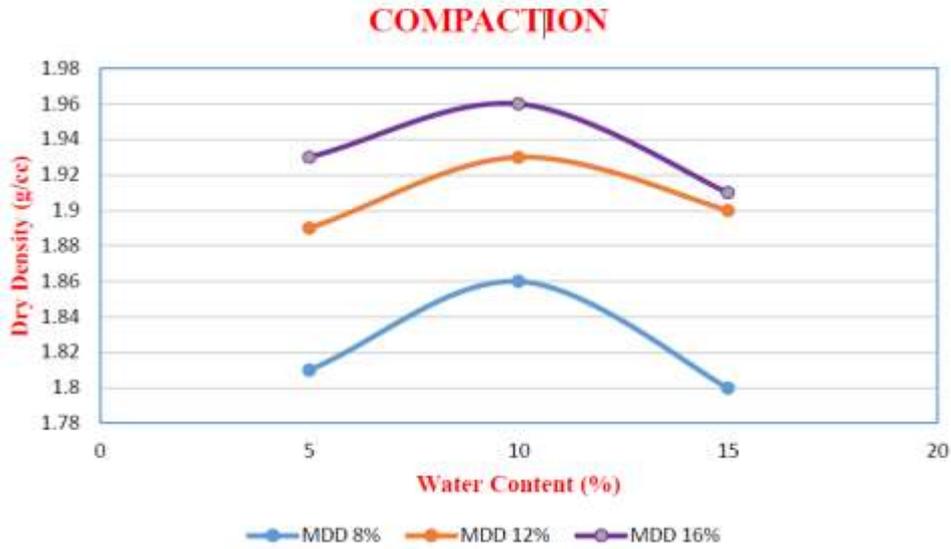
To obtain a certain result on clayey soil with the chemicals as discussed above. The amount of chemicals with soil fixed in certain amount i.e. 8%,12% and 16%.

Compaction test (proctor test) and unconfined compressive strength test performed on soil sample with different percentage of chemicals. Compaction test performed by proctor test gives the value of OMC (optimum moisture content) and chemicals in soil. MDD (maximum dry density). Both these values were simultaneously varied with the amount of soil.

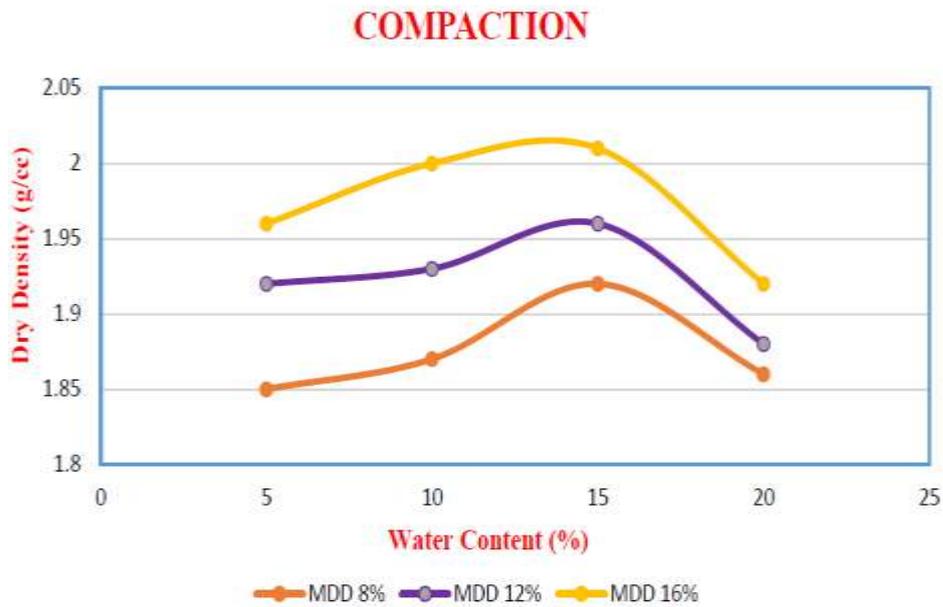
Table 1: Compaction Result

Soil sample with certain % of chemicals	OMC (%)	MDD(g/cc)
CLAYEY SOIL + 8% Al ₂ O ₃	17.41	1.86
CLAYEY SOIL + 12% Al ₂ O ₃	17.13	1.93
CLAYEY SOIL + 16% Al ₂ O ₃	17.52	1.96
CLAYEY SOIL + 8% P ₂ O ₅	16.36	1.92
CLAYEY SOIL + 12% P ₂ O ₅	16.75	1.96
CLAYEY SOIL + 16% P ₂ O ₅	16.52	2.01

Graph of compactionwith aluminium oxide



Graph of compaction with Phosphorus Pentoxide



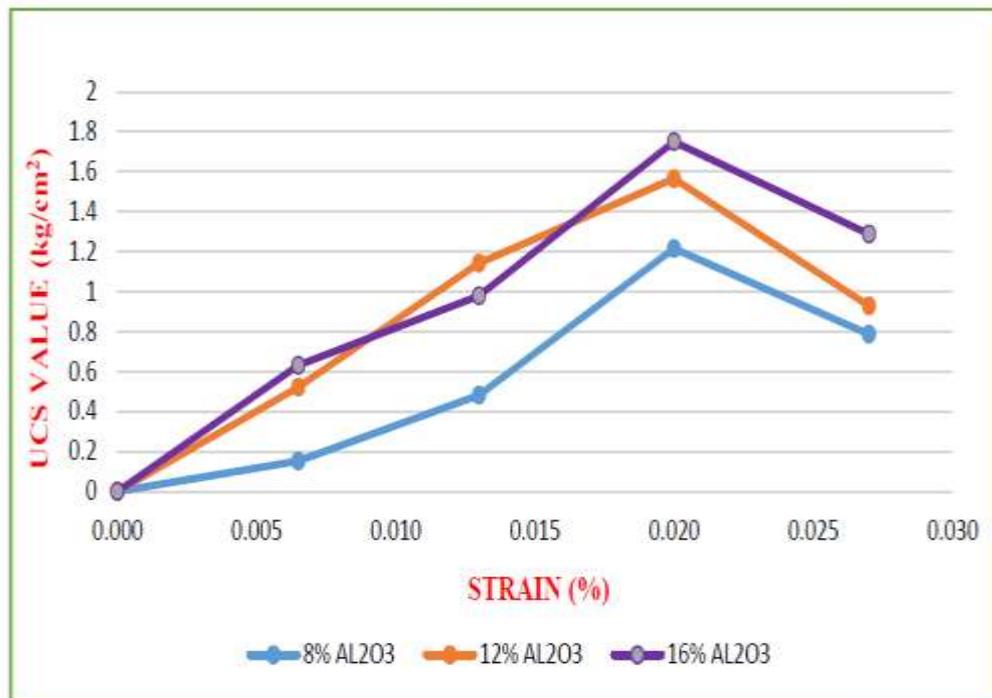
UCS RESULTS

Ucs test conducted on sample with a time period of 7 days as sample gain strength in a particular time period.

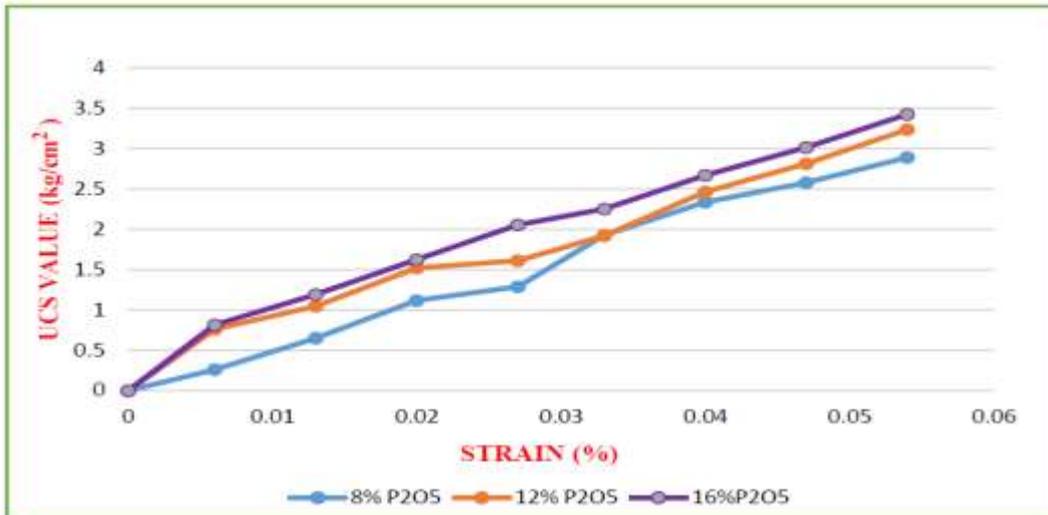
Table 2: UCS Result

SOIL SAMPLE WITH % OF CHEMICALS	UCS (Kg/cm²)
CLAYEY SOIL + 8% Al ₂ O ₃	2.48
CLAYEY SOIL + 12% Al ₂ O ₃	2.88
CLAYEY SOIL + 16% Al ₂ O ₃	3.19
CLAYEY SOIL + 8% P ₂ O ₅	2.89
CLAYEY SOIL + 12% P ₂ O ₅	3.24
CLAYEY SOIL + 16% P ₂ O ₅	3.42

Graph of UCS (SOIL + ALUMINIUM OXIDE)



Graph of UCS (SOIL + PHOSPHORUS PENTOXIDE)



CONCLUSION

- Aluminium oxide used in research work to stabilize the clayey soil, results in increasing compaction. The maximum dry density of soil i.e. on 8% is 1.86 g/cc, on 12% is 1.93 g/cc and on 16% is 1.96 g/cc increases as compared to parent soil and optimum moisture content decreases i.e. on 8% is 17.41%, 12% is 17.13% and on 16% is 17.52% but this material is suitable for stabilization of soil as the effect of chemical with soil show strong bonding with soil. The compressive strength of soil also increases with each percentage of aluminium oxide i.e. 8% is 2.48 kg/cm², 12% is 2.88 kg/cm² and 16% is 3.19 kg/cm².
- Phosphorus Pentoxide used in research work to stabilize the clayey soil results in increasing maximum dry density i.e. on 8% is 1.92 g/cc, on 12% is 1.96 g/cc and on 16% is 2.01 g/cc and reduced optimum moisture content i.e. on 8% is 16.36%, on 12% is 16.75% and on 16% is 16.52%. Unconfined Compressive strength of soil also increases i.e. on 8% is 2.89 kg/cm², on 12% is 3.24 kg/cm² and on 16% is 3.42 kg/cm².
- Aluminium oxide and phosphorus pentoxide both chemicals result in highly compaction and UCS values and recommended for further research work.

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**GROWERS’ FRIENDLY TECHNO-PACKAGE AGAINST ROOT DISEASES OF
OKRA POSING SERIOUS THREAT IN AND AROUND WESTERN U.P**

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Abstract

In the present study an attempt has been made to manage the major soil borne maladies using eco-friendly and safe practice as against the toxic and expensive chemical means being practiced by majority of farmers of western U.P. In this, through extensive surveys around vegetable growers' heavy infestation of root knot nematode and root rot fungus were recorded on okra resulting remarkable damage to the crop. The management of the above maladies has been carried out through integrated approach of neem oil seed cake, fungal bio agents viz. *Trichoderma harzianum*, *Paecilomyces lilacinus* and AM fungus *Glomus etunicatum* on okra, the host plant being grown as main vegetable in the region. In vitro studies with fungal bioagents against pathogenic fungus and root knot nematode clearly showed a high toxic nature of *T.harzianum* against *R. solani* and also root knot nematode while remarkably high egg parasitic nature of *P. lilacinus*. The results of pot culture/glass house studies on okra Cv. *Arka Anamika* carried out with safe and cost effective management components showed significantly outstanding results in respect to plant biomass and also reducing incidence of rot fungus *R. solani* with significant reduction of both root and soil population of *M. incognita* as compared to all other treatments including uninoculated control

Key Words: - Root Knot Nematode, Egg parasitization, *T. harzianum*, *P. lilacinus*

Introduction

As against the application of toxic chemical pesticides being indiscriminately used by the majority of the farmers resulting in destroying the health of soil, plant and also human beings consumed through food chain the present investigation is an attempt to detoxify the soil and also the environment through the use of evolved IPM package constituting sustainable, safe and economic components against major soil borne maladies viz. root knot nematode and root rot fungus. Root knot nematode, an endophyte on a wide range of crops mainly vegetables belong to genus *Meloidogyne* is known to cause tremendous damage not only alone but also associated with other soil borne fungus viz. *Rhizoctonia solani* causing root rot symptoms. It is reported to cause damage to the extent of 30-50%.out of a no. of species described so far belonging to genus *Meloidogyne* in India *M.incognita* (Kofoid and White) Chitwood is reported as a polyphagous species (Golden and Vangundy, 1975) in USA showed association of galled roots of tomato with *R. solani*. In the present investigation a survey of okra crop in farmers' field in and around District Bulandshahar exhibited patchy growth with some stunted plants along with healthy looking ones. Most of the stunted plants on uprooting showed heavy galling due to root knot nematode infection besides which on closer examination few of the plants expressed some heavily rotted roots with no fruit sets(Fig.1)



These heavily infested fields were referred as hot spots in which most of the plants were observed to be fruitless. This prompted the present investigation with a motive to manage the yield losses using sustainable components constituting neem oil seed cake as soil amendment, fungal bioagents-biopesticides along with AM fungus *Glomus etunicatum* as phosphate solubilizing biofertilizer. These management components both alone and in combination is attempted to evolve a package under glass house/pot trial which would help in combating the severe damage on okra crop due to invasion by root knot nematode and root rot fungus. The study was carried out with an integrated approach of sustainable management components like neem oil seed cake being rich in its manural properties and also possessing nematicidal (Bhattacharya and Goswami, 1988) and fungicidal properties (Sharma and Bedi 1988), two fungal bio agents (Goswami and Archana Mittal, 2004) and VAM as a root protectant (Goswami et al 2007) to combat each of the maladies like a soil borne root rot fungus and the root knot nematode through in vitro and pot culture studies.

Material and Methods

From the diseased materials collected from the surveys (both soil and root) during 2010-2012 particularly from the hot spots around the rhizosphere and rhizoplane of root knot and root rot affected plants nematodes and mycoflora were isolated, identified and maintained for in vitro and in vivo studies. The above mycoflora were isolated through soil dilution technique (Martin,1950) and identified following (Barnett and Hunter, 1987) from the rhizosphere after repeated sub culturing as *Aspergillus terreus*, *A.niger*, *Rhizoctonia solani* and *Trichoderma harzianum* while out of the rhizoplane around the galled roots *Paecilomyces lilacinus* was recovered .All the species were separately maintained on PDA and PD broth (Lilly, 1965) for both in vitro and pot culture studies as :

1) Nematicidal tests:

For testing the potentiality of isolated fungi and to assess their toxicity or egg parasitizing capacity were carried out for root knot nematode (*M. incognita*) through the larvicidal, ovidal/egg hatching inhibition and egg parasitizing capacity tests.

- a) Larvicidal test:: For the larvicidal test about 100 freshly hatched lave of *M. incognita* where allowed to exposed in different dilution (S.E., 1:10) of each the above fungi separately for 24, 48 and 72 hours following which their mortality was recorded keeping adequate control in both Potato Dextrose and water.
- b) Egg hatching inhibition test: For the ovidal or egg hatching inhibition test, three egg masses collected from the culture pots and okra root infected with root knot nematode after surface sterilization with 0.0% HgCl₂ was allowed to soak in each of the above dilution of fungal filtrate

separately for 48 hours followed by transferring them in sterilized water. Number of larvae hatched from each fungal filtrate was recorded till 10 days of transfer to water.

- c) Egg parasitize capacity test: The test was carried out with fungal mycelium recovered after extracting out the culture filtrates used above to (a and b) in-vitro tests. On these fungal mycelia for each of the fungal flora surface sterilized egg masses of *M. incognita* were incubated at 25±20C for 7 to 10 days following which they were crushed, stained and observed under stereo binocular for finding out the percentage of egg parasitization.

2) Fungicidal Test/Dual Culture: For dual culture test, the pathogenic fungus was inoculated in the Petri Plates containing the growth medium opposite to which the bioagents under study was introduced. Following this the Petri Plates are transferred to BOD incubator at 25±2C for 5 to 7 days. Following which the performance of both, the pathogenic and bioagents was recorded after a week and inhibition percentage was calculated by the formula described by Vinset and Budget (1990).

$$I = \frac{C - T}{C} \times 100$$

Where, I = Per cent inhibition, C = Colony diameter of radial growth in control and T = Colony diameter of radial growth in the treatment.

- 3) Indigenous preparation of grain based fungal bioagents** In process of mass culturing of fungal bioagents viz. *Trichoderma harzianum*, and *Paecilomyces lilacinus* at farm/village levels by farmers, the following steps are as follows: Soak the required amount of starch rich grains (sorghum, maize, rice etc.) in water for overnight in bucket. Transfer the moist grains in autoclavable bags@150-200g and seal each one with cotton thread followed by sterilizing twice in pressure cooker for 35 to 40 minutes. After releasing the pressure, the packets were allowed to cool to room temperature which is ready for inoculation of pre prepared bioagents separately of each species near the flame of the lamp carefully so as to avoid the contamination (Goswami and Neetu Singh, 2013). Inoculated poly bags to be kept in ambient temperature for colonization of spore and mycelium of fungal biocontrol agent on sorghum grains for 10-12 days after which it can be used for application in fields.
- 4) Glass house/Pot trial :** A pot trial experiment was carried out under glass house condition for the management of both the soil borne maladies viz Root Knot Nematode and Root Rot Fungal diseases on okra using 12 inches diameter earthen pots filled with autoclaved sandy loam soil. Each of the above pots was given simultaneous inoculation of both soil borne pathogens i.e. fungal mat of *R. solani* (@ of 4g per pot and freshly hatched larvae of *M. incognita* @ 4 larvae per g soil 4 days following which all the pots were amended with neem oilseed cake @2 % w/w which were regularly watered for decomposition. The sowing of okra seed (Cv *Arka anamika*) was done to each pot after surface sterilization with mercury chloride (Hgcl₂ 0.01%) and application of 100 chlamyospore/pot of *Glomus etunicatum*, alongwith grain based bioagents, *T. harzianum*, *P. lilacinus* @ 50g/pot, were added in respect to treatments. Out of the total 30 inoculated pots five replication for the management experiment was maintained for each of the treatment as; 1. *P. lilacinus* +NC, 2. *T. harzianum* +NC, 3. *G.etunicatum*+NC, 4. *P. lilacinus* + *T. harzianum* +NC, 5. *P. Lilacinus* + *T. harzianum* + NC + *G.etunicatum*, 6. Control. The results of above experiment was recorded after 45 days of sowing in respect to biomass and *M. incognita* population of both root and the soil (Table 5).

Result and Discussion

With the ban of toxic pesticides like DBCP, MBr ,Entosulphan.Phorate etc. causing soil and environmental pollution and their carcinogenic properties in recent years eco-friendly methods for the management of pest ,diseases and root knot nematode are attempted by Plant Protectionist out of which the use of fungal bioagents are in the fore front. In the present study, a no. of saprophytic fungi viz. *Aspergillus spp* (Olia, and Goswami 2000) *Paecilomyces lilacinus* (Khan and Goswami , 2000) *Trichoderma harzianum* has proved to be potential against soil borne fungal and nematode diseases (Elad et al;1980;Pandey et al 2005) were isolated from rhizosphere and rhizoplane od root knot affected okra plants. Slightly affected healthy looking plants with reduced no. of galling exhibited, in general, predominance of fungal bioagents as against severely affected ones with heavy galling. The result of the in vitro larvicidal test as presented (Table1) clearly showed different mortality of larvae by fungal bioagents as compared to the control. *Aspergillus spp.*, *T .harzianum* and *P. lilacinus* exhibited remarkably high toxicity *M.incognita* larvae in comparison to others. The observation of toxicity of fungal filtrate was confirmed by hatching inhibition test.

Table 1: Percentage mortality of J2 of *Meloidogyne incognita* exposed to fungal filtrates

Treatments	24 Hrs		48 Hrs		72 Hrs	
	S.E.	1:10	S.E	1:10	S.E	1:10
<i>T.harzianum</i>	38 (38.08)	22 (27.95)	54 (47.27)	30 (33.64)	76 (60.64)	45 (41.53)
<i>A. terreus</i>	60 (50.74)	52 (45.55)	78 (62.00)	68 (56.14)	88 (68.84)	72 (57.39)
<i>P. lilacinus</i>	15 (21.95)	8 (16.08)	19 (25.82)	11 (20.24)	26 (29.98)	14 (22.77)
<i>R. bataticola</i>	18 (25.08)	12 (20.24)	25 (29.98)	16 (23.56)	42 (39.79)	23 (27.95)
<i>A.niger</i>	46 (42.68)	34 (34.43)	72 (58.67)	60 (51.33)	92 (72.53)	75 (59.97)
Water (C2)	2 (9.87)	0 (1.81)	5 (12.87)	0 (1.81)	7 (16.40)	0 (1.81)
CD at 5%	1.79 (1.66)	1.64 (1.28)	1.79 (1.45)	1.64 (1.16)	1.79 (1.48)	1.64 (1.11)

Figures in parenthesis represent the angular values

A. niger expressed least no. of larvae hatched while maximum no. of larvae in case of *P. lilacinus*, a known egg parasitic fungus. This fungus has often been referred as opportunistic *.Aspergillus* was recorded highly nematocidal by earlier worker (Zukarmann etal 1994).

Table- 2: Effect of Egg hatching of *Meloidogyne incognita* eggs after 10 days exposure of fungal filtrates

Treatments	Egg hatch after (Day)					
	0	2	4	6	8	10
<i>T. harzianum</i>	28	30	26	34	22	16
<i>A. terreus</i>	21	28	38	46	18	15
<i>P. lilacinus</i>	30	40	35	52	42	36
<i>R. bataticola</i>	25	35	48	56	58	61
<i>A.niger</i>	14	19.3	22	28.6	25	26.3
Water (C2)	128	112	78	95	80	66
CD at 5%	1.79	1.98	1.79	3.05	2.2	1.98

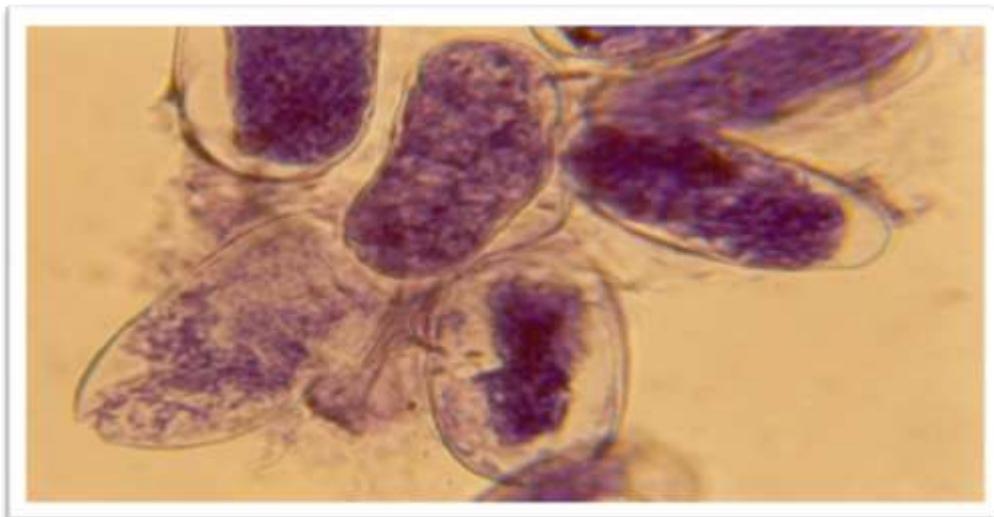


Fig.2 *P. lilacinus* parasitizing eggs of *M.incognita*

As is clear from Table 3 representing the efficiency of different fungi on egg parasitization on *M.incognita*, the maximum parasitization is clearly demonstrated in case of opportunistic fungus *P.lilacinus* as 80% followed by 24% in case of *T.harzianum*. the least parasitization capacity is represented by *A.terrus* (11%) followed by *A.niger*(14%) and *R. solani* (15%). Thus in this Table and Figure 2 *P. lilacinus* is exhibiting itself as purely opportunistic or egg parasitic while *T.harzianum* possesses both egg parasitic and mildly toxic in nature.

Table -3: Efficiency of different fungi on Egg parasitization of *M. incognita*

Fungal Spp.	% Parasitized eggs	Colonization of matrix
<i>A. niger</i>	14 (21.95)	+
<i>A. terreus</i>	11 (19.35)	+
<i>P. lilacinus</i>	80 (63.41)	+
<i>R. solani</i>	15 (22.77)	+
<i>T. harzianum</i>	24 (29.31)	+
Control	1.84 (1.45)	
CD at 5%	3.69	

In Table 4 *T.harzianum* inhibited significantly the growth of the rot fungus. *R. solani* (80.68 mm) and appeared to be the most potential over others. The next in order of superiority *T.viride* (73.67) followed by *A.niger* (72.63).

