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RECENT ADVANCEMENTS IN BUSINESS MANAGEMENT PRACTICES



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RETAIL MARKETING & ITS EFFECT ON CURRENT RETAIL TRENDS IN INDIA

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Abstract

The Indian retail industry is now beginning to evolve in the line with the transformation that has swept other large economies. It witnesses tremendous growth with the changing demographics and an improvement in the quality of life of urban people. The growing affluence of India's consuming class, the emergence of the new breed of entrepreneurs and a flood of imported products in the food and grocery space, has driven the current retail boom in the domestic market. The concept retail which includes the shopkeeper to customer interaction, has taken many forms and dimensions, from the traditional retail outlet and street local market shops to upscale multi brand outlets, especially stores or departmental stores. Though at this moment, it is still premature to say that the Indian retail market will replicate the success stories of names such as Wal-Mart stores, Sainsbury and Tesco but at least the winds are blowing in the direction of growth. Hence, the present study focuses on two aspects of retail marketing i.e. Store Retailing and Non-store Retailing. Store Retailing as the departmental store, which is a store or multi brand outlet, offering an array of products in various categories under one roof, trying to cater to not one or two but many segments of the society and Non store retailing as the direct selling, direct marketing, automatic vending. The objective being to assess the various parameters that influences a buyer to visit or shop at departmental store thereby contributing to its turnover (in terms of sales and profits) hence leading to its overall success. Hence this document entails these aspects in great detail, helping it to understand the concept of retail marketing through departmental stores and retail trends in India.

Retailing – The sunrise industry

Introduction

The word 'retail' means to sell or be sold directly to individuals. Retail is India's largest industry, and arguably the one with the most impact on the population. It is the country's largest source of employment after agriculture, has the deepest penetration to rural India, and generates more than 10 percent of India's GDP. However, retailing in India has so far, been mostly in the hand of small disorganized entrepreneurs. It is also India's least evolved industries. In fact, it is not even considered a real industry. The industry suffers from lack of management talent, poor access to capital, unfavorable regulation and denial of access to best practices. The Indian retail industry is only now beginning to evolve in line with the transformation that has swept other large economies. Fifty years of restricting the consumer goods industry, a national mind set which favored denial over indulgence, and a fractured supply chain for agricultural products have all contributed to prevent the development of modern tenants based on scale advancements and consumer preferences.

India has some 12 million retail outlets, but many of these act merely as subsistence providers for their owners and survive on a cost structure where labor and land is assumed to be free and taxes nil. Compare this with the global retail industry, which is one of the world's largest organized employers, is at the cutting edge of technology, and which leverages scale and scope to offer value-added services to its customers.

However, only recently has there been an awakening in this sector, with more organized retailers starting to make an impact. The liberalization of the consumer goods industry, initiated in the mid-80s and accelerated through the 90s has begun to impact the structure and conduct of the retail industry. Backed by changing consumer trends and metrics, liberalization in mindsets driven by media, new opportunities and increasing wealth, retailing in India, presents a vast opportunity for a variety of businesses - real estate, store design & operations, visual merchandising logistics and communications, B2C service providers, and FMCG companies who can add to their offers by partnering this revolution.

The Indian Retailing Industry stands poised to take off into the 21st century. It is one of the fastest growing sectors in the nation that caters to the world's second largest consumer market. Retail boom is unbaiting. India has five million retailers with a business volume of \$180 million growing at 5 to 7 per cent a year. The middle class drives retailing anywhere in the world and this segment should have reasonable income. The next driver is availability of variety of goods, products and brands. The third one is "sense of awareness".

In other developing economies, this transformation has already begun. In many of these countries, organized retail already has a 40 percent share of the market, compared to India's current levels of 2 percent. As India goes through this transformation, new businesses with sales of 1 billion – 2 billion US \$ will be created in grocery and of 250 million - 500 million US \$ in apparel. Smaller but still interesting opportunities will be created in other sectors like books, electronics, and music. This transformation will also impact the supply chain in agriculture, the tax collections from trade and the way people shop.

In the last 10 years, all Southeast Asian countries like Indonesia, Malaysia, Taiwan and Korea have gone through similar phases. China, with a per capita income of \$650-700 per annum, is going through the same phase what India is also facing now. Europe went through this phase of retail revolution about 40-50 years ago. It is believed that when a country's per capita income reaches the level of \$1,200 per annum, organized retailing begins to takeover. Though India has a per capital income of \$ 400, on the basis of purchasing power parity (PPP) it has already hit the \$1200 level. This does strengthen the belief that probably, the right time for organized retailing to click in India has come.

This report aims at providing an insight into the emerging trends in the industry and the barriers to change and a perspective on what this industry could become, using the global industry as the backdrop.

Overview of the Global Retail Industry

Retail: world's largest industry

Retail, with total sales of \$ 6.6 trillion, is the world's largest private industry ahead of financial industries \$ 5.1 trillion. It is also home to a number of the world's largest enterprises. Over 50 of the Fortune 500 companies, and around 25 of the Asian top 500 companies, are retailers. The industry accounts for over 8 percent of the GDP in western economies.

Retail: Largest private industry in the world economy

A Study by Mc Kinsey states that organized retail accounts for just around 2 percent (out of which modern retail formats account for 7 percent of trade) presently is set to grow at exponential exceeding 35 percent. Fitch estimates the current share of organized retail to grow from 2 percent presently to around 15 to 20 percent by 2020.

Table 1:

Retail Consumption areas	US \$ billion	Existing Companies in the organized sector
Food Retailing	130	Food Bazaar (Pantaloon) Food World Subhishka.
Clothing & Apparel	12	Pantaloon Westside, Shoppers Stop
Jewellery, <u>Watches</u>	7	Tanishq, <u>Titan</u> , Gold Bazaar (Pantaloon)
Home Furnishing	5	Home Store, Arcus (Pantaloon)
Foot wear	1.7	<u>Bata</u> , Woodland
Beauty Care	3.6	VLCC, Health & Glow

Source: economic time's industry report

Traditionally, most retailers have had very localized operations. This localized nature of the industry is changing as retailers face low rates of growth and threatened profitability at home. New geographies will help them sustain top-line growth as well as permit global sourcing. Profits in retail have steadily been rising and have generated 18 percent shareholder returns between 1994 and 1999. Significantly, retail is also one of the world's largest employers, accounting for instance 16 percent of the US workforce, Poland 12 percent, China 8percent, India 10 percent and Brazil 6percent. Factors such as scale in sourcing, merchandising, operational effectiveness and ambience have driven the spread of organized retail.

Grocery, electronics are examples of categories that compete on the strength of better pricing, which in turn is driven by superior sourcing and merchandising and cost-efficient operations. Wal-Mart, Home Depot and Kingfisher are benchmark retailers in these fields.

In apparel, home furnishings and furniture, the advantage is driven by the marketers' ability to provide better products in a comfortable ambience at affordable prices. In these cases sourcing capability has to be backed by strong design capability and store management. IKEA and GAP are good examples of this model of retailing.

Over the last few decades, retail formats have changed radically. The basic department stores and co-operatives of the early 20th Century have given way to mass merchandisers, hypermarkets, warehouse clubs, category killers, discounters and convenience stores. Each of these formats has been driven by marketer's need to offer relevant, distinctive and economic propositions to an evolving consumer base.

Global retailers have also reached a position of strength that enables their brand to be leveraged across a wide range of services. Many of them have expanded their offering, over the years to include fuel retail, car retail, convenience services and personal financial services. This has put them in a position where they are not only beginning to capture growth from geographical expansion, but are also entering large new areas of business.

The recent evolution of the Internet has helped further broaden the scope of operations of large retailers. Further, a large number of retailers are pursuing innovative aggregation and supply chain-streamlining initiatives using B2B technology.

Table 2:Top 10 Retailers Worldwide

Rank	Retailer	No of stores owned	Sales in US\$ Millions
1	Wall-Mart Stores Inc. (USA)	4178	\$180,787
2	Carrefour Group (France)	8130	\$61,047
3	The Kroger Co. (USA)	3445	\$49,000
4	The Home Depot, Inc. (USA)	1134	\$45,738
5	Royal Ahold (Netherlands)	7150	\$45,729
6	Metro AG (Germany)	2169	\$44,189
7	Kmart Corporation (USA)	2105	\$37,028
8	Sears, Roebuck and Co. (USA)	2231	\$36,823
9	Albertson's, Inc. (USA)	2512	\$36,726
10	Target Corporation (USA)	1307	\$36,362

Source: economic time's industry report

Studies by consulting firms like A.T. Kearney, KSA Technopak, and McKinsey & Co. in India have indicated a huge potential for retailing in the country. Drawn by the magic number of Rs 1, 60, 000 crore that is expected to be the size of the retail industry by the end of the first decade of this millennium, several companies from the organized sector have also jumped into the fray.

In this millennium, like in the last, customers will want to spend time with their family and friends. They may like to visit malls on weekends where everything will be available under one roof. India will benefit from these developments because of increased consumption through retailing and the corresponding increase in employment created by retailing.

Retail Marketing

Retail Marketing includes all the activities involved in selling goods or services directly to final consumers for personal, non-business use. Any organization selling to final consumers -- whether a manufacturer, wholesaler, or retailer -- is doing retailing. It does not matter how the goods or services are sold (by Person, Mail, Telephone, Vending Machine, or Internet) or where they are sold (in a store, on the street, or in the consumer's home).

There are many approaches to understanding and defining retail marketing; most emphasize retail marketing as the business activity of selling goods or services to the final consumer, but what we emphasized upon is defined as follows:

“Any business that directs its marketing efforts towards satisfying the final consumer based upon the organization of selling goods and services as a means of distribution”

The concept assumed within this definition is quite important. The final consumer within the distribution chain is a key concept here as retailers are at the end of the chain and are involved in a direct interface with the consumer.

A retailer or retail store is any business enterprise, whose sales volume comes primarily from retailing. Retail organizations exhibit great variety and new forms keep emerging. There are store retailers, non-store retailers, and retail organizations. Consumers today can shop for goods and services in a wide variety of stores. The best-known type of retailer is the department store. Japanese

department stores such as Takashimaya and Mitsukoshi attract millions of shoppers each year. These stores feature art galleries, cooking classes, and children's playgrounds.

A retailer is at the end of the distributive channel. He provides goods and service to the ultimate consumers. This he does through his small organization, with the help of a few personnel. In an individual retail store there is not much scope for organization except in the sense that the shopkeeper has to organize and apportion his time and resources. The need for organization becomes essential as soon as he hires people and enters into partnership or takes the help of members of his family in running his store. A retailer deals in an assortment of goods to cater to the needs of consumers. His objective is to make maximum profit out of his enterprise. With that end in view he has to pursue a policy to achieve his objective. This policy is called retailing mix. A retailing mix is the package of goods and services that store offers to the customers for sale. It is the combination of all efforts planned by the retailer and embodies the adjustment of the retail store to the market environment. Retailing mix, a communication mix and a distribution mix. The maximum satisfaction to the customers is achieved by a proper blend of all three.

The success of the retail stores, therefore, depends on customers' reaction to the retailing mix which influences the profits of the store, its volume of turnover, its share of the market, its image and status and finally its survival.

There are three main phases in the life of a retailing institution. These are: -

- Innovation (Entry)
- Trading Up
- Vulnerability.

In the entry stage, a new retailer enters with new price appeal, limiting product offerings, Sparon Stores & Limited services. Its monopoly power over the others is its price advantage, which means that it offers products at low prices so as to get a competitive edge over its competitors.

In the trading up stage, the retailer starts expanding. It expands in terms of product offering, better services, and improved interiors. With all these, it starts charging a bit higher prices.

In the vulnerability stage, there is a gap in the market leaving some space for the new players to come in. this is due to increase in the prices by the retailer.

I have already explained the three stages in life of a retail institution. Normally these stages are there in the life of a retail institution. But all these may not be necessarily there in every retail institution. For instance, any retail institution targeting the upper class may start itself with a large variety & high price.

This brings to broadly identify and categorize the types of retail marketing, which are defined as follows:

1. Store Retailing
2. Non store Retailing

Types of Retail Marketing

Store Retailing

Store retailing provides consumers to shop for goods and services in a wide variety of stores and it also help the Consumers to get all the needed goods and services from one shop only. The different types of store retailing are given below:

Specialty Stores

These stores focus on leisure tastes of different individuals. They have a narrow product line with deep assortment such as apparel stores, sporting goods stores, furniture stores, florists and bookstores. These stores are usually expensive and satisfy the needs of selected consumers who have liking or preference for exclusive things.

Departmental Store

These stores are usually built in large area and keep variety of goods under one shed. It is usually divided into different sections like clothing, kids section, home furnishings, electronic appliances and other household goods. In a departmental store a consumer can buy variety of goods under one shed.

Supermarket

These stores are relatively large, low cost, low margin, high volume, self service operations designed to serve total needs for food, laundry and household maintenance products. Supermarkets earn an operating profit of only 1 percent on sales and 10percent on net worth.

Convenience Stores

These are relatively small stores located near residential area, open for long hours seven days a week, and carrying a limited line of high turnover convenience products at slightly higher prices than departmental stores. Many such stores also have added takeout sandwiches, coffee and pastries.

Off - Price Retailer

These stores sell goods at low price with lower margins & higher volumes. These stores sell goods with deteriorated quality. The defects are normally minor. This target at the persons belonging to the lower income group, though some have a collection of imported goods aimed to target the younger generation. The company owned showroom selling the seconds products is a typical example of off - price retailer.

Discount Store

These stores sell standard merchandise at lower prices by accepting lower margins and selling higher volumes. The use of occasional discounts or specials does not make a discount store. A true discount store regularly sells its merchandise at lower prices, offering mostly national brands, not inferior goods.

In recent years, many discount retailers have “traded up”. They have improved decor, added new lines and services, and opened suburban branches—all of which has led to higher costs and prices and as some department stores have cut their prices to compete with discounters.

Not only that, discount stores have moved beyond general merchandise into specialty merchandise stores, such as discount sporting goods stores, electronics stores, and bookstores.

Catalog Showroom

Catalog showrooms generally sell a broad selection of high-markup, fast-moving, brand-name goods at discount prices. These include jewelry, power tools, cameras, luggage small appliances, toys, and sporting goods. Catalog showrooms make their money by cutting costs and margins to provide low prices that will attract a higher volume of sales. Catalog showrooms have been struggling in recent years to hold their share of the retail market.

Retailing in India

India has sometimes been called a nation of shopkeepers. This epithet has its roots in the huge number of retail enterprises in the country totaling 12 million, about 78 percent of these are small family owned businesses utilizing only household labour. even among retail enterprises that hire workers the bulk of them hire less than 3 workers .India's retail sector appears backwards not only by standards of industrialized countries but also in comparison to several other emerging markets in Asia and elsewhere. There are only 14 companies that run departmental stores and mere two with hypermarket operations. While the number of businesses operating supermarkets is higher (425 in 2004) most of these had only 1 outlet, the number of companies with supermarket chains was less than 10.

Major Formats of Retailing

Major formats of In-Store Retailing have been listed in Table given below:

Table 3:

Format	Description	The Value Proposition
Branded Stores	Exclusive showrooms either owned or franchised out by a manufacturer.	Complete range available for a given brand, Certified product quality.
Specialty Stores	Focus on a specific consumer need; carry most of the brands available.	Greater choice to the consumer, comparison between brands possible
Department Stores	Large stores having a wide variety of products, organized into different departments, such as clothing, house wares, furniture, appliances, toys, etc.	One stop shop catering to varied consumer needs.
Supermarkets	Extremely large self-services retail outlets.	One stop shop catering to varied consumer needs.
Discount Stores	Stores offering discounts on the retail price through selling high volumes and reaping the economies of scale.	Low prices.
Hyper-mart	Larger than a Supermarket, sometimes with a warehouse appearance, generally located in quieter parts of the city	Low prices, vast choice available including services as cafeterias.
Convenience Stores	Small self-service formats located in crowded urban areas.	Convenient location and extended operating hours.
Shopping Malls	An enclosure having different formats of in-store retailers, all under one roof.	Variety of shops available close to each other.

Source: India info line

Non-store Retailing

It is another type of retail marketing. Different types of non-store retailing are given below:

Direct Selling

Direct selling which started centuries ago with itinerant peddlers has burgeoned into a \$9 billion industry, with over 600 companies selling door to door, office to office, or at home sales parties. A variant of direct selling is called multilevel marketing, whereby companies such as Amway recruit independent businesspeople who act as distributors for their products, who in turn recruit and sell to sub distributors, who eventually recruit others to sell their products, usually in customer homes.

Direct Marketing

Direct marketing has its roots in mail-order marketing but today includes reaching people in other ways than visiting their homes or offices, including telemarketing, television direct response marketing, and electronic shopping.

Automatic Vending

Automatic vending has been applied to a considerable variety of merchandise, including impulse goods with high convenience value (cigarettes, soft drinks, candy, newspaper, hot beverages) and other products (hosiery, cosmetics, food snacks, hot soups and food, paperbacks, record albums, film, T-shirts, insurance policies, and even fishing worms).

Organized Retail Formats in India

Each of the retail stars has identified and settled into a feasible and sustainable business model of its own.

- Shoppers' Stop - Department store format
- Westside - Emulated the Marks & Spencer model of 100 per cent private label, very good value for money merchandise for the entire family
- Giant and Big Bazaar - Hypermarket/cash & carry store
- Food World and Nilgiris – Supermarket format
- Pantaloons and The Home Store - Specialty retailing
- Tanishq has very successfully pioneered a very high quality organized retail business in fine jewellery.

Structure of the retailing industry according to ownership patterns:

- An unaffiliated or independent retailer
- A chain retailer or corporate retail chain
- A franchise system
- A Leased Department (LD)
- Vertical Marketing System (VMS)
- Consumer Co-operatives

A new entrant in the retail environment is the 'discounter' format. It is also known as cash and-carry or hypermarket. These formats usually work on bulk buying and bulk selling. Shopping experience in terms of ambience or the service is not the mainstay here. RPG group has set up the first 'discounter' in Hyderabad called the Giant. Now Pantaloon is following suit. Two categories of customers visit these retail outlets.

1. The small retailer. For example, a customer of Giant could be a dhabawala who needs to buy edible oil in bulk.
2. The regular consumer who spends on big volumes (large pack sizes) because of a price advantage per unit.

Retailing in India is still evolving and the sector is witnessing a series of experiments across the country with new formats being tested out; the old ones tweaked around or just discarded. Some of these are listed in Table below.

Table 4:

Retailer	Current Format	New Formats
Shoppers' Stop	Department Store	Quasi-mall
Ebony	Department Store	Quasi-mall, smaller outlets, adding food retail
Crossword	Large bookstore	Corner shops
Pyramid	Department Store	Quasi-mall, food retail
Pantaloon	Own brand store	Hypermarket
Subhishka	Supermarket	Considering moving to self service
Vitan	Supermarket	Suburban discount store
Foodworld	Food supermarket	Hypermarket, Foodworld express
Glob us	Department Store	Small fashion stores
Bombay Bazaar	Super market	Aggregation of Kiranas
Efoodmart	Food super market	Aggregation of Kiranas
Metro	Departmental store	Cash and carry
S Kumar's	Departmental store	Discount store

Source: www.indiainfoline.com/

Retailers are also trying out smaller versions of their stores in an attempt to reach a maximum number of consumers. Crossword bookstores are experimenting with Crossword Corner, to increase reach and business from their stores. FoodWorld is experimenting with a format of one-fourth the normal size called FoodWorld Express.

Trends in Retail Marketing

1. New retail forms and combinations continually emerge. Bank branches and ATM counters have opened in supermarkets. Gas stations include food stores that make more profit than the gas operation. Bookstores feature coffee shops.

2. Even old retail forms are reappearing: In 1992 Shawna and Randy Heniger introduced peddler's carts in the Mall of America. Today three-fourths of the nation's major malls have carts selling everything from casual wear to condoms. Successful carts average \$ 30,000 to \$ 40,000 a month in sales and can easily top \$ 70,000 in December. With an average start-up cost of only \$3,000, push carts help budding entrepreneurs test their retailing dreams without a major cash investment. They provide a way for malls to bring in more mom-and-pop retailers, showcase seasonal merchandise, and prospect for permanent tenants.
3. New retail forms are facing a shorter life span. They are rapidly copied and quickly lose their novelty.
4. The electronic age has significantly increased the growth of non-store retailing, consumers receive sales offers in the mail and over television, computers, and telephones, to which they can immediately respond by calling a toll-free number or via computer.
5. Competition today is increasingly intertype, or between different types of store outlets. Discount stores, catalog showrooms, and department stores all compete for the same consumers. The competition between chain superstores and smaller independently owned stores has become particularly heated. Because of their bulk buying power, chains get more favorable terms than independents, and the chains' large square footage allows them to put in cafes and bathrooms. In many locations, the arrival of a superstore has forced nearby independents out of business. In the book selling business, the arrival of a Barnes & Noble superstore or Borders Books and Music usually puts smaller bookstores out of business. Yet the news is not all bad for smaller companies. Many small independent retailers thrive by knowing their customers better and providing them with more personal service.
6. Today's retailers are moving toward one of two poles, operating either as mass merchandisers or as specialty retailers. Superpower retailers are emerging. Through their superior information systems and buying power, these giant retailers are able to offer strong price savings. These retailers are using sophisticated marketing information and logistical systems to deliver good service and immense volumes of product at appealing prices to masses of consumers. In the process, they are crowding out smaller manufacturers, who become dependent on one large retailer and are therefore extremely vulnerable, and smaller retailers, who simply do not have the budget of the buying power to compete. Many retailers are even telling the most powerful manufacturers what to make; how to price and promote; when and how to ship; and even how to reorganize and improve production and management. Manufacturers have little choice: They stand to lose 10 to 30 percent of the market if they refuse.
7. Marketing channels are increasingly becoming professionally managed and programmed. Retail organizations are increasingly designing and launching new store formats targeted to different lifestyle groups. They are not sticking to one format, such as department stores, but are moving into a mix of retail formats.
8. Technology is becoming critical as a competitive tool. Retailers are using computers to produce better forecasts, control inventory costs, order electronically from suppliers, send e-mail between stores, and even sell to customers within stores. They are adopting checkout scanning systems, electronic funds transfer, and improved merchandise-handling systems.
9. Retailers with unique formats and strong brand positioning are increasingly moving into other countries. McDonald's, The Limited, Gap, and Toys "R" Us have become globally

prominent as a result of their great marketing prowess. Many more Indian retailers are actively pursuing overseas markets to boost profits.

10. There has been a marked rise in establishments that provide a place for people to congregate, such as coffeehouses, tea shops, juice bars, bookshops, and brew pubs. Denver's two Tattered Covered bookstores host more than 250 events annually, from folk dancing to women's meetings. Brew pubs such as New York's Zip City Brewing and Seattle's Trolley man Pub offer tasting and a place to pass the time. The Discovery Zone, a chain of children's play spaces, offers indoor spaces where kids can go wild without breaking anything and stressed-out parents can exchange stories. There are also the now-ubiquitous coffeehouses and espresso bars, such as Starbucks, whose numbers have grown from 2,500 in 1989 to a forecasted 13,000 by 2001. And Barnes & Noble turned a once-staid bookstore industry into a fun-filled village green.

Conclusion

The concept of retail marketing through departmental stores, which is coming up in a big way in India was decided to be studied in detail, through an exploratory and conclusive research. The extensive research brought me to conclude that departmental stores are soon emerging on the top priority lists, amongst the shopping spree in Metro cities, as they seem to derive immense pleasure of convenience and exposure to variety under one roof, in their extremely busy lives, when they don't have time for things. Though some of the customers perceive departmental stores to be expensive and only high income category's cup of tea, the stores make constant efforts to induce them to at least visit the store at once during the sale period, or discount offers. Most of these stores believe in creating not just a marketing activity with its customers, but rather favor relationship building with him so as to convert first time customers into a client.

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AN ANALYTICAL STUDY OF HUMAN RESOURCE AUDIT AND ACCOUNTING WITH RESPECT TO PRODUCTIVITY OF EMPLOYEES WORKING IN FINANCIAL INSTITUTIONS IN NAGPUR REGION

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Abstract

Human resource accounting is the procedure to recognize and report the investments made in the Human Resources of an Organization that are currently not accounted for in the conventional accounting practices. It is an expansion of the Accounting Principles of matching the costs and revenues and of organizing data to converse significant information. Normally, human resource Accounting (HRA) engages accounting for the organization's management and employees as human capital that provides future benefits. In the human resource accounting approach, expenditures associated with human resources are reported as assets on the balance sheet in contrast to the conventional accounting approach which treats costs related to a company's human resources as expenses on the income statement that decrease profit.

Hence, it is apparent that the research efforts should be directed towards understanding the role of accounting and auditing of human resources in the financial institutions in Nagpur Region.

Keywords:-Human resource accounting, Human capital and conventional accounting approach

Introduction

Organisations such as Banks, Non Banking Financial Institutions, Asset Management Firms and Insurance Companies etc., which are involved in providing various types of financial services to their customers, are known as Financial Institutions. Some of them function as mediators in share markets and debt security markets. Without the financial services rendered by financial institutions entire economy will come to a grinding halt. Financial institutions provide service as intermediaries of the capital and debt markets. They are responsible for transferring funds from investors to companies, in need of those funds. The presence of financial institutions facilitates the flow of money through the economy. To do so, savings are pooled to mitigate the risk brought to provide funds for loans. Such is the primary means for depository institutions to develop revenue.

Furthermore, the increasing competition and high industrialization has presented a challenging situation for the financial institutions, to retain the best performers. In view of the sustainable development of the financial sector in general and that of institutions in particular, it necessary to develop new strategies as well as policies for employee retention. Essentially, this sustainability can be achieved only by the vision of top management (that gives strategic direction to the institution) and the human resource management department (which is involved in the development and operationalization of various policies).

The human resources department function has evolved and broadened in scope and functionality and has assumed varied roles such as the “people’s people,” “change agent,” and “strategic business partner,” to name a few. These new approaches to HR have opened new horizons for the HR function and have given HR professionals the opportunity to establish better credibility both at the strategic and functional level. The paradigm of HR function has shifted from qualitative to quantitative in nature. HR today speaks the language of numbers: the same language management

speaks, understands and expects from its HR department, thus giving HR a more strategic outlook. Recently, the role of HR function has changed remarkably. However, there is always scope for improvement which can't be ignored. For HR, the diagnosis of improvement areas can be done through one essential tool: the HR Audit.

Research Methodology

The researcher has adopted analytical, descriptive and comparative methodology for this report; reliance has been placed on books, journals, newspapers and online databases and on the views of writers in the discipline of Competition law.

Aim & objective

- To study the prevailing HR audit and accounting practices in the financial institutions of the Nagpur region.
- To study the factors affecting efficiency of the employees of financial institutions of the Nagpur region.
- To study the factors affecting productivity of the employees of financial institutions of the Nagpur region.

Hypothesis

1. The HR accounting practices followed in the financial institutions of study region are appropriate
2. There is remarkable scope for improving efficiency and productivity of the employees of financial institutions of the study region

Human Resource Accounting & Auditing

Human Resource Accounting is Assigning, budgeting, and reporting the cost of human resources incurred in an organization, including wages and salaries and training expenses. Human is the core factor and which is required to be recognized prior to any other 'M's But till now an urgent need based modification is required while identifying and measuring data about human resources. In this paper my objective is to identify the extensive use of Lev & Schwartz model of Human resource accounting, in spite of several criticized from various sides regarding its applicability.

Auditing, in simple terms, is described as a diagnostic tool to gauge the current status of operations and to identify the gaps between what is intended and what is actually being delivered. The HR audit is a systematic process to examine the HR strategies, policies and procedures being practiced in an organization. Although HR audit is not a new concept, it is one that is not generally utilized as part of an organization's audit cycle. The foundation of HR Audit is based upon the understanding that the business environment is dynamic and ever-changing. Human resource processes and practices need to be adaptive and responsive to such changes as these practices have an impact on employee morale, performance and, ultimately, organizational competitiveness. The scope of HR audit is very comprehensive in nature, as it requires a thorough assessment and evaluation of HR function and is not a mere personnel activity. It generally covers three important areas: HR policies and practices; HR professionals; and HR department. These three broad categories of the audit tend to find out the current state, the gaps between the current and desired states, their link with the overall strategy and the compliance level with the laws and regulations. HR Audit means the systematic verification of job analysis and design, recruitment and selection, orientation and placement, training and development, performance appraisal and job evaluation, employee and executive remuneration, motivation and morale, participative management, communication, welfare

and social security, safety and health, industrial relations, trade unionism, and disputes and their resolution. HR audit is very much useful to achieve the organizational goal and also is a vital tool which helps to assess the effectiveness of HR functions of an organization.

Table 1: Opinion of authorities regarding appropriateness of HR audit practice followed in their institution

Sr. No.	Responses	Frequency	Percentage
1.	Yes	18	72
2.	No	4	16
3.	Uncertain	3	12
Total		25	100

Source: Survey Data

Table 1 shows opinion of authorities regarding appropriateness of HR audit practice followed in their institution. It is apparent from the data that according to 72% authorities HR audit practice followed in their institution is appropriate, whereas 16% authorities reported that HR audit practice followed in their institution is inappropriate. Furthermore 12% authorities were uncertain regarding appropriateness of HR audit practice followed in their institution. Hence, it is evident from the above information that HR audit practice followed in majority of financial institutions in Nagpur City is appropriate.

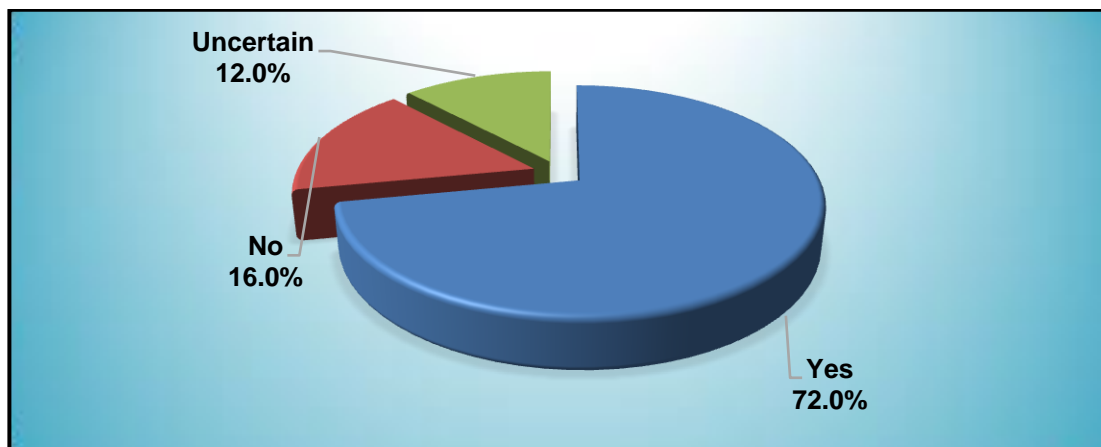


Fig. 1

It is evident from the study result (Table 1) that HR audit practice followed in majority of financial institutions in Nagpur City is appropriate. Hence the hypothesis **H₀ is accepted**

Table 2: Opinion of authority regarding remarkable scope for improving efficiency and productivity of the employees in institution

Sr. No.	Responses	Frequency	Percentage
1.	Yes	16	64
2.	No	5	20
3.	Can't Say	4	16
Total		25	100

Source: Survey Data

Table 2 shows opinions of authority regarding remarkable scope for improving efficiency and productivity of the employees in institution. It is observed that according to 64% authorities there is remarkable scope for improving efficiency and productivity of the employees in institution, whereas 8% authorities didn't think so. Furthermore, 16% authorities were uncertain regarding remarkable scope for improving efficiency and productivity of the employees in institution. Thus it is evident on the basis of above information that there is remarkable scope in majority of financial institutions in Nagpur city for improving efficiency and productivity of the employees in institution.

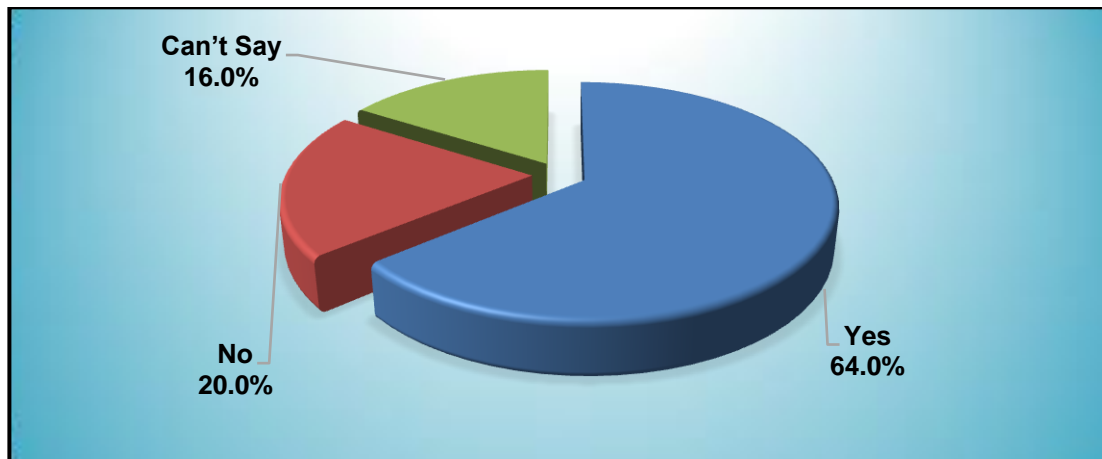


Fig. 2

It is evident from the study result (Table 2) that there is remarkable scope in majority of financial institutions in Nagpur city for improving efficiency and productivity of the employees in institution. Hence the hypothesis H_0 is accepted

Conclusion:-

The Human Resource Audit is an organized official process, which is designed to investigate the strategies, policies, procedures, documentation, structure, systems and practices with respect to the organization's human resource management. It systematically and scientifically evaluates the strengths, constraints, and developmental needs of the existing human resources in order to improve organizational performance. The human resource audit is based on the principle that human resource processes are dynamic and must constantly be redirected and revived to remain responsive to the changing needs. Human Resource Audits are not regular practices aimed at problem solving. Instead of directly solving problems, HR audits, help in providing insights into probable causes for existing and future dilemmas.

- Both internal and external audits were conducted in 100% financial institutions in Nagpur City.
- Majority of financial institutions in Nagpur city conducted internal audits annually.
- External audit is conducted on annual basis in majority of financial institutions in Nagpur City.
- In majority of financial institutions HR audit is conducted by private agencies.
- Factors such as remuneration, personal problems faced by employees, promotion system, organization culture, HR practices, managerial attitude towards employee and lack of motivation are crucial in affecting productivity of employees working at financial institutions in Nagpur City.
- There is remarkable scope in majority of financial institutions in Nagpur city for improving efficiency and productivity of the employees in institution.

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ROLE OF TALENT MANAGEMENT IN EMPLOYEE ENGAGEMENT

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Abstract

The concepts of Talent management (TM) and Employee Engagement (EE) have been largely analysed from the last decade. Talent management is an important management tool for human assets management. This is because the significant resource for organisations competing in the current business environment is not the land, capital, and other tangible assets but the human capital. It helps organizations to withstand in global competition and supports to maximize the benefits derived from the current technological innovations. Employee engagement is a result of strong emotional and intellectual attachment of an employee with the job, organization, supervisors and co-workers. It encourages employee to apply additional voluntary efforts to the work. Employee engagement leads to many significant organisational results. Many of these outcomes are related to Talent Management which includes appropriate recruitment, retention and turnover of employees. In addition, improved level of employee engagement improves employee performance and customer satisfaction; which ultimately results into revenue growth and higher profits.

This study attempts to identify co-relationship between talent management and employee engagement. Further it concentrates on determining the impact of talent management practices on employee engagement. The idea for conducting this research has been evolved from the fact that most of the research is available on the relationship between employee engagement and overall performance of organisation. This research provides first-hand proof regarding the relationship between talent management and employee engagement, as well as the impact of factors of talent management on employee engagement.

The present study, in the form of quantitative research first provides a general outline and gives broad overview of talent management and employee engagement concepts along with related sub topics. Then it measures the impact of talent management practices on factors of employee engagement. The study focuses on Strategic Human Resource Management (SHRM) and establishes the relationship between talent management and other corresponding variables like human resource system, human capital management, etc.

The objectives of this research work were achieved by collecting responses from 59 employees working in 7 organisations located at Sangli District of Maharashtra State. These employees were randomly selected from different organisations affiliated to manufacturing and service sectors. The hypothesis was examined using 't' test. Organisations implementing talent management practices have experienced a positive impact on the level of engagement of their employees. This observation has been supported with ground realities available through the data from primary source.

Key words: Talent Management, Employee Engagement, Innovation, Performance, Customer Satisfaction, SHRM, Human Capital

Role of Talent Management in Employee Engagement

1. Introduction

Employee engagement is important because employees, who find meaning at work, 'are more competent, committed and contributing. The competence, commitment and sense of contribution result into increased customer commitment. Customer commitment leads to better financial results for the organisation. The terms 'talent management' and 'employee engagement' are closely linked, such that talent management is integrated with engaging employees in the organisation. When measures are taken to engage employees and to improve levels of engagement across the organisation, there would be better quality and quantity of talent available to the organisation.

Employers are in need of engaged employees because they can deliver improved business performance. Engaged employees work harder and are more loyal. They are more productive, more customer focused, and more likely to stay with the organisation. High performing organisations recognise the value of employee engagement and will develop strategies for its maximisation. There are additional benefits over performance outcomes; by giving employees an opportunity to progress their career in supportive environment will help an organisation to attract and retain talent. The objectives of talent management and those of employee engagement overlap in many areas.

Employee engagement is important because those who find meaning at work, are more competent, committed and contributing. Competence, commitment and sense of contribution result into increased customer commitment. Customer commitment yields better financial results for the organisation. Organisations looking for a win-win solution meet their needs with their employees by virtue of which they manage their talent in successful manner.

2. Literature Review

The concept of talent management has been largely considered by business organisations than the academic scholars. But, researchers had taken more interest and attention towards the concept in recent days (Scullion, Collings & Caligiuri, 2010). According to Lewis & Heckman, (2006), Talent Management is a new term associated to Human Resource Management which is similar to succession planning, directed to the management of talented employees. As viewed by Armstrong (2009), there is a set of talent management elements having link between them. Process of Talent management is linked together like a strong chain. Talent management process starts with the business strategy developed by the organization. The main objective of the process is to target the required talent, develop this talent and retain them.

The effective implementation of strategy for sustainable talent management depends on effective human resource (HR) systems. They facilitate the talent management process which is comprised of HR planning, competent selection of potential talent, career management processes, performance management and succession planning (McDonnell & Collings, 2011).

Saks & Gruman, (2014), observed that the concept of employee engagement, work engagement and job engagement which are used interchangeably in the literature has been accepted in last ten years. This concept is getting increasing importance as it is considered to be a main reason for obtaining a competitive position. Leading organizations in the field of market research and recruitment like Gallup and Towers Watson, advocated that organisations which ranked high in employee engagement have better profit and operating margins (Towers Perrin, 2006). Caplan (2013) argues that employee engagement can result in better employee efficiency and performance; enrich

team work; reduce absenteeism and decrease the level of employee's turnover without additional operational cost. Singh et al. (2012), in their study, found that engaged employees are ready to give more effort for improving the performance of their organizations.

Caplan (2013) proposed that the process of employee engagement is concerned with the broader aspects of retaining, recognizing and developing people for meeting organisational needs. This is done by understanding and matching individual's competencies, potential and ambition with organizational objectives. Issues related to employee engagement could be recognized with indicators like; a) fulfillment of role and achievements b) appreciation by getting expected pay, job security and other benefits c) availability of opportunities for career growth and individual development.

Hypothesis 1: There is significant correlation between "talent management" and "employee engagement."

Hypothesis 2: The talent management practices affect employee engagement factors.

3. Methodology

The data was collected from participants working in various manufacturing and service organisations located at Sangli District of Maharashtra State. Seven organisations were randomly selected for this purpose. A structured questionnaire was designed to collect responses from 70 employees (10 from each organisation). Employees included both males and females having different designations. The response rate was 84% as the total number of completed questionnaire was 59 out of 70 respondent employees.

4. Data Analysis

4.1. Details of Respondents:

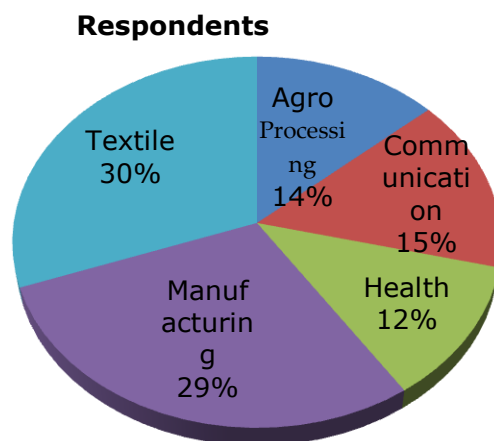
Table 1
Respondent Details

Sr. No.	Organisation	Frequency	Percent
1	Agro Processing	08	13.56
2	Communication	09	15.25
3	Health	07	11.86
4	Manufacturing	17	28.81
5	Textile	18	30.52

Source: Primary Data

Table 1, above shows the data of organisations participated in the study. Maximum participation was from textile units (30.52%). It was followed by manufacturing industries (28.81%). Remaining organisations represent equally (from 12% to 15%). Almost 60% of participant organisations represent manufacturing sector.

Chart 1



4.2. Respondents' Profile:

Description of respondent employees is indicated in the table 2 below.

Table 2
Respondents' Profile

Particulars	Frequency	Percent
1	Gender	
	Male	35 54.24
	Female	24 45.76
2	Marital Status	
	Married	38 64.41
	Unmarried	21 35.59
3	Education	
	Up to SSC	12 20.34
	Diploma	23 38.98
	Graduate	14 23.73
	Masters	10 16.95
4	Age (Years)	
	Less than 20	10 16.95
	21 to 35	21 35.59
	36 to 50	17 28.81
	Above 50	11 18.65
5	Work Experience (years)	
	Less than 01	07 11.86
	01 to 10	16 27.12
	11 to 20	18 30.51
	21 to 30	14 23.73
	Above 30	04 06.78

Source: Primary Data

The response of male participant was more than the female employees, as organisations have recruited more number of male employees. Almost 64% of employees are married. Marital status plays an important role in the employee engagement scenario. All employees were educated. Only 20% employees had education merely up to SSC, while 17% employees had completed Masters Programs. It means that respondent employees understood the concepts of talent management and employee engagement. Only 18.65% employees were having age more than 50 years. The 88% of employees have considerable work experience.

4.3. Talent Management Factors:

Different factors associated with talent management are indicated in Table 3, below

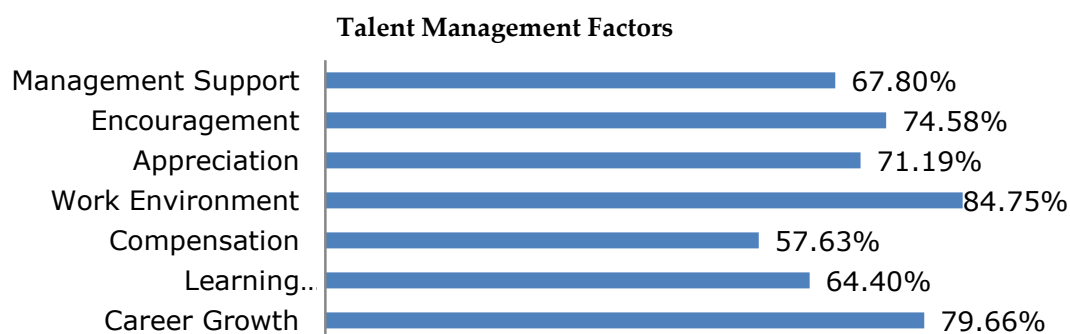
Table 3
Talent Management Factors

Sr. No.	Factor	Frequency	Percent
1	Career Growth	47	79.66
2	Learning Opportunities	38	64.40
3	Compensation	34	57.63
4	Work Environment	50	84.75
5	Appreciation	42	71.19
6	Encouragement	44	74.58
7	Management Support	40	67.80

Source: Primary Data

According to opinions of respondents, work environment was the most significant factor determining talent management practice (85%). It was followed by application of career growth concept (79%), encouragement from management (74%) and timely appreciation (71%). Support of management (68%) and opportunities of development through learning (64%) also play crucial role. The least significant factor was the compensation (58%).

Chart 2



4.4. Employee Engagement Factors:

The Table 4, highlights on the factors of employee engagement as viewed by the participants.

Table 4
Employee Engagement Factors

Sr. No.	Factor	Frequency	Percent
1	Career Planning	33	55.93
2	Organisational Culture	31	52.54
3	Incentives	39	66.10
4	Job Satisfaction	48	81.36
5	Change Management	32	54.24
6	Motivation	37	57.63
7	Organisational Support	43	72.88

Source: Primary Data

Employees felt that engagement of employees is possible largely by job satisfaction (81%). About 73% employees ascertained management support, while, incentives and motivational practices have gained importance as viewed by 66% and 58% employees respectively. Remaining factors include career planning (56%), change management policies (54%) and organisational culture (52%).

Chart 3

Employee Engagement Factors



5. Hypotheses Testing:

The data for testing the hypothesis using 't' test is mentioned in Table 5, below.

Table 5
Hypotheses Testing

Sr. No.	Factor	Response		(x - y)	Square of (x - y)
		TM (x)	EE (y)		
1	Career	47	33	14	196
2	Opportunities	38	31	7	49
3	Compensation	34	39	-5	25
4	Environment	50	48	2	4
5	Managing Change	42	32	10	100
6	Motivation	44	37	7	49
7	Support	40	43	-3	9
Σ				32	432

Source: Primary Data

With reference to the responses of participant employees, the data was analysed for 't' test. The calculated 't' value was 1.981. The table value of 't' for (n-1) i.e. 6 degrees of freedom, is 1.943. As observed value does not fall in acceptance region, the null hypothesis has to be rejected. Hence it has been proved that, "There is significant correlation between "talent management" and "employee engagement". Similarly, it is also true that, "The talent management practices affect employee engagement factors."

6. Limitations and Future Scope

Talent management and employee engagement are very important concepts. The present study was conducted with help of a small sample. It could not be generalized as other types of organisations may have different observations. Similarly, only few factors of talent management and employee engagement were touched. There is need to analyse other factors affecting interaction between talent management and employee engagement. These limitations could be minimized by conducting further research.

7. Conclusion

Organisations which implement talent management practices could experience a positive impact on the level of engagement of their employees. Employee centered work environment would result into better job satisfaction which could derive the scope not only for engaging employees but also for managing the talent

Appropriate motivation and timely encouragement are also equally important for better results towards managing talent and engaging employees. The planning of career, being factor of employee engagement has influenced by talent management practice reflecting into the work environment policies. By creating a positive work culture, honoring employees, and valuing potential abilities, organisations could be successful in talent management and employee engagement

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“A STUDY ON THE INTENTION TO ACHIEVE ECONOMIC DEVELOPMENT AND FOREIGN INVESTMENT IN MANUFACTURING AND ALLIED SERVICES THROUGH MAKE IN INDIA INITIATIVE”

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Abstract

Make in India scheme was launched by the Prime Minister of India on September 2014 with an objective to attract more foreign direct investment in different sectors so that more jobs in those areas can be created. On the other side to generate and employ more youth into these industry, training and development programme is also conduct for the Indian people. Various skill development programmes are also initiated by the government of India time to time.

The paper will focuses on that area where government have allowed foreign direct investment in different areas and the performance and investment done by foreign Companies into it. This is also initiated, designed to facilitate investment, foster innovation, protect intellectual property, and build best-in-class manufacturing infrastructure.

Key Words:

Economic Development, Foreign Direct Investment (FDI), Foreign Institutional Investment (FII), Gross Domestic Product (GDP), Per Capita GDP, Innovation, Intellectual property, Manufacturing Infrastructure, Import-Export Policy, Developing Infrastructure, Strategic Alliances, foreign exchange reserves, Comparative Advantage,

Introduction:

The one of the crucial scheme to attract the International as well as national manufacturers, On 25 September 2014, The Prime Minister of India Shri Narendra Modi launched “Make in India” initiative with an view to increase foreign direct investment of other countries in India. The major objective behind the initiative is to focus on job creation and skill enhancement in 25 sectors of the economy. For Implementing the scheme in India many Make in India Weeks were organised at state level which have resulted Foreign Direct Investment and Strategic Alliances in multi billions.

Various steps is being taken by the Central and State Government and also organized Make in India week. In Maharashtra, State Government also organized Make in India Week. A "Make in India Week" event was held at the MMRDA Grounds at the Bandra-Kurla Complex in Mumbai from 13 February 2016. The week long multi-sectoral industrial was attended by 2500 international and 8000 domestic, foreign government delegations from 68 countries and business teams from 72 countries. At the close of the event, DIPP Secretary Amitabh Kant stated that it had received over ₹15.2 lakh crore (US\$230 billion) worth of investment commitments and investment inquiries worth ₹1.5 lakh crore (US\$22 billion). Maharashtra led all other states receiving ₹8 lakh crore (US\$120 billion) of investments.

Make in India focuses on the following twenty-five sectors of the economy including Automobiles, Automobile Components, Aviation, Biotechnology, Chemicals, Construction, Defence manufacturing, Electrical Machinery, Electronic systems, Food Processing, Information Technology and Business process management, Leather, Media and Entertainment, Mining, Oil and Gas,

Pharmaceuticals, Ports and Shipping, Railways, Renewable Energy, Roads and Highways, Space and astronomy, Textiles and Garments, Thermal Power, Tourism and Hospitality, Wellness.

Objective:

- ✓ The focus of the paper will be on that area where government have allowed foreign direct investment in different sectors and the performance and investment done by foreign Companies into it.
- ✓ To know, where the government have facilitated investment, foster innovation, protect intellectual property, and build best-in-class manufacturing infrastructure.

Sectors:

The Make in India program includes major new initiatives designed to facilitate investment, foster innovation, protect intellectual property, and build best-in-class manufacturing infrastructure.

• Automobiles	• Food Processing
• Automobile Components	• Information Technology and Business process management
• Aviation	• Leather
• Biotechnology	• Media and Entertainment
• Chemicals	• Mining
• Construction	• Oil and Gas
• Defence manufacturing	• Pharmaceuticals
• Electrical Machinery	• Ports and Shipping
• Roads and Highways	• Railways
• Space and astronomy	• Renewable Energy
• Textiles and Garments	• Tourism and Hospitality
• Thermal Power	• Wellness
• Electronics	

Purpose of Make in India Initiative is to –

Initially in India there were a lengthy and rigid FDI norms and Tax Procedure has to follow by a foreign company where they want to invest in Indian Market. Make in India Initiative have tried to liberalize the norms and procedure at different Central and State level as well, so that more and more FDI inflow can be received by the country. Following are the liberalised norms initiated at both State and Central Level:-

For Central Government

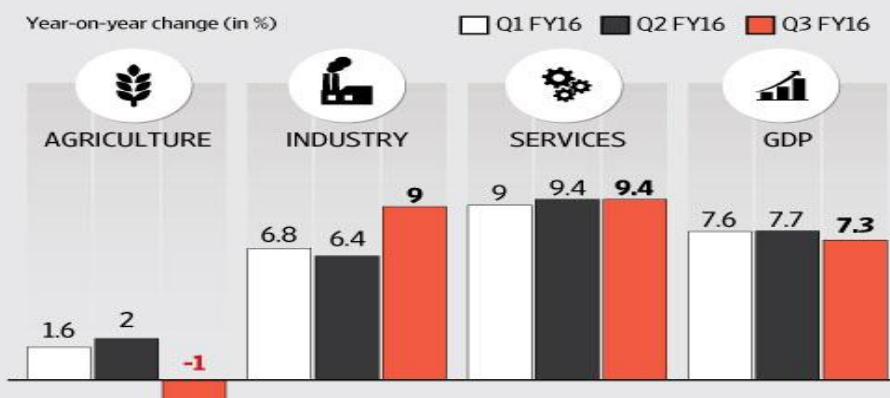
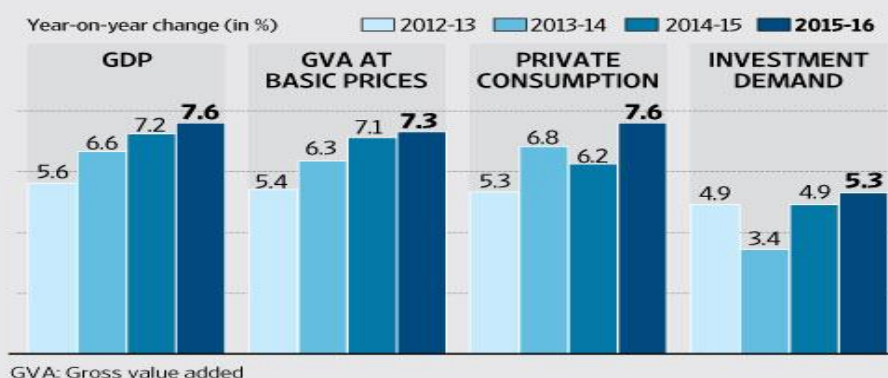
- Eliminate requirement of minimum paid-up capital and common seal
- Integrate processes for obtaining PAN, TAN, ESIC and EPFO registration with incorporation of company
- Single-window clearance for import and export

For State Government

- Online portal for the grant of construction permits (Mumbai)
- Joint inspection by all departments to grant NOCs for construction permits (Mumbai and Delhi)
- Simplified procedure to install electricity connection in 15 days (Delhi)

POSITIVE SIGNALS

Data projected a growth of 7.6% in 2015-16 against the government's more modest expectation of 7-7.5% growth. This is despite growth decelerating to 7.3% in the quarter ended December from 7.7% in the previous quarter. Economists were surprised by the spurt in manufacturing both in the third quarter (12.6%) as well as in 2015-16 (9.5%)



Source: Central Statistics Office

Data released by the Central Statistics Office projected a growth of 7.6% in 2015-16 against the government's more modest expectation of 7-7.5% growth. This despite growth decelerating to 7.3% in the quarter ended December from 7.7% in the previous quarter. Manufacturing, presumably buoyed by a significant fall in inputs costs following the collapse of global commodity prices, registered a sharp pickup in the third quarter. The latest GDP numbers will be a crucial input to the Union budget that will be presented on 29 February by finance minister Arun Jaitley. Nominal GDP is estimated to grow 8.6% in the full year to March. India is now just shy of becoming a \$2 trillion economy in 2015-16, with the size of the GDP standing at \$1.99 trillion at the current rupee-dollar exchange rate of 67.94.⁽¹⁹⁾

Proposed National and International Alliance and Investments:

Various countries have shown their interest in investing in India through Make in India Initiative Launched. Following are some estimated response received from foreign nationals.

- Foxconn announced that it would invest US\$5 billion over five years to set up a research and development and hi-tech semiconductor manufacturing facility in Maharashtra.⁽¹⁾
- General Motors had announced that it would invest US\$1 billion to begin manufacturing automobiles in the state.⁽²⁾
- Lenovo announced that it had begun manufacturing Motorola smartphones at a plant in Sriperumbudur near Chennai, run by Singapore-based contract manufacturer Flextronics International Ltd. The plant has separate manufacturing lines for Lenovo and Motorola, as well as quality assurance, and product testing. The first smartphone manufactured at the facility was the 4G variant of the Motorola Moto E (2nd generation).⁽³⁾
- Boeing chairman James McNerney said that the company could assemble fighter planes and either the Apache or Chinook defence helicopter in India.⁽⁴⁾
- Taiwan's Wistron Corp, which makes devices for companies such as Blackberry, HTC and Motorola, announced that it would begin manufacturing the devices at a new factory in Noida, Uttar Pradesh. A company spokesperson stated, "The government's 'Make in India' campaign, coupled with the country's growing consumption, makes an excellent case for the Indian manufacturing sector to emerge as a global manufacturing hub across sectors."⁽⁵⁾
- The Ministry of Railways signed formal agreements with Alstom and GE Transport worth ₹400 billion (US\$5.9 billion) to set-up locomotive manufacturing factories in Madhepura and Marhaura in Bihar.⁽⁶⁾
- Qualcomm announced that it was starting a "Design in India" programme to help mentor up to ten Indian hardware companies with the potential to come up with innovative solutions and help them reach scale. Qualcomm chairman had promised Prime Minister Modi that they would do so during the latter's visit to Silicon Valley in September 2015. As part of the programme, the company will set up an Innovation Lab in Bengaluru to provide technical and engineering support to the selected companies.⁽⁷⁾
- Micromax announced that it would three new manufacturing units in Rajasthan, Telangana and Andhra Pradesh at a cost of ₹3 billion (US\$45 million). The plants will begin functioning in 2016, and will each employ 3,000-3,500 people.^(8,9)
- Japanese Prime Minister Shinzo Abe's visit to India in December 2015, it was announced that Japan would set up a US\$12 billion fund for Make in India related projects called the "Japan-India Make-in-India Special Finance Facility".⁽¹⁰⁾
- Phone manufacturer Vivo Mobile India began manufacturing smartphones at a plant in Greater Noida. The plant employs 2,200 people.⁽¹¹⁾
- A defence deal was signed during Prime Minister Narendra Modi's visit to Russia in December 2015 which will see the Kamov Ka-226 multi-role helicopter being built in India. This is widely seen as the first defence deal to be actually signed under the Make in India campaign.^(12,13)
- France-based LH Aviation signed an MoU with OIS Advanced Technologies to set up a manufacturing plant in India to manufacture drones.⁽¹⁴⁾
- Xiaomi began initial talks with the Andhra Pradesh government to begin manufacturing smartphones at a Foxconn-run facility in Sri City. On 11 August 2015, the company announced that the first manufacturing unit was operational and introduced the Xiaomi Redmi 2 Prime, a smartphone that was assembled at the facility.⁽¹⁵⁾
- Huawei opened a new research and development (R&D) campus in Bengaluru. It had invested US\$170 million to establish the research and development centre.^(16,17)

- Hyun Chil Hong, the President & CEO of Samsung South Asia, met with Kalraj Mishra, Union Minister for Micro, Small and Medium Enterprises (MSME), to discuss a joint initiative under which 10 "MSME-Samsung Technical Schools" will be established in India.⁽¹⁸⁾

Various Other Issues:

Apart from all good things about the Make in India Initiative there are some other questions which are still unanswered by the government whether State or Central. Some issues are still to be taken into consideration while implementing such a flagship scheme of Shri Modi Government.

- Is manufacturing sector led growth of nominal and per capita GDP is achieving or not. While India ranks 7th in terms of nominal GDP, it ranks a dismal 131st in terms of per capita GDP.
- Is the employment increased due to the scheme will affect the purchasing power of the common Indian, mitigate poverty and expand the consumer base for companies.
- Is Export-oriented growth model will improve India's Balance of Payments and help in accumulating foreign exchange reserves?
- Will FIIs play a dominant role (relative to FDI) in the Indian markets? However, FIIs are highly volatile in nature and a sudden exodus of hot money from India can effect a fall in the index.
- Looking at the theoretical perspective, will Make in India tend to violate the theory of comparative advantage? If it is not economically feasible to manufacture a commodity in India, it is best to import the same from a country which enjoys comparative advantage in its production.
- Will Make in India scheme really helpful in developing infrastructure of the surrounding region. Infrastructure like Electricity, Water, Roads, Railways, etc. Increasing the standard of living for millions.
- Is It Supporting many small scale industries which are dependent on these large scale manufacturers?

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RECENT ADVANCEMENTS IN BUSINESS MANAGEMENT PRACTICES: SUPPLY CHAIN MANAGEMENT PRACTICES

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Abstract

Today, Business Organizations rely on the expertise of their Supply Chain Management structure to keep their goods and services flowing from their supplier to customers. Supply Chain Management is the core proficiency of any business organization. It is an effective approach for combating irregularities of any business. There have been lots of developments in field of business operations. These development and advancements have changed the finance of several companies. Supply Chain is a global network that delivers products & services from the supply base to the end customer through an engineered flow of information and material.

During the press conference to announce NOKIA being acquired by Microsoft, Nokia CEO Stephen Elop, ended his speech stating, "We didn't do anything wrong, but somehow, we lost." This announcement conceded an evident message that, just doing right things is not enough to survive in this competitive business era; business needs to incorporate the changes and advancements which are taking place in the environment. It is widely accepted that change is inevitable and the business processes are passing through competitive situations, so for the existence & growth, it is mandatory to have some or other competitive advantage.

SCM is an integral factor in the success of any Business Process and has a direct impact on their bottom line. The customer is the most important asset for a company. He drives the entire supply chain including manufacturing, marketing and logistics. Hence it is important for a firm to have a clear understanding of what the customer demands and to keep up to the customers' expectations. Customer's changing taste & preferences are behind all the ups and downs happening. Once a company has a clear understanding of its customer's requirements it must formulate a strategy on how to use SCM practices to accomplish it. This means that the enterprise has to have a clear understanding or assessment of company's strategic direction.

Demand – Supply information is one input to all types of SCM planning and control. The progression of any corporate is influenced by their inventory management synchronization. A business revolves around the Demand & Supply of inventory. Inventory categorizes as, raw material, work in process (WIP) and finished goods. How the establishments manage their inventory in all stages plays a greater role in the success of the business. All the SCM latest improvements emphasis on the inventory management, these advance developments include JIT, KANBAN, Quick Response, Lean Manufacturing, Six Sigma, Cloud Computing, and many more.

The businesses organizations are passing through the fluctuating environment, which is awarding several opportunities as well as threat to them. SCM expertise is extending its helping hands to the corporate for their subsistence & progression. Supply Chain Management of few enterprises is reviewed here to ascertain the statement. The objective of this paper is to establish the fact that the recent advancements in field of Supply Chain are the core competencies of any business organization. The Research methodology includes defining the latest SCM advancements, their importance and review of literature and case studies, then to present foremost elements of supply chain management system of efficacious organizations.

Key Words: Supply Chain Management, SCM, Inventory, Business Organization, Quality, Customer, VMI, JIT & 3PL

1. Introduction: Last one decade has witnessed numerous key innovations in the arena of business management. Every business stream has been more or less affected by these innovations whether it is Operations, Finance, Marketing, Human Resource or General management. These innovations and business advancements have once again proved the appropriateness of Darwin Theory “Survival of the Fittest “.

One of the successful implementation of supply chain management as a business strategy was the cooperative alliance of Wal-Mart and Procter & Gamble. Both the firms individually committed to build SCM competency before proceeding with their joint partnership. Supply Chain Management helps rationalize everything from day-to-day merchandise flows to unanticipated natural adversities. With the tools and techniques that SCM offers, we'll have the ability to accurately identify hitches, work around disruptions and determine how to competently move products to those in a predicament position.

Every business process is getting transformed and combination of all processes is resulting in an extra ordinary outcome. A common example is use of the advance ERP (Enterprise resource planning). ERP is business process management software that allows an organization to use a system of integrated application to manage the business and automate all functions related to operations, finance, marketing, human resource and back office functions. No organizational function can work in isolation, so there was a need of process oriented view to combine all the functions of the process and to increase the overall competences of the businesses. And ERP is the finest response of this prerequisite. ERP system not only helps in increasing efficiencies, lessening cost but it also helps in streamline the processes and to track the overall flow of the all business management practices.

All the processes are equally essential for any business, but the most pertinent to today's business scenario is the use of Supply Chain Management tools. Supply Chain Management includes all the business functions, be it purchase, procurement, quality, warehouse, marketing or dispatch. Supply Chain Management includes all the activities a business employs to keep its products flowing, from sourcing raw materials, to delivering finished goods. Supply Chain Management is a set of approaches, which help to remove the inefficiencies, occurs in the flow of goods & services and also the oversight of materials, information and finances as they move in a process from supplier to manufacture to wholesaler to retailer to consumer. Supply Chain Management involves coordinating and integrating these flows both within & among companies. The flow includes the movement and storage of raw material, work in process inventory and finished goods from point of origin to point of consumption. The main goal of any supply chain is to reduce the inventory & it is only possible when the network between demand & supply works perfectly.

Forrester (1961) suggested that the five flows of any economic activity- money, orders, materials, personnel and equipment are interrelated by an information network, which gives the “system,” which is now called as supply chain due to its own character.

Supply Chain Management is a set of approaches utilized to efficiently integrate supplier, manufacture, and warehouse and stores so that merchandise is produced and distributed at the right quantities, to the right location and at the right time, in order to minimize system under costs while satisfying service level requirement (Levi (2000)).

Supply Chain management comprises a variety of planning process within an organization: Demand planning, production planning, distribution planning, inventory planning & capacity

planning. Proper planning formation & its execution has the capability to remove majority of inefficiencies of the system. In a simplest form supply chain management is combination of certain right factors i.e. right quality & quantity of the product availability from a right source, at a right price, and right time. And after all that rights, there ought to be a right relationship with all the intermediaries and end use.

The supply chain management is viewed as a system that links an enterprise with its customer & suppliers as shown in figure 1.1. SCM is the management of all key business process across a number of supply chains. Every SCM chain includes both inventory & information flow.

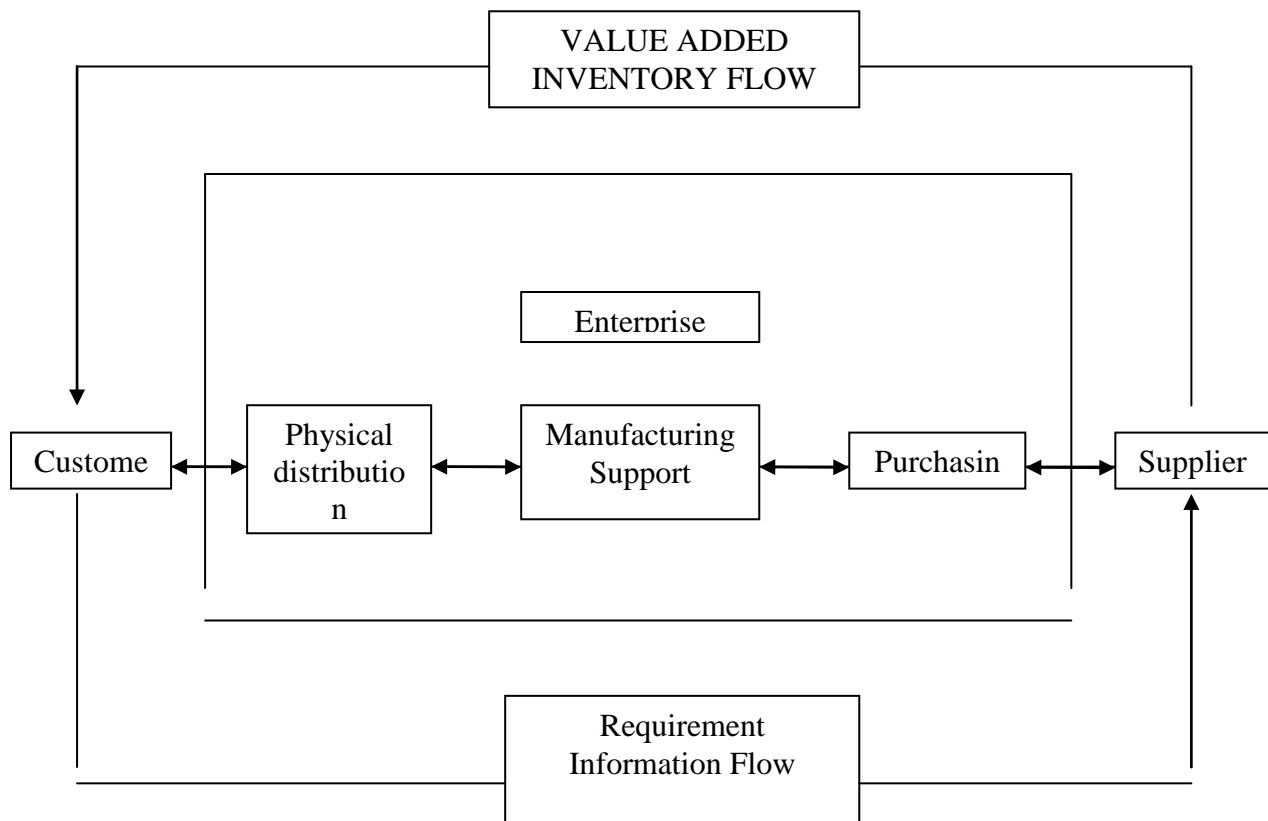


Figure 1.1: Supply Chain System

Source: Logistics Management, Bowersox et al. 1986

Supply chain exists in nature from a long back even if that term had not yet been coined. Before the Industrial revolution, supply chain existed, but off course in a very simplified manner. And then Standard supply chain models, addressing both the upstream and downstream sides, were developed. These models often produced more questions than answers, but it advanced the concept of a Supply Chain and unifying all diverse activities that swirl around the concept of Six Sigma and Lean supply Chains were embraced by most organizations. Efficient, effective processes were the focus and some amazing advances occurred.

In the 1980s, the term “Supply Chain Management” was conceived to express the need to integrate the key business processes, from end user through original suppliers. Over the next two decades, organizations began to focus more on inventory, demands, logistics, relations,

benchmarking and other key lines in the chain. Outsourcing and off shoring become widespread during this time and 3PLs and 4PLs came into picture.

Then came the more enlightened term “ Supply Chain Excellence”, which placed a greater focus on technology, real time information, visibility and collaboration, During last decade SCM is positioned as an agent to transform companies for a profitable growth.

The 2015 MHI Industrial report states Supply Chain Innovation as “Making the Impossible Possible”. Supply Chain face conflicting demands to be better, faster and cheaper. Innovation is the key to achieving all three. Survival of the fittest is the rule of nature. Companies that continue to utilize traditional supply chain models will struggle to remain competitive and delivers orders that are complete, accurate and on time.

There are so many advancements has been happened in the field of supply chain, and the main focus of all of them is Inventory management, less carrying cost of inventory and waste reduction.

Call for of Supply Chain Management Advancements: Supply chain exists in nature from a long. There are so many reasons behind the transformation of traditional supply chain to modern / Lean supply chain.

- a. Customer Focus: Organizations have switched over from product focus to customer focus. Supply chain management competency contributes to an organization’s success by providing customers with timely and accurate product delivery. Excellent customer service performance adds value to the business process.
- b. Changing Customer’s Taste & Preference: Customer’s choices for the products are changing very fast, as now a day’s customers are more aware about the product attributes. The taste and preferences are keeping changing as there is a phenomenal increase in living standard. In India per capita income & purchasing power has also been increased so the spending pattern is also changing and leading to rapidly changing demand. To fulfill these demands the supply & demand pattern should be well acknowledged by the business organization. The demand supply gap can only be managed by the optimum supply chain module.
- c. Inventory Carrying Cost: Carrying cost or carrying cost of inventory refers to the total cost of holding inventory. The carrying cost includes the warehousing costs, inventory insurance cost etc. To control & reduce this cost JIT (Just in Time) and KANBAN , are palying a vital role. These systems are facilitating in dropping the work in progress inventory & abolishing the wastes.
- d. Eliminating losses: To gain competitive advantage in business, it is mandatory to eliminate or reduce the losses and non-value added items or processes from the whole business process. Six Sigma, lean manufacturing and total quality or production management are some of the supply chain advancements, which help in minimizing the losses.
- e. Information & Technology: Information is the key to the decision making in business. IT has a major role to play in any organization. IT is revolutionizing the way, in which the business used to be. The use of IT in integrating all the business process is mandatory. The sharing of information among supply chain members is a fundamental requirement for effective supply chain management. Recent advancement in IT has also played a crucial role in advancement of supply chain management.

2. Recent advancements in Supply Chain Management:

To survive, thrive and beat the competition in this competitive business era, we have to manage the future, which means managing the uncertainty. Managing the uncertainty & customer is the biggest challenge that a business enterprise is facing currently. To fill the demand supply gap, without increasing the inventory carrying cost is the biggest motto of the SCM.

There are several recent advancements in the field of SCM; few of them are listed below:

- a. Vendor Managed Inventory: VMI is an effective strategy for combating abnormalities in the supply chain caused due to demand uncertainty. In this vendor plays a crucial and transitional role between the manufacture and wholesaler and retailer. As the vendor is the middle link between the supplier & customer, and are in better position to forecast and manage the inventory. VMI also eliminates the dual buffering against customer demand one hand and supplier disruptions on the other.