Table 4. Interaction between isolated mycoflora against *Rhizoctonia solani* under dual culture test

Test organism	Average growth diameter of <i>R.solani</i> Pathogen (mm)	Percent growth inhibition
<i>A niger</i>	17.37	72.63
<i>A. terreus</i>	29.66	60.34
<i>T.viride</i>	16.33	73.67
<i>T.harzianum</i>	9.32	80.68
<i>P.liacinus</i>	35.59	54.41
Control	90.00	-
C.D @ 0.05	2.18	

After confirming the potentialities of all the sustainable components of the present study each, including a phosphate solubilizing biofertilizer *G.etinucatum* as a “protectant” against root invaders (Devi and Goswami, 1992), (Lingaraju and Goswami 1993) was used separately or concomitantly for selecting the best treatment. In this, as is clear in Table 5 the treatment constituted soil amendment with neem oil seed cake followed by both the fungal bioagents together with AM fungus exhibited

significant excellent performance as represented by plant biomass in comparison to all other treatments. This treatment also showed significantly different in reducing the population of *M.incognita* both in root and in soil than that of all other treatments including control. The number of egg masses was also recorded to be reduced in this biopesticide –biofertilizer combined treatments.

Table -5 Effects of *T. harzianum*, *P. lilacinus* and *G. etunicatum* in different combination on diseases caused by root-knot nematode and rot fungus on okra

Treatment	Biomass	No. of galls/plant	No. of egg masses	Population/ 250g
<i>T. harzianum</i> + NC	18.7	11.7	16.4	320
<i>P. lilacinus</i> +NC	16.3	9.4	7.8	280
AM+NC	19.8	10.3	9.7	438
<i>P. lilacinus</i> + <i>T. harzianum</i> + NC	22.4	6.8	6.3	161
<i>P. lilacinus</i> + <i>T. harzianum</i> + AM + NC	28.1	3.1	5.1	125
Control	9.2	35	98	3352
CD at 5%	2.18	5.75	4.33	11.79

In recent years VAM has been proved to be extremely useful as management component of IPM package against fungal and root knot nematode diseases (Bhagwati and Goswami 2000), (Goswami et al 2008) Thus in the present investigation an ideal sustainable components have been integrated constituting 1) oil seed cake as soil amendment 2) biopesticides as the agents of reducing the fungal disease incidences and root knot nematode population below the economic threshold level and 3) representing a good candidate of phosphate solubilizing AM fungus in addition to its role as a protectant against the soil borne maladies through preoccupying the cortical regions by its Vesicles and Arbuscules. This evolved package is totally prepared from natural and/or local resources, without adding chemical or synthetic entity. This evolved indigenous techno-package shall also help in improving the health of soil, crop and also last but not the least that of the consumers. This combined approach of enriching the soil health with combating capacity against maladies as demonstrated in the glass /pot culture studies deserves to be applied under field conditions which would empower the health of soil ,plant and also consumers in form of a techno-package as a remedial against the toxic chemical farming.

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**YOUTH BUYING BEHAVIOUR TOWARDS LAPTOP BRAND FROM CHINA: AN
EMPIRICAL STUDY IN LUCKNOW**

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ABSTRACT

Globalization has lead to the increase in international trade from all over the world. Due to increase in global marketing consumer's perception towards products belonging from various countries like China is also changing .Growth of electronic devices in China such as laptop phones is among relevant to study. China's laptop brand captured 50% of the market share in India in the year 2016. This revolution by China's laptop brand prove to be a landmark event in the history of India.

In this study a total of 100 set of samples were distributed randomly in Universities such as Lucknow University and Integral University in Lucknow among youths. The hypothesis which were tested using Pearson Correlation have revealed that all predetermined variables like price, brand awareness, perceived quality and perceived feature are correlated in influencing consumer purchase intention towards laptop phone brand from China. Apart, from this the reliability test (Cronbach alpha value) was also carried to ascertain the relationship of all the variables, items and scale in the questionnaire. Other than providing remarkable change of people perceptions towards laptop phone brand from China, the findings would provide insight to the consumers and marketers especially who involve directly and indirectly with China as their product and service providers' origin.

KEYWORDS: Country of Origin, Brand familiarity, Perceived features, Perceived quality, Purchase intention

INTRODUCTION:

As, the economy is growing so the demand for the laptop phones are also increasing. Globalisation has made it easier for the global brands to enter into a new market easily. Hence, in order to face the intense competition it becomes necessary for the firms to understand the consumers attitude towards a particular product (Jemenz, N.H., & San Martion, S., 2010) and (Zuhal and Cidgem 2014). With, the increasing number of brands from outside the countries consumers has little or no knowledge about the foreign products hence, it is important to provide knowledge about the foreign brands to the customers. Thus country of origin effect will be used as a source of information. In this paper, the perception of Youth towards laptop phones of China brand is investigated.

'Made in China' is seen everywhere in the international market. In fact, the country expanded into the international market due to their excellent manufacturing, low cost and high economies of scale (Xiaoxia Wang., 2010).Previously, the 'Made in China' image is not that positive in the minds of the consumers (Ahmed, Johnson, Xia & Chen, 2004). the country had started as the leading manufacturer in the world but the quality of the products is still being perceives as likely low (Lew & Sulaiman, 2013).

However, nowadays researcher had assumed that scenario had changed to the other way round. Being the second largest economy followed by U.S. Chinese companies and factories are shifting their focus from OEM (original Equipment Manufacturer) to ODM(Original design manufacturer) that means they have started handling total manufacturing and designing process all by itself (Wade Shephard., 2016).Chinese companies are creating and investing in building their own brands like (Lenovo (computer), TCL(television), Haier (appliances). This also include laptop brands like Oppo, Xiaomi, Gionee, Asus, Vivo, Huawei etc. have gained world class reputation. Hence, emergence of these qualities is expected to change the previous negative stereotype perception that consumers have in their mind (Nor Sara et al, 2016).

Many, studies have been conducted in past that have investigated the factors affecting the purchase intention on laptop phone. Factors such as price, function, country of origin are one of them.

But, What If the laptop is limited to specific country brand. It is not from the laptop from any brand but it is the laptop phone of China brand and what are the factors that consumers will considered when country of origin effect is taken as a whole and how the consumers will evaluate it are the drivers of this research.

OBJECTIVES:

- To ascertain youth perception towards Chinese Laptop brands
- To investigate consumer brand awareness of Chinese Laptop brands.
- To ascertain post purchase behaviour.

LITERATURE REVIEW

2.1-COUNTRY OF ORIGIN

Robert Schooler was the first author who introduced the concept of Country of Origin in (1965). It studies were based on single cue of COO of different products in different countries. But, later on from 1980s studies have focussed on multiple cues. Schooler,(1965), Bilkey and Nes (1982), Hampton, (1977) and Tonberg (1972) were the major contributors during this period. In international market it was considered one of the important factors which the consumer use when evaluating products. The studies under multiple cues included the intrinsic quality of the product like performance, design, quality etc and intrinsic cue include COO, brand name, price, etc. Important contribution came from Ericksson et al,(1984), Johansson et al (1985), Astous and Ahmed, (1982) and Liefeld,(1993). All these studies laid emphasis on the importance of COO effects on consumer choice, along with the other product cues. Schooler (1965) was the first author who conducted the country of origin empirical study.Reierson’s (1966 & 1967) he focused on perceptions on product quality and came to a conclusion that COO effects existed whether it was general products, specific products or classes of products. Stereotyping was present among the respondents

Johansson, et al.(1985) they included 13 product attributes(find out the attribute) to access the effect of country of origin on auto laptops . They found out that the effect of COO was minor ad do not affect the overall rating. Their findings supported the hypothesis that consumer uses country of origin information when they have little familiarity with particular products. Hooley, et al (1988) conducted study on stereotyping and found out that stereotype perceptions appear to be held countrywide for COO. Information on six products attributes was presented including country of origin in a study of

clothing products (shirt and blouse) choice, before and after exposure to a “made in the USA”. Their results found the country of origin effect to be relatively small than that of price and quality attributes both before and after launching of the campaigns.

Olson and Jacob, 1972 – The consumers uses both intrinsic (e.g. quality, style, taste, performance) and extrinsic cues (e.g. brand name and price) to evaluate the products. Consumers often apply extrinsic cues when they are unable to detect its true intrinsic attributes prior to actually experiencing it. Hence, the country of origin cue is conceptualized as one of these extrinsic cues.

Han, (1989) studied the consumer perception of quality for products made in a particular country (defined as “country image”. He came to a conclusion that when consumers are not familiar with a country’s products, country image serve as a important factor from which consumers summarizes brand attributes that affect their attitude towards brand indirectly. In such case, country image is based on whatever knowledge or stereotype the consumer has about these countries, which in turn affect product evaluation. Wall et al.’s (1991)- He found out more than brand and price, country of origin is the more important factor in accessing product quality. For all the three products in their study (shirt, wallet and telephone), higher quality ratings occurred for the developed countries and lower quality ratings for the developing countries.

Lee, et al. (1992) conducted a conjoint analysis to measure the importance of price, warranty and country of origin. They found the price factor to have the highest relative importance, second the warranty and country of origin though still significant, third. Studies conclude that buying intentions are influenced by factors like political maturity, traditions, economic development and level of industrialisation. (Hooley, et al 1998 and Lawrence, et al 1992).

2.3-Brand Equity

Brand equity is “the value consumers associates with brand , as reflected in the dimension of brand awareness, brand association, perceived quality and brand loyalty” as defined by (Aaker, 1991). For instance global brands like Toyota and Sony which are Japanese brand highly influences consumer-based brand equity in a positive way as, Japan is regarded as high technology country having a positive image of electronics and auto laptops among consumers. Aaker (1991) and Keller (1993) took brand awareness as the important factor for brand equity. Keller (1993) stated that brand awareness is one of the factors that influence the buying intention of the consumer. The statement was further supported by Macdonald and Sharp (2000) by saying that when the customers are aware of the product, the buying intention is more like to be triggered

Chen-Yu and Kincade (2001) concluded that there was a positive relationship between product image, perceived quality, performance expectation and price but, no direct relationship between participant satisfaction and product image.

2.4-Purchase Intention

Consumer’s purchase intention must be triggered firstly, to encourage the consumers to purchase (Howard and Sheth, 1967). According to Babin and Boles (1999) is widely used as a factor to study the consumer’s final purchasing decision.

Schiffman and Kanuk (2000) has identified that there is a positive relationship between purchase intention and with the willingness to pay which meant that the higher the intention to purchase will cause the higher willingness of customer to pay for the particular product. Attitudes and evaluation of

the external factors also triggered consumer's purchase intention Fishabein and Ajzen, (1975).Purchase intention of consumers can be easily affected by the external factors when making decision. Factors such as country of origin, product price, product features influence the consumer buying process.(Sheu 2010).

2.5-Price

Pricing is the one of the most important factor affecting consumer's purchase decision (Chapman and Whalers, 1999; Munnukka, 2005; Aldhaban, 2012).Kotler (2000) stated that is always playing a key part in consumer behaviour. Shenge (2010) found out that along with country of origin, price can also influence the consumer behaviour and purchase intention along with the factors like quality and image.

Furthermore, price is one of the factor affecting country of origin effect (Heslop, L.A., Liefeld, J.P. and Wall, M.,1987). Country of origin influence consumer buying behaviour but when pricing is taken into their evaluation and consideration, the competitive pricing strategy overtakes country of origin effect.

Aidoo and Nyamedor (2008) had conducted a study on choice of laptop brand with a sample size of 300 respondents. They concluded that due to the high cost and price people are not able to afford and most of the people not owning a laptop phone. Hence price will be the important determinant of the consumer purchasing behaviour.

2.6-Perceived Quality

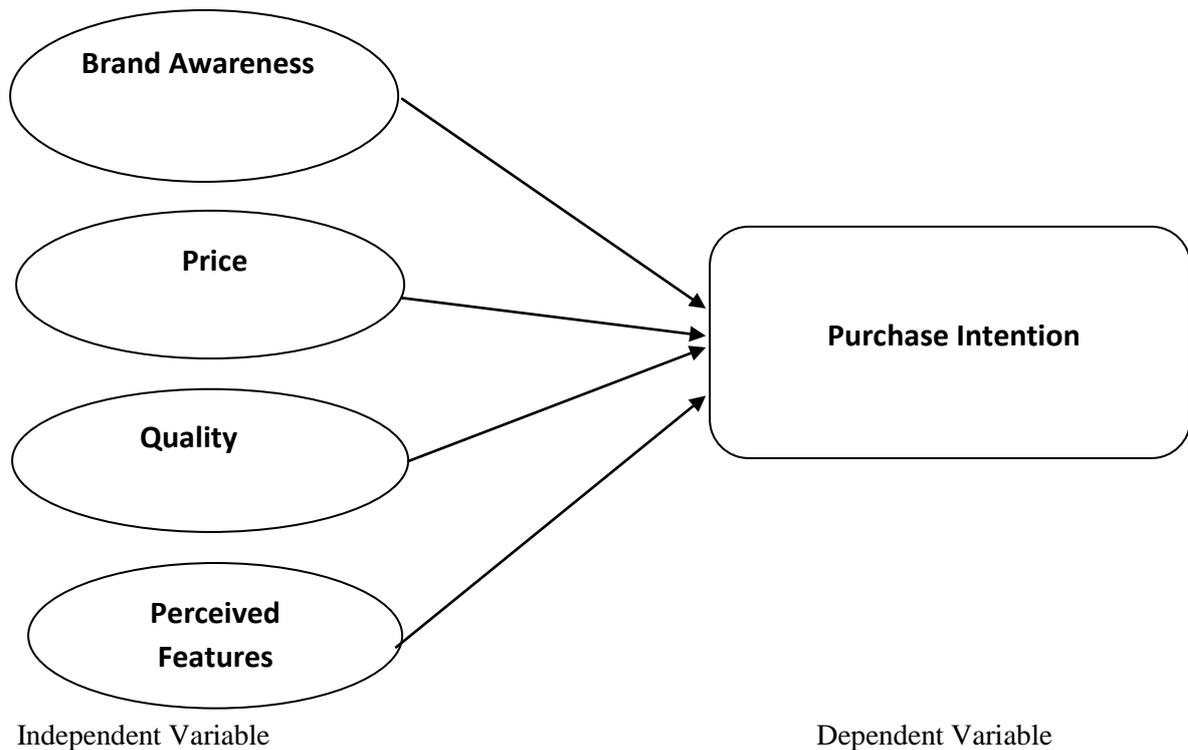
Espejel (2007) mentioned that quality can be divided into two dimensions i.e. objective quality and perceived quality. Zeithaml (1998) stated that perceived quality is an overall excellence of the product by consumer judgment. Grunert (2005) explained perceived quality as the judgment of the consumer based on the outer parts of the product and services.

Purchase intention is affected by the perceived quality in a direct relationship which meant that higher the perceived quality, higher the purchase intention (Asma.,Abdul., Naveed ,A., 2015). On the other hand, Yoon and Kim (2011) defined perceived quality.

In Figure 1.1 shows that four independent variable are taken by the researcher (Brand awareness, price, quality and feature.) which are on the left hand side of the model while purchase intention is on the right hand side of the model as a dependent variable.

Brand awareness has been taken in the model as it is one of the important extrinsic cue that affect the buying intention of the consumers. Price and quality are adapted as these 2 factors frequently discussed to impact the purchase intention. Lastly, perceived features can counted as a single factor that able to impact the intention of purchase. This particular model is proposed in the context of country of origin to study the impact of the factors on the buying intention of youth towards China brand laptop.

Figure 1.1: Conceptual Framework



Source: Lai Chi Choy,(2015),accessed on 31 July 2017

Hypothesis Development

Based on the conceptual framework, the hypothesis are as follows:

H1= There is a significant relationship between brand awareness and purchase intention.

H2= There is a significant relationship between price and purchase intention.

H3= There is a significant relationship between quality and purchase intention.

H4= There is a significant relationship between features and purchase intention.

Research Methodology

Data collection method

Both primary and secondary data is adapted in this study to collect the most accurate information. Primary data is gathered using questionnaires survey while, online database, journals and articles served as a source of secondary data.

Target population

According, to the topic of the research the target population is Lucknow Youth residents. Youth is the most valuable segment of the population. It represent the present of the country. They show strong

passion and motivation when buying any commodity. This is one of the reason why most of the companies target them. As the youth are both the buyers as well as the users of the product.

They are more aware of the types of laptop brands and its country of origin So, as per the researcher they can provide the accurate information on the various factor considered before buying a laptop phones.

Sampling elements

The respondents who are chosen in this research are the laptop users in Lucknow. This research is directed to the users of 18-30 age group as they got spending power, able to fully understand the contents of the questionnaires (Ahmad & Judhu, 2010).

Sampling size

Sample with an amount in range of 30 to 500 are appropriate for most researchers (Roscoe, 1975). Coolican's study stated that one variable is subjected to 20 to 30 samples. However, in this study 120 samples are distributed out of which only 100 samples were selected to obtain the results from the data gathered.

Questionnaire Design

Close ended/structured questions were adopted to form the questions where the respondents have to answer according to a set of limited choice of answer. The close- ended questions are chosen since it convenient the parties that took part in the research and it is a time saving method also.

The questionnaire is consisting of 2 sections, containing the demographic information of the respondents and the evaluation of variables in terms of country of origin, brand awareness, price, quality, features and purchase intention. Questions are formed and modified by referring to the past studies of other researchers. The questionnaires are formed by using simple English to ensure the understanding of the respondents towards the questions.

Data Analysis

The data is collected through questionnaire is analyzed using the Statistical Package for Social Sciences (SPSS) software version 20. The SPSS software helps to derive the raw data into useful information. This software is used to find out descriptive analysis, scale measurements and also inferential analysis.

Descriptive Analysis

Descriptive statics is used to measure the basic characteristics of the data such as the frequencies, central tendency and also the dispersion. For this study the demographic information will be included into descriptive analysis. The analysis transforms the data of demographic such as gender, age occupation, monthly household income, educational qualification etc into results in frequency and percentage form.

On the other hand, cross tabulation analysis is used to ascertain the relationship of the demographic data in frequency form with purchase intention. The information is useful and provide the guidance for marketers to find out the appropriate consumer segment.

Scale Measurement

For Section of the questionnaire which is the demographic part, nominal scale is used to represent different category of the people.

For section B of the questionnaire that is related to the attributes of the variable, ordinal scale is adopted to represent different degree of response. 5 points likert scale is used as rating scale to know the level of agreement and disagreement. Its purpose is to led the respondent understand the direction and strength of the question.

The reliability is also carried(Cronbach alpha value)The overall reliability is tested. The reliability of the research which is measured by the Cronbach alpha value which states that its value should be more than 0.6 to be considered as reliable.

DATA ANALYSIS

Table 1.1: Demographic Profile of the Respondents

Elements	Demographic profile	Number of responders	Percentage
Gender	Male	58	58%
	Female	42	42%
Age	18-24	51	51%
	25-30	49	49%
Monthly Household Income	Less than 10,000	02	2%
	10,000-20,000	10	10%
	20,000-30,000	21	21%
	30,000-40,000	18	18%
	40,000-50,000	15	15%
	Above 50,000	34	34%
Occupation	Student	51	51%
	Working	39	39%
	Both	10	10%
Educational Qualification	Intermediate	35	35%
	Undergraduate	15	15%
	Postgraduate	32	32%
	PhD	18	18%

Source: Research Developed

As per the Table 1.1,male respondents occupied 58% of the 100 respondents, while there are 42 female respondents, where is the 42% of the total respondents.

For Age, 51% of the respondents are from the age group of 18-24, while 49% of the respondents are from the age group of 25-30.

In Monthly Household Income, there are only 2 respondents whose monthly household income is less than 10,000, 10% of the respondents income lie between 10,000-20,000, 21% of the respondent income lie between 20,000-30,000, 18% of the respondent income lie between 30,000-40,000, 15% of the respondent income lie between 40,000-50,000 and 34% of the respondent income is above 50,000.

For, Occupation 51% of the respondent are student, 39% of the respondent are working and remaining 10% are both student are working.

In Educational Qualification, 35% of the respondent is Intermediate, 15% of the respondent are holding UG degree, 32% of the respondent are post graduated and Lastly, 18% of the respondent are holding PhD degree.

Central Tendency Measurement of Constructs

Table 1.2: Descriptive Statics- Brand awareness

Variables	Items	Mean	Std. Deviation	Rank
BA 1	China’s brand comes to my mind quickly	2.7952	1.12357	3
BA 2	I can recognize China’s brand laptop	3.1687	1.05714	1
BA 3	I am familiar with China’s brand laptop	3.1084	1.19972	2

Source-Research Developed

Table 1.2 is showing 3 items of brand awareness. Item 2 ranked top with the mean score of 3.1687 and standard deviation of 1.05714. BA 3 with the mean score of 3.1084 and standard deviation 1.19972 is ranked second. Lastly, BA 1 is ranking third with 2.7952 mean score and 1.12357 standard deviation.

Table 1.3: Descriptive statics – Price

Variables	Items	Mean	Std. Deviation	Rank
Price 1	The China’s brand laptop Provide value for money	3.1084	1.15834	2
Price 2	The China’s brand laptop are affordable	3.7108	1.22504	1

Source-Research Developed

Table 1.3 is showing 2 items of price factor, Item 2 is the highest ranked with the mean of 3.1084 and standard deviation of 1.15834 while Item 2 is ranked second with the mean of 3.7108 and standard deviation 1.22504.

Table 1.4: Descriptive statics-Perceived Features

Variables	Items	Mean	Std. Deviation	Rank
PF 1	China’s brand laptop offer better functions and services	3.0241	1.07040	3
PF 2	It is easy to use	3.4096	1.00044	1
PF 3	China’s brand laptop is more fashionable	3.1205	1.06379	2

Source-Research Developed

Based on the table 1.4 PF 2 got the first ranking with the mean of 3.4096 and standard deviation of 1.00044. PF 3 is ranked second with the mean of 3.1205 along with the standard deviation of 3.1205. Nevertheless, the third position is occupied the PF1 due to lower mean score 3.0241 and standard deviation 1.06379 respeeitevely

Table 1.5: Descriptive statics-Purchase Intention

Variables	Items	Mean	Std. Deviation	Rank
PI 1	I am willing to buy China's brand laptop	2.7108	1.16378	3
PI 2	I will recommend China's brand laptop to others	2.8313	1.02195	1
PI 3	I will continue to buy China's brand laptop in future	2.7229	1.08553	2

Source-Research Developed

Based on the Table 1.5 PI-2 is ranking the highest with the mean score of 2.8313 and the standard deviation of 1.02195. PI-3 is ranked the second with 2.7229 mean score and 1.08553 as standard deviation. Next, PI-1, is one got the lowest ranking with a mean score of 2.7229 and standard deviation 1.08553.

Table-1.6: Frequency-Quality

How would you rate the Quality of laptop of China's brand

Factors	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	poor	8	8.0	8.0
	fair	26	26.0	34.0
	good	51	51.0	85.0
	very good	12	12.0	97.0
	excellent	3	3.0	100.0
	Total	100	100.0	100.0

Source-Research Developed

Table 1.6 shows that 51% of the respondents rated the quality of China's brand as good, 12% of them choose very good and 3% of the respondents rated excellent. On the other side 26% of them rated the quality as fair while, the remaining 8% of the respondents rated the quality of China's brand laptop as poor. This clearly shows that most of the people started trusting and liking the quality of China's brand laptop.

Scale Measurement

Reliability Test

Table- 1.7: Summary of reliability test

Variables	Cronbach’s Alpha
Purchase Intention	0.851
Perceived Quality	0.812
Perceived Features	0.782
Brand Awareness	0.713
Price	0.606

Source: Research Developed

According to Nunnaly (1978), the alpha value has to be more than 0.6 as to be considered significance. The table shows that each of the dependent and independent variable scored more than 0.6 and thus all the variables are significance. In short, respondents are able to understand and evaluate the measurements of the variables.

Inferential Statics

Pearson Correlation scores

The coefficient value determines the significance of the relationship of the variables being tested. The rules of thumb of the Pearson Correlation Coefficient will be showed in the table below.

Table 1.9: Summary of Correlation Analysis Hypothesis Testing-

HYPOTHESIS	r-value	p-value	Results
H1:Brand awareness(BA) → Purchase Intention(PI)	0.276**	0.012	Accepted
H2= Price →Purchase Intention(PI)	0.428**	0.004	Accepted
H3= Perceived Quality.→ Purchase Intention(PI)	0.499**	0.000	Accepted
H4= Perceived Feature. →Purchase Intention(PI)	0.712**	0.000	Accepted

****Correlation is significant at the 0.01level (2 tailed)**

Table 1.9 shows the summary of correlation analysis and hypothesis testing for all variables Firstly, the variable Brand got low but definite relationship with the dependent variable purchase intention with($r = 0.276$ $p < 0.01$), which lead to the acceptance of H1. The other two variable price and perceived quality got moderate relationship with the dependent variable purchase intention where($r = 0.428$ & $r = 0.499$). Lastly, the variable perceived feature is highly correlated with the dependent variable purchase intention with($r = 0.712$). These three variable are also significant with($p < 0.01$).Hence, These results lead to the acceptance of H2, H3,H4 respectively. The finding clearly shows that perceived quality has the most influential impact on the consumer purchase intention

towards laptop brand from China. Perceived quality and price will be the second and third factor that impact the buying intention. Lastly the brand awareness got low rate in comparison to the factors.

The Overall findings therefore shows a support for a positive relationship between H1, H2, H3, H4. The positive relationship between dependent and independent variable is consistent with the study by Lai Chi Choy (2015).

FINDINGS:

- **OBJECTIVE 1-** To ascertain youth perception and attitude towards Chinese laptop brands

As the study revealed that the youth perception towards laptop from China has a positive image. Most of the respondents are the actual users of Chinese branded laptop and they are satisfied with the quality, brand and with the features of the product. When buying laptop most of the respondents state that for them features and quality of the product comes first and then the price and brand. This clearly shows that China image as a low quality producer is changing and people have started trusting their brands.

- **OBJECTIVE 2 -** To investigate consumer brand awareness of Chinese laptop brands.

Only 40% of the respondents are aware of the China’s brand laptop when measured on the five point Likert scale. This is because Country of Origin(COO) hardly matter for consumers they lay more emphasis on quality and features which is also tested that shows that they both have moderate correlation with the Purchase intention while, Brand and price shows low correlation with the Purchase intention. When asked to name some top laptop brands that are capturing the Indian market Most of the respondents named brands like Lenovo, Huwaei etc but, they are not aware that these high rated brands are from China. This clearly shows that lack of awareness is there among consumers. Although, China is making effort to overcome the negative image of low cost producer and focussing on product innovation and building brand image but, it need to focus more on advertisement strategies to create a long lasting impact in the minds of the consumers.

OBJECTIVE 4- To ascertain post purchase behaviour

Table-2.2

I am satisfied with the performance of the product					
	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	strongly disagree	10	10.0	10.0	10.0
	Disagree	11	11.0	11.0	21.0
	Neutral	27	27.0	27.0	48.0
	Agree	12	12.0	12.0	60.0
	strongly agree	40	40.0	40.0	100.0
	Total	100	100.0	100.0	

Table 2.2 clearly shows that 40% of the respondents are (strongly agree)satisfied with the performance of the product,12% of them agree, 27% of them have no idea about the performance,

11% of the respondents disagree. Lastly 10% of the respondents strongly disagree with the performance of the China's laptop. This clearly shows most of the people have positive perception about China's brand laptop and are satisfied to a large extent.

Conclusion:

The main objective of this study is to investigate the perception of Youth in Lucknow city towards laptop brand from China and its influence on their purchase intention. All independent variable which are taken for this study like price, brand, perceived feature and perceived quality are proven to have a significant impact on youth buying intention. It means the respondents have positive perception towards laptop brand from China.

Apart from that the results also shows that China is shifting their focus from OEM (original Equipment Manufacturer) to ODM (Original design manufacturer) that means they have started handling total manufacturing and designing process all by itself. As predicted earlier, the growing of economy and country's effort in technological and economic development seems highly influence how consumer started to have favourable perception towards China's country image, product quality and its brand familiarity. A researcher hopes that this study prove useful to consumers and marketers especially who involve directly and indirectly with the country of China as a product and service origin.

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EMPIRICAL INVESTIGATION OF FACTORS AFFECTING CAREER PLATEAU

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Abstract

One of the most painful experiences in one's career is when an employee felt that he has stuck in their job with no upward promotion. Employees, those who stay in the organisation for longer period experience career plateau situation. It is defined as a stage where one perceives a very little chance of future promotion and when one does not feel challenged, due to lack of new job roles and responsibilities. Career Plateau creates a difficult situation for the organisation and if this situation is not solve within proper time duration than it becomes a gigantic problem, so it is very important that management should plan some good strategies and implement them well to avoid this situation. In this paper the viewpoint of IT and ITeS employees on factors responsible for career plateau has been discussed. A comprehensive literature review on career plateau was done to finalise the variables of assessing career plateau level and their further inclusion in structured questionnaire. This questionnaire was used to acquire data from the sample IT/ITeS companies of NCR region. The factors were identified by conducting an Exploratory Factor Analysis (EFA) using SPSS19.0 version. Through EFA four factors were extracted namely Job Expectations, Company Structure and Policies, Job Performance, Task Flexibility and Job Nature. The research output of this study is of constructive use to the stakeholders of companies like HR department and policy makers of the organisations.

Key Terms: Career, Career Plateau, Content Plateau, Hierarchy Plateau, Life Plateau.

INTRODUCTION

Various organizations and changes in society have altered employees' career expectations. Downsizing and organization restructuring are common in business world. Recent data on manpower attrition clearly shows that thousands of employees are being laid off and many of them are from management levels. Resultants there are very less opportunities of promotion and career growth for employees are available within an organisation (Chao, 1990). Flat organizational structures also mean there is a less vertical movement in the system and employees are bound to remain on their current working positions for longer period of time. Ference et al. (1977) were among the earlier researchers who worked on term career plateau and defined it as the stage where the employee's chances of getting additional hierarchical promotion are very low. Many employees consider promotions and upward hierarchical movements as the primary indicators of success at work (Appelbaum and Finestone, 1994). Employees who experience career plateau would think that their employers have wiped out their careers. They lose their morale when they continue to work in the same job over a long period of time. Career plateau, therefore, is often linked with negative work outcomes such as lack of career growth, job satisfaction and an increase in the level of turnover intentions. Given the scope of the trend and its results, plateauing has become an important issue to be resolved and studied well in time by the researcher and HR department both.

India being the largest funding destination for the IT and ITeS industry, account for almost 67% of the US\$ 124-130 billion market and employed over 10 million workforce. Even after providing so much facilities to employees employed in IT and ITeS, they are feeling stagnated in their careers resultant low job satisfaction.

Because of the way organizations are shaped, the hierarchy of organizations reduces the possibility of employees to grow straight after a point in time. This point in time, where the possibility of a vertical promotion is insufficient is referred as career plateau or professional plateau. At every higher level of organizational hierarchy, the number of positions decreases. Hence upwards mobility becomes difficult with the positions not being open or with more people in line for the same position. When the employee feel blocked in such situations, it becomes the HR department's responsibility to give opportunities to reduce feeling of stagnation among employees.

REVIEW OF LITERATURE

Career plateau is a temporary period of stagnation among an employees' life which leads to low performance, job dissatisfaction, stress, frustration and finally quitting of job. Sources of career plateaus may be organizational (e.g., lack of promotional opportunities in the entity) and personal (e.g., lack of skills due to a technologically changing environment). Career plateau literature describes four career states for employees as i) Learners or Comers: Employees who are performing below acceptable standards, but have the potential for future advancement, (ii) Stars: Outstanding employees with a high potential for advancement, (iii) Solid Citizens: The solid citizens do satisfactory work, but have low opportunity for advancement., and (iv) Deadwood: Deadwood personnel are not satisfactory performers and have very little potential for advancement (Duffy 2000; Ference et al., 1977). There is some disagreement about the effects of plateauing on an employee and his/her employing organization. For instance, Ference and his colleagues (Ference *et al.*, 1977) suggest that there is nothing inherently wrong in being plateaued. In fact, Bardwick (1986) and Feldman and Weitz (1988) argued that individuals may even benefit from being temporarily plateaued because they may be able to focus on individual growth, link up with professional and skill developmental plans, have time to reflect on their achievements and plan for the next peak period in their future pursuit, master work skills and gather psychic energy in preparation of another transition period. Some researchers believe that the performance of plateaued employees often holds the key to success for many organizations (Cron and Slocum, 1986; Stout Downloaded by Management *et al.*, 1988). For instance, solid citizens are effective workers whose performances ensure the stability of the organization (Ference *et al.*, 1977). In fact, most plateaued employees maintain their level of productivity, do not seem uninterested and have high satisfaction with their jobs. There is little indication to suggest that plateaued employees are less satisfied or motivated than their non-plateaued colleagues (Evans and Gilbert, 1984).

Levinson (1978), in his study, focused on the middle adulthood and mid-life transition. The mid-life transition is a time that matches the ideas of hierarchical and job content plateauing. According to Levinson the mid-life transition is a time for an employee to convert a mentor and pass on an inheritance in the form of family, work, or other subjectively valued contributions. Stoner et al.(1980) stated two major types of career plateau: organizational and personal. The organizational plateauing means the employee is capable of moving up to a higher level job but due to availability of smaller number of jobs, no further upward movement is possible in career hierarchy. Personal plateauing is of two types first when an employee himself chooses not to move higher level whereas job is available or the organization feels that an employee is incapable to perform a higher-level job satisfactorily whereas job/position is available.

Viega (1981), compared both effective and ineffective plateaued managers (termed solid-citizens and deadwood respectively) with non-plateaued managers. The dead wood group had less career annoyance than the contrast group of non-plateaued managers, and both the deadwood and solid citizen groups reported less career advancement satisfaction and less marketability than the non-

plateaued group. The solid citizens are valued satisfactory to remain in their present job, but they are seen as having low probability for future progression. The deadwood is individuals that have little likely for progression. Their performance has dropped to an unsatisfactory level. In continuation to this study, Near, J.P. (1983) mentioned that there are significant differences between plateaued managers and non-plateaued counterparts. Plateaued managers have lower levels of aspiration with regard to advancement and they remain absent more frequently from work. They reported poor relationships with supervisors. Plateaued managers are moving slowly through different jobs at the same hierarchal level. They found no difference in need satisfaction or performance-reward expectations between the two groups. (Evans and Gilbert, 1984). Bardwick (1986), proposed a new concept known as professional plateau where employers have increasingly abandoned their role in managing their employee's career in expectation of changes in work environment. The Professional plateau is concerned not only with the contents of the job, but also enables employees to learn new skills to have employability. Feldman and Weitz (1988), focused on individual skills and organization climate as factor of identifying influence on career plateau. They recommend that a career plateau is the probability of not getting further assignments of increased responsibility and challenge, thus joining structural and job content promotions into one concept. Irrespective of the specific definition, feelings of reaching a plateau stage have been related to positive and negative organizational outcomes.

Burke (1989), study was focused on work and health of plateaued employees. Plateaued officers stated negative work setting, stress, less job satisfaction, greater work unfriendliness as reasons for work plateau. On the other hand burnout, negative feeling, psychosomatic symptoms and self-reported lifestyle behaviours and physical health were the health symptoms of plateaued employees. Research also stated that plateaued officers, who had been working for more than 15 years in an industry, were less satisfied with their job as comparison to their non-plateaued colleagues. Bardwick (1988), considers that the main reason of career plateau, or structural plateau is enlarged struggle for higher level positions in the face of slower economic growth. Allen, Russell et al. (1999), found that lack of career investigation is highly related to a hierarchical plateau than to a job content plateau. Findings propose that someone undergoing a hierarchical plateau possibly discover another career options as a managing strategy than someone undergoing a job content plateau. Both categories of plateau remained linked to support from management, career planning, job involvement and level of education. Both personal factors (e.g. motivational factors) and work environment factors (e.g., top management support) were found to play a role. Palmero et al. (2001), studied that there is a negative relationship between working time and the perception of hierarchical plateau. Nachbagauer and Reidl (2002), stated that all three types of plateaus-hierarchical, job content and objective plateau are unrelated to performance. Foster, B.P. (2007), studied the consequence of mentoring on employee career plateau and turnover intentions and the outcomes showed that mentoring reduces plateau inclination meaningfully and significantly lesser turnover intentions seems after governing for career plateau, job satisfaction, and positive job attributes. Promotion in a mentoring environment can decrease career plateau achievement and turnover intentions. Galhena, B. L. (2009), examine the consequence of subjective and objective career plateau on the work linked attitudes of job satisfaction, organizational commitment, stress and intention to quit the organization. Hurst, et al. (2012), found that job content plateau is negatively associated with organisational citizenship behaviour, whereas hierarchical plateau is inappropriate to it. Beheshtifar M., Modaber H., (2013), examined the connection between occupational stress and career plateau and showed that there is an important and direct connection between occupational stress and all career plateau variables. Godshalk and Fender (2015), shows that the employees who have plateaued due to internal (or voluntary) reasons display

no negative work attitudes, while those who have plateaued due to external reasons stated negative job satisfaction and job involvement.

RATIONALE OF THE STUDY

After going through the literature, it can be concluded that career plateau is a complex multifaceted problem organisations are facing. Various conclusions can also be drawn like there are different types of plateaus and each having unique feature. Plateau is a serious concern for the organisations as far as employees are concerned. Organisations always seek to achieve economies of scale in every sense. In this sense, it becomes imperative to have full utilization of its human resources. Plateaued employees are liability to an organisation as they are not capable of working at their full potential. Thus it is important to avoid plateau in the employees' career. It is associated with negative individual and organisational consequences in most of the cases (Allen et al. 2000). Also, literature clearly states that organisations have already adopted so many practices to curb this problem but somehow this problem still persists. In light of the above discussion, the present study has been planned to explore the various factors affecting career plateau in IT and ITeS industry. The present study will be confined to the view points of middle management employees only.

OBJECTIVES OF THE STUDY

The present study has been carried out with following objectives:

1. To examine the different variables influencing career plateau among employees of IT/ITeS industry;
2. To identify the factors responsible (On the basis of variables) for career plateau among employees.

RESEARCH METHODOLOGY

The present study is based upon both secondary and primary data. The sample unit of the study consists of responses from the employees working in IT & ITeS Industry in Delhi/NCR. To collect primary data a structured questionnaire was prepared after a thorough study of the available literature. The related literature studies formed the basis for selection of variables and designing of the questionnaire. The secondary information was collected from the journals, magazines, annual reports, research surveys, records, reports and official websites of sample companies. The data was collected using random sampling method.

The study has been conducted in the form of a survey using self administered questionnaire and interview method that includes the information on different aspects of the research problem. The questionnaire was divided in to two parts: First, Demographic profile of the respondents like gender, education, age, income, designation, experience etc. Second part aims to find out the extent to which each variable (item) impacts career plateau stage, on a five point Likert Scale. The present study makes extensive use of primary data collected from 500 employees working in IT & ITeS organisations. Questionnaire contained bi-directional questions. A total of 37 statements were taken for the responses. The codes given to statements from S1 to S37 are as 1-Strongly Agree, 2-Agree, 3-Neutral, 4-Disagree and 5-Strongly Disagree.

The data obtained was thus analysed using SPSS 19.0. After analysis four factors were extracted which have an influence on employees facing career plateau stage. These factors can be further used by the HR department in making employee policies and strategies.

RELIABILITY TESTS

With an objective to determine the suitability of the data for factor analysis, the Kaiser- Meyer-Olkin Measure of Sampling Adequacy (KMO) and the Barlett’s Test of Sphericity were applied. The results from these tests are mentioned in below in table 1:

Table 1: Reliability Tests

Kaiser- Meyer – Olkin Measure of Sampling Adequacy	0.847
Barlett’s Test of Sphericity	5439.692
Cronbach’s Alpha of the scale	666.000
Sig	0.000

Source: Primary Data

High value of KMO 0.867 (>0.7) indicates that a factor analysis is quite useful for the data being used in this study. For data the value of KMO falls in to the range of great. Similarly, the significant value for Barlett’s Test of Sphericity is 0.001 which indicates that there exist significance relationships among variables. The obtained value shows that Cronbach’s Alpha of the scale was 666, which is also considered good.

DATA ANALYSIS

Demographic Analysis

The respondents were between 25 to 55 years of age. Out of the total sample the respondents were found to be in the ratio of 64:36 on gender basis i.e. the majority of the respondents were male, 47 percent of the respondents were post graduates and 41.4 percent were graduates whereas only 7.6 percent were holding diplomas. Table 2 narrates demographic analysis of the respondents:

Table 2: Demographic Profile of the Respondents

Demographic Profile	Categories	No. of Respondents	%age
Gender	Male	320	64.0
	Female	180	36.0
Age (in years)	Less than 25 years	50	10.0
	Above 25 to Below 35 years	258	51.6
	Above 35- Below 45 years	111	22.2
	Above 45- Below 55	56	11.2
	Above 55 years	25	5.0
Qualification	Diploma	38	7.6
	Graduation	207	41.4
	Post-Graduation	235	47.0
	Any Other	20	4.0
Designation	Team Member	123	24.6
	Executive	51	10.2
	Team Leader	150	30
	Manager	130	26
	Any Other	46	9.2

Total Experience	Less than 1 year	30	6
	1 year to less than 5 years	114	22.8
	5 year to less than 10 years	189	37.8
	10 year to less than 15 years	123	24.6
	Above 15 years	44	8.8
Experience in current company	Less than 1 year	81	16.2
	1 year to less than 5 years	235	47
	5 year to less than 10 years	142	28.4
	10 year to less than 15 years	33	6.6
	Above 15 years	9	1.8
Experience on current position	1 Year	91	18.2
	2 year	133	26.6
	3 year	116	23.2
	Above 3 years	160	32

Source: Primary Data.

30% of the respondents were working as Team Leader followed by Managers (26%) having experience of more than three years on current position. 39% of the sample population has work experience of between 5 to 10 years out of which 47% employees have experience of working in the same organization.

Descriptive Analysis:

The descriptive analysis of the 37 items of the questionnaire is shown in Table 3. The variables with loading of +/-_4 were included for the purpose of data analysis. For extraction of factors, Principal Component Method was used. Below table 3 narrate the total variance (Career Plateau)

Table 3: Total Variance Explained

Total Variance Explained-Career Plateau						
Component	Initial Eigen values			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.414	17.335	17.335	4.593	12.415	12.415
2	4.365	11.798	29.133	3.741	10.11	22.525
3	1.968	5.32	34.452	2.928	7.914	30.438
4	1.645	4.446	38.899	2.732	7.383	37.822
5	1.439	3.888	42.787	1.837	4.965	42.787
6	1.329	3.593	46.38			
7	1.169	3.159	49.538			

8	1.115	3.013	52.551			
9	1.042	2.816	55.367			
10	0.972	2.627	57.994			
11	0.932	2.52	60.514			
12	0.916	2.476	62.99			
13	0.858	2.319	65.309			
14	0.825	2.231	67.54			
15	0.785	2.12	69.66			
16	0.758	2.049	71.71			
17	0.751	2.029	73.738			
18	0.729	1.971	75.709			
19	0.682	1.844	77.553			
20	0.678	1.834	79.386			
21	0.646	1.747	81.133			
22	0.6	1.621	82.755			
23	0.568	1.536	84.291			
24	0.564	1.526	85.816			
25	0.531	1.434	87.25			
26	0.511	1.38	88.63			
27	0.484	1.309	89.939			
28	0.467	1.262	91.201			
29	0.456	1.233	92.435			
30	0.439	1.186	93.621			
31	0.428	1.156	94.777			
32	0.393	1.063	95.839			
33	0.382	1.032	96.871			
34	0.333	0.899	97.771			
35	0.309	0.836	98.607			
36	0.293	0.791	99.398			
37	0.223	0.602	100			

Source: Extraction Method: Principal Component Analysis

The factors so obtained using factor analysis were four and named according to the variables included. These factors with their names and respective factor loadings are shown in the following table 4. Each factor having 3 or more items indicates that factor can be labelled (Tabachnick & Fidell, 2007). The analysis provided four factors which impacts employee career plateau stage. These factors can be used by the management while designing policies and strategies, to keep employees at ease.

Table 4: Factor Loadings

Item No. /Factor Labels	Variables/Statements (%age of Variance)	Factor Loadings
F1	Job Satisfaction and Expectation (Cronbach Alpha .859) (6.414%)	
V3	Promotion in the Company.	0.546
V9	Utilization of Competencies.	0.611
V12	Skill & Knowledge Enhancement	0.519
V13	Satisfied With Career Growth	0.611
V14	Career Progress Matching with Career Goals.	0.758
V15	Right Promotion due to Organization Grading System.	0.786
V18	Authority with responsibility.	0.453
V33	Job Profile Is More Meaningful And Engaging,	0.671
V37	Learning & Growth In Current Company Is Good.	0.684
F2	Company Structure & Career Growth (Cronbach Alpha .767) (4.365%)	
V6	Less Upward Mobility Because There Are Very Few Positions	0.523
V11	Quit Job if will get an offer.	0.497
V16	Current Job Focuses On Growth Irrespective Of Stability.	0.473
V22	No Benefit Of Taking Promotion If No Increment In The Salary.	0.664
V24	Personal Commitments	0.538
V27	Conventionally Prepared My Own Career Plan.	0.584
V28	Re-Evaluate My Career Plan.	0.528
V29	Quit Job as Long Period Spent in the Same Organization.	0.539
V30	No Skill Enhancement.	0.543
V31	Looking For Job Change For Promotion And Salary Increment.	0.557
V32	Frustration Because of High Work Pressure.	0.421
V35	No Work Life Balance	0.554
V36	High Learning & Growth	0.510
F3	Task Flexibility And Decision Making (Cronbach Alpha .721) (1.968%)	
V19	Well Aware of Responsibilities At Work.	0.716
V20	Cordial Relations With My Colleagues And Seniors.	0.731
V21	Freedom To Complete The Task.	0.582
V25	Freedom In Decision Making.	0.541
V26	Balance Between Personal And Professional Life.	0.522
F4	Job Challenges (Cronbach Alpha .756) (1.645%)	
V1	Challenging Job, So The Process Of Learning Is Continuous.	0.775
V2	Future Growth Opportunities Are Many.	0.681
V4	Challenging KRAs	0.705
V5	HigherJob Responsibilities	0.621
V10	Promotion Opportunities	0.409

Source: Extraction Method: Principal Component Analysis.

A factor loading represents the correlation between the factors and the variables. A coefficient with a large absolute value indicates that the factor and variable are closely related (Malhotra& Dash, 2012, p. 596). Factor loadings can vary from +1.0 to -1.0. On each factor, 'like signs' of factor loadings mean that the variables are positively related and 'opposite signs' mean that the variables are negatively related. All factor loadings equal and above 0.4 have been considered as significant for the purpose of this analysis.

Eleven variables were having factor loadings less than .400, so they were not considered for formulating factors.

Factor 1: Employee Job Satisfaction & Expectation: Job Satisfaction & Expectation plays significant role for employee stability in an organisation. This comes out to be an important factor and account for maximum percentage of variations equal to 6.414. This factor exhibit high internal consistency with Cronbach's alpha value of 0.859. The Eigen value more than 1 also highlights that it is an important factor, which employees look for, in terms of factor affecting career plateau.

This factor consists of 9 variables related to employee job satisfaction and expectation hence named as employee job satisfaction and expectation.

As jobs in the IT industry are highly stressful and graveyard shifts makes the situation worst. Employees suffer from exhaustion and burnout. Results states that timely promotion, career progress, learning experiences and engaging job profile keep employee away from career plateau. Work life integration completely relies on the employee participation in formulation of organisational policies and systems. To reduce career plateau problem at organisational level employer and employee must work together. This requires support from all levels of the organization, analysis of the current strategies and implementation of employee development policies. Appropriate promotion policies and employee engagement may help in slow down the trend of career plateau in IT/ITeS industry.

Factor 2: Company Structure & Career Growth: This is a factor which account for percentage of variations equal to 4.365 and exhibit high internal consistency with cronbach's alpha value 0.767.

This Factor consists of 13 variables related to company structure and employee career growth policies. This factor emphasised on career growth opportunities and impact of company structure on employee promotion. Factor exhibits that employees not only believe in their career growth but they are also considerate about work family integration and financial benefits along with promotion. It becomes an edge for company's management to grow and provide congenial environment for growth respectively.

Factor 3: Task Flexibility and Decision Making

This factor accounts for percentage of variations equal to 1.968. This factor exhibit high internal consistency with cronbach's alpha value 0.721. The Eigen value more than 1 also highlights that it is an important factor. Third factor is related to Task Flexibility and decision making. Five statements have been uploaded on this factor which is highly correlated. The statements are related to task performance flexibility and decision making. Which include freedom in taking decisions related to assigned job responsibilities. Employees have been provided with authority to complete the jobs successfully such as outdoor games, flexible shift, food vouchers, work from home etc. Because of 24/7 work culture employees are allowed to do work from home in case of emergencies or other family commitments. They are expected to complete the task in a given period of time which gives an employee a sense of commitment and freedom.

Factor 4: Job Challenges

This factor accounts for percentage of variations equal to 1.645. This factor also exhibits internal consistency having cronbach's alpha value of 0.756. The factor is related to Job Challenges. It consists of 5 statements related to Nature of challenges. In IT & ITeS industry the working culture includes a lot of challenges with reference to the technologies development & support services offering to the clients as most of the IT products and services has been outsourced to the International clients. English being the primary language in US, UK and Australia, it is difficult for our youth to communicate with their counterparts in their ascent. So it has become important for an organization to provide proper language training to its employees along with training in technology up gradation.

IMPLICATION OF THE STUDY

Through this study researcher tried to find out the factors affecting employee career plateau in IT and ITeS industry. The results so obtained clearly depicts four factors namely- Expectations from Job, Nature of Job (Challenging or Montonous), Career Growth and Opportunities, Task Independence and Decision Making, which impacts employees' journey in an organization and because of these factors only employee feels that his growth path has been stagnated to a certain extent, reason could be personal or organizational. Result also shows the positive loadings of all the variables on factors and, high internal consistency of the items within the factors.

LIMITATIONS

This study is based upon data collected using questionnaire and interview method. Though due care was taken while communicating with sample population regarding purpose of study. It was made clear to them that data has been gathered purely for academic purpose. Still the chances of personal bias could not be ignored. Another limitation is the selection of variables for the study. There could be many other possible/relevant factors in the context of career plateau in IT-ITeS companies. Study dealt with the various dimensions related to employees, organization policies, systems and top management for which respondents may have felt uncomfortable while giving responses.

CONCLUSION & SCOPE FOR FUTURE RESEARCH

With an ever increasing number of employees feeling stagnated at a very early stage of their career, it has become essential for the organisations to keep their employees motivated, so that they feel satisfied and happy on the job. It has become a herculean task for the management to maintain balance between various factors which keeps their morale high. Four factors extracted after Factor analysis can be used by the organizations to make employee friendly policies. The findings of this study supports the results derived by previous studies that plateaued employee is always an expense to an organisation and negatively impact the perceived organization's market reputation (Dahl & Sminou, 2011). The reason for stereotyped management may includes low employee motivation, growth, satisfaction and happiness. Chances of career growth and development are important factors which may reduce the chances of an employee feeling stagnated.