Once VMI has been implemented, customers can benefit from 30-40% reductions in inventory & 75 % forecast accuracy. The most significant example of the VMI is Dell, which is one of the classic supply chain case studies of all time, shown in figure 1.2.

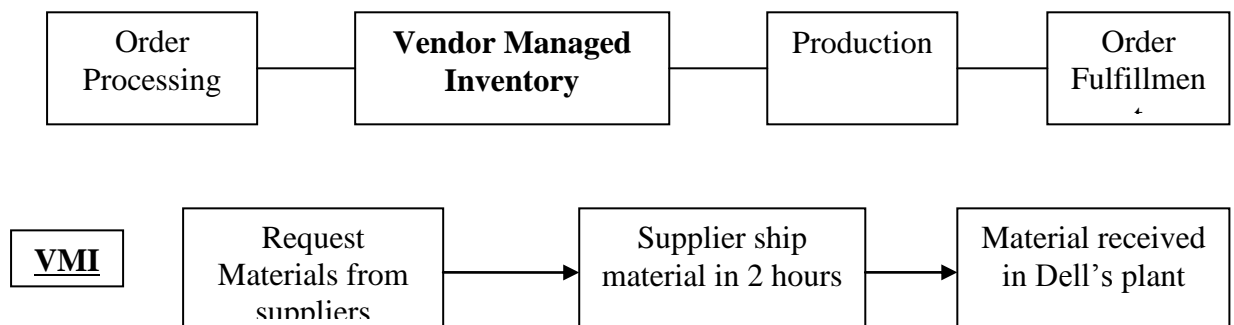


Figure 1.2: Dell Order Process & VMI

- b. Just In Time (JIT): JIT is a Japanese Innovation, and firstly adopted by Toyota. The idea of JIT is to lower down the work in process – WIP Inventory & shorten the production lead time. JIT starts with the inventory cut down, fewer inventories are bought and parts & product are made in smaller number. JIT production means producing & buying in very small quantities just in time for use.
JIT not only help in reducing the inventory carrying cost but is also support in production of quality product with minimum waste. Waste is anything which does not add value to the product. Waste can be from overproduction, waste of waiting time, logistics waste, processing waste, inventory waste, waste from product defects and waste of motion. JIT helps in elimination all kind of waste and thus support in better controlling.
Many companies including Dell and McDonald's use of Just In Time to manage their inventory.
- c. KANBAN System: it is a simple information system in which certain card are used with the container, called P card: Production & M card- Move card. The objective of this system is to have the right parts of components at the right place at the right time. The

KANBAN system is an inventory management system used by a work centre to signal its supplier WC to send a container of an item and to authorize the supplier WC to make another container of the particular item. The KANBAN is a very simple, inexpensive, and effective method of coordinating work centers and vendors.

- d. Total Quality Management (TQM):TQM is a system of producing high quality products and services rather than depending on detecting defects during inspection. Earlier quality of a product used to be considered as special character, but now a days quality is a must and essential qualifying criteria for any product. The simple objective of TQM is “Do the right things, first time, every time.” TQM is a method by which both management & employees become responsible and involved in continuous improvement of good & services. It is a combination of management tools with the quality to improve the good & service& eliminate the waste and losses. TQM is mainly concerned with the continuous improvement. TQM effects led by the management by including each and every employee in to it to satisfy the external customer.
- e. Lean Manufacturing: Lean production or lean manufacturing is a method to eliminate waste. Lean manufacturing is a management system derived from Toyota Production System (TPS). The three type of waste should be eliminated i.e non value adding work, overburden and unevenness of work. Lean manufacturing is focused to getting the right things to the right place at the right time in the right quantity to achieve perfect quality and minimizing the waste.
- f. Six Sigma: It is a management philosophy developed at Motorola in 1986 that utilizes a set of tools & techniques to improve business processes. Since then, thousands of companies around the world have discovered the far reaching benefits of Six Sigma. The statistical representation of Six Sigma describes quantitatively how a process is performing. To achieve Six Sigma, a process must not produce more than 3.4 defects per million opportunities. The fundamental objective of the Six Sigma methodology is the implementation of a measurement-based strategy that focuses on process improvement and variation reduction through the application of Six Sigma improvement projects.

Samsung has proven to be the force to be reckoned with in the hi-tech industry. The secret behind its supply chain success is the use of Six Sigma approach. They studied how General Electric (GE), DuPont and Honeywell implemented Six Sigma. After that, they have created their own implementation methodology called DMAEV (define, measure, analyze, enable, verify). They use the global level KPI to ensure that each player in the same supply chain is measured the same way. That’s how Samsung gained competitive advantage and became a well-known leader in the hi-tech industry.

- g. Cloud Computing: Cloud computing is also known as on-demand computing, is a kind of Internet-based computing that provides shared processing resources and data to computers and other devices on demand. It is a model for enabling ubiquitous, on-demand access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications and services), which can be rapidly provisioned and released with minimal management effort. Cloud computing and storage solutions provide users and enterprises with various capabilities to store and process their data in third-party data centers.
Cloud computing has become a highly demanded service or utility due to the advantages of high computing power, cheap cost of services, high performance, scalability,

accessibility as well as availability. Some cloud vendors are experiencing growth rates of 50% per year, but being still in a stage of infancy, it has pitfalls that need to be addressed to make cloud computing services more reliable and user friendly.

- h. Third Party Logistics: Third Party Logistics (3PLs) is the use of an outside company to perform all or part of the company's material management and product distribution functions. Transportation, warehousing, order processing and fulfillment, packaging, labeling, and bill payment are some of the key processes that are mostly outsourced from a third party logistics firms. 3 PLs create value for their customers in the accuracy, quality & timeliness of the information, reduce inventory. This leads to better utilization and financial returns on working and fixed capital. The competitive advantage of 3PLs is that a company focus on their primary or core competencies, and secondary business activities are taken care by the outsource agency.
- i. Fourth Party Logistics: The term "Fourth party logistics provider" is a term owned by Andersen consulting. A 4 PL leverages a full range of service providers (3 PLs , IT providers, contract logistics providers , warehousing), 4 PL acts a single focal point of interface with the client organization and provides the management of multiple service providers through a partnership. Fourth-party logistics providers include supply chain management and solutions, change management capabilities and value added services as part of their offering. A 4 PL adds value to the entire supply chain through reinvention, transformation, and execution.
- j. Enterprise Resource Planning: Information technology has an ever increasing role to play in providing fully integrated supply chain management solutions that incorporate supply chain configuration, demand planning, logistics and warehouse management. ERP tools capture the data and automate financial, inventory and customer order tracking tasks. ERP systems utilize a single data model and have an established set of rules for accessing data.

Different type of enterprise uses different types of ERP, SCM module or software packages for their business. Few examples are Axapta, Movex, and SAP.

DRP (Distribution Requirement Planning) & SCP (Supply Chain Planning) also focus in customer relationship management. The basic difference between ERP & SCP is that SCP mainly focus on customer service management, and reverse logistics.

- k. Reverse Logistics: There are two types of logistics: Forward Logistics & Reverse Logistics.

In the traditional supply chain, the business process ends with the customer. The goods and services flow from supplier to the end user and thus the business process complete. But with the advancement of SCM, reverse logistics came in to picture. Reverse logistics is the process of moving goods from the final customer to another point. The reason of this type of movement may be: manufacturing returns, commercial returns, warranty or service returns or end of use returns.

Reverse logistics is a part of closed supply chain as depicted in Figure 1.3.

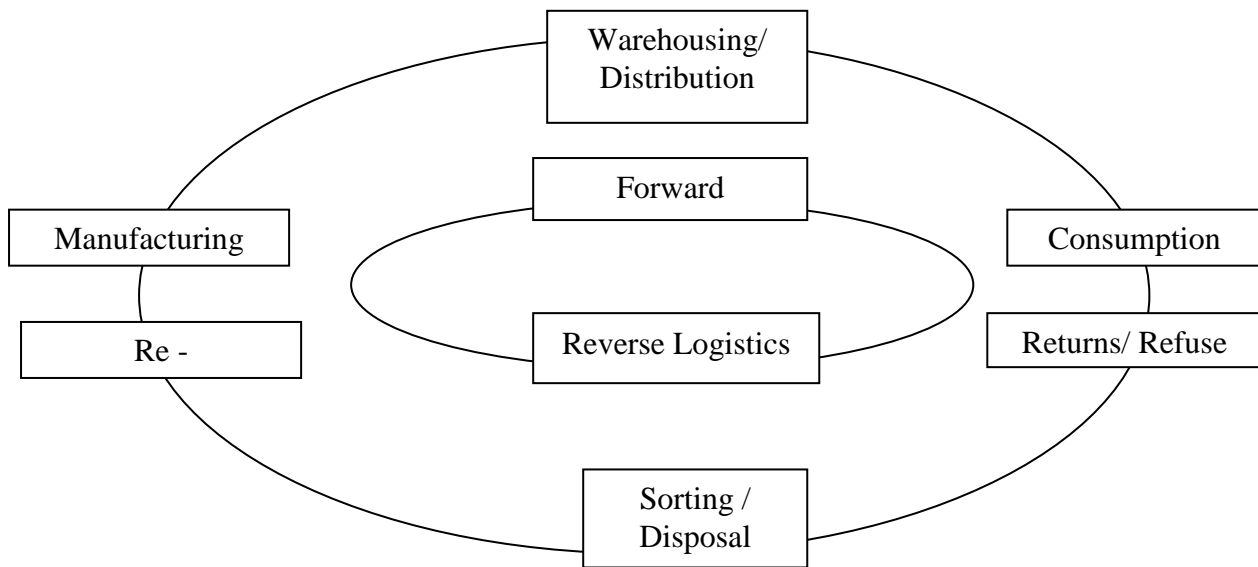


Figure 1.3: Closed Loop Supply Chain

The major objective of reverse logistics is to keep the cost of processing returned / refused materials lower than that of new products in order to keep the business profitable. Web – based applications are being developed that focus on automating and streamlining the process and information flows associated with return management. More Over because of increasing sales through internet has increased the incidence of returns. Thus reverse logistics plays a great role in internet based sales.

- l. Green Supply Chain: Green supply Chain involves the management of materials and resources from suppliers to manufactures dealer, distributors, retailers to customers and back while protecting and conserving the natural environment. Waste elimination, reducing non value added activities will help in protecting the natural ambience. Automation of the processes by using the electronic media reduces the paper work, and eliminates non value added activities involved in filing, storing, maintaining and retrieving documents.
While protecting the environment, eliminating waste is the best policy. Recycling the waste material is help to control the environmental pollution.
- m. Collaborative Strategies: Supply Chain must embark upon a collaborative strategy to manage demand flow and customer satisfaction through technology integration. The recent advancement in field of supply chain management is the use of effective collaboration of different technologies, which strengthens the business operations by lowering the cost and cycle times. Collaboration in business also enhances the logistics function in the supply chain. Transporters are organizing inbound & outbound logistics and thus results in better capacity utilization. Collaboration with third party logistics & fourth party logistics organizations help in enhancing supply chain effectiveness.

In the recent past business organizations have gone through complex vagaries, but with the use of advance supply chain management tools, organizations are getting benefit of competitive advantage and making huge profits. Thus the fact is that SCM advancement is concerned with

ensuring the right item needed for consumption or production to the right place at the right time and in the right condition at the right cost.

3. Case Studies: The aim to present the case studies here is to acknowledge the worth of advance SCM tools behind the success of business organizations.

a. Apple's SCM: Apple Inc. is an American multinational company headquartered in Cupertino, California, that designs, develops, and sells electronics, computer software, and online services. Apple has long been highly regarded for its innovative products, which combine advance functionality, exceptional user experience and attention to detail in design. Cutting –edge products typically require innovative approaches to manufacturing, and apple is widely considered an industry leader in this arena.

Apple took steps early on to manage its global supply chain and the suppliers with in it. Steve Jobs invited the Tim Cook to help to improve Apple's Supply Chain in 1998. Jobs told Cook that he visited many manufacturing companies in Japan and he would like Cook to implement the JIT system for Apple. Jobs believed that Apple' supply chain was too complex then both of them reduced the number of product availability and created 4 products segment, reduced on hand inventory and moved the assembling activities to Asia so they could focus on developing the breathtaking products that people wanted to buy.

The company established a formalized list of exceptions for suppliers and quickly moved on to creating exclusively agreements in exchange for volume guarantees. Overtime the company has developed relationship with suppliers, which has helped Apple quickly scale operations to customer demand for existing and new products. Working with its supply chain partners, Apple helped developed new manufacturing processes, some of which have been the subject of patents filed by the company.

In addition, the company has used its deep pockets to ensure adequate production capacity by placing high volume pre-orders with suppliers. This has also had the effect of preventing competitors from gaining access to the same manufacturing resources.

Outsourcing has also provided Apple with advantages. Apple also diversifies product assembly companies as part of process improvements. Apple has been also moved toward more manufacturing partners for the iphone 6 and watch as it's looking to reduce the risk of shortages and other vendor issues that could slow down or stop production. In its diversification pursuits, Apple has added two companies based in Taiwan. Winstron Corp was selected as the iphone assembler and Compal Electronics was to chosen to build ipads.

Apple is a perfect example of a well-managed SCM. The brand image is the result of the perfect SCM strategy used.

Key SCM Strategies- Right Product, Relationship Management, Outsourcing, Use of right combination of Brand Strategy as well as diversification.

b. Nokia : Nokia Corporation is a Finland based organization founded in 1865 headquartered in Espoo, Finland. Nokia has revolutionized the telecom business and it used to be market leader once. Nokia overtook Motorola in 1998 to take the pinnacle of biggest phone manufacture of the world. Nokia was market leader till 2008 but failed to perceive the future and now Nokia telecom business is already acquired by Microsoft. There are several reasons behind the downfall of Nokia telecom business (Mobile Phones).

The basic reason was Nokia either could not understand the most important link of SCM i.e. customer or deliberately ignored the customer. Their response to the market was miserably slow. They did not embrace the shift in consumer preferences.

Nokia's Operating system lead to ultimate collapse as Nokia's major focus was on hardware and they fail to appreciate the significant of software that supports the mobile. Their Operating system Symbian 60 series had tough competition with Apple iOS & Android.

They did not take the right decision on time, the market research and development team did not do the required task. When the market is having superior OS that time also Nokia was focusing on Windows phone which was having lack of application that's why Nokia Lumia could not create the magic. In fact the launch timing of Asha series was not correct, although the model was promising but could do the needful.

Nokia did not access timely their competition (Samsung, Apple) and did not do their proper SWOT analysis; they too much realized on Economies of scale and ignored the customer needs and wants. They did not focus on innovation and stiff competition also.

Nokia is a very relevant example of SCM importance and presented a message to the world that if the right SCM strategies will not be followed, the market leader can also be vanished.

Key Mistakes done in SCM Strategies- Less customer focus, Lack of Innovations, Ignorance of technology, Default in R&D.

C. Patanjali Ayurved Limited – Patanjali is an Indian FMCG Co., located in Haridwar , Uttarakhand , manufactures herbal products in every segment of FMCG. Balakrishna established PatanjaliAyurved in 2006 with Baba Ramdev. Patanjali is a fastest growing FMCG company. A successful entrepreneur believes in connecting the people and leveraging the personality for the brand, as Steve Jobs was synonyms with Apple and Richard Branson with Virgin group, similarly Baba Ramdev with Patanjali.

There are certain crucial factors are behind the success of Patanjali-

The foremost is better consumer recognition. In the beginning itself, around 1 lakh free yoga classes were organized to tell people the importance of herbal products by Baba Ramdev. Which gave word of mouth publicity to the company and thus the requirement for costly advertisement became not much of use. So only a tiny fraction of the total budget was spent on mass media and advertisement and great saving was done by the startup organization.

One brand strategy and 100% natural tag did the job correctly. All segment products were categorized under a single umbrella. One product feat gave a way of success to the other products. The name Patanjali is well enough to encourage the customer to purchase any of its products, be it Biscuit, Soap, Shampoo, Juices or anything else.

Saving in distribution margins (4700 own retail outlets) and low overheads also contributed towards the rapid growth.

Patanjali hires the hard core expert in the field, which includes Master of Science, Biology. For every role the selection criteria is well secured. Right people for right role strategy give the paramount quality.

The turnover of the Patanjali Ayurveda Limited was Rs. 1200 cr. in 2013-2014, and it is valued at Rs. 3000 Cr. and even predicted Rs. 5000 Cr. for 2015-2016. The progression of Patanjali proves that right combination of Supply Chain Factors can transform the finances of the companies and create magic.

Key SCM strategies- Focused Logistics, One brand strategy, Right Costing strategies, Right people for right role.

4. Conclusions: The companies which are not transforming with the ongoing technological changes are not going to survive in the changing business world. All case studies demonstrate that supply chain management is truly the strategic initiatives, not merely a cost cutting technique. Leading companies have a very strong customer focus because almost all of initiatives are something to fill the needs of customers. Supply Chain Management is a core strategic competency for the organizations. Managing supply chain means managing across traditional functional areas in the organization and additionally managing relationships with the customers and suppliers. Relationship management is the important pillar of supply chain management. It's the prerequisite to the success of every supply chain. And at the end of the day, it comes down to the quality of supply chain people, who analyze, improve and control supply chain operations.

Businesses are passing through the competitive environment and the transformation is a continuous process. As the changes are continues same way the technology advancement process is also continual endless. The only need is to identify the changing prerequisites of your customer and create the supply chain strategy after consideration of the focal point i.e. your ultimate customers. There is no point to stick to your repetitive working style. Obsolete technology should be supplanted and advance tools should be embraced for the growth.

There is a lot of opportunity still exist in the business's supply chain. Still companies are struggling to eliminate the waste and losses. The most prominent examples are Small scale industries, who are suffering from sickness and getting shut down. The production level of these SME's is very low. Although they employ 40 % of Indian work force, they only contribute 17 % of the Indian GDP. Sickness in the SME sector is a big issue.

Despite the capability to grow, SME's are facing number of issues, which can be clubbed and named as Supply Chain Inefficiencies. SME's face a wide range of problems, which include lack of IT support, coordination between the linkages, high operational cost, lack of planning tools, inventory mismatch, delayed delivery time, lack of tracking of processes. To survive and compete in International market, SME's require efficient as well as responsive supply chain.

The adoption of SCM is not up to the level, and a lot of work needs to be done. The advance technologies should not be restricted to the books, publications, or classrooms. The necessity of era is the transformations from theoretical SCM approach to the practical SCM approach same as the traditional SCM to modern SCM.

The modern supply chain solution will completely integrate with multi plant planning and scheduling and provide the ability for both centralized and collaborative planning and scheduling. This will enable SCM to exceed beyond the boundaries of a single corporation and will feature Total SCM elucidation, which will address in a single solution the requirements of large manufacturers as well as those of mid-tier and small manufacturers.

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“THE STUDY OF TALENT MANAGEMENT SYSTEM IN PRIVATE SECTOR BANK OF NAGPUR REGION.”

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Abstract

Human resource management play s an important role in the efficient and effective functioning of Bank and talent management is one of the important aspect of HRM. It is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic work force planning. A talent-management strategy needs to link to business strategy to make sense.

Hence, it is apparent that the research efforts should be directed towards perspective of talent management and scope for improving the talent management practices in private sector bank for their betterment.

Introduction

Banks play very important role in the economic life of the nation. The health of the economy is closely related to the soundness of its banking system. Although banks create no new wealth but their borrowing, lending and related activities facilitate the process of production, distribution, exchange and consumption of wealth. In this way they become very effective partners in the process of economic development. Today, modern banks are very useful for the utilization of the resources of the country. The banks are mobilizing the savings of the people for the investment purposes. The savings are encouraged and saving rate increases. If there would be no banks then a great portion of a capital of the country would remain idle.

Banking is now an essential part of our economic system. Modern trade and commerce would almost be impossible without the availability of suitable banking services. Banks are one of the oldest financial intermediaries in the financial system. They play an important role in the mobilization of deposits and disbursement of credit to various sectors of the economy. The banking sector acts as a catalyst and goes between for the saving class on the one hand and investing public on the other, thereby facilitating efficient allocation of financial resources according to the plan priorities / market forces in the liberalized environment. They are not necessarily an engine of growth and they do not have to. Rather it has to be the fuel injection system - mobilizing savings and pumping them into investment engine - the more efficiently, the better.' The banking system is the most trusted segment of the financial system accepted across the world by all cultures.

The HR department plays an important role in the efficient and effective functioning in Bank. It acts as specialist; as a facilitator; as a change agent; and as a controller. Each of these roles are discussed in detail below .As a controller it acts as a bridge between the employees and the management. It is the responsibility of the HR department to advise the management, including the top management on various people –related issues. It is also their responsibility to conveying the expectations and demands of the employees to the management.

HR department facilitates the design and implementation of many developmental activities like training, management development and performance appraisal. The line managers expect this support and assistance from the HR department and it has to take the initiative in preparing the organization and its employees to face new challenges successfully. To act as a change agent, the HR professional should have adequate knowledge of the business, the markets, the competitors and the economy. Organizational viability, adaptability and development depend on human resource development. It is the responsibility of the HR department to ensure the compliance to various laws and regulations that govern the business within the legal framework. A strong and effective HR department plays inactive role in developing the values of the organization and framing its policies. It assumes a monitoring and controlling role when it has to ensure compliance to employment laws and regulations and to the values and philosophy of the organization.

Human Resource Management in Changing Economic Environment:

The business environment has become very fluid and turbulent in the recent times. This is especially true in the India context, after the economy has opened up to the global challenge, the markets have become very competitive and businesses have been forced to become more service-oriented. In this scenario, it is a very challenging task to attract, mould, develop and retain (or retrench) valuable human resources.

Talent Management:

Talent management refers to the anticipation of required human capital for an organization and the planning to meet those needs. The field increased in popularity after McKinsey's 1997 research and the 2001 book on *The War for Talent*. Talent management in this context does not refer to the management of entertainers.

Talent management is the science of using strategic human resource planning to improve business value and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management as well as strategic work force planning. A talent-management strategy needs to link to business strategy to make sense.

Current Application of Talent Management:

In adverse economic conditions, bank feel the need to cut expenses. This should be the ideal environment to execute a talent management system as a means of optimizing the performance of each employee and the organization. Selection offers are large return on investments. Job analysis and assessment validation help enhance the predictive power of selection tools. However, within many companies the concept of human capital management has just begun to develop. With more companies in the process of deepening their global footprints, more questions have been asked about new strategies and products, but very few on the kind of leadership structure that will bring them success in their globalization process. "In fact, only 5 percent of organizations say they have a clear talent management strategy and operational programs in place today."

Research Methodology

The researcher has adopted analytical, descriptive and comparative methodology for this report; reliance has been placed on books, journals, newspapers and online databases and on the views of writers in the discipline of Competition law.

Aim & objective

- To identify the feature of human resource development (HRD) practices and talent management in company with the employer brand.
- To study the role of human resource department in talent management in private sector bank

Hypothesis

- The private bank does not focus substantially on the issues pertaining to talent management.
- There is ample scope for improving talent management practices in private sector bank

Significance of this research study:

The HRM is a growing concept. It has tremendous relevance to service sector like banking. Human input is the single largest input that goes in the banking industry. The level of efficiency/production of this input gets reflected in the quality of service offered by banks to its customers, as also in its ultimate growth, productivity and profitability. Hence, the banks today lay great stress on HRM functions. The importance of talent management to strategic success, in order to identify the challenges in building talent power and to explore how to overcome those challenges.

The study area of present study is Nagpur region of Maharashtra are considered as the universe of the study. In view of the objectives of the study total 38 bank branches were selected for the study. However, in all data was obtained from 106 respondents working in 34 branches Bank.

The present study followed a combination of descriptive and exploratory research design. Descriptive research includes surveys and fact-finding enquiries of different kinds. In this study the perception of people working in private sector Bank with respect the Talent Management was studied through the descriptive research. For this purpose, the views of people working in the Bank were recorded and systematically analysed. This is presented below in tables and graphical form.

Table No. 1: The talent management initiatives in Bank are realistic

	No. of Respondents	Percent
Strongly Agree	4	3.8
Agree	20	18.9
Can't Say	12	11.3
Disagree	42	39.6
Strongly Disagree	28	26.4
Total	106	100.0

Table 1 shows result obtained from employees regarding talent management initiatives in bank are realistic. The result indicates that 3.8% and 18.9% strongly agree and agree respectively. In addition, 11.3% employee can't say anything. In addition to this 39.6% and 26.4% employees are disagree and strongly disagree respectively. Hence, it is evident from the above information that the private sector bank does not focus on the proper implementation of Talent management system. Hence hypothesis one is accepted.

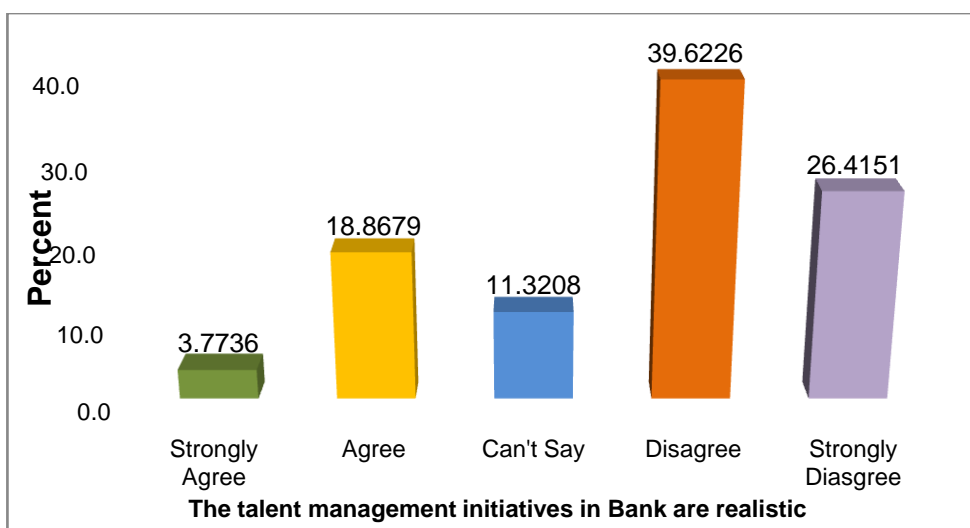
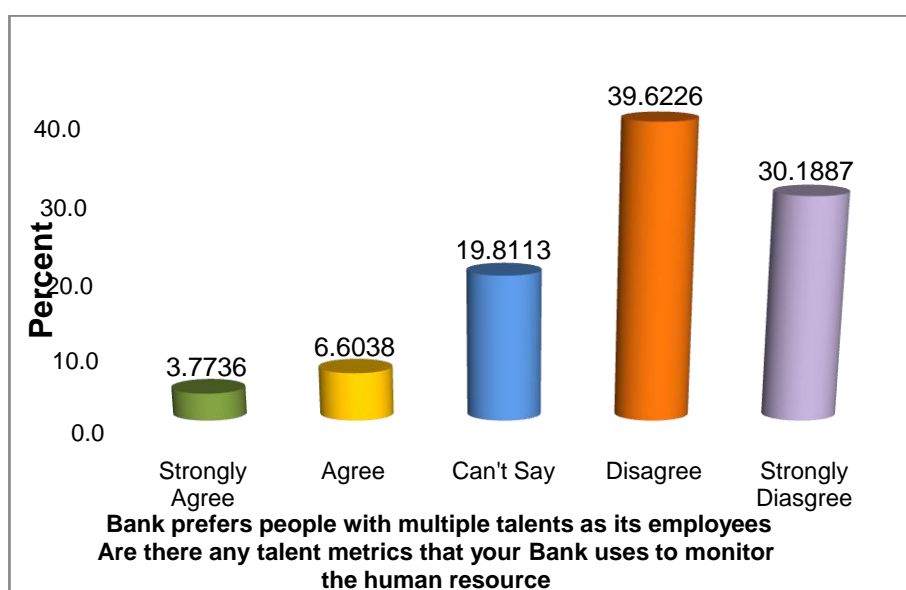


Table No.2:Private sector Bank prefers people with multiple talents as its employees Are there any talent metrics that your Bank uses to monitor the human resource.

	No. of Respondents	Percent
Strongly Agree	4	3.8
Agree	7	6.6
Can't Say	21	19.8
Disagree	42	39.6
Strongly Disagree	32	30.2
Total	106	100.0

Table 1 describes result obtained from the employees regarding their perception about talent metrics that bank used to monitor human resource. The results indicate that 3.8% and 6.6% employees are strongly agree and agree respectively. In addition, 19.8% cant cannot say In addition to this 39.6% and 30.2% employees are disagree and strongly disagree respectively. Hence, it is evident from the above information that there is no any talent metrics used to monitor the human resource. Hence second hypothesis is accepted.



Conclusion

The issue with private sector bank that their organizations put tremendous effort into attracting employees to their company, but spend little time into retaining and developing talent. A talent management system must be worked into the business strategy and implemented in daily processes throughout the company as a whole. It cannot be left solely to the human resources department to attract and retain employees, but rather must be practiced at all levels of the organization. The business strategy must include responsibilities for line managers to develop the skills of their immediate subordinates. Divisions within the company should be openly sharing information with other departments in order for employees to gain knowledge of the overall organizational objectives.

Hence, It is concluded that private sector bank do not have proper talent management system and policies and practices pertaining to talent management.

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USE OF INTERNET & SOCIAL MEDIA BY DOCTORS IN THEIR PRACTISES

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1.1 Abstract :

Social media is an umbrella term that defines online technology and practices used to share opinion, insights, experience and perspectives. Social media are low cost marketing tools that help in facilitating the building of networks, instant dissemination of information and thus encouraging trust and confidence of public. It can take many forms like text, images, audio and video. There are six different types of social media: collaborative projects (e.g., Wikipedia), blogs and micro blogs (e.g., Twitter), content communities (e.g., YouTube, Flickr), social networking sites (e.g., Facebook, MySpace), virtual game worlds (e.g., World of War craft). Based on this classification, extensive literature search was done from a range of sources like journals, books and internet websites of relevant disciplines, including public health organizations, hospitals and case studies prepared on each type exploring the use of social media in health promotion. The objective is to explain the use of social media marketing in health promotion and education and discuss various interventions done, using social media marketing tools in promoting public health. Finally, it is discussed like every coin has two sides, social media provides large opportunity for health promotion in the public health community, enabling public health professionals to reach out far and wide and directly to the public on multiple public health issues and at the same time its cautious use is imperative to prevent colossal damage.

1.2 Introduction :

Health care is the diagnosis, treatment, and prevention of disease, illness, injury, and other physical and mental impairments in humans.

World Health Organization's (WHO's) definition of "health" -

"Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity."

The ultimate goal of primary health care is better health for all WHO has identified five key elements to achieving that goal-

- Reducing exclusion and social disparities in health
- Organizing health services around people's needs and expectations

Social media:

Social media is the process of people using online tools and platforms to share content and information. It is drastically changing the way we communicate and you should not underestimate its ability to work for or against your organization. It's an integral tool for marketing and customer service relations in any industry, so social media in healthcare is no different

INTERNET - The Internet has revolutionized health information seeking in particular. Use of the Internet for health information seeking is widespread and growing, and such use often both precedes

and follows medical visits However, uneven uptake of new technologies raises equity concerns. However, now a days the use of mobile Internet platforms is greater among people

The popular social media channels including:

- Your own blog
 - Facebook
 - YouTube
 - Twitter
 - Google+
 - LinkedIn
- Computer-delivered intervention improves knowledge, attitudes, intentions, health behaviors and general health maintenance, social support, quality of life, and self-efficacy, across a variety of health domains. Media formats may range from CD-Rom, USB stick, intranet, pedometers, websites, online support groups, instant messaging, and online chat, to single or multiple media. Implementation forms included experiments with or without control groups, with or without human interaction single or multiple or sequential interventions, shorter or longer duration of the intervention, short-term or long-term impacts, individual or group settings.
- Emails providing strategies, reminders, and links to online resources can complement mass media and workplace health campaigns . A meta-analysis concluded that health outcomes and care processes can be improved through complementing standard care with reminders, monitoring and manage in Podcasts can provide relevant audio information (e.g., social support, persuasive messages, or news items) to motivated audiences at their convenience, and would be especially relevant to low-literacy or non-English speaking audiences.

1.3 objectives of the study :

The study covers the following:

- To study the behavior of doctors towards e-Health Care practices
- To identify the role of e-medicine in India and its trend
- To analysis the contribution of social media in conventional e-Health Care marketing

1.4 methodology of the study :

Sample Universe:- A sample is a subset or some part of a large population. Here in this research Doctors in Amravati City is a universe.

Sampling Units:-The sampling unit is the basic unit containing the elements of the population to be sampled. Here the sampling unit is the Doctors in Amravati city.

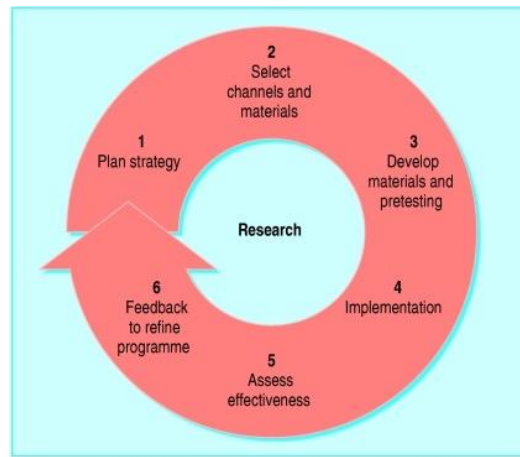
Sample Technique:- Random Sampling Technique was conducted for this research.

Sample size: - Total sample of 100 Doctors of Amravati city was selected for purpose of research.

1.5 An overview of social media in healthcare :

Social marketing applies commercial marketing strategies to promote public health. Social marketing is effective on a population level, and healthcare providers can contribute to its effectiveness .Communication channels for health information have changed greatly in recent years.

One-way dissemination of information has given way to a multimodal transactional model of communication. Social marketers face challenges such as increased numbers and types of health issues competing for the public's attention; limitations on people's time; and increased numbers and types of communication channels, including the internet. A multimodal approach is the most effective way to reach audiences about health issues.



Social marketing wheel

Figure 1 summarizes the basic elements or stages of social marketing. The six basic stages are: developing plans and strategies using behavioral theory; selecting communication channels and materials based on the required behavioral change and knowledge of the target audience; developing and pretesting materials, typically using qualitative methods; implementing the communication program or “campaign”; assessing effectiveness in terms of exposure and awareness of the audience, reactions to messages, and behavioral outcomes and refining the materials for future communications.

The marketing of medication has a long history. The sale of miracle cures, many with little real potency, has always been common. Marketing of legitimate non-prescription medications, such as pain relievers or allergy medicine, has also long been practiced, although, until recently, mass marketing of prescription medications has been rare. It was long believed that since doctors made the selection of drugs, mass marketing was a waste of resources; specific ads targeting the medical profession were thought to be cheaper and just as effective. This would involve ads in professional journals and visits by sales staff to doctor’s offices and hospitals.

Mobile Devices are Transforming Healthcare-

Mobile technology has expanded dramatically around the world. Along with 3G and 4G, these advances have had a huge impact on many walks of life. The utilization of smart phones and tablets has transformed communications, commerce, and entertainment, among other fields. Their emergence has improved service delivery, empowered consumers, businesses, and entrepreneurs, and changed the way in which people access information and make transactions.

The Rise of m-Health Initiatives-

There has been an explosion of mHealth activities around the world. A 2011 global survey of 114 nations undertaken by the World Health Organization found that mHealth initiatives have been established in many countries, but there is variation in adoption levels. The most common activity was the creation of health call centers, which respond to patient inquiries. This was followed by using

SMS for appointment reminders, using telemedicine, accessing patient records, measuring treatment compliance, raising health awareness, monitoring patients, and physician decision support. Mobile technology has the potential to help with this and communications problems. Patients no longer need to visit doctors' offices to be reminded to take their medicine. They can get personal reminders via e-mail, automated phone calls, or text messages. Text4Baby is a mobile application for pregnant women. It sends text messages in English and Spanish on how to handle various stages of pregnancy and problems that come up. This site has signed up 281,000 new mothers in the United States.

The popularity of Apple's iPad tablet has spawned a number of popular medical applications for mobile devices. Among its most widely-used apps are ones by Airstrip Cardiology that enable physicians to view electrocardiograms, an app by 3D4Medical.com called Skeletal System which shows the human bone system, Orca Health's Eye Decide MD which has optometric information, and MIM Software's Mobile MIM, which shows various types of medical imaging.²⁰

Overall, the Apple iTunes store has over 12,000 apps related to health care and it is estimated that there are over 40,000 mobile health applications across multiple platforms and that 247 million people have downloaded a health app.

Chapter II

Research methodology

Introduction

Research is the organized way of collecting facts & analyzing them in the form of numerical data relevant to formulating problem & thus arriving at a certain conclusion over problem based on the collected data.

It can be defined as, "the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting facts or data, analyzing the facts & reaching certain conclusions either in the form of solutions towards the concerned problem or in certain generalizations for the theoretical formulation."

Research Methodology involves activities designed to achieve research objectives. In order to ensure that appropriate information is collected, a detailed research plan must be developed.

Research design

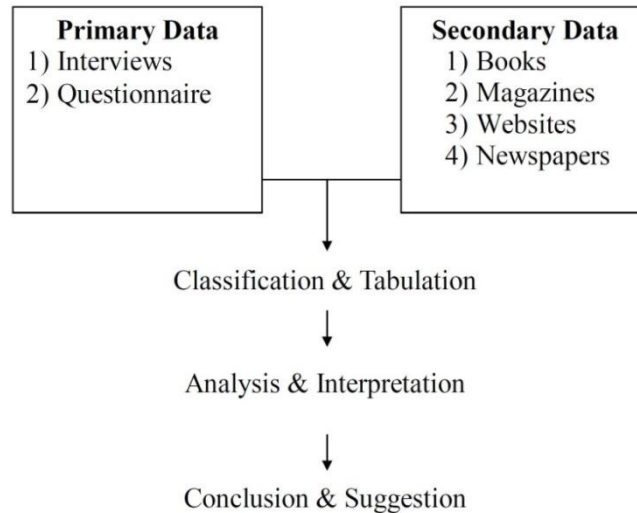
Once the problem is defined the next step is the research design. The research design is the basic framework, which provides guidelines for the rest of research process. It is a map or blueprint according to which the research is to be conducted.

Sources of data collection

Data means information which is required in the research. There are two types of data sources:

Research process

It is the plan structure and strategy of investigation conceived so as to obtain answers to research questions and research process is the specification of methods and procedures for acquiring the information needed.



Collection of data

Data means information which is required in the research. There are two types of data sources:

a) Primary data:-

Data means information which is required in any research to reach into the result and the data collected through the questionnaire, interview, and survey.

b) Secondary data:-

Data are those which have been already collected through someone else and which has been part through statistical process. For study the secondary data is collected through journal, books, and websites.

c) Sampling technique –

Under the study non probable convenient smapling technique will be consider as sampling technique

d) Universe-

For carrying this research the researcher consider Amravati city as a universe

e) Sample unit-

For carrying this research sample unit will researcher consider doctors in Amravati city as a sample unit.

f) Sample size

Sample size considered as 100 respondents from the universe

g) Sampling Techniques

For the selection of samples in any of the research the researcher has to have a proper technique by means of which can he get the fruitful result. So, for this research the sampling techniques will be “convenience sampling”

Limitations of the study

1. The study is limited to Doctors of Amravati city only.
2. The period of study is limited i.e. 3 months
3. At time, certain respondents may not be co-operative; conclusion made on this basis cannot be applied at major level

Data analysis:

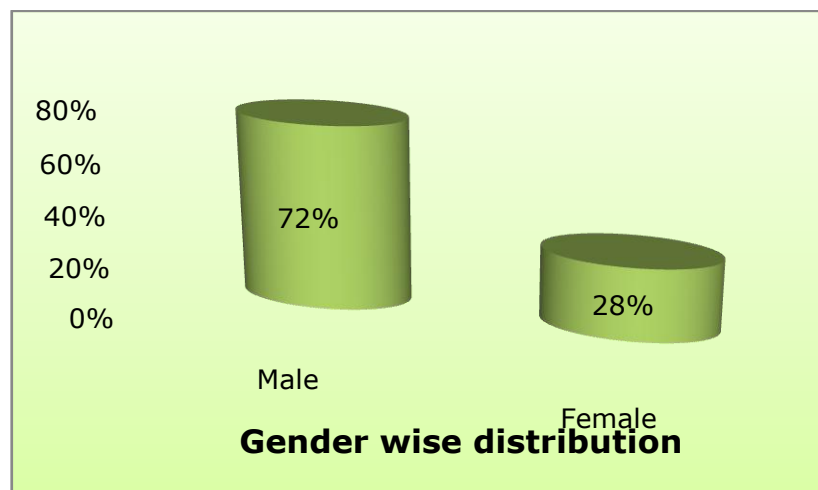
Social marketers utilize research throughout the planning, development, implementation and evaluation phases of the program; social marketing is a process of continuous development and testing. Many of the tools used to develop social marketing programs--focus groups, consumer marketing databases, intercept surveys--have their origins in the field of commercial market research, and are based on "what works" for gathering various types of needed data. Social marketing relies upon consumer-focused research to learn as much about the target audience as possible by looking at their lives from many different angles--both quantitatively as part of a larger group and qualitatively to investigate individual attitudes, reactions, behaviors and preferences.

1. The table given below shows Gender wise distribution.

Table No.4.1

Sr. No.	Gender	No. of respondent	Percentage (%)
1	Male	43	71.66
2	Female	17	28.33
	Total	60	100%

Graph: 4.1



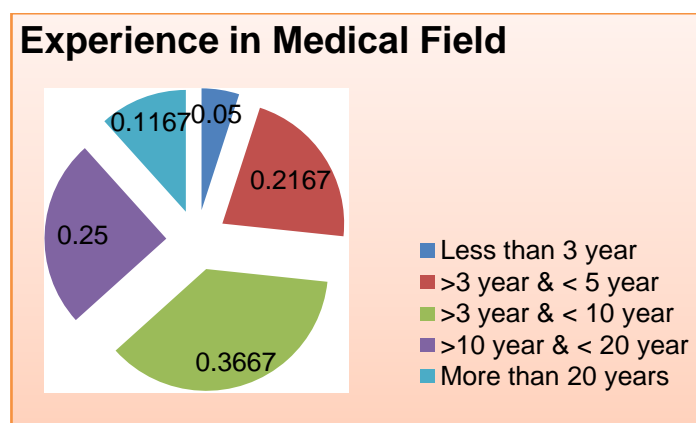
Source Primary Data- **Interpretation** – It is observed that there are 71.66% of male respondent doctors and remaining 28.33% are female respondent doctors. The table given below shows Age wise distribution.

4. The table given below shows Experience in medical field wise distribution.

Table No.4.2

Sr. No.	Experience	No. of respondent	Percentage (5)
1	Less than 3 year	3	5.00%
2	>3 year &< 5 year	13	21.67%
3	>3 year &< 10 year	22	36.67%
4	>10 year &< 20 year	15	25.00%
5	More than 20 years	7	11.67%
	Total	60	100.00%

Graph: 4.3



(Source Primary Data)

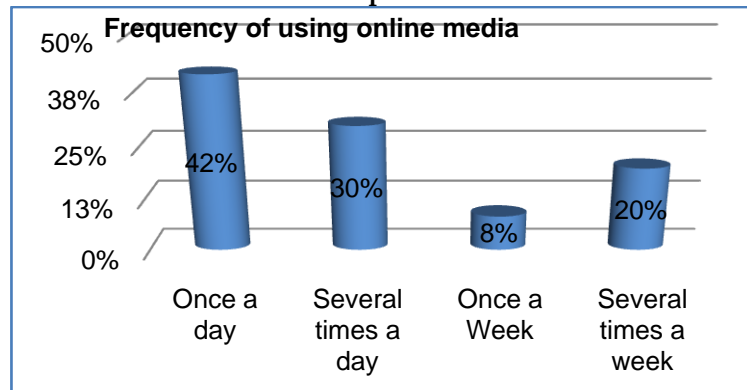
Interpretation – It is observed that the experience of most of the respondent doctors in medical field for >3 year &<10 year are 36.67% and experience of respondent doctor for >10 year &< 20 year are 25% and >3 year &< 5 year are 21.67% and remaining experience of respondent doctors for more than 20 year and less than 3 year are 11.67% & 5% respectively.

5. The table given below shows Frequency of doctors using online media

Table No.4.4

Sr. No.	Frequency	No. of respondent	Percentage (5)
1	Once a day	25	41.67%
2	Several times a day	18	30.00%
3	Once a Week	5	8.33%
4	Several times a week	12	20.00%
	Total	60	100.00%

Graph: 4.5



(Source Primary Data)**Interpretation** –From above data it is found that most of respondent doctors use online media once a day i.e.41.67% and some uses several times a day i.e. 30% and uses several times in a week are 20% and few doctor uses once a week i.e. 8.33%. The table given below shows following online media that doctors currently use.)

Drawbacks to Social Media in Healthcare

- **Privacy Concerns:** Violating HIPAA privacy policies can result in stiff penalties. As such, the same open nature that makes social media appealing also increases concerns for healthcare organizations. There is little in the way of advice on the matter, and healthcare organizations have been shy with advancing social media policies of their own.
- **Lack of Training in Collaborative Technologies:** Many are intimidated by the rapid pace of social media, and doctors are no exception

Conclusion

This study examines the relationship between social media sites used for collecting information on prescription drugs and awareness

- Social marketing is an effective way to change health behavior in many areas of health risk.
- Doctors can reinforce the messages during their direct and indirect contact with patients.
- It also studies the impact of demographic factors like gender, qualification, occupation, income and age on consumer satisfaction with social media based direct to consumer advertising (DTCA).
- It is found that mobile devices improve worker productivity in four ways: 1) reducing unproductive travel time, 2) improving logistics, 3) enabling faster decision-making, and 4) empower small businesses and improving communications.
- These applications make doctors more efficient because they don't have to be in the physical presence of a patient to judge his or her condition.
- Digital technology allows people to overcome the limitations of geography in health care and access information at a distance.
- This makes possible for patients to get a second opinion without visiting another physician by sending that person relevant medical tests.
- If a personal conference is required, doctors can use video conferencing to speak to patients located in another city or state

CONSUMER ORIENTATION TOWARDS ONLINE MARKETS: A STUDY OF FACTORS INFLUENCING ONLINE BUYING BEHAVIOR

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Abstract

E-business has given a new platform to budding entrepreneurs to conduct business. Online retailers provide convenience and an experience to buyers in the new era of internet. There are various factors that influence the consumers to buy products or services online. This paper will evaluate the various factors that compel the consumers to buy online rather than the traditional brick and mortar shops. A questionnaire will be prepared and the data will be collected on the basis of responses from the audience. A total of 30 respondents from the Nagpur region between the ages of 25 to 35 years will be taken into consideration. Thus, the data will be collected on primary and secondary information basis.

Key Words: e-commerce, online buying behavior, online shopping, e-business, consumer attitude, consumer behavior

Introduction

E-commerce is the new era in the internet world. Online buying is becoming popular day by day as many online companies have emerged in the market. The online companies provide the customers with ample amount of products and services which are available with one click on their mobile or computers. The traditional "Brick and Mortar" concept is still prevalent but the online buying users are increasing daily. Many new start ups have come up which sell products like electronics, books, clothes, footwear, kitchenware, automobiles, accessories and make up, home decor items, to name a few.

With olx.com coming up with the concept of selling any kind of second hand products; ola and uber are giving quality service experience to customers, individuals are faced with more and more choices. To succeed in this dynamic and complex marketing environment, business have to understand the customer wants and desires. Due to the high usage of internet, customer in today's world is exposed to huge amount of information about the products and services. This has changed the face of the market.

The better the marketers understand their customers; it gives an added advantage to accomplish their organizational goals. Thus to know the online behavior of customers is of crucial importance.

Marketing as defined by Philip Kotler; "Marketing is the art and science of exploring, creating and delivering value to satisfy the needs of the target market at a profit." Marketing plays a major role for any company whether online or the traditional mortar and brick one. Marketing aims at satisfying the needs and wants of customers by offering various products and services. The unmet needs of customers create opportunities in the market. The marketer by providing goods and services upgrades the standard of the society. Marketers create creative solutions to consumers needs and this gives a level of satisfaction to them. Digital marketing has given new dimensions to marketers. It is a

form of direct marketing; where through websites marketers give advantage to the consumers to research about the product and avail the facilities. Due to many websites presently operating the consumers are given a no of choices of products and also price range to choose from, making the market more competitive than ever.

Consumer behavior as defined by James F Engel, Roger D Blackwell and Paul W Miniard(1990) states that, "Consumer behavior refers to the actions and decision process of people who purchase goods and services for personal consumption." There are a no of questions a marketer needs to answer before launching their product in the online market. A consumer uses his resources like time and money for getting information for any particular product or service. Hence the online behavior of consumers is a subject of study.

Literature Review

The Indian online users and market is on a rise. According to Morgan Stanley the Indian market will grow the fastest in the next 3 years. The greater the internet penetration in the market the greater will be the users for online shopping. It is estimated that the Indian online market in 2020 will be \$119 million. Mobile companies are offering various internet packages with low rates which enable the customers to use it to the maximum. According to Goldman Sachs in 2014 one in every 5 Indian had a smart phone and in merely six months the no grew to become one in every 4. Thus, the prospects of the e-business look very good for India, and it is estimated that by 2030 India will be fully digitalized. According to the Financial Express, The Telecom Authority of India (TRAI) has given permission to increase the validity of internet packs from 90 days to a total of 365 days. The Nasscom report said that India being the second largest internet market will continue to show growth the fastest and 75% of the new users will be from the rural areas.

There are various sites which provide the consumers an ease to shop; and if quality products are provided to the customers they eventually built trust with the company. Trusting the products and the services provided by the e commerce business has greatly developed this B2C business in the past decade. Another Jewel in the crown is that, Jeff Bezos, the founder of Amazon.com, announced an additional investment of \$3 billion in India this year (2016), so it takes its investment to \$5billion. Amazon has also recently launched research app for car buyers, where they get information about the cars they have and can get accessories. Also one can give information about the car they own on 'Amazon garage' which is an extension of pre existing 'Amazon Automotive'.

E-shopping has brought new experience to customers; Snapdeal has launched seven different regional language versions of its website. It also claims that more than 60% of its sales come from outside big cities in India. Thus these companies are becoming more and more customized so that people find ease to connect with them.

Internet is thus no more a niche technology in India. Due to the growing use of internet and cyber cafes in every nook and corner not only the urban but also the rural market is growing. People find it convenient to get information about the product and then buy them at just one click. Companies which are purely click is a growing trend for entrepreneurs; the companies which are working on traditional brick concept are also putting their business online so that people are aware about it also find it easy to view their offers and discounts if any.

Companies also give tracking information via sms and emails making it easier for consumers to know exactly when and where the product is and also when will it get delivered to its destination. It gives consumers an idea if they wish to keep cash ready for COD (cash on delivery) and somebody to receive the parcel.

Research Methodology

The paper is based on primary data collected for 30 respondents across Nagpur region. Non probability convenient sampling is used and is mainly done through questionnaires prepared and sent through emails.

Secondary data is collected from various websites and journals and books.

Data Analysis

Primary data is collected from respondents across Nagpur region. The age of the respondents is between 25 to 35 years taking into consideration the young population of India.

The 60% of the respondents were female while 40% male. 50% of the respondents were between the age of 30 to 35 years and the rest of the respondents are between the age of 25 to 29 years.

According to the primary data collected, at least 94% of people are using the internet services on their mobiles and about 6% on their computers.

Out of the total respondents surveyed for obtaining the data, 78% of the people buy online products via internet shopping.

The frequency of shopping online was tested, and found that 25% people are frequent buyers. Maximum no of people prefer to buy products monthly (44%) and 6% do the shopping on a monthly basis. The rest of the consumers shop online at least, once in every 6 months.

The services and products that people buy online range from electronics to everyday products like vegetable. While none of the respondents have bought vegetables and fruits, maximum people shop for clothes online. This question gave multiple choices to respondents out of which 60% showed an inclination to buy clothes online. Also 6% inclination was towards home decor, accessories and medicines. Very few of the respondents use the taxi services and buy furniture from the online market.

The satisfaction level of the consumers is also high. Out of the total respondents, at least 80% of the people are satisfied by the products that they buy online.

Talking about the factors that enable the customers to buy online, convenience and discounts and offers was the most likable factors amounting to 33% each. Also quality of products and time effectiveness amount to 10% each. The other factors which are of lesser importance are the return and exchange, delivery, service quality and range of products. Although all the factors are of importance to customers but convenience and time are of prime importance.

Conclusion

From the above analysis the following conclusions can be drawn:

- As the no of internet users are increasing and the mobile companies having a major role in giving 3G and 4G services, internet has extended in every corner on the city. Due to this people find it easy to download apps and do online shopping. The young India is becoming more and more digitalized.
- The frequency of online shopping is increasing as no of online companies are currently operating in the market. There are many frequent buyers and also people who buy at least one product on a monthly basis from the click companies.

- Consumers who shop online mainly focus on products like clothes and electronics. The market for ordering vegetables and medicines is yet to gear up in Nagpur region.
- Consumers prefer to shop online as they are highly satisfied from the products and services.
- The factors that influence the consumers to buy online are convenience and time effectiveness. The other important factors are easy return and delivery and various discounts and offers.
- Thus it can be said that the buzz of internet buying is prevailing in the market and it will increase exponentially. It will create opportunities for new entrepreneurs and innovators to create new products and services for the consumers.
- The competition in the online market will grow as the technology is revolutionizing and it will take the satisfaction level of the consumers to a new level.

Suggestions

As new companies are entering the market the competition is increasing and the urge to deliver quality services to customers is becoming more and more crucial. Customers are oriented towards companies which provide them a range of products with good quality and which ensures delivery on time.

When competition increases the need for hammering the minds of customers with advertisement also increases. Advertisements lets the consumers know about the products that company is offering and the websites to look for. Like the Myntra.com for example, has become a fashion icon for clothes because the company has advertised it in that particular manner. Amazon is marketing with the punch line “Apni ek dukan” which is giving the customers a sense of belonging.

Recently Snapdeal was in news as they sent 20,845 ‘Happiness Boxes’ to army and navy on the occasion of Independence Day and Raksha Bandhan. This creates a positive image of the company in the minds of the customers.

In the month of February Morgan Stanley published the report that the valuation of Flipkart went down by 4.1%. There can be many reasons behind such a mark down one of them being a slowdown in sales. Recently askme.com had to shut down and lay off employees as the investors were not willing to invest anymore in the company. If innovations are not done continuously in the technology, people soon lose interest in the firm and seek for a new one with better offerings.

Various discounts and offers are given by the company, like Flipkart gives “Sabse saste 4 din” offers to consumers, where prices are slashed down and heavy discounts given. Even companies like Amazon, Snapdeal offer discounts to customers. This promotional activity of the company creates space in the minds of the customers and they turn to the companies even if the discount days are not there.

We all know that brand ambassadors play a major role in increasing the sales of the company. Now even pure click companies are using brand ambassadors for the promotion of their brands. Such activities if carried out, leaves a mark of the company on the audience.

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INNOVATIVE RURAL MARKETING PRACTICES AND STRATEGIES

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Abstract:

Rural India is on the threshold of momentous change. With a population of 790 million 50% of India's income contribution comes from it. Nearly 100 million people have evolved out of poverty in the last 10 years. Rural India will be a market worth USD 500-600 billion by 2020, according to McKinsey report.

The rural market calls for extra efforts to ensure timely supplies, user training and the entire gamut of pre-sale services. Rural markets are characterized with huge potential for marketers, but at the same time pose several challenges to serve them with similar set of marketing mix used in urban settings.

The current paper attempts to discuss the challenges and opportunities in rural markets. It also covers the innovative marketing strategies adopted by key marketers in form of case studies to enhance their brand visibility, goodwill and sales in the mystic rural markets of India

KEYWORDS: Rural, Rural marketing ,Innovative marketing strategies.

1. Introduction:

Things are changing fast now. Thanks to the increasing literacy level and media explosion, people are becoming conscious about their lifestyles and about their rights to live a better life. Brand consciousness is on the rise. This, clubbed with increasing disposable income of rural households, has made the rural consumer more demanding and choosier in his purchase behaviour than ever before. And the dusky village damsel has now learned to pine for a satin rose.

Rural consumption levels are also anticipated to equal current urban levels by 2017. The economy is vibrant, incomes are rising; and the habits, preferences and attitudes are changing rapidly. In view of the large investments made by the government in rural infrastructure pushing income and demand level, the prospects are seen bright for rural India. With empowerment of rural people with education, employment, higher purchasing power, better media exposure, better connectivity with outside world, they provide a massive unexplored pool of consumers. To be successful in the rural market, companies will have to be innovative and sensitive while devising marketing strategies. Traditional urban marketing strategies will have to be localized as per the demands of the rural market.

What is rural?

According to the census of India village with clear surveyed boundaries not having a municipality, corporation or board, with density of population not more than 400/sq.km and with atleast 75 per cent of the male working population engaged in agriculture and allied activities would qualify as rural. According to this definition, there are 6.38,000 villages in the country. Of these, only 0.5 cent has a population above 10,000 and 2 per cent have population between 5,000 and 10,000. Around 50 per cent has a population less than 200.

What is rural marketing?

Rural marketing is a function that manages all activities involved in assessing, stimulating and converting the purchasing power of rural consumers into an effective demand for specific

products and services to the people in rural areas to create satisfaction and a better standard of living. In other words, Rural marketing is a process of developing, pricing, promoting, distributing rural specific goods and services leading to exchanges between urban and rural markets, which satisfies consumer demand and also achieves organizational objectives.

Understanding rural consumers

A complex set of factors influence rural consumers behaviour. Social norms, traditions, caste and social customs have greater influence in consumer behaviour in rural areas than in urban areas. The seasonality of agricultural production influences the seasonality of rural consumers demand. Given the fact that the landless laborers and daily wage earners receive their income in installments, their purchasing is restricted to small quantities of products at a time, mostly on a daily basis or once in two or three days. Purchase decision process and presences also show certain characteristics that are quite significant implications. Exhibitions and road shows act as some of the key triggers for information search behaviour. Opinion leaders and people who are perceived to be knowledgeable play an important role as information providers and advisors.

Challenges of rural marketing:

A marketer trying to market his product or service in the rural areas is faced by many challenges.

- The first challenge is posed by the geographic spread and low population density in the villages in the country.
- The second challenge is from the low purchasing power and limited disposable incomes in these parts of the country.
- The third challenge is from 4A's of rural market i.e. Availability, Affordability, Awareness and Acceptability

1) Availability

It is about making the product reach the consumers and it is the biggest challenge to be face while formulating the strategies for rural markets. It has been acknowledged by many that distribution systems are the most critical component and a barrier which needs to be overcome for success in marketing in rural areas.

2) Affordability

It is to ensure affordability of the products and services. With low disposable incomes, products need to be affordable to rural consumers, most of whom are daily wage-earners.

3) Acceptability

It would include issues needed to be addressed to improve the willingness to consume, distribute or sell a product. It would also include how the product or service could be made more acceptable to the rural consumers.

4) Awareness

It is the issues of promotion in rural areas. The promotional activities needs to be adapted to the village environment; the language and means of communication used should be the local language.

2. Need of innovation for rural market:-

As the competition increases in the rural market there might be the need for competitively priced products that are developed as per the needs of the rural consumers. Non-consumers of yesteryears are entering into the rural market as first time buyers for a large number of products in a large numbers. This calls for shift in management thinking from gross margin to higher profit from high value unit sales to game of high volumes, capital efficiency and from one solution fits all thinking to market innovation.

3. Principles of innovations for rural markets:-

The principles and practices of innovation to be adopted in rural market have to take into consideration: needs, lifestyles and consumer behaviour of the rural population. It is extremely important that the product, pricing, promotion and distribution strategy are not just innovative alone but they must make product value proposition attractive and relevant for rural consumers.

➤ Process innovation:-

Process innovations are critical in rural markets. Innovation must focus on building a logistics infrastructure, including manufacturing that is in accordance with the prevailing conditions and can deliver solutions in a cost effective manner.

➤ Product innovation:-

Product development must start from a deep understanding of functionality, not just form. Marginal changes to products developed for customers in the towns might not be that effective in rural market. The infrastructure and environment, in which the rural consumers live and work in, demand a rethinking of the functionality a new. Poor consumer's problems cannot be solved with old technologies. New technologies need to be developed to make the product relevant to the rural consumers whose product use environment is very different from urban consumers.

➤ Price innovation:-

Conserving resources is the mantra; the product meant for rural market must eliminate or reduce the various recurring costs and thus should reduce resource intensity. The option of reuse, refill and recycle are critical principles in product development for rural market as they reduce the overall cost of the product. India is a value for money society- while the value may range from a few rupees to millions; the basic instinct remains the same. Market strategies must ensure the prices of the product are reduced either through re-engineering; cost saving in operations, reduction in pack sizes, deletion of frills from the core product, etc. but this reduction I price should not be at the cost of quality and service. Organizations have to focus on price performance of the product.

➤ Promotional innovation:-

Changing demographics and spending profiles present countless opportunities for a creative response by the corporate sector. Promotional campaigns have to be innovative to target the youngsters by engaging them through combination of media options. Promotional campaign such as video mounted on trucks travelling low cost theatrical need to be undertaken for any serious promotional effort in rural areas.

A World Bank study has revealed that nearly two-thirds of India's 120 crore population still live in rural areas. Most of the companies are steadily transforming their rural operations into viable profit centres. They have been devising 'reach strategies' which proved to be instrumental in selling to unsophisticated buyers in geographically dispersed locations.

Industry experts expect the next level of growth to come from smaller towns. India's rural population, accounting for about 12 per cent of the world's population, presents a huge, untapped market. Brands cannot afford to disregard vast opportunities rural India offers, taking into consideration the population density in such areas.

Almost 67 per cent of companies in India are expanding their presence in tier IV cities, says a study by Accenture, 'Masters of Rural Markets: Profitably Selling to India's Rural Consumers'. Since 2000, gross domestic product (GDP) has grown faster in rural India than in urban (at a 6.2 per cent compounded annual growth rate [CAGR] as against 4.7 per cent). The study revealed that between 2010 and 2012, spending in rural India was Rs. 3, 73, 566 crore (US\$ 68.05 billion), while urban consumers spent Rs. 2, 97, 770 crore (US\$ 54.25 billion). Improving business environment, better infrastructure and the growing number of consumers with higher disposable income are certain factors that are driving Indian rural markets.

4. Innovative approaches to research tools:-

1) Participatory rural appraisal (pra)

- a) PRA is a Data collection technique in rural market that gets the participants of the research process (respondents) to be actively involved in the research.
- b) PRA is a set of approaches and methods to enable rural people to share enhance and analyze their knowledge of life and conditions, to plan and to act. Therefore, it arouses the curiosity and interest of people and they voluntarily and eagerly get involved in the process and they enjoy sharing and analyzing about themselves.
- c) PRA involves local people and outsiders from different sectors and disciplines. Outsiders facilitate local people in analyzing information, practicing critical self-awareness, taking responsibility and sharing knowledge of life and conditions to plan and to act.

2. Case studies

(I) business modelling research-

- a) **Challenge/Problem:** A major global pharma company wants to enter the Indian BoP market with its quality nutrition and medicinal products. The challenge was to deal with unorganized private sector health service provider and government in rural India.
- b) **Approach:** Conducted a research study
 - (1) To assess the health seeking behaviour of patients for both preventive and curative ailments.
 - (2) To study the health service providers, doctors, diagnostic centres and chemist stores for the quality of services
 - (3) To design a business model for 'last mile health care delivery' to enable quality treatment for serious ailments like tuberculosis and availability of quality medicines
- c) **Expected Results/Solution can be similar to the following example:**

Example: Arogya Parivar, the BoP marketing model for Novartis, is now implemented across 138 districts reaching out to 12 million people in India.

 - Treats more than 12,000 tuberculosis patients.
 - Women and children have benefited from nutritional products like calcium and iron.

(II) Segmentation research:-

(a) Challenge/Problem: Institutional rural financing has been restricted largely to primary lending for agriculture or under development schemes of Government of India. an NBFC, saw an unmet demand in small lending business and wanted to understand how to best address this need

(b)Approach:

1. Conduct an exploratory study to identify different occupation profiles and clustering them into potential segments - farmers, traders, businessmen, artisans and salaried people.
2. Study their financial behaviour including perception of money lenders, problems faced with documentation, collaterals and procedural issues in borrowing from banks.

(c) Expected Results/Solution: The study would help the company in identifying potential consumer segments and understanding their financial needs at different times of the year. The insights can be used to design appropriate product offerings for the target segment.

(III) value chain analysis:-

(a) Challenge/Problem conducted the research to understand the value chain of seven crops. The challenge was to identify and add value in the chain such that efficiencies are improved along with improving quality of accessing commodity and trading from farm to agri-market .

(b) Approach: The research study needs to be conducted to understand the value chain of the selected crops produced in different states and sold in agricultural terminal markets

- Study the farmers' post harvest behaviour towards warehousing/ cold storage of their produce
- Study the market infrastructure in terms of warehousing/cold storage, transportation, finance, packaging, food processing etc.

(c) Expected Results/Solution

- Identify the pain points in the value chain both at the producer level and in the market Discuss need gaps with the stakeholders and opportunity for intervention by the client were identified.
- Design strategies to enhance participation of farmers and traders in online commodity trading.

5. Innovative strategies

Promotional strategy:

- Rural product marketing is emerging as an interesting challenge both for the advertisement fraternity as well as for global organizations commissioning such campaigns. Current promotions of rural products continue to fall back on traditional mass media practices of making use of the broadcast media and using celebrity endorsements. These methods enjoy intermediate success. Mass media campaigns though commonly used, often remain untargeted and do not reach the widest segment of the rural population due to challenges of low literacy, remoteness and low population density across the rural landscape.

- In a country like India, there are roughly 105 million homes with televisions which is about the same as in the United States, but for India, it amounts to only about 50% penetration in the country's households through shared access, compared to 98% penetration for the U. S. A. Mass media also represents a primarily urban and an overarching national sensibility since the national entertainment industry fails to echo local dialectical and cultural variations
- Celebrity endorsements are an equally prominent marketing strategy for telecom products and services. Indosat in Indonesia makes use of the musical band Radja which is a favorite of the youth. Globe Telecom in Philippines uses the singer Sharon Cuneta. These endorsements are most effective with the youth segment but for rural marketing purposes, such endorsements will need to be done more succinctly than just tapping in a celebrity's star status.
- An informational approach is more resonant with rural and low income consumers as they need product information to make the right decision.
- Regionalization and localization of campaigns also help target consumers associate with the product. In order to truly cater to the remotest of consumers, we also observe the emergence of various innovative last mile marketing strategies.
- Organizing 'Dangdut' in Indonesia and 'Jatras' (dramas) in India and Bangladesh, sending trained personnel to the fields directly to interact with the rural consumers, involving Islamic leaders or village heads in utilizing a certain product or service and then using them as spokespersons to make others aware of the benefits of the schemes, arranging monthly lucky draws in village markets or before local banks and taking the help of local self help groups, are all yielding crucial rural marketing success.

Placement strategies

- Product placement in rural Asia emerges as a substantial difficulty due to the widely disseminated nature of rural living. Lack of basic infrastructure like transport, electricity and roads further heighten such difficulty levels. Most rural marketing enterprises find it difficult to find their target consumers, market to them or even place their products due to difficulties in setting up a distribution channel. Setting up retail points in rural areas amount to heavy investments and private companies often refrain from making such investments due to low returns from these areas. In such situations, FMCG retail agencies are found to have the highest success rate in rural penetration. With greater remoteness, retail points become smaller in size and limited in product options but they manage to distribute the basic service even to the remotest of locations. Latching on to an existing successful retail distribution network like the 'Sari Sari' shops in Philippines increases the reach of the telecom product and helps telecom penetrate the rural remote markets. Once the market matures and becomes cost effective to the company, the telecom company can opt to have its own network. In areas where there are not enough such retail chains, the product has to be placed using innovative retail points which can be small portable kiosks or booths. The sales networks of service providers like banking and insurance are also effective placement points. Financial sales networks operate through trained personnel who educate and inform the rural consumers about their service offerings. Since telecom companies may not want to invest from the beginning in trained personnel who can go and sell the products door to door, they can tie up with these agencies, leverage the knowledge of their personnel and benefit from the overall sales networks. Using the 'human touch' to expand one's sales networks in rural areas is a crucial strategy.

- Rural agencies like post offices, electricity supply divisions and educational institutions all have existing infrastructure in rural areas. Electricity of Vietnam Telecom (EVN) and Vietnam Posts and Telecommunications Group (VNPT) use the distribution outlets of their parent companies as sales channels for their telecom products. Partnering with schools and colleges will also help telecom companies reach the lower income consumer segment and possible future adopters, i.e. parents and students. Tying up with public agencies can help telecom operators use existing infrastructure as their distribution and sales base without having to invest in creating this infrastructure while tapping into possible consumers who come to such institutions.

Positioning strategy

In rural markets in South and South-East Asia, consumers have difficulty in understanding multifaceted brand positioning. Coca Cola sells Coke but Nokia sells handsets for the rich, for the poor and for the youth. It enters in joint ventures with Airtel. It also has a PC-mobile platform through Ovi. Such multi-platform or multi modal brand positioning is complex to the rural mind and consequently should not be a priority at the initial stages of entry into the rural market.

Price

- In terms of pricing, there is a lot of fallacy regarding the capacities of rural consumers. Our rural marketing experts reveal that rural consumers are ready and willing to adopt mobile technology in varying degrees and at different price points than urban users. These varying degrees of tech adoption and price points depend on their communication needs and levels of affordability. For rural consumers a telecom service bundle must contain information on areas that are relevant to their livelihood like market data, finance availability or potential sales data. In order to understand a price point that is payable by rural consumers, the needs and affordable price limits of rural consumers need to be mapped and matched. Any pricing for the rural market should also reflect a respect for the value of rural income.
- Another finding of this research is that telecom companies so far, have not made enough efforts to analyze income variations in rural contexts. They have been using urban benchmarks for rural markets. Some companies rely on retail and product sector segmentation, whereas the two are very different. The telecom market has now reached a threshold where it can no longer afford to follow the segmentation of the FMCG sector. They need to understand the income capacities of their rural consumers and innovate their service offerings per segment so as to prevent them from cannibalizing on each other's interests. Only when service offerings for each consumer group become truly exclusive, they will justify different tariff rates and consumers will understand and accept such price marks based on their own necessities and capacities. Rural telecom pricing also stands to benefit from any lowering of the initial barriers to entry. Rural consumers living on a day-to-day basis, have no disposable income to pay for the repeated costs of handsets, sim charges and other ancillary expenses. These up-front costs are substantially high and any means that can reduce this first cost will benefit rural consumers. Viettel in Vietnam started the 6 seconds +1 policy where subscribers had to pay for the first 6 seconds as default after which they were charged on per second basis rather than on a minute pulse. EVN telecom's strategy of giving away sim cards with credit amount loaded is very popular with the rural and low income consumers in Vietnam. Reducing such basic entry level costs will not make company profits suffer since a larger consumer base will compensate for the reduced profit margins.

6. Conclusion:-

The rural market of India is fascinating and challenging at the same time. It offers large scope on account of its sheer size and it is growing steadily. Even a small growth can push up the sales of a product substantially, in view of the huge base despite the fact that there are enormous amount of problems. It is an attractive market from this angle also that the urban market is highly competitive; the rural market is relatively quiet. In fact, for certain products, it is a totally virgin market. Economic reforms in India have brought about major changes in the whole market environment. With these changes, rural marketing will become an important playground for our marketers. Successful rural marketing calls for a review of the rural marketing environment, developing proper understanding of the nature and profile of rural consumers, designing the right products to appeal to them, and adopting suitable media as well as appropriate strategies for communication and distribution.

7. Limitations of rural research

Low literacy levels - Literacy level in rural India are low, due to which villagers often find it difficult to understand the questions, or respond to Western ratings and ranking tools.

Poor media exposure, low product and brand awareness - Media penetration, whether electronic or non-electronic, is very low in rural areas. Therefore, awareness regarding products and brands is very low, making brand studies virtually impossible.

Local language communication - There are 18 official languages, making communication extremely difficult for the researchers.

Scattered and Remote villages; inaccessible roads - Tiny villages are remotely located, scattered and have almost inaccessible roads. Sampling such villages is a really painful task for researchers.