The study is focused on the employees working in IT/ITeS industry in Delhi and NCR. Further research could be carried out on other organizations like FMCG, Banks and educational institutions as well. Even cross comparison could also be done.

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**STRATEGIC MANAGEMENT OF CONTINUITY AND CHANGE FORCES: A
STUDY OF SELECT PHARMACEUTICAL FIRMS IN INDIA**

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ABSTRACT

Pharmaceutical industry has undergone unprecedented changes ever since the onset of globalization and liberalization era. This prompted us to review the literature as to how the industry is balancing the change with the existing continuities. The paper, thus, presents a review of the forces of change and continuity affecting the pharmaceutical industry, in general, and India in particular.

Drawing from the Flowing Stream Strategy framework, which seems to be a dominant approach for managing continuity and change in the existing literature, an expert survey was undertaken to verify the change and continuity forces affecting the pharmaceutical industry in India. Further these forces were mapped on the continuity and change matrix to ascertain the extent of force of change or inertia faced by this industry. In the end, a flexible strategic framework for managing the change and continuity forces in the pharmaceutical industry is suggested.

Keywords: Managing Change and Continuity, Flexibility, Forces of Change, Forces of Continuity, Flexible Strategic Framework, and Pharmaceutical Industry.

1. INTRODUCTION:

Since beginning change is always associated with various areas like technology, structure, culture, government legislation etc. According to Kanter (1999), today's need of organization is to serve the social sector and gain competitive advantage. For the success of an organization, communal acceptance of innovations especially technological changes is a must. According to the resource-based perspective, thriving organizations have exclusive competence or resources that tender them an advantage over their competitors. Gersick (1994) has found that these resources are valuable when they are rare, inimitable and non-substitutable. Consistent with resource-based view it has been reported that organizations has to be competitive with the ever changing environment and must have strategic view to cope up with change coming in the way of functioning.

Historically, the dominant perspective in the study of organizations has been an adaptation perspective. According to this standpoint, organizations and dominant coalitions, scan the significant organizational environment, devise strategic responses to environmental changes, and effort to adapt to changing environmental situation in order to ascertain the performance and inexorable survival of organizations March and Simon, (1958); Cyert and March, (1963); Thompson, (1967); Lawrence and Lorsch, (1967); Pfeffer and Salancik, (1978). According to R. Coombs and J. Metcalfe (2002) since 1980s the pharmaceutical industry underwent a period of transition that witnessed its evolution from a fragmented industry to a global oligopoly. Moving ahead from an chronological base of largely organic growth, the industry has seen a high level of merger activity, including several 'megamergers' such as the creation of GlaxoSmithKline P. Allen, R. Ramlogan and S. Randles (2002) and the desertion of smaller biotechnology firms as they have either been acquired or failed to

survive. Even though there appears to be agreement that the pharmaceutical industry has to undergone a process of consolidation it is not at all universally accepted that the pharmaceutical industry has a high level of concentration at the global level R. Coombs and J. Metcalfe (2002).

Organizations ever hardly formulate major adaptive changes and that changes among organizations are troublesome Hannan (1977); Freeman, (1984). As a consequence, environmental selection is a more appropriate approach than adaptation to explaining change among organizations. Organizations that fit in the environment survives, whereas others are selected out of the organizational population, and change occurs more because of selection and replacement than organizational transformation Hannan, (1977); Freeman, (1984).

The epoch of competitiveness, an organization have to identify forthcoming opportunities and threats very early and incorporate them into strategic planning on time for example the changes in the pharmaceutical industry structure influence strategy evolution in incumbent firms Bain (1956); Mason (1959) and that those strategies in turn shape industry structure. For example, merger and acquisition activity can be linked to industry consolidation and strategies such as cross-border co-operative arrangements in turn shape industry globalization. Scherer (1980), moreover the concept of scenario management was suggested, which is based on systems thinking, future open thinking and strategic thinking which results in organization success Fink and Schlake, (2001).

An important supposition underlying the initial statement of population ecology theory Hannan and Freeman, (1977) was that organizations usually have high levels of structural inertia and are unable to make changes easily due to a variety of internal and environmental constraints (Hannan and Freeman, (1977); Aldrich and Auster, (1986). But, afterwards, Hannan and Freeman (1984) have put forward a customized position in which structural inertia is seen as a consequence of selection processes rather than a precursor to them. They have also elaborated the structural inertia concept in relative and dynamic terms like in pharmaceutical firms initially focused on the simplest, i.e., mono-genetic, molecules, the knowledge and resources required for future discoveries needs to adapt to the increased complexity of what is next to be discovered Schwartzman (1976).

Changes in individual countries as well as the particular market and investment opportunities pay for by liberalizing economies to foreign multinationals Gillespie and Alden, (1989), there is a growing interest in understanding the competitive strategies of firms from these economies as they respond to institutional transitions and begin to compete in global markets OECD, (2006); Business Week, (2006); BCG, (2006). As in the Indian pharmaceutical industry policy environment toward both technology and FDI underwent considerable changes during 1960-1990. Largely, policies were quiet liberal in the 1960s, but made very rigid in the 1970s, attempts at liberalization were made in the 1980s, and then real liberalization took place in the early 1990s. Afterwards, the policy environment was typified by discretionary control and a short of transparency. These environmental changes have had reflective effects on the investment and research activities of both MNCs and domestic pharmaceutical firms in India Kumar, (1994).

Continuity and change is characteristic feature of strategic thinking. Earlier, when the environment was quiet steady, various strategies were come into existence largely surrounding the issue of 'continuity'. Several significant strategies in this regard are 'continuity' and 'logic Incrementalism Sushil (2005), Quinn (1978, 1980).

The concept of continuity and change had been recognized earlier Nasim and Sushil (2011), According to field theory Lewin (1947) the change and continuity are correlated concepts; group life is never without change, merely differences in the amount and type of change exist. According to Mintzberg et al. (1998), after discovering the wilderness of literature of strategic management admitted that in spite of all existing issues about change still not all organizations need to change every time. Mintzberg (1988) proposed that creation of strategy is both 'deliberate and

emergent' and therefore requires being designed in spite of just to plan further he stated that the problem of strategy creation is that to bring together the forces of continuity and change. On the other hand to spotlight efforts to gain operating efficiencies, yet to adjust and continue with a changing external environment Mintzberg, (1988).

2. LITERATURE REVIEW:

2.1 Managing Continuity and Change in Pharmaceutical Industry:

Since 1980s and 1990s large pharmaceutical corporations faced fundamental challenges of longer development times, a tremendous increase in R&D expenditures, a multiplication of technological approaches and the entry of new actors into the industry (Zeller.C,2002). Increase in global competition and the emergence of a North Atlantic oligopolistic rivalry set the large pharmaceutical companies under additional pressure to win 'innovation races'.

Extreme competition and rivalrous environment among and even within the firms exist in many industries. There is always a severe competition among biotechnology and pharmaceutical firms for access to technologies and for patent rights Pisano, (1991); Valle and Gambardella, (1993) which forced the same companies to enter into collaborations in other fields. A most important challenge for firms is to deal with ambiguity on the part of its survival Zeller.C, (2002). Firms attempt to address these problems. Because uncertainty varies over the stages of the product life cycle, the choice of an appropriate structure will depend on which stages producers and users are at Robertson and Langlois, (1995). The molecular biological revolution and the emergence of the biotech industry increase uncertainty for the pharmaceutical companies. They are forced to produce new technologies internally and/or can be outsourced by acquiring well tested technology from other organizations Sushil, (2005). Consequently they tend to combine their classical vertical integration with new forms of internalization of knowledge and technologies externally produced by the biotech newcomers Nightingale, (2000).

Beneath the pressure of slowed innovation expressed in new active substances, longer development times and increasing R&D costs, as well as limited market growth, companies increased their research efforts and their marketing expenditures even more so Schweitzer, (1997); Drews,(1998); Phrma,(2001) due to the heavy capital investment it demands economy of scale. Therefore, products have to be launched in many markets simultaneously. Basically, the globally active corporations try to introduce innovations as quickly as possible and as broadly as possible. The arrangement, contractual and informal conditions geographically in order to amortize their increasing R&D costs Bartlett and Ghoshal,(1990);Pearce and Singh, (1992); Gassmann, (1997); Gerybadze and Reger, (1999).

These propensities favors mergers and acquisitions and boost the internationalization process Andreff,(1996), Chesnals, (1997); Drews, (1998);Zeller, (2001). During the course of this process, global oligopolies came out which could be identified 'as spaces of rivalry' between the rivals in the global triad Chesnals, (1995, 1997). The extent of concentration could be enormously high, particularly in individual therapeutic areas Taggart, (1993). With a global switching and global focusing of their international productive network, they now attempt to use the internal advantages of a tight integration of research, development and manufacturing while profiting from elements of the external environment Howells and Wood, (1993). Immense rationalization efforts have contributed to reducing development times and costs in recent times Dimasi, (1995);Drews, (1998); PhRma, (2001)

The escalation of worldwide competition and the appearance of North Atlantic oligopolies in most therapeutic areas have forced pharmaceutical companies to increase innovative capabilities, to

speed up processes and accelerate the circulation rate of capital, and therefore to increase profitability and to expand more than the major rivals Zeller.C,(2002).

Including the necessary financial contribution, increasing learning capabilities is the major motivation for biotech companies to start collaborations Powell, (1996). Such competition includes various forms of collaborative strategies. In technologically intensive fields such as biotechnology, firms rely on collaborative relationships to improve their technological potential Powell (1998). However learning happens in a highly competitive or even rivalry-ridden environment. To put up entry barriers and to strive for technological advances in order to skim off technological rents is a major goal of corporate strategies. Pharmaceutical industries in the developed world are typically associated with high entry barriers in the form of stringent patent laws. In contrast, patent laws for pharmaceutical products in many developing countries have historically been weak, often enabling local firms in these countries to market drugs that were still under patent protection Dutta(2009).

The pharmaceutical industry is facing the challenge of surviving in the environment that has become more intricate and uncertain, and that is distinguished by hasty developments in science and technology, and organizational change. To account for technological change, various neo-technological models of international trade have been postulated Grossman and Helpman,(1991); Krugman, (1979); Noland (1997); Posner, (1961); Vernon,(1966) .According to Vernon's (1966) product cycle theory identifies four stages in the life cycle of a product including innovation and saturation in the domestic market followed by foreign investments.

The world pharmaceutical market has undergone fast, unprecedented, tremendous and complex changes in the last several years. The pharmaceutical industry is today still one of the most inventive, innovative and the most lucrative of the world so-called 'high-tech' industries World Review (2007). Pharmaceutical companies invest on average around 16% of their sales into research and development and even more, around 25% or even more, into marketing and sales activities Kesic(2006).

The role of change has all the time been a theme around which the existing strategic management literature revolves Ginsberg, (1988). How an organization change and adopts clearly guides the firm's survival, long-term success and the alignment of strategy with the environment Smith and Grimm, (1987); Cameron *et al.*, (1988); and Haveman, (1992).

Angell (2004) suggests that while the pharmaceutical industry was a good business from 1960 to 1980, from 1980 to 2000 it was 'a stupendous one' as prescription drug sales tripled and 'profits skyrocketed'. With hindsight 2000 may however, mark another turning point in the industry's history, the year that things began to go wrong as the industry began to face a convergence of interrelated challenges, the most significant being the cost of R&D and the decline in R&D productivity, competition from generics, health care costs and product liability .R&D is the lifeblood of the pharmaceutical industry as evidenced by data from CMR International which shows that the industry spent US\$60 billion in 2006, up from US\$35–40 billion in the 1990s Anon (2007). For bringing a new molecule entity (NME) to market rather than an incremental modification of an existing drug, it has been suggested that 'the era of the billion dollar new drug has arrived Anon (2007).

Although the decline in R&D productivity is a contentious one, recent reports by both the US Congressional Budget Office and the Government Accountability Office arrive at the same conclusion, namely that the productivity of research and development investments has declined since the mid-1990s (Congressional Budget Office 2006; US Government Accountability Office 2006). The estimated cost of developing a generic drug is around US\$1 million, a fraction of that of a branded drug; consequently they are sold at 20–80% below the price of equivalent branded drugs and regulatory agencies are increasingly encouraging their prescription Trombetta(2005); Jackson (2003); Balaban *et al.* (2003).

Meantime manufacturers of generics are becoming more aggressive as evidenced by recent challenges of the patents on Prozac (Eli Lilly) and Lipitor (Pfizer) by Barrs and Sun Pharma respectively. Thus among the firm level empirical studies capturing strategic behavior, transformation and change in the context of emerging economies undergoing economic liberalization, institutional reforms and upheavals Appiah.Adu, (1999); Child and Lu, (1996); Lukas et al.,(2001); Luo and Peng, (1999); Luo et al., (1998); Suhomlinova, (1999), there has been an overwhelming dominance of the observation that firms either adopt defensive strategic orientation, exit or fail. It is often argued that emerging economy firms suffer from many handicaps and therefore tend to choose the first two options. Decades of protection weakens their abilities to compete in a highly competitive market economy and face international competition both in the domestic as well as global markets

2.2 OBJECTIVES:

- The main objective of the study is to understand the strategic management of continuity and change forces in pharmaceutical industry.
- Understanding how the different companies are actually managing these existing forces of continuity and change to provide the competitive quality of drugs to the customers.
- Identify and study the factors affecting forces of continuity and change influencing the pharmaceutical industry

3. STRATEGIC FRAMEWORK FOR CONTINUITY AND CHANGE FORCES IN PHARMACEUTICAL INDUSTRY:

Organization's capability of adaptation relies on its tendency to change, and adaptive capability is a dynamic capability Miles and Snow, (1978); Chakravarthy, (1982); Hooley *et al.*, (1992); Sanchez, (1995); Camuffo and Volpato, (1996); Farrant and Flynn, (1999); Rindova and Kotha, (2001); Staber and Sydow, (2002); Alvarez and Merino, (2003); and Wang and Ahmed,(2007). If the firm show evidence of higher capabilities of adaptation then it also has higher dynamic capabilities Teece *et al.*, (1997). During 2001 India's pharmaceutical industry became the focus of public debate when Cipla, the country's second-largest pharmaceuticals company, offered an AIDS drug to African countries for the price of USD 300, while the same sample preparation cost USD 12,000 in the United States. This was achievable because the Indian company manufactured a generic pill which contains all three substances mandatory in the treatment of AIDS. This sort of production is a great deal for other countries as the patents are held by three different companies. Ultimately, the price slump was a result of India's lax patent legislation. In 2005, patent legislation was tightened, so India's pharmaceutical sector had to amend. UwePerlitz, Deutsche Bank Research (2008).

3.1 VARIABLES OF CHANGE AND CONTINUITY FORCES

Sushil (2005), Gupta (2010) identified the following factors for forces of continuity and change that need to be studied in better details to build up a flexible strategic framework. A continuity force is a set of forces which keep on dragging the organization to stick to the current business and also in the manner they are running their business while change force are the pushing forces that guides the organization to make each and every effort for change.

3.1.1 Micro Variables Related to Change Forces

Nine significant forces driving change towards pharmaceutical have been identified from the literature and validated by domain experts. They are defined in the context of the research as follows-

Globalization

As the concept of globalization has started to grow over the past few decades, multinational pharmaceutical companies have initiated to attempt to boost their sales in some of the safe and sound global market. The pharmaceutical industry is undergoing growth phase, forced by burst of new diseases, rising population and an increasing desire to improve the health standards of the people all over the world (Pimentel and Wilson, 2004). With the passage of time the competitiveness has been added on as an important driver of globalization within the industries (Yip, 1989).

Sometimes globalization tends to the increase the drug discovery cost; the industry has exploring opportunities to get optimal value from Research and Development budget. China and India both have large talent pool and are offering width of preclinical and clinical services at considerable savings of 30–80% against the cost in the USA. Hence, many large pharmaceutical companies and global contract research organizations (CROs) have set up their research centers in China, India and Singapore (Khanna, 2012). Globalization being the crucial change initiator assists organizations to avail new avenues outside the national frontier. Therefore, for the study globalization plays an important role in bringing organizations on the way of change initiation.

New Opportunities

Pharmaceutical industry is full of opportunities in the domestic as well as international market with growing demand for quality health care. More opportunities are seen in the area of Contract Research and Manufacturing Services (CRAMS) by Mergers and Acquisitions (M&A) and Biogenic market. The government of India has taken measures to boost pharmaceutical sector, even though, the pharmaceutical sector is facing challenges in patent rights and methods used for fixing ceiling price for drugs.

Multinational companies are looking towards Pharmerging countries(which are >\$1Bn absolute spending growth and have GDP per capita of less than \$25,000 at purchasing power parity (PPP).) due to the change in the global pharmaceutical market and low growth in developed market like the US, Japan, and EU (IMS Institute for Healthcare Informatics 2017). The Indian pharmaceutical sector offers a wide range of opportunities for the pharmaceutical companies to establish their units and market their products in India (Chandra 2016). Thus the pharmaceutical Industry brings changes in the form of New Opportunities along with the challenge for organizations. For the study, this micro variable measures the role of New Opportunity in bringing the change in the organizations.

Competition

The Competition always bring robust changes for the firms to adapt, reconfigure, recreate and renew their respective abilities to compete in the challenging environment. Organizations should be flexible enough in order to survive in the market place. Pharmaceutical Industry presents the example of continuously changing and competing, by targeting its Customer Base and focusing on Research and Development (Cockburn and Henderson, 1994). Hence for the study, this micro variable acts as a strong driver of change.

Research and Development

Every organization aims to enhance its business this could be possible only through discovering new products according to the requirements of market. Similarly in the most pharmaceutical companies in India expend around one-tenth of their revenues on Research and Development (Perlitz, 2008), and there research costs are 60% the costs in Western countries (Coopers,2007). The introduction of fewer drugs and enhanced R&D expenditures, increased popularity of generic substitutes, increased foreign competition, an increased number of significant drugs coming off patent protection, and increased health care reform have concurrently squeeze profit margins and limited the selection of drugs made available to consumers through health plans (Ravenscraft and Long 1999, Taggart 1993). All these elements have put a premium on managing Research and Development as an essential requirement for the survival of an organisation. Therefore, for the study, this micro variable measures the role of research and Development in the initiation of change process for an organisation.

Customer Needs

One more chief change force is customers themselves. The customers are becoming extra aware, wide awake about and demanding (Sushil 2005). In a more competitive surrounding, customer orientation is becoming the success's mantra. The requirements and preferences of customers are changing which are stimulated by the variety of competitive alternatives available in the market arena. These are also administered by new product characteristics and options available with technological innovation in the pharmaceutical industry (Terblanche2008).Being the central part of business and important change initiator customer needs are responsible for introducing the change in the pharmaceutical firms. Hence, for this research study, the Customer Needs acts as a change initiator.

New Technology and Innovations

The expansion and progress of a firm depends on the ability of firm to introduce new products over the time (Dougherty and Hardy, 1996; Penrose, 1995).According to Schumpeter (1934) the twin significance of invention and innovation, a firm may have great technological and inventive potential but sometimes relatively futile in the commercialization of its products' (Fleming, 2002: 1064).

Constant with respect to recent strategy research, it was found that firms could be consider as a collection of strategic assets that combine to produce and deliver new set of products (Barney, 1991; Levinthal, 1995; Montgomery, 1995). Indeed, pharmaceutical firms regularly introduce new products in their efforts to sustain superior financial performance over time Roberts, (1999). New Technology and innovation being the important factor behind change in the pharmaceutical industry push the organizations to innovate according to the changing needs of the market.

Mergers and Acquisitions

As the markets are growing, the industries are getting consolidated and hence mergers and acquisitions are becomes a main drive of change. Secondly introduction of the deregulatory policy measures and competition policies in particular since 1991 have a considerable rise in the number of mergers and acquisitions in Indian corporate sector (Roy,1999; Venkiteswaran, 1997; Chandrasekhar, 1999; Khanna, 1997; Basant, 2000; Das, 2000; Kumar, 2000; Agarwal, 2002; Dasgupta, 2004; Beena, 2000, 2004 & 2008, Mantravadi and Reddy, 2008 Mishra, 2005; Agarwal and Bhattacharya, 2006).

There are few theories explaining why firms acquire other firms or merge with other firm. The theory of monopoly postulates that the firms use the merger and acquisition to increase their market power (Steiner, 1975, Chatterjee, 1986), while, according to the efficiency theory, mergers and acquisitions are the planning which is executed to reduce costs by achieving scale of economies (Porter, 1985; Shelton, 1988). Several studies also supported the suggestion that mergers and acquisitions may direct the better financial performance of the organizations(Healy et al. 1992; Waldfogel and Smart, 1994;Grabowski et al., 1995; Switzer, 1996; Vander, 1996). Thus, this micro variable acts as an important change initiator in the organizational context.

Government Policies and Legislations

The economic liberalization (1991) and the intellectual property reforms (1995) can be considered as the exogenous shock that bring institutional reforms which changed the rules of game (Peng 2003) in the Indian pharmaceutical companies. The pharmaceutical industry in India has been a story of success for the development of an indigenous and self-reliant industry. Since independence, India inherited the Patents and Designs Act 1911, which provided product patents for all inventions including foreign inventions. The liberalization era that began in 1991 brought with it policy changes for the pharmaceutical industry with lower price and production controls. Moreover, India being a signatory to TRIPs was required to amend its Patent Act 1970 to meet the minimum standards regarding patents for pharmaceuticals. The effective IPR protection is seen by the pharmaceutical industry as critical to recoup large R&D expenditures (Kale and Wield, 2008).For research study,this micro variable measures the extent to which the use of New Technology and Innovation acts as a driver to bring change in the organizations.

Information Technology and E-Business

Progress on the frontage of information technology has directed towards the emergence of a new business paradigm, that is, e-business for example in pharmaceutical sector healthcare portals were introduced to facilitate the customers. Portals are actually web-based, personalized and integrated systems which offer access to applications, content and services (Osterle,2000). If these portals support entire customer processes they are referred to as process portals (Osterle,1999). Healthcare portals transfer the traditional customer's healthcare process on the Internet. Process portals on the other hand are characterized by the integration of services for one specific customer process (Puschmann, Ives, Learmonth,1984).

The Information portals offer information about diseases, symptoms, medicines, etc. for professional users and patients. A typical example of this category is the company Intelihealth [www.intelihealth.com]. Sales portal is another portal which transfer s traditional sales processes to the Internet are referred to as sales portals. In the case of healthcare portals these sites are also called online pharmacies. Companies such as Drugstore.com or PlanetRx.com are examples for this category of portal.

The major benefit of healthcare portals for pharmaceutical companies will arise from the possibility of direct interaction with their customers, which will offer a better analysis of customer needs and their transformation into the development of individualized products and services. Thus, this micro variable of the study push the organisation to initiate change.

3.1.2 Micro Variables Related to Continuity Forces

Five continuity forces were identified from the literature and validated by domain experts from pharmaceutical industry in India. These are defined briefly in the context of the research, as follows:-

Existing Customer Base

The crucial objective of an organization is to increase its market share in its operating arena. Higher the market share higher would be its customer base (Sushil, 2005). But higher the organization go up on the growth curve, higher would be its inertia for it to cling to the current products and services and its delivery mechanisms. The increasing size of customer base flywheel creates higher inertia to maintain continuity. For the study, this micro variable measures the extent to which the existing customer base adds inertia to the organisation and obstructs change initiation.

Core Competencies

‘Core Competence’ is the ability of an organisation which makes it distinct from the other organizations prevailing in the market (Prahalad and Hamel 1990). Core competences must be derived by looking across the range of a firm’s (and its competitors) products and services’ (Teece, Pisano, and Shuen 1997) and may be an important source of enduring strategic advantage (Lippman and Rumelt, 1982; Wernerfelt, 1984; Barney, 1986; Rumelt, 1991, Peteraf, 1993; Amit and Schoemaker, 1993; Dosi and Teece, 1993). For the study, this micro variable is measured by the extent to which the existing core competence of the organisation comes in the way of change.

Supply Chain and Distribution Network

Supply chain is the management of flow of inventory, information, and money between the different members of supply chain (Mentzer et al., 2001). The pharmaceutical supply chain represents the channel through which essential pharmaceuticals are delivered to the ultimate end-users at the right quality at the right place at the right time (Enyinda and Tolliver, 2009). In recent years, however, global pharmaceutical supply chains are facing growing and challenging risks (Enyinda, Mbah and Ogbuehi, 2010). For the study, this micro variable measures the extent to which the Supply Chain and Distribution Network produce inertia in the organisation and hinders change initiation.

Existing High Performance

Each organization intends to boost up its business performance in terms of profitability, growth, customer satisfaction and other business objectives (Sushil 2005). With a view of organizing, performance of an organization can be treated as tools to achieve certain goals, as suggested by (Perrow 1986). As tools, it should be kept and maintained because it is for certain motive and should be replaced and dropped as and when required (Weick 1996). For the research study, this micro variable is measured by the extent to which the existing High Performance of the organisation exerts the inertial in the way of change

Existing Culture

Many definitions have been proposed for the concept of organizational culture (Martin, 1993; Schultz, 1995; Smircich, 1983). Organizational culture is broadly defined, as a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations (Fiol, 1991; Louis, 1983; Martin, 2002). Culture defines ‘who we are as an

organization (Fiolet *et al* 1998; Hatch & Schultz, 2002) further converged with proponents of a social actor perspective in advancing the idea that organizational culture supplies members with cues for making sense of what their organization is about and for “giving sense” of it as well.