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CONSTRAINT ANALYSIS OF PRODUCTION AND EXPORT OF POMEGRANATES FROM WESTERN MAHARASHTRA

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Abstract

Export of pomegranate has decreased in quantity from 35175.17 tons in 2007-08 to 30158.59 tons in 2011-12, whereas in value term it shows an increase trend during the same period. There is tremendous potential for exports of pomegranate from India. Solapur and Nasik districts have been selected purposively. The data were obtained for the year 2013-2014 with the help of a specially designed schedule by survey method.

The major market of India's pomegranate during the year 2012-13 was UAE (43.57%). The per quintal price received by the farmer for exporting pomegranates to the Middle East countries was Rs.9017.80 of which expenses incurred for harvesting and sorting of pomegranates was Rs.1030.92 while, The per quintal price received by the farmer for exporting pomegranates to the European countries was Rs.12363.40 of which expenses incurred for harvesting and sorting of pomegranates was Rs.1272.88.

In European markets, the farmers are unable to know the information with regard to the prices fetched by the Indian pomegranate and also for the other countries also. There is need for backward and forward linkages by adopting contract farming in pomegranate.

The sample pomegranate growers therefore opined that the APEDA should play a prime role in this regard and advice those for getting better prices in these markets. The pomegranate growers/processors, value adding processing firms can be formed for minimization of risk after rejection of pomegranates for export. Export of pomegranate has decreased drastically in quantity from 35175.17 tons in 2007-08 to 18211.67 in 2010-11 while in again it was increased to 30158.59 tons in 2011-12 and 36026.27 tons in 2012-13.

Major constraints while production of export quality pomegranates were the farmers are not following the spraying and fertigation schedule which is mandatory for export of pomegranates. It is very difficult to control the bacterial blight of pomegranate (BBP) in all bahars. However, as per earlier studies and observations the incidence and losses are minimum in hast bahar but due to frequent changes in climate (global warming) leads to change in microclimatic conditions, now a days it is becoming difficult to control the BBP also in hast bahar. In order to reduce the monetary losses in pomegranate especially due to BBP it is very essential to establish processing units at earliest.

Key words: Pomegranates, export, Middle East countries, European countries,

Introduction

As a commercial crop pomegranate is grown to a limited extent in selected locations in many states. The estimated area under pomegranate in India is about 25000 ha. with Maharashtra accounting for more than two third area. The total area under pomegranate in 2012-13 was 20,000 hectare, out of which 90,000 hectares is in Maharashtra.

Export of pomegranate has decreased in quantity from 35175.17 tons in 2007-08 to 30158.59 tons in 2011-12, whereas in value term it shows an increase trend during the same period. There is tremendous potential for exports of pomegranate from India and it is fact that India is largest producer of pomegranates in the world. Moreover, India produces finest edible quality of pomegranates which are available almost throughout the year. The major Markets of India's pomegranate during the year 2011-12 were UAE, Bangladesh, Netherlands, UK and Saudi Arabia.

To understand the problems regarding the quality production of pomegranates especially, with regard to fruit size, pesticide residues and practical difficulties in pomegranate export, the present study was undertaken with the objectives to examine per hectare resource use and cost of production for export pomegranates, to study the constraints in production of exportable quality pomegranates, to study the constraints in post harvest management and export of pomegranates.

Methodology

Solapur and Nasik districts of western Maharashtra are leading in the export of pomegranates and therefore these two districts have been selected purposively. The study was restricted to Sangola (10 farmers) and Pandharpur (10 farmers) tahsils of Solapur district and Malegaon (10 farmers) and Satana (10 farmers) tahsils of Nasik districts. The data on pattern of disposal of pomegranates, exported quantity, costs incurred and prices realized, constraints in quality production, post-harvest management and at the export level were obtained for the year 2013-2014 with the help of a specially designed schedule by survey method.

Results and discussion

Per hectare cost of cultivation of pomegranate

Per hectare cost of cultivation of pomegranate on the sample farms during 2013-14 has been estimated and the same is represented in the Table 1.

It is seen from the table that, per hectare cost of cultivation of pomegranate (i.e. Cost 'C') was worked out to Rs.284736.63. Among the different items of costs, rental value of land was Rs. 70568.14 (24.78 %) which was highest as compared to remaining items of cost.

The other important items of cost were manures Rs. 38346.64 (13.47 %), male labour Rs. 11698.95 (8.02 %), female labour (4.74 %) followed by bullock labour (0.25 %), interest on fixed capital (6.15 %) and nitrogenous fertilizer (1.88 %). The cost incurred in respect of land revenue and other taxes and depreciation were negligible in the cost of cultivation. In the total cost of cultivation, the Cost 'A' was Rs.170746.97 (59.97%), and Cost 'B' was Rs.278363.78 (97.76 %).

Table 1 Itemwise per hectare cost of cultivation of pomegranate

Sr. No.	Cost items	Units	Qty	Value (Rs.)	Per cent
1	Hired human labour a. Male	Man days	33.76	7944.40	2.79
	B. Female	Man days	33.53	4912.82	1.73
2	Bullock power	Pair days	0.87	717.23	0.25
3	Machine power	hrs	35.99	10086.92	3.54
4	Manures	qtls	227.59	38346.64	13.47
5	Fertilizers N, P,K	kg	710.54	21544.66	7.57
6	Micronutrient			2874.22	1.01
7	Bio-fertilizers			2854.07	1.00

8	Growth regulator			1321.29	0.46
9	Irrigation charges		647	11247.25	3.95
10	Plant protection charges			41250.37	14.49
11	Incidental charges + Repairs			3317.80	1.17
12	Working capital			146417.67	51.42
	Int. on working capital			8785.06	3.09
13	Depre. on farm implements			15431.41	5.42
14	Land revenue and taxes			112.83	0.04
15	Cost 'A'			170746.97	59.97
	Rental value of land			70568.14	24.78
16	Int .on fixed capital			17520.19	6.15
17	Amortization cost			19528.48	6.86
18	Cost 'B'			278363.78	97.76
	Family labour		16.03	3754.55	
19	a. Male				
	b. Female		17.87	2618.30	
	Cost 'C'			284736.63	100
	Output	qtls	123.65	1165866.17	
20	Per quintal cost			2302.76	
21	B:C ratio			4.09	

Exports of pomegranate

Export of pomegranate has decreased drastically in quantity from 35175.17 tons in 2007-08 to 18211.67 in 2010-11 while in again it was increased to 30158.59 tons in 2011-12 and 36026.27 tons in 2012-13. Whereas in value term it shows a major increase trend during 2012-13. There is tremendous potential for exports of pomegranate from India and it is fact that India is largest producer of pomegranates in the world. Moreover, India produces finest edible quality of pomegranates which are available almost throughout the year.

Country wise export of pomegranates from India

The major Markets of India's pomegranate during the year 2012-13 were UAE (43.57, Bangladesh, Netherlands, UK, Saudi Arabia and Russia. The detailed information is given in Table 2.

Table 2 Countrywise export of pomegranates from India

(Qty. in MT , Value In Rs. Lacs)

Country	2010-11		2011-12		2012-13		
	Qty.	Value	Qty.	Value	Qty.	Value	% Share in Value
U A E	11,229.57	3,884.42	15,899.74	6,416.44	18978.82	12601.31	53.74
Bangladesh	1,964.84	252.55	4,593.46	2,383.70	5401.24	1148.32	4.89
Netherland	389.07	330.17	732.69	1,028.17	1158.72	1898.86	8.10
U K	531.27	825.45	890.85	975.31	512.88	1124.82	4.80
Saudi Arab	1,182.83	368.44	2,196.63	870.39	2511.80	1251.97	5.33
Russia	186.46	279.87	398.08	573.32	927.97	1367.04	5.83

Thailand	104.94	135.50	298.07	310.61	438.84	497.65	2.12
Nepal	819.18	111.07	1,438.26	246.85	1858.66	494.66	2.10
Oman	310.92	85.85	391.87	198.95	755.27	693.91	2.96
Bahrin	315.20	79.01	540.75	137.09	633.53	323.06	1.37
United States	44.85	92.61	105.25	140.15	171.28	240.99	1.02
Other Countries	1,288.18	719.44	2,832.97	1,487.80	1535.10	1267.83	7.68
Total	18,211.66	7,095.24	30,162.27	14,727.84	36026.27	23447.92	100.00

Source: DGCIS

India's maximum export was to the single country i.e. UAE, which was increased from 48 per cent during 2011-12 to 53.74 per cent in the year 2012-13. While in the year 2011-12 the second largest importing country was Bangladesh but in the year it was reduced to 4.89 per cent only. Other important countries were Netharland, Saudi Arabia, Russia, Thailand, Nepal etc.

International grading based on size and colour of pomegranate,

For exporting the pomegranates grade standards has been described internationally and accordingly the different names also given for convenience. The description of the fruits according to different size is given in Table 3.

Table 3 International grading based on size and colour

Sr. No.	Name given	Description of the fruit
1.	Super size	Fruits are free from spots and fruit weight is more than 750 gms
2.	King size	Fruits are attractive and fruit weight is 500-700 gms
3.	Queen size	Fruits are attractive red and fruit weight is 400-500 gms
4.	Prince size	Fruits are attractive red and fruit weight is 300-400 gms

Packaging of fruits

Packaging of fruits for export markets

Usually for packaging pomegranates for export purposes, a cardboard corrugated fiber board box of 4.0 or 5.0 kg capacity is used. The dimensions of such boxes depending upon the capacity are

Table 4 Packaging if fruits for export market

Particulars	For Middle east and other countries	For European countries
Quantity per box	5 Kg Box	4 Kg Box
Net weight of pomegranate per box	4.5 to 4.6 kg	3.5 to 3.6 kg
Size of box	480 x 300 x 100 mm	375 x 275 x 100 mm
Weight of box	350 to 450 gms	300 to 400 gms

Marketing channels for export of pomegranates.

The marketing channels observed in the export of pomegranate from western Maharashtra are given below.

Channel-I - The Company personal comes in direct contact with the farmer and there is no middleman. Very few trading companies, from Nasik and Solapur are dealing with farmers but their number is very small.

Channel-II - The farmers form a Farmers Interest Group like MAHAANAR, producers company, producers cooperative societies for better bargaining and to distribute the cost of storage and transport expenses.

Channel-III - This involves a service provider in between farmer and the company or market. Considerable portion of transactions are carried out by service providers,

Cost of export of pomegranates to the Middle East countries.

Item wise cost incurred for export of pomegranates to the destinations of Middle East countries like UAE, Saudi Arabia, Bahrain, Qatar, Oman etc. from Jawaharlal Nehru Port Trust to Raj-Al-Kahmah and Jabal Ali Port, in Dubai, Masqat and Salalah in Oman and Bandar- Abbas in Iran where more than 50 per cent pomegranates were exported from India is given in Table 5.

The per quintal price received by the farmer for exporting pomegranates to the Middle East countries was Rs.9017.80 of which expenses incurred for harvesting and sorting of pomegranates was Rs.1030.92, items of cost incurred by the exporter were packing material cost Rs.1298 including prices of 5 ply box, filler material, trade mark plastic rope etc., while pack house charges were Rs.88.00, transport charges from pack house to sea port Mumbai was Rs.132.00, sea freight charges were Rs.726.00 and the total expenses incurred by the exporter was Rs.2585.00, while total price received by the exporter was Rs. 13700.06 with profit margin to the tune of Rs.2098.07.

Table 5 Cost of export of pomegranates to Middle East countries (Per quintal)

Sr. No.	Items of cost	Rate (Rs./Box)	Amount
1	Harvesting charges paid by farmer	22.73	500.06
2	Weighing/ sorting charges paid by farmer	22.7	499.4
3	Miscellaneous charges	1.43	31.46
I	Total expenses incurred by farmer	46.86	1030.92
II	Price received by farmer	409.9	9017.8
3	Transport charges from farmers field to cold storage	2.5	55
4	Packing material charges		
	a. Corrugated box (5 ply)	55	1210
	b. Filler material + Trade mark and plastic rope	3	88
	Total packing cost	59	1298
5	Pack house charges	4	88
6	Transport charges from packhouse to sea port at Mumbai	6	132
7	Miscellaneous charges	3	66
8	Labour charges for grading in packhouse	5	110
9	Sea freight charges	33	726

10	Custom charges paid by exporter	5	110
III	Total expenses incurred by exporter	117.5	2585
IV	Price received by exporter	622.73	13700.06
V	Profit margin of exporter	95.36	2098.06
12	Custom clearance and local transport charges paid by importer	13.09	287.98
VI	Total export cost	143.68	3160.96
VII	Price paid by importer	622.73	13700.06
VIII	Price received by importer	740.9	16299.8
IX	Profit margin of importer	105.08	2311.76

The per quintal price incurred for import of these pomegranates to the importer of these Middle East countries were custom clearance and local transport charges were Rs.288.00 while price received by importer was Rs.16299.80 against margin received by importer was Rs.2311.76.

Cost of export of pomegranates to the European countries.

Itemwise cost incurred for export of pomegranates to the destinations of European countries like U.K, Rotterdam port of Netherlands, Germany, Poland, France etc. where phytosanitary and GLOBALGAP certificates are compulsory for pomegranates export is given in Table 6.

Table 6 Cost of export of pomegranates to European countries(Per quintal)

Sr. No.	Items of cost	Unit	Rate (Rs./Box)	Amount
1	Harvesting charges paid by farmer	28	22.73	636.44
2	Weighing/ sorting charges paid by farmer	28	22.7	635.6
3	Miscellaneous charges	28	0.03	0.84
I	Total expenses incurred by farmer	28	45.46	1272.88
II	Price received by farmer	28	441.55	12363.4
3	Transport charges from farmers field to cold storage	28	2.5	70
4	Packing material charges			
	a. Corrugated box (5 ply)	28	55	1540
	b. Filler material + Trade mark and plastic rope	28	3	112
	Total packing cost	28	59	1652
5	Pack house charges	28	4	112
6	Transport charges from packhouse to sea port at Mumbai	28	6	168
7	Sundry expenses	28	4	112
8	Labour charges for grading in packhouse	28	5.5	154
9	Sea freight charges	28	40	1120
10	Custom charges paid by exporter	28	5	140
11	Pallet and fumigation	28	5.5	154

12	Registration and lab charges	28	31.11	871.08
III	Total expenses incurred by exporter	28	162.61	4553.08
IV	Price received by exporter	28	634.76	17773.28
V	Profit margin of exporter	28	163.91	2909.12
12	Custom clearance and local transport charges paid by importer	28	50.88	1424.76
V	Total export cost	28	264.37	7402.36
VI	Price paid by importer	28	634.76	17773.28
VII	Price received by importer	28	764.12	21395.36
IX	Profit margin of importer	28	78.48	2197.44

The per quintal price received by the farmer for exporting pomegranates to the European countries was Rs.12363.40 of which expenses incurred for harvesting and sorting of pomegranates was Rs.1272.88, items of cost incurred by the exporter were packing material cost Rs.1652.00 including prices of 5 ply box, filler material, trade mark plastic rope etc., while pack house charges were Rs.112.00, transport charges from pack house to sea port Mumbai was Rs.168.00, pallet and fumigation charged were Rs.154.00, sea freight charges were Rs.1120.00 and the total expenses incurred by the exporter was Rs.4553.08, while total price received by the exporter was Rs.17773.28 with profit margin to the tune of Rs.2909.12.

The per quintal price incurred for import of these pomegranates to the importer of these European countries were custom clearance and local transport charges were Rs.1424.76 while price received by importer was Rs.21395.36 against margin received by importer was Rs.2197.44.

Constraints in production of export quality pomegranates

1. In early mrug bahar it is difficult to control the losses due to damage of fruits by moth during night period however, in late mrug bahar the said problem is at minimum level.
2. Due to uncertainty in rainfall pattern, now a days it is difficult to manage the fruit set especially in late mrug and early hast bahars,
3. Apart from standard pesticide companies, now a day there are number of pesticide companies selling their product in market.
4. It is difficult to control the attack of sucking pests (thrips, white fly and aphids) on pomegranate orchards especially in mrug and early hast bahar.
5. The lack of sufficient knowledge of in time application and proper utilization bio-pesticides and bio-fertilizers along with in time availability of the same by the reputed companies, which became one of the hurdle in further increase in consumption of these bio agents.
6. In order to reduce the monetary losses in pomegranate especially due to BBP it is very essential to establish processing units at earliest.

Constraints in export of pomegranates

1. In European markets, the farmers are unable to know the information with regard to the prices fetched by the Indian pomegranate and also for the other countries also. The sample pomegranate growers therefore opined that the APEDA should play a prime role in this regard and advice them for getting better prices in these markets.

2. Farmers as well as traders are not aware about Good Agricultural Practices. Certifications like GLOBALGAP, HACCP etc.
3. Farmers are not paying proper attention regarding export consignments for Europe for proper palletization and fumigation.
4. Contract farming based on centralized model may be adopted. As the processor buys the commodity from a large number of farmers under contract with the firm.
5. The pomegranate growers/processors, value adding processing firms can be formed for minimization of risk after rejection of pomegranates for export.

Conclusions

1. Export of pomegranate has decreased drastically in quantity from 35175.17 tons in 2007-08 to 18211.67 in 2010-11 while in again it was increased to 30158.59 tons in 2011-12 and 36026.27 tons in 2012-13.
2. The per quintal price received by the farmer for exporting pomegranates to the Middle East countries was Rs.9017.80 of which expenses incurred for harvesting and sorting of pomegranates was Rs.1030.92,
3. The per quintal price received by the farmer for exporting pomegranates to the European countries was Rs.12363.40 of which expenses incurred for harvesting and sorting of pomegranates was Rs.1272.88.
4. Major constraints while production of export quality pomegranates were the farmers are not following the spraying and fertigation schedule which is mandatory for export of pomegranates. It is very difficult to control the bacterial blight of pomegranate (BBP) in all bahars. However, as per earlier studies and observations the incidence and losses are minimum in hast bahar but due to frequent changes in climate (global warming) leads to change in microclimatic conditions, now a days it is becoming difficult to control the BBP also in hast bahar. In order to reduce the monetary losses in pomegranate especially due to BBP it is very essential to establish processing units at earliest.

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ATTRACTING AND RETAINING TALENTED EMPLOYEES IN ORGANIZATION

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Abstract

It is considered as the most challenging task for any organization to attract and retain talent.. Today attracting and retaining talented employee is conceived as the most critical aspect of HR management as it has a direct impact on the organization functioning and its competitive position. The primary goal of this research work is to determine the key factors and challenges for attraction and retention of employees in an organization and knowing what the employees want from their organisation.

KEYWORDS:Attracting talented employee,retention,Employee Turnover, working climate.

1. Introduction

1.1 Attracting Talented Employee

- **Base Pay** – Base pay is the number one factor for attraction. This is the first thing that management needs to look at to ensure that the remuneration package is attractive. This means paying at the market rate unless the job or the company's reputation is good enough to persuade people to settle for less – and this is a rare case. How far you go above the average depends on how badly you want to attract the best available talent and the extent to which you need to compensate for any drawbacks in the job. Looking at any industry/sector.
- **Competitive Pay** is one of the main reasons why most employees work for a certain organisation, the higher the pay is, the more likely employees are willing to devote their time and energy to help the organisation succeed. Each year make sure that salaries are competitive and priced consistently at **Market value** and in providing **Fair salary increases**.
- **Benefits Package** – Many companies are offering non-traditional benefits to help employees balance the necessities of their professional and personal lives. Benefits such as life insurance, healthcare coverage, paid leave, short and long term disability, retirement plan packages increasingly focus on the specialised needs of employees. Make sure that your benefits programmes are competitive with the market, and tailored to your employees needs. Review and modify your benefits programme and perquisites plan to allow for more choices for the employees, such as providing a robust Healthcare plan and Flexible Benefits programme to address the varying needs of your employees owing to the changing demographic profile of your firm.

1.2 Perspective on Employees Turnover

In human resources context, turnover is the act of replacing an employee with a new employee. Partings between organizations and employees may consist of termination, retirement, death, interagency transfers, and resignations. An organization's turnover is measured as a percentage rate, which is referred to as its turnover rate. Turnover rate is the percentage of employees

in a workforce that leave during a certain period of time. Organizations and industries as a whole measure their turnover rate during a fiscal or calendar year. There are four types of turnovers:

Voluntary is the first type of turnover, which occurs when an employee voluntarily chooses to resign from the organization. Voluntary turnover could be the result of a more appealing job offer, staff conflict, or lack of advancement opportunities.

Involuntary, which occurs when the employer makes the decision to discharge an employee and the employee unwillingly leaves his or her position. Involuntary turnover could be a result of poor performance, staff conflict, the at-will employment clause, etc.

Functional, which occurs when a low-performing employee leaves the organization

Dysfunctional, which occurs when a high-performing employee leaves the organization. Dysfunctional turnover can be potentially costly to an organization, and could be the result of a more appealing job offer or lack of opportunities in career advancement. Too much turnover is not only costly, but it can also give an organization a bad reputation.

1.3 Perspective on Employees Retention

Retention means the organization capability to keep its employees to work and continue in the organization for a long period of time. Normally, people join a company for a long term service. If they find the place suitable for long term engagement, they continue to work and remain in the company. Otherwise, they leave the place for better alternative. The ability of the employer to keep the employees continuously engaged, fulfilling the expectations of the employees, their career growth prospect and job satisfaction, etc., depends on the retention strategy of the company.

According to the Wikipedia encyclopaedia's definition, the word retention means the ability to retain employees in the organization. Retention is about having a long-term view of helping people achieve their full potential. Retention construes the ability to keep the employees engaged in the organization. Retention signifies that the employees find a meaningful reason for being associated with the company for mutual betterment. According to the dictionary of Human Resources and Personnel Management, the term retention means the process of keeping employees on the staff and not losing them to rival firms. Here the emphasis is on the process of retaining employees so that they do not get lured by other employers. One of the significant aspects of HR functioning in a company is the attraction and retention of employees. Once people are attracted, recruited and positioned in the company, the next job is to retain them by providing the facilities for their development and to harness their potentialities. Here, both the functions are interlinked. Because, if the employer has the ability to attract certain talent in the market, they can keep them engaged and retained for long term.

2. Review of Literature

Armstrong (2006) defined HR management as a strategic and coherent approach to the management of an organization's most valued assets, that is the people working in the organization, who individually and collectively contribute to the achievement of its objectives. The overall purpose of human resource management is to ensure that the organization is able to achieve success through the efforts of people (Armstrong, 2006)

Punia and Dhull (2004) the organizational climate shows a person's perception of the organization to which he or she belongs. It encompasses the set of characteristics and factors influencing the behaviour of employees. The authors submitted that the organizational climate is a composite of many factors. The various factors influencing the organizational climate mainly include those aspects

like communication, performance standards, support system, warmth, responsibility, reward system, identity, conflict resolution, and participation in decision-making, structure and motivational level.

Schweyer and Peter (2009) talent is an equal part what an employee brings to the job and what his or her employer is able to bring out through effective leadership and the workplace environment. Here, according to the author, the talent is that aspect of human personality that in the organizational context means the ability of the person to do the job and the effectiveness of the leadership quality in extracting job from people in an organization.

Weiss and Mackay (2009) stated that getting connected to the people is the single most important retention strategy in addition to other aspects like giving people learning and growth opportunities, rewarding and recognizing people for making a contribution. It also includes aspects like providing career certainty for top performers; creating variety for them and making people feel significant in the organization.

3. Objectives of study

Objectives always provide the route and direction to a study to achieve its ultimate goal.

The study has the following objectives:

- To analyse the major drivers for employees engagement in the organization.
- To analyse challenges the organization has to face while attracting and retaining talented employees.
- To find the ways to attract, motivate and retain the employees.

4. Research methodology

The present study depends on secondary data, which is collected from Textbook, Journals and websites etc.

Significance of the study:

Attracting and keeping young, skilled employees is important and often difficult for today's businesses. Employers face major challenges when they consider the increasing difficulty of finding skilled people, a younger workforce with different attitudes about work, and a growing population of older workers heading toward retirement. This study is also beneficial to HR managers and Wellness managers to understand contribution of EWP towards employee engagement and work life balance. This study helps to provide techniques for attracting and retaining talented employees and understanding what the employees want from their organization. As such there is a great need to focus more on this aspect. The present study helps a lot in this regard.

What are people looking for?

1. Meaning and purpose

Meaningful work brings workers alive in a way a generous benefits package cannot.

- Having a mission and a vision that captures the hearts and souls of their workforce.
- Continuously communicating their mission and vision to their people.
- Communicating the important role each employee has in making the vision a reality.
- Giving employees the tools and freedom to make a difference in the organisation.

2. Appreciation

Showing genuine appreciation is simple, inexpensive, and tremendously effective. Research shows that appreciation is one of the strongest, employee motivator. How do you show appreciation?

- Saying “Thanks for doing a great job.”
- Sending “thank you” notes to employees who have done a great job or gone the extra mile.
- Giving gift certificates to dinner, the movies, or some other small token of appreciation.
- It’s not the “prize” that matters as much as the underlying message “We don’t take you for granted. We notice the good things you do.”
- Personal expressions of appreciation tap into one of the most powerful human needs and motivators.

3. Opportunities to Learn and Grow

When work allows employees to use their minds, acquire new skills, and face situations that invite them to grow, they come alive. Organizations address this fundamental need by providing their employees with ongoing learning opportunities through formal training, cross-training and assigning employee’s projects and responsibilities that cause them to stretch. While management at other organizations view training as a luxury they can’t afford or don’t have the time for, but some organizations see it as investment in attracting, retaining, and growing a world class workforce.

4. Respect

Organizations should realize that every management action, response, or communication conveys a message about how much management respects or doesn’t respect its employees. Simple demonstrations of respect that make a big difference in how employees feel about their employer include:

- Not requiring employees to ask permission for every minor decision.
- Saying “Would you...” rather than “You should...” or “You need to...” when assigning tasks.
- Soliciting input from people on the front line.
- Asking for employees’ input on how they feel about the organization and the way they are managed, and then responding to the feedback.
- Recognizing that employees have a life outside of work.

How to Attract, Motivate and Retain Your Employees

Organisations can improve their ability to attract, retain and improve productivity by applying the following steps:

1. Provide a Positive Working Environment Wise executives realize the responsibility for creating a positive work environment. It starts at the top. One of the main reasons employees quit is the relationship with their first-line supervisor. The fact is many supervisors and managers are unaware how their actions and decisions affect employee turnover. A critical aspect of an effective retention strategy is manager training. Properly trained managers play a major role in an effective recruitment and retention strategy. Managers need the skills, tools, and knowledge to help them understand their employees' retention needs and be able to implement a retention plan designed to increase employee engagement in the organization. Companies that support family lifestyles and really support their employees in times of need quickly gain a reputation for being great places to work.

2. Recognize, Reward and Reinforce the Right Behaviour

Money and benefits may attract people to the front door, but something else has to keep them from going out the back. People have a basic human need to feel appreciated and proud of their work. Recognition and incentive programs help meet that need.

3. Involve and Engage

People may show up for work, but are they engaged and productive? People are more committed and engaged when they can contribute their ideas and suggestions. This gives them a sense of ownership. Employee Engagement is the degree to which employees are fully involved in their work and the strength of their commitment to their job and the company. That gives a competitive advantage including higher productivity, better customer service and lower turnover HR needs to build a committed, productive workforce and take advantage to build increased employee engagement.

4. Develop Skills and Potential

For most people, career opportunities are just as important as the money they make. Skilled people will not remain in a job if they see no future in their position. To eliminate the feeling of being in a dead-end job, every position should have an individual development plan.

5. Evaluate and Measure

Continuous evaluation and never-ending improvement is the final step of the PRIDE system. The primary purpose of evaluation is to measure progress and determine what satisfies and dissatisfies your workforce. The evaluation process includes the measurement of attitudes, morale, turnover, and the engagement level of the workforce. Here is a checklist of items that should be included in evaluation and measurement process.

- Conduct an employee satisfaction survey at least once a year.
- Initiate interviews and surveys concerning the real reasons people come to and leave your organization.
- Improve your hiring process to create a better match between the individual's talents and job requirements.
- Provide flexible work arrangements for working parents and older workers.
- Hold managers responsible for retention in their departments.
- Start measuring the cost of turnover.
- Focus on the key jobs that have the greatest impact on profitability and productivity.
- Examine those departments that have the highest turnover rates.
- Design an effective employee orientation program.

6. Manager show great leadership

“People don’t leave jobs or companies; they leave managers.” It’s true that many people will stay at a job despite it being inconvenient to get to, with low pay if they have a manager that inspires them. When this culture of strong management and leadership exists across the company (rather than limited to a few individuals) then your organisation becomes known as one that is fantastic to work at.

7. Offer opportunities to learn, travel – be creative!

When you want your talented employees to grow, the first thought that most management teams have is to push them towards structured education. Although it is effective, you can be a bit more creative and memorable than this! Some businesses use employee of the month schemes or a fancy lunch as a reward, but if the aim is to reward your team member *and* help them grow then think

about extending their world exposure. When you give someone a memorable experience it is much more exciting and motivating than any of these predictable rewards.

8. What other benefits can you offer? More responsibility.

Talented people often like being challenged. Where possible, give your talented and ambitious employees tasks that sit just outside their comfort zone, with enough help and support for them to be able to complete the task properly. Also, allowing these staff members to occasionally take part in a cross-functional project can be a good way to extend their skills and scope.

9. Brilliant marketing campaign

When it comes to attracting people from outside your organisation, one of the most important things is brand presence. If you have a recognisable brand, built on the back of brilliant and memorable marketing campaigns, then you become a destination organisation that people want to work at. Fun, energetic brands, especially those with humour in their advertising, tend to be magnets for young, ambitious and talented employees. The organisation that consider their staff its biggest asset, and make hiring great people a core component of their business, become great organisation. The realisation is now sinking in that a positive and energetic workplace is as important as a great product or service.

Conclusion

Employees want to join the organisation which gives him more comfort and satisfaction. They want a meaningful job which provides him growth, appreciation and respect. This study shows how we attract, motivate and retain talented employees in an organization. This is done by providing positive working environment, Offer opportunities to learn, recognizing, rewarding and reinforcing the right behaviour of employee.

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CONTRIBUTION OF SMALL SCALE INDUSTRY ON ECONOMIC DEVELOPMENT: - AN EMPIRICAL STUDY

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Abstract

The Small- scale industrial (SSI) sector is a vital constitute of Indian industrial sector. It contributes significantly to India's Gross Domestic Product and export besides meeting the social objectives including that of providing employment opportunity to millions of people across the country.

The small scale industries sector contributes significantly to the manufacturing output, employment and exports of the country. It is estimated that in terms of value, the sector accounts for about 45 per cent of the manufacturing output and 40 per cent of the total exports of the country. The sector is estimated to employ about 59 million persons in over 26 million units throughout the country. The production of SSI unit in India was Rs 84,413 crore in 1992-93, which increased and reached up to Rs. 9,82919 crore in 2009-10. During 1992-93 SSI units shows 4.71 growth rate in production which gone up to 11.59 percent in 2009-10. The production of Small Scale Industries increased with an annual average growth rate of 15.15 percent during 1992-93 to 2009-10. SSI Sector plays a major role in India's present export performance. 45 to 50 percent of the Indian Exports is contributed by SSI Sector. Direct exports from the SSI Sector account for nearly 35 percent of total exports. Besides direct exports, it is estimated that small-scale industrial units contribute around 15 percent to exports indirectly.

Key Words:- Small Scale Industries, Economic Development

Introduction

India is the nation of farmers; Farming is a primary business of the country. Most of the people are depends directly or indirectly on farming for their survival, but due to changing weather climate , uncertainty of rainfall and lack of mechanism it make quite difficult to earn the profit from this business to all dependence. For coping with such situation people search various substitute on the other hand Small Scale Industries (SSI) spread very speedily their root in the nation building.

By its less capital intensive and high labor absorption nature, SSI sector has made significant contributions to employment generation and also to rural industrialization. This sector is ideally suited to build on the strengths of our traditional skills and knowledge, by infusion of technologies, capital and innovative marketing practices. So this is the opportune time to set up projects in the small scale sector.

Definition of Small Scale Industry

In 1977, units having investment of less than Rs 10 lakh were defined as small- scale industrial undertakings, while for ancillary units, the investment limit was Rs. 15 lakh. Units with investment of less than Rs 1 lakh defined as tiny enterprises. In 1991, the investment limit for small-scale industries was Rs. 60 lakh, for ancillary unit Rs 75 lakh and for tiny enterprise Rs 5 lakh. In 2000, the investment limit for SSI was Rs. 1 Crore, for ancillary unit Rs 1 Crore and for tiny enterprise Rs 25 lakh. Consequent to the enactment of Micro, Small and Medium Enterprise Development

(MSMED) Act, 2006, the small and medium enterprise with effect from October 2, 2006. Further, separate investment limits have been prescribed for manufacturing and service enterprise. The new definitions are as follows:

A: Manufacturing Enterprises

- a. A micro enterprise, where the investment in plant and machinery does not exceed Rs 25 lakh.
- b. A small enterprise, where the investment in plant and machinery is more than Rs 25 lakh but does not exceed Rs 5 Crore ; and
- c. A medium enterprise, where the investment in plant and machinery is more than Rs. 5 Crore but does not exceed Rs 10 Crore.

B: Service Enterprises

- a. A micro enterprise, where the investment in equipment does not exceed Rs 10 lakh.
- b. A small enterprise, where the investment in equipment is more than Rs. 10 lakh but does not exceed Rs 2 Crore.
- c. A medium enterprise, where the investment in equipment is more than Rs 2 Crore but does not exceed Rs 5 Crore.

SSI Industry and India’s Economic Development:-

The role of SSI sector is estimates in respect of various performance parameters relating to the Sector. The time series data in respect of the Sector on various economic parameters is incorporated in the some following table. The data in the Table No. 1 refer to micro and small scale industry only. The SSI provides estimates in respect of various performance parameters relating to the growth of SSI sector. The table showing the time series data on various economic parameters is given below.

Table No. 1Growth of SSI s Production in India

Sr. No.	Year	Production (Rs crore) Current Prices	Growth Rate
1	1992-93	84413	4.71
2	1993-94	98796	17.04
3	1994-95	122154	23.64
4	1995-96	147712	20.92
5	1996-97	167805	13.60
6	1997-98	187217	11.57
7	1998-99	210454	12.41
8	1999-00	233760	11.07
9	2000-01	261297	11.78
10	2001-02	282270	8.03
11	2002-03	314850	11.54
12	2003-04	364547	15.78
13	2004-05	429796	17.90
14	2005-06	497842	15.83
15	2006-07	709398	42.49

16	2007-08	790759	11.47
17	2008-09	880805	11.39
18	2009-10	982919	11.59

Source: - S&D Division – Office of the DC (MSME) Annual Report 2010-11

The figures in brackets show the percentage growth over the previous year. The data for the period up to 2005-06 is of small scale industries (SSI). Subsequent to 2005-06, data with reference to micro, small and medium enterprises (MSMEs) are being compiled.

The small-scale industries sector plays a vital role in the growth of the country. It contributes almost 40 percent of the gross industrial value added in the Indian economy. The small-scale sector has grown rapidly over the years. The growth rates during the various plan periods have been very impressive. The number of small-scale units has increased from an estimated 0.87 million units in the year 1980-81 to over 3 million in the year 2000. When the performance of this sector is viewed against the growth in the manufacturing and the industry sector as a whole, it instills confidence in the resilience of the small-scale sector.

The production of SSI unit in India was Rs 84,413 crore in 1992-93, which increased and reached up to Rs. 9,82919 crore in 2009-10. The production of SSI units shows continually raising trend during the study period. During 1992-93 SSI units shows 4.71 growth rate in production which gone up to 11.59 percent in 2009-10. The production of Small Scale Industries increased with an annual average growth rate of 15.15 percent during 1992-93 to 2009-10. The production of SSI shows highest growth rate of 42.49 per cent growth in 2006-07.

Contribution of (SSI) units in GDP

The contribution of the small scale industries in GDP has been almost same since 1999–2000 to 2003–04. The total SSI production has also been very similar from 1999–2000 onwards till 2003–2004.

TABLE No. 2: Contribution of SSI units in GDP

Year	Total industrial production	Gross Domestic Product (GDP)
1999-2000	39.74	5.86
2000-2001	39.71	6.04
2001-2002	39.12	5.77
2002-2003	38.89	5.91
2003-2004	38.74	5.79
2004-2005	38.62	5.84
2005-2006	38.56	5.83
2006-2007	45.62	7.20
2007-2008	45.24	8.00
2008-2009	44.86	8.72

Source: (MSME) Annual Report 2010-11

Employment and SSIs

SSI Sector in India creates largest employment opportunities for the Indian populace, next only to Agriculture. It has been estimated that 100,000 rupees of investment in fixed assets in the small-scale sector generates employment for four persons. The total employment from SSI sector in the country as per the third All India Census of SSIs conducted with the reference year of 2001-02 was 249.33 lakh numbers. Units operated with fixed premises are treated as SSIs. As per the estimates compiled for the year 2005-06 the employment was 294.91 lakh persons in SSI sector. The share of SSIs in the total employment among units engaged in manufacturing and services is around 34.93 percent.

Table No. 3 Employment Growth in SSI Sector:

Sr. No.	Year	Employment (lakh person)	Growth Rate
1	1992-93	174.84	5.33
2	1993-94	182.64	4.46
3	1994-95	191.40	4.79
4	1995-96	197.93	3.42
5	1996-97	205.86	4.00
6	1997-98	213.16	3.55
7	1998-99	220.55	3.46
8	1999-00	229.10	3.88
9	2000-01	238.73	4.21
10	2001-02	249.33	4.44
11	2002-03	260.21	4.36
12	2003-04	271.42	4.31
13	2004-05	282.57	4.11
14	2005-06	294.91	4.37
15	2006-07	594.61	101.62
16	2007-08	626.34	5.34
17	2008-09	659.35	5.35
18	2009-10	695.38	5.47

Source: - S&D Division – Office of the DC (MSME) Annual Report 2010-11

The total employment from the SSI sector in the country as per the Fourth Census of MSEs with Reference Year 2006-07 was 594.61 lakh numbers. As per the estimates compiled for the year 2009-10, the employment was 695.38 lakh persons in the sector. The growth of small scale industries sector is shown in table 3. The employment has increased marginally over the period of 1999–2000 to 2005–06. During 2005–06, 123.4 lakh units provided employment to 294.9 lakh persons. Percentage growth of employment in SSI sectors was 5.33 percent in 1992-93, which was 5.47 percent in 2009-10. On an average simple annual growth rate was 9.80 percent during 1992-93 to 2009-10.

Export of SSI:- SSI Sector plays a major role in India's present export performance. 45 to 50 percent of the Indian Exports is contributed by SSI Sector. Direct exports from the SSI Sector account for nearly 35 percent of total exports. Besides direct exports, it is estimated that

Table No. 4: Growth of SSI Exports

Year	Total exports (Rs. Crores)	Exports from SSI sector (Rs. Crores)	Percentage share
1991-92	44040	13883	31.5
1992-93	53688	17785	33.1
1993-94	69547	25307	36.4
1994-95	82674	29068	35.1
1995-96	106353	36470	34.2
1996-97	118817	39249	33.4
1997-98	126286	44442.18	35.19
1998-99	141603.53	48979.23	34.59
1999-00	159561	54200.47	33.97
2000-01	202509.7	69796.5	34.47
2001-02	207745.56	71243.99	34.29
2002-03	252789.97	86012.52	34.03
2002-03	252137	86013	34.03
2003-04	291582	97644	33.49
2004-05	375339.52	124416.56	33.15
2005-06	456417.88	150242.03	32.92

Sources: - Total Exports - Economic Surveys - Various Issues SSI Exports O/o DC (SSI)

Small-scale industrial units contribute around 15 percent to exports indirectly. This takes place through merchant exporters, trading houses and export houses. They may also be in the form of export orders from large units or the production of parts and components for use for finished exportable goods. It would surprise many to know that non-traditional products account for more than 95 percent of the SSI exports. The exports from SSI sector have been clocking excellent growth rates in this decade. It has been mostly fuelled by the performance of garments, leather and gems and jewellery units from this sector. The product groups where the SSI sector dominates in exports are sports goods, readymade garments, woolen garments and knitwear, plastic products, processed food and leather products. The SSI sector is reorienting its export strategy towards the new trade regime being ushered in by the WTO.

Conclusions

Small Scale Industries play a very vital role in Indian financial system. Because of this industry new employment can generate and millions of families get the basic need of survival i.e. food, Cloth and Shelter. The country improve the relation with the other country by making the export- import agreement, SSI contribute a significant participation in export production. Direct exports from the SSI Sector account for nearly 35 percent of total exports. Besides direct exports, it is estimated that small-scale industrial units contribute around 15 percent to exports indirectly. While considering the GDP of the country SSI perform in a good direction. GDP shows the growth of this sector.

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ADVERTISING- A DYNAMIC ELUCIDATION OF PROFIT SUSTAINABILITY

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Abstract:

This research paper is an attempt to collate a major work done all across the world on the theory of advertisement's existence, its origin, and the abysmal impact it has embarked on all spheres concerned. The facts produced in the paper substantially justify the hypothesis that "Advertisement is an integral and essential apparatus of an organization which elucidates an organization's basic intent of profit-making and sustainability".

A qualitative and thorough review was conducted to test the aforementioned hypothesis. An in-depth study was conducted across all stretch and verticals of the domain to understand the "what, how and why" of Advertising in order to pool data for its analysis and interpretation. These methods intend to answer questions about the 'what', 'how' or 'why' of a phenomenon rather than 'how many' or 'how much', those are answered by quantitative methods.

The paper also aims to aid the reader with subject's evolution and magnitude it has on their life; both, positive as well as negative. The possibility of absolutely ruling out of advertising in any organization regardless its capital size, geographic location or product dominance in terms of quality or quantity cannot be afforded by the manufacturer is what this paper peeps into.

The paper has been cautiously written to provide an insightful perspective to advertising which would enable the reader to understand its conceptual mechanism and still develop even deeper standpoint to it and put in more value to the mentioned subject for more enhanced implications and glorified consequences of turnover endearing.

Keywords: *advertising, commercials, promotions, marketing, sales, endorsements.*

1. An Introduction to Advertising:

Paid, non-personal, public communication that causes goods and services, ideas, organizations, people and places through means such as direct mail, telephone, print, radio, television and internet. An essential part of marketing, advertisements are public notices designed to notify and motivate. Their purpose is to change the thinking mold (or buying behavior) of the recipient, so that he or she is persuaded to seize the action desired by the advertiser. When aired on radio or television, an advertisement is called a commercial.

According to the Canadian-US advertising pioneer, John E. Kennedy (1864-1928), "an advertisement is a salesman in print".

Advertising is a non-personal form of endorsement that is delivered through selected media outlets that, under the majority circumstances, require the marketer to pay for message placement. Advertising has long been viewed as a process of mass promotion in that a particular message can reach a huge number of people. But, this mass promotion approach presents problems since many exposed to an advertising message may not be within the marketer's target market, and thus, may be

an inefficient employ of promotional funds. However, this is changing as novel advertising technologies and the emergence of new media outlets tender more options for targeted advertising.

Advertising is a way of communication with the users of a product or service. Advertisements are messages paid for by those who send them and are intended to inform or influence people who receive them, as defined by the Advertising Association of the UK.

Advertising is always present, though people may not be aware of it. In today's world, advertising uses every possible media to get its message through. It does this via television, print (newspapers, magazines, journals etc), radio, press, internet, direct selling, hoardings, mailers, contests, sponsorships, placards, clothes, proceedings, colors, sounds, visuals and even people.

The advertising industry is made of companies that advertise agencies that craft the advertisements, media that carries the ads, and a multitude of people like copy editors, visualizers, brand supervisors, researchers, creative heads and designers who take it the last mile to the patron or receiver. A company that needs to promote itself and/or its products hires an advertising organization. The company briefs the agency on the brand, its imagery, the ideals and values after it, the target segments and so on. The agencies alter the ideas and concepts to create the visuals, text, layouts and themes to communicate with the user. After authorization from the customer, the ads go on air, as per the bookings completed by the agency's media buying division.

2. History of Advertising:

In ancient times the most familiar form of advertising was by word of mouth. The archaeologists have found Babylonian clay tablet dated 3000 BC having inscription of a shoemaker, a scribe and an ointment dealer. Commercial messages and political campaign displays have been found in the ruins of Pompeii, where little shops used to have inscriptions on walls near the entrance to inform the pedestrians about the products to be purchased.

Egyptians used papyrus to create sales messages and wall posters. Such one document found in the ruins of Thebes bears announcements offering rewards for the return of fugitive slaves. In Greece and Rome, lost-and-found advertising on papyrus was common. Wall or rock painting for commercial advertising is manifestation of ancient outdoor advertising form, which, is present to this day in many parts of Asia, Africa, and South America.

As printing developed in the 15th and 16th century especially after the invention of movable type by Johann Gutenberg in 1438 AD, advertising flourished. The first known print advertisement in English appeared nearly 40 years after these inventions in the form of handbill of rules for the guidance of clergy at Easter released by William Caxton of London. In about 1525, one ad eulogising the virtues of mysterious drug printed on a circulated sheet appeared in German news pamphlets.

This was followed by a rapid spurt in the growth of newspapers the first of which in English came out in 1622 named Weekly News of London. The first advertisement appeared in an English newspaper in 1625. The first ad in America appeared in 1704 in Boston Newsletter offering a reward for the capture of a thief. In the 17th century, weekly newspapers called 'mercuries' started to be published in England, which used to feature many advertisements most of which were in the form of announcements made by the importers of products new to England like coffee in 1652, chocolate in 1657 and tea in the next year.

As the economy was expanding during the 19th century, the need for advertising grew at the same pace. In the United States, classified ads became popular, filling pages of newspapers with small

print messages promoting all kinds of goods. The success of this advertising format led to the growth of mail-order advertising such as the Sears Catalog, at one time referred to as the “Farmer’s Bible”.

In 1843 Volney Palmer established the first advertising agency in Philadelphia, who worked as an agent for around 1400 newspapers. He only used to sell space to advertisers and did not provide any creative or account planning services to clients. But by the 20th century, agencies started to take over responsibility for the content also in addition to being just brokers for ad space in newspapers.

3. Need for Advertising:

Many of the successful companies employ a number of tactics to get ahead of opponents and competitors and thus maintain a competitive edge when it comes to marketing capabilities.

While many companies blossom and set a footing in the global arena, there is always more to success than what the firm speaks merely by name. Dynamic marketing ideas are golden but just in the same proportion they are hard to come by. This forces many of the firms to seek the assistance of marketing agencies to complement their capabilities in a number of ways. Most of the marketing agencies have all the qualities and features to provide the best assistance in such circumstances. Here are the top features that make this services the ultimate solution to every firm is marketing needs.

Every firm faces unique challenges but has its fair share of opportunities that it can exploit to unleash its full potential. An advertising agency provides such important hints from a technical point of view, one that is not blurred by expectations, fears or conflicts of interests.

Marketing agencies is an important partner when it comes to the provision of service and support to firms seeking to lay ground for their products and services. At such times, a business needs a technical expert who can answer its questions, understand its fears, share in its hopes and provide guidance through every step of the way until results come in its favor.

Marketing does not encompass performing the same product promotion procedures or brand awareness tactics repeatedly. In most cases one invaluable aspect will fail to bear fruit once, it has been employed enough number of times. Seeking the services of creative agency allows for injection of a new stream of creativity in how you portray the product to potential consumers. Marketing Agencies are home turfs to new spells of advertisement techniques that promise success to the firm’s brand promotion endeavors.

The success of any brand promotion campaign heavily relies on the results of such periods, the integrity of information provided and the systems put to in place measure their effects. Many of the firms seeking to market their product or services are out to find agencies with demonstrable capabilities and a steady record of accomplishment of growth that can guarantee success.

When done effectively advertising is an essential part of mix because:

Advertising is the only medium you can control – if you want your message to hit on the day a product launches or event is about to happen, this is the only vehicle you control completely.

Advertising allows you to target ideal customers only – when you match a very personal message to a very select audience you get far greater connection.

Advertising creates awareness for your content – The force that drives a great deal of conversion and trust building these days is educational content – ebooks, seminars and blog posts – advertising is a great way to help get that content found and consumed once you’ve gone to the effort to produce it.

Advertising add credibility to your message – Don’t ask me why this is exactly, but every time I run advertising people comment that business must be going well. The perception that you can afford advertising is often enough to sell and resell prospects and customers alike and makes it easier to get attention for your entire message.

Advertising amplifies everything else you’re doing – When you are using advertising to create awareness for your content you automatically create more awareness for everything you are doing. Journalists find companies that advertise, referral sources remember companies that advertise, people fan and follow and friend from ads, and employees can point to well-placed ads as a source of pride in place they work.

3. Evolution of Advertising:

3.1. The Early years of Advertising:

1. 1843 – Volney B. Palmer opens the first American advertising agency, in Philadelphia.
2. 1852 – First advertisement for Smith Brother’s Cough Candy (drops) appears in a Poughkeepsie, New York paper – the two brothers in the illustration are named “Trade” and “Mark.”
3. 1856 – Mathew Brady advertises his services of “photographs, ambrotypes and daguerreotypes” in the New York Herald paper. His inventive use of type in the ad goes against the newspaper industry standard of all-agate and all same-size type used for advertisements in the papers.
4. 1856 – Robert Bonner is the first to run a full-page ad in a paper, advertising his own literary paper, the New York Ledger.
5. 1861 – There are twenty advertising agencies in New York City.
6. 1864 – William James Carlton begins selling advertising space in newspapers, founding the agency that later became the J. Walter Thompson Company, the oldest American advertising agency in continuous existence.
7. 1865 – George P. Rowell and his friend Horace Dodd open their advertising agency in Boston.
8. 1867 – Lord & Taylor is the first company to use double-column advertising in newspapers.
9. 1869 – N. W. Ayer and Sons advertising agency is founded in Philadelphia, Pennsylvania, and the following year begins advertising its own agency in both general and trade publications.
10. 1869 – E. C. Allan starts the People’s Literary Companion, marking the beginning of the “mailorder” periodical.
11. 1869 – The first advertisement for Sapolio soap is published.

12. 1869 – George P. Rowell issues the first Rowell’s American Newspaper Directory, providing advertisers with information on the estimated circulation of papers and thus helping to standardize value for space in advertising.
13. 1860s – Advertising begins to appear in nationally distributed monthly magazines.
14. 1870 – 5,091 newspapers are in circulation, compared to 715 in 1830.
15. 1872 – Montgomery Ward begins mail order business with the issue of its first catalog.
16. 1879 – John Wanamaker places the first whole-page newspaper advertisement by an American department store.
17. 1870s – Charles E. Hires begins advertising Hires Root Beer in the Philadelphia Ledger, expanding over the next two decades into national magazines.
18. 1870s – \$1 million dollars is spent annually advertising Lydia Pinkham’s Pink Pills.
19. 1870s – Louis Prang, a lithographer and printer, develops the idea of mass-producing small “trade cards” that could be adapted to the needs of individual advertisers at low cost. Thread companies, such as Clark’s O.N.T., are among the first to begin nationwide distribution of advertising trade cards.
20. 1870s – In response to the high volume of outdoor advertising (including posters and signs painted on rocks, buildings and barns) in cities and rural areas, several states begin to impose limitations to protect natural scenery from sign painters.
21. 1880 – John Wanamaker hires John E. Powers, who brings a fresh style to advertising – an honest, direct and fresh appeal emphasizing the style, elegance, comfort and luxury of products. Powers is later called “the father of honest advertising.”
22. 1886 – Sears, Roebuck & Company begins mail-order business.
23. 1880s – Illustrated trade cards reach the height of their popularity, not only with advertisers but also with the American public, which becomes remarkably interested in collecting them.
24. 1890 – J. Walter Thompson Company’s billings total over one million dollars.
25. 1891 – The precursor organization to the Outdoor Advertising Association of America (OAAA) is created under the name Associated Bill Posters Association of United States and Canada. OAAA is not used as the organizational name until 1925.
26. 1891 – Batten and Co. advertising agency is founded by George Batten in New York, merging with another agency in 1928 to form Batten, Barton, Durstine and Osborne (BBDO).
27. 1891 – Nathan Fowler, in *Advertising Age*, recommends that because women make most of the purchasing decisions of their household, manufacturers would do well to direct their advertising messages to them.
28. 1900 – 1920

29. 1902 – Packard begins use of the long-lasting slogan “Ask the man who owns one.”
30. 1902 – Unilever hires the J. Walter Thompson Company for advertising Lifebuoy Soap and later Lux and other products in America. Unilever is still with J. Walter Thompson and represents the oldest client relationship in the advertising industry.
31. 1904 – Cigarette coupons are first used as a draw for a new chain of tobacco stores.
32. 1914 – The first full-length feature comedy motion picture, *Tillie’s Punctured Romance*, stars Marie Dresser, Mabel Normand, and newcomer Charlie Chaplin.
33. 1917 – A massive advertising campaign for Lucky Strike tobacco gets underway, employing the slogan “It’s Toasted.”
34. 1917 – The American Association of Advertising Agencies is formed.

The 1960s saw advertising transform into a modern, more scientific approach in which creativity was allowed to shine, producing unexpected messages that made advertisements more tempting to consumers’ eyes. The Volkswagen ad campaign featuring such headlines as “Think Small” and “Lemon” ushered in the era of modern advertising by promoting a “position” or “unique selling proposition” designed to associate each brand with a specific idea in the reader or viewer’s mind.

The late 1980s and early 1990s saw the introduction of cable television and particularly MTV. Pioneering the concept of the music video, MTV ushered in a new type of advertising: the consumer tunes in for the advertisement, rather than it being a byproduct or afterthought. As cable (and later satellite) television became increasingly prevalent, “specialty” channels began to emerge, and eventually entire channels, such as QVC and Home Shopping Network and Shop TV, devoted to advertising merchandise, where again the consumer tuned in for the ads.

Marketing through the Internet opened new frontiers for advertisers and led to the “dot-com” boom of the 1990s. Entire corporations operated solely on advertising revenue, offering everything from coupons to free Internet access. At the turn of the 21st century, the search engine Google revolutionized online advertising by emphasizing contextually relevant, unobtrusive ads intended to help, rather than inundate, users. This has led to a plethora of similar efforts and an increasing trend of interactive advertising.

An early advertising success story is that of Pears Soap. Thomas Barratt married into the famous soap making family and realised that they needed to be more aggressive about pushing their products if they were to survive. He launched the series of ads featuring cherubic children which firmly welded the brand to the values it still holds today, he took images considered as “fine art” and used them to connote his brand’s quality, purity (i.e. untainted by commercialism) and simplicity (cherubic children). He is often referred to as the father of modern advertising.

However, it was not until the emergence of advertising agencies in the latter part of the nineteenth century that advertising became a fully-fledged institution, with its own ways of working, and with its own creative values. These agencies were a response to an increasingly crowded marketplace, where manufacturers were realising that promotion of their products was vital if they were to survive. They sold themselves as experts in communication to their clients – who were then left to get on with the business of manufacturing.

Advertising quickly took advantage of the new mass media of the first part of the twentieth century, using cinema, and to a much greater extent, radio, to transmit commercial messages. This was beginning to show signs of working effectively in the 1920s but the Wall St crash put an end to widespread affluence, and the Great Depression and World War Two meant that it was not really until the 1950s that consumers had enough disposable income to really respond to the need creation message of advertisers.

The UK and Europe, with government controlled broadcasting, were a decade or so behind America in allowing commercial TV stations to take to the air, and still have tighter controls on sponsorship and the amount of editorial control advertisers can have in a programme. This is the result of some notable scandals in the US, where sponsors interfered in the content and outcome of quiz shows in order to make their product seem, by association, sexier.

Unhappy with the ethical compromise of the single-sponsor show, NBC executive Sylvester Weaver came up with the idea of selling not whole shows to advertisers, but separate, small blocks of broadcast time. Several different advertisers could buy time within one show, and therefore the content of the show would move out of the control of a single advertiser – rather like a print magazine. This became known as the magazine concept, or participation advertising, as it allowed a whole variety of advertisers to access.

4. Magnitude of Advertising:

Delivering an effective marketing message through advertising requires many different decisions as the marketer develops their advertising campaign. For small campaigns, that involve little creative effort, one or a few people may handle the bulk of the work. In fact, the Internet has made do-it-yourself advertising an easy to manage process and has especially empowered small businesses to manage their advertising decisions. As we will see, not only can small firms handle the creation and placement of advertisements that appear on the Internet, advances in technology have even made it possible for a single person to create their own television advertisements.

For larger campaigns the skills needed to make sound advertising decisions can be quite varied and may not be easily handled by a single person. While larger companies manage some advertising activities within the company, they are more likely to rely on the assistance of advertising professionals, such as those found at advertising agencies, to help bring their advertising campaign to market.

4.1. The Positive Effects of Advertising:

Although people often focus on the negatives when they discuss the effects of advertising, it is important to note that advertising does have its positive side. In fact, some of our society's most important messages have come through advertising, like "Friends don't let friends drive drunk." In addition to promoting important social messages, advertisements can also spark the economy by fostering competition and innovation.

4.1.1. Public Service Advertisements-

Public service advertisements are often the first things considered when people discuss the positives of advertisements. These advertisements market a social concept of importance to the general public. Many public service announcements run messages about health, safety and national security. In the United States, the Ad Council, a nonprofit organization, sponsors many public service announcements. Their famous lines include "Loose lips sink ships," a 1942 advertisement run to promote national security during World War II. However, other nonprofit organizations, the

government, faith-based organizations and private companies also run public service marketing campaigns.

4.1.2. Social Benefits-

In addition to public service advertisements, traditional advertisements that market a product or service can offer social benefits. In fact, according to Megan VandeKerckhove, a student at the University of Florida's Interactive Media Lab, advertising is free speech, and it can work to promote free speech. According to VandeKerckhove, this is especially true in countries where free speech has been suppressed. Advertising there, especially when it comes from the Western world where free speech is embraced, can encourage the idea that free speech is important. Furthermore, freedom of choice and advertising-supported entertainment, which is often a promoter of social change, are two important components of society that are both promoted through advertising.

4.1.3. Economic Benefits

Advertising has a number of positive effects on economies both in the U.S. and abroad. According to the International Advertising Association, advertising can encourage companies to compete and provide new products. This encourages more consumers to buy because these products meet the needs and wants of more consumers. Thus, the economy is positively affected. In addition, advertising can help create more jobs. As the demand for products and services goes up because of advertising, more people are needed to manufacture, supply, ship and test those products and services. Thus, more jobs are created.

4.1.4. Choice

In addition to encouraging consumers to choose the products that are best for them, advertising, at least in democratic nations, allows individuals to learn about the wide variety of lifestyle and political choices available to them and choose the ones that they find best. For example, in the United States, candidates for an elected position often run advertisements that discuss their strengths and the opponent's weaknesses. These advertisements encourage Americans to compare and contrast the candidates and choose the one with whom they most agree.

4.2. Negative Impacts of Advertising

Advertising takes money, whether purchased through an online advertising service, print ads in a newspaper or commercials on radio and TV. Designing the ads and the copy costs money, as well. On the high end, companies spend up to \$2.6 million for a 30-second commercial during the Super Bowl. While the positive impact of advertising is bringing in sales dollars, the negative impact is felt by those who are the target of the advertising.

4.2.1. Misrepresentation

Advertising aims to present a product in the best light possible. There is some leeway in the creative process. As the Gecko in the Geiko ads says, "That's just a dramatization, of course," referring to the idea that if you ask Geiko representatives for an English muffin, they'll serve one up toasted with butter and jam. The problem arises when the dramatization crosses the line into falsely representing a product. Hefty fines can result from false advertising when levied by the Federal Trade Commission.

4.2.2. Unrealistic Expectations

Direct-to-consumer advertising for prescription drugs has resulted in unrealistic expectations about the effectiveness of drugs and their side-effects, according to the Food and Drug

Administration's study "Patient and Physician Attitudes and Behaviors Associated With DTC Promotion of Prescription Drug." Voice-overs give the downside to the drug, but the visual images show healthy, happy people. It's not unusual to hear that even death may be a side-effect of a prescription drug. Beauty and health products may also not live up to their promises, resulting in wasted consumer dollars. Disclaimers are often hidden in very small print on product packaging and in out-of-the way spots in ads.

4.2.3. False Images

Advertising is ingrained in American culture, from children's programs on Saturday morning to talk shows and prime time TV. Advertising even invades movies through product placement. It's not an accident when a movie hero holds up a can of Coke instead of Pepsi. Advertising influences how people feel about themselves -- often in a negative way. Based on the images they see in advertising, women often feel they should be thin and beautiful and hold down full-time jobs while also being full-time mothers. Advertising communicates that men should be handsome, tall, athletic, caring husbands, thoughtful fathers and virile at all times. These images are often unrealistic and unattainable.

4.2.4. Children

In his study "Review of Research on the Effects of Food Promotion to Children," Professor Gerard Hastings found there is a link between food advertising and children's preferences regarding what they will consume. Ads for many sugary cereals encourage children to ask their parents for those particular products -- regardless of whether the products are good for the children. It's not coincidental that the most heavily advertised toys during the holiday season end up being the top sellers. Children are susceptible to advertising.

5. Conclusion:

Advertising is the mostly debated topic now. Like every other thing it has also some positive as well some negative points. If it has some positive aspect of social and economical impact on society then it do have some negative impact also. Advertising a public welfare program has positive social impact whereas exposing woman in an advertisement has negative impact on society.

Advertising is a mass marketing technique. Assorted techniques are used for advertising which persuades the consumers that why they need the product which is being advertised. They focus more on the benefits, which consumer will get from that product, rather than the product itself. Through advertising, products can be known to public easily. They can decide which product they need and why. Thus increasing the consumption and as a result also increasing the demand of the product.

Advertising can also be used to generate awareness among public that which product they use and to which product they can say no. It can also be used to educate people about certain diseases or danger (example: - AIDS, TB, viral diseases, etc.). Even the backward people are now aware of many diseases and their problems. And all these credits goes to proper advertising. Diseases like Polio could never been controlled if the timings for polio drops aren't advertised regularly.

Advertising can also be used to inform public about social events like concerts and performances. Charities can use media to advertise about the illnesses and encourage people for donations. Social organizations and NGOs can use the mean of advertisement for promoting their campaigns. Seeking help through advertisement during epidemics or natural calamities can help a lot.

There are also various blames that advertising is causing negative social impact on lives. Even if advertising has a vast good impacts on society, it can be ruled out that it has bad impact also. It plays with the emotions of general public and encourages them to think that buying and depleting are the activities of life. Advertising posters of modern films, where sexuality is shown much more than the actual theme of the movie, can divert the society a lot. Materialism is being much glorified through advertisements, which can again have dangerous consequences. Society is becoming ignorant towards social or world issues because we are too obsessed to satisfy our newly created needs. We want to earn more and more money so that we can buy happiness in forms of products, being advertised as they can bring all the happiness in our lives. We are starving for material goals, because we always just want to have more.

Products which are heavily advertised are expensive due to the cost spent on advertising. It is true that advertising increases consumption, but it's also true that the more we consume, the more we destroy the environment, because if demand increases production also increases. Thus the need of raw materials also increases.

So, we can say that advertising has positive and lasting impact on society which in turn results in increase or decrease of revenue. The balance, of what is necessary and what really not needed should be focused more. Our society and the marketing of products depend so badly on advertisement that even its negative impact on society can't outweigh the many positive social and economical effects. For organizations, it has become absolutely impossible to ignore the focus on advertising as it shapes the backbone of sales structure and market awareness and provides resilience to contest the vibrant competitors over a longer period.

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“HUMAN CAPITAL CREATION”

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Abstract

Human Capital Creation is important in every organization. It is the most valuable resource in the organization. Individuals who spend maximum part of their day contributing towards the success of an organization are its most crucial resource. Employees can make or break an organization, truly make an organizations lifeline. The recruited individuals are the right talent which is of utmost importance. An individual who is not fit for a particular role will not be able to contribute much in the long run. To groom the recruited individual as per the organizational target is one of the most crucial responsibilities of human resource professionals. *Do not hire someone just because you need to fill a vacant position or your superiors have asked you to do so. Analyze the background of an individual thoroughly.*

The proper selected candidates are then given training to make them indispensable resource for the organisation. Motivate employees to take up social courses or online programs which would help them in their job. Employees who do not brush up on their skills from time to time find it difficult to survive in the long run. Human capital creation plays an important role in increasing the efficiency of the employees. Individuals are in a position to contribute more towards the system, eventually increasing the overall efficiency of the organization. It also helps in developing the skills of the employees which help them stand apart from the rest.

Keywords:-Human Capital Creation, Employees , training, efficiency & efficiency

INTRODUCTION

Human Capital Creation has its meaning in depth, before defining it the Human Capital itself means assets to the management whose current value can be measured and whose future value can be enhanced through investment. Human capital is created for the expectations of the organizational target. It is created to provide to attract, develop and retain employees and to integrate talent management features. By using Human Capital an organization can achieve the target.

Human Resources only can provide a competitive advantage to any organization in the long run. Human capital has to be created for the next generation organizations as they have to respond to challenges instantly, if they have to succeed. Indians are the best to handle the dynamic aspect of an organization since in India we have a very diverse workforce from various ethnicities and backgrounds. All that needs to be done is assessing and knowing who is best at what. When the organization is in the expansion mode, they need employees who can align their personal objectives with the organizations objectives which is possible only if the employees are happy and satisfied. For this the employees (the capitals) have to keep their eyes open.

Human capital creation can also be considered as “Mining Human Potential through innovative employee engagement practices”, mining human potential through effective performance management. These may help in creating next generation organizations. While creating Human Capital Force and during the period we can realize the real potential of the individuals, it’s only when the right opportunity knocks, their brilliance is unlocked.

If we talk about the need for the organizations to think globally we can find that globalization is mission critical for companies to not only grow but to survive. Global practices be it talent or processes is the need of the hour for any successful company today. Companies compete and win in the market based on their competitive advantage which is created through people and systems and processes they create.

Organizations today spend a lot of time, effort and resources to identify, develop, retain and position their high potential talent. We can say that if a company wants to be among top 50 growth companies, then you need to have 19-22% of high potential employees.

We must devote to develop employees so that they share their talent, push for excellence early on, promote spiky (good at one thing or another) leaders and invest early. Human capital creation helps to increase the productivity of the employees and later HR managers can monitor the profits of the company.

In every organization there is lot of potential available which needs to be tapped effectively and synergized with organizational goals. It is people who make an organization. For this the employees must be happy and satisfied. Also we must keep our eyes open, learn from the changes taking place around and pursue the goal of their life with honest intention. This helps to contribute to the GDP of the country.

Grant in 1991 lists the main characteristics of human resources in his general classification of firm's potential resources as follows:

- i) The training and expertise of employees determines the skills available to the firm.
- ii) The adaptability of employee determines the strategic flexibility of the firm.
- iii) The commitment and loyalty of employees determine the firm's ability to maintain competitive advantage.

The HRM argument is that people are not to be seen as a cost but as an asset in which to invest, so adding to their inherent value. Also we must focus on the importance of adopting an integrated and strategic approach to managing people, which is the concern of all the stakeholders in an organization, not just the people management function.

During the HCC a systematic analysis, measurement and evaluation of people policies and practices create value. The executive chairman of Cadbury Schweppes pic commented "An organization success is the product of its people's competence. The link between people and performance should be made visible and available to all stakeholders. We must believe that Human Capital Creation creates value through people and that is a people development philosophy but the only development that means anything is that which is translated into value.

Human capital is not solely the people in organizations it is what those people bring and contribute to organizational success. Human capital is the collective value of the capabilities, knowledge, skills, life experiences and motivation of an organizational workforce.

Sometimes Human Capital is also called intellectual capital to reflect the thinking knowledge, creativity and decision making that people in an organizations contribute. For ex: Firms with high intellectual capital may have technical and research employees who create new bio-medical devices, formulate products that can be patented or develop new software for specialized uses. All these organizational contributions illustrate the potential value of the human capital. A few years ago a

Nobel Prize winning economist Gary Becker expanded the view of human capital by emphasizing that countries managing human capital better are more likely to have better economic results.

The importance of human capital in organization can be seen in various ways. One is sheer costs. In some industries such as the restaurant industry, employee related expenditures may exceed 60% of total operating costs. With such significant levels comes an increasing need to measure the value of human capital and how it is changing through HR matrices.

1.1 The concept of Human Capital

Individuals generate, retain and use knowledge and skill (Human Capital) and create intellectual capital. Their knowledge is enhanced by the interactions between them (Social Capital) and generates the institutionalized knowledge possessed by an organization (Organization Capital). The concepts of Human, intellectual social and organizational capital is an asset to the organization. Human capital consists of the knowledge, skills and abilities of the people employed in an organization. The term was originated by Schultz (1961) who elaborated his concept in 1981 as follows;

Consider all human abilities to be either innate or acquired. Attributes which are valuable and can be augmented by appropriate investment will be human capital. While defining capital, it is a type of asset that allows a business to make more money or otherwise further its goals. Human capital is the sum total of a person's knowledge and skills that the company can use to further its goals.

1.2 Importance of Human Capital

Until we develop artificial intelligence, we pretty much need human capital to accomplish anything in the world today. In fact, it takes human capital to create some other forms of capital. While a machine may eliminate the need to have hundreds of production workers make stuff, it still took human capital to design and build the machine. And as we make deeper and deeper into a knowledge based economy that depends on information, knowledge and high level skills, human capital will become increasingly important.

Human capital can be increased through education and training. In house educational and training programs can be offered to keep employees up to speed on their areas of expertise. The company can also reimburse for outside educational and training opportunities, ranging from seminars to certification programs to college degrees relevant to the company's needs.

1.3 Key components of Strategic Human Capital Plan

Employees their knowledge, experience, skills, innovative ideas, concepts are all valued possessions within an organization. An organization must understand its employees well to expect the best from them. Human capital management refers to developing strategies to hire, manage, train, develop and retain top performing employees.

Human Capital Management includes the following:

- Recruiting the best available talent
- Career development plans for the employees
- Coaching and mentoring employees
- Motivate employees to deliver their level best
- Developing performance management strategies

Human capital planning helps an organization to design human capital policies, strategies, programs to increase efficiency of employees and help them to accomplish goals and objectives of organization. Implementation of Human Capital Plan helps human resource professionals to hire the right candidate, train him, upgrade his/her skills, manage him/her and also retain an employee.

Human Capital Creation has the basic components:

- Clarity in direction
- Clarity in human capital goals
- Strategies/Policies to accomplish already defined goals and objectives
- A foolproof implementation plan
- An accountability system

1.4 Ways of an individual to boost his/her Human Capital

Every employee should strive hard to increase his/her value in the organization. One should contribute his/her level best to accomplish goals and objectives of the organization. Don't just treat your organization as a mere source of earning money.

- Remember there is no age limit for education
- Don't just restrict yourself to a nine to five job
- Try to get involved as much as you can
- Information sharing also increases the efficiency of employees and eventually human capital
- Volunteer for various training and skill development activities

Don't attend office just to earn your salary. Make it a point to do something new every day. Work never becomes a burden for employees who believe in experimenting and doing new things. Read a lot. Pick up magazines, newsletters, journals which will help you increase your knowledge. Don't wait for someone else to push you for things. Start it right now!

Start your day with a smile. It will help you contribute more towards your organization.

Conclusion

Human Capital is the way to reach up to goal of the organization. As per the situation if proper training is given to the employees in an organization, they can achieve the target. Once the human capital is trained and operated efficiently and effectively in the required manner success can be achieved.

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“ONLINE SHOPPING IN INDIA AND ITS IMPACT ON CONSUMER”

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Abstract

The e-Commerce market in India has relished extraordinary growth of almost 50% in the last five years. Although the style of e-Commerce has been making rounds in India for 15 years, the appropriate ecosystem has now started to fall in place. The considerable rise in the number of internet users, growing acceptability of online payments, the proliferation of internet-enabled devices and favorable demographics are the key factors driving the growth story of e-Commerce in the country. This paper will have focused on how ecommerce growing in India, how it makes impact of Indian consumer behavior and also focus on recent trends in ecommerce industry in India.

Keywords:- E-Commerce, Indian consumer & Impact

Introduction

Today we all are witnessing technological advancement in all over the world. Every day there are a lot of changes happening in our personal life due to technology advancement. It is now proved that technology is affecting on the world in both positive and negative manner. Technology is changing the life of human being rapidly. If we go five to ten years back way our shopping was different. In old days we used to go market by vehicles ,walking or car etc. with family. We purchase all kind of stuff once in month because that time shopping depend on monthly salary for salaried class.