Regarding organizational culture, there is an agreement in the literature about its importance for innovation (Chang and Lee, 2007; Higgins and McAllaster, 2002; Lau and Ngo, 2004; Llore´ns Montes *et al.*, 2004; Martins and Terblanche, 2003; Mumford, 2000; Obenchain and Johnson, 2004; Ruigrok and Achtenhagen, 1999). In order to sustain its existence to survive in competitive environment, firms have to meet certain requirements in terms of their internal behaviour and their external relationships (Tylecote, 1996). Furthermore, Sigauw *et al.* (2006) point out the organizational culture as a facet of operational competency shaped by the innovation oriented industry like pharmaceutical industry. For the research study, this micro variable is measured by the extent to which the existing culture pulls the organisation to go after the change.

There is a requirement to study the impact of above factors of continuity forces and change forces in Pharmaceutical Industry and come out with a flexible strategic framework for their survival and growth in this highly competitive fast developing patron obsessed era.

4. METHODOLOGY ADOPTED FOR THE STUDY:

4.1 Research Design

The research design adopted for the study is Exploratory Research Design.

- Collection of the Primary Data using a detail questionnaire to be filled by the people working in the field/area of the research, i.e. pharmaceutical industry.
- Collection of Secondary Data, by taking the reference from the previous researches in the field of management of continuity and change in the pharmaceutical sector.
- The sample frame would include the pharmaceutical firms and for that C.M.I.E database would be used to shortlist the firms (Top Performers of the year, 2016-18).

Sampling Unit

This Study is confined among the five selected firms from the pharmaceutical industry operating in India are as follows:

- 1- Abbott
- 2- Glenmark
- 3- Glaxo Smith Kline
- 4- Sun Pharma
- 5- Cipla

4.2 METHOD OF DATA COLLECTION

- From Published Secondary Data, Internet Databases and companies websites.

•Focused discussion and interviews of regional managers, area business managers, sales managers and territory business manager of selected companies in Pharmaceutical Industry in India, using a structured questionnaire.

5. RESEARCH FINDINGS FROM THIS STUDY

A detailed survey of the above five companies was carried out through study of their continuity and change forces, focused discussions and personal interviews with key personnel. A structured questionnaire was used at each of the above companies to capture their views on various factors which affect the forces of continuity and change as outlined in this paper. Six pharmaceutical personnel from each of the select company were interviewed and questionnaires were filled up as per convenience sampling. Findings of this study have been summarized below:

Table 1: Summary of Research Finding (Values are on a scale of 1-5)

Pharmaceutical Companies	Average Scores for	Average Scores for
	Forces of Continuity	Forces of Changes
Company ‘CO1’	4.00	4.00
Company ‘CO2’	3.81	3.84
Company ‘C03’	4.02	3.92
Company ‘CO4’	3.33	3.87
Company ‘CO5’	3.83	3.67

Average score has been computed for forces of continuity and forces of change by taking an average of all the responses (on a scale of 1 to 5) to 25 research questions for factors affecting forces of continuity and 33 questions for factors affecting forces of change administered to six experts for each of the above pharmaceutical company.

6. ANALYSIS AND SUGGESTED STRATEGIES

A survey based on focused discussions and interviews of pharmaceutical companies personnel using a structured questionnaire on continuity and change factors. Based on our study of the above organizations it has come out clearly those organizations which focus too much on continuity forces

and ignore the forces of change in pharmaceutical sector tend to lose on the flexibility and sometime lead to obsolescence and losing to the competition. On the other hand organizations focusing only on forces of change with little regard for the forces of continuity find themselves in difficult position to sustain the business.

In pharmaceutical sector each of the above factors has to be kept in view to survive in the competitive era. It is evident that the forces of continuity would affect the business and strategy adopted by the organization.

On the other hand the forces of Change have a direct impact on the existence of an organization. For example, in the pharmaceutical sector the new IPR regime involved a fairly dramatic overhaul of existing institutions, many countries were granted transitional periods to implement the new policy. Each organization studied needs to consider the above forces of change and continuity and to construct the value of pharmaceutical firms in the pharmaceutical sector so that not at any point they are archaic and continue their operations in accordance with change in environment whether it is customer requirement or government legislations.

Flexible strategic framework for managing forces of Continuity – Change combinations in pharmaceutical firms operating in Indian Pharmaceutical sector

Continuity and Change Matrix (Figures 1 and 2) clearly delineates the forces of continuity and change of above five organizations. Depending upon the position of an organization on the C-C Matrix, the organization can take steps to shift towards Synthesizers (Flow Stream) (Figure 1), so that the pharmaceutical firms can avail maximum benefits at the point of high change and high continuity.

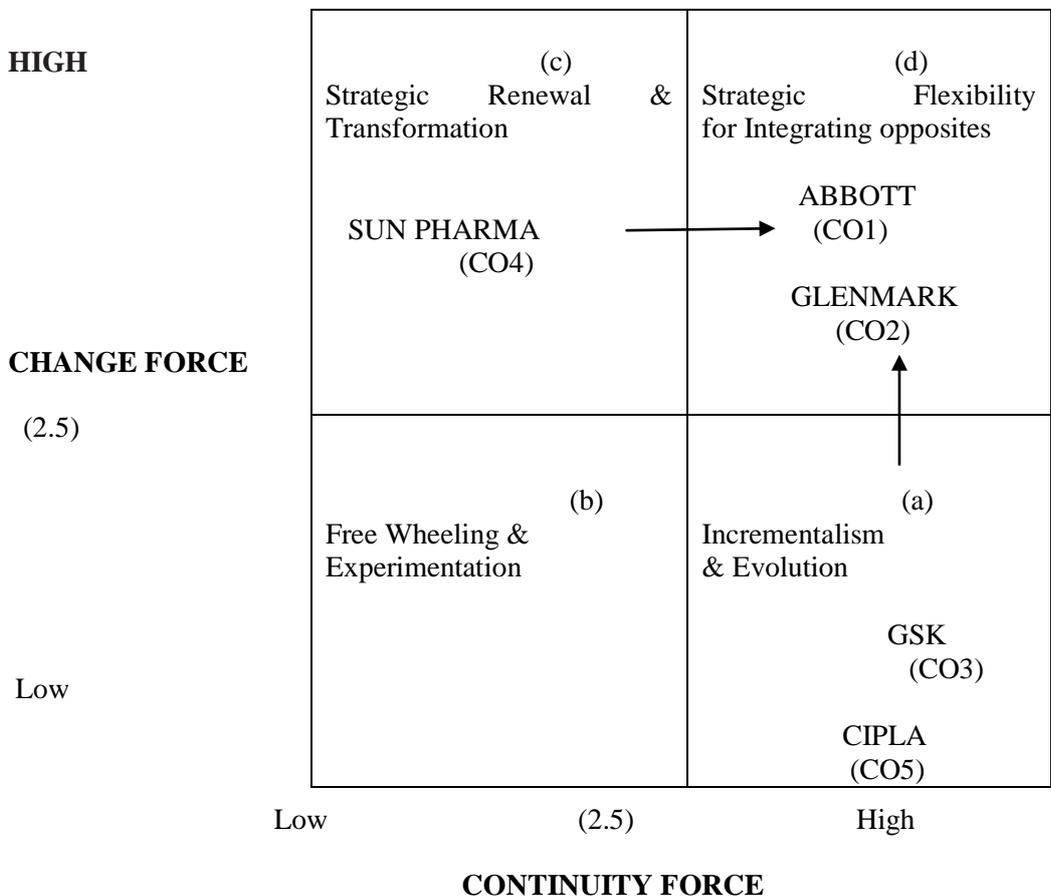


Figure 1: Flexible Strategic Matrix (Sushil, 2005)

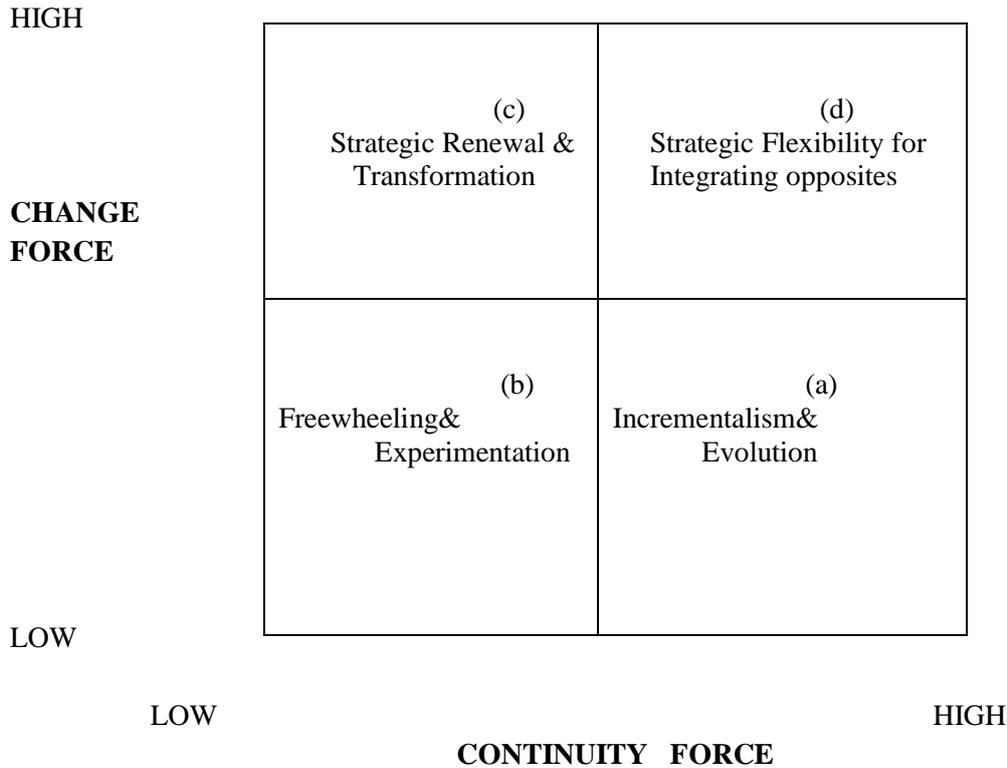


Figure 2: Flexible Strategic Matrix (Sushil, 2005)

For company ‘CO3’ and ‘CO5’ C-C matrix suggests that the forces of continuity are high whereas forces of change are low. Here pharmaceutical companies (CO3 & CO5) needs to focus on changing external environment requirements (customer needs, competition etc) so that the company can be in flow stream strategy. Companies ‘CO1’ and ‘CO2’ are high on continuity forces and also high on forces of change; even though it can strengthen its position by focusing uniformly on factors affecting forces of continuity and forces of change. Company ‘CO2’ needs to get better as compared to company ‘CO1’ while company ‘CO4’ is high on forces of change but low on forces of continuity in order to stay alive and grow it needs to focus more on its factors affecting forces of continuity.

7. LIMITATIONS AND SCOPE OF FURTHER RESEARCH

The above research was limited to study of five pharmaceutical companies due to the paucity of time. A bigger sample could have enriched the logic depicted in the model .The above study can be extended to study of various other companies operating in the pharmaceutical sector which could also give a more comprehensive application of the above flexible strategic framework proposed in this paper.

8. CONCLUSIONS

The above research has undoubtedly verified that the flexible strategic framework for managing forces of continuity and change in pharmaceutical industry has given explicit strategic direction to each company studied depending upon its average score for each factor on Continuity and Change Matrix developed.

Aim of any organization existing in the market is to ensure long term growth of the organization through continuity and change. The above paper brings out clearly the path suggested for the above five different organizations to make a significant contribution to the survival and growth. The continuity and change matrix provides a flexible framework for an organization by managing factors affecting forces of continuity and change, as an integral part of the organization's overall strategy.

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**A VIEW ON IMPLEMENTATION OF DIGITAL EDUCATION IN A
DEVELOPING INDIAN SCENARIO**

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ABSTRACT

Quality education is an essential requisite in today's competitive environment. Technology has benefitted us in every aspect of our life right from communication to education. Digital India is an initiative or a campaign started by the Government of India in order to transform India into a digitally empowered society and a knowledge economy. Digital India initiative was launched by our Prime Minister Narendra Modi on 1st July 2015 and the project is aimed to be completed by 2019. The main objective of the government was to make all the services of the government electronically available by enhancing the internet connectivity and the online infrastructure to the citizens of India. This initiative also includes connecting all the rural areas with high-speed internet networks. The initiative also focuses on reducing the paper work. If the government of India is successful in implementing all the policies of Digital India campaign properly then it will provide a high pace growth to our economy as it focuses on to provide high-speed internet facility, broadband highways, information technology jobs, all the information available online, switch over to cashless transactions and use of mobile phones universally. Also, the digital turn in education comes across a wide range of initiatives and processes. Much academic, policy and implementation attention has been given to these processes and several models of new learning environments and infrastructure have been postulated over the last two decades. There are modernized method of education in Indian scenario which provide quality education to students by helping them in better concept formation, concept elaboration, improvement in reading skills and academic achievement. So, the concept of digitalized classroom has not only made education interesting but has given a chance to enhance student's performance. The implementation of internet technologies has been put into practice largely if not exclusively about education, learning, literacy and production of knowledge in different parts of India. Therefore, digital education has enhanced individual's personal growth, skill development and democratic responsible behaviour thereby contributing immensely to the overall prosperity of a nation.

Keywords: Implementation of technology, Digital education, Indian scenario

INTRODUCTION

Quality education is an essential requisite in today's competitive environment. Technology has benefitted us in every aspect of our life right from communication to education. Technology is the mechanism that delivers content. It facilitates how students receive content. It includes Internet access and hardware, which can be any Internet access device – from a desktop to a laptop to an i-Pad to a smart phone. Technology is the tool, not the instruction. Digital content is the high quality academic material which is delivered through technology. It is what students learn. It ranges from new engaging, interactive and adaptive software to classic literature to video lectures to games. It isn't simply a PDF of text or a PowerPoint presentation. Educators are essential to digital learning. Technology may change the role of the teacher but it will never eliminate the need for a teacher. With digital learning, teachers will be able to provide the personalized guidance and assistance to ensure students learn and stay on track – throughout the year and year after year – to graduate from high school. Teachers may be the guide on the side, not the sage on the stage.

Digital India initiative was launched by our Prime Minister Narendra Modi on 1st July 2015 and the project is aimed to be completed by 2019. It is a campaign by the Government of India in order to transform India into a digitally empowered society and a knowledge economy. The monitoring of this project will be done by the Prime Minister himself. This project is headed and planned by the ministry of communications and information technology. The main objective of the government was to make all the services of the government electronically available by enhancing the internet connectivity and the online infrastructure to the citizens of India. This initiative also includes connecting all the rural areas with high-speed internet networks. The initiative also focuses on reducing the paperwork. Hence, Digital India program will benefit both, service providers as well as the consumers. Mainly, the programme has three visions: Digital Infrastructure as a Utility to Every Indian citizen, Governance and Services on Demand and Digital Empowerment of Citizens. Also, the project Digital India is based on these nine pillars: Broadband Highways, Universal Access to Phones, Public Internet Access Programme, e-Governance – Reforming government through Technology, e-Kranti – Electronic delivery of services, Information for All, Electronics Manufacturing – Target Net Zero Imports, IT for Jobs and Early Harvest Programmes.

MISSION OF DIGITAL INDIA PROGRAMME

The Digital India Initiative aims to achieve the following:

- To provide more and more Information Technology jobs to the people.
- To make all the information available online.
- To provide high-speed internet connections to the rural areas.
- To ensure the broadband highways.
- To make access to mobile phones universally.
- Reforming all the work of government digital and hence providing e-Governance.
- By delivering electronic services, its aim is to bring e-Kranti.

ADVANTAGES OF DIGITAL INDIA CAMPAIGN

If implemented properly, this project will be a golden opportunity for our country. The main aim of government is to provide fast and high-speed internet connections and whose utility will last long, unique and it would be safe and will also provide authenticity to its citizens. It also focuses on to provide a stable digital infrastructure and easy access to any online services. Digital India Programme also focuses on to provide all the services of the government to the citizens digitally. Digitally provided services will promote and motivate the people to do more and more online services and transactions that too easy, electronic and cashless. Digital empowerment of Indian citizens will surely make possible of digital literacy through universally acceptable digital resources. It will also offer an advantage to the people to submit all the documents online and not physically by going to schools, colleges, and other government organizations.

Also, since Digital India campaign is a great initiative taken by the Government of India, it focuses on to providing various services for the betterment of our citizens and also the country. It provides services such as submitting all the documents online, e-education for distant learning for students, national scholarship portals, e-health for health checkups and other information related to health. DigiLocker facility provides citizen of India to keep their important documents safe and secure digitally and provide an access of each individual. The e-sign facility will help the citizens to sign

digitally on any document by doing the authentication of their Aadhar Cards. All these services will help the people of our country in numerous ways. One of the main service or aim of the government is to switch over all the cashless transactions that are to pay using the internet and mobile banking.

DISCUSSION ON DIGITAL EDUCATION IN INDIA

The role of education in an individual's personal growth, skill development and democratic responsible behavior thereby contributing to the overall prosperity of a nation, is undeniable. Education globally is one of the significant sectors to witness revolutionary changes in recent times. In the present scenario, looking at the picture of education in India, the Information & Communication Technology (ICT) revolution has paved the way to introduce some breakthroughs in different spheres like banking, education, health and many more. Digital Education is the solution for the problems of education all over the globe. It is in particular a blessing or a remedy for developing countries which suffer in a chronic manner from the sickness of access and affordability. With wide coverage over various means of communication it becomes a natural choice to learn even for those in the invisible and beyond the reach range.

Besides its cost and access advantages, digital education comes as a win-win for all. Education institutions see the rapid rise in enrolments and added revenue. Students view this as a flexible option allowing them to study as per their time and pace. Teachers too find it convenient to prepare their learning plans well aided by technology. Teaching becomes a smoother experience with a perfect combination of personalized packages having a blend of animations, gamification and elaborate audio-visual effects. Digital education is fun learning for all cadres and particularly effective for child learning as the innovative audio-video feature boosts the cognitive elements in a child's brain. The Info-tainment combination involved in digital learning makes it more practical, applicable and relatable to our life and surroundings in an interesting manner. The Reform Push, expanding e-Learning, reduction in costs due to satellite technology (VSAT) are all strong catalysts for a high potential business opportunity in India. This is where EdTech companies like Magic Software can add to the growing repository of Digital learning Objects (DLOs) and technological platforms available to learning.

A LOOK ON DIGITAL LEARNING IN THE INDIAN CLASSROOMS

Learning is inherently a social activity and rather than trying to ban children from joining online networks, we should encourage them to learn safe. Digital literacy is here to stay and if we are serious about taking advantage of the potential benefits of digital learning, then we need to appropriately resource our schools and teachers. When used well for educational purposes, the latest technologies can help create opportunities for more active and meaningful learning experiences. Classroom teaching has become more and more interactive nowadays with the use of digital methods such as PPTs, video presentations, e-learning methods, practical demos, online training and other digital methods or platforms. Now days there are online lessons through which kids can individually learn multiple activities. Additionally coding is also proving to be a magic of technology among kids. Today's students are able to use the internet to research and find text sources, videos, pod casts and presentations related to anything they would like to learn about. Schools should connect classrooms for students and teachers, should have affordable and faster access to information, teaching and learning resources etc.

Digital Learning is learning facilitated by technology that gives students some element of control over time, place, path and/or pace. Learning is no longer restricted to the school day or the school year. The Internet and a proliferation of Internet access devices have given students the ability to learn anytime. Learning is no longer restricted within the walls of a classroom. The Internet and a proliferation of Internet access devices have given students the ability to learn anywhere and everywhere. Learning is no longer restricted to the pedagogy used by the teacher. Interactive and adaptive software allows students to learn in their own style, making learning personal and engaging. New learning technologies provide real-time data that gives teachers the information they need to adjust instruction to meet the unique needs of each student. Learning is no longer restricted to the pace of an entire classroom of students. Interactive and adaptive software allows students to learn at their own pace, spending more or less time on lessons or subjects to achieve the same level of learning. Digital learning is more than just providing students with a laptop. Digital learning requires a combination of technology, digital content and instruction.

CONCLUSION

Digital India is a campaign launched by the Government of India to ensure that Government services are made available to citizens electronically by improved online infrastructure and by increasing Internet connectivity or by making the country digitally empowered in the field of technology. So, in order to conclude, it must therefore be said that, the initiative of the Government of India in order to transform India into a digitally empowered society and a knowledge economy is an amazing initiative. The initiative to transform all the government services is also good. If the government of India is successful in implementing all the policies of Digital India campaign properly then it will provide a high pace growth to our economy as it focuses on to provide high-speed internet facility, broadband highways, information technology jobs, all the information available online, switch over to cashless transactions and use of mobile phones universally. Digital literacy is one component which makes a child responsible for how they can utilise technology to interact with the world around them, what are the new knowledge gaining areas that they can be well-versed with etc. When learning internet programs, kids understand and innovate with the digital world they inhabit. Today's children are born into a technology-based society and learn how to access the internet at a very early age. As educators and parents, it's our responsibility to talk to them about the pros and cons of Internet, teach them safe Internet habits, and use strategies to help them do so safely. Learning is inherently a social activity and rather than trying to ban children from joining online networks, we should encourage them to learn safe. Hence, Digital literacy is here to stay and if we are serious about taking advantage of the potential benefits of digital learning, then we need to appropriately resource our schools and teachers. Digital Education and Digital Revolution are the two sides of the same coin and both are interdependent on each other. So, both the aspects must be incorporated both theoretically and practically in our education and life as well for the upliftment of the society in the developing Indian scenario.

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LABOUR PROBLEMS AND MEASURES IN SMALL SCALE INDUSTRIES

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Abstract

Indian economy is balanced on agriculture and industry like balance of vehicle with two wheels. Indian economy is known as mixed economy where nearly 58% population depend on small scale industries like food processing industry, oil processing industry, refinery production, etc. Employee termed as an asset as well as resource of an enterprise. Human resource management is very much important in every business practice to survive and succeed in competition. Human resource management helps to make optimum utilization of the human resources in the enterprise. It also helps to avoid wastage of human resources. Every success result in business is because of human resource management which take cares about the right person are in the right place at right job. The objective of this paper is to highlights on the labour problems affects the performance of the industry. It reduces the productivity and profitability. Human resource management is the key to overcome from these problems. It is the only solution that can tackle the situation properly. It uses different tactics to solve the problem of industrial labour and make the firm healthy in all means.

Key words: Human Resource Management, small scale industries, firm

Introduction

Small scale industry sector has emerged over five decades as a highly vibrant and dynamic sector of the Indian Economy. Today ,this sector accounts for about 95% of industrial units and is contributing about 40% of value addition in the manufacturing sector, nearly 80% of manufacturing employment and about 35% of exports (both direct and Indirect) more than 34 lakh units are spread all over 7500 items and providing employment to more than 192 lakh persons.

Small scale industry is assumed to play an important role in creation of employment, promotion of exports and alleviation of poverty along with Industrialization. Because of its labor-intensive nature and adaptability to local conditions, it is considered as a vehicle for employment generation and industrial dispersion. Small scale industries are comparatively labour intensive and thus create more employment opportunities per unit of capital employed. This potential to create employment opportunity necessitates effective management of labour force. The professional management of human resource under its fold would ensure scores of benefit both for the enterprises and human resource namely increasing productivity, prevention of accidents, evolving sound wage policy, effective training, increasing morale and job satisfaction, checking labour turnover and absenteeism, managing labour indiscipline There is no any fixed definition for SSI but right from industrial policy 1964 up to 2018 there has

Definition of SSI

1. According to I.P. 1964, “SSI refers to such a small enterprises which requires an investment in capital from 25 lakh up to 60 lakh.”
2. According to I.P. 1991,” SSI are such a type of industries whose investment of capital and tools limits from 50 lakh up to 1 crore.”
3. Government of India in its budget for 2007-08 has raised the investment limit in plant and machinery of small scale industries to Rs1.5 crores.
4. Currently Government of India now has raised the investment limit in plant and machinery of SSIs to Rs. 10 crores

Objectives

1. To study the problem of labours faced by small scale industry.
2. To study the role of Human Resource Management in small scale industries to overcome labour problems.
3. Find out various dependent and independent factors that affects the employee turnover directly or indirectly in small scale industry.

Research Methodology

This Study is based on available Secondary source and Literatures.

Hypothesis

Human resource management in SSI will provide a path to achieve business goal.

Expected Contributions

This study will helpful to small scale industries for managing the human resources in the Competitive word. Proper utilization of human resources will ensure the success of business.

Problem of labours faced by small scale industries

1. **Rude behavior:-** Studies have shown that everyday indignities have an adverse effect on productivity and result in good employees quitting. Rudeness, assigning blame, back-biting, playing favorites and retaliations are among reasons that aggravate employee turnover. Feeling resentful and mistreated is not an enticement for a good work environment.
2. **Work-life imbalance:-** Increasing with economic pressures, organizations continue to demand that one person do the work of two or more people. This is especially true when an organization downsizes or restructures, resulting in longer hours and weekend work. Employees are forced to choose between a personal life and a work life. This does not sit well

with the current, younger workforce, and this is compounded when both spouses or significant others work.

3. **Training and feedback are lacking:-** Effective organizations know how to help employees improve their performance and consistently give Training and feedback to all employees. Ineffective organizations put off giving feedback to employees even though they instinctively know that giving and getting honest feedback is essential for growth and building successful teams and organizations.
4. **Growth opportunities not available:-** A lot of good talent can be lost if the employees feel trapped in dead-end positions. Often talented individuals are forced to job-hop from one company to another in order to grow in status and compensation. The most successful organizations find ways to help employees develop new skills and responsibilities in their current positions and position them for future advancement within the enterprise. Employees who can see a potential for growth and comparable compensation are more inclined to stay with an organization
5. **Absenteeism and attrition:-** The basic reason of this is due to unhygienic condition at work, lack of incentives, worst atmosphere at work place and dis-satisfaction with a pay-scale. Every labour is used to quit from earlier industry that brings a continuous trend of turnover of labour which brings adverse effect on the production and further progress of SSI unit.