Even product or services was limited in market so that time we don't have so much choices and payment option was also limited mostly cash purchase.

But now due to new technology entire shopping market has changed. Now a days online shopping most popular word we are hearing everywhere because of its popularity & simplicity convenience and affordability etc. Today most of the consumer are preferring online shopping. Online Shopping has been a emergent marvel in all four angles of the world. Electronic shopping is defined as a computer activity/exchange performed by a consumer via a computer based interface, where the consumer's computer is connected to, and can interact with a retailer's digital storefront to purchase the products or services over the internet.

In online shopping in one mouse click via internet customer can access thousands of products or services in one fraction of second with different variety, price and other products or services related information.

Due to development of internet technology and expansion of internet in all over India and other part of the world and the change in buying behavior among the customers, the surge of online shopping has become a fashionable way for customers and/or companies to trade over the Internet through online portal like flipkart, snapdeal, ebay, amazon etc. Today most of the companies want to identify the factors that stimulus buying behaviour towards online shopping. Now days many companies conducting various survey regarding buying behaviour of customer, through this they want to know what are the factor influencing the customer while buying any product or services or

how customer are taking decision of shopping? They also want to know why don't some customers prefer online shopping. There have been intensive studies of online shopping attitudes and behaviour in recent years. Day by day online shopping become a biggest virtual market in the world. The present study has been initiated with the objective to study the impact of socio-cultural factors, economic factors, geographical factors, reference group & so on buying behaviour towards online shopping.

There are many Research indicates that the change in buying behaviour towards online shopping is positive due to reasons like convenience, time saving, varied choice and availability, 24x7 availability, global product etc. Internet users in India have gone up from 50 million in 2007 to 300 million in 2014. In 2014, smartphone shipments doubled to 80 mn from a year-ago period. Overall, in India online shopping penetration is being articulated about in the locality of 80 million buyer universe. Morgan Stanley expects the size of the Indian internet market to rise from \$14bn GMV in 2013 to \$137 bn by 2020 and market capitalisation of these internet businesses could touch \$160-200 bn from the \$4 bn at present. The increasing attentiveness towards use of internet, satisfactory results in online shopping, rise in standard of living due to dual spousal income, occupation, influence of family, friends and attractive promotional offers etc. are going to effect the purchase decisions the most. In this way the family setup has been now shifted towards more democratic in nature than the authoritative hierarchical in past. In the online shopping there are certain issue need to be addresses by the marketer is very important because many customer facing a lot of problem from online shopping for example quality of products or services, online fraud, location problem, website related issues, distribution of products etc.

Statement of the problems

Now a days online shopping is more popular among us specially this kind of shopping more popular in big city as well as small city also. Due to expansion of internet, awareness of internet is major reason behind the high growth of online shopping in India. The impact of online shopping is in every corner of the world. Behavior of online shopping quite different as compare to the traditional market buying behavior process. These kind of issues are needed is to be study. Society is attached with the buying pattern of people. He emerging online shopping is also a threat to traditional shopping. The impact of the same are must be assessed on overall economy.

Significance of study

Internet Users in India will cross 300 million mark by December 2014 according to 'Internet in India 2014' report jointly published by the Internet and Mobile Association of India (IAMAI) and IMRB International. The year on year growth rate registered stands at impressive 32 percent.

(<http://trak.in/tags/business/2014/11/19/india-300m-internet-users-2014/>)

This means there huge growth in online shopping in India due increase in user of internet every year. In few years back online shopping was limited only in urban areas of the country but now expansion of internet in rural area cause huge growth of online shopping in rural area also In India 70% population lived in rural area so there is billion rupees market for online shopping in India. There is big scope for online shopping companies to expand their delivery services in rural area. Even some research suggests people from rural area are now preferring online shopping rather than traditional shopping.

There is a need to study consumer behavior of rural consumer and urban consumer towards online shopping, what kind of item they want purchase from online portals what factor attract them

to purchase online products or services and what kind problem there are facing while purchasing products form online portals. These some issues need to be study.

Objective of the study

1. To study the impact of Socio-Cultural factors on online buying behavior.
2. To study the Perception of Indian Consumers towards online shopping.
3. To evaluate the ability of online shopping sites to attract and retain customers in Indian Environment.

Review of literature

1. Our analysis shows that online consumer behavior is still fragmented. For example, researchers such as **Goldsmith (2000)** and **Limayemetal. (2000)** found that personal innovativeness is a key personality trait that explains consumer online purchase intention.
2. Chau et al (2000) examined the effects of presentation mode, search engines, and navigation structure of product items on the adoption of Internet shopping. **Jarvenpaa et al (2000)** concluded that trust in an Internet store is a salient determinant of online shopping. Finally, **Lee (1999)** focused on online repurchase and contended that consumer trust and consumer satisfaction were the key antecedents of continued purchase.
3. Online shopping has taken off as an increasing number of consumers purchase increasingly diversified products on the Internet. Given that how to attract and retain consumers is critical to the success of online retailers, research on the antecedents of consumer acceptance of online shopping has attracted widespread attention.
4. There has yet to be a holistic view of online shopping acceptance from the perspective of consumers. In this research, we conducted an extensive survey of extant related studies and synthesized their findings into a reference model called OSAM (Online Shopping Acceptance Mode l) to explain consumer acceptance of online shopping. Our literature survey reveals that a myriad of factors have been examined in the context of online shopping and mixed results on those factors have been reported. The proposed model helps reconcile conflicting findings, discover recent trends in this line of research, and shed light on future research directions.(**Lina Zhou, Liwei Dai &Dongsong Zhang 2007**)
5. People have dubious attitude towards e-marketing of product & services mainly due to security concern related to privacy of personal information. Personal information privacy should be given preference by the companies involved in online marketing of product & services The other major concern among people includes authenticity of product & services offered online. Companies involved in online trading should focus on building their brand awareness among people so that trust-worthy relationship can be developed between producers & consumers. On-time delivery of products purchased through online shopping will prove to be quite beneficial in a long run. Significant price-cuts should be offered to customers as there are relatively no/lesser intermediaries involved as far as e- marketing is concerned.(**Dr. Sanjay Hooda& Mr. Sandeep Aggarwal 2014**)
6. The Internet has a significant impact on every aspect of life including Shopping habits. Shopping on the Internet, due to its being a synthesis of marketing practices and technology management principles has become an issue gaining importance for marketers and academics.(**ElifEroğlu 2014**)
7. We live in a digital age and thus need to keep up with new trends in the social media. The Internet has become the first medium in history to allow for complex interaction between networks of people via Facebook and YouTube, amongst many more . In a constantly changing society where citizens are more proactive and have better access to information,

and where new norms are created over time, many challenges evolve that we need to keep up with for understanding our citizens. (Mrs.PallaviKumari 2013)

Research methodology

1. **Desk Research:** a detailed review of relevant literature for the online shopping was conducted at this stage.
2. **Collection and analysis of information:** - all data and information gathered through secondary data was collected and analyzed for the purpose of developing the research paper.

The Growth Story of E-Commerce in India

Started in India in the year with the introduction of B2B portals in 1996, now E-Commerce is all set to become one of the successful medium for business transactions.

Between 2000 and 2005: The first wave of E-Commerce in India was characterized by a small online shopping user base, low internet penetration, slow internet speed, low consumer acceptance of online shopping and inadequate logistics infrastructure. Thereafter, the IT downturn in 2000 led to the collapse of more than 1,000 E-Commerce businesses in India. Following this, there was muted activity in the space in India between 2000 and 2005.

Between 2005 and 2010: There were basically two major transitions that took place that aided in the build of E-Commerce story in India. They were:

- **Online Travel:** The entry of Low Cost Carriers (LCCs) in the Indian aviation sector in 2005 marked the beginning of the second wave of e-Commerce in India. The decision of LCCs to sell their tickets online and through third parties enabled the development of Online Travel Agents (OTAs). They developed their own websites and partnered with OTAs to distribute their tickets online. The Indian Railways had already implemented the e-ticket booking initiative by the time LCCs started their online ticket booking schemes.
- **Online Retail:** The growth of online retail was partly driven by changing urban consumer lifestyle and the need for convenience of shopping at home. This segment developed in the second wave in 2007 with the launch of multiple online retail websites. New businesses were driven by entrepreneurs who looked to differentiate themselves by enhancing customer experience and establishing a strong market presence.

2010 onwards

Group buying: Starting in 2010, the group buying and daily deals models became a sought after space for entrepreneurs in India, emulating the global trend. Group-buying sites have seen a significant rise in the number of unique visitors and membership.

Social Commerce: It is a key avenue for E-Commerce players to reach out to target customers. Companies have started establishing their presence in the social media space for branding activities, connecting with customers for feedback and advertising new product launches.

Present Scenario: India's E-Commerce market grew at a staggering 88% in 2013 to \$16 billion, riding on booming online retail trends and defying slower economic growth and spiraling inflation, according to a survey by industry body ASSCHOM.

India's E-Commerce market was about \$2.5 billion in 2009, it went up to \$6.3 billion in 2011 and to \$16 billion in 2013 and is expected to grow huge \$56 billion by 2023 that would be 6.5% of the total retail market.

E-Commerce Driving Factors: E-Commerce has led to:

- Reduced search and transaction cost
- Reduced process lead-time and faster time to market
- Increased customer service
- Improved convenience and shopping experience
- Increased information transparency
- Knowledge generation
- Novel products and services

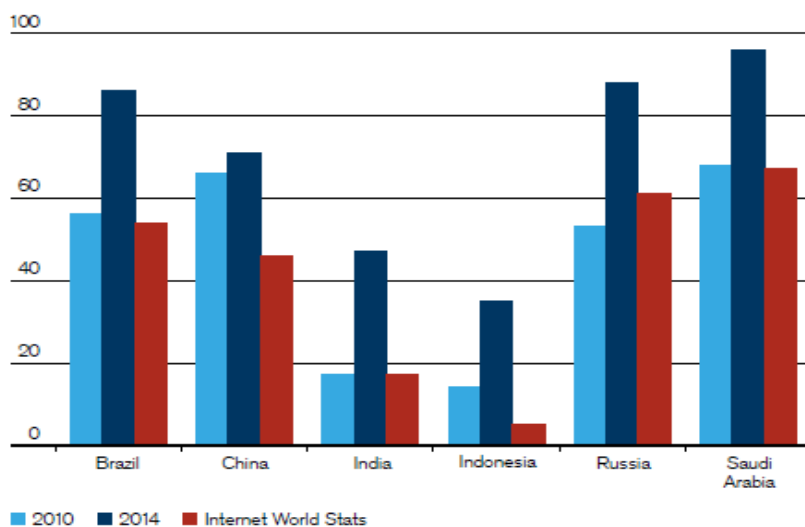
Top 10 Ecommerce as per ASSCHOM

1. Flipkart
2. eBay India
3. Snapdeal
4. Amazon India
5. Myntra
6. Shopclues
7. Dominos
8. freecharge
9. Jabong
10. Tradus

INDIAN STATISTICS ON E-commerce: -

Internet access increasing across the range of our countries, but especially in Indonesia and India

Source: Credit Suisse Emerging Consumer Survey

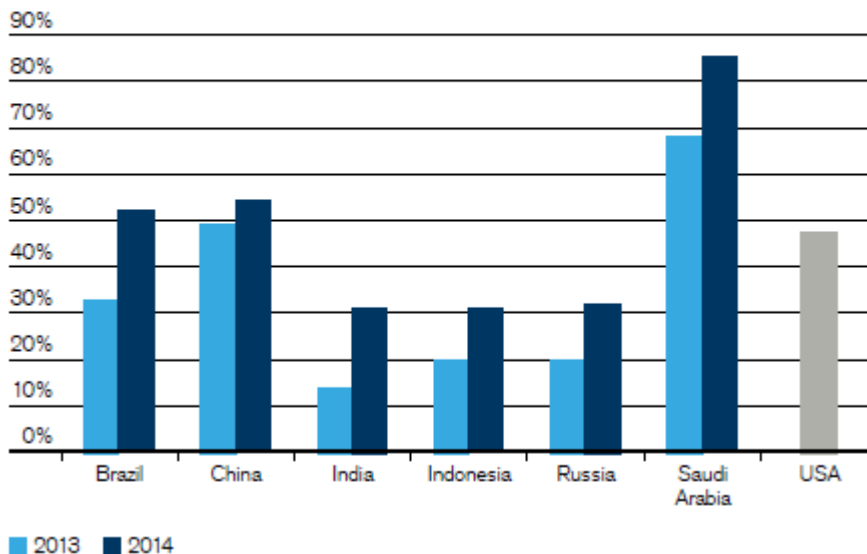


Mobile internet taking over from fixed line

Companies aiming to benefit from the growth of internet usage across emerging countries should have a well-developed mobile strategy. The reason for this is that internet usage across developing countries is increasingly led by mobile phone access rather than fixed line-based internet. For example, around 67% of internet usage in India is through smartphones rather than through fixed line access.

% of respondents using smartphones to access the internet

Source: Credit Suisse Emerging Consumer Survey, eMarketer, iResearch



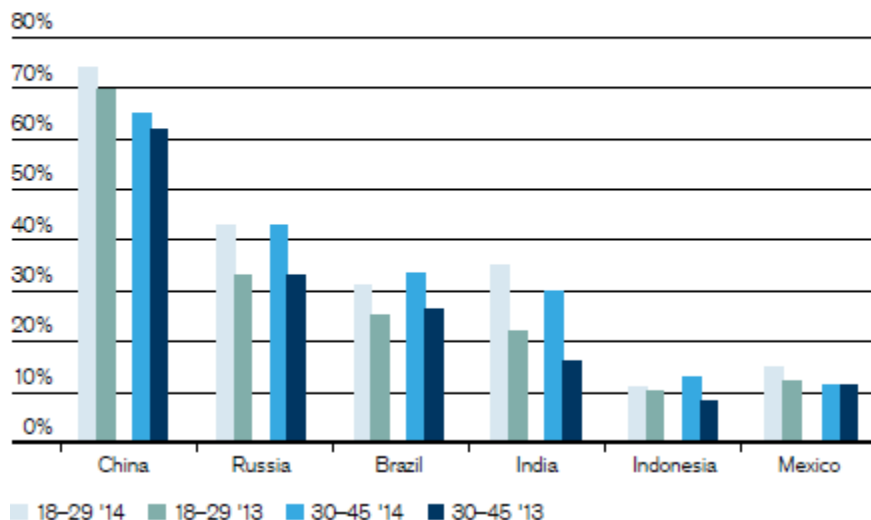
Smartphone-related internet access is also higher than fixed-line access in China, where 56% of respondents now have internet access through smartphones compared to 51% in our previous survey. Year-over-year, we find that smartphone penetration is rising across the countries in our survey and quickly converging to developed nation levels. Importantly though, we also find that smartphone penetration across rural areas is increasing rapidly. This is particularly relevant, given that the so-called last mile of fixed-line networks across rural areas in emerging countries is typically underdeveloped, which in the absence of smartphone-based internet access, would limit the immediate growth opportunity in e-Commerce.

e-Commerce growing quickly across all countries, led by young people: -

More widespread internet usage and increasing spending power are factors that are driving the trend toward e-Commerce, in our view. e-Commerce is most accepted in China, with 65% of respondents claiming to have made a purchase online during the past six months. This compares to less than 40% for the other countries (Figure 6). However, momentum in relation to the share of online shoppers across the other countries is stronger. For example, 32% of internet users in India now shop online, which compares to just 14% in 2011. Online shopping is dominated by younger people. The survey shows that more than 70% of internet users in China that are younger than 30 years shop online (Figure 7). This is a much higher percentage than we find in other countries; however, as far as growth momentum is concerned, we note that countries such as India have started to accelerate, with the share of younger people shopping online almost doubling compared to 2013.

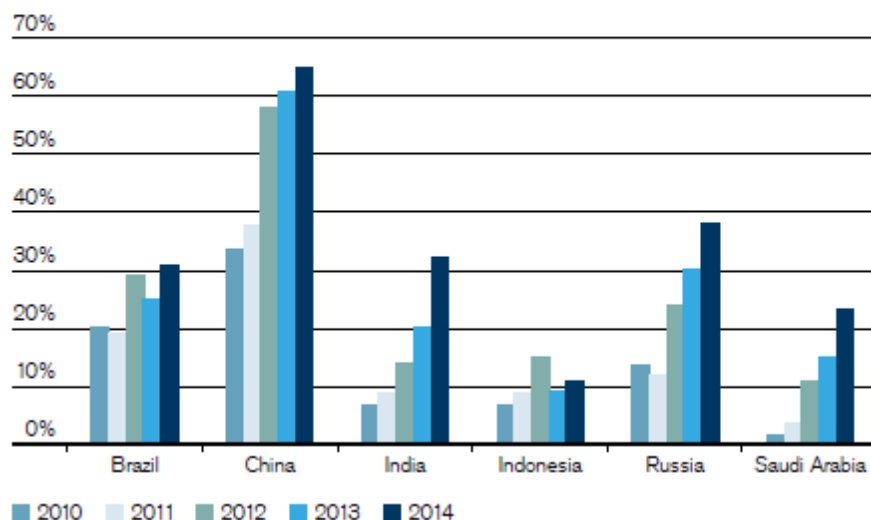
Share of younger respondents shopping online increasingly rapidly, especially in India

Source: Credit Suisse Emerging Consumer Survey



% of respondents who have used the internet for online shopping

Source: Credit Suisse Emerging Consumer Survey



Potential of e-Commerce market:-

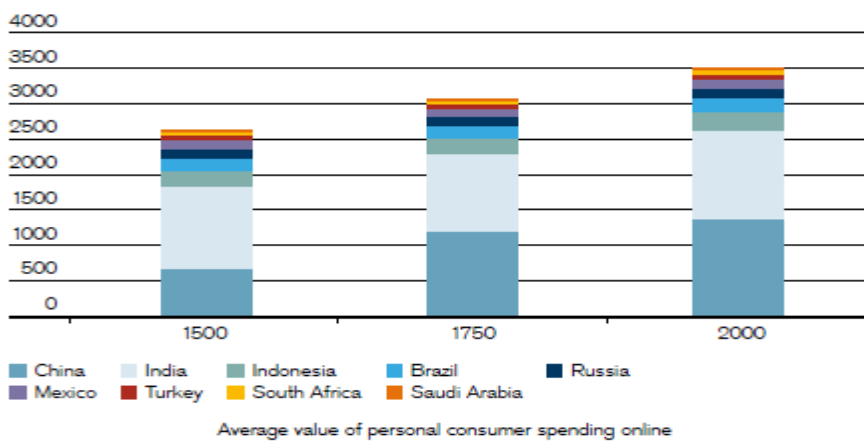
To judge the potential magnitude, we have run some scenarios for the share of online retail spending across our nine developing countries.

- **Conservative estimate:** For the UK and USA we find that around 10% of current total retail sales is done online. A similar ratio for our countries would imply annual turnover of approximately USD 400 billion. We believe that this scenario is actually quite conservative, given that China is already at around 10%, whereas it also does not incorporate the potential for e-Commerce to be bigger across emerging economies owing to the absence of a formalized retail sector.
- **Optimistic scenario:** Another, more optimistic, scenario is one that compares the penetration of online buyers and their spending levels in emerging countries to levels experienced across developed countries.

Currently, buyers across Western Europe, Japan and North America spend more than USD 1,700 per year online, with UK consumers spending almost USD 3,900. The average for developing economies, on the other hand, is less than USD 800 (Figure 16). At the same time, we find that the share of online buyers across the developed world averages around 50%, whereas this share is substantially less than 20% for most emerging economies. If we assume that online penetration in the nine countries of our survey converges to the 50% average for developed countries, and that in the long term, average spending increases to developed country averages, we calculate that the total e-Commerce market may reach annual turnover of USD 2.6–3.5 trillion. This would represent a seven to nine-fold increase over the current online market in our surveyed countries. .

Potential e-Commerce market (USD billion)

Source: Credit Suisse Emerging Consumer Survey



Upcoming trend

1. **Internet Penetration:** With an exponential increase in internet usage, there's an increasing PC and broadband penetration, coupled with the declining prices of PCs. Tablets and smartphones have given a new meaning to connectivity and user experience. The adoption of 3G and upcoming 4G technology, along with the declining prices of smartphones, is expected to result in an additional increase in internet usage in the country. Improvements on the payment front have brought about the increasing use of plastic money by Indian consumers. Payment gateways have now been made more secure through multiple levels of authentication via one-time passwords (OTPs). This has helped strengthen users' confidence in carrying out online transactions.
2. **M-Commerce:** India has more than 900 million mobile users, of which around 300 million use data services. This is expected to grow to 1200 million by 2015. Also, more than 100 million mobile users are expected to use 3G and 4G connectivity in the coming few years. Of the total 90 million mobile users, only 27 million are active on the Internet. Moreover, only 4 per cent of the active mobile internet users buy products through mobiles. However, mobile shopping is on an upward trend and is expected to increase five-fold to 20 per cent in the medium term.
3. **FDI in E-Commerce sector:** Presently the Indian Government has allowed 100 per cent FDI in B2B e-commerce, while business-to-consumer (B2C) is prohibited. In addition to that there's a compulsory 30 per cent local sourcing norms for foreign players. Companies like Amazon, eBay, and Tesco are coaxing and holding meetings with the DIPP to invest in an emerging market India. They have even been investing some of the local start-ups here like Amazon entered India via Jungle.com. The news that Department of Industrial Policy and Promotion (DIPP) has started consultations with stakeholders on allowing foreign direct investment in retail e-commerce

before the end of this financial year, has nonetheless raised our expectations of expansion of Indian E-Commerce industry.

Conclusion

At end we can say E-commerce future in India is very bright because of so many factors like demographic, Economic, Social etc. we have witness lot of technological changes happing in India like 3G internet now gone there will be 4G internet on the way this will definitely boost the ecommerce business India.

Indian government will come up with some regulation for this Ecommerce industry for safety of Indian consumer and proper business practices in India.

E-Commerce players are banking on the Indian internet growth story. The fact that an average online user is spending more time online gives these players the opportunity to draw more users to their websites through innovative marketing strategies such as those revolving around social media.

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A STUDY ON THE PROBLEMS OF AGRICULTURAL MARKETING OF BANANA IN AMRAVATI DISTRICT, MAHARASHTRA

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Abstract

India owes the credit of being leader in global banana production. Maharashtra state enjoys the status of being one of the leaders in the country for banana production and marketing. In Maharashtra, Amravati District is creeping in banana production, marketing research and technology generation. However the other side of the coin is dark. At global scale India has not secured any status in banana trading. Its contribution in international banana export is negligible. In the era of globalization when India has joined the global economy open-mindedly there is a great necessity to investigate and identify the specific constraints in overall banana marketing. This paper defines the banana marketing network, identifies the role of various agencies involved and addresses their explicit problems. An extensive survey is done to study the problem and based upon the data generated, suggestions and recommendations are given here to improve the banana trade in the district so as to enhance the market and farmers associated with it.

Keywords: Creeping, marketing, globalization, constraints.

Introduction:

Amravati is located at 20.32 N to 21.46 N latitude and longitude of 76.37 E to 78.27 E with altitude of 300 to 900 mt. above Mean Sea Level (MSL). The total geographical area of the district is 12212 sq. km. which is 3.96% of the total area of the state. The district is divided into 14 tehsils (blocks).. The average annual rain fall of the district 857.4 mm spread over 51 rain days. As per the 2001 census, the total population of the district is 26,07,160. Sixty six percent of the total population is residing in rural area, where as 34% resides in the urban area in the district.. The total geographical area of the district is 12.21 lakh ha. and almost 63% area is under cultivation while 34% area is under forest. The total net sown area in the district is 683700 ha, of which about 203100 ha is sown more than once, including perennial crops. In the district 91.50% area is exclusively under rainfed cropping. The total area under kharif crops is 683700 ha, while 106200 ha is under rabbi crops. The area under irrigation is 80543 ha in the district, which is 8.5% of the total cultivated area.. The district economy is predominantly agro based.. viz., Chandur bazaar and Achalpur. There are Almost 10 Banana ripening plants located in the areas like anjangaon surji, pathrot, akot& morshi collaborately collecting the entire raw green bananas.

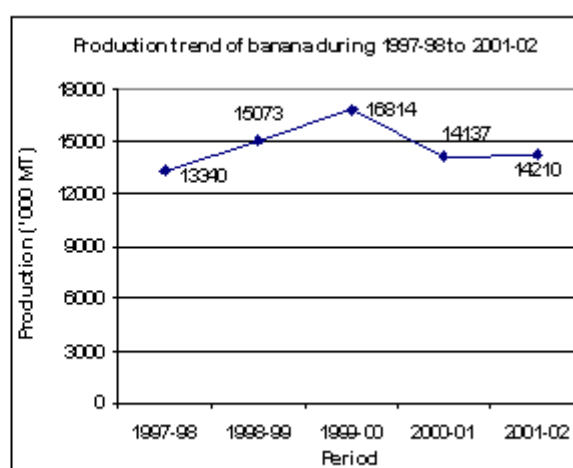
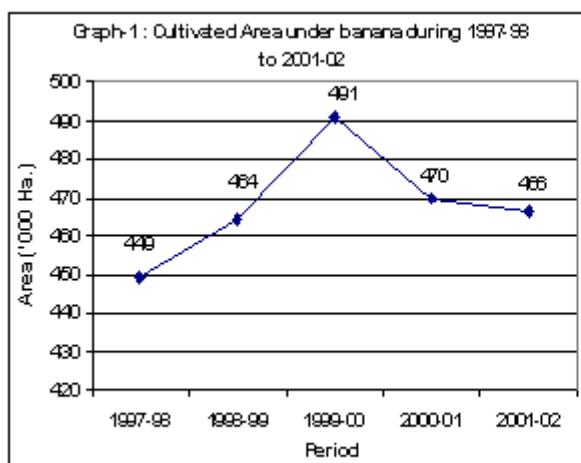
Banana is a fruit with marvelous properties. The banana plant has versatile uses. The plants are used for decorative purposes, preparation of fiber and the leaves for storing and packaging food items. Bananas have universal appeal as a fresh food while plantains for wholesome food to millions of people in the world in the countries like Puerto Rico and Tanzania (Valsalakumari 2005). Banana is cultivated in nearly 120 countries in the world. The Global production of Banana is roughly 86 million tones (Ramesh Chand 2006). India ranks 1st in Banana production (UNCTAD). Particularly in India, State of Maharashtra has the highest productivity. In India banana ranks first in production and third in area among fruit crops. It accounts for 13% of the total area and 33% of the production of fruits. Production is highest in Maharashtra (3924.1 thousand tones) followed by Tamil Nadu (3543.8

thousand tonnes). Within India, Maharashtra has the highest productivity of 65.70 metric tonnes /ha. against national average of 30.5 tonnes/ha. The other major banana producing states are Karnataka, Gujarat, Andhra Pradesh and Assam. Table 1 : State-wise Area,

Production & Productivity of
Banana during 2001-02

State	Area ('000 Ha.)	Production ('000 MT)	Productivity (MT/Ha.)
Maharashtra	59.7	3924.1	65.7
Tamil Nadu	84.6	3543.8	41.9
Karnataka	53.8	1277.6	23.8
Gujarat	33.1	1154.3	34.8
Andhra Pradesh	50.5	1111.2	22.0
Madhya Pradesh	18.2	736.5	40.5
Assam	43.6	605.9	13.9
Bihar	27.2	544.9	20.0
Kerala	28.1	395.4	14.1
Others	67.2	916.2	-
TOTAL	466.2	14209.9	30.5

Source: Database of National Horticulture Board, Ministry of Agriculture, Govt. of India.



Economic Importance

Banana is a very popular fruit due to its low price and high nutritive value. It is consumed in fresh or cooked form both as ripe and raw fruit.

Banana is a rich source of carbohydrate and is rich in vitamins particularly vitamin B. It is also a good source of potassium, phosphorus, calcium and magnesium. The fruit is easy to digest, free from fat and cholesterol. Banana powder is used as the first baby food. It helps in reducing risk of

heart diseases when used regularly and is recommended for patients suffering from high blood pressure, arthritis, ulcer, gastroenteritis and kidney disorders.

Processed products, such as chips, banana puree, jam, jelly, juice, wine and halwa can be made from the fruit. The tender stem, which bears the inflorescence is extracted by removing the leaf sheaths of the harvested pseudostem and used as vegetable. Plantains or cooking bananas are rich in starch and have a chemical composition similar to that of potato.

Banana fibre is used to make items like bags, pots and wall hangers. Rope and good quality paper can be prepared from banana waste. Banana leaves are used as healthy and hygienic eating plates.

Market analysis and strategy

Demand and Supply patterns

Only 0.05% of domestic production is exported and the rest is consumed within the country mostly as a table fruit. However, domestic marketing was largely in the unorganized sector till recently with itinerant trades mopping up the produce at farm level. The marketing chain from producer to customer was long involving four to five intermediaries. This marketing system denied the producer a fair price and also added to the marketing margins putting up the price paid by the consumers.

Maharashtra is the principal producing state. The Agriculture Marketing Board of the state has established 'Mahabanana', a farmers' marketing organization in the year 2002 with headquarters at Jalgaon. There are 26 co-operative societies registered under Mahabanana and each such member society has 300-350 small and marginal farmers. About 8000 farmers have enrolled themselves as members under the organization.

Literature Review:

Kathirvel (2008)⁴⁴ analyzed the economic factors limiting to banana production with the help of Garrett Ranking Technique. He pointed out that credit inadequacy was the major problem (Rank 1) in the production of banana. High Fertilizer cost was the next important problem (Rank 2). The small size of farm holdings, the lack of technical guidance was the least important problems. Muthupandi (2009)⁴⁵ analysed the production problems of banana growers by using Garret Ranking Technique. Severity of wind which was the major problem with a mean score of 61.64. Severity of disease is the next important problem with a mean score of 58.81. The third important problem faced by the growers was severity of rain which had a mean score of 45.18. Soil condition was the fourth problem which has a mean score of 35.63.

Duraisingh et al., (2008)⁴² in their study suggested that, fair price markets may be started in Nazareth area to sell out the marketable surplus. The government should publish the actual ruling price list of the different commodities and also suggested that the government should arrange adequate and cheap means of transport facilities in their study area. Rama Rao et al., (2008)⁴³ found that about 53 per cent of farmers sold their produce in the regulated markets and 33 per cent sold in unregulated markets such as local traders and commission agents, about 13 per cent of the farmers did not sell their produce at all. It was observed that farmers would be paid immediately for their produce when sold in a regulated market. On the other hand, they had to wait for at least fifteen days if they sold in the unregulated markets. The study reveals that the existence of a wide price spread indicates that the farmers' income can be enhanced considerably, if the marketing. Channels are shortened, so that the farmers get a higher share of what the consumers pay.

Objectives of the study

1. To examine the problems faced by the farmers in marketing of banana.
2. To offer suggestions to improve the marketing of banana in Amravati district.
3. To enquire into the expenditure saving aspect in banana marketing.

Research Problem:

The infrastructure facilities available for banana markets are quite insufficient for orderly marketing and to prevent the exploitation of the growers/farmers. The basic facilities like adequate space, covered/protected space in the selling places, weighing facilities, drinking water, sanitation, communication facilities etc., are lacking almost in all the rural auction centers. These markets are lacking of any permanent structures and the business is carried out under the semi-permanent thatched sheds. The present set of local market is not conducive for providing the farmers a remunerative price for their produce. The consumers are also at disadvantageous position as they are unable to get quality bunches at competitive prices. The farmers are compelled to give various marketing charges and the trade allowances and the sales are affected at the negotiated rate which is often advantageous to the commission agents/traders.

The facilities available at sub-wholesale market in the townships or the whole sale market in the Amravati district head quarter is comparatively better than the local rural market, but inadequate for orderly marketing. The physical facilities for grading, sorting and storage and weighing are also lacking. The means for communication for market information is also inadequate. Actually the business transactions are carried out as per the prevailing customs, which are favorable to the commission agents and the successful bidders who manage the market. Because of the chain of functionaries there exists a wide gap between the farm gate price that are obtained to the producers and the actual consumer prices. Thus, the market agents enjoy major chunk of the profit in the process of channelizing Banana bunches from the farmers to the consumers. To arrest the above tendency government should come forward to fix the floor price for the banana bunches to ensure a reasonable / remunerative price to the growers.

Hypothesis:

1. There is no relationship between the experience of the farmers and variety of banana cultivation.
2. There is no relationship between total annual income (in lakhs) of farmers and variety of banana cultivation.
3. There is no relation between cost of production and margin income from the output.
4. There is no relation between scale of production and income from banana wastes.

Research Design: The methodology used in this paper is based on descriptive research.

Research Universe: The Amravati district consists of 14 Blocks/Tehsils, out of which Banana (*kele*) covers an area of 386.370 hectares (954 acres) in this district. The main centres of banana cultivation are Jarud and Warud in Morshitahsil. This taluka alone accounts for about 191.160 hectares (472 acres) under the crop & Anjangaonsurji, pathrot, akot, paratwada and nearby areas. So only these talukas has been taken as universe for the study.

Sampling Technique: Stratified sampling technique has been used in this study.

Sample Size: A total of 500 farmers i.e 100 farmers each from every strata(taluka mentioned in universe) had been taken.

Data Collection Methods:

For collecting the primary data one revenue block from Anjangaon Surjiviz., Pathrot one revenue block from Paratwada viz., Warud & Morshi were selected, at random. In total, 500 farmers were selected, 100 farmers from each block mentioned above.

Sr.No	Taluka	Block	No. of farmers
1	Anjangao Surji	1	100
2	Pathrot	1	100
3	Paratwada	1	100
4	Warud	1	100
5	Morshi	1	100
Total		5	500

Table : Distribution of farmers for the study

Period of study: The study involves only primary survey; primary data collected for the period 2015-2016

Analysis and interpretation:

Analysis and interpretation are central steps in the research process. The aim of the analysis is to organize, classify and summarize the collected data so that they can be comprehended and interpreted to give answers to the questions that triggered the research. Interpretation is the search for the broader meaning of findings. Analysis is not fulfilled without interpretation; and interpretation cannot proceed without analysis. So, both are interdependent..

Descriptive Analysis on Farmers:

Percentage analysis is one of the statistical measures used to describe the characteristics of the sample in totality. Percentage analysis involves computing measure of variable selected for the study and the finding can be interpreted easily

Frequency Distribution of farmers by their experience

Experience in years	Frequency	Percentage
Below 5	8	4
6-10	35	17.5
11-15	49	24.5
>15	108	54
Total	200	100

Source: Survey Data

The above table shows that 54% of the farmers are in the group of above 15 years experience, 24.5% of farmers are in the 11 to 15 years experience, 17.5% of farmers are in the group of 6 to 10 years

of experience and 4% of farmers fall below 5 years of experience. Compare to all other categories above 15 years of experience category has higher number of respondents.

Frequency Distribution of farmers based on their age

Age group in years	Frequency	Percentage
Below 30	130	26
31-40	136	27.2
41-50	164	32.8
Above 50	70	14
Total	500	100

Source: Survey Data

The table exhibits that nearly 26% of the farmers are in the age group of below 30years, 27% of the farmers are between 31 to 40 years, nearly 32% are between 41 to 50 years and about 14% of the farmers have crossed 50 years. Study reveals that majority of the farmers are in their prime production age of 50 years.

Frequency Distribution of farmers based on their occupation

Occupation	Frequency	Percentage
Main	385	77
Subsidiary	115	23
Total	500	100

In the table above nearly 77 percent of the sample farmers have agriculture as main business and only 3 percent of the sample farmers have it as subsidiary occupation. Therefore it is proved that majority of the farmers have agriculture as main occupation.

Frequency Distribution of farmers based on annual income

Annual income in lakhs	Frequency	Percentage
Below 1	378	75.6
1-2	102	20.4
Above 2	20	4
Total	500	100

Source: Survey Data

It is observed from the table that 75.6% of the farmers have below one lakh as their annual income, 20% of farmers have above two lakhs as annual income and 20% of farmers are in the category of 1-2 lakh annual income. Compared to all other categories, below 1 lakh category has higher number of respondents

Frequency Distribution of farmers based on reason for cultivating banana

Reason for cultivating banana	Frequency	Percentage
Suitability of land conditions	120	24
More water supply	180	36
Less expenditure	20	4
Profitability	80	16
Continuous demand	66	13.2
Marketability	34	6.8
Total	500	100

Source: Survey Data

It can be observed from the table that, 24% and 36% of the farmers cultivate banana because the land and soil is suitable for it and enough water supply is available to them. 4% of the farmers cultivate banana because it is less expensive, 16% of the farmers cultivate banana because it yields more profit, 13% of the farmers cultivate banana because it has continuous demand and 6.8% of the farmers cultivate banana due to marketability. Compared to all other reasons most of the farmers prefer banana cultivation because the land and soil texture is suitable for it.

Frequency distribution of farmers based on problems faced in banana marketing

Problem faced in marketing	Frequency	Percentage
Lack of assured price	351	70.2
Low price per unit	64	12.8
High transportation charges	4	0.8
Perish ability of the banana	38	7.6
Collusion among the traders	7	1.4
Absence of cold storage	24	4.8
Lack of ripening chambers 2	12	2.4
Total	500	100

Source: Survey Data

From the above table, it can be noted that 70% of the farmers face the problem of lack of assured price, 12.8% get low price per unit, 0.8% have high transportation charges, 7.6% have to face the problem of perishability of banana, 1.4% have to face the problem of collusion among the traders, 4.8% of the farmers have absence of cold storage facilities and 2.4% of farmers face the problem of lack of ripening chambers. By compared to all other problems, high transportation charges represented the highest.

Hypothesis I Null Hypothesis:

There is no relationship between experience of the farmers and the variety of banana cultivation.

Chi square test for relationship between experience of the farmers and variety of banana cultivation

Experience in farming	(G9)	Domestic	Jain Tissue Culture	Total	Chi square value	Table value
Below 5	160	18	35	213	20.767	30.592
6 to 10	50	2	15	67		
11 to 15	75	13	28	116		
Above 15	75	7	22	104		
Total	360	40	100	500		

Source: Survey Data

The calculated t value is 20.767 and the table value is 30.592 at 5% level of significance, 6 degree of freedom. The calculated value is less than the table value. Therefore the hypothesis is accepted. Hence, there is no relationship between experience of the farmers and variety of banana cultivation.

Hypothesis II Null Hypothesis:

There is no relationship between total annual income of farmers and variety of banana cultivation.

Chi square test for relationship between total annual income of farmers and variety of banana cultivation.

Total annual income (in Lakhs)	G9	Domestic	Jain Tissue Culture	Total	Chi square value	Table value
Below 5	164	17	40	213	17.990	22.488
6 to 10	136	5	10	67		
11 to 15	40	8	38	116		
Above 15	25	5	12	104		
Total	365	35	100	500		

Suggestions to overcome the problems of marketing

S.No	Suggestions	Frequency	Percentage
1	Establishment of more market centre	244	48.8
2	Adequate export facilities	44	8.8
3	Provide loan on easy terms by the financial institutions	102	20.4
4	Adequate cold storage facilities	64	12.8
5	Adequate transport facilities with cheap cargo	32	6.4
6	Establishment of information centre	12	2.4
7	To get training on marketing	2	0.4
	Total	500	100

Source: Primary data

From the above table, it can be noted that 48% of the farmers need establishment of more market centers, 8.8% of the farmers need adequate export facilities, 10% of the farmers need the provision of loan on easy terms by the financial institutions, 5% of the farmers need adequate cold storage facilities, 6.4% of the farmers need adequate transport facilities with cheap cargo, 2.4% of the farmers need information centres, 0.4% farmers need training on marketing their bananas.

Findings

- Among all, farmers having 15 years of experience are highest in the respondents.
- Study reveals that majority of the farmers are in their prime production age of above 50 years.
- Nearly 97% of the sample farmers have agriculture as main business and only 3% of the sample farmers have it as subsidiary business. Therefore, majority of the farmers have agriculture as main business.
- Compared to all other categories, below 1 lakh category has higher number of respondents.
- All farmers are aware of the market prices while selling. • When compared to all other problems, the high transportation represented the highest.
- No farmers attended farmer – buyer meet.
- All farmers are members of farmers association since there was no separate • banana growers association.

Suggestion

- Bananas and plantains are second largest fruit crop and a very important staple food commodity around the world.
- Inter personal meetings must be conducted between farmers and buyers
- As per sample survey, farmer community is literates. Government must motivate them to attend such meetings. Periodical meetings with film demonstration, along with cultural activities will be helpful in creating an interpersonal relationship between farmers and buyers.
- Farmers who have experiences more than 15 years can be involved in conducting sessions for the less experienced.
- They may be encouraged to form an association only for banana cultivators so that they can focus on the issues regarding banana cultivation.
- Journals should be released by the agricultural department in a simple language which will provide the information through updated technology, interstate marketing etc

Conclusion

By examining all the research data it can certainly be concluded that if the farmers in this district does not get proper price for their banana crop that is rs.1100 /tone, then it is certainly suicidal to invest in it.

Also a problem of disposal of waste that the farm creates need to be managed properly and it should also generate some revenue for example waste leaves which are produced out of the farm can be recycled to produce thread. This would help to convert the waste into raw materials and would generate some extra income to the farmers.

The agricultural development policy in the times of yore has intensified the interclass inequalities. Apart from the imputed value of family effort, the other effects like cost of production on the whole income etc., are not favorable to the small farmers. This should be measured by the government. The Government can lend its support to the farmers by providing transport convenience, maintaining good roads and provide financial assistance for suckers and fertilizers, so that the small and average farmers may also have more yield of banana. Above all, a categorized

agricultural marketing is necessary for banana promotion. The study is curbed to only Amravati district. Other studies on the condition in the various districts situated at diverse delta areas may be carried out, so that improved outputs can be made on banana cultivation. By examining various research results as one, the government can generate awareness among the farmers concerning banana cultivation and may push more farmers to cultivate this precious food, which is greatly vital to our habitual diet system. The marketing system be so designed as to give proper reward or return to the efforts of the farmer.

Above all, a categorized agricultural marketing is necessary for banana promotion. The study is curbed to only Amravati district. Other studies on the condition in the various districts situation at diverse delta areas may be carried out, so that improved outputs can be made on banana cultivation. By examining various research results as one, the government can generate awareness among the farmers concerning banana cultivation and may push more farmers to cultivate this precious food, which is greatly vital to our habitual diet system. The marketing system be so designed as to give proper reward or return to the efforts of the farmer.

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“EMPLOYEE SATISFACTION: AN EXPLORATORY STUDY OF SGBAUS EMPLOYEE”

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Abstract

Now a days the scenario has changed as compare to earlier one, due to the so many facilities given by the private sector it applicable to all as far as company is concern rather the education sector is concern, satisfaction playing an important role in their career. Due to the cut throat competition or increasing standard of life of oneself, employee need more benefits including good salary and it is equally applicable for education sector. This study has undertaken specific attributes or factors related to job satisfaction of employee working at University in administration office as well as different Departments comes under Sant Gadge Baba Amravati University. This research specifically focuses on the level of satisfaction of employee working at University. As this is the study about employee working at University so this research will helpful to make changes if needed or preparing a format for making employee satisfied.

Keywords: Job Satisfaction, Job, Models of Job Satisfaction.

Concept of Job Satisfaction

In this highly competitive world, success of any organization depends on its human resource. A satisfied, happy and hard working employee is the biggest asset of any organization. Workforce of any organization is responsible to a large extent for its productivity and profitability. Efficient human resource management and maintaining higher job satisfaction level in organization determine not only the performance of the organization but also affect the growth and performance of the entire economy. So, for the success of organization, it is very important to manage human resource effectively and to find whether its employees are satisfied or not. Only if they are satisfied, they will work with commitment and project a positive image of the organization.

Job

A Job may be defined as a collection or aggregation of task duties and responsibilities which as a whole is regarded as a regular assignments to individual employees and which is different from other assignments. In other words when the total work to be done is divided a grouped into packages we call it s job.

Models of job satisfaction

Affect Theory

Edwin A. Locke’s Range of Affect Theory (1976) is arguably the most famous job satisfaction model. The main premise of this theory is that satisfaction is determined by a discrepancy between what one wants in a job and what one has in a job. Further, the theory states that how much one values a given facet of work (e.g. the degree of autonomy in a position) moderates how satisfied/dissatisfied one becomes when expectations are/aren’t met. When a person values a particular facet of a job, his satisfaction is more greatly impacted both positively (when expectations are met) and negatively (when expectations are not met), compared to one who doesn’t value that facet. To illustrate, if Employee A values autonomy in the workplace and Employee B is indifferent

about autonomy, then Employee A would be more satisfied in a position that offers a high degree of autonomy and less satisfied in a position with little or no autonomy compared to Employee B. This theory also states that too much of a particular facet will produce stronger feelings of dissatisfaction the more a worker values that facet.

Dispositional Theory

Another well-known job satisfaction theory is the Dispositional Theory. It is a very general theory that suggests that people have innate dispositions that cause them to have tendencies toward a certain level of satisfaction, regardless of one's job. This approach became a notable explanation of job satisfaction in light of evidence that job satisfaction tends to be stable over time and across careers and jobs. Research also indicates that identical twins have similar levels of job satisfaction.

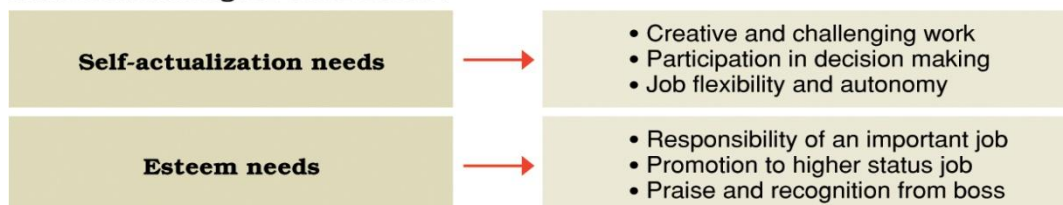
A significant model that narrowed the scope of the Dispositional Theory was the Core Self-evaluations Model, proposed by Timothy A. Judge in 1998. Judge argued that there are four Core Self-evaluations that determine one's disposition towards job satisfaction: self-esteem, general self-efficacy, locus of control, and neuroticism. This model states that higher levels of self-esteem (the value one places on his self) and general self-efficacy (the belief in one's own competence) lead to higher work satisfaction. Having an internal locus of control (believing one has control over her/his own life, as opposed to outside forces having control) leads to higher job satisfaction. Finally, lower levels of neuroticism lead to higher job satisfaction.

Motivation Theory

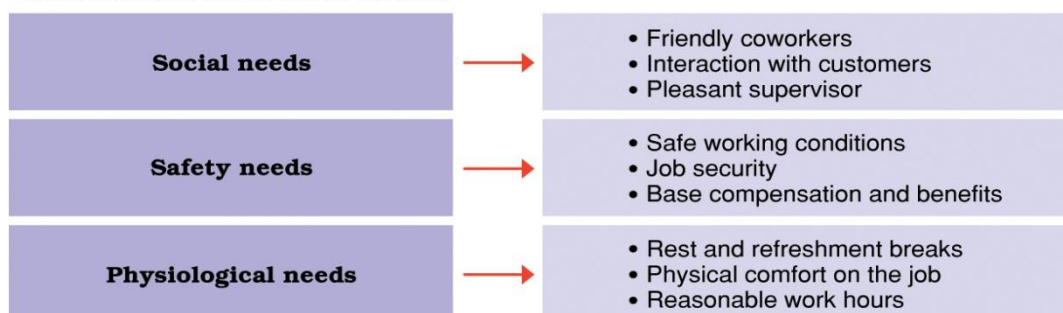
Need Hierarchy Theory

Abraham Maslow's hierarchy of human needs theory is the one of the most widely discussed theories of motivation.

What satisfies higher-order needs?



What satisfies lower-order needs?



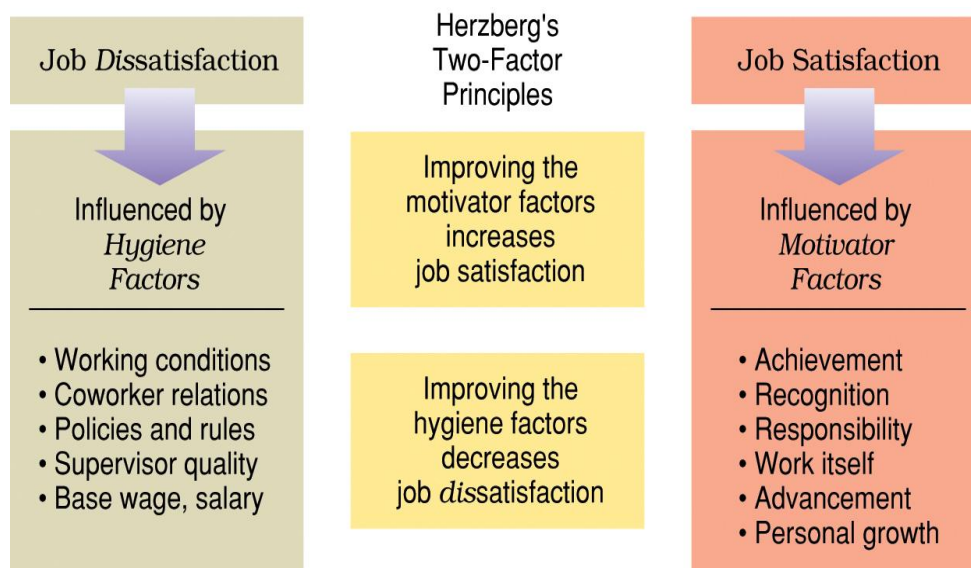
- Human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior, satisfied needs do not.
- Since needs are many, they are arranged in order of importance, from the basic to the complex.
- The person advances to the next level of needs only after the lower level need is at least minimally satisfied.

- The further the progress up the hierarchy, the more individuality, humanness and psychological health a person will show.

The needs, listed from basic (lowest, earliest) to most complex (highest, latest) are as follows:

- Physiological
- Safety
- Belongingness
- Esteem
- Self actualization

1.4.2 Two-Factor Theory (Motivator-Hygiene Theory)



Frederick Hertzberg's two-factor theory, intrinsic/extrinsic motivation, concludes that certain factors in the workplace result in job satisfaction, but if absent, lead to dissatisfaction.

He distinguished between:

- **Motivators;** (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and
- **Hygiene factors;**(e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demotivation.

The name Hygiene factors is used because, like hygiene, the presence will not make you healthier, but absence can cause health deterioration.

The theory is sometimes called the "Motivator-Hygiene Theory."

Factors affecting on job satisfaction

Job Satisfaction plays very important role during work in any organization as employees spending their half of the life for job. It is general attitude towards one's job. There are some factors which affect on job, these factors reveal that, how much satisfaction employee get during work in organization. So following are the factors.

1. Workplace support
2. Job Quality
3. Management/Supervision
4. Promotion Opportunity
5. Recognition & Prestige
6. Job Security
7. Employee Benefits
8. Intellectual Challenge
9. Opportunity for Personal Growth
10. Leadership Style
11. Increase Upward Communication
12. Geographic Location
13. Working Condition
14. Routine Job
15. Organizational culture, policies.

Problem definition

Job satisfaction of the employees plays a key role for an organization in the current scenario as lesser in the job satisfaction amongst the employees more would be switching of the jobs from the employees and hence there would always be a irregularity in the proper functioning of the organization, as to fill up that gap created due to switching a new employee would be hired and he/she again needs to trained to perform that job. And further if the newly hired employee again get dissatisfied he/she would again switch and the process would be continued again and again. The.An employee of SGBAU is taken into consideration in this research study.

Hence the researcher has undertaken the topic “**Employee Satisfaction: An Exploratory Study of SGBAUs Employee**”.

Rationale of the study

This research helps to find out employee’s satisfaction in Amravati University and reasons regarding satisfaction level of SGBAUs Employees which can assist the University in designing management practices and process and achieving University and individual development.

Research objectives

1. To study the job satisfaction of employees in Amravati University.
2. To find out Satisfaction Level in Employees in the University.
3. To Study the factors which affect on Job Satisfaction.
4. To Measure various factors and give suggestions.

Research design

Descriptive research design had been used to carry out the research as it is most suitable for considering the scope and the subject.

Universe

The universe of the study was the entire Employee working at Sant Gadge Baba Amravati University.

Sample size

The sample size was 100 respondents which was the Employees of Sant Gadge Baba Amravati University.

Sampling technique

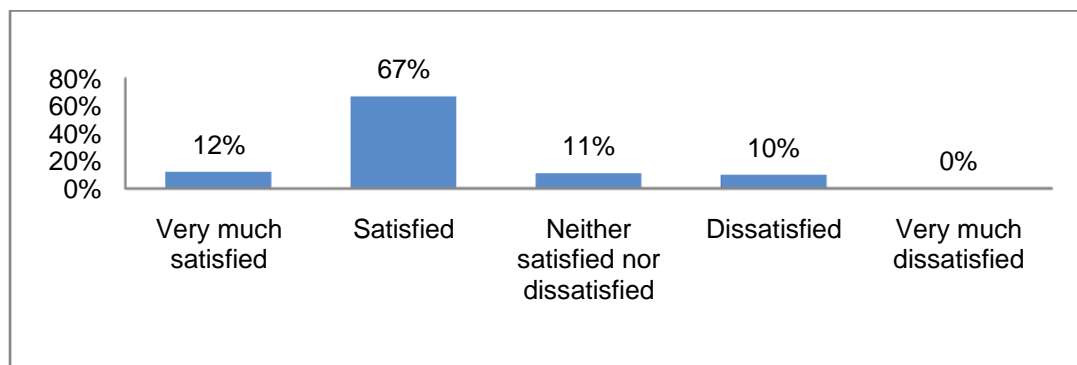
The sampling technique was Simple Random Convenience Technique.

Tools of data collection

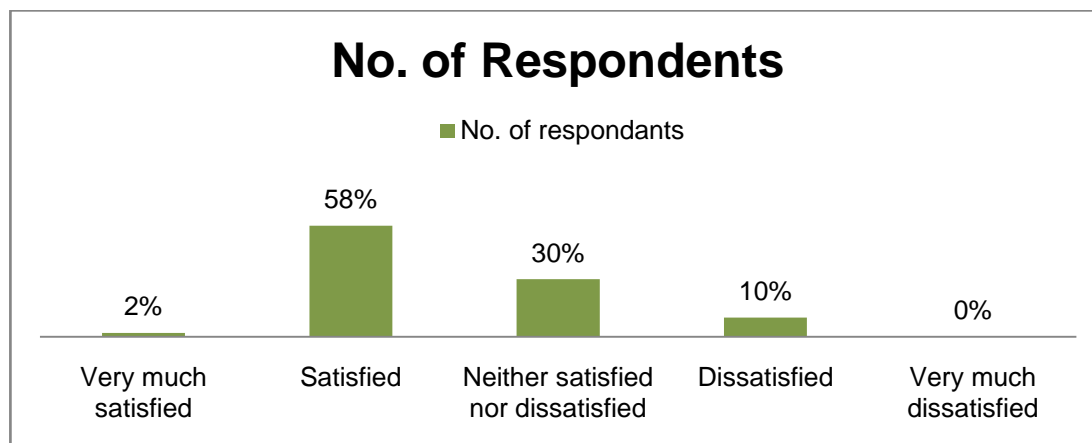
To find out the level of satisfaction of SGBAU's Employee. Around 17 item scale was developed where the likert scale of 5 point majoritily used, simple excel analysis has done with the graphical form to make it simplified and also on the basis of analysis the recommendation for the University has made and put forward to know their employees status related to job satisfaction.

Analysis of research from primary data

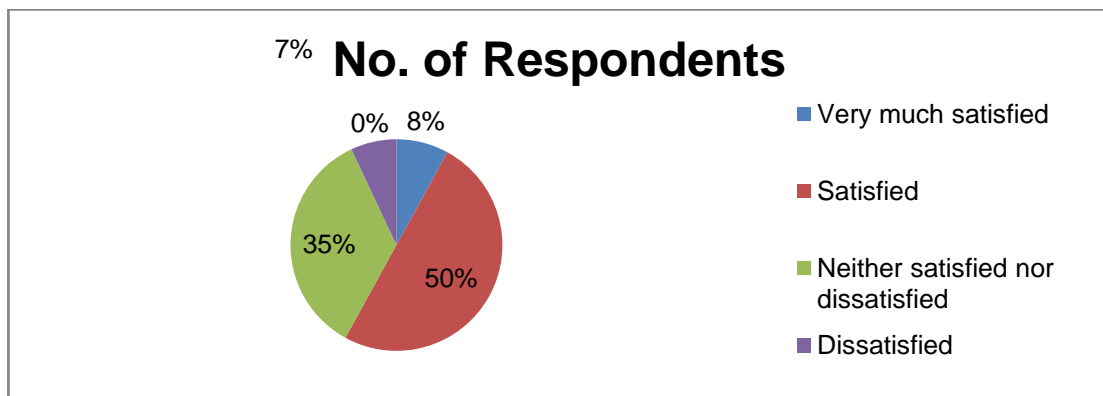
Graph No.1 Response of the employees regarding the working conditions of the university.



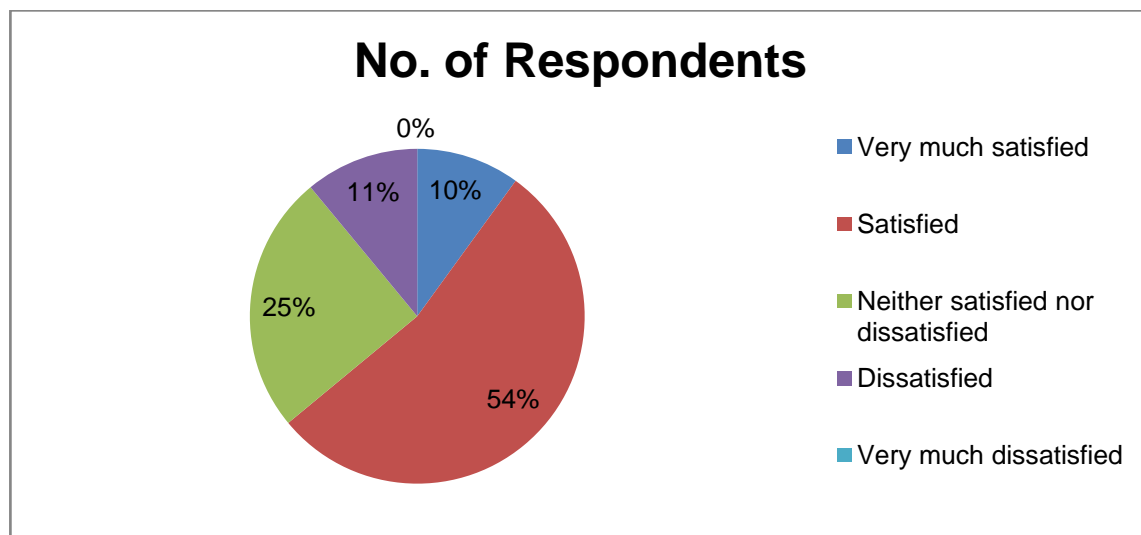
Graph No.2 Response of the employees regarding the salary and compensation package of the university.



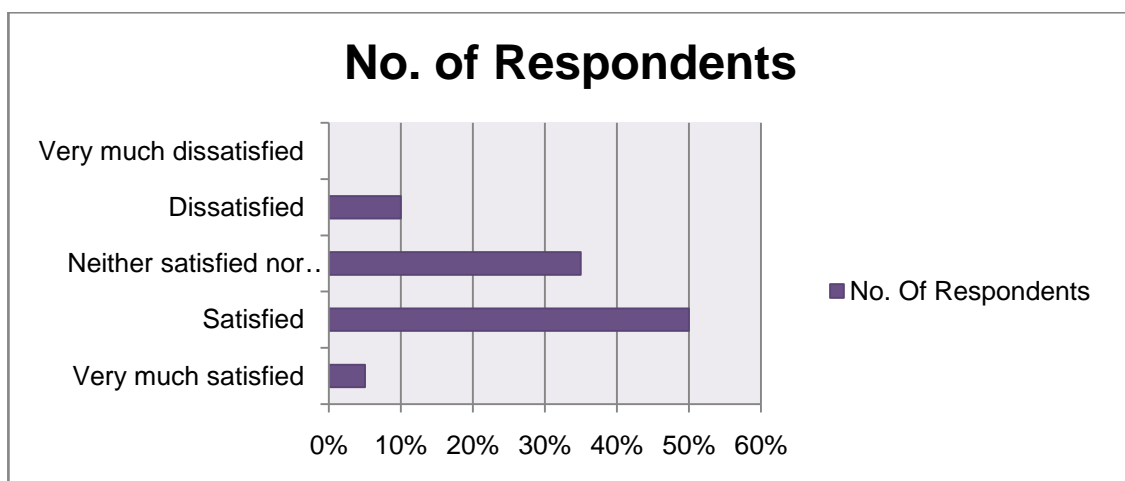
Graph No.3 Response of the employees regarding the overall facilities of the university.



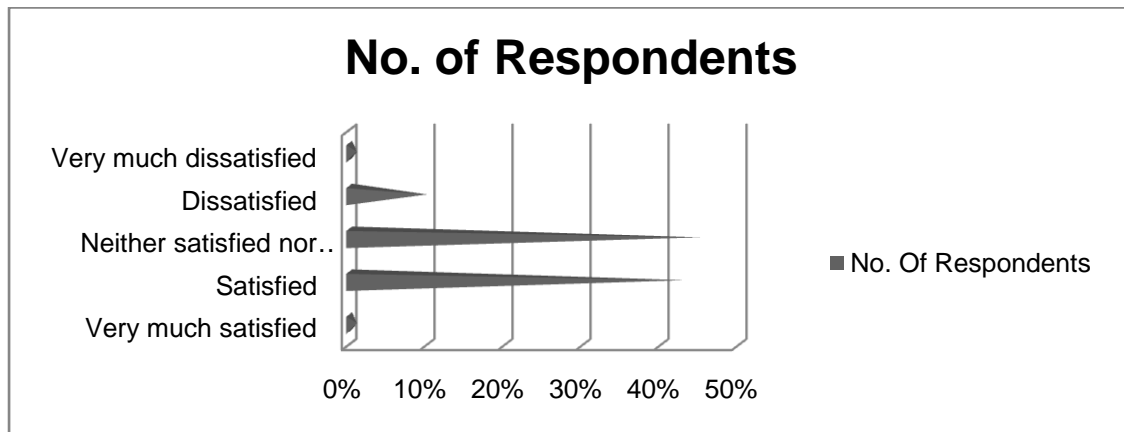
Graph No.4 Response of the employees regarding the freedom given to them to do their work in the university.



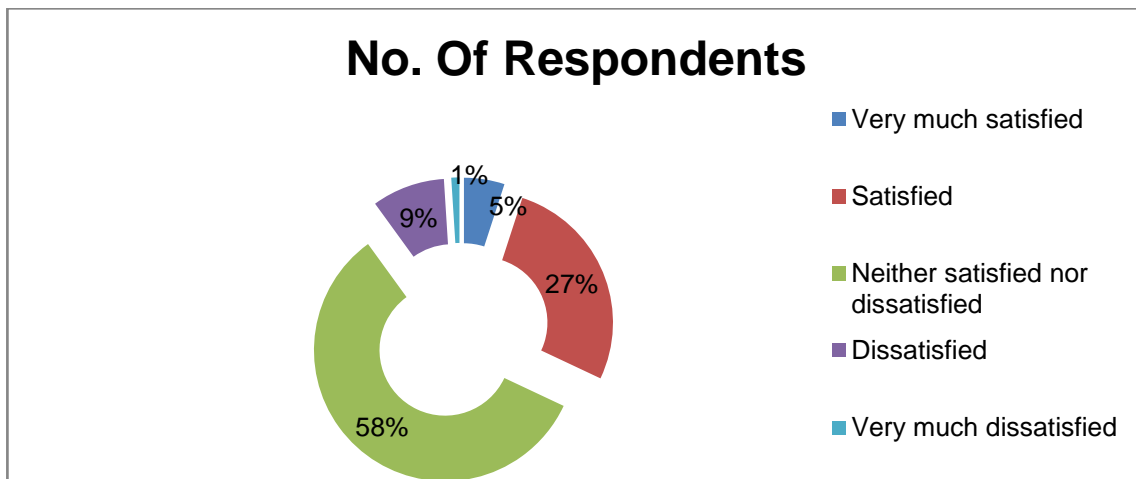
Graph No.5 Response of the employees regarding the provision of the bonus in the university.



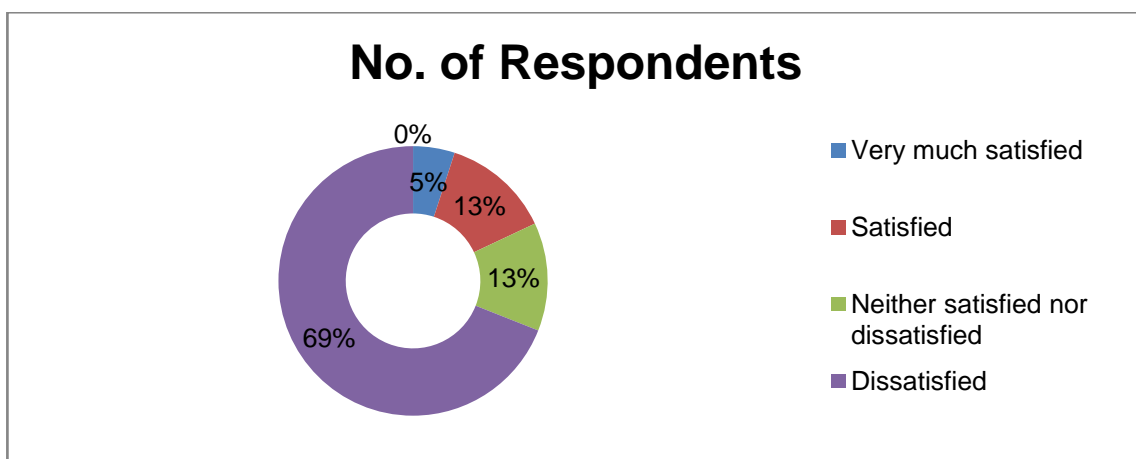
Graph No.6 Response of the employees regarding the provision of the benefits that are given to them in the university.



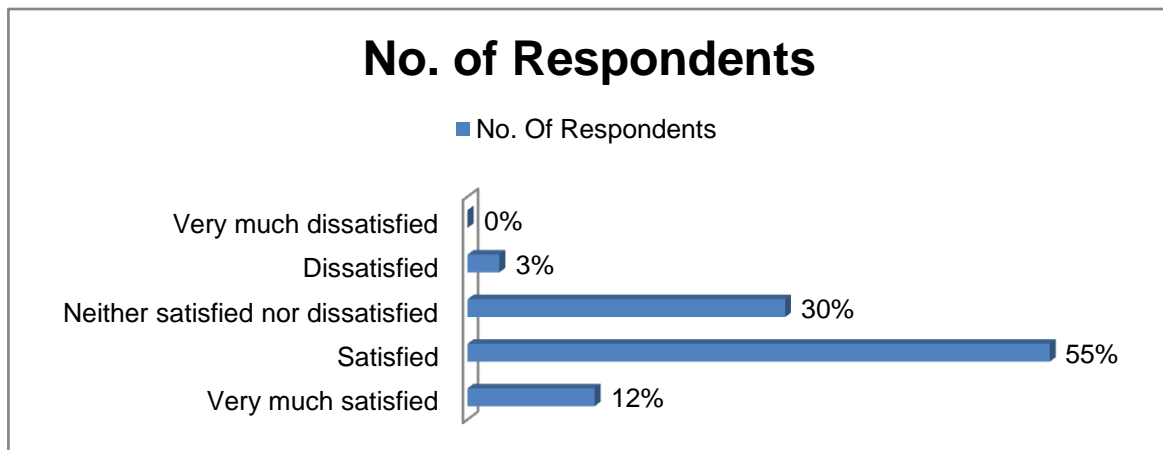
Graph No.7 Response of the employees regarding the policies and processes that are used for promotion in the university.



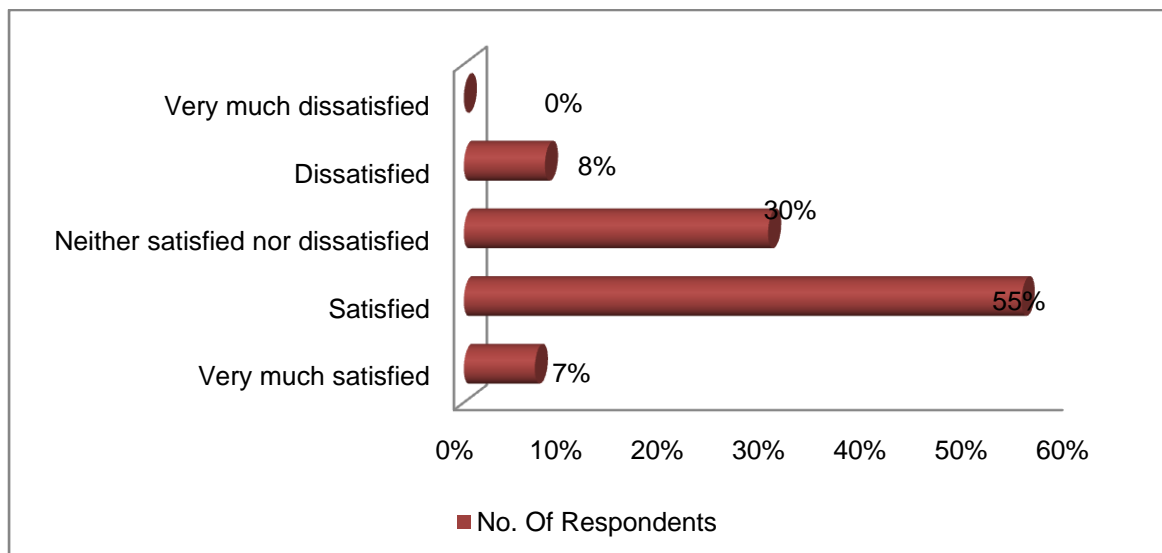
Graph No.8 Response of the employees regarding the recognition and prestige that are given to them for their work in the university.



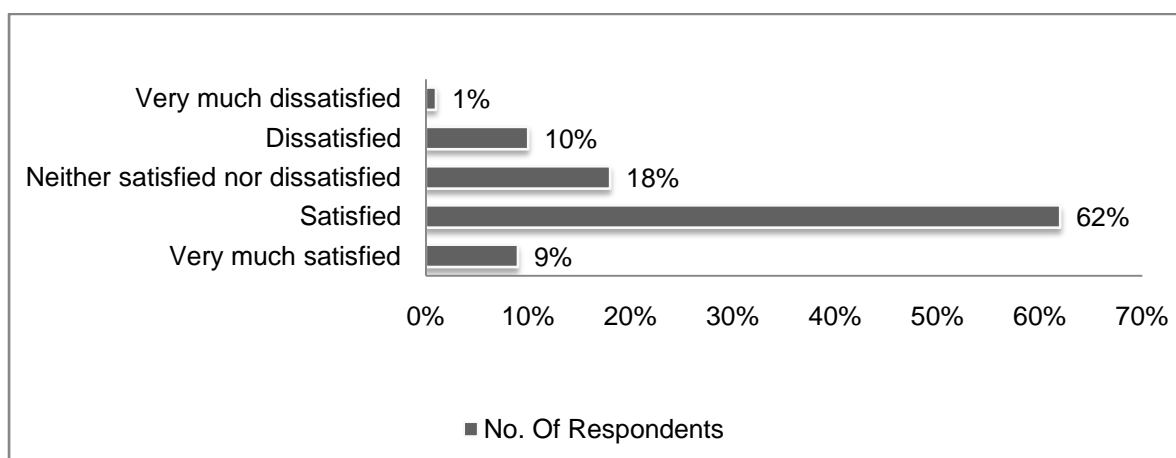
Graph No.9 Response of the employees regarding the clarity in their job responsibilities.



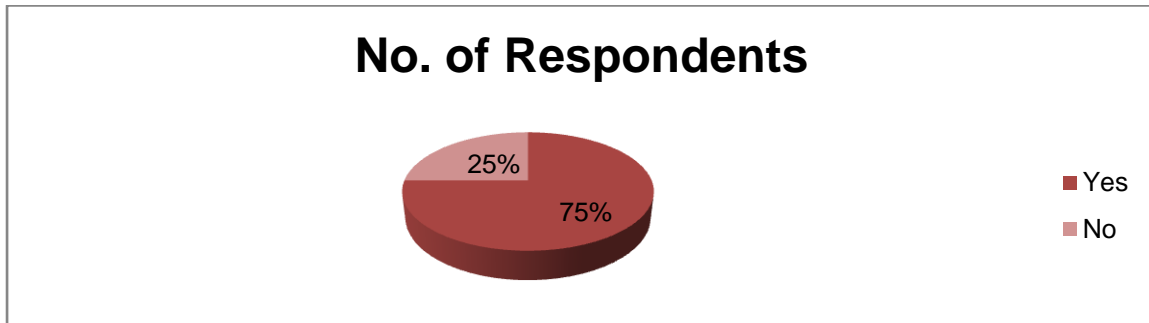
Graph No.10 Response of the employees regarding the teamwork.



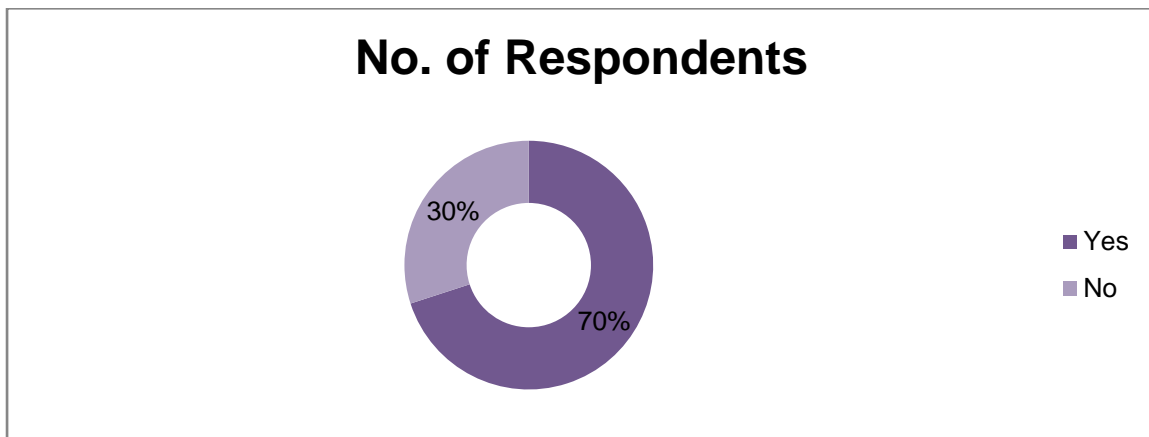
Graph No.11 Response of the employees regarding the interdepartmental communication.



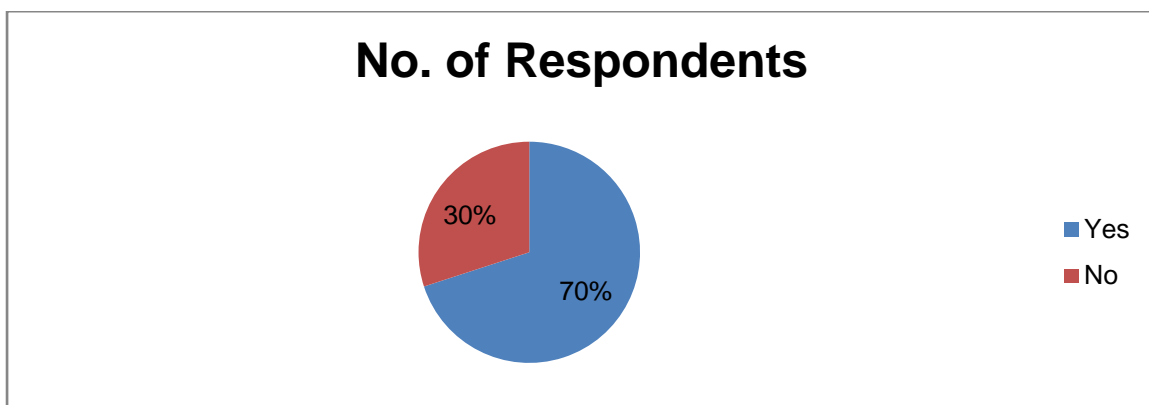
Graph No.12 Response of the employees regarding the effect of job satisfaction on the performance of the employees.



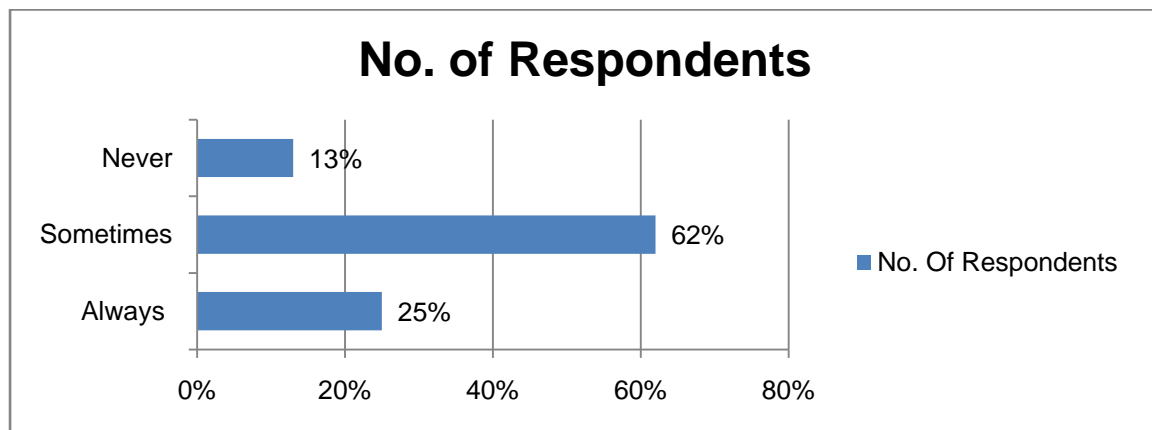
Graph No.13 Response of the employees regarding the effect of job satisfaction on the performance of the employees.



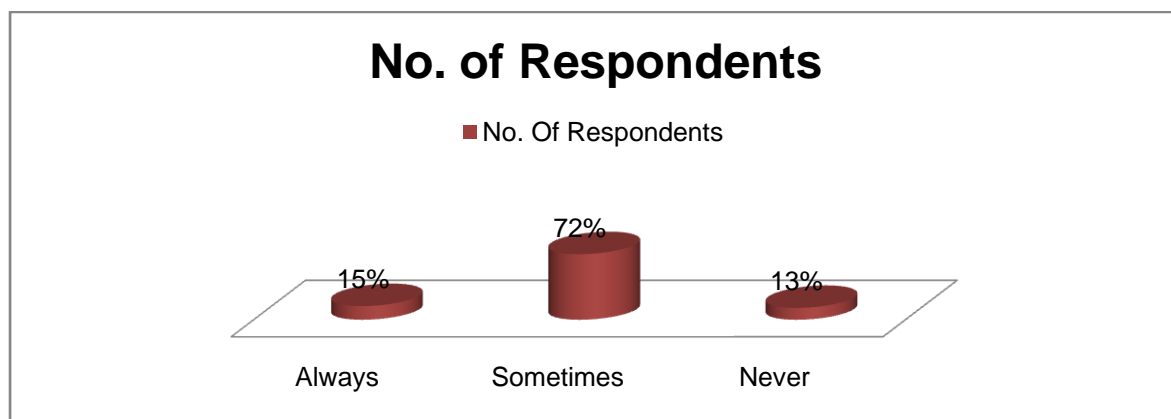
Graph No.14 Response of the employees regarding the effect of job satisfaction on the performance of the employees.



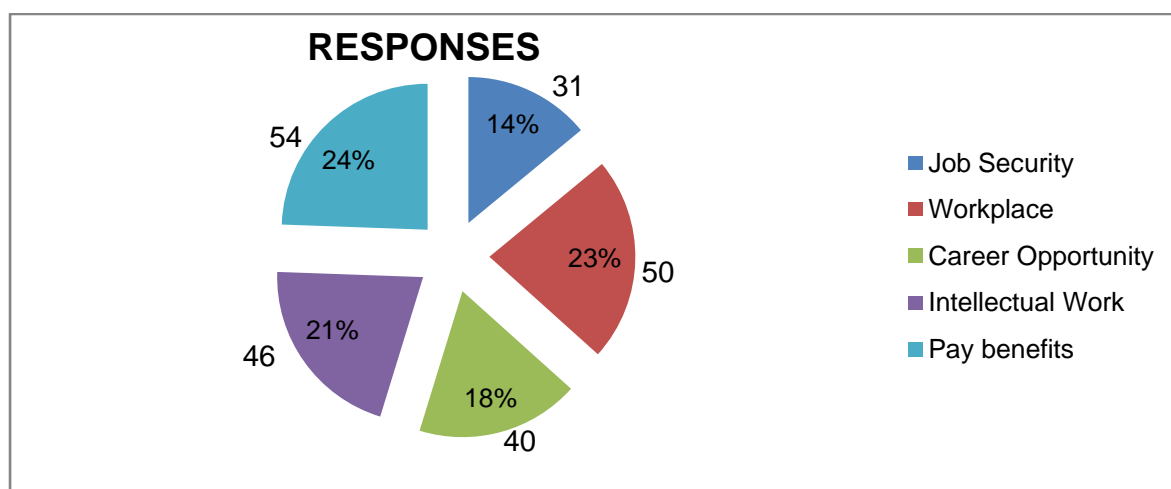
Graph No.15 Response of the employees regarding the authority to do their work.



Graph No.16 Response of the employees regarding the materials and equipments that are provided to them for their job.



Graph No.17 Response of the employees regarding the factors which makes them happy the most at work place.



Conclusions

Following are the conclusions drawn from the research conducted:

- ✓ Majority of the employees are dissatisfied with the recognition and prestige given to them.
- ✓ Most of the employees are found least satisfied with the provision of materials and equipments given to them to do their job.
- ✓ Most of the employees are found least satisfied with the authority given to them to do their job.
- ✓ Level of Satisfaction is high but as far as the recognition and the participation in decision making is less.
- ✓ More than fifty percent of the employees are satisfied with the working conditions provided by the university.
- ✓ Around 50% of the employees are satisfied by the salary provided by the university
- ✓ Half of the respondents are satisfied with the facilities provided by the university.
- ✓ Around 50% of the employees are satisfied with the benefits provided by the university.
- ✓ Fifty percent of the employees are satisfied with regards to the clarity in job responsibilities for their work in the university.
- ✓ Half of the employees are satisfied with regards to the teamwork.
- ✓ 75% of the employees are satisfied with the co-operation of the co-workers.
- ✓ 70% of the employees said that they have got encouragement from the university.

Suggestions

Following are the suggestions for this research:-

- ✓ Employees should be given desired recognition and prestige for their job.
- ✓ Employees should be properly rewarded when required.
- ✓ Employees should be provided with adequate materials and equipments to do their job.
- ✓ Employees should be given authority which is necessary to do their job.
- ✓ There should be healthy and strong relationship between the authority and their subordinate.
- ✓ Only money did not make employee satisfied rather having a meaningful existence in an organization does matter.
- ✓ Employee empowerment should be appreciated and the same should be applicable

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INTEGRATED FARMING SYSTEM RESEARCH FOR SUSTAINABILITY AND LIVELIHOOD SECURITY OF THE FARMERS IN THE SCARCITY ZONE OF MAHARASHTRA

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Abstract

Farming system is a resource management strategy to avail maximum efficiency of a particular system. Economics of all the four components viz; crop production, horticulture, livestock (animal, goat and poultry) and border plantation during the year 2009-10 to 2013-14 on farm experiment was planned at Mulegaon research farm, Zonal Agricultural research Station, Solapur (MPKV, Rahuri Affiliated). The data on cost of cultivation of farming system was recorded by day to day observation taken during the period. The detailed information on livestock maintenance was recorded and maintenance cost worked out. Based on this information, the cost of cultivation productivity and economic returns were estimated and presented. With the following objectives to generate the integrated farming system model for efficient use of resources, impact assessment of integrated farming system model in respect of employment generation, recycling of energy and increasing the income flow, to study the integration of livestock in the farming system research and to study the economics and viability of rain-fed farming system.

The results revealed that, the crop production component total cost of production incurred was Rs.17476. The gross income of Rs.29400 and net income of Rs.11924 has been received with 1.68 B:C ratio. From the horticulture component the gross income of Rs. 5654/- has been received. The total cost incurred thereon was Rs.4223 with net returns were Rs.1432.00 with 1.34 B:C ratio. Among the animal components from the dairy farming, the gross income received was Rs. 32075. The total cost of production is required thereon is Rs.20650/- with giving net return of Rs.11425/- with 1.55 B:C ratio. From the poultry farming, the gross income of Rs. 16373/- has been received. The total cost of production is required thereon is Rs.9427/- with giving net return of Rs.6946/-with B:C ratio 1.73. and from the goat rearing, the gross income of Rs. 31889/- has been received. The total cost of production is required thereon is Rs.22520/- with giving net return of Rs.9369/- with 1.41 B:C ratio. While from the border plantation crops, the gross income of Rs.1940/- has been received. The total cost is incurred there on is Rs.1102/- with net returns of Rs.838 and the B:C ratio was 1.76.

The results of on farm integrated farming system model conducted at Mulegaon research farm ZARS, Solapur shows that expenditure, income, net profit and B:C ratio was found to be Rs. 75398, Rs. 117332, Rs. 41934 and 1.55, respectively.

Key words: Farming system, animal component, gross income, net income, B:C ratio.

Introduction

The preliminary investigations clearly elucidated that integration of agricultural enterprises viz., crop, livestock, horticulture; border plantations etc. have great potential towards improvement in the agricultural economy. These enterprises not only supplement the income of the farmer by increasing the per unit productivity but also ensure the rational use of the resources and further create employment avenues. The following of suitable crop choice criteria having deep and shallow root system, inclusion of legume crop as catch, cover and fodder crops and adoption of bio-intensive

complimentary cropping system along with other enterprise will certainly prove as a self sustained production system with least cost of production.

With this view, the present experiment is planned at Mulegaon research farm, Zonal Agricultural research Station, Solapur with the objectives to generate the integrated farming system model for efficient use of resources, to study the impact assessment of integrated farming system model in respect of employment generation, recycling of energy and increasing the income flow, to study the integration of livestock in the farming system research and to study the economics and viability of rain-fed farming system.

Experimental details of the study was Integrated farming system research includes crop component, horticulture and livestock components. The animal component was maintained on byproduct obtained from the crop production. The recommended technologies were followed while growing the scheduled cropping system. Considering the practical feasibility and agro climatic situation during the cropping season the change in scheduled cropping pattern and acreage was made.

The data on cost of cultivation of farming system was recorded by day to day observation taken during the period. The detailed information on livestock maintenance was recorded and maintenance cost worked out. Based on this information, the cost of cultivation productivity and economic returns were estimated and presented.

Integrated farming system research project consist of following components viz., crop production (0.55 ha), horticulture (0.40 ha), livestock (0.03 ha.), dairy farming (1 milking buffalo), poultry farming (100 birds/batch) and goat rearing (20 goats). Farm shed, buffalo shed, poultry house and farm pond on an area of 0.03 ha. Border plantation (0.02 ha.)The entire project is laid on an area of 1.00 ha.

Results

Farming system is a resource management strategy to avail maximum efficiency of a particular system. Economics of all the four components viz; crop production, horticulture, livestock (animal, goat and poultry) and border plantation during the year 2009-10 to 2013-14 was worked out separately and presented in this study. The detailed componentwise distribution of area and its allocation is presented in the Table 1.

Table 1 Componentwise area and its percent allocation

Sr. No.	Component	Area (ha)	Area allotted (%)
1.	Crop production	0.55	55.00
2.	Horticulture	0.40	40.00
3.	Livestock	0.03	3.00
4.	Border plantation	0.02	2.00
	Total	1.00	100.00

Crop production component

Crop production is one of the major and important components of the integrated farming system contributing 55 % of total available land area i.e. 0.55 ha. Crop production includes cereals, and pulses crops like sorghum, pearl millet, pigeon pea and cowpea. The fodder crops were taken as

maize, cowpea and sorghum covering most of all the crops which generate income of the farm and satisfying needs of the farmer.

Cropping programme followed in the integrated farming system.

The detailed cropping programme followed during the 2009-10 to 2013-14 for the integrated farming system was given in Table 2.

Net cropped area	:	0.95 ha.
Gross cropped area	:	1.75 ha.
Cropping intensity	:	184 %

While implementing cropping programme on dry region of integrated farming system, all the available resources were utilized at its extreme and hence, the cropping intensity was 184 per cent.

Table 2 Cropping programme followed during 2009-10 to 2013-14

Sr. No.	Summer		Kharif		Rabi	
	Crop	Area (ha)	Crop	Area (ha)	Crop	Area(ha)
1.	Anola	0.40	Anola	0.40	Anola	0.40
2.	Fallow	(0.40)	Intercropping of (Pigeonpea+Pearlmillet)	(0.40)	Fallow	(0.40)
3.	Fallow	(0.30)	Cowpea	0.30	Rabi sorghum	0.30
4.	Fallow	(0.10)	Maize fodder	0.10	Sorghum fodder	0.10
5.	Fallow	(0.15)	Fallow	0.15	Gram	0.15
	Total	0.95		0.95		0.95

Economics of crop production components in IFS (2009-10to2013-14)

Since Integrated Farming System (IFS) is an interrelated complex matrix of soil, water, plant, animal and environment and their interaction with each other enable the system more viable and profitable over the arable farming system. It leads to produce the quality food. To strengthen the food chain, it is essential to eliminate nutritional disorder which has been realized on account of appearing deficiency of mineral nutrients and vitamins in food being consumed. Horticultural and vegetable crops can provide 2-3 times more energy production than cereal crops on the same piece of land and will ensure the nutritional security on their inclusion in the existing system. Overall economics of crop production component was worked out and presented in Table 3.

Table 3 Economics of crop production component in IFS (2009-10to2013-14)

Years	Area (ha)	Cost of cultivation (Rs)	Gross income (Rs)	Net income(Rs)	B:C ratio
2009-10	0.55	10705	16985	6279	1.58
2010-11	0.55	17035	34249	17214	2.01
2011-12	0.55	23262	45900	22638	1.97
2012-13	0.55	19080	26197	7117	1.37
2013-14	0.55	17299	23675	6376	1.37

Average	0.55	17476	24900	11924	1.68
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Average mean of five year it was revealed that, the crop production component received the gross income of Rs. 24900. The total cost of cultivation incurred thereon is Rs. 17476 giving net returns of Rs.11924 with 1.68 B:C ratio. These results confirm the findings of Raut et al. (2013).

Horticulture component

Horticulture component is also the major and important components of the integrated farming system most promising dryland crop Anola has been preferred for hardy nature, minimum water requirement and medicinal value. The details of horticultural component is as above

Area	:	0.40 ha.
Crop	:	Aonla
Variety	:	Krishna and Kanchan
Spacing	:	8 X 8 m
Date of planting	:	10.08.2001

Yield as well as detailed economics of horticultural component i.e. anola is presented in Table 4.

Table 4 Yield and economics of horticultural component (Anola)
(2009-10 to 2013-14)

Year	Area (ha)	Fruit Yield (kg)	Cost of cultivation (Rs)	Gross income (Rs)	Net income (Rs)	B:C ratio
2009-10	0.40	675	5570	7493	1923	1.35
2010-11	0.40	425	3732	6375	2643	1.70
2011-12	0.40	500	4000	7500	3500	1.87
2012-13	0.40	124	3232	2306	-926	0.71
2013-14	0.40	230	4579	4600	021	1.00
Average	0.40	391	4223	5655	1432	1.34

It was observed that, the net income received from the anola was Rs. 1432.00, while the B:C ratio was 1.34. During the year 2012.13 the B:C ratio was less than 1 which was because of draught in that particular year, while in the year 2013-14 due to the dry spell and fruit drops the sufficient yield was not received.

Animal components

Dairy farming

The buffalo play an important role in the livelihood of marginal farmers and landless labourers engaged in buffalo rearing. Buffalo is the dairy, drought and meat animal. In Maharashtra buffalo is a main dairy animal. The buffalo is equally important in providing milk and farm yard manures. While pandharpuri buffalo is hardy and well suited to dry conditions in this area was purposively selected as a promising enterprise of integrated farming system for sustainable production and income and to utilize all the possible resources of farming system.

1. Details of dairy animals: a) Buffalo (Pandharpuri) - 01
2. Fodder crops: a) Green fodder (Maize /sorghum) -0.10 (ha)

Economics of dairy farming component in IFS

Detailed economics i.e. cost of cultivation, gross income, net income and B:C ratio of dairy farming was worked out and is presented in Table 5.

Table 5 Economics of dairy farming component in IFS (2009-10to2013-14)

Years	Area (ha)	Cost of production (Rs)	Gross income (Rs)	Net income(Rs)	B:C ratio
2009-10	0.03	12321	10112	-2209	0.82
2010-11	0.03	00	00	00	00
2011-12	0.03	18987	37192	18205	1.95
2012-13	0.03	43656	53500	9844	1.22
2013-14	0.03	28286	59572	31286	2.10
Average	0.03	20650	32075	11425	1.55

The average returns received during the five years (2009-10 to 2013-14) showed that the expenditure incurred on dairy farming was Rs.20650 while, gross income from various items like milk, dung and calves was Rs. 32075 and net returns of Rs.11425 with B:C ratio 1.55, which clearly indicate that dairy farming is a very remunerative enterprise.

Poultry farming

The poultry keeping has given the better income with minimum additional economical burden and with minimum time and it is a good source of daily income. The existing old shed was used for the poultry farming to make the integrated farming system more profitable. The detailed information is given in Table 15.

Purpose	:	Chicken purpose
Breed	:	<i>Giriraja</i>
No. of birds/batch	:	100/150
Size of poultry shed	:	30 x 15' (450sq/ft.)
Cost of poultry shed	:	Used existing shed
Cost of day old chicks	:	Rs.13/chick
Average cost of feed	:	Rs.15/kg

Economics of poultry farming component in IFS

Detailed economics i.e. cost of cultivation, gross income, net income and B:C ratio of poultry farming was worked out and is presented in Table 6.

Table 6 Economics of poultry farming component in IFS (2009-10to2013-14)

Years	Area (ha)	Cost of production (Rs)	Gross income (Rs)	Net income (Rs)	B:C ratio
2009-10	0.03	7532	9810	2278	1.30
2010-11	0.03	10967	16969	6002	1.54
2011-12	0.03	9422	15740	6317	1.67
2012-13	0.03	9463	17944	9927	1.89
2013-14	0.03	9747	21400	11652	2.19
Average	0.03	9427	16373	6946	1.73

From the average of five year the cost incurred for poultry farming was Rs.9427 giving gross income of Rs. 16373 from sale of chicken, manure and empty feed bags. Poultry farming received Rs. 6946 net profit with 1.73 B:C ratio (Table 7.1).

Goat rearing

It is also called as a poor man's cow; it gives better yield. So the goat rearing component is added in the integrated farming system. The detailed information of the goat rearing component is presented below

Purpose	:	Meat purpose
Breed	:	Osmanabadi
No. of Does	:	10+1

Economics of goat rearing component in IFS

Goats, hardy ruminants can exist in harsh environments. Goats grow and reproduce under extreme conditions, where it is hot and dry, and water and forage are sparse. Detailed economics i.e. cost of production, gross income, net income and B:C ratio of poultry farming was worked out and is presented in Table 7.

Table 7 Economics of goat rearing component in IFS (2009-10to2013-14)

Years	Area (ha)	Cost of production (Rs)	Gross income (Rs)	Net income(Rs)	B:C ratio
2009-10	0.03	18164	15225	-2939	0.84
2010-11	0.03	33263	58670	25307	1.76
2011-12	0.03	14180	28871	14691	2.03
2012-13	0.03	25877	32210	6333	1.24
2013-14	0.03	21114	24569	3455	1.16
Average	0.03	22520	31889	9369	1.41

On the basis of five year average the cost of goat rearing was Rs.22520 which gives the gross income of Rs.31889 from sale of male kids, female and goat manure. Goat rearing received Rs. 9369 net profit with 1.41 B:C ratio.

Though the rearing of animal was profitable enterprise but also it helps to increase profits by reducing production costs. Poor farmers can use fertilizer from livestock operations, especially when rising petroleum prices make chemical fertilizers unaffordable.

Border plantation

For maximization of profit and utilization of area and to control the crops from dry air and sun heat the useful crops like custard apple, tamarind, drumstick and shevari has been planted on the bunds of integrated farming system, the yield received and economics of the border plantation was worked out and presented in Table 8.

Table 8 Yield and economics of border plantation

Year	By produce (qt)	Cost of cultivation (Rs)	Gross income (Rs)	Net income (Rs)	B:C ratio
2009-10	5.00	900	1250	350	1.38
2010-11	7.00	1260	1750	490	1.39
2011-12	9.00	1200	1800	600	1.50
2012-13	7.00	1300	2400	1100	1.86
2013-14	12.50	850	2500	1650	2.94
Average	8.1	1102	1940	838	1.76

Average of five year mean, the cost of Border plantation was Rs. 1102 which gives the gross income of Rs. 1940 from sale of Shevari. Border plantation received Rs. 838 net profit with 1.76 B:C ratio.

Overall economics of integrated farming system

Results discussed revealed that IFS enables the agricultural production system sustainable, profitable and productive. About 95 % of nutritional requirement of the system is self sustained through resource recycling. As the number of enterprises are increased, the profit margin increases but simultaneously coupled with increase in cost of production and employment generation While, summing up of the integrated farming system, overall economics of all the components of IFS was worked out and feasibility of the on station farming system was tested

Cost of production of integrated farming system.

Cost incurred for all the components of farming system was worked out and presented in Table 9.

Table 9 Cost of production of integrated farming system (2009-10 to 2013-14)

Sr. No.	Crop	Area (ha)	Cost of production (Rs.)					Average
			2009-10	2010-11	2011-12	2012-13	2013-14	
1.	Crop production	0.55	10705	17035	23262	19083	17299	17476
2.	Horticulture	0.40	5570	3732	4000	3232	4579	4223
3.	Dairy farming	0.03	12321	0	18987	43656	28286	20650
4.	Poultry farming		7532	10967	9422	9463	9747	9427
5.	Goat rearing		18164	33263	14180	25877	21114	22520
6.	Border plantation	0.02	900	1260	1200	1300	850	1102
Total		1.00	55192	66257	71051	102611	81875	75398

It has been observed that from the one hectare of area the cost incurred for production all the six components was Rs.75398, of that major items of cost was goat rearing (Rs.22520) followed by dairy farming (Rs.20650) and crop production (Rs.17476) components. The minimum cost was incurred for border plantation (Rs.1102).

Gross income from integrated farming system

Gross income received through all the components of farming system i.e. crop production, horticulture, dairy farming, poultry farming, goat rearing and border plantation was presented in Table 10.

At the end of integrated farming system the gross income received from all the components of integrated farming system was Rs.115982 of which, maximum gross income received through dairy farming (Rs.32075) followed by goat rearing (Rs.31889) and crop production (Rs.29400).

Table 10 Gross income from integrated farming system. (2009-10 to 2013-14)

Sr. No.	Crop	Area (ha)	Gross income (Rs.)					Average
			2009-10	2010-11	2011-12	2012-13	2013-14	
1.	Crop production	0.55	16985	34249	45900	26197	23675	29400
2.	Horticulture	0.40	7493	6375	7500	2306	4600	5655
3.	Dairy farming	0.03	10112	0	37192	53500	59572	32075
4.	Poultry farming		9810	16969	15740	17944	21400	16373
5.	Goat Rearing		15225	58570	28871	32210	24569	31889
6.	Border plantation	0.02	1250	1750	1800	2400	2500	1940
Total		1.00	60875	117913	137003	134557	136316	117332

Net income from integrated farming system

Net income received through all the components of farming system i.e. crop production, horticulture, dairy farming, poultry farming, goat rearing and border plantation was presented in Table 11.

Table 11 Net income from integrated farming system. (2009-10 to 2013-14)

Sr. No.	Crop	Area (ha)	Net income (Rs.)					Average
			2009-10	2010-11	2011-12	2012-13	2013-14	
1.	Crop production	0.55	6279	17214	22638	7117	6376	11924
2.	Horticulture	0.40	1923	2643	3500	-926	0021	1432
3.	Dairy farming	0.03	-2209	0	18205	9844	31286	11425
4.	Poultry farming		2278	6002	6318	8481	11653	6946
5.	Goat Rearing		-2939	25307	14691	6333	3455	9369
6.	Border plantation	0.02	0350	490	600	1100	1650	838
Total		1.00	5683	51656	65952	31949	54441	41934

After deduction of gross income from the cost of cultivation the profitability or net income received through the integrated farming system was Rs.40584 from the one hectare of area. The maximum net returns received from crop production Rs.11924 followed by dairy farming Rs.11425.

Benefit cost ratio of integrated farming system

Overall profitability of any firm has been decided through the benefit cost ratio, if the ratio more than one it means that the enterprise become profitable. The benefit cost ratio of integrated farming system after completion of five years has been worked out and presented in Table 12.

Table 12 Benefit cost ratio of integrated farming system.(2009-10 to 2013-14)

Sr. No.	Crop	Area (ha)	B:C ratio					Average
			2009-10	2010-11	2011-12	2012-13	2013-14	
1.	Crop production	0.55	1.58	2.01	1.97	1.37	1.37	1.68
2.	Horticulture	0.40	1.35	1.70	1.87	0.71	1.00	1.34
3.	Dairy farming	0.03	0.82	0	1.95	1.22	2.10	1.55
4.	Poultry farming		1.30	1.54	1.67	1.89	2.19	1.41
5.	Goat Rearing		0.84	1.76	2.03	1.24	1.16	1.42
6.	Border plantation	0.02	1.38	1.39	1.50	1.86	2.94	1.76
Total		1.00	1.21	1.40	1.55	1.38	1.79	1.55

At the end of project average benefit cost ratio from all the components of farming system was 1.54 which indicates that the on farm integrated farming system model was profitable, the maximum B:C ratio was observed in border plantation (1.76) this is because of no additional expenditure incurred on this component while in major components the maximum B:C ratio was of crop production component i.e. 1.68 followed by dairy farming (1.55). Similar findings were noted by Raut et al. (2013).

Employment generation in integrated farming system

At the time of implementation of farming system, from each component various labours were utilized and employment was generated. The employment generated at various time and the net income received through the integrated farming system was worked out and presented in Table 13.

Table 13 Net income and employment generation in IFS model (2009-10 to 2013-14)

Component s	Net income						Employment generation					
	09-10	10-11	11-12	12-13	13-14	Total	09-10	10-11	11-12	12-13	13-14	Total
Crop production	6279	17214	22638	7117	6376	59624	158	158	158	158	160	792
Horticulture	1923	2643	3500	-926	0021	411	95	95	95	95	95	475
Dairy farming	-2209	00	18205	9844	31286	57126	65	-	65	65	65	260
Poultry farming	2278	6002	6318	8481	11653	34732	09	12	09	09	09	48
Goat rearing	-2939	25307	14691	6333	3455	46847	180	180	180	180	153	873

Border plantation	350	490	600	1100	1650	4190	15	-	-	-	-	15
Total	5683	51656	65952	31949	54441	202930	522	445	507	507	482	2463

Total employment generated from all the components of integrated farming system was 2463 and net income received was Rs. 202930. The more employment was generated in the goat rearing (873) while net income received was Rs.46847 followed by crop production component (792) and net income (Rs.59624). Very less net returns were received through horticulture component as employment generated was 475, this was because of dry spell at the time of flower initiation.

Overall economics of the IFS model

For comparison the overall results of on farm integrated farming system is presented in Table 14.

Table 14 Overall economic of the IFS model (2009-10 to 2013-14)

Sr. No	Components	Area (ha)	Cost of prod (Rs)	Gross income (Rs)	Net income (Rs)	B:C ratio
1.	Crop production	0.55	17476	29400	11924	1.68
2.	Horticulture	0.40	4223	5655	1432	1.34
3.	Dairy farming	0.03	20650	32075	11425	1.55
4.	Poultry farming		9427	16373	6946	1.73
5.	Goat rearing		22520	31889	9369	1.41
6.	Border plantation	0.02	1102	1940	838	1.76
Total		1.00	75398	117332	41934	1.55

Cost of production of all the components of on farm farming system was Rs.75398, gross income received was Rs.117332 and net income received from the integrated farming system model was Rs.41934 and the B:C ratio was 1.55 means the integrated farming system model was profitable. Other than the profitability, it helps to improve and conserve the productive capacities of soils, with physical, chemical and biological soil recuperation. Animals play an important role in harvesting and relocating nutrients, significantly improving soil fertility and crop yields.

A high integration of crops and livestock is often considered as a step forward, but small farmers need to have sufficient access to knowledge, assets and inputs to manage this system in a way that is economically and environmentally sustainable over the long term.

Conclusions

1. For the crop production component total cost of production incurred was Rs.17476. The gross income of Rs.29400 and net income of Rs.11924 has been received with 1.68 B:C ratio.
2. From the horticulture component the gross income of Rs. 5654/- has been received. The total cost incurred thereon was Rs.4223 with net returns were Rs.1432.00 with 1.34 B:C ratio.
3. Among the animal components from the dairy farming, the gross income received was Rs. 32075. The total cost of production is required thereon is Rs.20650/- with giving net return of Rs.11425/- with 1.55 B:C ratio.

4. From the poultry farming, the gross income of Rs. 16373/- has been received. The total cost of production is required thereon is Rs.9427/- with giving net return of Rs.6946/-with B:C ratio 1.73.
5. From the goat rearing, the gross income of Rs. 31889/- has been received. The total cost of production is required thereon is Rs.22520/- with giving net return of Rs.9369/- with 1.41 B:C ratio.
6. While from the border plantation crops, the gross income of Rs.1940/- has been received. The total cost is incurred there on is Rs.1102/- with net returns of Rs.838 and the B:C ratio was 1.76.
7. The results of on farm integrated farming system model conducted at Mulegaon research farm shows that expenditure, income, net profit and B:C ratio was found to be Rs. 75398, Rs. 117332, Rs. 41934 and 1.55, respectively.

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“E-COMMERCE A ROAD TO DIGITAL ECONOMY IN INDIA”

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Abstract

India is at the cusp of a digital revolution. Today, a strand of optical fiber as thin as a human hair can transmit in a single second the equivalent of over 90,000 volumes of an encyclopedia.

Declining broadband subscription prices, aided by the launch of 3G services, have been driving this trend. This has led to an ever-increasing number of “netizens.” Furthermore, the likely launch of 4G services is expected to significantly augment the internet user base. Internet has become an integral part of this growing population segment for remaining connected with friends, accessing emails, buying movie tickets and ordering food. The changing lifestyles of the urban population have also led many people relying on the internet for their shopping needs. The convenience of shopping from the comfort of one’s home and having a wide product assortment to choose from has brought about increased reliance on the online medium. Considerable rise in the number of internet users, growing acceptability of online payments, the proliferation of internet enabled devices and favourable demographics are the key factors driving the growth story of E-commerce. Further, E-commerce is helping organizations to reduce transaction, sales, marketing, and advertising costs. E-commerce is also helping businesses to reach global markets efficiently 24 hours per day, seven days per week, 365 days per year. Many of the benefits come from improved consumer convenience, expanded choices, lower prices, and the opportunity for better interactions with partners, suppliers and targeted customers for service and relationships. E-commerce has also improved product promotion through mass-customization and one-to-one marketing.

The essential in the new economy is a structural shift from the industrial economy toward an economy characterized by information, intangibles and services and a parallel change toward new work organizations and institutional forms. Many new terms have been coined for this new economy such as “knowledge-based economy,” “borderless economy,” “weightless economy,” “networked economy,” “digital economy,” “the information-based economy,” and “the networked economy”. A digital economy is a convergence of communications, computing, and information. The new economy is basically about coordination, innovation, selection and learning. The combination of networked computing technologies and new business models is creating entirely new markets, industries, businesses, and work practices today to form a digital economy. The new economy or digital economy is based more in the form of intangibles, information, innovation, and creativity, in expanding economic potential and is based on the exploitation of ideas rather than material things. The focus of the new economy moves from processing material input into material output toward creation, trading and distribution of knowledge, intellectual property and intangibles. The symbiosis between changing production and business processes and information and communication technologies (ICT) is the driving force toward the new digital economy. The Three main components of the ‘Digital Economy’ concept can be identified as, very firstly, supporting infrastructure (hardware, software, telecoms, networks, etc.). Secondly, e-business (how business is conducted, any process that an organization conducts over computer-mediated networks).

Thirdly, e-commerce (transfer of goods, for example when a book is sold online). Thus how we can say that really E commerce is a road towards Digital economy & soon the world will be digitalized.

Key words : E Commerce, Digital Economy, online, markets, business, payments, GDP, GST, GOI

Introduction

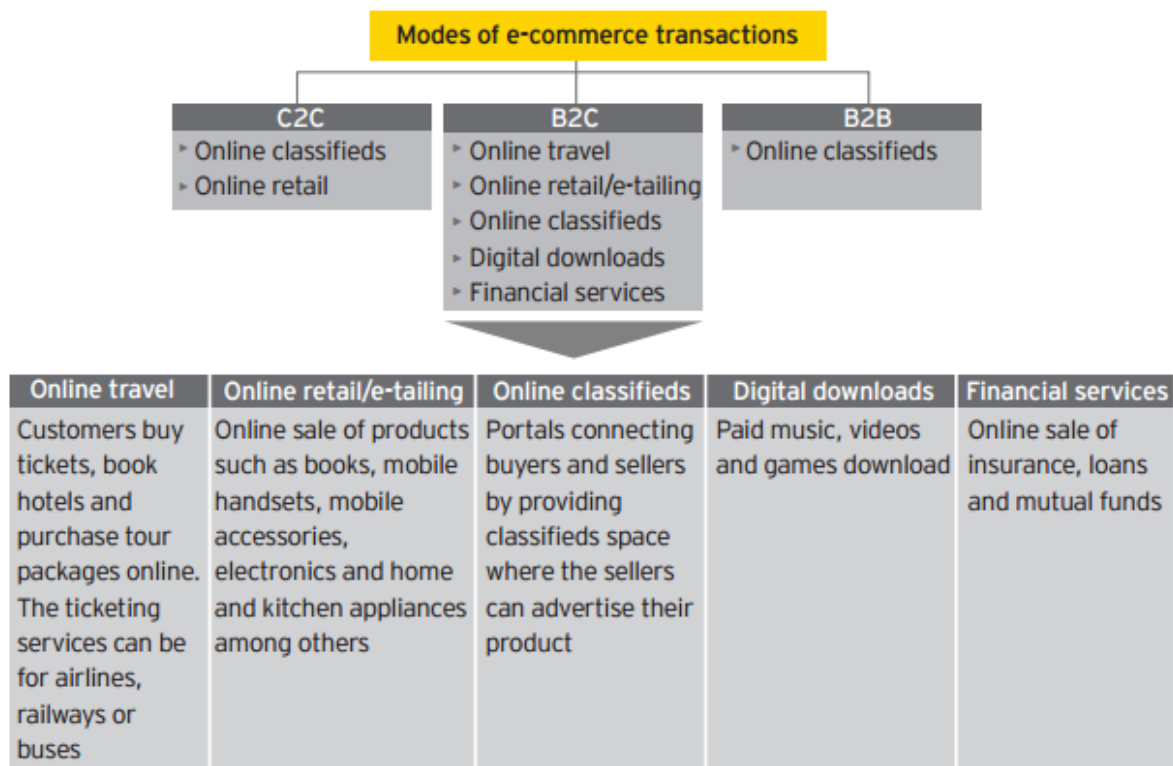
The trend of online shopping is set to see greater heights in coming years, not just because of India’s rising internet population, but also due to changes in the supporting ecosystem. Players have made intensive efforts to upgrade areas such as logistics and the payment infrastructure. Furthermore, the Indian consumer’s perception of online shopping has undergone a drastic change, and only for the good. Given these developments, venture capital investors, who were restricting themselves to the sidelines, are now taking a keen interest in the country’s e-Commerce market. The e-Commerce market in India has enjoyed phenomenal growth of almost 50% in the

Classifieds, the earliest entrant in the e-Commerce space in India, is undergoing a shift in operational model from vertical to horizontal offering. Players now offer a gamut of services ranging from buying/selling cars to finding domestic help/babysitter.in

Explanation

1.1 services provided under the various modes of e-commerce

E-Commerce transactions can be segmented into three broad categories or modes, based on participants involved in the transaction.



1.2 Whole scenario of working in India has changed

Increased spending power of Indian consumer ...

Annual disposable income per household is expected to increase at a CAGR of 5.1% from 2005 to 2025. The last decade saw high GDP growth in India, leading to enhanced income levels. This

helped position India among the fastest-growing consumer markets in the world. Discretionary spending is expected to rise from 52% in 2005 to 61% in 2015.

Increased use of PCs , smart phones & internet...

70% in Declining prices of PCs (on the back of technological advances) and increasing disposable income make it affordable for the majority of people to buy PCs, which are now available at a low a price of US\$400–500. PC sales have been improving steadily in India over the years. In addition to the growth of PCs, smartphones have revolutionized the way people access internet and communicate. Consumers are swapping their feature phones for smartphones, which are much faster and provide a better user experience. Many variants of smartphones are priced at less than US\$100 in the Indian market, making them affordable for a large number of people.¹⁰ The sale of smartphones is expected to grow rapidly in the near future. Tablet PCs, or tablets, are becoming increasingly popular in the Indian market. Tablets come equipped with most of the features of a laptop or a notebook. The prices of tablets are declining, with the low-cost tablet introduced by the GoI costing as less as US\$80, leading to its widespread adoption.

India crossed the 100 million internet user figure in 2010 and reached 121 million users by end 2011, making it the third-largest country worldwide in terms of its internet population. The number of internet users in India is expected to triple to 300 million by 2015, growing at a CAGR of 25.5%. The frequency of internet usage has increased in parallel to the growth in internet user base. The most visible shift has been multiple instances of net access in a week as compared to once-a-week or lesser access in 2007. The percentage of users accessing internet two or three times a week grew to 27% of total users in 2011 from 23% in 2007. This increase has come from segments using internet once a week or 2-3 times/month.

Payment landscape undergoing change....

Credits cards are the most popular payment instruments in the major e-Commerce markets worldwide. Therefore, improving the card ecosystem in India is a pivotal step to ensure higher uptake of credit or debit cards for making payments. This could help e-Commerce players reduce the cost of offline payment mechanisms.

1.3 Emerging business models in India

E-Malls or E-Marketplaces, an electronic mall (E-Mall) or E-Marketplace provides a platform for merchants to set up virtual stores and sell their merchandise. Merchants frequently choose this option due to the advantages of reduced cost and the complexity of putting products up for sale on the web. They also benefit from leveraging websites (E-mall) traffic and user base, given the expectation that visiting other stores on the e-mall would lead to visits to their stores as well. Smaller merchants also look to leverage the brand name of the E-Marketplace, based on the premise that this would lead to increased trust and, therefore, readiness on customers' behalf to buy products online. Larger merchants sell their products through these virtual stores, in addition to their own sales channels. Product pricing is not controlled by e-Commerce players and is decided by merchants. For the purpose of billing, merchants use the common payment gateway/method provided by the E-Commerce player hosting the platform.

Deals and group buying are among the new business models that have quickly caught the attention of consumers, merchants and investors. Deal sites provide daily discount offers in various categories including restaurants, apparel, lifestyle products and travel. Group buying sites work on the premise that collective buying leads to larger volumes for merchants, which, on their part, offer attractive prices to consumers. There is a subtle difference between deals and group buying. In group buying, a minimum number of buyers are required for a deal to go live, whereas deal sites do not

have such requirements. Most online players in India offer deals; the group buying segment is smaller in comparison. Deal sites provide another platform for merchants to advertise and sell their products and services. While small and new merchants may look at group buying as a marketing option, established brands perceive it or deal sites as another sale channel.

1.4 Online retailers are looking forward to the implementation of Goods and Services Tax (GST)

Online retailers would benefit from the implementation of GST, since they would be able to offset the GST they would have paid to purchase goods against the GST they would charge from consumers. Furthermore, under the current indirect tax regime in India, online retailers, being trading entities, are not eligible to claim CENVAT credit of excise duty paid on inputs, capital goods (e.g., storage racks, pallets), and service tax paid on input services (such as warehouse rentals, transport, advertising) becomes a cost. However, such restrictions would not exist under the GST scenario, with fungibility of GST credits across goods and services. The problem of double taxation would, thereby, be eliminated and is expected to result in the reduction of prices and prove beneficial to consumers as well.

1.5 (goi) Government of India can also consider incentivizing online retail by providing tax benefits...

Online retail in India is at a nascent stage and is still struggling with challenges arising from the ecosystem. The government could provide some respite in the form of tax benefits. A number of factors could compel the government to provide tax holidays to such companies.

- Online startups may find it difficult to compete against established brick-and-mortar companies.
- Online retail is an energy-efficient form of selling, a factor that may influence the government to promote the sector.
- It enables a larger segment of the population to access a wide assortment of products.
- It helps in the growth of organized retail, which still forms a small proportion of the overall retail sector.

1.6 Value of bank notes and coins in circulation as a percentage of M1

If electronic money is issued through the conversion of banknotes or sight deposits, it does not change the money supply and price stability is not endangered. However, if electronic money is issued as a consequence of credit, private issuers have incentives to supply additional amounts of electronic money as long as the difference between the interest charged on the credit and the one paid on electronic money covers the credit risk premium, the provision of the payment service, Development of Electronic Money and possibly also the cost of refinancing. Given the low marginal cost of producing electronic money, its issuance could in principle proceed until the interest rate charged on the credit extended for the provision of electronic money is equal to the credit risk premium. Thus, by lowering the level of interest rates, could in turn endanger the maintenance of price stability.

While the base of credit and debit(CoD) cards is on the rise, Indians have been slow in using these payment instruments for shopping online.e-Tailers understanding preference for cash payments and offering CoD e-Tailers seem to have recognized the fact that only targeting credit or debit card owners for online purchases would greatly limit their target customer base. They have, therefore, added CoD to their portfolio of payment options. This has paid off handsomely, with CoD being one of the key factors influencing the rapid growth in online purchases. CoD addressed some of the issues that customers had with transacting online:

- Privacy and security concerns while using cards for online payments
- Desire to see a product before paying for it
- Lack of trust in e-Tailers for high-value purchases Industry estimates suggest that CoD accounts for nearly 50% to 80% of online transactions in India. CoD helping expand customer base This mode of payment expands the customer base of e-Commerce companies beyond credit or debit card users and is useful for attracting consumers such as students, who do not have credit cards but spend a lot of time on the Internet, as compared to other age groups, and use the medium to shop for books and CDs, among other products .While CoD has driven volumes, it has also increased cost of operations.

1.7 Cloud surrounding E-Commerce laws in India

E-Commerce is a rapidly growing market in India, and domestic as well as international players are looking to tap the opportunity in the sector. However, there are no specific E-Commerce laws in India. The sector is governed by the IT Act 2000, which regulates the legal obligations of sellers and buyers of goods and services in cyberspace.⁸⁶ Apart from the IT Act 2000, e-Commerce laws in India need to comply with other statutory laws in force in the country, e.g., the Indian Contract Act and Foreign Investment Regulations. E-Commerce companies also need to comply with banking and financial laws, where applicable. For example, financial intermediaries are required to obtain licenses from the RBI to provide services. Adding to the complexity of such laws in the country is the fact that legal issues pertaining to the sector differ across categories of E-Commerce. Laws regulating E-Commerce in India are still evolving and lack clarity. This poses a challenge for potential entrants and existing players. Furthermore, the lack of law firms or lawyers specializing in E-Commerce laws compounds the problem. The onus is, therefore, on the government to formulate dedicated E-Commerce laws so that current issues in the sector’s legal environment can be addressed.

A brief review of Literature

A review of E-Commerce literature on India by Shridhar Vaithanathan. He opines that the existing status of E-Commerce in India & adoption of E-Commerce by businesses in developing countries is an important economic indicator of growth & many firms in India still have not realized the potential benefits of E-Commerce.

Objectives

- 1.1 Services provided under the various modes of e-Commerce
- 1.2 Whole scenario of working in India has changed.
- 1.3 Emerging business models in India
- 1.4 Online retailers are looking forward to the implementation of Goods and Services Tax (GST)
- 1.5 (GoI)Government of India can also consider incentivizing online retail by providing tax benefits
- 1.6 Value of bank notes and coins in circulation as a percentage of M1
- 1.7 Cloud surrounding e-Commerce laws in India

Research methodology

The present study depends on secondary data, which is collected from Amazon.com Bulletins, Textbooks, Journals, & Websites, etc. The data obtained were analysed by using interview method.

The following Company head’s interviews has been studied:

Sudeep Malhotra	Chief Executive Officer	HomeShop18
Vikram Malhi	Country Head	Expedia (India)

Hitesh Oberon	Chief Executive Officer	Info Edge
Madhup Agarwal	Head New Initiatives	India Mart
Vivek Madhukar	Senior Vice President	Times Business Solution

Hypothesis

The following hypotheses (Null/Alternative) have been framed to analyse the use of Credit Cards & debit cards.

Null hypothesis ho: There is no significant difference between the use of credit cards & debit cards.

Alternative Hypothesis HA: There is significant difference in the use of Credit & Debit Cards.

Interpretation

From the study of interviews of heads of countries it can be interpreted that there is significant difference between the use of Credit Cards & Debit cards. The Debit Cards are used more than Credit Cards, reason being controlling the expenditure.

Conclusion

From the above discussion it can be concluded that E commerce is a road to digital economy in India. As said earlier that from the new terminology of E commerce to the way of operations in India whole of the new scenario has evolved in India. Services provided under the various modes of e-Commerce, like B2B that is business to business, purchase & sales taking place between businesses. B2C that is Business to consumers, purchase & sales taking place between Business & its consumers. C2C that is consumer to consumer, purchase & sales between consumers. Whole scenario of working in India has changed. Now there is online booking of travelling, food, etc. Whole of the payment system has changed. Instead of circulation of currency there is a system of credit through credit & Debit cards. There are emerging business models in India.

Online retailers are looking forward to the implementation of Goods and Services Tax (GST). Government of India can also consider incentivizing online retail by providing tax benefits. .Because of e-Commerce whole of the law system has to be changed or say digitalised .E commerce will lead to lower costs& prices thus making GDP grow. Gradually most of the population will be card holders making whole of the economy digitalized.

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MAKE IN INDIA! IS HR ALL SET TO FACE THE CHALLENGE?

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Abstract

In surroundings where human resources are an essential font of competitive advantage, it also contributes to unrelenting competitive advantage through facilitating the development of competencies that are firm specific. Due to technology advancement there are many organizations who are hiring and firing employees, Make in India is obviously a compact of technology. This study helps us to understand the impact of Make in India on the HRM practices followed in our country. The synergy between the HRM practices and the job opportunities is also discussed.

Key words: Competitive, Technology, Advancement, HRM Practices

1.1 Introduction

Make In India –A Way To Innovation

The world class manufacturing is replaced by Best-in-class manufacturing as the world is going to view India through a mirror called as Make in India. It facilitates investment fosters innovation, enhances skill development and eventually protects intellectual property. Still there are a number of challenges to make India a global manufacturing hub that need to be identified and there has to be an action plan to overcome this. But yet make in India aims to boost entrepreneurship in India. Make in India is not just a program, it can become a national campaign to improve innovation, intention, production and manufacturing in India. With the major focus on improving economy and employment opportunities, this new initiative is generating response from all major sectors in India. We are hearing a lot about our respected prime minister's slogan "Make In India", but how much India's manufacturing firm human resource professionals are prepared for same.

1.2 Hr Issues Which Can Create Hurdles In “Make In India”

1) Contract Labor Issues

80% of workforce in manufacturing firms are working as contract labor, which poses permanent and secure working tenure issues affecting Make in India concept which requires high level of motivation and sense of security within Indian manufacturing workforce.

2) Recruiter Issues

Recruiters are finding tough to attract expertise in manufacturing sector due to high boom of IT Industry and IT Professionals demand.

3) Industrial Relation Issues:

As manufacturing firm faces labor disputes and Industrial relation issues. It is mandatory for Human resources to get trained in IR Issues and face negotiation and dispute handling in an effective manner.

4) Infrastructure Issues

Still there are lack of proper infrastructure near most of the manufacturing units, and it is difficult to attract good manpower to these units.

5) Workplace Security

There are lack of safety norms and policies in most of the manufacturing units and HR has to work with policy makers and government to make more better safety norms and policies to avoid numerous casualties and health hazards and it will help them to attract efficient workforce.

All the above points has to be taken care by any firm. HR and government to convert "Make in India" wish into reality and contribute growth of India as a whole.

1.3 Research Objectives:-

- To know the role of HRM its impact in current scenario .
- To know the relationship between HRM practices and the make in India

1.4: Research Methodology:

The study is based on secondary data which is collected from various books, National and International journals and publication from various websites which focused on various aspects of HRM in corporate sector.

1.4.1 research Type: Descriptive Research

1.4.2 limitations Of The Study

1. The study is based on published data and information.
2. The objectives, nature and methods used to collect secondary data may not be appropriate to the present situation.

1.5 Connection Between HRM Practices And Make In India

Considering the last decade, the country's economic growth has not produced meaningful jobs for its expanding working-age population. The Indian government priorities economic inclusion bringing more citizens into the modern and productive economy. This is critical for meeting poverty alleviation targets and improving many related health and education indicators. The most effective route to improving economic outcomes is through formal sector jobs, which pay regular and generally higher wages. They provide economic stability for families, allowing greater predictability and planning in other aspects of their lives. In India it's a great challenge to provide job opportunities for all deserving candidates. Thus the HRM practices which focuses on globalization and competitive pressure is now in a contemporary to forecast also on attracting the talent, developing the potential, engaging the best and transition. Thus it is still on a problem that the innovative HR practices will reach the Indian market through the "Make in India" concept.

1.6 Considering the Importance Of HR In India And Its Impact

Besides promoting the various types of financial services, it is also essential to tap, exploit and enhance the immense talent and potential of the work force available in India. Rightfully once said by the Walt Disney, "You can create, design and build the most wonderful place in the world but it requires people to make that dream a reality." Indian work force is immensely talented and adaptable. In order to develop an organization and ensure its constant expansion, it is very much important to develop its human resource working in it. Continuous investment in up gradation of

their skills, knowledge and competencies is essential for an organization if it wants a guaranteed survival in the immensely competitive environment. The organization which does not understand the importance and talent of its human resource cannot withstand the competition. A motivated, up to date human work force will help an organization achieve its mission and vision. Various modern HR policies include performance and career management, development of various continuous improvement and learning programs. Focused on the up gradation of employee's knowledge, skill and abilities, programs such as employee development should be promoted. Employee development is a joint, on-going effort on the part of both the employee and the organization for which he or she works. A highly skilled work force can accomplish higher goals than an under skilled human resource. Employees' performance needs to be enriched by developing training and development programs if 100% potential of the human resource needs to be tapped. The human potential is immense and if it is left untapped, it will go waste. Human resource is the most valuable asset of an organization and it needs to be continuously monitored and injected with performance development programs, programs that increase the job satisfaction of employees, employee welfare programs etc. The human performance can be appraised with the use of various performance appraisal models. Organizational excellence can only be achieved by investing continuously in the work force of the organization

1.7 The Need For More Jobs

One of the highest priorities of the Indian government is economic inclusion which results in bringing more citizens into the modern, productive economy. This is critical for meeting poverty alleviation targets and improving many related health and education indicators. The most effective route to improving economic outcomes is through formal sector jobs, which pay regular and generally higher wages. They provide economic stability for families, allowing greater predictability and planning in other aspects of their lives. In India only about 14 percent of the workforce has such a formal sector job.

1.8 conclusion

This paper has shown a significant, positive and meaningful relationship between HRM practices and the make in India. HRM practices become the means whereby designing new culture requires that HRM professionals are ahead of the cultural change curve with innovative and exciting HRM practices. HRM has been projected to be a potentially powerful lever for shaping and changing the future of India to make the organizations more effective. Eventually the make in India brings vital number of technological changes which has a great impact on the Indian economy. There will be more job creators rather than job seekers. The HRM practices would be facing enormous challenges and changes since it is clearly understood from academic research that human resources are a source of sustained competitive advantage.

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A STUDY ON WORK-LIFE BALANCE FOR WORKING WOMEN

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Abstract

Women in the workforce earning wages or a salary are part of a modern phenomenon, one that developed at the same time as the growth of paid employment for men, but women have been challenged by inequality in the workforce. Until modern times, legal and cultural practices, combined with the inertia of longstanding religious and educational conventions, restricted women's entry and participation in the workforce. Economic dependency upon men, and consequently the poor socio-economic status of women, have had the same impact, particularly as occupations have become professionalized over the 19th and 20th centuries. The role of working women has changed throughout the world due to economic conditions and social demands. This has resulted in a scenario in which working women have tremendous pressure to develop a career as robust as their male counterparts while sustaining active engagement in personal life. The increasing responsibilities on the personal front with the technological blessings like advanced mobile phones, notepads, etc. that keeps work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person's physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life. This paper is an attempt to explore the tough challenges faced by working women in maintaining a balance between their personal and professional life. The various factors affecting the work-life balance of married working women have been examined in this study. Data were subjected to descriptive statistics and it was found that the problems faced by the working women of India in terms of work-life balance are quite high. The results also indicate that the work-life balance of individuals affect their quality of life.

Keywords- Work-life balance, quality of life, working women, personal life, professional life.

Introduction

Women's lack of access to higher education had effectively excluded them from the practice of well-paid and high status occupations. Entry of women into the higher professions like law and medicine was delayed in most countries due to women being denied entry to universities and qualification for degrees. Women were largely limited to low-paid and poor status occupations for most of the 19th and 20th centuries, or earned less pay than men for doing the same work. However, through the 20th century, public perceptions of paid work shifted as the workforce increasingly moved to office jobs that do not require heavy labor, and women increasingly acquired the higher education that led to better-compensated, longer-term careers rather than lower-skilled, shorter-term jobs but women are still at a disadvantage compared to men because motherhood. Women are viewed as the primary caregiver to children still to this day so their pay is lowered when they have children because businesses do not expect them to stay long after the birth.

Women of the early centuries were mostly confined to their kitchens and those who were employed worked in factories, farms or shop works. Very few women had the access to higher education and they were forced to be at the mercy of their fathers' or husbands' attitudes towards women and work. The fast developing knowledge economy has given place for more number of

women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers. With brain power being the requisite skill in this knowledge era, rather than endurance or physical strength, the women workers seem to flood into every industry on par with men. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well. As working women get married, they have additional responsibilities and when they become mothers, they have to manage the primary care of children and extended family and are thus, under greater pressure to continue on a career path. Working mothers of today fulfill family responsibilities and also try to remain fully involved in their careers coping up with the competing demands of their multiple roles. The caring responsibilities that working mothers have lays a heavy stress on them when it is combined with their professional duties. The attempt of working women to integrate, organize and balance the various problems and activities in their different roles simultaneously puts them under tremendous pressure. As a result, the family becomes an organizational stakeholder and this powerful social trend marked the beginning of the work/life balance paradigm shift.

The research work of Richard Welford on work life balance he quotes that there is an alarmingly high percentage of respondents who feel that work is the cause of health problems, specifically stress and lack of exercise. Health problems are likely lead to lower productivity and effectiveness of workers. This paper focuses on the tough life of married working women of India in their battle to strike a balance between work and family life.

Research Objective

To explore the Work Life Balance challenges faced by working women in India and the effect of work-life balance on the quality of life of married working women.

To analyse the important factors influencing the work life balance

To explore the potential differences in the work life balance of working women with regard to age group, marital status, education level, number of children, spouse's profession and income.

To study the extent to which various factors like hours worked, work involvement and family responsibilities, affect married working women's work-life balance.

Research Methodology

Research Design: This research topic is classified as descriptive research that is design to describe the present situation or the characteristics of group, assesses. The descriptive research design will be adopted to study the research problem.

Data Collection: As mentioned above the research is descriptive in nature the data is collected from journals, books, news, articles and websites.

1. What Is Work Life Balance?

Work-life balance does not mean equal balance between professional and personal life. It is careful synchronisation of an individual's varied pursuits that may include family, work, leisure, social obligations, health, career and spirituality. While some of the pursuits need greater attention, others may require lesser focus. Striking a fine balance by prioritising these human quests will result in work-life balance. It is individual specific and keeps changing over time. The solution lies in approaching the components of work, family, community and self as a comprehensive system.

2. Women And Work Life Balance

Traditionally, women have been looked upon as nurturers and care givers and assigned all roles related to maintaining and managing a family. Men perceive themselves as breadwinners and society also expects them to perform work roles to earn and support the family. However, the nature of work-force has been changing and the percentage of men as wage earners and women as housewives has been rapidly declining. In urban India, the percentage of dual-earner couples is gradually increasing and for most women and men today, their work environment and the family have become the two important institutions in life. Changes in the workforce are accompanied by changes in values, creating a new emphasis on the balance between work-life and family life. Work-life balance assumes great significance for women as they are virtually in two full time jobs - one at home and the other at office. Working mothers often have to challenge perceptions and stereotypes that evolve as a working woman becomes a working mother. When a woman seeks a position of power within an organisation, she must consider the toll on other facets of her life, including hobbies, personal relationships and family. Most executive jobs require a substantial amount of time and effort, which a working mother may not be able to devote due to family obligations. So also, it may be nearly impossible for a working mother in a top management position to be the primary care giver of her child. Women often find it more difficult to maintain balance on account of the competing pressures of work and demands at home. Working women have to carefully handle their personal balance and skillfully blend their roles, so as to optimise their potential in all quadrants of life.

3. Women In Workforce Leadership

"Women in Management" is about women in business in usually male-dominated areas. Their motivation, their ideas and leadership styles and their ability to enter into leadership positions is the subject of most of the different networks. The networks aim to promote women in decision-making positions in politics and the economy across India.

Contrary to common perception, a large percentage of women in India work. National data collection agencies accept that statistics seriously understate women's contribution as workers. However, there are far fewer women than men in the paid workforce. In urban India, women participate in the workforce in impressive numbers. For example, in the software industry 30% of the workforce is female. In the workplace women enjoy parity with their male counterparts in terms of wages and roles.

In rural India in the agriculture and allied industrial sectors, females account for as much as 89.5% of the labour force. In overall farm production, women's average contribution is estimated at 55% to 66% of the total labour. According to a 1991 World Bank report, women accounted for 94% of total employment in dairy production in India. Women constitute 51% of the total employed in forest-based small-scale enterprises.

One of the most famous female business success stories is the Shri Mahila Griha Udyog Lijjat Papad. In 2006, Kiran Mazumdar-Shaw, who founded Biocon, one of India's first biotech companies, was rated India's richest woman. Lalita D. Gupte and Kalpana Morparia were the only businesswomen in India who made the list of the Forbes World's Most Powerful Women in 2006. Gupte ran ICICI Bank, India's second-largest bank, until October 2006^[61] and Morparia is CEO of JP Morgan India.

Even though the corporate world is still mainly a man's world, women have made inroads in this area slowly over time. Just 20 years ago, there were no female CEOs of Fortune 500 companies. Women are slightly better represented in the corporate boardrooms than they are at the CEO level. As of 2013, about one-in-six (16.9%) board members for Fortune 500 companies were women, up from

9.6% in 1995. And women have made strides in terms of positioning themselves to move into the leadership pipeline. They are increasingly taking jobs in managerial positions.

4. Organisations Formed By Women For Rights

The violation of women's fundamental rights through physical, mental, emotional, and sexual violence against women has become almost commonplace in the Indian context. Violence against women has taken particularly acute forms in circumstances where populations are already marginalized, such as in areas affected by armed conflict, areas undergoing mass displacement. Women in the Tribal belts and amongst Dalit populations are already vulnerable, and become even more so in areas affected by conflict. There is therefore a pressing need for the judiciary to recognize and address the particular forms of violence levied against women who are 'doubly marginalized' by caste, class, religion, or in situations conflict. Customary routinely laws discriminate against women, both by denying justice to victims of violence and by dispossessing women from their shares in land and property. A number of laws that protect women from discrimination have also either inadequate, or have not been properly implemented. In the nineteenth century women became involved in organizations dedicated to social reform. The All India Women's Conference (AIWC) is a non-governmental organisation (NGO) based in Delhi. It was founded in 1927 by Margaret Cousins, as an organisation dedicated to upliftment and betterment of women and children". As well as continuing its original mission, the AIWC has since diversified into various social and economic activities involving women. The Honour for Women National Campaign is a nationwide movement in India to end violence against women. The movement was founded by women's rights activist Manasi Pradhan in the year 2009. Launched under the aegis of OYSS Women, the movement galvanized in the after math of the 2012 Delhi gang rape incident. OYSS Women is a non-profit organization engaged in empowering women in India. It was founded in 1987 by women's rights activist Manasi Pradhan. The organization undertakes activities in the field of women education, vocational training, leadership development, women's rights enforcement, self-defense training and legal awareness with the objective of empowering women. Some of the periodic events organized by OYSS Women includes Nirbhaya Samaroh, Women Leadership Conclave, National Meet on Rural Women Empowerment, National Meet on Ending Violence against women, National Meet on Liquor Trade & Gender Violence and women's rights festival.

5. Occupational Safety And Health

Women tend to have different occupational hazards and health issues than men in the workplace. Women get carpal tunnel syndrome, tendonitis, anxiety disorders, stress, respiratory diseases, and infectious diseases due to their work at higher rates than men. The reasons for these differences may be differences in biology or in the work that women are performing. Women's higher rates of job-related stress may be due to the fact that women are often caregivers at home and do contingent work and contract work at a much higher rate than men. Another significant occupational hazard for women is homicide, which was the second most frequent cause of death on the job for women in 2011, making up 26% of workplace deaths in women. Immigrant women are at higher risk for occupational injury than native-born women, due to higher rates of employment in dangerous industries.

Women are at lower risk for work-related death than men. However, personal protective equipment is usually designed for typical male proportions, which can create hazards for women who have ill-fitting equipment. Women are less likely to report an occupational injury than men.

Research is ongoing into occupational hazards that may be specific to women. Of particular interest are potential environmental causes of breast cancer and cervical cancer. Sexual harassment is an occupational hazard for many women, and can cause serious negative symptoms

including anxiety, depression, nausea, headache, insomnia, and feelings of low self-esteem and alienation. Women are also at higher risk for occupational stress, which can be caused by balancing roles as a parent or caregiver with work.

The average female life expectancy today in India is low compared to many countries, but it has shown gradual improvement over the years. In many families, especially rural ones, girls and women face nutritional discrimination within the family, and are anemic and malnourished.

The maternal mortality in India is the 56th highest in the world. 42% of births in the country are supervised in Medical Institutions. In rural areas, most of the women deliver with the help of women in the family, contradictory to the fact that the unprofessional or unskilled deliverer lacks the knowledge about pregnancy.

6. Factors Affecting Work Life Balance

Burden of excessive work: Working women are often confronted with tasks involving children, home, in-laws, parents and their social circle. To add to this they must also take up multiple roles in their personal lives. With the increasing demands on the job, working women have to spend long hours of work and sometimes even carry their work home. Therefore majority of them are burdened with excessive work in both their personal and work spaces. This is a contributing factor to work life imbalance and may lead to conflict.

Interference of work with family life: The fact that mostly work hours are not limited to 7 or 8 hours a day and the private sector employees spend 12-16 hours at work. This leaves them with very little time for family. Employees in private sector, there may be interference of work with family life due to long hours spent in completing official work.

Fulfill others' expectations: As working women are constantly juggling between two full time jobs, taking multiple roles in both domains, there is a lot of work pressure resulting in work life conflict. While, there is a lot of expectation from family to fulfill social roles, the organisation also expects them to perform effectively. Both domains expect the working women to do full justice to all their roles thereby exerting tremendous stress and strain. The above analysis suggests that in trying to fulfill others' expectations, working women are often left with very little space for themselves to pursue their personal interests.

Longer work hours: Working women have to put in longer hours of work as they need to compete with their male counterparts in their work domain so as to remain in the race for advancement and promotions. In the Indian context, women remain the sole caretakers of children and older dependents which will entail longer hours of work at home thus jeopardizing their work life balance. It is observed that working women are left with hardly any time to pursue personal interests.

No time for oneself: Most of the working women had no time for themselves, this robbed them of precious time that could be constructively spent for their personal growth or spiritual pursuits.

As women are aware that certain social obligations must be met whether they are working or not, they may be consciously setting aside the time to fulfill such obligations. As we discussed in the above paragraphs it reveals that though the younger generation Indian men today are more tolerant of non-traditional lifestyles of the working women in their homes, they are still fairly conservative and expect women to manage household work and childrearing tasks. Often, working women are expected to make career sacrifice by restricting themselves to limited work at the workplace. This

may cause anger and frustration which has the potential to spill over to the various roles women play in their work and family lives.

7. Conclusion

The analyses of work life balance presented in this study are an attempt to understand factors affecting work life balance of working women. In the Indian context, women remain primarily responsible for their family and career is rarely given top priority. This study has revealed that burden of excessive work, the need to fulfill others' expectations and not having time for themselves are the prime factors affecting work life balance of working women. As a consequence women suffer from job burn-out, experience high levels of stress and anxiety, are unable to realize their full potential and also do not enjoy harmonious family life. The research also reveals that working women those who had family support and flexible work schedule enjoyed better work life balance. The above findings have implications for working women with regard to gaining a deeper understanding of factors affecting work life balance. It also provides insights into finding solutions to maintain healthy work life balance with creating laws and organisation which are working for women rights.

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“PROBLEMS FACED BY AGRI-PRENEURSHIP IN AMRAVATI DISTRICT.”

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Abstract

A surprising 65 per cent of the Maharashtra population live in rural areas, where agriculture and allied activities are the most important stay of their lives. The economic growth of any state largely depends on the growth of rural areas and the standard of living of its rural crowd. Rural entrepreneur is one of the most important inputs for the economic growth of a State. Rural entrepreneur uses the limited resources in the well-organized way so that it increasing profits and decreasing costs.

Due to illiteracy, greater parts of rural people are unaware about technical knowledge, marketing skill etc. deficiency of finance and raw materials are main problems face by agri preneurs.It is become very difficult for the agri preneurs to establish industries in the rural areas in current situation. Encouragement of agri preneurship is a key to develop rural areas and backward towns. This paper makes an attempt to find out the Problems and Challenges for the Agri Preneurship in Amravati District.

Keywords: - Agri-Preneurship, Rural Entrepreneurship, Rural area, Rural development.

Introduction

Maharashtra is a state of villages. About two-third of Maharashtra's population is living in rural areas. Out of which 70% of the labour force is still earning its bread & butter from agriculture and its allied activities. Agriculture land being inadequate is unable to absorb the labour force. Therefore, there is a need to develop rural industries to solve the problem of rural unemployment and rural migration to cities. Growth and development of rural economy is an essential pre-condition to development of the State as a whole. The gap between rural urban disparities should be narrowed. The standard of living of the rural people should be increased. Traditional farmers who are unaware of scientific agriculture and effective agri management systems are unable to cope up with delaying monsoons, drought, crop debts, fake seeds and shortage of fertilizer, as a result resort to committing suicide. The managerial, technical and innovative skills of entrepreneurship applied in the field of agriculture many yield positive results and a well-trained agri preneurs may become a role model to all such disheartened farmers. Entrepreneurship in rural sector provides an answer to the above problems. Maharashtra rural sector is no longer primitive and isolated. Therefore, entrepreneurship in the rural and tribal areas looms large to solve the problems of poverty, unemployment and backwardness of Maharashtra economy. Rural industrialization is viewed as an effective means of accelerating the process of rural development. Government of Maharashtra has been continuously assigning increasing importance and support for the promotion and growth of agri preneurship. Yet there are a number of problems faced by the entrepreneurs in Amravati District.