The nature of Human Resource Management:-

Human Resources Management is defined as the process of assessing an organization's human

Resources needs in the light of organizational goals and changing condition and making plans to ensure that a competent, stable workforce is employed. The actual planning process will vary a great deal from organization to organization.

Good HR practices do make a difference in the working efficiency of the organization. They enhance internal capabilities of an organization to deal with current of future challenges to be faced by an organization. Good Human Resources practices also promote the wellbeing of the employees of the organization. The commitment and motivation built through good Human Resource Practices can lead to hard work and can have a very good influence on the organization. This system, comprising of good HR practices can create a sustainable and lasting capability of the organization to manage itself internally and face external challenges.

Human resource management relates to practice and policy necessary to execute all management responsibilities relating to personnel issues, especially employment / hiring, education, evaluation and rewarding of SSI employees and provision of safe and ethically acceptable and just / fair environment for them. Beside others, these practices and policies are the following:-

- Work analysis (determination of the nature of work of each employee),
- Planning of work places and recruiting of candidates for the job,
- Selection of candidate for the job,
- Direction and education of new employees,

- Evaluation of the efficiency / output,
- Management of the employees' salaries,
- Providing incentives and benefits for employees,
- Communication with employees,
- Education and improvement of employees,
- Creation of the spirit of dedication in employees.

Following are some of the measures used by HRM to overcome the problems of labour

1. Offer Competitive Pay and Benefits:-

People want to be compensated well. They need to cover standard expenses like housing, utilities, and food. And most people want enough money for extras, too. If organizations don't pay their employees well, they'll find a business that will.

When determining compensation for employees, it's good to do market research on wages. Find out what our competitors pay their employees. Research a competitive salary range based on similar jobs in the local area. Learn about common employee benefits. Then, find out what benefits competitors and other businesses in our area offer.

2. Employee Engagement Practices

Strengthen employees' engagement. Employees need social interaction and a rewarding work environment. They need respect and recognition from managers, and a challenging position with opportunity to learn and move up.

3. Allow Flexible Work Schedules:-

If it's possible, allow flexible work schedules. Flexible work schedules let employees adjust their work time and location. Employees can create a work-life balance for themselves. Workers can pursue things beyond work, go to appointments, and take care of their families.

Flexible work schedules might not be possible for all businesses. Employees might need to be at occupational at specific times. But there still might be ways can offer flexibility, such as flexible lunch times.

4. Career development of employees :-

Workers are considered temporary for his respected post where every labour thinks that there is noprofessional progress and they resigns. Therefore in order to stop such a process of labour's turnover. Employers must establish some career oriented project for labours as well as giving a permanent security of job to him may increase labour's efficiency.

4. Employee safety :-

There is no any separate arrangement in SSI unit for the worker's safety as they in danger their lifewhile they work in firm. Therefore employees must consideration on the point of giving safety atmosphere to labours at work place. So that they can work withoutworry. It may bring future benefit for the firm as well as workers to improve healthy industrial relationship between both of them.

5. Job security :-

In SSI units all the workers are considered as a temporary basis labour where sometime labour

Quits one firm and join another. In order to stop all these things human resource management plays an Important role in providing job securities at various levels. When workers are satisfied with permanent job, including hygienic condition, peaceful and healthy atmosphere at work, they can put there 100% or more than their effort to run the firm properly.

6. Hire the Right People

Hiring the right people from the start, most experts agree, is the single best way to reduce employee turnover. Interview candidates carefully, not just to ensure they have the right skills but also that they fit well with the company culture, managers and co-workers. Hire employees who have strong skills that match exposed position. Hire employees who are behavioral and cultural fits for the job. HR can ask employees behavioral interview questions to find out how they react in certain situations.

7. Motivational strategies to overcome low productivity

Employees who feel motivated to work are likely to be persistent, creative and productive, turning out high quality work that they willingly undertake. There has been a lot of research done on motivation by many scholars, but the behavior of groups of people to try to find out why it is that every employee of a company does not perform at their best has been comparatively unsearched. Many things can be said to answer this question; the reality is that every employee has different ways to become motivated. Employers need to get to know their employees very well and use different tactics to motivate each of them based on their personal wants and needs. Motivation comes from within us such as thoughts, beliefs, ambitions, and goals. The people who are most interested in motivation studies are managers of people because they may provide insights into why people perform at work as they do, and as a result provide managers with techniques to improve worker productivity.

8. Maintaining better relationship with workers and unions:-

Sound and smooth functioning of firms always depends on the basis of relationship of employers with their employees. Now at present in order to avoid various types of disputes, strikes, entrepreneur or producers should maintain good relationship with workers and unions. But before an implementation of discipline among labours, employers must develop such disciplinary rules and guidelines. If the relationship between employers and employees get spoil, it will effects on the present and future progress of firm. Hence it is very important to maintain good relationship.

9. Training and development:-

Management should initiate to create an environment, where key information has been freely communicated. Employees have the opportunities to be well-informed and insightful for further career development, as well as variety form of training program will rationally be foremost to an organization. Therefore, this will result in retaining the employees and have a positive impact on organizational productivity

Conclusion

Efficient management of human resource is a crucial factor in determining the growth and prosperity of business enterprise. This is particularly true in the case of SSI where owners are forced to have a close and more personal association with their employees. A human resource management must ensure that there is the right number and structure of people in the right jobs at the right time.

This paper came to conclude that small scale industry has to put lot of emphasis on Human Resource Planning (HRP) and Human Resource Development (HRD) to boost employee and get the best efficiency from them, the success and future of small scale industry is depends on the growth and development of Human resource in totality.

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COST MANAGEMENT PRACTICES IN MAHARASHTRA STATE ROAD TRANSPORT CORPORATION: A STUDY ON INVENTORY MANAGEMENT

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Abstract

Maharashtra State Road Transport Corporation (Corporation) was established in 1961 under the State Road Transport Corporation (SRTC) Act, 1950 with the main objective of providing an efficient, adequate, economical and properly coordinated system of road transport services in the State. Stage carriage services (transportation of passengers from one place to another) constitute the main activity of SRTCs. The Corporation had a fleet of 15,111 vehicles at the end of March 2017 and operated on an average daily fleet of 15,012 vehicles (94 per cent) through 248 depots during the years 2012-07.

The Management of the Corporation is vested in the Board of Directors consisting of six Directors. All day to day affairs of the Corporation are looked after by the Vice Chairman and Managing Director who is assisted by six Regional Managers, 30 Divisional Controllers and Depot Managers of respective regions/divisions/depots.

The present review covers the performance audit of 'Fleet Utilisation' for the period 2012-17. Audit examined the records maintained at headquarters and also conducted detailed scrutiny of records of six divisions out of 30 divisions and 12 depots out of 248 depots.

Introduction

In India Road Transport Corporation Act was passed by parliament in 1950. This Act advocated nationalization of passenger road transport undertakings operating in various Indian states. Under the auspices of the above Act many states nationalised their passenger road transport services and thus State Road Transport Corporations (SRTCs) were formed.

The process of Nationalization in the road passenger transportation sector started immediately after Independence, when the Central Government introduced the legislation for the purpose sometime in 1948, which resulted in bringing on the Statute Book in 1950- the Road Transport Corporation (RTC) Act. In December 1949, Bombay State decided to set up a single Corporation for the whole state under the Road Transport Corporation Act, 1948, which was later constituted under the Road Transport Corporation Act, 1950. Nationalization of passenger road transport services in the State started in June 1948, initially as a departmental undertaking with a fleet of 35 buses operating on the Poona-Ahmednagar and allied routes, which later were handed over to the statutory corporation viz., Bombay State Road Transport Corporation (BSRTC). This corporation in 1961 emerged as the Maharashtra State Transport Corporation (MSRTC), which is today the second largest (after APSRTC) passenger road transport organization in the country.

Fleet Inventory and age profile

In order to ensure efficient, sufficient and satisfactory public transport, proper maintenance of adequate fleet of buses for operation of scheduled routes is imperative. Acquisition of new buses from time to time is necessary for augmenting the existing fleet as well as for replacing the old and unserviceable buses. The holding of overaged buses in the fleet becomes a liability from the point of view of repairs, maintenance and fuel consumption.

ASRTU had recommended (1971) that the normal life of a bus should be considered as eight years or five lakh kilometres of operation whichever is earlier and that a minimum of 60 per cent of the fleet strength of an undertaking should consist of buses with less than four years of operation. The Corporation, however, has fixed the life of bus as 10 years and as per its policy the vehicle should be replaced after 10 years. The chart and table given below indicate the Corporation’s fleet holding, number of overaged buses and their percentage to the fleet holding at the end of each of the five years up to 31 March 2017.

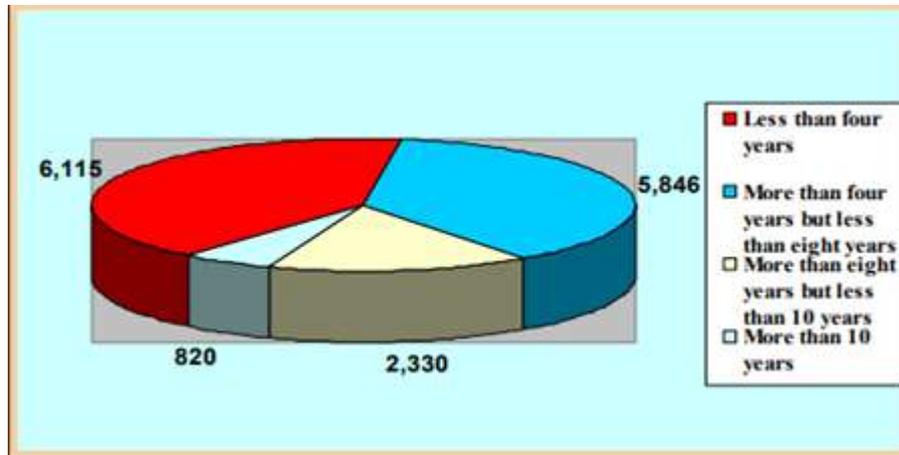


Fig 1: Age-wise details of buses as on 31-Mar-2017

Table 1: per cent of buses held by the Corporation as on 31 March 2017

Sl. No.	Particulars	2012-13	2013-14	2014-15	2015-16	2016-17
1	Vehicles at the beginning of the year	17,071	16,468	16,128	16,115	15,456
2	New vehicles added	1,409	1,825	1,610	1,127	1,555
3	Vehicles discarded	2,012	2,165	1,623	1,786	1,900
4	Vehicles at the end of the year	16,468	16,128	16,115	15,456	15,111
5	No. of the buses less than four years old	5,849 (36)	6,392 (40)	6,491 (40)	5,966 (39)	6,115 (40)
6	No. of the buses more than four years but less than eight years	5,230 (31)	4,823 (30)	4,625 (29)	5,217 (33)	5,846 (39)
7	No. of the buses more than eight years but less than 10 years	3,116 (19)	3,457 (21)	3,388 (21)	2,755 (18)	2,330 (16)
8	No. of the buses more than 10 years	2,273 (14)	1,456 (9)	1,611 (10)	1,518 (10)	820 (5)

(Source: Data compiled from operational wing of the Corporation).

(Figures in brackets indicate percentage)

It could be seen from the above table that against the ASRTU norms of 60 per cent, 6,115 buses i.e. 40 per cent buses held by the Corporation as on 31 March 2017 were less than four years old, whereas 3,150 buses i.e. 21 per cent were more than eight years old, as against the norm that buses more than eight years should not be operated.

The Corporation did not fully replace the over-aged buses as per its policy, and as on 31 March 2017, it had 820 buses which were more than 10 years old. It was observed that the extra expenditure on

consumption of High Speed Diesel (HSD) oil increased over the years due to operation of overaged vehicles as discussed in paragraph-3.1.18 infra.

The Management/Government stated (August/September 2017) that norms of ASRTU are taken as guidelines and the Corporation decided the life of buses as ten years due to financial constraints. The Management's contention is not acceptable as the financial constraints could have been overcome through loan and efficient and effective management. Further, as the holding of overaged buses in the fleet is not financially viable on account of repairs and maintenance and excess fuel consumption, such buses should be replaced with new buses timely.

Route operation

Operational performance can be improved by periodic review of uneconomic routes with a view to assess their continuance, rationalisation of routes and optimum operation of buses on the higher revenue earning routes. Audit scrutiny revealed that none of the B trips (Earning per kilometre is more than variable cost) and C trips (Earning per kilometre is less than variable cost) operated by the Corporation were recovering the total cost of operation. The C trips were not even recovering their variable cost resulting in cash losses of Rs.242.75 crore on their operations during the period 2012-17.

Loss on operation of uneconomic routes

The Corporation operates a number of obligatory• routes/trips as per orders of the State Government (29 November 1973). In pursuant to operation of obligatory trips as per above orders, the Corporation sustained loss of Rs.968.47 crore on these services during the period 2012-17 as detailed below:

Table 2: Operational losses on obligatory routes/trips were not being reimbursed by the Government

Year	Average effective lakh kilometres for obligatory routes	EPKM (Rupees)	CPKM (Rupees)	Difference between CPKM and EPKM	Loss on obligatory services (Rupees in crore)
2012-13	1,705	5.13	13.56	8.43	143.73
2013-14	1,942	5.34	13.94	8.60	167.01
2014-15	2,451	6.15	15.36	9.21	225.94
2015-16	2,276	6.97	18.83	11.86	269.93
2016-17	1,590	7.15	17.33	10.18	161.86
Total					968.47

(EPKM- Earning per kilometre; CPKM – Cost per kilometre)
(Source: Data collected from operational wing of the Corporation)

It was observed that the State Government's orders, *ibid*, were silent on the reimbursement of losses on operation of these trips and exemption of passenger tax thereon. The losses incurred on these services are also not compensated by the State Government by way of subsidy. The Upasani Committee appointed (April 2012) by the State Government had recommended (January 2013) for reimbursement of losses on account of such trips. The Corporation on the basis of Upasani Committee has approached (October 2013) the State Government for reimbursement of losses, the Government's response thereto was, however, still awaited (July 2017).

Load factor

The load factor represents the percentage of seating capacity offered to seating capacity actually occupied. The Corporation had estimated a load factor of 62,61,62,61 and 59 per cent respectively during the five years ending 31 March 2017 as against which the load factor achieved was 59,56,56,57, and 58 respectively during the period 2012-17. Though the estimated load factor of the Corporation was set at a lower side when compared to load factor achieved by other State Transport Undertakings viz. Andhra Pradesh State Road Transport Corporation (APSRTC) (63, 60, 62 and 65) and Karnataka State Road Transport Corporation (KSRTC) (73.9,70.7 and 68.6) during 2012-16 respectively, and even the lower targets were not achieved. Audit analysis revealed that the shortfall in load factor was mainly due to vehicles coming late from depot, shortage of vehicles/crew etc. which the management was unable to improve resulting in shortfall in earnings of Rs.1,057.40 crore as shown below:

Table 3: shortfall in earnings

Year	Estimated earnings	Actual earnings	Estimated load factor	Actual load factor	Short fall in earnings (Rupees in crore) (2-3)
	(Rupees in crore)	(Rupees in crore)	(Percentage)	(Percentage)	
(1)	(2)	(3)	(4)	(5)	(6)
2012-13	2,623.12	2,431.52	62	59	191.60
2013-14	2,682.06	2,436.27	61	56	245.79
2014-15	2,821.96	2,638.26	62	56	183.70
2015-16	3,155.73	2,812.61	61	57	343.12
2016-17	3,118.40	3,025.21	59	58	93.19
	Total				1,057.40

(Source: Data collected from relevant records of the Corporation).

The Corporation inducted (January to May 2001) 200 mini buses in its fleet at 20\$ divisions at a cost of Rs.12.03 crore. It was observed that the operation of this service was not viable due to non availability of engines/spare parts/assemblies, problems in chassis, en-route breakdowns, breakdowns in gear boxes etc. that led to frequent off-road of vehicles. As against the average CPKM of Rs.11.81, the average EPKM was Rs.8.97 with load factor of 91.14 per cent during the period 2012-17. Audit scrutiny further revealed that the operation of these buses was more uneconomical in Pune, Nashik, Amravati and Aurangabad regions where the operational loss ranged between Rs.3.50 to Rs.4.00 per kilometre which resulted in operational loss of Rs.13.79 crore during 2012-17. It was further noticed that 41 buses were completely off the road since April 2016 due to heavy repairs and scarcity of major spares and assemblies.

The Management/Government stated (August/September 2017) that the buses were being phased out. It was, however, noticed that the proposal for scrapping of 158 buses approved in September 2006 had not yet been implemented (September 2017).

Operation of Janata services

The Janata services are operated to fulfill the demand of short distance traveling passengers including bazaar operations to minimise the waiting time. The Corporation, in order to curb the clandestine operations by private operators in the state, instructed (December 2013) that if ordinary services were

converted into Janata services with a lesser fare, then the cognizance should be taken that the EPKM of Janata services should not be below the EPKM of ordinary services. The table below indicates the operational data of Janata services for the last five years ending March 2017:

Table 4: the operational data of Janata services for the last five years ending March 2017

Sl. No.	Particular	2012-13	2013-14	2014-15	2015-16	2016-17
1	Average schedule operated (Janata)	1,111	736	1,300	1,530	1,393
2	Percentage of load factor	61.24	56.54	55.52	55.18	56.76
3	Effective kilometres (in lakh) (Janata)	931.37	698.39	1,319.27	1,586.84	1,425.59
4	Increased kilometres (in lakh) based on 2003-04	-	-	620.88	888.45	727.20
5	EPKM (in Rupees) Janata	11.68	11.84	12.04	13.59	14.74
6	EPKM (in Rupees) Ordinary	13.57	13.43	15.27	17.29	18.26
7	Difference in EPKM	1.89	1.59	3.23	3.70	3.52
	Loss of revenue (in crore) (Sl. No.4 x 7)	-	-	20.05	32.87	25.60

(Source: Information collected from operational wing of the Corporation).

Analysis revealed the following:

- The Corporation reduced the average schedule operation of ordinary services from 9,902 in 2013-14 to 6,895.32 in 2016-17 and increased the operation of Janata services from 736 in 2013-14 to 1,393 in 2016-17 despite the fact the EPKM of Janata services was less than the EPKM of ordinary services.
- The periodical review of operations were also not carried out by the Management.
- The Corporation incurred loss of revenue of Rs.78.52 crore in operation of Janata services during 2014-17, which included the loss of Rs.5.01 crore in respect of four divisions viz. Nagpur, Wardha, Amravati and Akola divisions test checked.

Operation of Irizer buses

The Corporation inducted (April-May 2012) six AC Irizer model buses purchased from Ashok Leyland having joint venture with TVS Irizer, for plying on the busy/commercially important Mumbai-Pune route. It was observed that even though these buses were operating profitably, the Corporation introduced (December 2012) Volvo bus on these routes and resultantly, the load factor of Irizer buses decreased gradually i.e. 78 per cent in 2012-13 to 51 per cent in 2015-16 resulting in operational losses of Rs.0.65 crore during 2014-15 and 2015-16.

The Management/Government stated (August/September 2017) that the load factor of Irizer buses decreased due to attraction of Volvo service. The reply is not tenable, as the Corporation, could have avoided the operational losses by charging a competitive fare for AC Irizer buses to optimise its revenue earnings.

Cancellation of profitable trips

The Regional Managers had periodically instructed the divisions that ‘A’ trips (profitable) should not be cancelled at any cost. A review of operations revealed that total 6.07 crore kilometres were cancelled during the period 2012-17 .The cancellations were due to late despatch of vehicles from depot, late receipt of vehicles from line, shortage of vehicles and absenteeism of crew resulting in avoidable loss of revenue to the tune of Rs.104.28 crore. Audit observed that though the reasons for cancellations were controllable, the management failed to take any effective steps in this regard.

The Management/Government stated (August/September 2017) that though the scheduled kilometres were cancelled due to avoidable and unavoidable reasons, more profit making extra kilometres were operated than the cancelled kilometres. The reply is not tenable, as the operations of extra kilometres were after cancellations of scheduled/planned trips and the cancellations as pointed out by audit are due to controllable factors. Moreover, extra kilometers operated are planned kilometres and it cannot be off set against cancelled kilometres.

Dead kilometers

Dead kilometres represent the gross kilometres minus the effective kilometres and refer to the distance travelled by the buses from various depots/workshops to the bus stations for which no revenue is earned. The table below indicates the detailed analysis of dead kilometres for five years period 2012-17.

Table 5: the detailed analysis of dead kilometres for five years period 2012-17

Particular	2012-13	2013-14	2014-15	2015-16	2016-17
Gross kilometres operated (in lakh)	17,813	17,812	18,139	17,369	17,512
Dead kilometres (in lakh)	156	160	163	156	160
Percentage of dead kilometres	0.88	0.90	0.90	0.90	0.92
Percentage of increased dead kilometres	--	0.02	0.02	0.02	0.04
Increased dead kilometres	--	3,56,240	3,62,780	3,47,380	7,00,480
Cost per kilometre	15.91	16.58	18.90	19.39	20.64
Loss (Rupees in crore)	--	0.86	0.69	0.67	1.45

(2012-13 is taken as base year)

(Source: Information collected from operational wing of the Corporation)

The above data revealed that the percentage of dead kilometres increased from 0.88 per cent in 2012-13 to 0.92 per cent during 2016-17 resulting in loss of potential revenue of Rs.3.67 crore during four years from 2013-14 to 2016-17.

Cost of High Speed Diesel (HSD) accounts for the highest component of total cost of operation and therefore use of fuel in most economic and efficient manner is of utmost importance. The table below indicates the targets fixed by the Corporation for consumption of HSD, the actual consumption, kilometre obtained per litre (KMPL) and the estimated extra expenditure.

Table 6: the actual consumption, kilometre obtained per litre (KMPL) and the estimated extra expenditure

Particulars	2012-13	2013-14	2014-15	2015-16	2016-17
Gross kilometres (in lakh)	17,813	17,812	18,139	17,369	17,512
Target of KMPL (fixed by the Corporation)	4.71	4.83	4.90	4.90	5.20
Kilometre obtained per litre	4.76	4.81	4.85	4.89	4.93
Difference in KMPL (target – actual)	--	0.02	0.05	0.01	0.27
Consumption of HSD as per target (in lakh litre)	--	3,687.78	3,701.89	3,544.69	3,367.69
Actual consumption of HSD (in lakh litre)	3,739.34	3,705.63	3,737.33	3,549.76	3,553.28
Excess consumption of HSD (in lakh litre)	--	17.85	35.44	5.07	185.59
Average cost per litre (Rupees)	--	24.90	28.68	32.24	36.09
Extra expenditure (Rupees in crore)	--	4.44	10.16	1.63	66.98

(Source: Data collected from different wings of the Corporation).

Audit scrutiny revealed that the Corporation failed to achieve its own targets fixed during 2013-17 even though the same were on the lower side (except for 2016-17) as compared to the achievement of neighbouring State Transport Undertakings (STU's) i.e. APSRTC, KSRTC and Gujarat State Road Transport Corporation. The excess consumption of HSD when compared with Corporation own target during 2013-17 resulted in extra expenditure of Rs.83.21 crore which included major portion of Rs.66.98 crore incurred during 2016-17. The excess consumption was mainly due to non-attending to scheduled maintenance of engines and vehicles, operation of city services with old vehicles, excessive use of clutch and gears, overage vehicles and shortage of trained mechanical staff.

The Management/Government stated (August/September 2017) that targets are fixed at higher side and KMPL improved during 2012-17 and efforts are made to get optimum performance. It further stated that it would be unrealistic to compare the achievement with targets. The reply is not tenable, as the measures taken were not effective in achieving the KMPL in view of the fact that the expenditure increased drastically during the year 2016-17.

Conclusion

The Corporation incurred operation losses during the period of review mainly due to poor load factor coupled with uneconomic services, cancellation of scheduled trips etc. As against ASRTU norms of eight

years as life of the bus, the Corporation has fixed life of a bus as ten years. The overaged vehicles in the fleet were not scrapped and replaced as per the replacement policy. The Corporation suffered huge losses in the obligatory services/trips operated at behest of the State Government, operation of mini buses, cancellation of scheduled 'A' trips (profit making) etc. Consumption of high speed diesel was not only higher than the target fixed but also much more than when compared with the achievement of neighbouring State Transport Undertakings. There were cases of delay in maintenance, repair and reconditioning of buses leading to loss of bus days and consequent deprivation of potential revenue.

Recommendations

- the age profile of the fleet may be observed and over aged buses may be phased out, for which the Government should provide necessary funds;
- operations of ‘C’ trips may be reviewed periodically to ascertain their viability and continuance;
- the State Government should compensate the losses incurred on uneconomic routes being operated at their behest;
- the load factor needs to be improved by adhering to the time table of trips and by avoiding cancellations; the operation of Janata services needs to be reviewed to make it economically viable;
- endeavours ought to be made to minimise the cancellation of scheduled kilometers; and

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A STUDY ON ANALYSIS OF QUALITY OF SERVICES WITH REFERENCE TO PUBLIC AND PRIVATE SECTOR BANKS IN HYDRABAD

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ABSTRACT

In the present scenario banking sector of India is running in a dynamic challenge concerning both customer base and performance. Service quality is an indispensable competitive strategy to retain customer base. Service quality plays a major role in getting customer satisfaction. Banks are trying hard to win customer satisfaction by providing better quality services. This study compares customers' perceptions of service quality of both public and private banks in Hyderabad. The service quality of both the banks has been measured using SERVQUAL (service quality) scale .