Meaning of Agri-Preneurship

Agri-Preneurs are those who carry out entrepreneurial activities by establishing agri-business sector especially agriculture, horticulture, floriculture, sericulture, animal husbandry and veterinary, fishery, etc. units in the rural sector of the economy. In other words, establishing agri-business units in the rural areas refers to Agri-Preneurship. In simple words, Agri-Preneurship implies entrepreneurship emerging in rural areas. Thus, we can say, entrepreneurship precedes industrialization. Rural industries and business organizations in rural areas generally associated with agriculture and allied activities to agriculture.

Entrepreneurial Opportunities in Agri-business

All the Agri-business comes under the following broad categories:

Agriculture Based Business: like Organic Farming, Farm Mechanization, Pulse and Oilseeds, Post Harvest and Processing, Quality Input Production and Supply Chain etc.

Animal Husbandry and Veterinary Business: like Dairy Processing and Chilling, Meat Processing, Broiler and Egg Production and Marketing, Livestock Feed, Livestock Vaccine/ Drug Production etc.

Sericulture Industry: - like Silkworm Rearing Technology, Silk Yam Production, Handloom and Textile/ Garment Design, Exports, etc

Fishery Industry: like Scientific and Commercial Production, Integrated and Intensive Farming, Carp Hatchery, Ornamental Fish, Fish Feed.

Forest Based Business: like wood products, bamboo products, honey, coir industry, making eating plates from leaves.

Other Agro base Industries: - like Mass Production of Bio-Pesticides, Bio-Fertilizers production and Marketing, Mushroom production and Marketing, Vermin Compost, Bee Keeping and Honey Marketing, etc

Engineering and Services: like agriculture equipments, tractors and pumpsets repairs etc.

Advantages of Agri-Preneurship

1. It reduces migration of rural population: - Most of the people migrated from rural area to urban area in search of job. Agri-Preneurship can help to fill the big gap and disparities in income rural and urban people. It can help to stop the migration of people from rural to urban areas.
2. **Reduce the burden of agriculture:** - As the agricultural output will be utilized directly so the burden of the farmers regarding selling of goods will be reduced thereby having a sound system of producing and selling the goods immediately.
3. **Generate employment opportunities for rural youth:** - Agri-Preneurship is labor intensive and it provides a clear solution to the rising problem of unemployment. Development of industrial units in rural areas through Agri-Preneurship has high potential for employment generation and income creation.
4. **Check on social evils:** - As there will be the development of the major economic region of the state it will result into employment, hence it can decrease the social evils like poverty, growth of slums, crime, pollution in cities etc.
5. **Encouragement of artistic work:** - India has a rich and a flourished culture which has been carried on by generations together. The historic culture will see a boom with the addition of agri preneurs which will be carried again years together.

6. **Increment in standard of living:** - Agri-Preneurship will also help to increase the literacy rate of rural population. Their education and self-employment will grow the community, thus increasing their standard of living.
7. **Unbiased regional growth:** - Agri-Preneurship can dispel the concentration of industrial units in urban areas and promote regional development in an unbiased way.

Problems in Agri-Preneurship

Entrepreneurs are playing very important role in the development of economy. They face various problems in day to day work. As the thorns are part of roses, similarly every successful business has its own kind of problems. Some of the major problems faced by Agri-Preneurship are as under.

1. Insufficient Funds

This is a major problem face by every Agri – pruner in Amravati. Money is life blood of every business without it we cannot start the business. Most of the entrepreneurs fail to get external funds from financial institutions due to absence of security and credit in the market. More over an ascertain financial policy of the government also creates hurdles for the Agri – pruner starting from their establishment to their survival in the industry. The business loan procedure of financial institutions is very time-consuming which at the end delays and creates disappointment for the agri preneurs. Some noticeable difficulties faced by Agri – pruner include the minimal level of purchasing power of rural consumer which in turn makes the sales volume insufficient, lack of finance to start business, decrements in profits due to competition, pricing of goods and services, Financial statements are difficult to be maintained by rural entrepreneur, stringent tax laws, lack of guarantees for raising up of loans, maximum number of entrepreneurs do not go for raising of capital through equity, dependence on indigenious bankers for loans for which they charge discriminating interest rates and huge rent and property cost, unawareness about the financial help that could be provided by the government. These problems create a stumbling block for the agri preneurs as capital is the heart of any business firm.

2. Deficiency in Technology

Nowadays is the era of information technology and information is considered as supremacy. Technology gives competitive advantages in various forms to compete with competitors. Not only the latest technology but also the training facilities and other additional facilities are rare in rural areas. Agri preneurs are still using traditional method of production which results in nominal output. Most of them follow the methods used by their associates; connections, ancestors etc. these commonly used practices many of the times do not give the desired results. These practices most often do not result in the expected amount of profits. Many a times it also happens that these agri preneurs have a high dependence on the olden times or internal linkages that persuade the flow of goods, services, information and ideas. Hence, the latest method rather the effective methods of production remain intact only to the urban areas of the state. Here another factor that plays an important role is illiteracy, which creates bias between the agri preneurs and the latest technology of production. There are many information systems available today which help the agri- business to work more effectively. It also affects the quality of the product and the cost of the product.

3. Lack of Infrastructural Facilities

Infrastructural facilities boost the sales and production of any business organization, Thereby increasing the profits of the organization. It also facilitates the performance of any activity in the business. A fundamental infrastructure is needed so that economic activities of the business can be carried forward at least at an introductory level of the business firm. In India as we know that these

basic facilities such as rails, roads, telecommunication, electricity, etc. in rural areas are not that well-organized, this impairs the growth of the businesses here. There are two key parts of the firms, which get affected directly by the infrastructure are availability of agri resources and the efficiency and mobility of the labour. Here another factor which plays an important role is finance, as there is insufficient finance agri preneur is not able to build sufficient infrastructure for business.

4. Low Financial Risk Bearing Capacity

Risk in businesses is a fact cause it is the uncertainty of the products success especially the agri based products. Huge capital is indulged in such kinds of products, for most of the agri preneurs this amount is nearly the maximum of what they have or they can arrange from any of the sources so there in is a low financial risk bearing capacity. The result of this is that the agri preneurs are not able to take risks in terms of new product development or changes in the existing product.

5. Problem of Marketing

It is said that production is directly proportional to consumption (sales). It means production of any product depends upon a factor which is commonly known as sales. The sales are encouraged by the marketing. The major marketing problems faced by agri-preneurship are lack of marketing channels and networks, promotional facilities, support system, poor quality of products, and competition with medium and large-scale enterprises. Yet another and an essential factor is the knowledge about marketing skills which is astray in the agri business organizations in Vidharbha region. They also have limited financial resources and hence cannot afford to spend more on sales promotion. Storage facilities and poor means of transport are other marketing problems in rural areas.

The corollary of this is that the products of these firms are not able to reach the target market easily and the quality of the products remains unfavourable as compared to the medium and large scale organizations.

6. High Infrastructural and Distribution Costs

Today the business runs on requirement of the consumers. Transportation helps the enterprises to grow according to the need of the consumers. The transportation facilities are pre-requisites to make the inputs available at enterprise location and outputs at the location of consumers scattered over vast territory. As most of the agri-enterprises are located far from urban areas, these suffer from transport problems for both inputs and outputs. As such, either there is non-availability of required inputs and outputs at the right time at the right place or whatsoever is available is possible at a higher cost making the product ultimately costlier as compared to the products offered by enterprises located at urban areas. Here is one such example of potato produced in the hill areas of Uttarakhand. Because of lack of warehousing facilities in the hill areas, some portion of surplus potato is transported to the warehouses located in the plain areas. When the same potato is re-transported to hills during the off-season, it becomes more costly, due to double transportation costs, in the hill areas, i.e. the place of its production than at plains.

7. Need of Standardization of Products

It is easy to set standards but hard to achieve them and maintain them. The same implies with the agri preneurs as they face the problem in setting up the standards and sticking to them because of the scarcity of the standard tools, equipments, required quality of raw materials, machinery, etc. the consequence of it may be inferior quality of product, dissatisfied consumers, losses, etc. one another thing is that the Agri preneurs face competition from large and medium sized organizations. These organizations already have a standard for the kind of product which the agri

preneurs are about to make or have made. The agripreneurs also face a problem high production cost and high input cost as for standardization the cost increases.

8. Enslavement of Agent/Middle chain

The major dependence of agripreneurship for selling the products is on the middle chain which includes agents, wholesalers, retailers, etc. out of which the most important is agents. Agents play a vital role in marketing the products of the agripreneurs. They tend to exploit the agripreneurs by capturing maximum amount of profit from them.

9. Meeting the Legal Formalities

There are various legal formalities that have to be fulfilled by the agripreneurs before setting up a business and after starting the business. They find it tremendously complicated to act in accordance with them due to certain reasons out of which the foremost is illiteracy. This causes them to ignore the various rules and regulations making it difficult for them to survive in the competition.

10. Ignorant about the Government Policies

Most of the agripreneurs are ignorant about the government policies the basic reason being illiteracy and unawareness.

The government has not yet declared policies for the development of agripreneurship. But still there are various other industrial policies. These policies have been declared both at micro and macro levels from time to time in India. Some of them are 'Promoting and Strengthening Small, Tiny and Village Enterprises, 1991.'; "Micro Small and Medium Enterprises Development (MSMED) Act, 2006.

11. Acquisition of Raw Materials

Raw material is the essential part of the agri business inferior or no raw material results in inferior or no output. There are various systems developed only for the purchase of raw material so that they can be made available and of a good quality. A special satellite system known as GIS i.e. geographic information system, is made so that accessibility of raw material can be traced out.

12. Lack of skilled and Managerial Manpower:-

Rural areas also suffer from rural-urban migration mainly male migration. This results in denudation of educated and skilled manpower in rural areas. Turnover rates are also high in this case. Lack of skilled and managerial manpower in rural areas is mainly due to the absence of suitable educational institutions in rural areas. Moreover, people even otherwise belonging to rural areas do not want to go back to rural areas to work due to various problems the rural areas suffer from. This is the basis why most of the entrepreneurs of rural areas are unable to find skill workers. They have to be provided with on the job training and their training is generally a serious problem for entrepreneur as they are mostly uneducated and they have to be taught in local language which they understand easily.

13. Lack of Interaction with Successful Entrepreneurs

The lack of interaction with successful entrepreneurs is also one of the problems in agripreneurship in India. Successful entrepreneurs always play the role of model in the society for agripreneurs who have the ability of entrepreneurial activities and lead to undertaking economic activities to prove their ability. But unfortunately there is no sufficient provision of such type of interaction to inculcate knowledge and provide experiences of successful agripreneurs. Many experts argue that this is a main obstacle in the growth of Agripreneurship.

14. Lack of Awareness about Career in Agri-preneurship

Most of the people in India are still not aware about the entrepreneurial opportunities, advantages, and its significance for the entrepreneur and the society as a whole. But the things may change by the passage of time.

Remedies Suggested to Solve These Problems

- Agri preneurs should be provided finance at concessional rates of interest and on easy repayment.
- Financial institutions and banks must create special cells for providing easy finance to Agri preneurs.
- Proper encouragement and assistance should be provided to Agri preneurs for setting up co-operatives markets.
- Training is essential for the development of entrepreneurship. It enables the agri preneurs to undertake the venture successfully as it imparts required skills to run the enterprise. With help of local education Institutes the Government should provide Training to Agri preneurs.
- Government and Local Bodies should provide special infrastructure facilities to Agri preneurs.
- Govt. should arrange special rural industrial expo for agri preneurs and also felicitate top ranker Agri preneurs.

Conclusions

Rural entrepreneur is play very important role in economic progress of every District. In Amravati 55% population are living in rural area and they are totally depending on agriculture business. Agri preneurship is the answer to deletion of rural poverty in Amravati. Therefore, there should be more stress on integrated agri preneurship development program. There is a need for efficient support organizations to supervise the activities of small enterprises. Forecast of the future demand, introduction of modern technologies, cost control and business expansions are the important areas, where entrepreneurs need usual support. Suitable legal support may also be required to protect the traders engaged in unfair trade practices.

As the thorns are part of roses, similarly every flourishing business has its own kind of problems. Some of the major problems faced by agri preneurs are as under. Insufficient funds, Deficiency in Technology, Lack of infrastructural facilities, Low Financial Risk Bearing Capacity, Problem of Marketing, High Infrastructural and Distribution Costs, Enslavement of Agent/Middle chain, Need of Standardization of Products, etc. are major problems of agri preneurship development in Amravati. Agripreneurship is not only an opportunity but also a necessity for improving the production and profitability in agriculture and allied sector.

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STRATEGIC INPUTS TO CAPTURE MARKET POTENTIAL OF CORD BLOOD BANKING IN INDIAN MARKET

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Abstract

Cord blood banking is increasingly being used to improve and save lives. Stem cells derived from umbilical blood have been used in more than 14,000 transplants worldwide to treat a wide range of blood diseases, genetic and metabolic disorders, immunodeficiency's and various forms of cancer. However, many expectant parents still do not fully understand the significance of cord blood storage. A study published in the Journal of Reproductive Medicine shows that a third of expectant parents are unaware of the option to preserve cord blood. Of the two-thirds who have some knowledge, 74% describe themselves as "minimally informed." Various companies are using different strategies to penetrate in market from last 7-8 years in India but it seems it will take more time to reach every corner of country. This paper offers strategic inputs for cord blood banking companies, so that this concept can be percolated to masses and business expansion can be achieved in near future. Author has identified the challenges and hurdles through in-depth literature review and information available on various medias like internet, magazines (All Secondary Sources) and offered solutions to tackle this challenge and enhance market of cord blood banking.

Key Words: - Umbilical Cord Blood Bank, Strategic Inputs, Stem Cell Research

Introduction

Stem cell research offers immense potential for revolutionary advances in clinical therapy to provide possible therapeutic solutions for complex and debilitating diseases such as Parkinson's, spinal injury etc. Across the globe, biotechnology companies and research institutions are investing huge sum in creating enabling infrastructure for undertaking research in stem cell.

Umbilical cord blood is the rich source of stem cells, which can be preserved cryogenically for years. In future, if a person suffers from life threatening diseases such as leukemia or other genetic disorders, his stored cells can be used to provide a potential cure. Use of ones owns cells minimize the possibility of cell rejection by body immune system. Stem cell storage offers once in a lifetime opportunity to prospective parents for storing infant's cells that can be utilized to treat the child or its near siblings in future.

To collect and preserve this blood, specialized cord blood/ stem cells banks are being established across the world. These banks are large scale cryogenic facility that preserves cord blood at around -196 °C. Stem cell banks are well developed business concept in developed nations and it is rapidly gaining ground in India. In India, there are approximately 72000 births daily, which results in discarding 72000 umbilical cords a day. The storage of stem cell rich blood derived from these umbilical cords can prove to be the best possible insurance against life threatening diseases.

Current Market Scenario of Cord Blood Banking Industry

Amongst the eight to ten existing players, Life cell and Reliance Biotech both have partners with experience in pharma industry. These companies have established sales force wherein trained executive visit the prospective client's home and explain the concept, collection and processing, and provide confidence on the storage facilities. "They are aware of the fact that in India if any medical concept has to be rolled out, the doctors have to be taken into the loop. Therefore, private players have set up a marketing and sales force structure which is just like a pharma company that gets in touch with the obstetrician, gynecologist on regular basis and get pregnant patient population from them. (Pharma Express)

The smaller companies are making some headway in creating infrastructure through private funding. There are companies who are directly approaching prospective customers for concept selling. Cryobanks International India has been following a model of increasing direct client and doctor awareness. "For the same, we are offering our services in more than 75 towns, which we plan to increase to 250 plus towns. We are also conveying information on the concept through advertisements, advertorials in magazines and papers. Further, we conduct direct mass outreach programs which are aimed at increasing mass awareness about stem cells," Statement of Company Official, Cryobanks International India.(Pharma Pulse & Net news) The company has also on offer the public banking services to its clients who wish to bank their stem cells in public banks and intends to cater to all towns with population of more than a lakh in the coming three years.

"New product services can be storage of cord lining and cells from placenta, to name a few. These products can be collected at the time of birth and is easy to target the same customer for more additional business," The investments from the cord blood banks in India are mainly focused on the facility building, technology development fees and its day-to-day operations. The industry is expecting at least 10 more new players in the next few years including global players who are keen to leverage the India opportunity. With everyday advancements in stem cell technology from the research and clinical perspective, stem cells do promise a healthy future for the coming generations in India.

Another phase in stem cell banking is about to begin with companies launching new banking services (like collection of stem cells from menstrual blood, cord tissue, and adipose tissue). This will increase the customer base significantly as this opportunity is not restricted to expectant parents alone. "Storage of stem cells from adipose tissues will be a new service with a new target and so a new strategy has to be developed.

Cryo-Save India has plans to offer more value added services like cord and stem cells from adipose tissues besides offering the elementary service of cord blood banking. It has just started its test marketing of cryo-cord service in India. "Menstrual blood contains extremely large number of mesenchymal stem cells and several thousand fold high concentration of stem cell growth factors. Because of these properties research has shown that these menstrual cells multiply rapidly and can also form other types of specialized cells including those of the heart, nerve, bone, cartilage and fat,".

Lifecell, which now has 40 collection centers across Asia and currently offers services such as cord blood banking and cord-tissue banking, is soon planning to launch the service of menstrual stem cell banking in India. Very recently, the company opened its R&D facility in Chennai exclusively for stem cell research and has also launched a new service- umbilical cord tissue banking which is open to all centers in India.

Reli-cord ranks third in India and it the largest in South East Asia. It is the only Indian company that has received an accreditation from the Food and Drug Association which is not easy to obtain under the present regulatory compliances that have been issued for the cord blood banking companies.

Stem cell therapy is the feature that has been added to medical tourism because of the number of international patients coming to India for medical treatment. The Apollo Group of hospitals is the largest player in medical tourism in India and the business partnering with the cord blood banks ensures a speedy process of matching for the patient's requirements. Histo-stem has partnered with several states in India to form the national Cord Blood bank. The current partners are the states of Maharashtra, Tamil Nadu, West Bengal and New Delhi. (Dastur,2005)

The number of cord blood banks in India are: 'Life Cell', 'Stemcyte', 'Cryo Save', 'Stemade Biotech Pvt.Ltd.', 'International Stem Cell Services Limited', 'Stemcytes India Therapeutic Private Limited,' 'Cryobanks International India Private Limited,' 'Stemrx Bioscience Solutions,' 'International Stemcell Services Limited,' 'Stemone Biologicals Private Limited,' 'Cryo Save India Private Limited', 'Life Cell International Private Limited'. These are the cord blood banking operating in India with branches in several Indian cities. (India.com,2015)

Nagpur Scenario

After Chennai and Gurgaon Nagpur is emerging as one the largest and the one of the important destination for stem cell therapy and storage. The two large cord blood banking companies that have their offices in Nagpur are 'Reliance Life Cell' and 'Cryo Bank'. A new company opened in Nagpur as a cord blood banking company called 'Baby Cell.' (Srivastav,2012)

Cord Life which is registered in Kolkata, West Bengal has a branch in Nagpur. The corporate Office is *at Kolkata* and the laboratories of Cord life which is relatively new in the industry are at *P.L. Deuty Road, West Bengal* (Thakre,2015)

The National Center for Cell Science has its International Conference in Nagpur which is a city that has established its reputation as the cord blood destination of importance, since 2008, the conferences till 2014 have taken place year after year on cord blood storage and stem cell therapy. (Dr Sahu,2009)

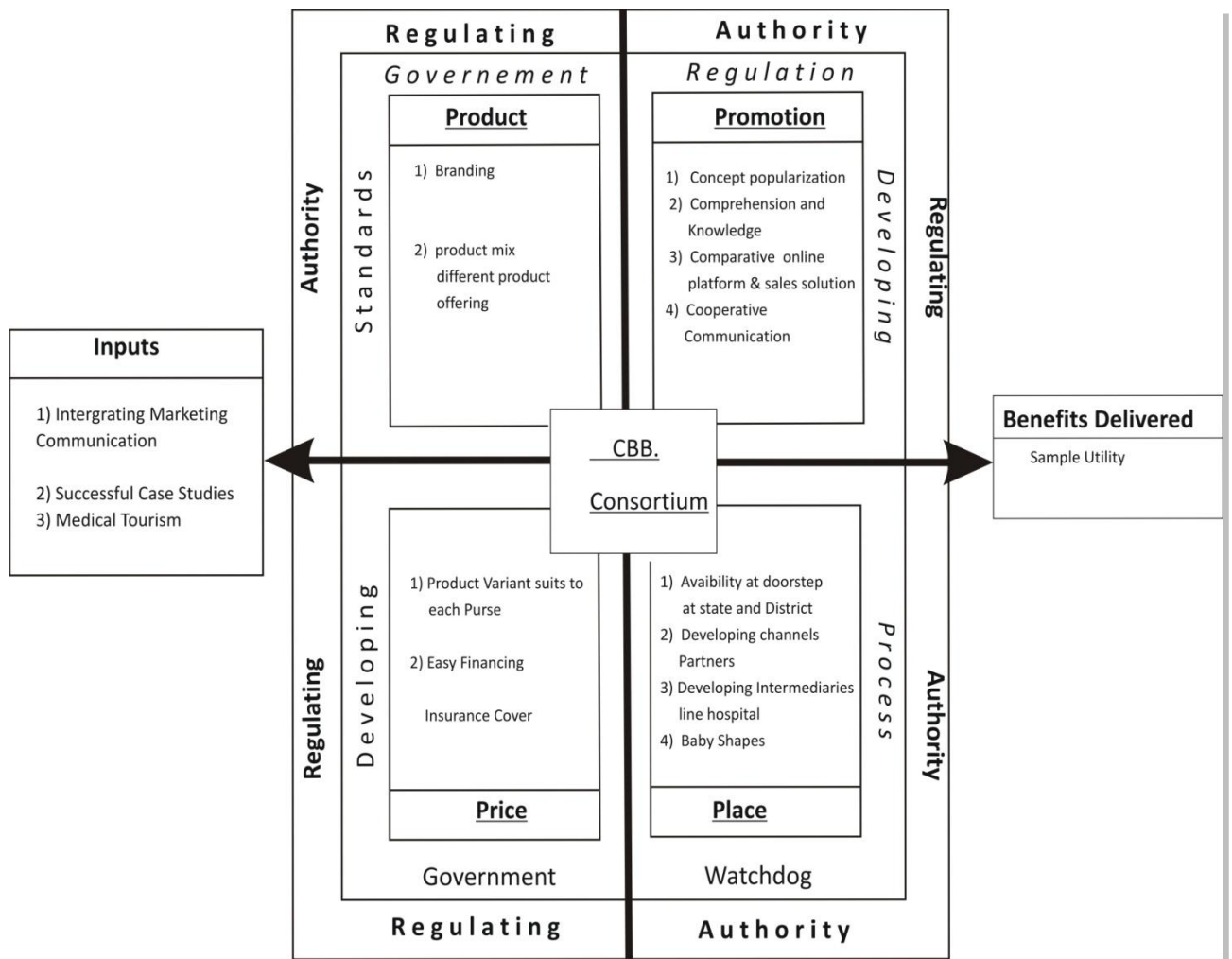
What is most important to consider is that Nagpur is the focus of the future requirements of the cord blood banking industry and as the research studies increase and the number of therapies that have been successfully carried out in India, Nagpur will be a directly linked city to the cord blood banking industry in the world Like Bangalore is known for Information Technology Nagpur will be known for Cord Blood Banking. The three cord blood banks that are functioning fully and are accredited is because for the size of Nagpur as a city there are more hospitals here than in most other cities of its size. When the size of the healthcare industry in Nagpur is large than the opportunities of increased collections of cord blood also increases. The costs of transportation are low because of the short local distance. Nagpur also has the strong capacity for the storage of not only stem cells, but the red blood cells and the plasma.

Challenges & Hurdles of Cord Blood Banking

1. **Low Awareness:** - Currently awareness level is very low in India about banking and stem cell research. People who are well educated and belong HNI category only thinks to opt for this option. Tier III & IV Cities where masses are leaving biggest challenge is education and affordability.

2. **Cost of therapy is more:-** Cost of therapy is very high ,In India where people don't have proper access to primary health care ,this concept is talking about fourth way i.e. regenerative therapies.
3. **Presence of sales team and offices in Big cities only:-** Currently companies are operating in big cities they are not able to penetrate at district level. If people will be placed at District Level awareness and activity will automatically enhance.
4. **Lack of mass promotion:-** Most of the companies are promoting this concept through Gynecologist not by conducting mass campaign and seminars to educate people about its benefits .
5. **No government schemes & Regulation: -** There is no government benefit to this investment. Government can offer tax deduction to this investment considering preventive health care and bio insurance for future health problems. Only government has given recently exemption from service tax to this industry. There is no proper regulation to control cord blood banking, only DCGI is registering this bank and providing licensee to open it but not keeping watch what communication this companies are making and what about the backup plan if company fails to sustain in long run.
6. **Lack of Success Stories: - Lack** of success stories in Indian Context also becoming reason, people are not thinking to opt for this option . Companies are communicating cases which are happened abroad and not able to clarify cost of treatment.
7. **Alternative options:** Various alternative options like Menstrual Blood, Dental Stem Cell Banking, and Bone Marrow create confusions and resist people to opt for Umbilical Cord Banking. Also various other bio banking like Blood Bank, Eye Bank, Sperm Bank, Skin Bank etc. creates confusions that all other free public banks why Umbilical cord is only private.
8. **It is a ray of hope not guarantee:** Currently research is showing only hope not a guaranteed established line of treatment. In near future probability is that this science can create miracle but at this moment this is only hope not guarantee.
9. **Public Banking: -** People are thinking why companies and government are not promoting public banking, if they will require in future they can opt from Public bank by doing HLA matching and paying cost. If this concept has certainly potential for future government and health department should open public bank and preserve samples in spite of going in waste from all government hospitals and poor class patients.

Author proposes following CBB Consortium to offer strategic inputs



Details of strategic inputs can be given as :-

1. Corporate Tie Up & Facility

CBB (Cord Blood Banking) is new and advance concept. This concept can be sold through corporate tie ups. CBB companies can promote this concept to other corporate houses for their employees as companies are giving insurance Mediclaim they can also offer CBB for his employee which will enhance empathy of employee towards company. It will give feeling to employee that company also think about their Childs future.

Reason for corporate tie ups

1. Educated customers and concept can be explained to them well.
2. Ability to Pay
3. This facility will enhance chances of becoming employer of choice.
4. Corporate can utilize this concept and gain credibility from employee.

2. Awareness

Awareness level is very low about this concept. There is huge scope about creating awareness and selling its advantage to customers. Awareness can be created through following ways:-

1. Pre-Natal education
2. Tie ups with NGOs for education activity like Lions Club/Rotaries/Jaycees/Ladies Club etc. considering their membership and reach.
3. Campaign at Maternity Hospital and other major hospitals.
4. Mass Communication (Radio/T.V/Internet etc.)

3. Medical Tourism

As in India medical tourism is increasing day by day there is lot of scope for CBB for this tourist. Global medical tourism is \$ 20 billion and it is fast becoming world multimillion dollar industry. Global medical tourism is \$ 20 billion and is expected to double by 2010(Woodman 2007).In India medical tourism industry is growing at the rate of 30% year and is expected to generate revenue of rupees 100 billion by 2020 as per study conducted by CII & McKinsey.(CBC News 2016).

As India is providing reliable and efficient medical facility at economic cost CBB will also attract tourist toward India as cost and facility for CBB at affordable prices. Example

Treatment Cost Comparison							
Procedures	US (\$)	Costa Rica (\$)	India (\$)	Korea (\$)	Mexico (\$)	Thailand (\$)	Malaysia (\$)
Heart Bypass	\$144,000	\$25,000	\$5,200	\$28,900	\$27,000	\$15,121	\$11,430
Angioplasty	\$57,000	\$13,000	\$3,300	\$15,200	\$12,500	\$3,788	\$5,430
Heart Valve Replacement	\$170,000	\$30,000	\$5,500	\$43,500	\$18,000	\$21,212	\$10,580
Hip Replacement	\$50,000	\$12,500	\$7,000	\$14,120	\$13,000	\$7,879	\$7,500
Hip Resurfacing	\$50,000	\$12,500	\$7,000	\$15,600	\$15,000	\$15,152	\$12,350

(<http://www.indiaprofile.com/medical-tourism/cost-comparison.html>)

4. Utility of Sample

Use of preserved sample will enhance the market for cord blood. As preserved sample will be utilized it will ensure the purchaser of services that amount which they are investing is fruitful and having potential to save life so automatically demand will increase. Out of 7000 cord blood transplants worldwide only 20 transplants have been done in India so far(Life cell 2005).With transplant success rate in India being 99.6% (www.apollo.com) it may be hypothesized that adequate number of successful transplant will trigger boom in cord blood banking.

5. Insurance cover for treatment & Cord blood bank (Fusion with insurance)

Insurance coverage for the preservation of stem cells for the potential purpose of future use of stem cells constitutes a core of the business of the private banks. The collection of cord blood is one time event further the preservation range of cord blood is estimated to be 20 years. As a result these important stem cells must be properly preserved and as in case of classic insurance action its usage

should be properly insured. However some postulate that insurance coverage not only should cover the expense of collection and preservation but also potential of medical procedure for future use.

Since this is a principal business component in the cord blood banking business and since it depend on circumstances that can not be fully controlled the need for insurance coverage for the realization of the promise is essential.

In essence the need for insurance for cord blood bank is extensive and multi systematic .It encompasses many levels both for the banks itself as well as of the clients. Insurance coverage therefore addresses the following components:

1. Insurance of the physical structure that contains the frozen stem cells (including risk of fire, storm, earthquake, natural disaster, terror events etc.)
2. Biological insurance for the frozen unit of blood
3. Financial insurance for the end customers for the purpose of covering of cost of transplantation and performing medical action including location of a substitute blood unit in case of need.

Globally Taburit Israel based is the only company which is actually implementing insurance fusion model and creating global innovation in Health insurance .

Taburit is a pioneer in the field of umbilical stem cell preservation. The unique combination of a family cord blood bank and a public cord blood bank together under one roof, plus the insurance policy accompanying every private cord blood unit, gives Taburit a unique and significant advantage.

(<http://www.taburit.co.il/en/index.php/about-taburit/taburit-global-innovation-in-health-insurance>)

6. Creation of Aggregators (Comparative Online Platform & Sales Solutions)

Aggregators like Oyo.com, Ola Cab, Cord Blood company can make a tie up with preventive health are companies and promote this concept and enhance penetration in market.

Tie up with online comparative sites like Insurancepandit.com, Policy Bazar can catalyze its sales and enhance market awareness.

7. Creation of Storage Facility in each state and District:-

Currently Storage facility of Cord Blood Bank is available at Metros only, As per long term strategy every district will require this facility which will enhance confidence among user and create awareness in tier-II, III & IV cities. In abroad already banks are established at District Levels.

8. Co-Promotion of Public Banking: -

People who can't afford to store privately, bank should preserve sample as public depository and at the time of transplant they can recover their investment and enhance revenue for organization. Also it will enhance depositories and sample can be used for research with prior consent. Public Private Partnership Models can be introduced.

9. Creation of Intermediaries (Hospitals & Babyshoppes):-

Companies can make tie up with Hospitals, Prenatal Shops & Prenatal Classes for mothers to promote this concept and generate leads and enhance penetration in market.

10. Easy Financing: -

Easy financing will brings affordability and people will definitely think to opt.

For Example: 2 Years Storage Plan, 5 Years Storage Plan (In international market offered by Cryocell International.)

Initial down payment must be low and number of installments should be more to bring affordability.



The screenshot shows the Cryo-Cell International website's financing page. It features a navigation bar with links for 'WHY BANK', 'WHY CRYO-CELL', 'PRICING', 'TREATMENTS & RESEARCH', and 'ABOUT'. Below the navigation, there is a section for 'In-House Financing' with tabs for '12 Month' and '24 Month'. The '24 Month' tab is selected, displaying a table for a '24-month Storage Plan - Single Birth (Includes 2 Years of Storage)'. The table lists four options with their respective down payments and monthly payments over 24 months.

	Down Payment*	Monthly Payment x 24 months
Cryo-Cell Cord Blood	\$199	\$76
Cryo-Cell Cord Blood and Cord Tissue	\$299	\$117
Cryo-Cell Cord Blood Premium	\$199	\$90
Cryo-Cell Cord Blood Premium and Cord Tissue	\$299	\$132

Down payment is due at enrollment. Cannot be combined with other offers or discounts. *Add \$50 to down payment for medical courier service from Alaska, Hawaii and Puerto Rico. After the second year annual storage fees will apply, \$150 for cord blood and \$150 for cord tissue. A monthly service fee is included in the monthly payment.

*Fee schedule subject to change without notice. If a client has received a kit and discontinues services prior to collection, there is no cancellation fee if the kit is returned within two weeks from cancellation notice. †Additional courier service fee applies for Alaska, Hawaii and Puerto Rico. ††Applies to 1-year plan and promotional plan only. After the first year, an annual storage fee will apply. Cryo-Cell guarantees to match any written offer for product determined to be similar at Cryo-Cell's sole discretion. ** Promotional Plan cannot be combined with any other promotional offers.

<https://www.cryo-cell.com/cord-blood-banking-costs>

11. Government Support in the form of Tax Deduction: -

Companies should approach as an association of banking to government to convince that this science going to be future of medicine and treatment. It is essential to store every child cord blood being preventive health care and safety against future ailments and ask government to offer tax deduction on this investment. This will change total market scenario and numbers of enrolled parents will increase in multifold. This proposition will be complementary for each stake holder parents will get advantage on investment ,companies will enhance business and market size, people will be insured and government will be succeed in safeguarding their citizens.

12. Consortium of CBB

Consortium can be formed to promote and propagate the concept. This is important since product itself is very new to the market. Joint efforts by all CBB's can propagate the product to bigger extent

Conclusions:-

In current scenario science is growing every and same is cord blood banking. CBB is a new hope to win on difficult disease/s. Considering future potential of this concept, it should be propagated to masses and every child's cord blood should be preserved in private or public bank. Companies can tackle the challenges and enhance their market size and market share by embracing to the strategies as recommended by researcher. It will not be an exaggeration to quote here that:

“Preserving A Cord Blood Is Right Of Every Child”

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PROJECT REPORT FOR SOLID WASTE MANAGEMENT - HARDWARE (RFID BASED SOLID WASTE COLLECTION MONITORING SYSTEM)

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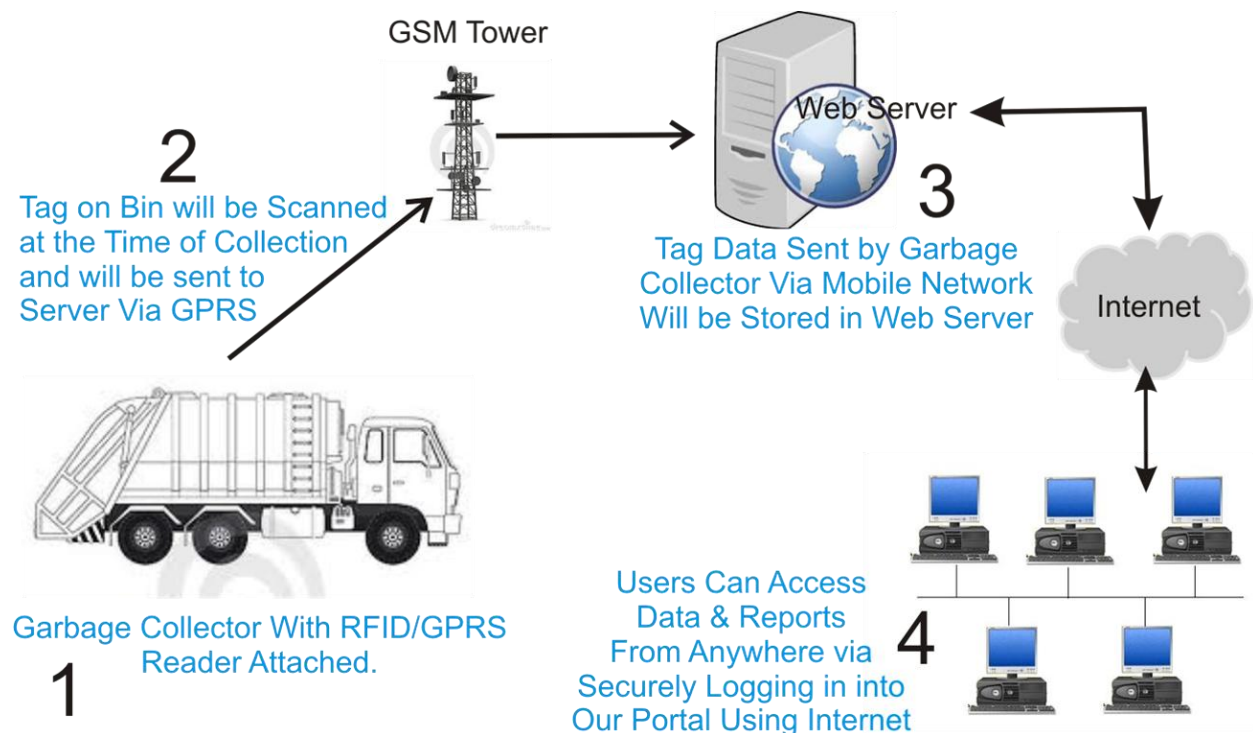
Abstract

Technology will play a vital role in coming future to manage the waste collection system and to support clean energy concept around the world. In this paper we have provided hardware based monitoring system for solid waste management which is now a major problem in India nowadays and which can be used in various ways so as to decrease pollution and also to generate useful materials from it. This paper focuses on solid waste management system software which is based on RFID. Here we have discussed in detail about the hardware its use and also Solid Waste Collection Monitoring System. In this Paper, an attempt has been made to propose an Automated Solid Waste Collection Monitoring System using RFID technology integrated with GSM under the Swatch Bharat Abhiyan Initiated by Our Hon. Prime Minister Shri Narendra Modi

RFID based Solid Waste Management System:

Rapid growth in urban population leads to a dramatic increase in municipal solid waste (excluding industrial, construction, hospital waste) with severe socio economic and environmental impact. Therefore, the need for managing municipal solid waste in an efficient way has become acute.

• Process Architecture



- **Hardware Specification**

This is the different hardware's going to be used for this project

- Waste Bins
- HF RFID Tags
- All weather protection Housing For Tags
- HF RFID Readers for Android Mobile

Plastic Waste Beans



Images are for representation purpose only.

Product Specification Of Waste Bins		
Sr. No.	Parameter	Value
1.	Capacity Liters	100-120 Ltrs.
2.	Color	Assorted
3	Height A (mm)	805 – 930
4.	Width B (mm)	475-490
5.	Depth (Length) C (mm)	525-550
6.	Features	2 rubber wheel

We reserves right to make change in Specification without any notice.

RFID tags for Waste Bin



Images are for representation purpose only.

Product Specification Of Bin Tags		
Sr. No.	Parameter	Value
1.	Operating Frequency	13.56 MHz
2.	Memory	1024 bit EEPROM
3	Anti-Collision	Yes
4.	Reading Distance	Dependent upon reader, environment and application
5.	Dimensions	18 x 0.59 in, thread 1.12 in (Ø 30 x 15 mm, thread Ø 28.5 mm)
6.	Mounting Method	Screw-in
7	Affixes To	Plastic
8	Color	Black / Assorted
9	Weight	0.34 oz (9.6 g)

We reserves right to make change in Specification without any notice.

Cost Includes

- 120 Ltr Waste Collection Bin
- HF RFID Bin Tag
- All weather protection Hosing For Tags
- RFID Reader For Mobile

Note:

1. Total 2 RFID Reader for Mobile will be provided per 50 Bins.
2. Android based mobile with SIM card and GPRS connection has to be provided by client

RFID reader For Android Mobile



Images are for representation purpose only.

Product Specification Of Mobile RFID Reader		
Sr. No.	Parameter	Value
1	Operating Frequency	13.56 MHz
2	OS Supported	Android
3	Communication Interface	3.5 mm audio interface (ordinary headphone jack)
4	Read Range	Appx. 25 mm (depending on the size of label)
5	Working hours	continuous work 7 hours, queries 3000 times
6	Material	ABS + PC engineering plastic
7	Size	9 mm * 30 mm * 11 mm
8	Weight	12 g
9	Battery capacity	130 mA

We reserves right to make change in Specification without any notice.

Warranty

- 1 year repair/replacement warranty on the hardware. (Subject to clause D.)
- 7 Days repair/Replacement warranty on all type of tags & cards (Subject to clause D.)
- Warranty doesn't cover any cable, connector or adapters.

The Company warrants that in normal usage and with proper maintenance, its hardware will conform to their specification for a period of 12 months from the date of delivery, subject to the conditions, limitations and procedure listed below

Limitations

- Company shall be limited to the repair or replacement of any parts of the hardware product, which are defective in materials during Warranty Period Specified from the date of delivery. Provided hardware is made available at place of initial installation/delivery.
- Company Shall not be liable in any way for Product failure, or any resulting loss or damage which arises from:
 - a. Use of product in a way for which it was not designed or intended.
 - b. Corrosion, degradation or wear and tear.
 - c. Failure to service or maintain the product in accordance with company recommendations.
 - d. Faulty or deficient installation of the product.
 - e. Any tampering, modification or alteration of the product.
 - f. Conditions that exceed the products performance specifications or safe working loads.
 - g. Internal damage caused to supplied hardware and damages due to natural Disasters & calamities are not covered under AMC or during warranty period.
 - h. This warranty does not cover any incidental costs incurred for the investigation, removal, carriage, transport or installation of product.
 - i. Service by anyone other than authorized representatives shall be taken as warranty void unless it accords with Written Permission, guidelines and standards of workmanship.

WORKFORCE DIVERSITY- IMPACTS AND CHALLENGES

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Abstract

Diverse workforce is observed everywhere like government, civil society, of business. The world's increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People cannot live and work for a longer in an insular marketplace; they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, every kind of organizations needs diversity to become more creative and open to change. Since managing diversity remains a significant organizational challenge, managers must learn the managerial skills needed in a multicultural work environment. This paper is designed for managers to effectively manage diverse workforce populations. It provides a general definition for "diversity", discusses the benefits of diversity in the workplace, the challenges of managing a diverse workplace, and presents effective strategies for managing diverse workforces. This study therefore seeks to find out the impact and rewards of workforce diversity on organizational effectiveness. The success of a diverse workforce leads to an innovative culture where ideas flourish and creativity has no boundaries. Diversity increases constructive group processes and is positively associated with performance in business units. Diversity is associated with increased sales revenue, greater market share, more customers, and greater profits. Diverse groups have a greater range of perspectives, and are able to generate more high quality solutions. Today, it is imperative for any business to learn how it can tap into the rich and varied skills of his workforce by simply embracing the idea of it. In fact, the very success of a business these days could depend on an organization's ability to reap the benefit of diversity. It is recommended that company executives use good strategies to effectively manage workforce diversity

KEY WORDS: Diversity, Workforce, Innovative Culture.

Introduction:-

The concept of diversity includes acceptance and respect. It means understanding that each individual is unique, and recognizing our individual differences. It is the exploration of these differences in a safe, positive, and fostering environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual

Milliken and Martins (1996), opines that 'diversity appears to be a double-edged sword, increasing the opportunity for creativity as well as the likelihood that group members will be dissatisfied and fail to identify with the group'. Diversity is generally defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status.

Diversity includes the entire spectrum of primary dimensions of an individual, including Race, Ethnicity, Gender, Age, Religion, Disability, and Sexual orientation (referred to by the Diversity Task Force as "REGARDS"). Secondary dimensions commonly include: communication style, work

style, organizational role/level, economic status, and geographic origin (e.g., East, Midwest, and South)

For our purposes, we use the following definition of diversity: "Diversity includes all characteristics and experiences that define each of us as individuals." A common misconception about diversity is that only certain persons or groups are included under its umbrella, when in fact, exactly the opposite is true. It is a simple fact that each of us possesses unique qualities along each of these dimensions. Experience and recent research indicate that when recognized and valued, diversity enhances individual productivity, organizational effectiveness, and sustained competitiveness. In order "to maximize the utilization of its human capital, organizations must go beyond merely creating a more diverse workplace.

Now is the time to move beyond viewing diversity as merely the numerical representation of certain groups. It is time for a systematic application of diversity concepts to the business of the organization. As one benchmarking partner stated, "We view diversity as something more than a moral imperative or a business necessity—we see it as a business opportunity." Aligning diversity with the mission and business of the organization increases employee satisfaction and retention; improves competitiveness and productivity; increases responsiveness; and adds value to the customer. Diversity issues are now considered important and are projected to become even more important in the future due to increasing differences in the U.S. population. Managing and valuing diversity is a key component of effective people management, which can improve workplace productivity (Black Enterprise, 2001).

Workplace diversity is a complex, controversial, and political phenomena (*Janssens&Steyaert, 2003*). It has been conceptualized by researchers from several viewpoints. Several have looked at it from a narrow perspective, while some others from a broad view. Scholars favourably disposed to a narrow definition argue that the concept of diversity should be restricted to specific cultural categories. Some opine that diversity based on race, ethnicity and gender cannot be understood in the same way as diversity based on organizational functions, abilities or cognitive orientations (*Nkomo, 1995*). Moreover, the key issues of diversity are those that arise because of discrimination and exclusion of cultural groups from traditional organizations (*Cross et al., 1994*). Therefore, if diversity is a concept that is inclusive to all individuals, it will become very difficult to identify discrimination practices. The main concern of this standpoint is that a broad definition may imply that all differences among people are the same. The danger in narrowly defining diversity, however, is that only one dimension of cultural diversity (race, age, ethnicity, or gender) is by and large the subject of research at a time. Since a cultural diversity dimension interacts with other dimensions of diversity, a narrow concept of diversity would be deficient by failing to recognize these interactions (*Michaéla, Deanne, Paul, &Janique, 2003*).

Scholars, who advocate a broad definition (e.g. *Jackson, May & Whitney,1995*) argue that diversity encompasses all the possible ways people can differ. Individuals, according to this school of thought, do not only differ because of their race, gender, age and other demographic categories, but also because of their values, abilities, organizational function, tenure and personality. They contend that an individual has multiple identities and that the manifold dimensions cannot be isolated in an organizational setting. Apart from bringing their race, age, ethnicity, and gender, individuals also come with their particular knowledge, personality, and cognitive style to the work place. Therefore, in order to understand the dynamics of a heterogeneous workforce, the interactive effects of multi-dimensional diversity have to be addressed. In addition, it is argued that a broadening of the concept of diversity has a potential positive effect on diversity management programs, as it will be more acceptable if it is all inclusive i.e. not only oriented towards specific demographic groups of employees.

Challenges of Diversity in the Workplace

There are challenges to managing a diverse work population. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and work productivity due to prejudice and discrimination and complaints and legal actions against the organization (Devoe, 1999).

Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity (Esty, et al., 1995). Negative attitudes and behaviors in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices (could lead to costly litigation).

Once workplace diversity is implemented, companies must effectively manage the changes in policies. This presents a challenge for many organizations. Challenges in managing workplace diversity can stem from several reasons, such as taking the wrong approach to solving diversity issues. For example, a company may adopt affirmative action policies in an attempt to solve diversity problems. Affirmative action is about giving opportunity to previously disadvantaged workers. Hiring based solely on race may not solve diversity issues. According to Lawrence, managers face challenges when new employees from diverse backgrounds interact with long-standing employees. Many companies offer training programs to managers to help them effectively manage their newly diverse departments.

Despite this successful trajectory, challenges to diversity naturally occur as a result of communication (languages and values), majority homogeny, and groupthink.

Communication

Communication is at the heart of diversity management, but not necessarily for obvious reasons. Linguistic differences, while certainly a challenge, are tangible and straightforward. Learning new languages or translating materials is a reasonably effective approach to addressing these difficulties.

The more difficult challenge is the intangibles in communication that arise not from literal words but from cultural expectations. Different cultures not only speak different languages but adhere to different values, draw different assumptions, and define different actions as appropriate or inappropriate. Overlooking these cultural differences can result in miscommunication that may go unrecognized. For example, in China it is quite important to understand the concept of *guanxi* (face), particularly as it pertains to paying respect to guests or superiors. Overlooking these customs sends unintentional messages that can do irreversible damage.

Majority Homogeny

Majorities in businesses creating a homogeneous culture is also a substantial threat, as company culture is a direct product of the participants (employees). This can result in a business that creates and promotes a particular culture over other minority cultures, usually unintentionally as a result of numbers. This hegemony can create tension between different groups, ultimately resulting in the smaller groups moving towards the culture of the larger ones to close the dissonance, a practice called assimilation. Assimilation should be a shared responsibility, not simply assumed by those in the minority group.

Groupthink

The most substantial threat these communicative barriers and homogeneous tendencies create could loosely be defined as groupthink. Groupthink is when many people within the same organization begin to adopt similar perspectives, usually to simplify meetings and minimize discord. On the surface, this consensus sounds like a good thing. However, as the global economy requires businesses to understand varying perspectives, it also necessitates the cultivation of these diverse perspectives internally. Groupthink will often result in the assimilation of dissenting perspectives. The opportunity cost is precisely these different viewpoints. Without differences in perspective, companies have little room to expand into new demographics or innovate new solutions.

The Role of Management

Different cultural norms offer an interesting study in diversity management. Etiquette for receiving a business card in China requires accepting it with both hands and taking a full moment to read it. Following this, recipients place the card face up on the table in front of them during the meeting, referring to it when necessary. In the U.S., a strong handshake and self-introduction is a polite start to a meeting. Conversely, in Japan, it is appropriate to wait to be introduced and then bow following the greeting.

Managers must be not only aware of diversity in the workplace but also open-minded and empathetic to perspectives other than their own. Effective managers in diverse situations have a highly developed degree of cultural competence that empowers them to use careful observation skills to determine what gestures, phrases, customs and values would be most appropriate in a given circumstance. Adroit management must also work actively against groupthink, empowering everyone not only to speak but to be brave enough to go against the majority opinion. The goal for management is to ensure everyone is working to assimilate to everyone else in a balanced and effective manner that harvests differences rather than smoothing them over.

Barriers to Accepting Diversity

Despite a general awareness in organizations that diversity is a positive factor, individuals still experience numerous personal barriers to accepting diversity. There are several barriers that sometimes prevent us from accepting diversity. These include prejudice, ethnocentrism, stereotypes, discrimination, and harassment.

- Prejudice- unjustified negative attitude towards a person based on his or her membership of a particular group.
- Ethnocentrism- a tendency to regard one's own group, culture or nation as superior to others. People who are ethnocentric see their group related customs or beliefs as right and evaluate other, beliefs or practices against this yardstick.
- Stereotypes- set of beliefs about a group that is applied universally to all members of that group, such as all poor people are uneducated or all Asians are good at maths. Stereotyping, whether positive or negative, is not good because seldom does one statement hold true for all members of a group.
- Discrimination- barring an individual from an membership of an organization or from a job because of his or her membership of a particular group. An example of unfair discrimination is the company that only interviews men for a position that requires a lot of travel.
- Harassment- consciously shunning or verbally or physically abusing an individual because of membership of a particular group.

Benefits (Rewards) of Diversity in the Workplace

One of our greatest strengths is the diversity of our workforce, with men and women of many nationalities and backgrounds working together and sharing common objectives. Diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. Diversity in the workplace can reduce lawsuits and increase marketing opportunities, recruitment, creativity, and business image. In an era when flexibility and creativity are keys to competitiveness, diversity is critical for an organization's success. Also, the consequences (loss of time and money) should not be overlooked.

When organizations manage workplace diversity by implementing diversity strategies, the advantages are plenty. The companies are poised to compete in a global economy by attracting the best available talent from around the world, along with forming strategic partnerships among the best companies operating. Workplace diversity comprises race, gender, ethnicity, disability, sexual orientation, age, educational levels and socio-economic status. It also includes religious beliefs, life stages, education, career responsibilities, sexual orientation, personality and marital status.

Chances are that many in the workplace may not even be aware of how many benefits are derived from a diversity of styles, fashion, music and opinion. Many successful businesses have taken an active part in embracing diversity, yet there are still many businesses unaware of the numerous benefits that workplace diversity brings. When an organization acknowledges differences among its workforce, it can manage its employees in such a way as to create harmony in work practices and higher standards of cooperation. First, it is about understanding differences in these characteristics within an organization, and second it is about acknowledging these differences. And last, it is about developing work practices to create an inclusive environment. The success of a diverse workforce leads to an innovative culture where ideas flourish and creativity has no boundaries. Today, it is imperative for any business to learn how it can tap into the rich and varied skills of his workforce by simply embracing the idea of it. In fact, the very success of a business these days could depend on an organization's ability to reap the benefits of diversity.

Attract The Best Talent To Contribute To Your Business: If an organization has built a reputation for its workplace diversity, it stands to attract the best available talent and skill in the market both domestically and abroad. The company will be able to recruit the best available talent from around the globe to work on projects located in the far corners of the world as part of virtual teams. Companies will be able to develop synergies with strategic partners located in far away markets. A company can market its products more easily, taking advantages of the different languages of its staff to develop and maintain distribution partners once thought impossible to reach. Why? Workforce diversity means the ability to conduct business worldwide through the varied experience of its employees.

Build A Globally Competitive Workforce: Building a microcosm of the world in the workplace, equips managers with the kinds of skills to compete effectively, with efficient services and a wide reach of resources. A diverse workforce not only brings professional skills into the office, but also brings people of different cultures fluent in various languages and who are capable of understanding international customers' everyday needs.

Enhance Problem-Solving Efficiency: Imagine having a diverse workforce comprising different age groups, education, experience and genders, and being able to brainstorm a business problem located on another continent. This was once thought unachievable. Today, it is standard business practice for an organization facing fluctuating trends and demands. What is most effective then is to have a

workforce capable of generating a pool of multiple solutions and ideas. Workplace diversity is now recognized for this crucial role in effective-problem solving.

Avoid Conflicts, Increase Individual Performance and Retain Your Workforce: An unhealthy work atmosphere is often the root cause of high attrition levels in a company. People, however, require a feeling of belongingness and security. When they feel supported in their ideas and beliefs they become more productive. At core, all among today's skilled workers expect to be treated fairly and with respect. If not, they will soon find plenty of work elsewhere. Turnover is expensive and unproductive. Moreover, stakeholders are now demanding that any organization they invest in must conform to practices that encourage low employee turnover, provide a healthy work environment that rewards team performance and empowers workers to express themselves with an open mind.

Basic Tips and Strategies for Diversity Management

- Organize diversity training to employees at all levels.
- Allow affinity networking amongst employees with similar backgrounds.
- Conduct learning sessions among groups, during which employees share with each other how their varying beliefs, cultures and traditions shape their professional and personal lives.
- Set long-term goals and develop diversity practices during recruitment, appraisal and lay off.
- Encourage employees to confide in their superiors about problems of discrimination.
- Carefully analyze the diversity at each employment rank and level.
- Reward the attainment of diversity goals from time to time
- Develop training for diversity leadership.
- Actively promote successes of diversity.

Tools for Managing Diversity

Effective managers are aware that certain skills are necessary for creating a successful, diverse workforce. First, managers must understand discrimination and its consequences. Second, managers must recognize their own cultural biases and prejudices (Koonce, 2001). Diversity is not about differences among groups, but rather about differences among individuals. Each individual is unique and does not represent or speak for a particular group. Finally, managers must be willing to change the organization if necessary (Koonce, 2001). Organizations need to learn how to manage diversity in the workplace to be successful in the future (Flagg, 2002).

Unfortunately, there is no single recipe for success. It mainly depends on the manager's ability to understand what is best for the organization based on teamwork and the dynamics of the workplace. According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Therefore, organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people's behaviors (Koonce, 2001). Managers must also understand that fairness is not necessarily equality. There are always exceptions to the rule. Managing diversity is about more than equal employment opportunity and affirmative action (Losyk, 1996). Managers should expect change to be slow, while at the same time encouraging change (Koonce, 2001).

Another vital requirement when dealing with diversity is promoting a "safe" place for associates to communicate (Koonce, 2001). Social gatherings and business meetings, where every member must listen and have the chance to speak, are good ways to create dialogues. Managers should implement policies such as mentoring programs to provide associates access to information

and opportunities. Also, associates should never be denied necessary, constructive, critical feedback for learning about mistakes and successes (Flagg, 2002).

Diversity management can create a competitive advantage in areas such as marketing, problem solving, and resource acquisition (Cox, 2001). Therefore, diversity management is not the sole domain of the human resource function in the organization primarily aimed at compliance with legal requirements. However, it is important to note that careful research in a global context suggests that diversity management can have both positive and negative consequences as well as no change at all. In recent decades, human resource managers have recognized the need to adopt effective diversity management practices in order to overcome barriers for diversity and reap the rewards of a diverse workforce. Kossek and Lobel (1996) summarize the three prevailing HR approaches to diversity management and offer an original approach of their own.

Effective diversity management:

Effectively managing diversity needs to be a top priority for managers in all organizations – large and small, public and private, for profit or not for profit. Managing diversity involves promoting its awareness, increasing diversity skills, encouraging cultural and gender diversity, and committing top management to diversity

- **Committing to top Management:** - where there is an organizational commitment to diversity at the top, managers down the line accept diversity through their actions and spread the message that diversity can be a source of competitive advantage, deal effectively with diverse employees, and are willing to commit organizational resources to manage effectively.
- **Increasing awareness:** - Awareness demands appreciation of diversity as a fact of organizational life. Many diversity awareness programmes in organizations strive to increase managers' and workers' awareness of their own attitudes, biases, and stereotypes, and the differing perspectives of diverse managers, subordinates, co-workers, and customers.
- **Increasing Diversity Skills:** - Efforts to increase diversity skills focus on improving the way managers and their subordinates interact with each other and on improving their ability to work with different kinds of people. Educating managers and their subordinates about why and how people differ in the ways they think, communicate, and approach, issues and situations can help all employees develop a healthy respect for diversity and at the same time facilitate mutual understanding.
- **Encouraging cultural diversity:** - By offering language training to employees, encouraging non-home-country work assignments, providing training to employees to know about cross cultural differences and transitional counseling to employees can help to manage cultural diversity.
- **Encouraging Gender Diversity:** - The feminization of the workforce has increased substantially. Though women's participation in the workforce is increasing, their share of the rewards of participation is not increasing commensurately. There are ways of managing gender diversity. One way is to recognize that there are strengths in both the sexes. Men can learn from women's managerial style by using appropriate relationship building in the workplace, while women can learn from men's style to be less subtle and more assertive and direct, especially while giving instructions. It is equally important to learn more about perceived differences between male and female both socially and in the workplace.

Positive impacts of workforce diversity

- **High level of Productivity:** Increasing productivity at the workplace has been one of the major challenges for managers and leaders and to the company in general. Due to the fact that every organisation has its own unique company structure and objectives, different strategies may be used to challenge or address the company in order to increase productivity.

One of those strategies involves adopting workplace diversity and managing it effectively. When management takes the welfare of its workers at heart by means of offering them proper compensation, health care and employee appraisal, It enables workers to feels they belong to the company irrespective of their cultural background by remaining loyal and hardworking which helps to increase the company's productivity and profit.

- Exchange of varieties of ideas and Team work: In recent times teamwork is increasingly advocated by businesses and organisations as a means of assuring better outcomes on tasks and also for the delivery of goods and services. A single person taking on multiple tasks cannot perform at the same pace as a team could; therefore each team member brings to the table different ideas and offers a unique perspective during problem solving to effectively arrive at the best solution at the shortest possible time.
- Learning and growth: Diversity at the workplace creates an opportunity for employee's personal growth. When workers are being exposed to new cultures, ideas and perspectives, it can help each person to intellectually reach out and have a clearer insight of their place in the global environment and hence their own surroundings. The more time spent with culturally diverse co-workers can slowly break down the subconscious barriers of xeno- 18 phobia and ethnocentrism, thereby encouraging workers to be more experienced members of the society.
- Effective Communication: Workplace diversity can immensely strengthen a company's relationship with some specific group of customers by making communication more effective. Customer service department is one of the areas where effective communication is crucial. A customer service personnel or representatives can be paired up with customers from their specific area or location, making the customer feel at home with the representative and thus with the company. For example some companies in the south-western part of the United States often prefer to hire customer service personnel's who are bi-lingual to deal with customers who speaks Spanish in their native language.
- Diverse Experience: Employee and their co-workers that come from a diverse background bring to the table some amount of unique perceptions and experience during teamwork or group tasks. Pooling the diverse skills and knowledge of culturally distinct employees together can immensely benefit the company by strengthening the responsiveness and productivity of the team to adapt to the changing conditions. Every diverse culture has its own strengths and weaknesses, therefore in addition to their individuality, every diverse employee possesses a unique strengths and weaknesses that is derived from their culture. When each workers' unique trait is managed properly and effectively in the organization, it can leverage the strengths and complement its weaknesses to highly impact the workforce.

Negative Impacts of workforce diversity:-

- High Cost of Diversity Management: To increase job satisfaction, workplace diversity management could sometimes be very costly, when an organisation strives to effectively manage the diverse workforce, it undergoes a mandatory diversity training during which supervisors, employees, and managers receive lessons on the best way to interact with employees and clients. In recent times, there are lots of Diversity management program available where companies could choose from, taking into account the size of the company and it's employees. Some training programs require a high travelling and participation cost.
- Discrimination: One significant disadvantages of working with a diverse workforce is discrimination in the part of both managers and employees. It can exist but hidden aspect of a poorly managed workplace. When a worker is being discriminated, it affects his ability to perform well and it also affects the perception of equity and raises issues of litigation.
- Communication issues: Workplace diversity can negatively impact communication in the company. It can place an obstacle in the way of effective communication, which can cause a

decrease in productivity and dampen the cohesiveness among workers. Even though spending time with employees by getting to know them helps reduce and in some instances eradicate communication barriers during a long-term, co-workers orientation periods and an individual's first impressions can be difficult to control when culture clash.

- **Myriad Accommodation:** Although the premise of workplace diversity is mutual respect, making way to accommodate each diverse worker's request can be burdensome of employers, which makes it difficult to manage diversity. Some employee work constraints such as race, religion, country of origin and gender can sometimes be overwhelming if the diversity in the organisation tends to be so much to the extent that the company has to employ a fulltime staff to keep track of accommodating the employees needs. For example, some Muslim employees may decide not to work on Fridays, as it is a special day for prayers. In such instances employers has to make provision for someone to take their shift when the need arises.
- **Incorporation issues:** Social incorporation at the workplace cannot be influenced to the maximum degree. Forming exclusive social groups is often a natural process that cannot be controlled sometimes. Therefore, companies tend to experience some degree of informal divisions amongst their workers thereby creating conditions where diverse employees avoid having contact with each other during leisure times and when work is over. Although this scenario doesn't seem fundamentally wrong, it can reduce the effectiveness of knowledge sharing amongst teams and hence decreasing productivity. (Ruth Mayhew 2013)

Summary and Conclusion

The globalizing economy and the increase in the number of multinational corporations make diversity management a necessity for companies that want, not only to survive but thrive during this time of economic, social, and cultural changes.

In recent decades, human resource managers have recognized the need to adopt effective diversity management practices in order to overcome barriers for diversity and reap the rewards of a diverse workforce. Diversity management, compared with its predecessors (equal opportunity legislation and affirmative action programs), is proactive and aimed at creating an organization in which all members can contribute and achieve to their full potential. The reasons for implementing diversity management include having to adapt to the new reality of a workforce that is increasingly diverse, doing the right and moral thing, and gaining a competitive advantage. Diversity management has three main characteristics: it is voluntary; it uses a broad definition of diversity; and it aims at providing tangible benefits to the company. Managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases.

Finally, implementing diversity management can give companies a competitive advantage in areas such as problem solving, corporate image, and marketing. The challenge of diversity management is to break the harmful cycle that equates cultural difference with social/economic disadvantages. Therefore, although the emphasis on the business advantage of diversity management is probably a good motivator for companies to enact diversity programs, it does not mean that moral and ethical missions should be neglected or overlooked. To overcome these potential limitations, diversity management has to focus on both enhancing profitability and fostering social justice. Managing diversity is not just a social, moral or conscience issue as it affects directly the performance and results of the organizations. Managing diversity means acknowledging people's differences and

recognizing these differences as valuable; it enhances good management practices by preventing discrimination and promoting inclusiveness.

A diverse workforce is a reflection of a changing world and marketplace. Diverse work teams bring high value to organizations. Respecting individual differences will benefit the workplace by creating a competitive edge and increasing work productivity. Diversity management benefits associates by creating a fair and safe environment where everyone has access to opportunities and challenges. Management tools in a diverse workforce should be used to educate everyone about diversity and its issues, including laws and regulations.

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COTTON PERFORMANCE IN NAGPUR DISTRICT

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Abstract

Share of Agriculture & allied Sectors in total GVA (at current 2011-12 prices) in year 2014-15 has been 17.40 percent. Importance of fibre crop has been observed in textile production. The fibre crop like Cotton, Jute and Hemp are mainly produced in India. The Cotton is major fibre crop used for commercial purpose. During year 2014-15, the Cotton area in India is 11.7 million hectare and the Cotton area in Maharashtra is 4.18 million hectare; while the Cotton production in India is 34.20 million tons and the Cotton production in Maharashtra is 6.79 million tons. In Vidarbha, Cotton is main crop in cropping pattern. Approximately shares 25-30 percent area in total gross cropped area.

As per the Second Advance Estimates for 2015-16 released on 15 February 2016, Cotton production during 2015-16 was at 35.5 million bales of 170 kg each. The introduction of Bt Cotton resulted in a spurt in yield of Cotton during the period 2010-11 over 2000-01. In trade policy, Export of Cotton is free without any restrictions. (Economic Survey of India, 2015-16)

The major grown crops in Nagpur district are Cotton, Rice, Sorghum, Maize and Wheat, Pigeon Pea, Green Gram, Black Gram, Soybean, Groundnut, Safflower, Sunflower, Linseed, Sesame etc. The Area, Productivity and Production of these major crops changes over the time. The production is function of productivity and area. If Cotton shows good productivity, its area increases over the time. It can be said if area of any particular crop increases, it may be profitable and assured crop. So decomposition of the area and production data can throw light on various dimension and elements of the changes in economic upliftment of the farmer. With this intension, the present research work is taken. In this paper, an attempt is made to find out the cropping pattern, growth, instability and mutual effects over the time in Area, Productivity and Production of the Cotton in Nagpur district. This paper will be useful to know the status, trend and stability of the Area, Productivity and Production and it will also point the decision of the farming community to continue the same crop on the basis of past area and productivity in Nagpur district.

The objectives of the paper are 1) To study the Cropping Pattern of the Nagpur district; 2) To estimate the growth rates of the Area, Productivity and Production for Cotton in Nagpur district; 3) To study the instability in the Area, Productivity and Production of Cotton in Nagpur district; 4) To find the effect of Area and Productivity on Production of the Cotton in Nagpur district;

The data is collected from the Department of Agriculture, Government of Maharashtra on the area, productivity and production of the selected crops for the period from the year 2000-2001 to 2014-15.

It is concluded from the results that the Cropping Pattern shows that the Soybean, Cotton, Wheat, Rice and Chickpea has been major crops of Nagpur district. The growth rates of Area and Productivity of Cotton reflect in Cotton production. The production of Cotton is increased by 5.43 per cent per annum significantly. The Production of Cotton was more unstable as compared to Area and Productivity of Cotton from year 2000-01 to 2014-15. The previous years' area and productivity status made positive effect on next years' production of Cotton.

1. Introduction

Reference of Cotton was found in a Hindu Rig-Veda hymn as "threads in the loom." It is believed that the first cultivation of Cotton was in India, though it is grown different parts of the world. People living in Egypt's Nile Valley and across the world in Peru were also familiar with Cotton. Cotton is the not only in India but it has been the most important commercial crop of the world. In India, its cultivation evidences are seen in the Indus valley civilization, which is older than 5000 years The Cotton is grown mostly in USSR, USA, China, India, Brazil, Pakistan, Turkey, Egypt, Mexico and Sudan. These countries account for nearly 85 per cent of the total world production. In acreage, India ranks first among the Cotton growing countries. And in case of production, however, it occupies the fourth position. The crop is grown in this country from the sub-himalayan region in the north to the south end, the major cultivation being confined to peninsular India. In History, the Cotton goods were carried either on camels or in boats which plied between India and the Middle East.

Share of Agriculture & allied Sectors in total GVA (at current 2011-12 prices) in year 2014-15 has been 17.40 percent. Importance of fibre crop has been observed in textile production. The fibre crop like Cotton, Jute and Hemp are mainly produced in India. The Cotton is major fibre crop used for commercial purpose. During year 2014-15, the Cotton area in India is 11.7 million hectare and the Cotton area in Maharashtra is 4.18 million hectare; while the Cotton production in India is 34.20 million tons and the Cotton production in Maharashtra is 6.79 million tons. In Vidarbha, Cotton is main crop in cropping pattern. Approximately shares 25-30 percent area in total gross cropped area.

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The major grown crops in Nagpur district are Cotton, Rice, Sorghum, Maize and Wheat, Pigeon Pea, Green Gram, Black Gram, Soybean, Groundnut, Safflower, Sunflower, Linseed, Sesame etc. The Area, Productivity and Production of these major crops changes over the time. The production is function of productivity and area. If Cotton shows good productivity, its area increases over the time. It can be said if area of any particular crop increases, it may be profitable and assured crop. So decomposition of the area and production data can throw light on various dimension and elements of the changes in economic upliftment of the farmer. With this intension, the present research work is taken. In this paper, an attempt is made to find out the cropping pattern, growth, instability and mutual effects over the time in Area, Productivity and Production of the Cotton in Nagpur district. This paper will be useful to know the status, trend and stability of the Area, Productivity and Production and it will also point the decision of the farming community to continue the same crop on the basis of past area and productivity in Nagpur district.

Objectives

The objectives of the paper are given below

1. To study the Cropping Pattern of the Nagpur district
2. To estimate the growth rates of the Area, Productivity and Production for Cotton in Nagpur district;
3. To study the instability in the Area, Productivity and Production of Cotton in Nagpur district;
4. To find the effect of Area and Productivity on Production of the Cotton in Nagpur district;

2. Methodology :

This section will focus on the source of data, period of the data, crop included, methods adopted to achieve the objectives.

2.1. Source of data

The data is collected from the Department of Agriculture, Government of Maharashtra on the Area, Productivity and Production of the selected Cotton crop.

2.2. Period of the data

The annual data is collected from the year 2000-2001 to 2014-15 on the Area, Productivity and Production of the Cotton crop.

2.3. Crop selected

Being the core crop of the Vidarbha region, the Cotton crop is selected for the present study.

2.4. Analytical Tools:

The tools are used to estimate growth, instability and effect of area and productivity on production are as follows;

2.4.1. Estimation of cropping pattern

The cropping pattern is estimated on the basis of the crop area available from the Department of Agriculture, Government of Maharashtra. The triennial average of the area of the most recent years is taken. The groups are made as cereals, pulses, oilseeds and commercial crops.

2.4.2. Estimation of Growth

In the present study, the Compound Growth Rates in Area, Productivity and Production of Cotton are estimated as follows

The exponential equation of the following type was used.

$$Y=ab^t$$

Where

Y = Area, Productivity and Production

(Area in "00" ha, Production in "00" bales, Productivity in lint kg /ha.)

t = time period in years

b = trend value (coefficient)

a = intercept.

Compound Growth Rate= $(\text{Antilog } b-1) \times 100$. (Chand and et al. 2012)

The significance of the estimated compound growth rates was tested with the help of 't' test.

For getting normal base year, the triennial averages of the years 2000-01, 2001-02 and 2002-03 are taken as base year.

2.4.3. Estimation of Instability

To estimate the instability of Area, Productivity and Production of Cotton, the Coefficient of variation and Cuddy Della Index is used. The formula is as follows

a) Coefficient of Variation(CV) : Standard Deviation/Mean

To avoid the over estimation of CV, the following Cuddy Della Index (Ix) is used in comparison with CV.

b) Cuddy Della Index (Ix) was calculated as follows:

$$I_x = CV \sqrt{(1 - \bar{R}^2)}$$

Where, CV = Coefficient of Variation (σ/\bar{X})

\bar{R}^2 = Adjusted coefficient of multiple determination

2.4.4. Method for effect of Area and Productivity on Production

To estimate the effect of Area and Productivity on Production of Cotton in Nagpur district, the Crop Acreage Response Model is used. In this model, the effect of lagged years' area and productivity on the present production of the respective Cotton crop is estimated.

$$y = a + b_1A_{t-1} + b_2P_{t-1} + u$$

y = Production of selected crop (00 tons)

a = Intercept

A_{t-1} = Area under selected crop (00 ha)

P_{t-1} = Productivity of selected crop (Kg/ha)

b_i (1 to 2) = Coefficients of respective variables

3. Results and Discussion

Results regarding the performance of the Cotton crop in Nagpur district are presented and discussed in this section on the line of objectives mentioned.

3.1. Cropping Pattern of the Nagpur district

The table no. 1 represents the cropping pattern of the Nagpur district for the year 2014-15 (triennial average).

Table no.1 Cropping Pattern in Nagpur district

S.N.	Crop	Area(00 ha)	Percentage share
	Cereals		
1	Wheat	832.00	13.01
2	Kharif Rice	723.50	11.31
3	Kharif Sorghum	54.50	0.85
4	Rabi Sorghum	20.50	0.32
5	Kharif Maize	3.00	0.05
6	Summer Maize	2.00	0.03
7	Sum Rice	1.00	0.02
8	Other Kharif Cereals	1.00	0.02
	Pulses		
9	Chickpea	713.50	11.15
10	Pigeon pea	570.00	8.91
11	Other Rabi Pulses	31.00	0.48

12	Other kh pulses	24.00	0.38
13	Black Gram	18.00	0.28
14	Green Gram	17.00	0.27
	Oilseeds		
15	<i>Soyabeen</i>	2349.50	36.73
16	Rabi Sunflower	80.50	1.26
17	Kharif Groundnut	24.00	0.38
18	Linseed	6.50	0.10
19	Summer Groundnut	5.00	0.08
20	Rape & Mustard	3.50	0.05
21	Castorseed	2.50	0.04
22	Kharif Sesamum	1.00	0.02
23	Rabi Sesamum	1.00	0.02
	Commercial Crops		
24	<i>Cotton</i>	909.00	14.21
25	Sugarcane	3.00	0.05
	Gross Cropped Area	6396.5	100

The results showed that the percentage share of different crop area in Gross Cropped Area in Nagpur district. Amongst the cereals, Wheat is shared 13.01 per cent area in Gross Cropped Area, it is followed by Kharif Rice i.e. 11.31 percent. While other cereals contributed very few share in Gross Cropped Area of Nagpur district in year 2014-15. In case of Pulses, Chickpea taken good share in cropping pattern (11.15 percent), it is followed by Pigeon pea i.e. 8.91 per cent.

Not only in oilseeds, but in whole cropping pattern, the Soybean has taken major share in Gross Cropped Area i.e. 36.76 per cent. Second major oilseeds crop was Rabi Sunflower (1.26 per cent)

Since historical time, the Cotton has been the core crop of Vidarbha region. It is also known as White Gold of Vidarbha. Previous referred literature shows that the share of Cotton in Gross Cropped Area in Vidarbha was ranging between 60-70 per cent(Deshmukh, R.G., 2007). But in decade 1990 and 2000, the area shifted towards Soybean. Now, in year 2014-15, the share of Cotton in Grossed Area was 14.21 per cent.

Overall, the Cropping Pattern shows that the Soybean, Cotton, Wheat, Rice and Chickpea has been major crops of Nagpur district.

3.2. Growth Rates of Area, Productivity and Production of Cotton in Nagpur district.

The result of the Compound Growth Rates of Area, Productivity and Production of Cotton in Nagpur district are presented in table no. 2. The results show that the area of Cotton was growing in past 15 years by 1.95 per cent per annum. It indicates the shifting of Cotton area towards Soybean is stopped in last 15 years. But, it is non-significant result or it is at 20 per cent. But the productivity was increased significantly by 3.41 per cent over the selected period(2014-15).

Table 2. Growth Rates of Area, Productivity and Production of Cotton in Nagpur district from the year 2000-01 to 2014-15.

Sr. No.	Crop	Area		Productivity		Production	
		CGR	Cal t-value	CGR	Cal t-value	CGR	Cal t-value
1	Cotton	1.95	1.53	3.41***	3.55	5.43***	4.05

Note: * = Significant at 10 percent (table T value is 1.761)

** = Significant at 5 percent (table T value is 2.145)

*** = Significant at 1 percent (table T value is 2.977)

The growth rates of Area and Productivity of Cotton reflect in Cotton production. The production of Cotton is increased by 5.43 per cent per annum significantly.

3.3. Instability of Area, Productivity and Production of Cotton in Nagpur district

The table no.3 shows the instability of Area, Productivity and Production of Cotton in Nagpur district from year 2000-01 to 2014-15. Coefficient of Variation and Cuddy- Della Index are showing instability in Area, Productivity and Production.

The instability indicates the variation in the selected indicator over the period of the study. The Cuddy Della Index indicates instability at controlled level.

The Coefficient of Variation is 21.16 per cent and CD index was 18.57 per cent for Cotton area over assigned 15 years of study. While, CV and CD Index of Cotton Productivity was 20.53 and 15.11 per cent respectively for same period. The production instability shows that the CV and CD Index was 31.78 and 20.28 per cent respectively from year 200-01 to 2014-15.

Table 3. Instability of Area, Productivity and Production of Cotton in Nagpur district from the year 2000-01 to 2014-15.

Sr. No.	Crop	Area		Productivity		Production	
		CV	Cuddy – Della Index	CV	Cuddy – Della Index	CV	Cuddy – Della Index
1	Cotton	21.16	18.57	20.53	15.11	31.78	20.28

The Coefficient of Variation shows that variation of the almost all parameters is higher than the variation showed by Cuddy Della Index.

Overall, it shows that the Production of Cotton was more unstable as compared to Area and Productivity of Cotton during the said period.

3.4. Effect of Area and Productivity on Production of Cotton in Nagpur district

The table.4 depicts the effect of previous years' Area and Productivity of Cotton on next years' Production of Cotton in Nagpur district from the year 2000-01 to 2014-15.

The results show that the lagged value of the area has given positive effect on next years' production significantly. The regression coefficient of area was 0.85 per cent. While the lagged productivity of Cotton has also contributed on production non-significantly.

The previous years' area and productivity status made positive effect on next years' production of Cotton.

Table 4. Effect of Area and Productivity on Production of Cotton in Nagpur district from the year 2000-01 to 2014-15.

Sr. No.	Crop	Intercept	Area		Productivity	
			b1	T value	b2	T value
1	Cotton	67.13	0.82***	3.10	0.41	0.56

Note: * = Significant at 10 percent (table T value is 1.761)

** = Significant at 5 percent (table T value is 2.145)

*** = Significant at 1 percent (table T value is 2.977)

4. Conclusion

It is concluded from the results that the Cropping Pattern shows that the Soybean, Cotton, Wheat, Rice and Chickpea has been major crops of Nagpur district. The growth rates of Area and Productivity of Cotton reflect in Cotton production. The production of Cotton is increased by 5.43 per cent per annum significantly. The Production of Cotton was more unstable as compared to Area and Productivity of Cotton from year 2000-01 to 2014-15. The previous years' area and productivity status made positive effect on next years' production of Cotton.

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PORTFOLIO OF HOME LOAN- AN OVERVIEW

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Abstract

The objective of this chapter is to give a brief note on the home loan in India. This covers the concept of home, home loan and it gives a clear picture about the demand and supply of housing in India. Secondary data used for developing the concepts and this will give an opportunity to have basic idea of home loan. This will also help the researchers to do more empirical study on this topic.

Key words- Home loan, Housing, demand and supply.

Introduction

Home is an integral part of a human being, who since his childhood, dreams to have living space of his own. Once in a lifetime investment requires loan to do it and that is how the home loan comes into scheme of things. Buying a home is dream for everyone. Due to the rising price of properties, it has almost become impossible for an average earning person to buy a home through lump sum payment. Therefore, the concept of home loan has come in existence. There are plethora of housing finance institutions and banks both in public and private sector which offer home loans. Choosing one institution and one offer for home loan amidst the thousands available options have become a very complex task in our country. Apart from this, there are intricate business jargons and technicalities that make this job more tougher and difficult. Through this study, I propose to identify the critical factors impacting the growth and distinguishing the growth pattern in home loan portfolio particularly in public sector banks in India.

Housing in India

The housing is one of the basic needs of the people as it ranks next to food and clothing. A certain minimum standard of housing is essential for a healthy and civilized living. Thus, the priority has to be given for the development of housing in a country. The human settlements have a lot of impact on environment. It is a tool for modern economic development. The census records of India exhibits that there was no deficit-housing problem in India till the first half of the century. In 1901, there were 55.8 million houses for 54 million households showing a surplus of 1.8 million houses. This surplus situation continued till 1941. It was only after 1951, the deficit trend has started and is continuing with an escalating magnitude. In 1971, total number of households was 100.4 million and the number of houses was 90.7 million, showing a deficit of 9.7 million. The housing shortage in 1991 was about 31 million units. The housing shortage during 2001 was 41 million. The estimated housing stock requirement in the country by 2021 is about 77 million in urban areas and 63 million in rural areas.

The increasing number of houses and a rising trend in the size of the households has contributed to the shortage of housing stock in the urban areas. Only 20% of the Indian population lived in urban areas in 1970 (UNDP 1998). The urbanization is expected to increase still. This resulted in an estimation of 36% of the population to live in urban areas by 2015.

In India, there is an every widening gap between the supply and demand for housing. There is an urgent need to modify the policy on one hand and look for an innovative approach for construction of houses on the other to reduce the deficit. The government of India had introduced schemes and projects for housing problem in every five year plans. The National housing Policy formulated by government of India takes into accounts the developments on national and international scene on shelter sector. The adoption of National Housing Policy by the Parliament in 1994 was a landmark step in promoting housing development in the country. The policy in its endeavor has reduced deficit of housing to some extent. It envisages a major shift in the Government's role towards being a facilitator rather than provider.

The working group on urban housing for the ninth plan gave a thrust to housing development a targeted construction of 8.87 million housing units. The National Housing and Habitat Policy 1998 emphasized housing for all by the end of 2007 (Peter D F Cardozo). This would be achieved with the help of public and private firms and corporate sectors. The rapid urbanization and a changing socio-economic scenario led to a greater demand for housing. This led to an exponential growth in housing finance market.

Objectives of the study

- To understand the various concepts related to home loan.
- To undertake the empirical research on the basis of concepts identified.

Research methodology

The present paper is based on the secondary data. For this purpose various journals referred and also information also collected from various websites. In this regard various libraries were visited.

Drivers of Demand in Housing

The housing demand is a product of three different variables. First and foremost is the primary need that is driven by increasing population. Secondly, economic growth and consequent urban migration have caused changes in preferences towards more nuclear families, causing a perceptible lowering of the household size. Finally, increasing affordability has driven households to invest in larger houses.

- **Increasing population:-** Population growth has a direct bearing on the requirement for housing units and, through this, on Floor Space Area (FSA) requirements.
- **Urbanizations:-** Urbanization has twin impact on housing demand. On the one hand, it reduces the area per household, and on the other, there is an increasing need for more nuclear families, leading to the formation of more number of households.
- **Nuclearisation:-** Nuclearisation refers to the formation of nuclear families from joint families. Nuclearisation, like urbanization, also has twin impact. It reduces the area per household, but increases overall household formation, thereby increasing the demand for housing units.
- **Affordability:-** There has been a steady movement of households into higher income categories. The movement is more pronounced in the high-income categories.

Evolution of Home Loan

Home Loan plays a vital role as an engine of equitable economic growth through the reduction of poverty and prevents slum proliferation in economy. The demand for housing is

increasing rapidly day by day. Therefore, to meet with the growing housing demand is the aim of the government. To achieve this aim it is required to provide the loan for housing to the people. The liberalization of the financial sector of the economy has also become possible by the housing finance.

Home Loan is the funds buyer has to borrow usually from a bank or other financial institutions to purchase a property, generally secured, by a registered mortgage to the bank over the property being purchased. A mortgage loan is a debt owed on a home, the mortgage rate is the interest rate charged to the home owner for the use of the loan. Home loan is a broad topic, the concept of which may vary across lands, regions and countries, particularly in terms of the areas it covers. For example, what is understood by the term “home loan” in a developed country may be very different from what is understood by the term in a developing country.

The International Union for Housing Finance, as a multinational networking organization, has no official position on what the best definition of housing finance is. However, the selection of quotes below is offered as a snapshot of what housing finance as a topic covers:

“Housing finance brings together complex and multi-sector issues that are driven by constantly changing local features, such as a country’s legal environment or culture, economic makeup, regulatory environment, or political system.” –

LoicChiquier and Michael Lea

In addition, the concept of housing finance and housing finance systems has been evolving over time. Looking at definitions from the mid-1980s, the housing finance was defined primarily in terms of residential mortgage finance:

“The purpose of a housing finance system is to provide the funds which homebuyers need to purchase their homes. This is a simple objective, and the number of ways in which it can be achieved is limited. Notwithstanding this basic simplicity, in a number of countries, largely as a result of government action, very complicated housing finance systems have been developed. However, the essential feature of any system, that is, the ability to channel the funds of investors to those purchasing their homes, must remain.” –

Mark Boleat

In more recent years, a number of much wider definitions have appeared:-

“Put simply, housing finance is what allows for the production and consumption of housing. It refers to the money we use to build and maintain the nation’s housing stock. But it also refers to the money we need to pay for it, in the form of rents, mortgage loans and repayments.” –

Peter King

“There is recognition of other relevant forms of housing finance [apart from residential mortgage finance] such as developer finance, rental finance, or microfinance applied to housing. Developer finance is often in the form of unregulated advance payments by buyers, and developers sometimes provide long-term finance to buyers through installments sales when mortgages markets are not accessible. Microfinance for housing is typically used for home improvement or progressive housing purposes. Loans are typically granted without pledging properties. Although the overall impact of microfinance in housing remains limited, this activity can represent an important source of funding for those in the informal sector.”

– LoicChiquier and Michael Lea

Importance of Home Loan

- The need for home loans arises not because property prices are heading upwards all the time but because home loans make great sense from a long-term savings perspective. Not only are home loans a handy tool for the common man to own a roof over his head but they also help save money in the long run.
- With skyrocketing real estate prices, people are increasingly opting for housing loans to acquire their dream home. Interest rates are coming down all the time and the banks and the housing finance companies are literally falling over each other to lure the prospective home-seekers.
- Notwithstanding the tax breaks and generous lending rates, a lot of people still cannot arrange resources for the down-payment, which comes out to be at least 15 per cent of the property value. Taking cognizance of the situation, Banks are coming up with home loan products called 'zero down payment loans' wherein 100 per cent funding is provided for select properties. These lucrative offers are other major reasons for why people are opting for loans.
- Even if one can afford to buy a home with one's own money, home loans should be availed because they act as good savings instrument. According to industry estimates, the long term average return in investing in a home is about 20% p.a. while the average cost of borrowing funds in the market today is about 7% p.a. (considering all tax breaks).
- For salaried employees, housing loans are the best way to avail of tax benefits. Many people simply go for the home loans in order to avail these benefits. Interest payments up to 1.5 lakh on housing loans are deductible from the taxable income and there is a further deduction of taxable income maximum up to 1 lakh against repayment of principal portion per annum. In case a person stays in a rented house, the cost of the loan will be nearly zero percent since he will be saving a decent amount on rent.

Types of Home Loan

Various kinds of home loans are available in India. They are described below:-

1. Home Purchase Loan

These are the basic home loans for the purchase of a new home. These loans are given for purchase of a new or already built flat/bungalow/row-house.

2. Home Improvement Loan

These loans are given for implementing repair works and renovations in a home that has already been purchased by the customer. It may be requested for external works like structural repairs, waterproofing or internal works like tiling and flooring, plumbing, electrical work, painting, etc.

3. Home Construction Loan

These loans are available for the construction of a new home. The documents required by the banks or bank for granting customer a home construction loans are slightly different from the home purchase loans. Depending upon the fact that when customer bought the land, the lending party would or would not include the land cost as a component, to value the total cost of the property.

4. Home Extension Loan

Home Extension Loans are given for expanding or extending an existing home. For example addition of an extra room, etc. For this kind of loan, customer needs to have requisite approvals from the relevant municipal corporation.

5. Land Purchase Loan

Land Purchase Loans are available for purchase of land for both home construction or investment purposes. Therefore, customer can be granted this loan even if customer is not planning to construct any building on it in the near future. However, customer has to complete construction within tenure of three years on the same land.

6. Bridge Loan

Bridge Loans are designed for people who wish to sell the existing home and purchase another. The bridge loan helps finance the new home, until a buyer is found for the old home.

7. Balance Transfer

Balance Transfer loans help customer to pay off an existing home loan and avail the option of a loan with a lower rate of interest. Customer can transfer the balance of the existing home loan to either the same banks or any other banks.

8. Stamp Duty Loan

These loans are sanctioned to pay the stamp duty amount that needs to be paid on the purchase of property.

9. NRI Home Loan

This is a special home loan scheme for the Non-Resident Indians (NRI) who wish to build or buy a home or land property in India. They are offered attractive housing finance plans with suitable reimbursement options by many banks in the country.

Concluding Note

Housing Finance is linked with the provision of infrastructure and utilities because it has a clear relationship with the volume of new stock which will be built. As mentioned earlier, housing finance plays an intermediary role between production, consumption, economy and housing system. Through change in policies in the capital market can be expanded so that a part of the resources flow into housing. Thus, housing finance is an important link in the potential for transforming the creation of housing and social urban investment into strips of property and benefit for the people including low income groups. How the flow of resource helps the wider range of income groups will depend upon the terms and conditions built into the design of housing credit. Generally, housing requires longer term finance than the one in industry.

MAKE IN INDIA – PROSPECTS AND IMPEDIMENTS

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Abstract

Make in India has become the watch word in everyone's lips today. Everyone is enthusiastic to watch as to how this will shape up our India for the years to come. The expectations of public are but natural as such initiative will boost the life of future generations. However we do face many hurdles, to make this dream come true, by way of political, social, and vested interests.

This paper is giving some insights on this subject.

Introduction

The major ambitious national programme - Make in India was launched by our Honorable Prime Minister Shri. Narendra Modi on 25th September 2014.

It is obvious that India has a great amount of resources i.e manpower, space, and to some extent money power too. In spite of having many natural resources and infrastructures India could not make expected development in the industries. We have been facing a lot of hurdles and impediments since independence in establishing many industries. The major issue is our political system where illiterates get elected to rule the nation. We have several local/regional political parties who have vested interest to stall any project to get their cheap rate popularity.

The following pages will explain both the positive and negative resources which have to be faced to implement Make in INDIA.

Barriers

There are a few major barriers in achieving the government plans:

A political leader delays/stalls the projects for vested interests. Many leaders are illiterate and hence it becomes extremely difficult to convince them. They live on cheap rate popularity by stalling the projects. Unfortunately, they are the main impediments for the development of the country.

Majority of population is illiterate. The labour category does not have the reasoning power and they easily get carried away with the big empty promises of the local leaders and adopt wrong methods as directed by the leaders. They don't have any commitment towards the company's goal. They are, simply, puppets in the hands of the politicians/local leaders/regional leaders.

Language is a major barrier in India. India has 22 official languages. According to Census of India, the total number of mother tongues spoken in India is 1652. However, only around 150 languages have a sizable speaking population. The Indian census of 1961 recognised 1,652 different languages in India. Any Indian is an outsider to another state due to language problems. Again politicians create barriers for their vested interests and to gain popularity.

Apart from the politicians , so called local goons also play some role in jeopardizing the chances of establishing a new factory/industry in their locality. Police, unfortunately, are also not in a position to put their foot down to remove such man made obstacles.

Another major challenge is our tax structure. Although many simplification processes have been brought in taxes, we are still a long way to go as some babus use delay tactics to make fast bucks. If India becomes successful in implementing GST (Goods and Service Tax) it will be a great breakthrough and also will pave the way for attracting many industries from international level.

I must state that the Make in India campaign has come at a perfect time. With the ceaseless efforts and international visits of our Prime Minister many international companies have expressed their willingness to set up their manufacturing /trading facilities in India.

Make in India aims to make India as a major Export Hub in the time to come.

Advantages and challenges

India has an advantage of using its unskilled labour(although illiteracy is not good for a country) in production areas . Although the workers are illiterate they can be trained to pick up the jobs/operations very quickly and become expert in their area of operation. However, these illiterate lot of labours are not utilized fully as certain manufacturing areas demand skills .

There are good opportunities in service industry but the growth is very slow although the productivity is high. Service industries totally depend on the skilled labours and staff . Unskilled labours do not get opportunity in service industry. However, of late, things are changing and even unskilled labours are used by banks, insurance companies to collect documents, filing, etc. So some silver line in the cloud is seen. This is really a positive development.

Unskilled labours don't get decent jobs and they end up working in construction sites. These labours are not protected well both legally and financially . As a result they live dangerously and start listening to anyone, who are so called union leaders, as they promise better lifestyle. Neither ESIC nor any contractor protects their life. If any company does not have a proper labour contractor the workers form a union to protect their interest. Due to lack of knowledge of labour laws, leaders dig their own peril.

Local labours are not available and the industries depend on the migrated labours(migrated from one state to another state) who vanish from the job for one or two months to spend time with family which completely throw spanner on the wheel. This is another challenge for every factory/warehouses and even small scale industry

Procedural delays have not been removed from the Government inspite of many changes made in documentation. The changes are being implemented in snail pace.

The local government does not protect any factory, warehouses from the high handedness of the local thugs. The local thugs demand protection money (sort of) failing which they create problems for the progress of the factory/warehouse/shops, etc. Companies are hesitant to complain to police due to the fear of the loss of life.

Apart from this, regional parties demand money, favours frequently which frustrates the industry. Unless Government comes with heavy hand these cannot be eradicated.

Language is another major issue in dealing with unskilled labour as communication becomes a major challenge in convincing the people to work in a particular fashion. The business owners have to depend upon the local translator to deal with the regional parties and thugs.

In the Make in India campaign, Government should concentrate in developing small and medium scale industries to get maximum benefit as these can be opened in remote places which can give employment opportunities and also the cost of operation will be less. The demand for power, water and other infrastructure requirements will be very minimum.

Government should promote R & D and innovative methods to produce products. Young entrepreneurs can be motivated to do this by offering tax holidays, freebies, financial and infrastructure support. This will facilitate the success of Make in India campaign.

Local manufacturers of equipment like material handling equipment, other machinery should be encouraged by reducing the central excise duties which will boost the local market and reduce the imports. This will give raise to job opportunities and our forex can be saved.

Many international companies have shown their interest to open their ventures in India under the banner of Make in India campaign. However this should be closely monitored for ensuring steady growth. It should not happen that the investors drop the ideas due to apathy of Government in listening to their problems.

China also announced Made in China campaign. So we have to gear up our efforts instead of putting them in cold storage

If GST is through, Indian business people will get good support and boost. Hope it will get through soon. In the same way, LBT in Maharashtra should also be removed at once.

All toll plazas/nakas should be removed throughout the country which are painful hurdles for free movement of vehicles. Government has to take up urgently and owns the loses due to the closure of toll. This will save millions of rupees by way of fuel being burnt due to the delays in toll nakas, speed of movement of materials to the destinations, etc. Alternatively, Government may levy any indirect tax by adding some percentage in either service tax or any other taxes so that the cost can be collected equally from all and people will not feel the pinch also.

Taxation should be made very clear to the international investors before starting the business and it should not backlash after the establishment started working. The investors will lose interest or fear to invest in India

Child labour has to be completely eradicated.

Government actions

Central Government should create a Committee to select the places for an industry and that decision of committee should be abide by one and all Paperwork should be reduced to a greater extent

All natural resources like water/land/hills/ trees etc should be well protected when any factory is established in any location.

If any State continues to create problems , the concentration should be shifted to other states which are willing to grow rather than wasting time in convincing the local government/people unless the proximity of the state is good for such projects.

In short, Make in India is possible if Government controls the babus from interfering into the business and government agencies look at the development of India seriously and not concentrate on their personal development.

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WORK-LIFE BALANCE AMONG WORKING WOMEN

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Abstract

In the last few decades there has been a drastic increase in the amount of research devoted to understanding the linkage between work and family and /or personal life. The term work life balance was first coined in 1986 in reaction to the unhealthy choices that many American were making in fever of the work place.

The role of working women has change throughout the world due to economic conditions and social demand this has resulted in a scenario in which working women have tremendous pressure develop a career as robust as their male counterpart while sustaining active engagement in personal life .the increase responsibilities on the personal front with the technological blessings like advance mobile phone, note pad,e.t.c. That keep work life integrated with personal life also creates stress on personal and professional fronts in this knowledge age. This affects the person's physical, emotional and social well-being. Thus, achieving work life balance is a necessity for working women to have a good quality of life. This paper is an attempt to explore the tough challenges faced by working women in maintaining a balance between their personal and professional life.

Keywords: - work life balance, quality work, workingwomen, personal life,and professional life.

Introduction

Work-life balance is a key issue in all types of employment as dual-career families have become common and high work demands with long working hours have become the norm. The importance of helping employees achieve a balance between the demands of their work and their home lives has been emphasized. Demographic changes as seen in the increasing number of women in the workplace and dual career families have generated an increasingly diverse workforce and a greater need of employees to balance their work and non-work lives (Bharat, 2003; Komaraju, 1997; Rajadhyaksha & Bhatnagar, 2000; Ramu, 1989; Sekharan,)

Women of the early centuries were mostly confined to their kitchens and those who were employed worked in factories, farms or shop works. Very few women had the access to higher education and they were forced to be at the mercy of their fathers' or husbands' attitudes towards women and work. The fast developing knowledge economy has given place for more number of women to be enlightened by higher education. Education has not only empowered them but also has given them robust careers. With brain power being the requisite skill in this knowledge era, rather than endurance or physical strength, the women workers seem to flood into every industry on par with men. But this has indeed become a tough challenge for women as they have to perform a lot of duties in home and office as well. As working women get married they have additional responsibilities and when they become mothers, they have to manage the primary care of children and extended family and are thus, under greater pressure to continue on a career path. Working mothers of today fulfill family responsibilities and also try to remain fully involved in their careers coping up with the competing demands of their multiple roles. The caring responsibilities that working mothers have lays a heavy stress on them when it is combined with their professional duties. The attempt of working women to integrate, organize and balance the various problems and activities

in their different roles simultaneously puts them under tremendous pressure. As a result, the family becomes an organizational stakeholder and this powerful social trend marked the beginning of the work/life balance paradigm shift. (Denise Horner Mitnick, 2007). Richard Welford (2008) in his survey results on work life balance in Hong Kong quotes that there is an alarmingly high percentage of respondents who feel that work is the cause of health problems, specifically stress and lack of exercise. Health problems are likely lead to lower productivity and effectiveness of workers. In their battle to strike a balance between work and family life. Indian families are undergoing rapid changes due to the increased pace of urbanization and modernization. Indian women belonging to all classes have entered into paid occupations. At the present time, Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban setting. This has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter the work force. Most studies of employed married women in India have reported economic need as being the primary reason given for working.

Multiple Roles And Working Women

Super identified six common life roles. He indicated that the need to balance these different roles simultaneously is a reality for most individuals at various stages throughout their lives. Rather than following a transitional sequence from one role to another, women are required to perform an accumulation of disparate roles simultaneously, each one with its unique pressures. Multiple role-playing has been found to have both positive and negative effects on the mental health and well-being of professional women. In certain instances, women with multiple roles reported better physical and psychological health than women with less role involvement. In other words, they cherished motivational stimulation, self-esteem, a sense of control, physical stamina, and bursts of energy. However, multiple roles have also been found to cause a variety of adverse effects on women's mental and physical health, including loss of appetite, insomnia, overindulgence, and back pains.

Work–life balance working women

An increasing number of articles have promoted the importance of work–life balance. This highlights the current concern within society and organizations about the impact of multiple roles on the health and well-being of professional women and its implications regarding work and family performance, and women's role in society. The following variables influencing the experience of work–life balance were identified while reviewing the international literature.

- a. The multiple roles performed by women
- b. Role strain experienced because of multiple roles, i.e., role conflict and role overload
- c. Organization culture and work dynamics: Organizational values supporting work–life balance have positive work and personal well-being consequences
- d. Personal resources and social support: Several studies confirmed the positive relationship between personalities, emotional support and well-being
- e. Career orientation and career stage in which women careers need to be viewed in the context of their life course and time lines
- f. Coping and coping strategies: Women use both emotional and problem-focused coping strategies to deal with role conflict.

Work stress: Its relation with WFC and FWC

Work stress is usually conceptualized as work-role conflict, work-role overload, and work-role ambiguity (House *et al.*, 1983). Each has the potential to affect WFC. With respect to work-role conflict, the more conflict among work roles, the greater the chances that stress will spill over and cause negative behaviors that interfere with fulfilling family roles. Role overload is the result of having too many things to do in a given time period. As time is constrained by having too many tasks to accomplish at work, the employee may need to use time allocated to the family role which could cause WFC. Work-role ambiguity occurs when workers are unsure of what is expected of them in a work role. As uncertainty concerning work roles increase, employees use more mental energy to decipher it. This requirement may drain mental energy and attention needed for their family roles. Carlson and Kacmar found that role overload and role conflict were predictors of WFC, yet did not find significant results for role ambiguity.

Kandel *et al.* studied the nature of specific strains and stresses among married women in their marital, occupational and house work roles. They found that strains and stresses are lower in family roles than in occupational and household roles among the married women. These have more severe consequences for the psychological well-being of women than occupational strains and stresses. Strains predicted distress through role-specific stress, with strains deriving from contribution of role-specific stress. Chassin *et al.* found three types of conflicts in their study research on a sample of 83 dual worker couples with pre-school children. These are: (1) conflicts between demands of multiple roles, (2) conflict between role expectations of self and spouse, and (3) lack of congruence between expectation and reality of roles. The authors felt that self-role congruence in women leads to better mental health.

Work–family conflict and family–work conflict (W.F.C-F.W.C)

Work–life balance is the maintenance of a balance between responsibilities at work and at home. Work and family have increasingly become antagonist spheres, equally greedy of energy and time and responsible for work–family conflict (WFC). These conflicts are intensified by the “cultural contradictions of motherhood”, as women are increasingly encouraged to seek self-fulfillment in demanding careers, they also face intensified pressures to sacrifice themselves for their children by providing “intensive parenting”, highly involved childrearing and development. Additional problems faced by employed women are those associated with finding adequate, affordable access to child and elderly care. WFC has been defined as a type of inter-role conflict wherein some responsibilities from the work and family domains are not compatible and have a negative influence on an employee's work situation. Its theoretical background is a scarcity hypothesis which describes those individuals in certain, limited amount of energy. These roles tend to drain them and cause stress or inter-role conflict. Results of previous research indicate that WFC is related to a number of negative job attitudes and consequences including lower overall job satisfaction and greater propensity to leave a position. Family–work conflict (FWC) is also a type of inter-role conflict in which family and work responsibilities are not compatible. Previous research suggests that FWC is more likely to exert its negative influences in the home domain, resulting in lower life satisfaction and greater internal conflict within the family unit. However, FWC is related to attitudes about the job or workplace. Both WFC and FWC basically result from an individual trying to meet an overabundance of conflicting demands from the different domains in which women are operating.

Workplace characteristics can also contribute to higher levels of WFC. Researchers have found that the number of hours worked per week, the amount and frequency of overtime required, an inflexible work schedule, unsupportive supervisor, and an inhospitable organizational culture increase the likelihood that women employees will experience conflict between their work and family role. Baruch and Barnett found that women who had multiple life roles (e.g., mother, wife, and

employee) were less depressed and had higher self-esteem than women who were more satisfied in their marriages and jobs compared to women and men who were not married, unemployed, or childless. However, authors argued quality of role rather than the quantity of roles that matters. That is, there is a positive association between multiple roles and good mental health when a woman likes her job and likes her home life.

WFC and FWC are generally considered distinct but related constructs. Research to date has primarily investigated how work interferes or conflicts with family. From work–family and family–work perspectives, this type of conflict reflects the degree to which role responsibilities from the work and family domains are incompatible. That is “participation in the work (family) role is made more difficult by virtue of participation in the family (work) role”. Frone suggested that WFC and FWC are related through a bi-directional nature where one can affect the other. The work domain variables such as work stress may cause work roles to interfere with family roles; the level of conflict in the family domain impacts work activities, causing more work conflict, thus creating a vicious cycle. Therefore, work domain variables that relate to WFC indirectly affect FWC through the bi-directional relationship between each construct. Family responsibility might be related to WFC when the employee experiences a very high work overload that impacts the employee's ability to perform even minor family-related roles. Such a situation likely affects WFC through the bi-directional nature of the two constructs. While no researchers have considered the relationship between these constructs in a full measurement model, Carlson and Kacmar used structural model and found positive and significant paths between WFC and FWC.

Conclusion

It is critical for work and family research to fully understand the conditions under which the married women employees experience conflict between their roles. There is a need to consider working environment, job satisfaction, family support and number of working hours. Work–family roles should include multiple perspectives such as job stress, quality of life, mental health, and work demands. It is clear from the current study that married women employees indeed experience WFC while attempting to balance their work and family lives. Thus, We need to formulate guidelines for the management of Work Family Conflicts since they are related to job satisfaction and performance of the employees.

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SOME INDICATIONS OF EFFECT OF 'GOODS & SERVICES TAX' IN BOOSTING 'MAKE IN INDIA' INITIATIVE OF GOVERNMENT OF INDIA

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Abstract

In India, the new government's growth agenda has been to revive the manufacturing sector and increase its share in GDP in the agriculture, manufacturing and services basket. GST is a single tax on the supply of goods and services, right from the manufacturer to the consumer. It is one indirect tax for the whole nation, which will make India one unified common market. Further, the 'Make in India' initiative not only target manufacturing sector, but also aims at promoting entrepreneurship in the country. It is in this very context this paper tries to throw some light. The text hereinafter tries to draw certain positives and possible optimistic effects of this free movement of goods and services across country enabled by GST and its effect on the Make in India initiative of Government of India.

Keywords

Make in India, Tax, GST, VAT, SGST, IGST, CGST

Goods & services tax (gst)

GST is a single tax on the supply of goods and services, right from the manufacturer to the consumer. Credits of input taxes paid at each stage will be available in the subsequent stage of value addition, which makes GST essentially a tax only on value addition at each stage. The final consumer will thus bear only the GST charged by the last dealer in the supply chain, with set-off benefits at all the previous stages. It is one indirect tax for the whole nation, which will make India one unified common market.

At the Central level, the taxes which are being subsumed are central excise duty, additional excise duty, service tax, additional customs duty commonly known as countervailing duty, and special additional duty of customs. At the State level, the following taxes are being subsumed; state vat/sales tax, entertainment tax, central sales tax, octroi and entry tax, purchase tax, luxury tax, and taxes on lottery, betting and gambling.

Both Centre and States will simultaneously levy GST across the value chain. Tax will be levied on every supply of goods and services. Centre would levy and collect Central Goods and Services Tax (CGST), and States would levy and collect the State Goods and Services Tax (SGST) on all transactions within a State.

The input tax credit of CGST would be available for discharging the CGST liability on the output at each stage. Similarly, the credit of SGST paid on inputs would be allowed for paying the SGST on output. No cross utilization of credit would be permitted. In case of inter-State transactions, the Centre would levy and collect IGST on all inter-State supplies of goods and services under Article 269A (1) of the Constitution. The IGST would roughly be equal to CGST plus SGST.

Make in India

The 'Make in India' programme aims at promoting India as an important investment destination and a global hub for manufacturing, design and innovation. The 'Make in India' initiative does not target manufacturing sector alone, but also aims at promoting entrepreneurship in the country. The initiative is further aimed to create a conducive environment for investment, modern and efficient infrastructure, opening up new sectors for foreign investment and forging a partnership between government and industry through positive mindset.

The 25 sectors identified under the 'Make in India' initiative are; auto components, automobiles, aviation, biotechnology, chemicals, construction, defence manufacturing, electrical machinery, electronic system design and manufacturing, food processing, IT and BPM, leather, media and entertainment, mining, oil and gas, pharmaceuticals, ports, railways, roads and highways, renewable energy, space, textiles, thermal power, tourism and hospitality and lastly the wellness sector.

Discussion

GST Bill is an important reform which will remove barriers to trade. It will ensure free movement of goods across the country, lead to easy tax compliance and simplify indirect tax system which will ultimately lead to improvement in long-term growth of the country. Most significantly, it will improve economic efficiency without impacting inflation as such.

Experts also observe that small businesses will gain tremendously from it and will feel more secure as its full potential is realized. It will also simplify administrative framework and hence improve cost competitiveness of corporate India. This uniformity in taxation will be a big incentive for bringing new investments and improve India's competitiveness in the global arena. It will further spur economic growth and make Indian products competitive in various markets.

The uniformity of tax structures will open up markets beyond favorable territories, lead to expansion of services, capacity and product range. The industries that will spur job creation immediately are auto industries, cement, consumer-goods, logistics, and media industry. It will also lessen protectionism among states and lead to more innovation.

E-commerce industry in India will get a boost with centralized registrations ease in scaling up the operations. The inter-state commercial transport will get cheaper and this shall positively affect the overall logistics and transport industry. The delivery of goods shall be quicker due to seamless flow across state borders and lesser checkpoints for movement of parcels. Consequently, the companies shall be able to serve the customers with a better response rate for sure.

Even the World Bank hails India's GST and says it will boost economy in long run. Experts further consider it to be a milestone in India's efforts to improve ranking in World Bank's ease of doing business index. Hence, the Make in India initiative will get a significant boost as companies would be able to create manufacturing and industrial hubs across the country as GST would break the barrier of state tax regulations.

A counter point to be considered while accepting above arguments is that, since there would be minimal exemptions in GST, it would be difficult to create a differential duty structure between imported goods and goods manufactured in India (Aulakh, 2016). This would prove crucial in case of goods frequently imported such as mobile handsets.

The impact of GST is going to be gradual, with initial years to see a certain level of cash flow issues, lack of clarity on implementation and issues on adaptation to the new regime. Experience from the economies which have implemented GST in the past shows that in the initial years inflation sets in; which gradually moderates down and reduces in the long run. Further, with the fall in the cost of production in India, the competitiveness of Indian goods in the international market will also increase and export sector would see a rising trend with a possible increase in exports by close to 10% (BHAGAT, 2016).

On the operational front especially computations; GST will mainly impact master data management, tax computation and business process localization, among other things. Specific organisations will need to look into their versions of finance solutions and customer specific developments and plan accordingly (Sengupta, 2016). The information burden cast on industry today through multiple documentation and complexities is enormous. The business process re-engineering done in the GST will obviate the need for paper documentation by completely relying on online information furnished in the registration and returns module by the taxpayer (Krishnan, 2016).

To conclude, the prime minister has recently opined that tax reform will promote Make in India, further; it will help exports and thus boost employment while providing enhanced revenue. He further reiterated that GST will be the best example of cooperative federalism and will take India to new heights of progress.

A uniform rate across states will no doubt improve operational efficiencies, which in turn would lead to cost-saving for companies, which may ultimately be passed on to the consumers. It is expected to usher in a harmonized national market of goods and services and shall lead to a simplified, assessee-friendly tax administration system(TNN, 2016).In India, millions of micro and small enterprises (MSEs) which form the backbone of the economy, Make in India can only be fully successful when MSEs can operate successfully; so that, **it shall act as a channel for promoting all the manufacturing activity in the country, thereby, supporting the Make in India.**

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AN INSIGHTS ON TALENT MANAGEMENT AND ITS PROSPECTUS

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Abstract:

Managing talent in a worldwide organization is more multifaceted and challenging than it is in a national business—and few major international corporations have risen to the challenge. The existing business and economic situation is exposing a host of weaknesses in the talent management practices of many organizations, as well as the lack of a comprehensive understanding of skills, capabilities, key workforces and top talent. Today, every organization needs talented persons in different levels to boost the competency of the company. In this globalize age talented personals are having demand and are offered good remuneration. For discharging specific tasks talented and work ethic specialists are needed. Talent management is the science to improve business worth and to make it possible for organizations to reach their goals and objectives. Everything done to recruit, retain, develop, reward and make people perform forms an important part of talent management as well as strategic workforce planning. The main purpose of the paper is to determine the Talent management strategies, its best practices, current trends and its application for achieving organizational competitive excellence in changing work environment.

Keywords: Talent, Management, Organizations, Performance, Talent Management.

Talent Management- An Introduction:

In today's challenging business environment of going global and competition becoming intense, organizations have mounting pressure to perform better than before (Dr. Munivenkatappa*, 2013). Over the years, creation and preservation of knowledge has become a key tool in accelerating competitiveness and enhancing organizational capabilities to respond to market changes wherein employee's skills and personalities are appropriately deployed to optimize performance, which is a critical and difficult task (Agarwal, 2015). Managing the talent of key employees is critical to achieve the success in long-term by any organization. Talent management involves individual and organizational development in response to a changing and complex operating environment. Talent in general terms refers to the capabilities, skills or the art, a person possess in a particular field. It also refers to those people who have high potential, scarce knowledge and skill or who can successfully bring about transformation and change in the organization. Such individuals are usually sought after in the market and their contributions to the business add direct value to its strategic or competitive positioning. Coming to the word Talent Management in an organization, it refers to those special steps an organization adopts to recruit, develop and retain its pool of top talent (Soni, 2013).

In today's talent-hungry market scenario, one of the greatest challenges that organizations are facing is to successfully attract, assess, train and retain talented employees. Talent Management encompasses in itself the entire process of Planning, Recruiting, Developing, Managing, and Compensating employees throughout the organization. Organizations have realized the need for talent management and are now focusing to develop and retain the existing talent in their organization rather than trying to acquire a new talent because the cost of identifying, developing and retaining the talent internally is more cost effective instead of replacing the talent which is lost from external market. Though it may appear initially that in the process of retaining talent, we are

spending more in terms of increased wages, rewards and recognition, when we practically analyze, the cost of acquiring a new talent is higher. Apart from higher cost of acquiring the new talent it has to additionally face the initial hiccups of this new employee getting along with the organizational goals and strategies.

Objectives of the paper:

1. To determine the basic understanding of Talent Management and why Talent management strategy and principles are an important part of an organization.
2. To determine the best practices and challenges of Talent management to achieve competitive advantage.
3. To determine the Current trends and Application of Talent Management in building organizational success.

Research Methodology:

This paper made an attempt to study based on secondary data which includes journals, books, articles, newspapers, websites etc.

Literature Review:

Meaning of Talent Management:

Talent is a competitive advantage. Talent Management, as the name itself suggests is managing the ability, competency and power of employees within an organization. The capability and skills to attract, develop, retain and obtain the maximum performance of the most critical and decisive professionals for a company by means of differentiated management practices to meet current and future business objectives. The term Talent Management is being used to describe sound and integrated human resource practices with the objectives of attracting and retaining the right individuals, for the right positions, at the right time. Organizations are run by people, and the talent of these people will determine the success of organizations. So, talent management is management's main priority (Handfield-Jones, 2001).

Talent management is —a conscious and deliberate approach undertaken to attract, develop and retain people with the aptitude and abilities to meet current and future organizational needs (Ngozwana, 2011). Vice President, HR of Seagram, Mr. Gopi Nambiar, says talent can be best described as a combination of abilities and attitudes. The real trick is to match the right motivated talents to the right role, individually and collectively, harnessing and harmonizing this crucial attribute to achieve the objectives of your company (Thota, 2013). Talent management, also known as Human Capital Management, is the process of recruiting, managing, assessing, developing, and maintaining an organization's most important resource – i.e. its people. As per knowledge infusion, —talent management is defined as —the integrated process of ensuring that an organization has a continuous supply of highly productive individuals in the right job at the right time.

Need for Talent Management:

1. Talent Management approach are focusing on co-coordinating and integrating various aspects, such as: Recruitment, Retention, Employee development, Leadership and "high potential employee" development, Performance management, Workforce planning and Culture. For talent management to be effective, what is important is to hire employees who seem to be the best fit in the organization.

2. Organizations that formally decide to "manage their talent" undertake a strategic analysis of their current HR processes. This is to ensure that a co-ordinated, performance oriented approach is adopted.
3. The novel Economy is a different place from the aged one and requires a shift in value systems to become accustomed. To deal with this changing world the present age bracket needs to be aware of its contributions, developments and ability to manage both the present and future.
4. Therefore, it is important for the organizations to develop adequate and appropriate plans and put in efforts to attract the best pool of available candidates, and also to nurture and retain the current employees.

Importance of Talent Management:

Talent management can be a discipline as big the most important function itself or a small bunch of initiatives aimed at people and organization development. Different organizations utilize talent management for their benefits. This is as per the size of the organization and their belief in the practice.

1. **Right Person in the right Job:** Through a proper ascertainment of people skills and strengths, people decisions gain a strategic agenda. The skill or competency mapping allows you to take stock of skill inventories lying with the organization. This is especially important both from the perspective of the organization as well as the employee because the right person is deployed in the right position and employee productivity is increased. Also since there is a better alignment between an individual's interests and his job profile the job satisfaction is increased.
2. **Retaining the top talent:** Despite changes in the global economy, attrition remains a major concern of organizations. Retaining top talent is important to leadership and growth in the marketplace. Organisations that fail to retain their top talent are at the risk of losing out to competitors. The focus is now on charting employee retention programs and strategies to recruit, develop, retain and engage quality people. Employee growth in a career has to be taken care of, while succession planning is being performed those who are on the radar need to be kept in loop so that they know their performance is being rewarded.
3. **Better Hiring:** The quality of an organization is the quality of workforce it possesses. The best way to have talent at the top is have talent at the bottom. No wonder then talent management programs and trainings, hiring assessments have become an integral aspect of HR processes nowadays.
4. **Understanding Employees Better:** Employee assessments give deep insights to the management about their employees. Their development needs, career aspirations, strengths and weaknesses, abilities, likes and dislikes. It is easier therefore to determine what motivates whom and this helps a lot Job enrichment process.
5. **Better professional development decisions:** When an organization gets to know who its high potential is, it becomes easier to invest in their professional development. Since development calls for investment decisions towards learning, training and development of the individual either for growth, succession planning, performance management etc, an organization remains bothered where to make this investment and talent management just make this easier for them.

Apart from this having a strong talent management culture also determines how organization rate their organizations as work places. In addition if employees are positive about the talent management practices of the organization, they are more likely to have confidence in the future of

their organization. The resultant is a workforce that is more committed and engaged determined to outperform their competitors and ensure a leadership position in the market for their organization.

Principles of Talent Management:

Creating a talent-rich workforce can make a great deal of difference in the world of business. Unleashing the talent, ability and aptitude of the human resources, undoubtedly, is one of the most difficult tasks in the world. However there are certain principles of Talent Management and they are as follows:

Principle 1 - Avoid Mismatch Costs

In planning for future manpower requirements, most of the HR professionals prepare a deep bench of candidates or manpower inventory. Many of the people who remain in this bracket start searching for other options and move when they are not raised to a certain position and profile. In such a scenario it is better to keep the bench strength low and hire from outside from time to time to fill gaps. This in no way means only to hire from outside, which leads to a skill deficit and affects the organizational culture.

Principle 2 - Reduce the Risk of Being Wrong

In manpower anticipations for future an organization can ill afford to be wrong. It's hard to forecast talent demands for future business needs because of the uncertainty involved. It is therefore very important to attune the career plans with the business plans. A 5 year career plan looks ridiculous along with a 2 year business plan. Further, long term development and succession plans may end up as a futile exercise if the organization lacks a firm retention strategy.

Principle 3 - Recoup Talent Investments

Developing talent internally pays in the longer run. The best way to recover investments made in talent management is to reduce upfront costs by finding alternative and cheaper talent delivery options. Organizations also require a rethink on their talent retention strategy to improve employee retention. One important way to recoup talent investments is spotting the talent early, this reduces the risk. More importantly this identified lot of people needs to be given opportunities before they get it elsewhere.

Principle 4 - Balancing Employee Interests

How much authority should the employees' have over their own development? There are different models that have been adopted by various corporations globally. There is 'the chess master model', but the flipside in this is that talented employees search for options. Organizations can also make use of the internal mobility programs which are a regular feature of almost all the top organizations.

Features of Talent Management Strategy:

The human resource professionals are the cornerstone of any organizations. They not only solve business problems today but also participate in strategic aspects of the organization; talent management is one of them. Formulation of a talent management strategy is one of the most important responsibility of any organization. This is often done in consultation with the business function. Be it talent mapping and planning or performance, recruitment and retention the human resource professionals of the day are seeking out ways to streamline and integrate their functions with the broader business functions. Today, organizations require an integrated approach to talent

management. There is a need to strategize various functions of the organizations to enable and support the business functions. **Some strategies in this direction could be:**

- **Aligning Business strategies with the HR strategies:** Business HR is one function that is developing fast as part of the human resource department. The person is responsible for ensuring a smooth relationship between business and HR functions. They work with business heads to develop people strategies to support both short term and long term business objectives.
- **Performance Planning and Evaluation:** An integrated HR approach means that are uniform and standard procedures for employee performance evaluation and compensation, up and down the organization. Performance is linked to growth and the process adds value for employees to evaluate their work on their own. Indian digital disk giant Moser Baer employs such process.
- **Strategic Manpower Planning:** HR and Business function are interrelated. None can exist without the other. HR functions need to work in collaboration to assess current and future manpower requirements are plan for the same. They need to strategize on the approximate manpower requirements, the relevant skills and educational qualification, compensation and the like. This has to happen well in advance. Recruitment itself means a host of other activities like training and development, compensation, induction and orientation etc.
- **Mapping your Talent:** An ever increasing emphasis is being laid on identifying the top performing and talented employees to think of ways to develop, nurture and retain them. Further organizations also like to keep skill inventories for contingencies. As organizations realize the skills and abilities of individuals, they can then be more focused on devising means and strategies to attract, develop and retain these people.

Current Trends in Talent Management:

Talent management also known as human capital management is evolving as a discipline that encompasses process right from hiring people to retaining and developing the same. So it includes recruitment, selection, learning, training and development, competency management, succession planning etc. These are all critical processes that enable an organization to compete and stand out in the market place when managed well.

Current Trends in Talent Management are as follows:

- **Talent War:** Finding and retaining the best talent is the most difficult aspect of any organization. HR survey consultancies are one in their view that organizations globally are facing a dearth of talented employees and it's often more difficult to retain them. Further research has also shown that there is clear link between talent issues and overall productivity.
- **Technology and Talent Management:** Technology is increasingly getting introduced into people development. Online employee portals have become common place in organizations to offer easy access to employees to various benefits and schemes. In addition employees can also manage their careers through these portals and it also helps organizations understand their employees better.
- **Promoting Talent Internally:** An individual is hired, when there is a fit between his abilities or skills and the requirements of the organization. The next step is enabling learning and development of the same so that he/she stays with the organization. This is employee retention. An enabled or empowered means an empowered organization. It is also of interest

to organizations to know their skills inventories and then develop the right individual for succession planning internally.

- **Population Worries Globally:** World populations are either young or aging. For example, stats have it that by 2050 60% of Europe's working population will be over 60. On the other hand a country like India can boast of a young population in the coming and present times. Population demographics are thus a disturbing factor for people managers. Still more researches have predicted that demographic changes in United States will lead to shortage of 10 million workers in the near future.
- **Talent Management to rescue HR:** HR has been compelled to focus on qualitative aspects equally and even more than quantitative aspects like the head count etc. Through talent management more effort is now being laid on designing and maintaining employee scorecards and employee surveys for ensuring that talent is nurtured and grown perpetually.
- **Increase in Employer of Choice Initiatives:** An organization's perceived value as an employer as helps improve its brand value in the eyes of its consumer. Most importantly it helps it attract the right talent.

Talent Management-Best Practices in Global Era:

Every organization struggles hard to meet the global market competition for its success, and hence the War for Talent. Creating enriching workplace experiences to attract and retain the high caliber is needed. Therefore, it is important for organizations to moot retention as first priority and recruitment second place. There are several key practices to be followed by organizations (Chavare, 2014). They are as follows.

1. **Experience based learning:** Most of the organizations define Job Description to their employees very narrowly and they have no access with others, which makes them boring and monotony in their work. If the organizations relax them for some time and have exposure to innovative things, they will give rise to the increased output, as well as retention.
2. **Mentoring:** A particular form of relationship is designed to provide personal and professional support and guidance to an individual, wherein specific issues and ideas can be discussed and developed. Mentoring is required to a new employee, so that, organization can avoid job hopping.
3. **Business focus:** Organizations are linking key business initiatives with talent management principles to rapidly address new business opportunities and challenges. After years of paying lip service to the concept, now they have realized that —their workforce is their greatest asset. By increasing productivity and motivating workforce behavior, talent management leads to higher levels of organizational performance.
4. **The Swift in Workforce:** Today's greatest challenge lies in aligning the right people with the right skills and identifying the competencies of the workforce. Organizations need to forecast the current workforce and assist in enabling the execution of business plans that manage the supply and demand of talent.
5. **Developing Business Leaders:** Developing leaders with a shared vision can empower the workforce, whilst instilling organizational values and personal accountability, by understanding the macroeconomic trends and role of emerging technologies.
6. **Employee feedback is an effective tool:** Organizations have to emphasize on feedback from the employee about various aspects of the organizations, e.g. Corporate Culture, Work Environment, Training Programs, Compensation and Supervision, etc. These feedback

surveys offer invaluable insight into employee attitudes and opinions that can ultimately affect employee retention.

7. **Interaction with management is imperative:** For effective talent management practices, it is essential to involve the top management and practice it at the strategic level. For e.g., Infosys, where the HR Department is in constant touch with the Board of Directors about talent development.
8. **True value of HR is Return on Investment (ROI):** ROI allows calculating of a payback period. It can be used to revolutionize and transform the human resource function in order to bring more value throughout the organization. It also helps in comparison of one department returns with the other department.
9. **Create Teams of Businesses with HR** who —own and —manage the talent management processes. These teams stay engaged over a period of years to make sure that the involved processes are refined, managed, measured and improved.

Talent Management-Opportunities and Challenges:

There is no dearth of professionals but there is an acute shortage of talented professionals globally. Every year B-schools globally churn out management professionals in huge numbers but how many of are actually employable remains questionable! This is true for other professions also. The developing countries are of a young population but quality of education system as a whole breeds a lot of talent problems. They possess plenty of laborers - skilled and unskilled and a huge man force of educated unemployable professionals. These are the opportunities and challenges that the talent management in organizations has to face today - dealing with demographic talent problems:

Recruiting Talent:

The recent economic downturn saw job cuts globally. Those who were most important to organizations in their understanding were retained, other were sacked. Similarly huge shuffles happened at the top leadership positions. They were seen as crisis managers unlike those who were deemed responsible for throwing organizations into troubled waters. It is the jurisdiction of talent management to get such people on onboard, who are enterprising but ensure that an organization does not suffer for the same.

Training and Developing Talent:

The downturn also opened the eyes of organizations to newer models of employment - part time or temporary workers. This is a new challenge to talent management, training and developing people who work on a contractual or project basis. What's more big a challenge is increasing the stake of these people in their work.

Retaining Talent:

While organizations focus on reducing employee overheads and sacking those who are unessential in the shorter run, it also spreads a wave of de motivation among those who are retained. An uncertainty about the firing axe looms in their mind. It is essential to maintain a psychological contract with employees those who have been fired as well as those who have been retained. Investing on people development in crisis is the best thing an organization can do to retain its top talent.

Developing Leadership Talent:

Leadership in action means an ability to take out of crisis situation, extract certainty out of uncertainty, set goals and driving change to ensure that the momentum is not lost. Identifying people from within the organization who should be invested upon is a critical talent management challenge.

Creating Talented Ethical Culture:

Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation are still more challenges and opportunities for talent management.

Application of Talent Management in Current Economic Condition:

The current economic conditions demand a cut in the expenses. Unfortunately enough for talent management though organizations and leadership is all praise for it on papers, the same is neglected as seen as a cost center when it comes to implementation. In wake of the economic recession human resource professionals are under huge pressure to cut costs. Logically this is best time to validate the importance of talent management. Hiring and compensating the best talent in the industry optimally and ensuring performance at the same time. The question that remains is 'what exactly is the relevance in the current economic conditions'? Before trying to answer lets ponder on certain key issues.

- As per industry statistics only five percent of organizations possess a talent management strategy that is operational! In another ten percent the concept has just begun to develop.
- Aging workforce is another area of concern that has created vacuums in organizations leadership positions.
- Organizations also report shortage of talent business line managers.

All this has opened up avenues for professionals for vindicating their stand on talent management and once organizations understand that they need an integrated approach to talent management, the involvement of a top executive is important for driving success.

Developing Leadership Pool: Succession planning and leadership development are two issues that have felt a sense of urgency after the recent economic downturn. Organizations have been seeking leadership positions to rescue them out of crisis.

Performance Management: After succession planning and leadership development, performance management comes next on the list. Without a thorough and standard way to measure performance it is not possible to promote right people to right positions and motivate them to perform for organizational growth and development.

Recruitment assumes significance: Recruitment becomes strategic so to say. Recruitment practices determine organizational effectiveness. In a tight labor market it a daunting task to attract the brightest talent towards your organization and then getting them onboard. Internet has become an important source of external recruiting. Systems and standards have been laid down for the same. Here building an employer brand is important. Those who do, get right people onboard.

Skill based Manpower Planning: Manpower planning is a strategic HR process these days. Instead of a mere headcount based hiring; manpower planning now extends to the locating critical skills, roles and responsibilities and then ascertaining current and future talent needs for those roles.

These are vital processes that optimize the performance of the human capital management. What is required is to ensure that they are consistent in order to ascertain they meet the business objectives.

Conclusion:

Talent management is in its nascent stage, there are still more processes that will be added in due course of time as organizations opt for more initiatives in the direction. In today's uncertain business environment, strong leadership is more important than ever before. Heightened financial pressures, intense competition, and complex global challenges have increased the demand for crucial skills, such as innovation and the ability to manage change. The ability to develop leaders who can effectively face tomorrow's global business challenges is critical to an organization's success. But it won't be easy. Demographic changes over the next five to ten years will make the competition for leaders even fiercer. Thus, many organizations have come to realize the only way to ensure a strong pipeline of talent is to develop it themselves — an undertaking that has become increasingly challenging (Senthilkumar, 2016).

While many of these actions appear straightforward, putting them in place is not easy. As with any organization-wide initiative, there is a need for discipline, innovation, and sheer persistence to see lasting results (Campbell, 2008). Many of the organizations with effective talent management practices have been at it for years — consistently demonstrating their commitment to developing great talent. And over time, this commitment has translated into a strong base of talent and a pipeline with a demonstrable impact on business results. Innovative ideas, strong execution, and a foundation of clear metrics can enable many more talent management professionals to create a talent mindset that will prepare their organizations to face the challenges ahead (Parthasarathy, 2014). Careful planning, culminating in a sound talent strategy that is tightly connected to the organization's overall business strategies and business needs, which is required for talent management to become ingrained in an organization's culture and practices. Only when this happens it is possible for talent management practices to be both effective and sustainable.

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REDUCE-REUSE-RECYCLE: A CONCEPTUAL ORIENTATION TOWARDS ENVIRONMENTAL ACCOUNTABILITY

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Keywords: Reuse, Reduce, Recycle, Environment, Sustainability, Pollution, Waste

Abstract

This paper is an effort to understand the environmental accountability each individual must exercise so as to more clearly attach it with the ecological theory of interdependence and to serve as a target for a healthy and green environment. The study summarizes the problems that have been encountered in our understanding and use of this concept of Reduce-Reuse-Recycle. It finds out the efforts of others to identify the concept within the perspective of specific disciplinary areas and sets out a bid for a basic understanding of the term “environmental sustainability” as a development of our common observation of the nature of human doings.

Environment

The environment is universal natural life supporting system and symbiotic relationship exist amount different living beings to sustain their life. The environment can also be defined as sum of all social, ecological, biological, physical or chemical components which constitute the surrounding of man, who is creator and destroyer or environment. (Popawala, 2011)

Environmental studies deals with every issue that affects a living organism. It is essentially a multidisciplinary approach that brings about an appreciation of our natural world and human impact on its integrity. It is an applied science, as it seeks practical answer to the increasingly important question of how to make human civilization sustainable on the Earth’s finite resources. (Bharucha, 2005)

Environmental Psychology, Nature, Climate Change

Driving cars and living in high-rise apartments are relatively new experiences for the human species, but they demonstrate that we are particularly good at adapting to a diverse range of landscapes. Environmental psychology explores how physical spaces influence the way we feel, think, and interact with the world. Specialists in the field investigate everything from stressful designs in urban landscapes to the therapeutic effects of the outdoors on children. (Basics environment, 2016)

Reduce

The first and most effective component of the waste hierarchy is reducing the waste created. Consumers are encouraged to reduce their waste by purchasing in bulk, buying items with less packaging and switching to reusable instead of single-use items. Businesses can adopt manufacturing methods that require fewer resources and generate less waste. In addition to benefiting the environment, these efforts often offer consumers and businesses the financial incentive of lower expenses in purchases. (David Chandler, 2016)

Reducing isn't only good for the environment. It is also good for your budget. Another way to "reduce" is to purchase items that reduce the other things you'll need. For instance, by purchasing more energy efficient appliances you'll reduce the amount of energy you use. By selecting items that last longer, you reduce the number of replacements you'll need. A related lifestyle is called minimalist. (Home Wiki, 2015)

The best way to manage waste is to not produce it. This can be done by shopping carefully and being aware of a few guidelines:

- Avoid over-packaged goods.
- Avoid disposable goods.
- At work, make two-sided copies whenever possible.
- Use cloth napkins instead of paper napkins.
- Use a dish cloth instead of paper towels. (Missouri, 2016)

Reuse

To reuse is to use something again instead of throwing it away or sending it off to a recycling company. Why throw something away when you can give it another life? Reusing is the second best way to conserve and be earth-friendly because it keeps items out of landfills and reduces the greenhouse emissions caused by purchasing a new product. Using something multiple times -- like using a disposable container more than once -- is not the only way to reuse; you can also give old items a new purpose. For example, use an empty coffee can to store small craft supplies or an old loofah as a scouring sponge for cleaning sinks. (Bright Hub, 2016)

Reusing an item means that it continues to be a valuable, useful, productive item, and replaces new items that would utilize more water, energy, timber, petroleum, and other limited natural resources in their manufacture. Businesses can save significant dollars in disposal by reselling or donating items that are no longer needed. Many chemicals and solvents that are no longer useful to one organization, can be used in other applications by other organizations. This method of "materials exchange" results in disposal savings by the generating company, and saving in the purchase of the material by the recipient organization. (Reuse Development Organization, 2016)

Recycle

Recycling is the process of converting waste materials into reusable objects to prevent waste of potentially useful materials, reduce the consumption of fresh raw materials, energy usage, air pollution (from incineration) and water pollution (from landfilling) by decreasing the need for "conventional" waste disposal and lowering greenhouse gas emissions compared to plastic production. Recycling is a key component of modern waste reduction and is the third component of the "Reduce, Reuse and Recycle" waste hierarchy. (Wikipedia, 2014)

Recycling can sometimes be confusing and it can be difficult to know whether you are following all the right rules. Improve your recycling efforts by learning some recycling etiquette rules and check out which type of collection is best and why different areas recycle and collect in different ways. (Recycling Guide, 2016)

Pollution

Pollution is the introduction of contaminants into the natural environment that cause adverse change. Pollution can take the form of chemical substances or energy, such as noise, heat or light.

Pollutants, the components of pollution, can be either foreign substances/energies or naturally occurring contaminants. Pollution is often classed as point source or onpoint source pollution. (wikipedia, 2016)

Presence of matter (gas, liquid, solid) or energy (heat, noise, radiation) whose nature, location, or quantity directly or indirectly alters characteristics or processes of any part of the environment, and causes (or has the potential to cause) damage to the condition, health, safety, or welfare of animals, humans, plants, or property. (Business Dictionary, 2016)

Pollution is derived from Latin word "polluere" which means to defile. Pollution is an undesirable change in the physical, chemical or biological characteristics of our air, land and water that can harmfully affect human life or that of other species, our industrial processes, living conditions and cultural assets.

In simple language, any addition to air, water, soil or food that threatens the health and survival capabilities of humans or other living beings is known as pollution. (yahoo, 2016)

Types of Pollution:

Air pollution

Contamination of the air, especially by smoke or gases from vehicles, factories, and power stations. It can cause disease, kill plants, and damage structures. (The Free Dictionary, 2016)

Water Pollution

Over two thirds of Earth's surface is covered by water; less than a third is taken up by land. As Earth's population continues to grow, people are putting ever-increasing pressure on the planet's water resources. In a sense, our oceans, rivers, and other inland waters are being "squeezed" by human activities—not so they take up less room, but so their quality is reduced. Poorer water quality means water pollution. (Woodford, 2016)

Noise Pollution

Noise pollution may be defined as introduction of undesirable sound energy into the environment at levels that can be detrimental to human activity. Noise may not seem as harmful as the contamination of air or water, but it is a pollution problem that affects human health and can contribute to a general deterioration of environmental quality. Noise pollution is the most dangerous pollution of man's environment which is harmful to body and mind. (Singh, 2014)

Waste

Waste and wastes are unwanted or unusable materials. Waste is any substance which is discarded after primary use, or it is worthless, defective and of no use. According to the Basel Convention of 1989, "'Wastes' are substance or objects, which are disposed of or are intended to be disposed of or are required to be disposed of by the provisions of national law" (Wikipedia, 2016)

- loss of something valuable that occurs because too much of it is being used or because it is being used in a way that is not necessary or effective
- An action or use that results in the unnecessary loss of something valuable
- A situation in which something valuable is not being used or is being used in a way that is not appropriate or effective (Webster, 2016)

Conclusion

The intent of environmental management is improved class of human life. It involves the mobilization of resources to manage the use of both natural and economic goods and services. It is based on the principles of environmentalism. Discussions that take care of environment and development revolve about the point of "environmentally sound development." In big part, such considerations appear to put forward that the development is "environmentally sound" if it is "sustainable.

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A STUDY ON PUBLIC RELATIONS IN HIGHER EDUCATIONAL SECTOR

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Abstract

With growth in MBA institutes, it has become very essential for all to carve a niche for themselves in this highly competitive world. Gone are the days when people used to flock to few institutes for securing admissions. The trend these days is to study the institute – holistically and then confirm the admission. Taking this into consideration, the institutes have started adopting various techniques to attract the attention of the public.

Public relations (PR) is the practice of managing the spread of information between an individual or an organization (such as a business, government agency, or a nonprofit organization) and the public. Public relations may include an organization or individual gaining exposure to their audiences using topics of public interest and news items that do not require direct payment. This differentiates it from advertising as a form of marketing communications.

Public relations involves two-way communication between an organization and its public. It requires listening to the constituencies on which an organization depends as well as analyzing and understanding the attitudes and behaviors of those audiences. Only then can an organization undertake an effective public relations campaign.

A centralized PR at many institutions still largely means press release, and public relations is still synonymous for traditional media relations.

The Objectives of this research paper is to understand whether public relations is simply a form of publicity and to see what role does public relations play in educational institutes.

Keywords: MBA, education and Public relations

1. INTRODUCTION TO TOPIC

1.1. What PR really is?

Public relations describes the various methods a company uses to disseminate messages about its products, services, or overall image to its customers, employees, stockholders, suppliers, or other interested members of the community. The point of public relations is to make the public think favorably about the company and its offerings. Commonly used tools of public relations include news releases, press conferences, speaking engagements, and community service programs.

Although advertising is closely related to public relations—as it too is concerned with promoting and gaining public acceptance for the company's products—the goal of advertising is generating sales, while the goal of public relations is generating good will. The effect of good public relations is to lessen the gap between how an organization sees itself and how others outside the organization perceive it.

1.2. Why is PR important?

At its core, public relations revolves around this universal truth: people act based upon their perception of facts. By managing, controlling, or influencing people's perceptions, public relations professionals hope to initiate a sequence of behaviors that will lead to the achievement of an organization's objectives. When those in public relations successfully create, change, or reinforce opinion through persuasion, their primary objective is accomplished.

As the public university became a more complex institution with a growing contingent of constituents, the need for and role of public relations became increasingly important. Public relations plays a vital role in helping university administrators articulate their aspirations, goals, objectives, and needs to a diverse group of constituents.

1.3. Need of PR in today's world.

Today, good **public relations** are vital to the successful functioning of any educational institutional. **Public relations** in education institutes at lower levels are almost non-existent. The schools never go in for conferences or promotion. The awareness is not very high. The only PR tool they end up using without realization is promotion through word of mouth. There are NGOs who acquire the **PR techniques** to raise awareness in villages and small towns regarding such institutes and the importance of education.

Today's public research-oriented universities are competing for the best undergraduate and graduate students as well as superior faculty, acquiring resources for building new facilities, maintaining their physical plants, and providing a range of educational, cultural and entertainment services for students and the general public in some cases. All of these needs are supported by the work and efforts of a public relations office whose function is to communicate the worth and merit of the university to a variety of constituents including state legislators, wealthy donors, corporate and philanthropic foundations, and alumni. Although a variety of strategies are used to communicate the university's worth and merit, attracting news media coverage is an essential component of this effort.

2. Education system in india

In ancient times, India had the Gurukula system of education in which anyone who wished to study went to a teacher's (Guru) house and requested to be taught. If accepted as a student by the guru, he would then stay at the guru's place and help in all activities at home. This not only created a strong tie between the teacher and the student, but also taught the student everything about running a house.

The modern school system was brought to India, including the English language, originally by Lord Thomas Babington Macaulay in the 1830s. The curriculum was confined to "modern" subjects such as science and mathematics, and subjects like metaphysics and philosophy were considered unnecessary. Teaching was confined to classrooms and the link with nature was broken, as also the close relationship between the teacher and the student.

The school system in India has four levels: lower primary (age 6 to 10), upper primary (11 and 12), high (13 to 15) and higher secondary (17 and 18).

Higher education:

Higher education is a business with many customers which are STUDENTS.

India's higher education system is the third largest in the world, next to the United States and China.

Indian higher education system has expanded at a fast pace by adding nearly 20,000 colleges and more than 8 million students in a decade from 2000-01 to 2010-11. As of 2011, India has 42 central universities, 275 state universities, 130 deemed universities, 90 private universities, 5 institutions established and functioning under the State Act, and 33 Institutes of National Importance.

Indian higher education is in need of radical reforms. A focus on enforcing higher standards of transparency, strengthening of the vocational and doctoral education pipeline, and professionalization of the sector through stronger institutional responsibility would help in reprioritizing efforts and working around the complexities.

2.1. Role of pr in educational institutes:

The role of public relations in public education began with higher education applying public relations methods used in business to promote their programs with competitors. Public relations involves far more than publicity. “Educational public relations” means genuine cooperation in planning and working for good schools with the community. Collaborating with internal and external publics becomes a two-way process by means of the flowing of ideas between school and community. Through thoughtful design and engagement public relations builds the basis for mutual understanding and effective team work between the two.

Education Institutes use public relations both internally and externally. Internal PR stands for PR within the organization and its employs. External PR stands for maintaining favorable relations with the public.

Events are held within the organization for the members to build a good rapport amongst themselves and smoothen communication. Faculty/Staff Handbook, Faculty meetings, Faculty luncheons, News releases e-mailed to F/S & posted online are other tools to facilitate internal PR. The purpose of internal PR is to clear communication about organizational intentions, activities and performance, improve sense of cohesion among employees, and circulate adequate task-related information, positive information regarding an organization’s ability to provide challenging and meaningful tasks.

The external PR of any organization is when the institute holds several conferences, sends out press releases, manages events and keeps itself much in the public glare for better promotion and more recognition. Institutes these days maintain special ALUMNI Relations Cell through which they keep in constant contact with their students who have passed out and are doing well in the industry. They do it for the purpose of a better brand name and to ensure decent placements to the upcoming batches through their contacts. And with, internet taking the center stage for all communication, the role of PR here becomes precise yet demanding. Use of social media sites, blog, pod-cast etc is the tools available on the PR professional at the fingertip giving them a wide scope of reaching out.

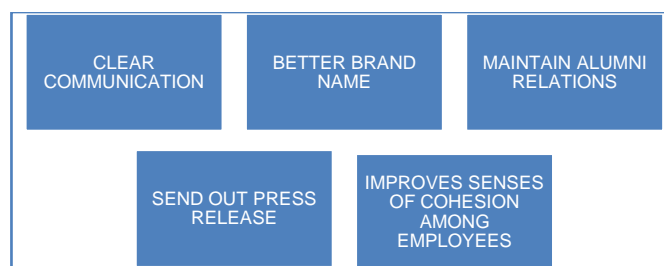


Fig 1.1. NEED OF PUBLIC RELATIONS IN MBA INSTITUTES

- The need of PR is to get external media to tell the institutions story.
- To make a good brand name of the institutes.
- To get funding's and admissions.
- To communicate institutions strategies and its main message to the public.
- One of the easy method to advertise.
- Building community support.
- Helps in marketing.