Data was collected from total 410 customers of Hyderabad of public and private sector banks using Questionnaire. The results show that dimensions of service quality such as Tangibility, Reliability, Responsiveness, Empathy and Assurance significantly predict customer trust and commitment. Private bank customers are more committed and satisfied as they receive better quality of service. The study implies that public sector banks should also come forward and try their best to provide better quality service to win back their customers.

Keywords: Customer Satisfaction, Service Quality, Public Sector Banks, Private Sector Banks.

INTRODUCTION

The strengthening of the banking system took place after the establishment of the Reserve Bank of India in 1935 as it was empowered to regulate banking by issue of directive, inspection, mergers, amalgamation etc. In 1949 two major actions were taken which were very important from the point of view of structural reforms in banking sector. First, the Banking Regulation Act was passed. It gave extensive regulatory powers to Reserve Bank of India (RBI) over the commercial banks. On 19th July, 1969, Fourteen major Indian commercial bank were nationalized and on 15th April. 1980, Six more were added on to constitute the public sector banks. After nationalization these banks started rendering various types of functions by assuming social responsibilities. Through these banks, the government tried to implement various welfare schemes. These banks occupy a pivotal place in the Indian Banking system. Before 1991 there was little competition in the banking sector. The public sector banks dominating the banking industry in terms of size of assets .The government has now recognized the need to make banking industry more competitive .It has thus made certain policy changes such as deregulation of interest rates and dilution of consortium lending requirement .Moreover, banking has been opened up to the private sector .As a result, new private sector Banks have been set up, old private sector Banks have expanded their operations and more foreign sector banks have entered the Indian banking industry. This has promoted competition and has helped in increasing efficiency. The paper endeavors to determine customer satisfaction. In the era of cut throat competition the survival of any banks depends upon the satisfied customers .Customer satisfaction is the state of mind that consumers have about a bank when their expectations have been met or

exceeded over the life time of the service different people may have different expectations based on their prior experience, personal needs and what other people told them. As perceptions are always considered relative to expectations and expectations are dynamic, perceptions may also shift over time from person to person. What is considered quality service or the things that satisfy customer today may be different tomorrow, same is in banking industry. Understanding of the customer's expectations and their perceptions about a particular bank can be the game changer.

LITERATURE REVIEW

According to K. Rama Mohana Rao Quality means the degree of excellence in service performance. Consumers perceive the quality of a service by experiencing the consumption process and comparing the experience with their expectations. The best service quality firms cannot blame for poor quality. The service firm need to formulate strategies for quality performance. Service quality management is the most critical task of service companies Quality may be perceived in many dimensions. It may relate to cost, profitability, customer satisfaction, customer relations or positive word of mouth, customer asses service quality with their own criteria. Buzell and Gale's empirical research shows the positive relationship between service quality and organizational performance. According to Parasuraman, Zeithmal and Berry Service quality is the degree and direction of discrepancy between consumer's perceptions and expectations in terms of different but relatively important dimensions of the service quality, which can affect their future purchasing behaviour. Douglas et al define service quality as an attitude formed by long term, overall evaluation of performance. In 1990 Professor Evert Gummesson said that service quality must be viewed in conjunction with service productivity and profitability.

According to him service quality had been widely researched but not service productivity. According to Philip Kotler et al 2010 services firm can differentiate it by delivering consistently higher quality than its competitors provide. Now a day's most of service industries have joined the customer-driven quality movement and like product marketers, service providers need to identify what target customers expect in regards to service quality. The top service companies set high service –quality standards. They watch service performance closely, both their own and that of competitors. They do not settle for merely good service; they aim for hundred percent defect-free service. Studies of Panda reveal that customer tests the quality of service of a firm at every encounter. Each of the customer encounter is called moment of truth. If the experience from service encounters are bad, it may not lead to customer satisfaction. Quality management involve deciding on quality standards and implementing a method of assurance on performance level of the staff and facilities. Quality has emerged as a major competitive element in service company strategies. Service providers are giving increasing emphasis on creating reputation for good quality of service as this provides a positive image for their organization.

The service quality management process involves matching evolving customer expectations. Customers have their own service expectations. From a firm a customer is satisfied when his expectations match the perceived service. When the perceived service passes over the expected service, the customer is delighted if there is failure in meeting expectation the customer is dissatisfied. Lovelock et al (2006) opined that if a firm wants to retain customer they are required to provide better services to their customers by quality improvement programs and should continuously enhance benefits desired by customers. At the same time, productivity improvement efforts decrease the cost. The customers are satisfied with the organization if the services deliver by firm are better than their competitors. According to Zeithamal et al (2008) customer have two different types of service

expectations: 1) Meaning and types of expected service 2) Current issues in customer service expectations. In a Perception of the service, service quality may be the most critical determinant of satisfaction. They mentioned the service encounters or “moments of truth” as the building blocks for both satisfaction and quality. Service encounter is an opportunity to build perceptions of quality and satisfaction .

OBJECTIVES

To measure and analyze the quality of services provided by public sector and private sector Banks in Hyderabad, India.

To measure the customer satisfaction in selected public and private sector banks by analyzing the gap between expectations and their perceptions of banking services.

RESEARCH METHODOLOGY

This study is based on a survey conducted in Hyderabad City. Primary as well as secondary data were collected. The theoretical foundation of the study is based on various secondary sources such as texts book on service quality, articles, quality magazines, and published papers. For the purpose of the study, a pre structured questionnaire was used and total 410 respondents were asked to respond to the statements in the SERVQUAL scale. Three public sector banks-SBI, PNB and BOB and three private sector banks –HDFC, ICICI and Axis were selected for the study. The study is based on the assumption that all banks belong to the same category. This categorization was based on the responses of the customers. The parameters identified are Tangibility, Assurance, Reliability, Responsiveness and Empathy.

DATA ANALYSIS: SERVQUAL ANALYSIS

GAP MODEL FOR PUBLIC SECTOR BANKS

Table1: GAP MODEL FOR PUBLIC SECTOR BANKS Tangibility

Tangibility					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.48	3.64	-0.84	-0.81	1.0561
2.	4.28	3.38	-0.90		
3.	4.30	3.69	-0.61		
4.	4.59	3.90	-0.69		
5.	4.50	3.68	-0.82		
6.	4.66	3.68	-0.98		
7.	4.62	3.75	-0.87		
Reliability					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.51	3.66	-0.85	-0.83	0.6815
2.	4.36	3.80	-0.56		
3.	4.55	3.29	-1.26		
4.	4.33	3.67	-0.66		
Responsiveness					
Statement	E-score	p-score	SERVQUAL	Average	Chi

			Score	Dimension	square
1.	4.50	3.48	-1.02	-1.08	1.0451
2.	4.60	3.53	-1.07		
3.	4.42	3.41	-1.01		
4.	4.45	3.23	-1.22		
Assurance					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.52	3.48	-1.04	-1.02	1.1684
2.	4.55	3.83	-0.72		
3.	4.52	3.38	-1.14		
4.	4.54	3.33	-1.21		
5.	4.63	3.64	-0.99		
Empathy					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.48	3.12	-1.36	-1.25	2.1284
2.	4.52	3.27	-1.25		
3.	4.38	2.99	-1.39		
4.	4.41	3.05	-1.36		
5.	4.32	3.28	-1.04		
6.	4.50	3.42	-1.08		

Table 2: GAP MODEL FOR PRIVATE SECTOR BANKS

Tangibility					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.52	3.96	-0.56	-0.68	0.7449
2.	4.31	3.89	-0.42		
3.	4.42	3.90	-0.52		
4.	4.55	3.86	-0.69		
5.	4.69	3.80	-0.89		
6.	4.57	3.80	-0.77		
7.	4.75	3.85	-0.90		
Reliability					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.48	3.91	-0.57	-0.77	0.5195
2.	4.62	3.85	-0.77		
3.	4.76	3.90	-0.86		
4.	4.63	3.76	-0.87		
Responsiveness					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.74	3.92	-0.82	-0.80	0.5574
2.	4.77	4.21	-0.56		
3.	4.62	3.71	-0.91		
4.	4.64	3.75	-0.89		
Assurance					

Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.57	3.85	-0.72	-0.77	0.6678
2.	4.64	4.21	-0.43		
3.	4.67	3.77	-0.90		
4.	4.68	3.80	-0.88		
5.	4.71	3.80	-0.91		
Empathy					
Statement	E-score	p-score	SERVQUAL Score	Average Dimension	Chi square
1.	4.52	3.89	-0.62	-0.88	1.05
2.	4.71	3.60	-1.11		
3.	4.72	4.16.	-0.56		
4.	4.65	3.65	-1.00		
5.	4.62	3.56	-1.06		
6.	4.73	3.81	-0.92		

FINDINGS

From the tables 9 and 10 SERVQUAL dimension, Tangibility (Modern looking equipment, physical facilities appearance communication material) has χ^2_{cal} 1.0561 for public sector banks and χ^2_{cal} 0.7449 for private sector banks respectively. Both the values are much lower than χ^2_{tab} 12.592 which shows that for tangibility dimension the expected and perceived scores are nearly same at 5% level of significance. And the same trends are observed for other dimensions like reliability (Timely service, error free records, ability to perform the promised service dependably and accurately), Responsiveness (Willingness to help and provide prompt service), Assurance (Knowledge and courtesy of employees and their ability to convey trust and confidence) and Empathy (The firm provides individual attention, care, understanding specific needs and maintain long term customer relationships).

SERVQUAL SCORE of tangibility suggests that public sector banks need to improve their infra structure and ambience to compete with private sector banks.

According to SERVQUAL SCORE of responsiveness and empathy training on stress management and better public dealing should be imparted to the employees of public sector banks.

The overall customers’ attitude towards bank services is that they are satisfied with the services provided by their banks. But still customers expect more and better services to be provided.

CONCLUSIONS

In the modern marketing customer satisfactions is of paramount importance. The study on service quality in selected banks is measured in five dimensions by using SERVQUAL scale developed by Parasuraman et al (1988). The number of responses in the present research reveals that there exists a small perceptual difference regarding overall service quality with the respective banks. The respondents of both the banks mostly concentrate on the staffs of the banks for improving customer satisfaction while the bank have more concentration on the tangible factor like a computerization, physical facilities, etc. to attract the customers. The dimensions Reliability, Responsiveness and Assurance are found to be the most vital and strategic determinants of service quality and customer satisfaction for both public and private sector banks. If banks want to sustain customers on a long

term basis, bankers should work towards 100% customer satisfaction that automatically foster customer delight.

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BUSINESS INCUBATOR FOR STARTUP INDIA

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ABSTRACT

This research paper revolves around the concept of Start-up India Campaign which was started on 15th August, 2015. The basic purpose of this article is to put some light on the start-ups and the initiative taken by the Indian govt. The start-ups are the kind of companies which are innovative in their course of development, analysis, evaluation, research for the target segment. In this paper various govt policies, plans, schemes and strategies related to start-ups will be discussed. Start-up is one of the scorching event this era which everyone is talking about. This campaign is particularly based on enhancing the bank financing for the start-ups to encourage the entrepreneurship and job availability.

Keywords: entrepreneur, govt. plans, initiatives, strategies, success stories

INTRODUCTION

Business incubation has been identified as a means of meeting a variety of economic and socioeconomic policy needs, which may include job creation, fostering a community's entrepreneurial climate, technology commercialization, diversifying local economies, building or accelerating growth in local industry clusters, business creation and retention, encouraging women or minority entrepreneurship, identifying potential spin-in or spin-out business opportunities, or community revitalization.

Incubators have been of increased presence since 2011 due lack of many resources, experience, and networks, incubators provide services which help them get through initial hurdles in starting up a business. These hurdles include space, funding, legal, accounting, computer services and other prerequisites to running the business.

Incubators often aggregate themselves into networks which are used to share good practices and new methodologies. The network allows collaboration between members of each incubator. Startup Incubator is playing important roles for the Startups in India, here is the Top 10 Indian Startup Incubators and Accelerators Of 2017 (Tycon story, 2017).

REVIEW OF LITERATURE

It has become increasingly clear in recent years that the conceptualization of leadership must be broadened beyond that of top-down heroic leadership (Day et al., 2004; Pearce, 2004; Yukl, 2002). Shared leadership process append considerable awareness into the staging of the

entrepreneurship. It is important for the expansion and extension of new start-ups. According to Ensley, Hmieleski and Pearce (2006) the descriptive value of shared leadership goes over the vertical leadership. This suggests that the high profile cases of the reckless start-ups, whose separate creativity and innovation has led to the renown and destiny, are more folk tale than the actuality.

Bosma, Praag, Thurik and Wit (2002) has presented a detailed study of firms investing in the human and social capital for improving the performance. They also explained that one cannot be sure about the favourable aspect is due to investing or somewhat due to the innovative entrepreneurs put more in their human and social capital. They also found that the individual entrepreneur who are more skill full in the industry perform better than the others. And finally, they conclude that investing in human and social capital increase the entrepreneurs performance.

Sharma, (2013), made a study on women entrepreneurs in India. She concluded that women entrepreneurs face many problems like social barriers, legal aspects, lack of education, family support etc. She also explained the various factors like pull and push factors affecting entrepreneurship. According to her women have the probable and firmness in setting up the enterprise and fighting against the all odds.

Goyal, Parkash, (2011), in their research paper concluded that at present the position of entrepreneur is better than before. Economies are taking the efforts to make and enhance the entrepreneurship. Government is providing the awareness and necessary steps are being taken up by them. Start-ups must be configured properly with the business expertise to encounter the latest trends and changes in the environment and capable enough for aspiring the supremacy in the entrepreneurial coliseum.

Caliendo, Kunn, Wiebner and Hogenager (2015), finds the difference between subsidized start-ups out of unemployment and non subsidized start-ups out of non employment. It reveals that the initiator of the subsidized start-ups have no lack of conventional education. Although they have less employment and less exposure to the industry. And finally they concluded that the wealth stock restriction among the unemployed in respect to availability of personal equity and outbreak of loans is the major constraint.

Masutha and Rogerson (2014) and Dubihlela and Van Schaikwyk (2014) point out that Business Incubators are one of the strategic tools for helping entrepreneurs during their start-up phase. These authors also point out that in both developed and developing countries, incubation is viewed as a vehicle to reduce the high mortality of incubated business.

Business Incubators are essentially organizations that help to increase survival rates of innovative start-up companies and support the entrepreneurial ventures. However, like business incubatees, incubators also face a number of challenges (Lose & Tengeh, 2015; Tengeh & Choto, 2015).

Supporters of incubation assert that the process can help protect incubatees from competitive forces of the external environment and increase the likelihood of shortterm survival, others dispute that this same process can weaken a firm's ability to compete and survive when graduating out of the incubator (Amezcuca 2010).

Khalil and Olafsen (2010) have defined business incubation as the process aimed at supporting the development and scaling of growth-oriented, early-staged enterprises. According to the authors, the process provides entrepreneurs with an enabling environment in the start-up stage, helps reduce the

costs associated with launching an enterprise, increases the confidence of the entrepreneur and helps link them to the resources and networks required to scale their enterprise.

STATEMENT OF THE PROBLEM

The Incubation environment in India lags behind when compared with that of countries like the USA, China, Brazil, etc. Majority of the incubators offering incubation program lack structured mentoring. There is a mismatch when it comes to the start-ups expectations from the incubators and the incubators offerings.

OBJECTIVES OF THE STUDY

- To analyse the relationship between Start-ups and Business Incubation.
- To explore the challenges faced by business incubators.
- To understand the support extended by the government towards incubators/accelerators.

AN OVERVIEW OF THE BUSINESS INCUBATORS/ACCELERATORS

Incubators vary widely in number of factors. Their sponsors vary from state, economic development group, university, business, to venture capitalist, the objectives can either be empowerment or technology commercialization, the location varies from urban, suburban, rural, to international, sectoral focus(technology and mixed, now including kitchen and arts incubators) and the business model can either be not-for-profit or for-profit.

Incubators and accelerator programs for startup companies in India

There are many run and supported by the DST (Department of Science and Technology) at Institutes and then there are non-institute ones (Quora ; 2018).

Non Institute Incubators

- Seedfarm, the Seedfund incubator (<http://seedfund.in>)
- Jaaga (www.jaaga.in)
- The Morpheus (themorpheus.com)
- Fostinno (fostinno.com) - Pre-incubator creating startups around emerging technologies, where one can apply even at pre-idea, pre-team stage.
- Start-Up! (www.startup-india.org)
- Springboard Xchange Ventures (<http://www.springboardventures.c...>)
- IdeaGist India - Virtual Incubator for everyone with no equity. All you need is a good idea (<https://india.ideagist.com>).
- Indian Angels Network (IAN Incubator| Incubation in India)
- UnLtd India (www.unltdindia.org)
- Villgro (<http://www.villgro.org/>)
- Startup Village, Kochi (Startup Village)
- Technopark TBI, Trivandrum (<http://technoparktbi.org>)
- IKB Life Science Incubator, Hyderabad (<http://www.iciciknowledgepark.co...>)
- AngelPrime, Bangalore (<http://www.angelprime.com/>)

- TLabs, Delhi/NCR (<http://tlabs.in>)
- 500 Startups, Mountain View, California (<http://500.co>)
- The Hatch for Startups - a pan-India virtual accelerator & incubator and an on-campus incubator & accelerator program in Chandigarh - (<http://www.thehatch.in>)
- The Startup Centre - <http://www.thestartupcentre.com>
- Bangalore Alpha Lab - <http://bangalorealphalab.in/> also see <https://www.facebook.com/Bangalo...>
- Startupmitra - Startupmitra Virtual incubation platform for startups for Tier II & III cities startups
- AdvantEdge Incubator, Delhi/NCR - AdvantEdge - an early stage venture capital fund

Institute Incubators

- Lovely Professional University , LPU Phagwara (ENTREPRENEURSHIP)
- NSRCEL, IIM Bangalore (www.nsrcele.org)
- CIIE, IIM Ahmedabad (<http://www.ciie.co>)
- SINE, IIT Bombay (www.sineiitb.org)
- Technology Business Incubator (TBI), IIT BHU, Varanasi(<http://www.mciie.org>).
- TBI, BITS Pilani (<http://discovery.bits-pilani.ac....>)
- TBI, VIT (<http://www.vittbi.com/>)
- SIDBI Innovation & Incubation Center, IIT Kanpur (<http://www.iitk.ac.in/siic/drupal/>)
- Rural Technology Business Incubator (RTBI), IIT Madras (www.rtbi.in)
- GINSERV (www.ginserv.com), JSS Institutions (Mysore, Noida)
- MICA (Advertizing) Com-Cubator ,MICA Ahmedabad (MICA Incubator | EDC)
- TREC STEP, NIT Trichy (<http://www.trecstep.com/>)
- TBI, NIT Calicut (National Institute of Technology Calicut)
- MITCON, Biotech Center (www.mitconindia.com)
- NDBI (Design Incubator), Ahmedabad (www.ndbiindia.org)
- SP Jain Institute of Management Research Center, Mumbai (http://www.spjimr.org/centre_ent...)
- AMITY Innovation Incubator,Noida (<http://www.amity.edu/aii/>)
- IIIT-Bangalore Innovation Centre : (<http://www.iiitb.org/>)
- STEP, JSSATE Noida: (<http://jssstepnoida.org/>)
- TBI- BITS Hyderabad (Technology Business Incubator)
- icreate - The International Centre for Entrepreneurship and Technology
- L-Incubator - L-Incubator - IIM Lucknow

Government's contribution towards incubators/accelerators

- Setting up/opening incubators : Establishing incubator/accelerator programs by either inviting global incubators/accelerators to set their programs in the state or by providing own space and areas for the same.
- Partnership with Industry leaders : Partnership with Industry bodies as well as successful incubators in order to replicate the successful 'Funding and Mentoring Models'.
- Incubator management : Government in some cases closely monitor the proceedings of the supported incubators to better manage them.

- Recognition through awards : Felicitating entrepreneurs and accelerators with awards.
- Supporting colleges and universities : Establishing incubators within colleges and universities to support young budding entrepreneurs.

SUCCESS METRICS FOR INCUBATORS/ACCELERATORS

Incubators/Accelerators globally rate themselves across 3 major parameters i.e., Financials, Training and Mentoring and Management.

Under the parameter Financials, the key performance indicators are -

- Number of start-ups funded
- Number of exits in the form of acquisitions, mergers and IPO's
- Success rate of start-ups
- Number of investors associated with specific incubator/accelerator.

Under Training and Management, the key performance indicators are –

- Incubators/Accelerators having global pool of mentors with diverse backgrounds
- Incubators/Accelerators providing one-to-one interaction with mentors and average time spent by them
- Number of events such as investor dating events, roadshows with prospective customers and industry meets.

Under Management, the key performance indicators are –

- Number of start-up applications and enquiries received
- Start-up satisfaction.

CHALLENGES FACED BY INCUBATORS/ACCELERATORS

- **Mismatch in expectations** – Differences observed in business ideas/models as compared to on field execution increases challenges for incubation/acceleration.
- **Evaluating start-ups is a big challenge** – Volume of start-up applications is quite high in India, making the process tedious and time consuming as compared to the US where benchmarks are well defined.
- Limited time period for incubation/acceleration

CONCLUSION

Incubators and Accelerators continue to play an important role in the growth of the Indian startup ecosystem. Witnessing a 40% year-on-year growth in the number of incubators and accelerators in India, more opportunities are now available to start-ups. Tier 2/Tier 3 cities are also seeing traction with 66% new incubators established in 2016, thus impacting the roots of entrepreneurial ecosystem. Academia plays the most crucial role in the growth of incubators with 30 new academic incubations established in 2016. In addition to this, initiatives like entrepreneurship courses, student start-up clubs,

investor summits & deferred placements offered by colleges and universities is driving the growth of student start-ups in the country.

Inclined with the “Make in India” initiative, many academic incubators are focusing on manufacturing start-ups as well. Energy, health-care and manufacturing are some of the key focus areas of most of the academic incubators. On the other hand, corporate and independent accelerators enable mature start-ups to get access to local as well as global customers, validate ideas, scale operations, get networking and funding opportunities. The two most important trends in the Indian incubator and accelerator ecosystem are partnership-driven and sector-specific incubators and accelerators. Academia, Industries and Government are coming together to set up sector specific accelerators and incubators, for example, GE’s global healthcare accelerator - Five.Eight, Pfizer and IIT-D’s incubation accelerator for healthcare start-ups, SBI and IIT-B’s incubator for Fin-tech start-ups. Such partnerships will provide a mature mentorship to start-ups which could further drive the growth of quality products. Given the impetus by academia, government, and corporates, Indian incubator and accelerator ecosystem is expected to grow manifold over the next few years. Initiatives by the central and state governments will trigger the growth of incubators and accelerators in tier 2/3 cities and with corporates eyeing start-ups for innovation, more and more sector-specific incubators and accelerators will continue to emerge in future.

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A REVIEW ON EMPLOYEE ENGAGEMENT IN INSURANCE SECTOR

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ABSTRACT

Employee Engagement is a topic in Human Resource Development (HRD) that has gained considerable attention in the recent years. Despite its importance in the industry, little has been done in terms of academic research in the subject area of Employee Engagement. Antecedents, consequences and correlations of Employee Engagement is still lacking in terms of research knowledge.

Key words: Employee Engagement, Insurance, performance

EMPLOYEE ENGAGEMENT

Various researchers have defined employee engagement in different ways. They all point out to one basic idea that it is a positive state of mind that enhances productivity and efficiency. The concept of employee engagement was introduced by William Kahn in 1990. He did not use the term employee engagement in his article, instead used 'personal engagement' and 'personal disengagement'. His theory was not widely accepted for many years, but the concept was institutionalised by many authors later on. He defined employee engagement as "the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances".

According to the study in Drivers of Employee Engagement conducted by researchers for Institute of Employment Studies (IES), engaged employees have the following characteristics:-

- Belief in their organisation
- Desire to work to make things better
- Understand the business context and the 'bigger picture'
- Are respectful and helpful to colleagues
- Are willing to go 'the extra mile'

Employee Engagement in the Best Places to Work

Employee satisfaction is not dependent on salary and monetary benefits only. Psychological and social contentment is equally important to engage employees and keep them motivated to work. Forbes conducted a research on how the best employers around the world indulge in employee engagement. They "motivate high performance and align talent with their business strategy by focusing on what matters most to the employees"

These were the few practices followed by these companies in order to ensure maximum employee commitment and retention:

1. Understanding what employees are thinking – Companies like Recreational Equipment (REI) use social media as a source of employee engagement surveys. Their "online campfire" allows associates

and executives to share their thoughts and experiences in the company and helps the company in getting a pulse of the employees.

2. Creating an intentional culture – A very good example of this practice is Google. It is known for its informal and playful culture wherein all employees are given the freedom to work with their own style. It offers recreational facilities like gym, meditation centres and gaming areas where employees can “blow off steam” and get back to work later.

3. Appreciating even for small contributions – DHL Express is known for thanking its employees for their good performance in the form of either monetary rewards or an appreciation pin on the company corkboard.

4. Honest and open communication – SAP believes in adopting an effective two-way communication channel. The employees are made to understand the strategic reasons behind their work and are free to give feedback to their leaders at any time.

5. Supporting a defined career path – M.D. Anderson Cancer Centre has a formal mentorship program that allows employees to connect with the leaders and their colleagues and work on their professional goals.

6. Social interactions outside work – Participating in social development initiatives is a great way of getting all the employees together and improving productivity. Cummins employees work on community service projects that in turn help in building stronger relationships at work.

7. Communicate organisation’s stories – A company well known for its employer branding is Southwest Airlines. The company’s fun, friendly and innovative culture is acknowledged and appreciated across the globe. A strong employer brand ensures that right people are attracted to the organisation and majority of them are motivated to stay in the organisation for long.

LITERATURE REVIEW

Thiagarajan B & Renugadevi V (2011), conducted research on “An empirical investigation on Employee Engagement Practices in Indian BPO Industries”, and the purpose of this research article is to introduce employee engagement and key research on engagement related factors in BPO Industries in India. The author s conducted a literature search on employee engagement and interviews with 126 executives. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement.

Rehman Muhammad Safdar & Waheed Ajmal (2011), conducted research on “An Empirical Study of Impact of Job Satisfaction on job Performance in the Public Sector Organizations”. The purpose of this descriptive-correlational study was to test link between job satisfaction, job retention and job performance. Sample of 568 employees from public sector regulatory authorities was selected for this study. Employing a descriptivecorrelative survey method data was collected through questionnaire. The employees were generally satisfied with their jobs. This study has explored a relationships showing large effect size correlations ($r = 0.52$) between job performance and job satisfaction.

Mamta, Sharma R. Baldev(2011), conducted research on “Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking”. This article presents an assessment of the level of

employee engagement among managers of a public sector undertaking in India. Besides highlighting the level of engagement, the study has identified the predictors of organizational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managerial employees on a number of parameters relating to employee engagement and its potential predictors. The study has revealed that the level of employee engagement in this organization is quite modest. Three factors, namely, pay, job content and objectivity are found to be the predictors of employee engagement.

Sharma Baldev R et al (2010), conducted research on “Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study” aimed to ascertain the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a manufacturing organization located in the National Capital Region. Data were collected with the help of an 80-item "structured" questionnaire and analysed using the SPSS package. The findings show an across- the-board low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

Krishnan Sandeep K & Singh Manjari (2010), conducted research on “Outcomes of intention to quit of Indian IT professionals”. This study explores performance orientation, organizational deviance, and organizational citizenship behavior as outcomes of intention to quit of Indian IT professionals. These factors become critical in the context of human resource management because employees who want to quit may become less productive or even dysfunctional for the organization. Interviews and a questionnaire-based survey were used in this research. The initial results show that as hypothesized, intention to quit does lead to less performance orientation, higher organizational deviance, and less organizational citizenship behavior. Further, exploration using structural equation modeling shows that performance orientation mediates the relationships between intention to quit and organizational citizenship behavior as well as between intention to quit and organizational deviance. This study's findings imply that organizations need to understand that employees with a high intention to quit can prove costly from multiple dimensions.

Rettab Belaid et al (2009), conducted research on “A Study of Management Perceptions of the Impact of Corporate Social Responsibility on Organisational Performance in Emerging Economies: The Case of Dubai”. Using survey data from 280 firms operating in Dubai, this study examines the link between CSR activities and Organisational performance. The results show that CSR has a positive relationship with all three measures of Organisational performance: financial performance, employee commitment, and corporate reputation. These results reinforce the accumulating body of empirical support for the positive impact of CSR on performance and challenge the dominant assumption that, given the weak institutional framework in emerging economies, CSR activities drain resources and compromise firms' competitiveness.

Vandekerckhove Wim et al (2008), conducted research on “A Speech-Act Model for Talking to Management. Building a Framework for Evaluating Communication within the SRI Engagement Process”. This article can be considered as a first step in the development of a standard for the engagement practice. By developing an engagement heuristic, this article offers a more transparent engagement dialog. Drawing on Stevenson's and Austin's speech-act theories, this article develops a classification of management's responses to the signaling of allegations and controversies on two dimensions: a factual dimension concerning (dis)agreements on factual claims and an attitudinal

dimension concerning (dis)agreements on responsibilities, values, and norms. On the basis of the distinctions this article develops, the authors provide for a synoptic table and offer a next-step heuristic for the engagement process that started with signaling a concern to management. The article uses an engagement logic that, while keeping the exit option for the investor open, allows management to address signaled concerns without having to let down or to opt out at the first setback in the dialog process between investor and investee corporation.

RESEARCH METHODOLOGY

Descriptive research design has been used in this research. Primary as well as secondary data has been used. Sample size of 120 individual comprising of employees of Insurance sector has been taken. Non probability sampling technique has been used because in this research each element of the population has not a fixed probabilistic chance of being selected. Regression Analysis has been used for data analysis.

Regression Analysis

Regression analysis is used when we want to predict the value of a variable based on the value of another variable. In this case, the variable we are using to predict the other variable's value is called the independent variable or sometimes the predictor variable. The variable we are wishing to predict is called the dependent variable or sometimes the outcome variable.

Table 1. Model Summary

Model	R	R Square	Adjusted Square	Std. Error of the Estimate
1	0.729 ^a	0.532	0.410	0.50744

Predictors: (Constant), The people here are pleasant and co-operative to work with, Unsafe work practices are not tolerated here, My job leaves enough time for myself and my family, My team and co worker motivates me to do the best job i can., I think fulfillment of expectations relates to job satisfaction in my organization, I think employees have equal access to training opportunities here., I think policies and procedures are applied across all departments., I think policies and procedures leads to job satisfaction here., I get the information need to do my job well, I think my opinions and ideas seem to matter for organization., I have the materials and equipment i need to do my job efficiently, I think materials relates to job satisfaction in my organization, My supervisor provides me with feedback and guidance, Compensation program relates to job satisfaction in my organization, I think career development is related to job satisfaction here., I think team and co-worker relation affects the job satisfaction here, Overall's employee benefit plan meets my needs, My organization offers employees professional development opportunities, My team and co-worker express appreciation when I have done a good job, I feel that I am paid fairly for the work I do compared to similar jobs in this industry, I am able to fulfill the expectations of my company, I know what is expected of Me at work, I think my opinion relates to job satisfaction here. Dependent Variable: I think working environment leads to job satisfaction in my organization.

Table 2. Model Summary

Model	Sum of Squares	df.	Mean Square	F	Sig.
Regression	25.769	23	1.120	4.351	0.000 ^a
Residual	22.660	88	0.257		
Total	48.429	111			

Table 3: Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.129	.246		.523	.602
	My team and co worker motivates me to do the best job i can.	.220	.086	.265	2.548	.013
	My supervisor provides me with feedback and guidance	.106	.110	.098	.961	.339
	Unsafe work practices are not tolerated here	.077	.110	.067	.697	.488
	I get the information need to do my job well	-.013	.100	-.013	-.126	.900
	I know what is expected of Me at work	-.002	.123	-.002	-.014	.989
	I think employees have equal access to training opportunities here.	-.118	.069	-.159	-1.705	.092
	I think materials relates to job satisfaction in my organisation	.121	.094	.132	1.295	.199
	My job leaves enough time for myself and my family	.067	.081	.078	.823	.413

So after applying regression analysis we can say that out of 24 factor, major factors those came out with the highest loadings are; My team and co worker motivates me to do the best job i can (having loading of .220), My supervisor provides me with feedback and guidance (.106), I think materials relates to job satisfaction in my organization (.121), I think policies and procedures leads to job satisfaction here (.225), I think career development is related to job satisfaction here (.177), I think my opinion relates to job satisfaction here (.309) and I think policies and procedures are applied across all departments (.109). SPSS. Regression coefficients are requested in SPSS by clicking ANALYZE > REGRESSION > LINEAR. Output for the illustrative data includes the table 3.

CONCLUSION

So after analyzing the data we can conclude that there is positive relationship between employee engagement and job satisfaction in IT sector or employee engagement effect positively on job satisfaction. This can be concluded that among the former work motivation can be improved through

increasing job authority and accountability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

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**EFFICIENT OPTIMIZED WEB TECHNIQUES FOR NEW DESIGN APPROACH USING
WITH CACHE MANAGEMENT**

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Abstract

In this paper we consider problems of optimally designing on new Web cache hierarchies and optimized existing Web techniques. Caching is an important optimization in search engine architectures. The methods introduce span the Web from point of content creation to point of consumption: quantify the impact of content-naming practices on cache performance; present techniques for variable-quality-of-service cache management; describe how a decentralized algorithm can compute economically-optimal cache sizes in a branching two-level cache hierarchy; and introduce a new protocol extension that eliminates redundant data transfers and allows “dynamic” content to be cached consistently. To evaluate several of my new methods, we conducted trace-driven simulations on an unprecedented scale. The performance benefits of my proposed protocol extension are evaluated using two extraordinarily large and detailed workload traces collected in a traditional corporate network environment and an unconventional thin-client system. User log data is automatically stored in cache that data maintain with their calculate session time and further user categories on the basis of their searching interest.

Keywords: Web Optimization, Cache Management, Content Mining, usage Mining.

1. INTRODUCTION

The design and operation of components such as browser and proxy caches, and the protocols that govern their interactions, often serve the Web’s exogenous workload inefficiently. The roots of this problem are partly historical. Web technologies evolved into their present form on “Internet time,” during a period of intense commercial competition in the 1990s when time-to-market pressures forced hasty deployments of poor designs. Another factor is the decomposition of the Web into independently designed yet interoperable components, e.g., servers, proxies and browsers. Decomposition has permitted rapid component evolution server software today, for instance, is far more capable than that of the early Web but it has led to a component-centric view of performance that often ignores system-level performance and interactions among components.

Finally, the preferences of system “stakeholders” and the monetary costs of relevant technologies rarely inform cache design decisions or run-time algorithms in principled ways [1-3].

In this paper we proposed Web optimization method introduces spans the Web from point of content creation to point of consumption: quantify the impact of content-naming practices on cache performance; present techniques for variable-quality-of-service cache management for optimized Web techniques.

2. BACKGROUND TECHNIQUES

Network Bandwidth Consumption

Bandwidth in bit/s refers to optimized bandwidth, corresponding to the achieved throughput or good-put, that is the average rate of successful data transfer of a communication path. This communication applies to concepts and technologies such as bandwidth management, bandwidth shaping, bandwidth allocation (for example bandwidth allocation protocol and dynamic bandwidth allocation), bandwidth throttling, etc. A bit stream's bandwidth is the average consumed signal bandwidth in Hertz (the average spectral bandwidth of the analog signal representing the bit stream) during a studied time interval.

Channel bandwidth may be confused with data throughput graph. The channel with x bps may not necessarily transmit data at x rate, the protocols and encryption method, and other factors can add good overhead. And for instance, a lot of internet traffic uses the transmission control protocol (TCP) which requires minimum three-way handshake for each transaction, and which, though in many new implementations is efficient, and does more significant overhead compared to simpler existing protocols. For any effective digital communication, a framing protocol is needed [2-4].

Bandwidth Web Hosting

In website hosting, the term "bandwidth" is often incorrectly used to describe the amount of more data transferred to or from the website or server within a period of time, as for example bandwidth consumption accumulated over a month measured in GB per month. And the more accurate phrase used for this meaning of a maximum amount of data transfer each month or given period of data transfer.

Computing the Cache

In computing, a **cache** is a component that transparently stores data so that future requests for that data can be served so fast. And the data that is stored within a cache might be values that have been computed earlier or duplicates of original values that are stored otherwise, if requested data is contained in the cache (**cache hit**), this request can be served by simply assume the cache and which is comparatively faster. On the other way (**cache-miss**), the data has to be recomputed or fetched from its original storage location, it is comparatively slower. So, the greater the number of requests that can be served from the cache, and the faster the overall system performance becomes.

To be cost efficient and to enable an efficient use of data, caches are relatively small. Caches have proven in many areas of computing because access patterns in typical computer applications have locality of reference. And the references exhibit temporal locality if data is requested and again that has been recently requested already. It exhibit spatial locality if data is requested that is physically stored close to data that has been requested previously.

Web browsers and web proxy servers employ web caches to store previous responses from web servers, such as web images and pages. The web caches reduce the amount of information that needs to be transmitted across the network, this information previously stored in the cache can often be re-used. It reduces bandwidth and processing requirements of the web server, and it helps to improve responsiveness for users.

Web browsers employ a prepare-in web cache, and some internet service providers or organizations use a caching proxy server, which is a web cache that is shared among all the users of the network [4-6].

3. PROPOSED WEB OPTIMIZATION TECHNIQUES

In my first approach considers memory/bandwidth tradeoffs in an idealized cost model. It assumes that workload is described probabilistically, i.e., that it consists of independent references drawn from a known distribution, and that caches employ a “Perfect LFU” removal policy. For the cache installation problem, I derive conditions under which a shared higher-level “parent” cache serving several lower-level “child” caches is economically viable. For the cache sizing problem, I characterize circumstances under which globally optimal storage capacities in such a hierarchy can be determined through a decentralized computation in which caches individually minimize local expenditure mechanism. And the second approach is applicable if the workload at a single cache is represented by an explicit request sequence and the cache employs one of a family of removal policies that includes LRU. Arbitrary miss costs are associated with individual requests, and the cost of cache storage need only be monotonic. Per-request miss costs based on the expense of upstream bandwidth are often readily available in practice. In principle it is also possible to estimate miss costs arising from other sources, e.g., the disutility that human end users incur from latency; econometric research into this topic has begun.

We present an efficient single-pass algorithm to compute aggregate miss cost as a function of cache size in $O((M \log M))$ time and $O(M)$ memory, M is the number of requests in the workload. Because it allows us to compute complete stack distance transformations and hit rates at all cache sizes with modest computational resources, this algorithm permits analysis of reference locality and cache performance with no loss of precision.

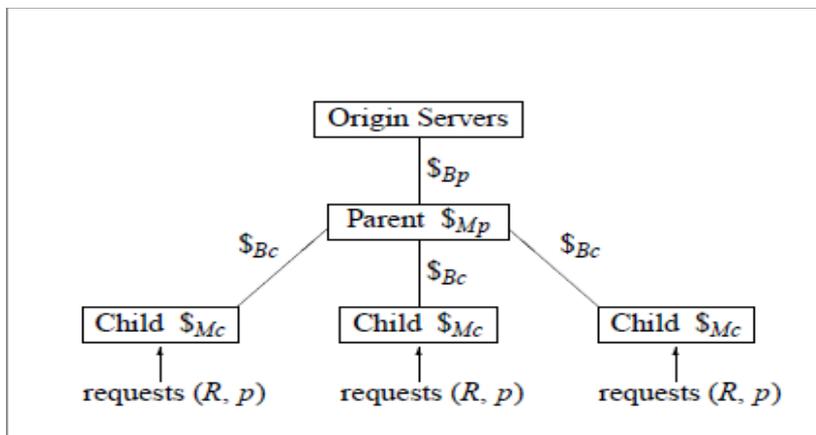


Figure 1: Two-level caching hierarchy

Proposed Hierarchical Caching Model

Consider a two-level cache hierarchy as depicted in Figure 1 in which C lower-level caches each receive request streams described by the same popularity distribution at the rate of R references per second; child request streams need not be exactly identical, but their aggregate statistical properties (relative popularity of documents and mean request rate) are the same. Requests that cannot be served by one of these “child” caches are forwarded to a single higher-level “parent” cache. A document of size S_i bytes may be stored in a child or parent cache at a cost, respectively, of $\$M_c$ or $\$M_p$ dollars per byte. Bandwidth between origin servers and the parent costs $\$B_p$ dollars per byte per second, the bandwidth between the parent and each child costs $\$B_c$. Our objective is to serve the child request streams at minimal overall cost in the long-term steady state (all caches “warm”). The tradeoff at issue is the cost of storing documents closer to where they are requested versus the cost of repeatedly retrieving them from more distant locations.

Proposed Centralized Web Optimization

Because we ignore congestion effects at caches and on transmission links, we may compute optimal cache sizes by determining optimal dispositions for each document independently, after then sizing caches in sequence. Document may be cached at the parent, at all children, and or now here. This alternative are mutually exclusive: By symmetry, if it pays to cache a document at any child, then it ought to be cache at all children; and if a document is cached at the children it is pointless to cache it at the parent position. Costs of the three options for document i are cache at children cache at parent don't cache.

The document may be cached at the children if and only this option is cheaper than the alternatives options and we break ties by caching documents closer to children:

$$C_i S_{Mc} \leq S_i S_{Mp} + C_{p_i} R S_i S_{Bc} \Rightarrow p_i \geq \frac{C_i S_{Mc} - S_{Mp}}{C R S_{Bc}} \text{-----(Eq-1)}$$

$$C_i S_{Mc} \leq C_{p_i} R S_i (S_{Bp} + S_{Bc}) \Rightarrow p_i \geq \frac{S_{Mc}}{R (S_{Bp} + S_{Bc})} \text{-----(Eq-2)}$$

Each child cache should therefore be exactly large enough to accommodate documents i whose popularity pi satisfies Equations 1 and 2; Perfect LFU replacement ensures that the long-term steady state, and precisely those documents will be cached at the children. Reasoning, the parent cache should be just big enough to hold documents for which parent caching is the cheapest option:

$$p_i < \frac{C_i S_{Mc} - S_{Mp}}{C R S_{Bc}} \text{-----(Eq-3)}$$

$$S_i S_{Mp} + C_{p_i} R S_i S_{Bc} < C_{p_i} R S_i (S_{Bp} + S_{Bc}) \Rightarrow p_i > \frac{S_{Mp}}{C R S_{Bp}} \text{-----(Eq-4)}$$

Taken together, the requirements for parent caching Equations 3 and 4 imply a necessary condition for the cache installation problem; a parent cache is justifiable only if there are sufficiently many children:

$$\frac{C_i S_{Mc} - S_{Mp}}{C R S_{Bc}} > p_i > \frac{S_{Mp}}{C R S_{Bp}} \Rightarrow C > \frac{S_{Mp} S_{Bc} / S_{Bp} + S_{Mp}}{S_{Mc}} \text{-----(Eq-5)}$$

it is straightforward to handle cases where a shared cache entails a fixed cost: We compute the cost of serving the given workload without a shared cache and with optimal child cache sizes (the only options for each document are to cache it at the children, or nowhere). We then compute the cost of serving workload assuming a shared cache and optimal cache sizes everywhere, and then simply select the cheaper alternative. Of particular interest is the special case where per-byte memory costs at parent and children are equal, and the number of children is large.

Proposed Decentralized Web Optimization

I now describe circumstances under which a decentralized computation that uses only local information yields the same result as the centralized computation. Imagine that the parent and children caches are operated by independent entities, each of which seeks to minimize its own operating costs (\$Mp and \$Bp for the parent, \$Mc and \$Bc for the children). Each child’s decision may be cache each document is independent of whether the document is cached at the parent, because the transmission and storage costs facing children are unaffected by caching decisions at the parent. So, the higher level cache in turn bases and its caching decisions solely on the document requests submitted to it and the costs it must pay to satisfy. Child will cache document i if

$$S_i \$M_c \leq S_i p_i R \$B_c \Rightarrow p_i \geq \frac{\$M_c}{R \$B_c} \text{---(Eq-6)}$$

After the lower-level caches have sized themselves to accommodate exactly those documents whose relative popularity satisfies Equation 6, requests for those documents not reach the parent. And the parent will receive requests for all other documents j at the rate of CpjR, and it will choose to cache all documents that satisfy as:

$$S_j \$M_p \leq C p_j R \$B_p \Rightarrow p_j \geq \frac{\$M_p}{C R \$B_p} \text{-----(Eq-7)}$$

The condition of Equation 7 is identical to that of the previous centralized-optimization result. Furthermore, when memory costs are uniform Equation 7 becomes the child-caching criterion for large numbers of children (Equation 6). Therefore the caching decisions—and hence cache sizes—determined independently by parent and children through (literally) greedy local computations are the same as those that a globally-optimizing “central planner” would compute.

Cost Calculations

In practice bandwidth costs rarely have the convenient dimensions we have thus far assumed, because they typically involve fixed installation costs as well as periodic maintenance and service fees. However, we can convert periodic costs into a single cost using a standard present-value calculation; in the simplest case

$$\text{present value} = \frac{\text{periodic payment}}{\text{interest rate during period}}$$

4. RESULTS ANALYSIS

A Detailed Model of Single Caches

The model assumptions and optimization procedures are problematic for several reasons: The workload model assumes an idealized steady state, ignoring such as:

- M total number of requests
- N total number of distinct documents requested
- xt document requested at virtual time t
- Si size of document i (bytes)
- \$t cost incurred if request at time t misses (\$)

$\$M(s)$ storage cost of cache capacity s (\$)

D_t set of documents requested up to time t

$P_t(i)$ priority of document $i \in D_t$

t priority depth function defined on documents in D_t (bytes)

$\$A(s)$ total miss cost over entire reference sequence (\$)

These are features as cold-start effects and temporal locality. The model assumes that caches use Perfect-LFU replacement. Production caches, however, nearly always use variants of LRU; many cache designers reject Perfect LFU because of its higher time and memory overhead. Real-world storage and miss costs are not simple linear functions of capacity. Cache workload consists of a sequence of M references $x_1; x_2; \dots; x_M$ where subscripts indicate the “virtual time” of each request: If the request at time t is for document i , then $x_t = i$. Associated with each reference is a nonnegative miss cost $\$t$. Whereas document sizes are constant, and the miss costs associated with many different requests for the same document need not be same: If $x_t = x_{t_0} = i$ for $t \neq t_0$ we require $\$x_t = \$x_{t_0} = \$i$, but we permit $\$t \neq \t_0 (e.g., miss costs may be assessed higher during peak usage periods). Finally, the cost of cache storage $\$M(s)$ is an arbitrary nondecreasing function of cache capacity s ; this permits to consider, means fixed costs.

Results Discussion

The idealized model is useful for computing optimal cache sizes only to the extent that its underlying workload and cost assumptions are valid. Breslau et al. argue that the independent reference model is approximately accurate for many purposes, but Almeida et al. have describe several shortcomings of this model and propose more accurate alternatives. The model assumes a homogeneous population of lower level caches; explore in detail the implications of sharing among heterogeneous client aggregates, and furthermore consider document modification rates, which ignore. The primary formal weakness of my model of hierarchical caching is its simple linear cost model. In many cases of practical interest, memory and bandwidth costs are few step functions do not admit accurate linear approximations. Finally, we ignore the low-level aspects of Web operation.

The single-cache optimization method does not model cache consistency mechanisms and therefore does not distinguish between “fast hits,” in which the required payload is obtained from cache without revalidation, and “slow hits,” in which successful revalidation entails a round-trip to the origin server but no payload data is transferred. In other words, miss costs can be assessed only for payload transfers; successful revalidations entail no payload transfer and therefore are assigned zero cost. This is problematic in cases where latency drives the cost model and where round-trip time is large compared to payload transfer time. However the method is well suited to bandwidth-driven cost models, to latency-based costs in low-RTT, low-bandwidth communications media, and to workloads with large payloads.

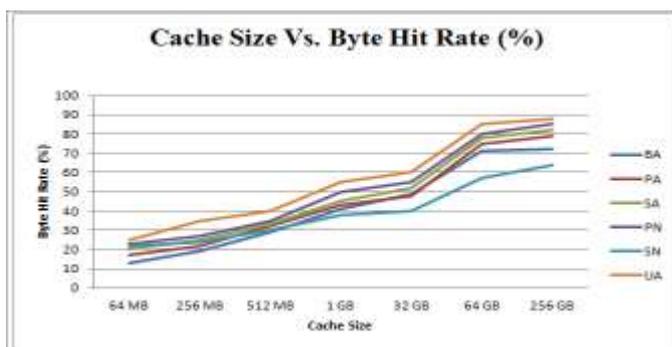


Figure 2: Exact hit rates (top) and byte hit rates (bottom) as function of cache size for six large traces, LRU removal. Fast simultaneous simulation method yields correct results only for cache sizes \geq largest object size in a trace; smaller cache sizes not shown.

Ideally we would like to incorporate uncertainty into the capacity planning process directly, to support risk-averse design in a principled way. One step in this direction would be to explore the relative importance of different aggregate workload characteristic. Simple relationships are found, e.g., between mean popularity-weighted document size and optimal cache size, then it may be possible to account for risk aversion straightforwardly.

Aside from these issues, my workload-driven single-cache optimal sizing method is usable in its present form. One obvious application is the determination of optimal browser cache sizes. Resource-constrained thin clients such as wireless palmtop browsers and diskless set-top boxes provide a more compelling context in which to apply my optimization methods, because neither storage nor bandwidth is cheap or plentiful in such environments.

5. CONCLUSION

The proposed optimization method is fully general in the sense that per-reference minimum costs reflect any criteria whatsoever. We described a method for determining the optimal size of a single cache that suffers from none of the above deficiencies. I assume that 1) workload is described by an explicit sequence of requests; 2) an arbitrary miss cost is associated with each request; 3) the cache uses one of a large family of replacement policies that includes LRU and a variant of Perfect LFU; and 4) the cost of cache storage capacity is an arbitrary non-decreasing function. The first assumption allows us to apply this algorithm to traces, e.g., proxy logs. The second allows us to assess different miss costs for documents of different sizes or for requests to the same document during peak vs. off-peak hours. The third assumption means that my method is applicable to the vast majority of production Web caches the fourth allows us to consider any acceptable storage cost function. And Present techniques for variable-quality-of-service cache management; describe how a decentralized algorithm can compute economically-optimal cache sizes in a branching two-level cache hierarchy; and introduce a new protocol extension that eliminates redundant data transfers and allows “dynamic” content to be cached consistently.

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