A new role for public relations in higher education

Social media is the game changer, and the corporate side is leading the way. Higher education has received kudos for being ahead of the curve in the adoption of social media. But a measure of that “progress” has been because colleges and universities already have community managers in place (think alumni relations, student life, schools, etc.) who have moved forward with social media with little to no input from centralized marketing and public relations.

While this has been happening, centralized PR at many institutions still largely means press release, and public relations is still synonymous for traditional media relations. This even though Humpty Dumpty has fallen and will never be put back together again with the failing of the newspaper industry—which has been axing education desks as one cost-cutting strategy—resulting in decreasing coverage and diminishing impact.

While higher education PR should still be responsible for traditional media relations, etc., a new role has emerged to influence institutional community managers by strategically integrating “people relations” across the campus, creating dotted-line relationships with community managers performing PR functions for their university.

It's a new role for higher education PR. It will require buy-in and consequently strong and collaborative marketing and public relations leadership to make it happen. But it's an important next step for the higher education public relations profession.

The future of public relations in higher education:

The field of public relations is in flux. Technology makes it easier for us to directly connect with our audiences. The barriers to creating content types beyond the press release are lower than ever before. And the social web has redefined everything we thought we knew about communication.

Given this landscape, what is the role of a higher education media relations professional in the 21st century?

Literature review

The Excellence theorists identified several excellence principles of an excellent communication department which they grouped into four categories: empowerment of the public relations function, communicator roles, integrated function and relationship with other functions, and models of public relations. These categories provide a useful benchmark for determining whether a public relations department is indeed excellent.

Nine participants working at two Eastern institutions (distinguished as state university and University College in this paper) in the U. S. were recruited and interviewed in this study. The researcher repeatedly asked questions such as, “Do you know whom I should talk to?” to obtain additionally participants. In total, seven female and two male participants were interviewed.

Involvement in decision making. In both institutions, the senior communication executives actively participated in the decision-making process. The vice president for communications at the local college noted that he reported directly to the president and was a member of his cabinet. He cited his professional knowledge as the reason why he was included in cabinet level decision making: “I participate in the decision making activities at the university level, in most of the areas at least I have the knowledge of it and can often times participate directly as well.”

Dominance of informal research in program evaluation. Although participants from both institutions stressed the need to understand audience needs, communication units at both institutions carried out little formal research. The director of public relations at the university college stated that: “We have done some brand development research, which is probably the closest thing we have done. We haven’t done any specific public relations research.”

Image building. Building organizational image was a primary goal in both institutions. The vice president for communications at the university college stated that: “We want to make sure that we have a presence in some of the key media.” The assistant director of marketing communications at the state university stated that the goal of her unit was to “position the university as a national research university that has a broad range of expertise among its faculty.”

Dominance of media relations. Media relations was a prominent part of public relations activities at both institutions. An emphasis on media relations can be seen in the goals of the two public relations units and the job responsibilities of the practitioners.

Marketing public relations. Marketing concepts seemed to guide the communication practices in both institutions. This was the case even though, at both institutions, marketing was a separate function from communication.

3. Research methodology

The aim of public relations is to inform the public, prospective customers, investors, partners, employees, and other stakeholders and ultimately persuade them to maintain a certain view about the organization, its leadership, products, or political decisions.

Expectations

To examine the role and function of public relations in higher education institutions by focusing on the messages being communicated by MBA institutes. This study is designed to examine the role and function of public relations in higher education institutions

3.1. Objective:

- To understand whether public relations is simply a form of publicity.
- To determine whether the active support of the board, administrative staff, and teachers are vital in the implementation of the public relations strategies.
- To see what role does public relations play in educational institutes.

Aims:

- To see strategic integration of public relations across institutions.
- How public relations helps MBA institutes to grow.
- To listen and develop conversations.

3.2 Data collection:

For the present study the data will be collected from the following sources & by the following tools

Primary source:

Data was collected through:

- Questionnaires

Secondary source:

Data was collected through:

- Books
- Web sites
- Journals

3.3. Sample size

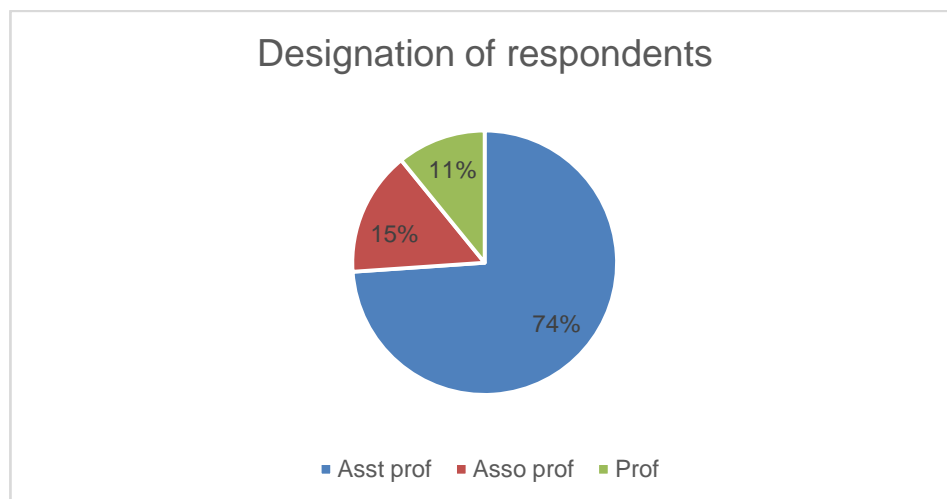
Study was conducted by collecting data from:

- 50 faculty members

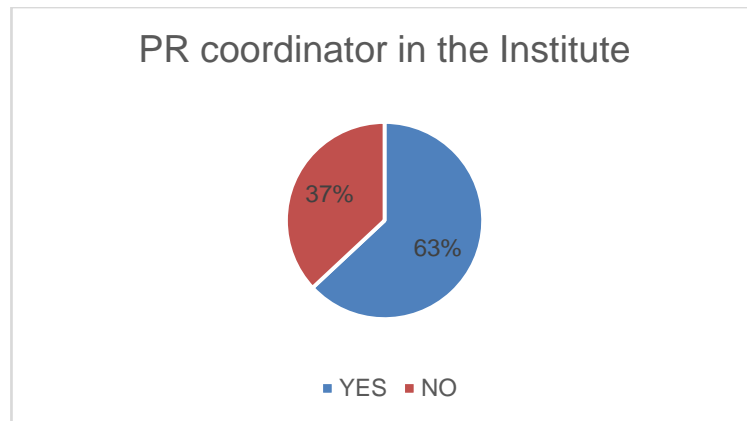
3.4 Limitation of the study

- Study is limited to Nagpur area only.
- Sample size is small so this study cannot be generalized.
- The answers given by respondents have to be believed and to be taken for granted as truly reflecting their perception.

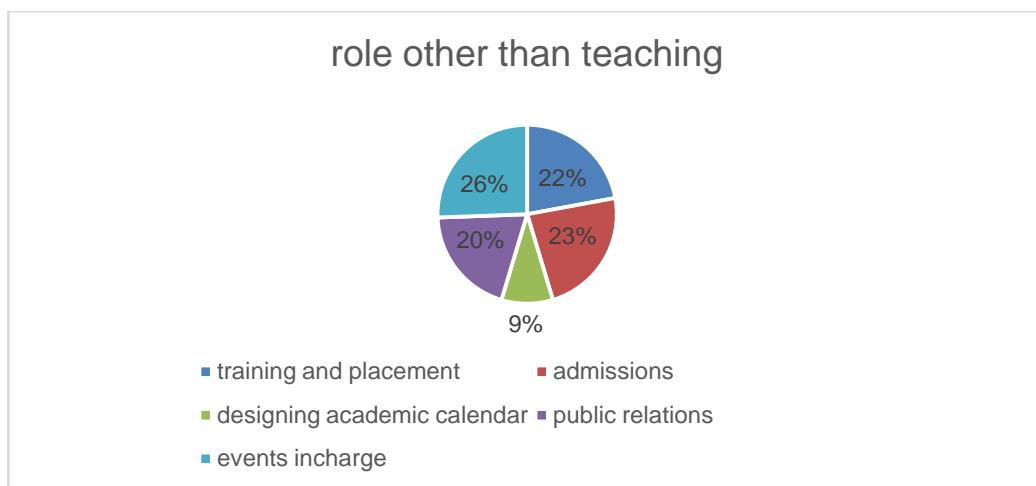
4. Data analysis & interpretation



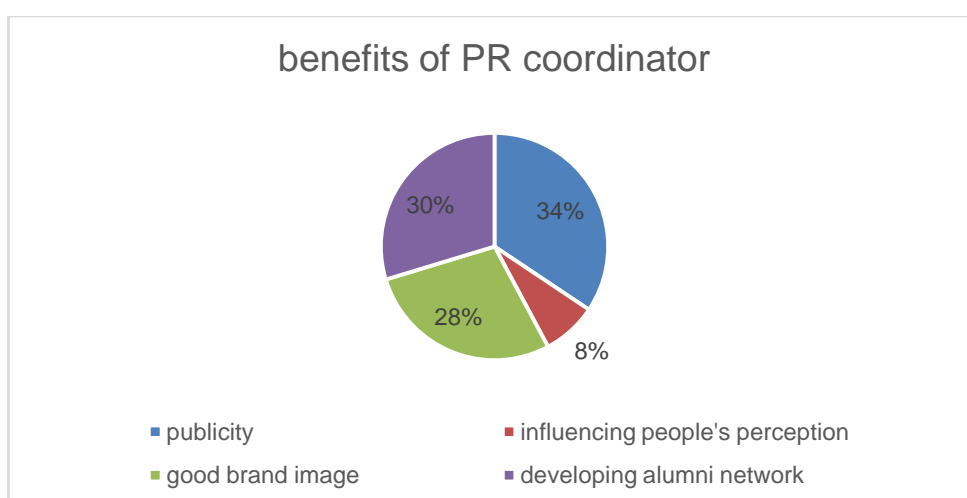
In our survey of designation of respondents, 74% is assistant professor, 15% are associate professor and 11% are professor.



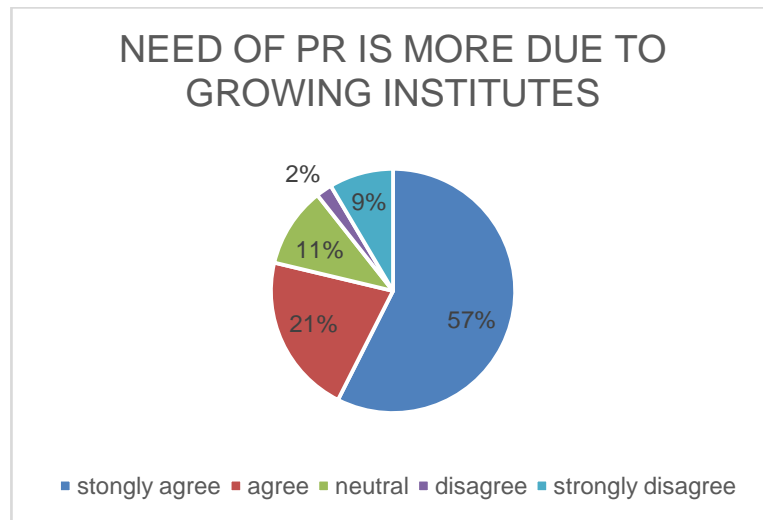
63% have PR coordinator in their institutes and 37% of institutes don't have PR coordinator.



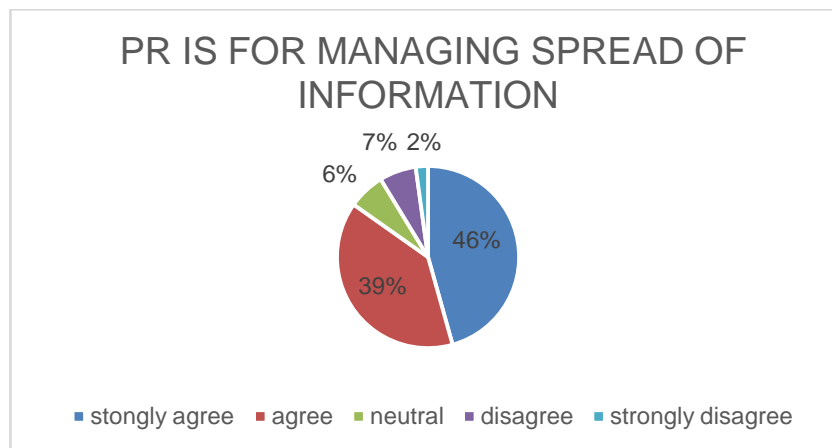
Faculty's role other than teaching: 22% are part of training and placement other than teaching, 9% are part of designing academic calendar, 23% also do admissions, 20% are part of public relations, and 26% also play role of events in charge.



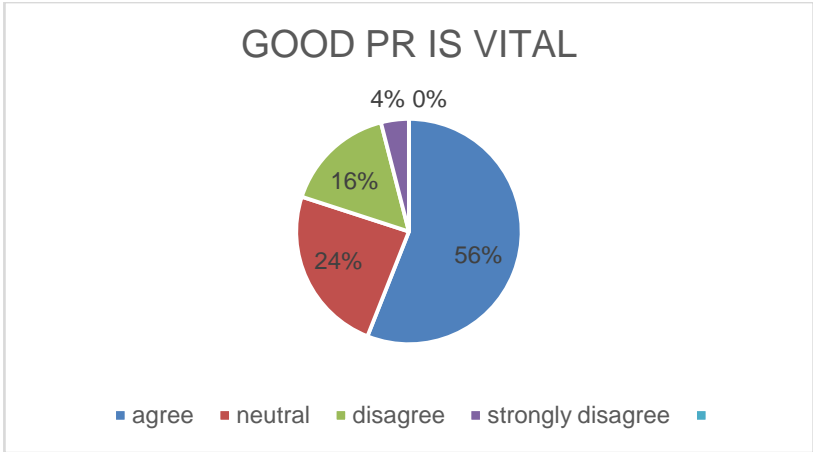
8% believe that benefit of PR coordinator is to influence people's perception, 28% believe it builds good brand image, 30% say that it develops alumni network and 34% say that the benefit of PR coordinator is for publicity.



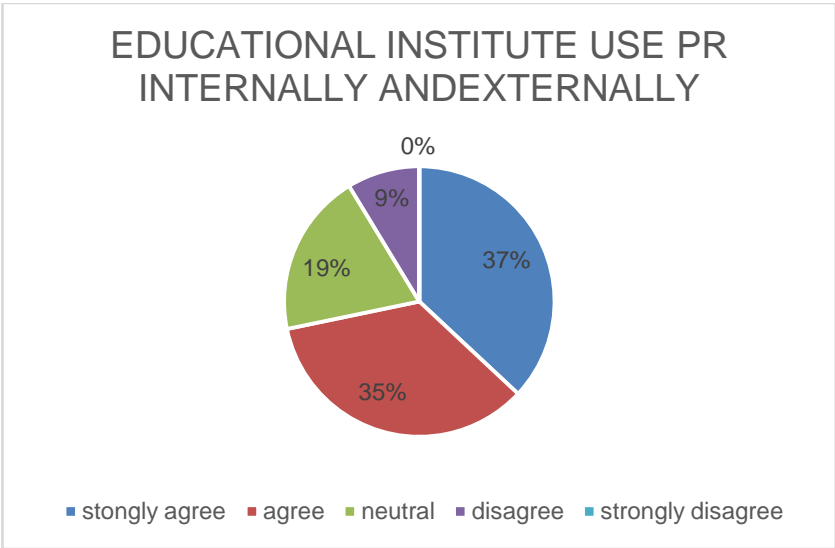
57% strongly agrees that need of PR is more due to growing institutes, 21% agrees to the statement, 11% neither agree or disagree they are neutral, 2% of people disagree and 9% of people strongly disagree to the statement.



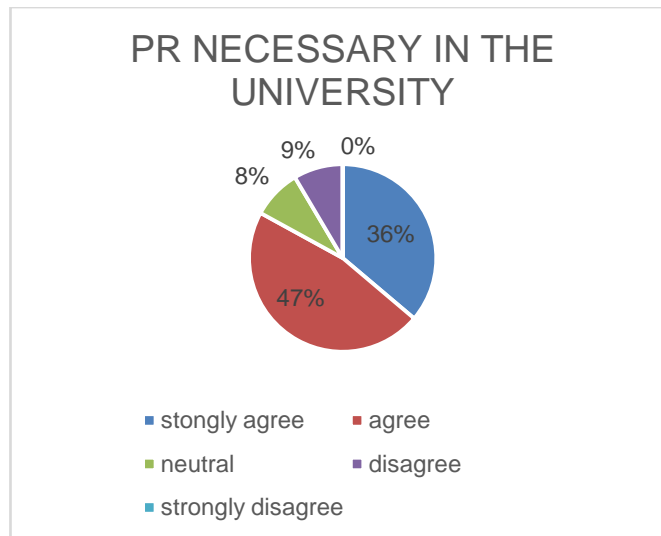
46% strongly agrees to the statement that PR is for managing spread of information, 39% agrees to the statement, 6% are neutral towards the statement, 7% disagrees with it and 2% strongly disagree with it.



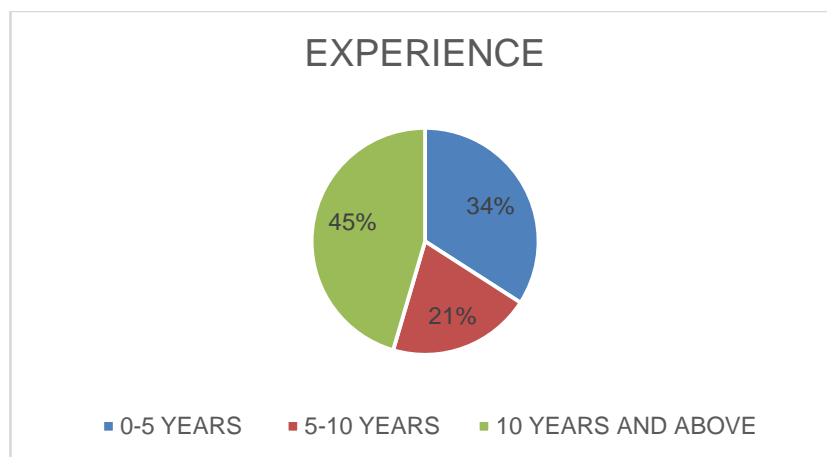
56% agrees that good PR is vital for the institute, 24% are neutral towards it, 16% disagree that good PR is vital and 4% strongly disagree



Educational institute use PR internally and externally 37% strongly agrees with it, 35% agrees with the statement, 19% neither agree nor disagree, 9% just disagrees with the statement.



36% of people strongly believes that PR is necessary in the university, while 47% agrees to it, 8% are neutral towards the statement and 9% disagrees.



45% of faculty have experience of more the 10 years, while 21% have experience of 5-10 years and 34% have experience of 0-5 years.

5. Findings & conclusion:

The findings and research of The Study On “Public Relations in Higher Educational Sector” leads to the conclusion that public relations put positive impact on higher educational sector and public relation also play vital role in making good brand name of the institute. Traditionally the role of faculty members was considered to be of teaching only but with changing times and the need of the hour, they have taken up the role of PR.

The study comes up with the finding that Faculty’s role other than teaching includes 22% of training and placement other than teaching, 9% are part of designing academic calendar, 23% also do admissions, 20% are part of public relations, and 26% also play role of events in charge.

56% agrees that good PR is vital for the institute and feel that mere press releases will not work for the promotion. 8% believe that benefit of PR coordinator is to influence people's perception, 28% believe it builds good brand image, 30% say that it develops alumni network and 34% say that the benefit of PR coordinator is for publicity.

The need for a formal PR coordinator is on rise. PR is for managing spread of information, 39% agrees to the statement, 6% are neutral towards the statement, 7% disagrees with it and 2% strongly disagree with it.

The role of PR is increasing day by day and the educational institutes can use it to their benefit.

6. Suggestions:

- Every institute should appoint a PR coordinator, whose role should be of making new contacts, spreading information and managing a strong alumni network.
- Press releases, social media should be handled properly.

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A STUDY ON “RECRUITMENT PATTERNS USED BY SME” WITH SPECIAL REFERENCE TO CONSULTANTS AND SOCIAL MEDIA

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Abstract:

“Right man at the right place at the right time”.

This quote sums up the great importance of Recruitment & Selection. If an organization wants to prove that PEOPLE are the assets of the organization, they must find the talent at the very first step i.e. recruitment. Human resource or Man power has been one of the strong pillars of business.

Finding a suitable candidate is not an easy feat to achieve. It requires knowledge and precision to make a match between the requirements of the job and skills, abilities of the individual.

A few years ago people would have scorned at the idea of doing recruitment through a common platform on internet or getting help from a third party.

Whatsapp Messenger was started in 2010 as a better SMS alternative; **Facebook** was launched on February 4, 2004, by Mark Zuckerberg with his Harvard College roommates. **LinkedIn** founded on December 14, 2002, and launched on May 5, 2003 is a business-oriented social networking service mainly used for professional networking.

The reason of talking about these household names is to emphasize the vast reach it has; and how an entrepreneur can use these mobile based technology for developing his/her business. As an entrepreneur, it can be challenging to work with limited resources and capabilities. Thanks to internet and tools like social media, an entrepreneur is capable of doing prime functions such as recruitment at very little financial cost.

In an SME your people are your business, so recruiting the right talent is imperative. But with often limited material and financial resources and one in four businesses highlighting hiring skilled staff as a barrier to growth, it can be necessary to think creatively about how you do this.

Owing to the Initiatives by the govt. of India such as Startup India, Make in India, etc. 2015 will see a spurt in hiring in the range of 15-20 per cent owing to rapid business growth in India, according to a number of media reports. Meeting hiring demands of rapidly scaling companies is not an easy feat. Therefore, companies are turning towards specialized partners to support them with hiring the right talent. Most of the world’s leading companies make regular use of consulting services to help them build and strengthen their competitive advantages.

In situations that go beyond the day-to-day management of the company, a management consulting firm can be highly valuable. Experienced consultants can help facilitate the smooth

functioning of an organization. Outside experts can also serve as a sparring partner, challenging management with an incisive, objective view.

Taking all these factors into consideration the researcher has decided to undertake a study which pertains to recruitment through social media and Consultants. The main objective of the study is to determine the need of consultants for recruiting and scope of social media. For the present study the researcher has taken opinions of Consultants and HR managers through a questionnaire and structured interview.

Key words: recruitment, consultancy, social media

1.1 Introduction:

Imagine an entrepreneur who has started a new venture and wants to expand it. He would need skilled people. But his lack of expertise, knowledge in selecting people and lack of resources makes him worried. He thinks of many ideas and suddenly a “Buzz” from his android breaks his thoughts. A face book ping and a notification from Linkedingrab his attention.

The solution to the problems of hundreds of such people lies in Platforms such as Social media or Recruitment consultants.

Recruitment is the process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient work force.

The HR readers will agree that recruitment is a time, people and process intensive activity. Therefore, by using external specialized partners, which offer recruitment along with domain expertise, companies can now choose to outsource a part of or the entire recruitment process from sourcing to on-boarding.

1.1.1.social media

Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. Websites and applications dedicated to forums, micro blogging, social networking, social bookmarking, social curation, and wikis are among the different types of social media.

Social networking sites (SNSs) allow users to create web-based profiles where individuals can interact, using social media tools. While initially designed for socialising with friends and family, these networks have come to be seen as an important professional tool, particularly in the field of recruitment.

Here, they serve two main purposes.

1. The first is as a marketing tool; jobseekers can use SNSs to market themselves to potential employers and vice versa. This is recognized by the three case study organizations in our research.
2. The second is as a screening mechanism; employers can use information available via SNSs to cheaply and easily gain a broader image of a potential employee than that available through traditional recruitment methods.

The recent growth of SNSs as a recruitment method reflects its potential in this area. However, this also raises a number of questions which have yet to be resolved. These include:

- The accuracy of information available on snss;
- Their accessibility across the pool of potential applicants;
- Issues of privacy;
- The relative costs and benefits; and
- The effects of the broader range of information they offer on commitments to equality and diversity in the hiring process.

For anyone putting together a business case for social recruiting, there’s no shortage of statistics. Research from social recruiting platform Jobvite indicates the vast majority of recruiters (94%) either already use or plan to use social media for recruiting.

Meanwhile, research firm Aberdeen Group says that 73% of 18- to 34-year-olds found their last job through a social network.

But despite its wide-scale adoption, there are still a lot of mistakes made when it comes to social recruiting. Andy Headworth, founder of Sirona Consulting, which helps organisations integrate social media into their recruiting strategies, thinks many recruiters make assumptions about such channels and fail to do their homework. They also seriously underestimate the amount of time and resource needed. “To start with, it isn’t Monday to Friday, nine to five, it is 24/7 and needs response coverage all the time,” he says.

Social recruiting isn’t merely about publicizing vacancies. This misses some of its most important benefits, such as cultivating two-way relationships with potential talent and informing them about what it is really like to work for your organization.

1.1.2. Consultancy firms

Consultancy firm is a private employment agency that maintains computerized lists of qualified applicants and supplies these to employers willing to hire people from the list for a fee. The consultancy firm runs and manages the recruitment processes like the job posting, collection of job resumes for job vacancies, pre-screening, and phone job interviews, job interviews including scheduling, communication with job applicants and the on-boarding process for the organization. The organization defines the scope of provided outsourced services and defines the key performance indicators, which have to be met to ensure the quality of the outsourced recruitment process.

Recruitment is a multi-billion pound industry offering permanent and temporary (contract) staffing solutions to millions of clients globally. The sector is populated by a wide variety of recruitment businesses from large multinational recruitment groups to smaller, highly specialised agencies focusing on a particular niche staffing market.

Figure. 1.1. Why Use a Recruitment Consultancy?



1.1.3. Changing the role of HR?

Another debate is sparked off, when we talk of recruitment using social media and Consultants. The major and primary role of HR manager is recruitment. But when an organization takes help of consultants to fill up the vacancies, the question arises whether the role of HR had been limited?

Because social media tools tend to encourage fast and direct communication between individuals one might reasonably question whether their use signals a step-change for the recruitment practices within organizations. Specifically, if job applications are being advertised via social media sites and potential applicants have the opportunity to communicate directly with an organization, rather than going through more usual HR channels, might the traditional functions of the HR department risk becoming superfluous?

3. Literature review

- A report Prepared for Acas by Institute for Employment Studies , United Kingdom, by Andrea Broughton , Beth Foley , Stefanie , Ledermaier , Annette Cox on the topic “The use of social media in the recruitment process” emphasizes on the pros and cons of using social media for recruitment purposes.

The report views this topic from the side of the Organizations and HR managers who are integral part of this issue. The research was undertaken with the following research questions:

- How and why do employers use social media tools for recruitment, and at what points in the recruitment and selection process? Which tools do they choose and why?
- What do they perceive as the costs and benefits of using social media in the recruitment process?
- What are the risks and opportunities that employers associate with using social media for recruitment, particularly in relation to violation of privacy and employment legislation relating to discrimination in recruitment?
- What policies and strategies do employers put in place to manage legal and reputational risks?
- What are the implications of this research for provision of advice to managers, individual workers and employer and employee representative bodies on using social media for recruitment purposes?

This research had attempted to answer these questions by means of a literature review and case studies of three organizations that have used social media for the purposes of recruitment. The case studies were carried out in February and March 2013 and each involved face-to-face interviews with company representatives in the areas of digital strategy and human resource management. In addition, this report draws on the results of an online panel survey undertaken on behalf of Acas in March 2013 by the research agency Accent. A representative sample of 401 HR decision makers (with a decision-making role relating to recruitment) were polled using questions designed to complement this study. Respondents were asked about their own organization’s use of social media when recruiting staff with regard to the extent and types of their social media usage as well as their rationale for and uncertainties about using (or not using) social media to recruit staff.

Respondents to the 2013 Acas online panel survey of HR decision makers whose organisation had used social media to recruit staff were asked which concerns, if any, their organisation had had about using social media to recruit staff (respondents could select as many as applied). By far the

most commonly-cited concern among these respondents was the worry that using social media in recruitment may disadvantage candidates who do not have access to or do not use social media (50 per cent of respondents). This was followed by concerns about candidates' privacy (36 per cent), concerns that this might result in a larger number of applicants (28 per cent) and that it may give rise to possible discrimination based on candidates' personal characteristics (28 per cent).

Overall, it is clear that the use of social media for recruitment purposes is increasing, as companies experiment with new tools like LinkedIn, Facebook, Twitter and the rest. There is a wide variety of practice in the use of social media tools for recruitment. Use depends on factors such as company size and sector as well as the type of employee whom the employer is trying to reach. Many organisations are experimenting with these tools, which, being relatively new, are moving forward on a trial and error basis.

- A report Prepared for YioulaMelanthiou , FotisPavlou& Eleni Constantinou (2015) on the topic "The Use of Social Network Sites as an E-Recruitment Tool," Journal of Transnational Management, 20:1,31-49, DOI: 10.1080/15475778.2015 emphasizes on the pros and cons of using social media for recruitment purposes.

The aim was to identify if companies use social media during their recruitment processes to attract and screen applicants. The findings of this research indicated that the online recruitment method has a lot of benefits but also pitfalls of which recruiters should be aware. Furthermore, it seems that the contemporary practice of employee screening through social media can highly affect the hiring decision and legal implications are likely to arise with the wrong use of information. On the contrary, a well-designed system and strategic utilization of available information about potential candidates may significantly assist the recruitment of employees with the most suitable skills and competencies.

3. Research methodology

3.1 objectives of the study:

- To understand the role of social media in recruitment.
- To ascertain the role of consultants in recruitment process.
- To understand the extent to which companies use the services of the consultant.
- To understand the rise of consultants with respect to recruitment process.

3.2 Data collection:

For the present study the data will be collected from the following sources & by the following tools

Primary source:

Data was collected through:

- Interviews
- Questionnaires

Secondary source:

Data was collected through:

- Books
- Web sites
- Journals

3.3. Sample size

Study was conducted by collecting data from:

- 25 Consultants

3.4 Limitation of the study

- Study is limited to Nagpur area only.
- Sample size is small so this study cannot be generalized.
- The answers given by respondents have to be believed and to be taken for granted as truly reflecting their perception.

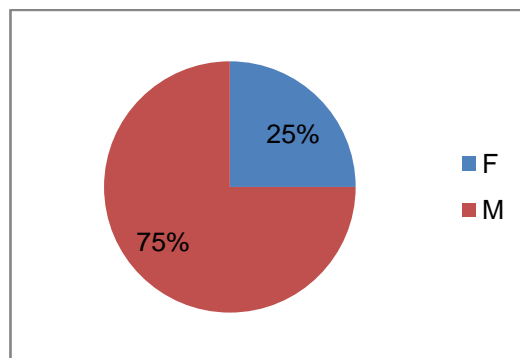
4. Data analysis & interpretation:

The consultants were contacted and the questionnaire was given to them. For the present study, the researcher sent out the questionnaires to 50 consultants only from western region and only 28 could be accepted as rest of the questions were not complete. The researcher took interviews of HR managers as well to understand the views of HR manager on recruitment and role of consultants.

The questionnaire consisted of 11 questions out of which 4 were Open ended and 7 were multiple choice.

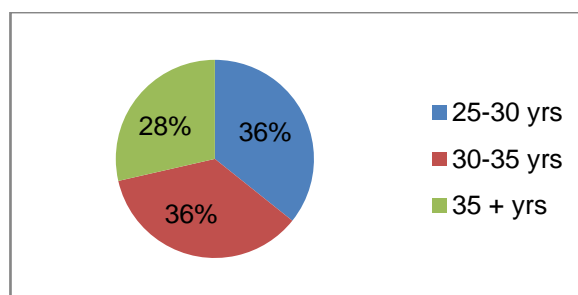
The Following pie charts depict the responses given by consultants:

Chart depicting Gender of the respondents:



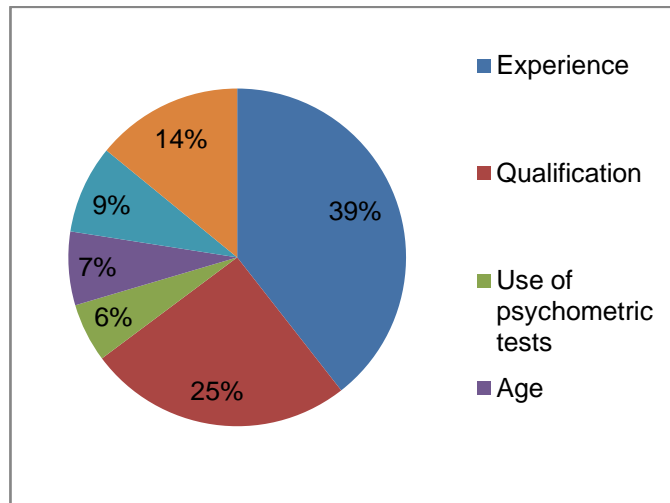
75% of the respondents were male while 25% were females. The consultancy business has been on rise recently and it has been observed that people who have done their post graduation, which is true for our respondents as all of them are post graduates, they tend to start consultancy business as they have interest in doing the same or they look at the current boom in this sector.

Chart depicting age of the respondents:



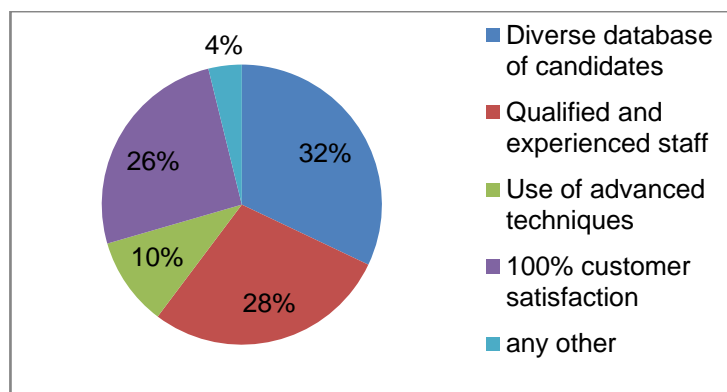
36% of the respondents fall in the category of age 25-30 years. It shows that young people are keener to start a consultancy firm. Offering consultancy services is a recession free business. Therefore there is a boom in this sector. 36% of the respondents are of age 35 years and above. For example, the pioneer of consultancy firms in Nagpur region is Dear sir Jobs and their owner falls in this category.

Chart depicting factors affecting selection of individuals by consultants:



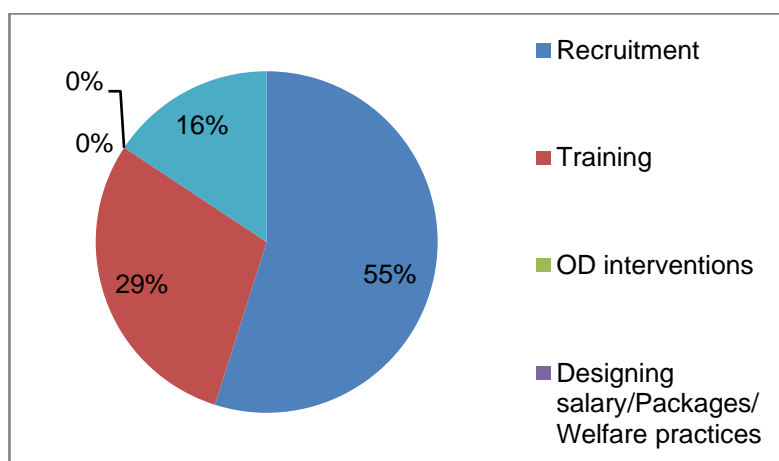
As the chart suggests Experience is the most sought after factor while selecting an Individual. Qualification falls second in this category as the consultants have to match the qualification of the candidate to the Job description given by the company. Marital status affects the chances of a candidate being selected. For example, Due to the nature of the work the companies prefer male candidates for Industrial relations and other labour welfare activities.

Chart: Why companies should trust consultants?



Companies need potential candidates according to their job description. Therefore consultancies have to keep a diverse database of candidates which helps the companies to easily filter the candidates according to their need. Consultancies have qualified and experienced staff which helps them to scrutinize the candidates according to the need of the industry.

Chart: Services provided by consultants



The primary service given by consultancies is Recruitment. It is the most important role of a Human resource manager. But it is outsourced to consultants as it saves time, money and lessens burden on them. They offer training services as they have experienced staff for doing the same. They also offer services such as career counseling and resume building because of the experience in the field.

Following are the responses from open ended questions asked to the consultants:

Table 1.2. Depicting the responses from Open ended questions

Name	Reasons behind starting consultancy firms	Need for consultancies	Which sector outsources most	How do you charge your clients?
KspHrc	To match up the gap between right positions to right candidates	1. Local companies don't have Hr dept. 2. To lessen burden and responsibility 3. need for experienced candidates	It Sector	6.33%-8.33%
Headstart	1. To bridge talent gap in the Industry 2. To give Vidarbha job seekers a window outside the region	1. Yes, Timely recruitment is the need of the hour. 2. Also to negotiate with the talent pool the Hr will need expertise.	Banking, Telecom	8.33% for Junior 12.5% for Middle 16% for Senior
Dear Sir Jobs	Pioneer in Vidarbha region	Save Time & Cost	Manufacturing and Steel	We Charge the Employers. Candidates are not charged

Success Point	Recession free business. Bread & butter to the needy ones. Our vision is to show you the way of Success. In cream world of service sector, we wanted to make our self a tempting cherry on the cake.	Consultancies provide right candidate at right time. Consultancies have filtered candidates and company can save time and money.	Back office/ Operations/ Manufacturing/ BPO/ Sales	We charge 8.33%
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Table1.2. Following are the responses from the interviews:

Questions	Mr. Manish Wankar Asst Manager KSK Energy Ventures Nagpur	Mr. Nitin Chaure Area HD HR Eureka Forbes Pvt. Ltd	Mrs. Prachi Godbole HR & Admin Ladderwala Corp.	Deepika Gode District Program Manager	Mr. Harshal Paranjape Asst. Manager Spacewood
According to you what is the role of a human resource manager?	Role of a HR manager is of an advocate, a bridge between management & employees.	Three basic roles: <ul style="list-style-type: none"> • HR • HR & Admin • HR & IR A very crucial role in recruitment	HR manager is a link that connects all employees together. Starts with recruitment and selection and does PA, training, maintains records.	Carrying out functions of HR-recruitment, PA, Transfers and promotion.	HR role is very crucial. In manufacturing the role is not limited to employee relations but extends to IR. Differs from industry to industry.
How important is recruitment function?	If first step goes wrong, all goes wrong.	Highly important as attrition rate depends on it. Employee engagement is very important at Eureka Forbes.	Very important as it is the base.	Highly important as it is the most basic function. The first step.	It acts a base to all other functions.
What are the things that one must consider before recruiting an individual?	Other Than technical knowledge, soft skills are very important.	At every level, skills differ, but communication skills are most important.	Technical and soft skill	Qualifications and the vacancy that arises should match. But	Skills should match with the individual.

				for us, in health care, certifications and basic knowledge is a must.	
What sources of recruitment does your company use? & why?	Employee referrals, and for middle level management we have tie ups with consultants.	<ul style="list-style-type: none"> • Friend Get a Friend Scheme (FGFS) • Consultants <ul style="list-style-type: none"> • Social networking • College campus • Job Portals 	Employee referral, Tie ups with consultants	Advertisements In all major newspaper- Lokmat, Times, Navbharat	<ul style="list-style-type: none"> • Walk ins • Employee referrals • Job portals
What is your methodology for recruitment?	When vacancy arises we follow the system according to the job which is at hand.	When the vacancy arises we match the skills of candidate with our requirement.		As per the govt. rules we put an. Add. Then an skill test and then interview. If more no. of candidates are there we conduct a written test before skill test.	
If you outsource recruitment and selection process do you insist on certain psychometric tests?	We do not insist. We trust the consultant.	No we don't insist	No.	No.	No.
What is your opinion on outsourcing?	Outsourcing can help and reduce cost for small companies, but at the same time there are chances of failures too.	Depends on the condition of the company. If HR has a full fledged role then outsourcing should not be done. But if HR has a limited role then	Outsourcing helps as a filter. Scrutiny saves Time	Outsourcing is not good at all. As we only know our requirements better.	It saves Time and money.

		outsourcing can be done to help the HR doing multiple roles.			
Do you feel that outsourcing is limiting the role of a human resource manager?	Yes to some extent it is.	To some extent it is but sometimes it does help.	Yes it limits the role of hr manager but helps in lessening burden.	Yes it limits the role of hr manager.	Yes.
What are the benefits of outsourcing the recruitment process?	Reduces the cost and time.	If the company has fewer resources or does not have a specialist then they can outsource the function of recruitment.	Saves Time and it acts as a filter.	Why to outsource when our job is of HR?	Saves Time and Money.
Does your company have tie ups with consultancy firms?	Yes...HR Footprints	Yes - Two firms in Nagpur.	No tie Ups	NO. we had earlier and we had a very bad experience. The candidates sent by consultants did not match up to our expectations.	Yes. We have tie up with Ms Techno solutions
Do you shortlist for eligible applicants from various job portals?	Yes we have our id on Nuakri.com and we regularly shortlist people.	Yes from Naukri.com and Shine.com	Yes from Naukri.com	No	No portal
Do you conduct Campus drives? If yes do you have tie ups with colleges?	No.	Yes. We take permission from colleges and conduct drives. But No tie ups and MOU's	No.	NO	No.
At what level of management do you recruit the most?	Lower level management	Lower level --- Customer Service executive	Lower level Management	At all levels.	Lower level Management

		mostly as we have 80-90% attrition rate.			
Do you feel that candidates suggested by consultancies and candidates suggested by the companies Differ in attrition rates?	Yes. The candidates recruited by us have a good rapport with us than those selected by consultants.	Yes. As the HR managers know the requirement much better than any outsiders. They don't take much care about the requirement of the company.	Yes the candidates suggested by the consultancies have high attrition rate.	Yes. We know what our requirements are and we only are capable of fulfilling them.	No
Do you outsource any other human resource functions such as training and development to consultancies if yes? Why?	No. we only outsource recruitment.	No.	No	NO. we arrange refresher courses or training programs and at such events we call faculty members from outside, experts from academics.	No

5. Findings of the study

Following are the findings of the study based on the data analysis:

1. 75% of the respondents are males while 25 % of them are females with respect to consultants.
2. 36% of the respondents are in the age group 25-30 years while 36% are in the age of 30-35 years 28% respondents are 35+ years of age.
3. Factors that affect selection of an individual are Experience 39%, Qualification 25%, Job location preference 14%, marital status 9%, Age and Use of psychometric tests 7% & 6% respectively.
4. The reasons behind why a company should trust consultancy firms are diverse database of candidates 32%, Qualified and Experienced Staff 28%, Customer satisfaction 26%, Use of advanced techniques 10%, other 4%.
5. Services provided by consultancy firms are Recruitment 55%, Training 29%, Other 16%.
6. Companies need consultancy firms mainly for easing out their workload, To save Cost and save Time.
7. It was observed that consultancy firms were started due to interest of the owners in Consultancy business. Further it is a recession free business and most importantly they wanted to fill up the gap between the potential candidates and the Industry.
8. The role of HR manager according to the manager interviewed came out to be a very crucial role; of a bridge between employer and employee, an advocate, admin as well as IR role.
9. Most of the companies that we interviewed outsourced their recruitment process only District Health Office which is a government department had a conflicting view. There were two main

reasons behind their negative view about outsourcing 1) Government organisations have to follow a protocol therefore they do not outsource recruitment and 2) They had a bad experience with outsourcing.

6. Conclusions

The researcher made following conclusions based on the data analysis:

Recruitment is one of the most important functions of Human resource management. All the HR managers understand its importance and acknowledge the role of HR managers.

The factors affecting the growth of consultancy firms can be mainly attributed to the workload on the HR managers who prefer outsourcing for easing the burden on Hr managers and it saves Time and Money.

HR managers understand the various methods of recruitment and have job portals as one of the major areas of short listing the candidates. Though they want someone who can scrutinize the candidates and then send them the shortlisted candidates to them.

Most of the consultants provide recruitment and selection as one of the major services, while training is done only by a select few. Reasons for the same could be many ranging from in house trainers of the companies to the policies of the company or lack of knowledge of training and development programmes. It has also been observed that small companies outsource

Overall we conclude that rise of consultancy firms limits the role of HR manager but at the same time acts as a supportive tool to ease.

Social media too has its own advantages for the organizations. If used appropriately it can prove to be highly beneficial for the HR managers.

The secondary data suggests that the recruitment team felt that there was no danger that its role would be undermined in any way by the use of social media, primarily because they manage the whole recruitment process themselves; social media is another tool for them to use, rather than an alternative recruitment channel. HR also realized that social media is a good way of raising their profile and encouraging feedback. Overall, it is clear that the use of social media for recruitment purposes is increasing, as companies experiment with new tools like LinkedIn, Facebook, Twitter and the rest. There is a wide variety of practice in the use of social media tools for recruitment. Use depends on factors such as company size and sector as well as the type of employee whom the employer is trying to reach. Many organizations are experimenting with these tools, which, being relatively new, are moving forward on a trial and error basis.

10. Recommendations

1. The consultants can develop more tie ups and have MOU's with many more companies.
2. The role of consultants is not yet fully developed and the need is to make sure that the consultants understand the recruitment process in detail.
3. HR managers can make sure that they select the right consultants to avoid selecting the wrong candidate.
4. The Company can decide to use the right kind of social media for recruitment according to its needs and size of the organization.
5. The role of consultants is not yet fully developed and the need is to make sure that the consultants understand the recruitment process in detail.

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COMPARATIVE ECONOMICS OF GRAPES AND RAISIN PRODUCTION IN SOLAPUR DISTRICT OF MAHARASHTRA

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Abstract

Grape is important horticultural crop in Western Maharashtra. Next to pomegranate, large area under cultivation of grapes in Solapur district of Maharashtra. The grape growers of this district have not only dispose off grapes as fresh fruits to distant markets but also divert some portion of their produce for raisin production depending upon market price situation. During the last decade, Solapur district has attained a significant position in respect of area under grapevine production and quality of grapes. So this fruit crop and region are selected for present study with the following objectives, to study the input utilization for cultivation of grapes and production of raisins, to study and compare the costs, returns and profitability of fresh grapes and production of raisins and to study the problems in production of grapes and raisins and suggest the remedial measures.

The study was based on primary data. As grape cultivation is mainly concentrated in Western Maharashtra, was purposively selected. Solapur is the leading grape growing district in Western Maharashtra was selected purposively and Pandharpur tahsil is very well known for production of grapes especially for raisin making and North Solapur and South Solapur tahsil which is famous and having highest area under grapes cultivation are selected.

In the total cost of cultivation, the Cost 'A' was Rs.281437.39 and Rs. 232981.02 (61.66 and 60.51 %), respectively and Cost 'B' was Rs.417245.01 and 346425.85 (91.42 and 89.98 %), respectively. Per hectare gross income received from production of grapes and raisin was Rs.564400.88 and Rs.415800.00, respectively. It is indicated that fresh grapes has obtained more gross income than the grapes produced for production of raisin. Per farm fixed cost worked out to Rs.3,62,626.43. Of the total investment cost about 75.67 per cent was on account of drying shed. The operation wise total cost required for making raisins from one tone of grapes was Rs.2076.86 and per quintal of raisins came to Rs.780.77, respectively. The major items of operation wise labour cost were grading (43.89 %), plucking of grapes (21.98 %), transportation (5.62 per cent) and drying (6.46 per cent), respectively. For production of raisin per quintal returns were Rs.7213 fetching a profit of Rs.7213.00 per quintal. Thus the study reveals that the raisin production is an economically profitable venture.

Key words: Grapes, raisin, marketing channels, cost of cultivation.

Introduction

Grapevine is basically a cold tropical fruit crop. It originated from Aremebia near Caspian sea in Russia and it spread from Afghanistan, Iran and Europe. Then it comes to India from Afghanistan and Iran in 1300 A D. India, Major grape-growing states are Maharashtra, Karnataka, Andhra Pradesh, Tamil Nadu, and the north-western region covering Punjab, Haryana, Western Uttar Pradesh, Rajasthan and Madhya Pradesh. Maharashtra ranks first in terms of production accounting for more than 75% of total production and highest productivity in the country, there are 1000 varieties

of grapevine. Nevertheless, very few varieties are planted to be used for table grapes, wine, raisin and juice. Out of these 77 to 80 percent are used for fresh eating, 2 per cent for export, 17 to 20 per cent for raisin, 1.5 per cent for juice and only 0.5 per cent used for wine. Solapur district has adopted grapevine cultivation on trial in 1960. The development of grapevine cultivation took place from 1980.

Next to pomegranate and ber, grape is important horticultural crop in Solapur district. The grape growers of this district have not only dispose off grapes as fresh fruits to distant markets but also divert some portion of their produce for raisin production depending upon market price situation. There is no doubt raisin production is profitable but it requires initial investment in the form of capital, labour and skilled management.

The progressive grape growers of the region have been innovated some new varieties like Tas-A-Ganesh, Manikchaman and Sonaka by selection method from Thompson Seedless Temporal development of grapevine cultivation in this area is the testimony of the gallant, innovative and industrious farmers. During the last decade, Solapur district has attained a significant position in respect of area under grapevine production and quality of grapes. So this fruit crop and region are selected for present study.

Methodology

Sampling design

The study was based on primary data. For this purpose, following sampling technique was adopted to select the ultimate unit of the sample.

As grape cultivation is mainly concentrated in Western Maharashtra, this region is purposively selected for the study. Solapur is the leading grape growing district in Western Maharashtra was selected purposively. From Solapur district Pandharpur tahsil is very well known for production of grapes especially for raisin making and North Solapur and South Solapur tahsil which is famous and having highest area under grapes cultivation are selected.

The detailed distribution of sample cultivators from Pandharpur and South Solapur tahsils and the villages selected is presented in the following table. The data on relevant aspects, which was necessary for the present investigation, were collected by survey method with the help of a specially designed schedule by conducting personal interviews. The data was analysed by simple tabular method.

Results

Average land use and cropping pattern

The average land use and cropping pattern of selected cultivators for the year 2012-13 is presented in Table 2.

At the overall level, the per farm average size of holding was 4.58 ha. The area under irrigation was 70.02 per cent. of the net cultivable area. It was observed that the proportion of area under grapes increased with an increase in size of holding whereas in case of cereals a reverse trend was noticed. Among the different varieties of grapes area under Thompson variety has maximum size of holding than the other varieties of grape. The intensity of cropping was 103 per cent during the study year 2012-13.

Varieties, spacing and planting distance

The different varieties grown under study and their planting distance, per plant area acquired and number of plants per hectare area is given in following table 1.

Table 1. Spacing and planting distance

Sr. No.	Particulars	Unit	
1	Average planting distance	m	2.73 x 1.22
2	Per plant acquired area	m ²	3.33
3	No. of plants		3003
4	Varieties	Thomson seedless, Tas-a-ganesh, Manikchaman	
5	Irrigation method	Drip	

Resource use levels of fresh grapes and production of raisin

The information on utilization of different resources for production of grapes and raisin is presented in the Table 2 on per hectare basis.

It is seen from the Table 2 that, the total labour utilization per hectare was highest in production of fresh grapes as compared to production of raisin. The male and human labour utilization was 474 and 201.02 man days per hectare in case of fresh grapes while 345.86 and 207.60 man days in production of raisin, respectively.

Table 2 Resource use levels of fresh grapes and production of raisin (Per ha)

Sr. No.	Particulars	Grapes	Raisin
1	Total Human labour (Days)	675.02	553.46
	a. Male	474.00	345.86
	b. Female	201.02	207.60
2	Bullock power (pair days)	12.79	15.22
3	Machine power in hrs.	8.67	6.40
4	Manures (Qtls.)	218.00	198.00
5	Fertilizers (Kgs)		
	N	493.00	453.00
	P	275.00	199.00
	K	358.00	298.00
6	Irrigation Charges (Rs.)	8895.00	9020.48
7	Plant protection charges (Rs.)	67583.00	59871.00

The bullock labour utilization was 12.79 and 15.22 pair days per hectare in case of fresh grapes production of raisin, respectively. The per hectare use of manure, nitrogen and irrigation charges were 218 qtls, Rs. 493.00 and Rs. 8895 per hectare in case of fresh grapes and 198 qtls, Rs. 453 and Rs. 9020.48 in production of raisin , respectively.

Cost of cultivation of fresh grape and raisin

The per hectare cost of cultivation of fresh grape and raisin on the sample farms during 2012-13 has been estimated and the same is represented in the Table 3.

It is seen from the table that, per hectare cost of cultivation of fresh grapes and production of raisin (i.e. Cost 'C') was worked out to Rs.456398.01 and Rs. 384998.35, respectively. Among the different items of costs, rental value of land was the highest (20.53 % and 17.90 %). The other important items of cost were manures (7.16 and 7.71 %), male labour (18.73 and 14.64 %), female labour (5.26 and 5.89 %) followed by bullock labour (2.52 and 3.56 %), interest on fixed capital (4.73 and 5.74 %) and fertilizer (N) (1.75 and 1.90 %). The cost incurred in respect of land revenue and other taxes and depreciation were negligible in the cost of cultivation. Similar trend was observed among the different size groups of maize growers.

In the total cost of cultivation, the Cost 'A' was Rs.281437.39 and Rs. 232981.02 (61.66 and 60.51 %), respectively and Cost 'B' was Rs.417245.01 and 346425.85 (91.42 and 89.98 %), respectively.

Table 3 Per hectare cost of fresh grape and raisin (Value in Rs.)

Sr. No	Cost items	Grape			Raisin		
		Qty	Value	Per cent	Qty	Value	Per cent
1	Hired Human labour (Mandays)						
	a.Male	342.00	85500.00	18.73	225.41	56352.50	14.64
	b. Female	160.00	24000.00	5.26	151.20	22680.00	5.89
2	Bullock power (Pair days)	12.79	11511.00	2.52	15.22	13698.00	3.56
3	Machine power	8.67	3468.00	0.76	6.40	1920.00	0.50
4	Manures (Qtls.)	218.00	32700.00	7.16	198.00	29700.00	7.71
5	Fertilizers (Kgs)						
	N	493.00	7981.67	1.75	453.00	7334.07	1.90
	P	275.00	5005.00	1.10	199.00	3621.80	0.94
	K	358.00	3508.40	0.77	298.00	2920.40	0.76
	Micronutrient		2200.00	0.48		2500.00	0.65
	Biofertilizers		1800.00	0.39		1500.00	0.39
	Growth regulator		7225.00	1.58		4550.00	1.18
6	Irrigation Charges (Rs.)		8895.00	1.95		9020.48	2.34
7	Plant protection charges (Rs.)		67583.00	14.81		59871.00	15.55
8	Incidental charges (Rs.)		615.18	0.13		517.90	0.13
9	Reapirs (Rs.)		845.19	0.19		1365.48	0.35
	Working capital (Rs.)		262837.44	57.59		217551.63	56.51
10	Int.on Working Capital		15770.25	3.46		13053.10	3.39
11	Depre.on farm impliments		2450.18	0.54		2000.15	0.52
12	Land revenue and taxes		379.52	0.08		376.14	0.10

	Cost 'A'		281437.39	61.66		232981.02	60.51
13	Rental value of land		93687.29	20.53		68923.86	17.90
14	Int .on fixed capital		21569.33	4.73		22108.97	5.74
15	Amortization cost		20551.00			22412.00	
	Cost 'B'		417245.01	91.42		346425.85	89.98
16	Family labour						
	a.Male	132.00	33000.00	7.23	120.45	30112.50	7.82
	b. Female	41.02	6153.00	1.35	56.40	8460.00	2.20
	Cost 'C'		456398.01	100		384998.35	100
II	Output (Qtls.)						
	a.Main produce	248.00	564400.88		231.00	415800.00	
	b.Bye-produce	0.00	0.00			0.00	
III	Cost 'C' net of bye produce		456398.01			384998.35	
IV	Per quintal cost		1840.31			1666.66	

Profitability of production of grapes and raisin.

An attempt has been made to compare the per hectare gross income, different costs and the profit at different costs with net returns and the benefit cost ratio in production of grapes and raisin. The details are given in the Table 4.

Table 4 Costs, return, gross income, and B.C.ratio for fresh grapes and raisin (Per ha)

Sr. No.	Particulars	Size groups		
		Unit	Grapes	Raisin
1	Total cost			
	i) Cost 'A'	Rs.	281437.39	232981.02
	ii) Cost 'B'	Rs.	417245.01	346425.85
	iii) Cost 'C'	Rs.	456398.01	384998.35
2	Profit at			
	i) Cost 'A'	Rs.	282963.49	182818.98
	ii) Cost 'B'	Rs.	147155.87	69374.15
	iii) Cost 'C'	Rs.	108002.87	30801.65
3	Production	Qtls	248.00	231.00
4	Gross income	Rs.	564400.88	415800.00
5	B:C ratio			
	i) Cost 'A'		2.01	1.78
	ii) Cost 'B'		1.35	1.20
	iii) Cost 'C'		1.24	1.08
	iv) Raisin production			1.72

It is seen from the table that, the per hectare gross income received from production of grapes and raisin was Rs.564400.88 and Rs.415800.00, respectively. It is indicated that fresh grapes has obtained more gross income than the grapes produced for production of raisin.

Per hectare profit at Cost 'A' was Rs.282963.49 and Rs.182818.98 in production of grapes and for production of raisin, respectively. Whereas, the profit at Cost B was Rs.147155.87 and Rs.69374.15, respectively.

The per hectare total cost, i.e. Cost 'C' was Rs.456398.01 and Rs.384998.35, respectively. The profit at Cost 'C' was Rs.108002.87 and Rs.30801.65, respectively.

From the above foregoing discussion, it is clear that though the B:C ratio of fresh grapes is more than the grapes produced for raisin production but after processing the B:C ratio of raisin was 1.72 which is more profitable than the fresh grapes, the cultivation of grape for production of raisin is profitable.

Per quintal cost of production of raisins

Per farm fixed cost

The information on per farm fixed cost incurred in establishing a raisin production unit is given in Table 5.

It is observed that the per farm fixed cost worked out to Rs.3,62,626.43/-. Of the total investment cost about 75.67 per cent was on account of drying shed. The other items of fixed costs were grading machine (10.96 %), plastic crates (4.70 %), nylon net (3.05 %) and shed net (2.67 %), respectively. In absolute terms per farm fixed cost incurred was higher in drying shed than in other items.

Table 5 Per farm fixed cost for raisin making.

Sr. No.	Particulars	Value (Rs.)	Percentage
1.	Dipping tank		
a)	Constructed	4346.11	(1.20)
b)	Plastic drums	1267.94	(0.35)
2.	Drying shed	274413	(75.67)
3.	Plastic crates	17037	(4.70)
4.	Nylon net	11078	(3.05)
5.	Shed net	9691.51	(2.67)
6.	Grading machine	39726.46	(10.96)
7.	Electric fans	5066.41	(1.40)
	Total	362626.43	(100.00)

(Figures in the parentheses indicate the percentage to the total)

Variable cost

(a) Operation wise labour requirement

The operation wise labour required for making raisins from one tone of grapes and their values are presented in Table 6.

From the table it is seen that at the overall level, 3.17 male man days and 4.66 female man days are required for making raisins from one tonne of grapes. The proportion of operationwise male man days required for plucking of grapes was the highest (28.07 %). Grading (62.45 %) and plucking of grapes (25.32 %) were the major operations required female labour.

Table 6 Operation wise labour requirement for making raisins from one tone of grapes

Sr. No.	Particulars	Labour				Value				Total
		Human (MD)		Bullock Hours	Machine Hours	Male	Female	Bull-ock	Mach-ine	
		Male	Female							
1	Plucking of grapes	0.89 (28.07)	1.18 (25.32)			254.25 (28.08)	202.29 (24.67)			456.54 (21.98)
2	Transporting upto shed	0.35 (11.04)	0.02 (0.43)	0.03	0.02	99.98 (11.04)	3.43 (0.42)	4.46	8.83	116.7 (5.62)
3	Dipping	0.34 (10.72)	0.05 (1.07)	-		97.13 (10.72)	8.57 (1.05)			105.7 (0.51)
4	Drying	0.35 (11.04)	0.2 (0.43)			99.98 (11.04)	34.28 (4.18)			134.26 (6.46)
5	Spraying	0.32 (10.09)	-			91.40 (10.09)	-			91.40 (4.40)
6	Removal from shed	0.32 (10.09)	0.21 (4.51)			89.29 (9.86)	35.99 (4.39)			125.28 (6.03)
7	Grading	0.18 (5.68)	2.91 (62.45)		2.00	53.57 (5.91)	520 (63.41)		338	911.57 (43.89)
8	Weighing and packing	0.25 (7.88)	0.09 (1.93)			71.42 (7.89)	15.43 (1.88)			86.85 (4.18)
9	Loading	0.17 (5.36)	-			48.56 (5.36)	-			48.56 (2.39)
	Total	3.17 (100)	4.66 (100)	0.03	2.02	905.58 (100)	819.99 (100)	4.46	346.83	2076.86 (100)
	For one qtl. of raisins	1.15	1.75			340.44	308.26	1.68	130.39	780.77

The operation wise total cost required for making raisins from one tone of grapes was Rs.2076.86 and per quintal of raisins came to Rs.780.77, respectively. The major items of operation wise labour cost were grading (43.89 %), plucking of grapes (21.98 %), transportation (5.62 per cent) and drying (6.46 per cent), respectively.

Cost of production of raisin

The per quintal cost of raisin production is presented in Table 7.

Table 7 Cost of raisin production (2012-13) (Per qtls)

Sr. No.	Particulars	Value (Rs.)	Percentage
(I)	Variable cost		
1	Cost of grapes used	1666.66	(39.75)
2	Labour cost	780.77	(18.62)
3	Material cost (chemicals used)	264.65	(6.31)
4	Packing material	221.58	(5.29)
5	Working capital	2933.66	(69.97)
6	Interest on working capital @ 6%	176.02	(4.20)
7	Total variable cost	3109.68	(74.17)
(II)	Fixed cost		
8	Depreciation on shed and equipments	480.46	(11.46)
9	Interest on fixed capital @ 10%	602.34	(14.36)
10	Total fixed cost	1082.80	(25.83)
(III)	Total cost	4192.48	(100)
11	Value of raisins	7213.00	
12	Net profit	3020.52	
13	B:C ratio		1.72

(Figures in the parentheses indicate the percentage to the total)

From the table it could be seen that, per quintal cost of raisin production in the study area worked out to Rs. 4440.94. The break up of total cost into variable and fixed cost estimated at Rs.3109.68 and Rs. 1082.80, respectively. This indicated that the proportion of variable cost was the highest (74.17 %) and that of fixed cost was 25.83 per cent of the total cost of raisin production. The contribution of grapes used into variable cost was the highest i.e. 39.75 per cent. This was followed by labour cost (18.62 %), chemicals (6.31 %) and packing material cost (5.29 %), respectively.

In case of fixed cost, the share of interest on fixed capital was the highest (14.36 %) followed by depreciation on shed and equipments (11.46 %). Per quintal returns were Rs.7213 fetching a profit of Rs.7213.00 per quintal. Thus the study reveals that the raisin production is a economically profitable business and it is more profitable if taken up on large scale.

Marketing channels for grapes

In marketing of grapes in the study area following four channels were identified for sale of grapes in fresh form.. The growers depending on volume of marketable surplus, convenience, financial obligations etc had chosen one or more than one channel for sale of their produce 1) Producer- Preharvest contractor -Wholesaler - Retailer - Consumer. 2) Producer - Commission agent (distant markets) -Wholesaler - Retailer-Consumer. 3) Producer- Commission agent (near by market) -Commission agent (distant markets) - Wholesaler - Retailer - Consumer. 4) Producer - Grape Marketing co-operative Society-. Mahagrape supermarkets agent- Super Market 's branches- Consumer.

Maximum volume of grapes (80.00 Percent) was sold through channel II

Marketing channels for raisin

In marketing of raisin the following two channels were identified in the study area 1) Producer- Commission agent of primary market Commission agents of distant market- Wholesaler - Retailer - consumer 2) Producer -commission agent of distant market - Wholesaler - Retailer- Consumer.

From the figure it is observed that, on an average 70 and 30 percent of raisins were being marketed through channels I and II, respectively. Maximum volume of raisins was sold (70 percent) through channel I and remaining (30 percent) through channel II.

Cost of marketing of fresh grapes

Cost of marketing incurred for marketing of grapes in the Delhi, Hyderabad and Solapur markets are given in the following table

Table 8 Cost of marketing of grapes in different markets

Items	Delhi	Hyderabad	Solapur
Grading	35.19 (100.00)	35.19 (5.60)	35.19 (16.91)
Packaging	-	210 (33.43)	70.12 (33.70)
Transportation charges	-	250.16 (39.82)	30.5 (14.66)
Commission	-	110.2 (17.54)	52.8 (25.38)
Octroi	-	5.13 (0.82)	4.16 (2.00)
Hamali	-	9.25 (1.47)	8.5 (4.09)
Tolai	-	4.35 (0.69)	3.6 (1.73)
Postage and telephone charges	-	3.9 (0.62)	3.2 (1.54)
Total cost	35.19 (100)	628.18 (100.00)	208.07 (100.00)

(Figures in parentheses are percentage to total)

It is revealed that the pre harvest contractors were purchases the grapes from the Solapur region, therefore except grading there was no any marketing cost incurred for marketing of grapes to Delhi market. The total cost of marketing for Hyderabad and Solapur market was Rs. 628.18 and Rs. 208.07, respectively.

Cost of marketing of raisin

Cost of marketing incurred for marketing of raisins in the Tasgaon, Sangli and Pandharpur markets are given in the following table 9.

The packaging box of raisin contains 15 kg of raisins so the marketing cost for per 15 kg was worked out and it was found that the marketing cost incurred for the Pandharpur, Sangli and

Tasgaon markets was Rs. 96.22, Rs. 99.12 and Rs. 97.10 per 15 kg and at overall level the total cost incurred was Rs. 97.48.

Table 9 Cost of marketing of raisin by selected farmers in different markets (15 kg)

Items	Tasgaon	Sangli	Pandharpur	Overall
Grading	16.18 (17.60)	16.18 (17.60)	16.18 (17.60)	16.18 (17.60)
Packaging	17.32 (17.60)	18.4 (17.60)	16.48 (17.60)	17.40 (17.60)
Transportation charges	2.4 (1.60)	2.1 (1.60)	2.2 (1.60)	2.23 (1.60)
Cold storage charges	32.19 (33.61)	32.19 (33.61)	32.19 (33.61)	32.19 (33.61)
Commission	25.68 (26.24)	27.15 (26.24)	26.18 (26.24)	26.34 (26.24)
Octroi	0.18 (0.24)	0.21 (0.24)	0.22 (0.24)	0.20 (0.24)
Hamali	0.9 (0.43)	0.62 (0.43)	0.46 (0.43)	0.66 (0.43)
Tolai	1.35 (1.47)	1.36 (1.47)	1.38 (1.47)	1.36 (1.47)
Postage and telephone charges	0.9 (1.20)	0.91 (1.20)	0.93 (1.20)	0.91 (1.20)
Total cost	97.10 (100)	99.12 (100)	96.22 (100)	97.48 (100)

(Figures in parentheses are percentage to total)

Constraints in the production grapes and raisins as opined by the grape and raisin producers

There are various constraints in production of fresh grapes as well as production of raisin among those, important constraints about the production of grapes and raisin are presented in Table 10 and 11.

About 95.22 per cent of the sample cultivators opined that the cost of various inputs *viz.*, insecticides, pesticides, micro-nutrients etc. utilized in grape cultivation was high. Nearly, 85.01 per cent of the sample cultivators were suffered the problem of non-availability of skilled labour at proper time and the wage rates were also high. Majority (80.83 per cent) cultivators reported that they could not get pure variety grafts.

Table 10 Constraints in the production and marketing of grapes as opined by the grape producers

Sr. No.	Particulars	Total respondents	Percentage
1	Cost of various inputs <i>viz.</i> , insecticides, pesticides, micro-nutrients etc. utilized in grape cultivation was high	60	95.22
2	Problem of non-availability of skilled labour at proper time	58	85.01
3	Non availability of pure variety grafts	55	80.83
4	High cost of transportation	58	79.54

5	Payment is done in installments	53	75.52
6	Low net returns	60	65.74
7	Pre-cooling and cold storage facilities	55	71.25
8	Lack of and longer chain of intermediaries in the marketing channels	54	60.74

Nearly 79.54 per cent cultivators faced the problem of high cost of transportation and it was followed by payment is done in installments (75.52%). The other important problems were low net returns, lack of pre-cooling and cold storage facilities and longer chain of intermediaries in the marketing channels.

Except shortage of quality ethyl oliate during processing period all the constraints raised above are opined by all the raisin respondents.

Grape is perishable commodity. In order to minimization of risk and value addition of the produce, processing i.e. making of raisin has been introduced to verify the above questions empirically.

Table 11 Constraints in the production and marketing of raisins as opined by the raisin producers

Sr. No.	Particulars	Total respondents	Percentage
1.	Reasons for production of raisins instead of marketing of grapes		
a)	Higher rate for raisins	58	97
b)	Comparatively low rate for grapes during harvesting period	53	88
c)	More labour required for marketing/ export and limited labour supply	43	72
2.	Preference of Thompson variety for raisin production by sample growers	60	100
3.	Standardization norms of raisin with respect to size, colour, sugar and acid percentage should be fixed by the Govt.	55	92
4.	Shortage of quality ethyl oliate during processing period	14	23
5.	Factors affecting quality of raisins		
a)	Change of colour-Green to Dark Red due to humid climate during drying period	60	100
b)	Sun burn during second fortnight of March	18	30
c)	Grapes if harvested before last week of February receives less sweetness	38	63
6.	Lower rates during March/April	56	93
7.	Period of 10 to 15 days required for receipt of payment after sale	56	93
8.	Cent percent payment is made in cash instead of through institutional agencies	60	100
9.	Non-availability of institutional finance for erection of shed and purchase of grading machine	56	93

Conclusions

1. The average size of holding in respect of grapes was 4.58 hectares. The proportion of irrigated area to total holding was 70.02 per cent.
2. Cereals (38.28 %) occupied a prominent position in the cropping pattern. The proportion of grapes in different varieties was worked out to 19.72, 9.98 and 3.01 per cent for Thompson seedless, Sonaka and Manikchaman, respectively.
4. Per hectare cost of cultivation of fresh grapes and production of raisin (i.e. Cost 'C') was worked out to Rs.456398.01 and Rs. 384998.35, respectively. Among the different items of costs, rental value of land was the highest (20.53 % and 17.90 %).
5. In the total cost of cultivation, the Cost 'A' was Rs.281437.39 and Rs. 232981.02 (61.66 and 60.51 %), respectively and Cost 'B' was Rs.417245.01 and 346425.85 (91.42 and 89.98 %), respectively. The per hectare gross income received from production of grapes and raisin was Rs.564400.88 and Rs.415800.00, respectively. It is indicated that fresh grapes has obtained more gross income than the grapes produced for production of raisin.
6. Per farm fixed cost worked out to Rs.3,62,626.43/-. Of the total investment cost about 75.67 per cent was on account of drying shed. The other items of fixed costs were grading machine (10.96 %), plastic crates (4.70 %), nylon net (3.05 %) and shed net (2.67 %), respectively.
7. The operationwise total cost required for making raisins from one tone of grapes was Rs.2076.86 and per quintal of raisins came to Rs.780.77, respectively. The major items of operationwise labour cost were grading (43.89 %), plucking of grapes (21.98 %), transportation (5.62 per cent) and drying (6.46 per cent), respectively
8. For production of raisin per quintal returns were Rs.7213 fetching a profit of Rs.7213.00 per quintal. Thus the study reveals that the raisin production is a economically profitable business
9. Two channels were identified in the study area of which channel no. 1 Producer- Commission agent of primary market Commission agents of distant market- wholesaler -Retailer - consumer is predominant in the study area.

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