



National Conference



'A L I V E'

Adaptable Learning and Innovation for Visionary Execution



2nd National Conference
ALIVE

19th & 20th February 2016

19th & 20th February 2016

Rayat Shikshan Sanstha's

Karmaveer Bhaurao Patil

Institute of Management Studies and Research, Satara

In Association with AMMI

(Association of Management of MBA/MMS Institute)

About Sanstha



Rayat Shikshan Sanstha is one of the leading educational institutions in Asia. The value of its contribution to education in general is enormously great as it has, from the very beginning, tried all its best to lay emphasis on the education of the down-trodden, the poor and the ignorant who really form the major bulk of society. The founder of the institution, late Padmabhushan Dr. Karmaveer Bhaurao Patil, was a man of the masses, who devoted all his mind and heart to the cause of their education. He had an incisive understanding of the social ills that beset his times and fully realized the dire need of the spread of education. He believed that

education alone could correct the social ills such as caste hierarchy, money-lending, illiteracy, superstitions and social and economic inequality; and could be the powerful means of social transformation. All his life, he tried to translate this belief into reality. Rayat Shikshan Sanstha, stands for, strives for and has accomplished to a great extent what the founder father had in his mind. Rayat Shikshan Sanstha made astounding progress in the field of education reflecting fully the ideals cherished by the founder. The word 'RAYAT' chosen by Padmabhushan Karmaveer Dr. Bhaurao Patil to name his Sanstha, was significant indeed. 'Rayat' means masses and the educational institution named after it was to focus its attention on the welfare and happiness of the masses. Education then, was but privilege of the select few. Betterment of the under-privileged achieved through the Sanstha is the outcome of Padmabhushan Dr. Karmaveer Bhaurao Patil's perfect vision and foresight!

The astounding work for the poor and deprived, performed by Sanstha with the missionary zeal, has been honored with many titles and awards by both the State and the Central Government; viz. "Dalit Mitra Puraskar", "Dr. Babasaheb Ambedkar Award", "Shahu Puraskar" etc.

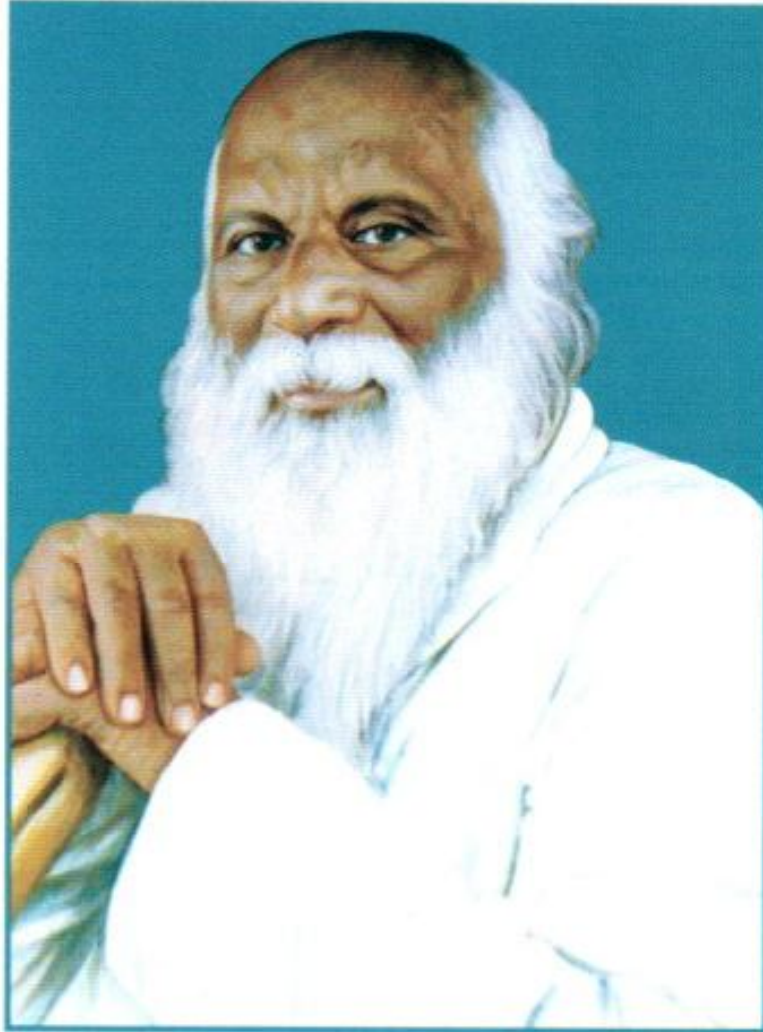
About KBPIMSR



Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara (KBPIMSR) has perceived growing needs of ever changing business environment and the corporate world. The MBA course is being run from 1981. This is only recognized management institute in Satara District, which conducts management programs such as MBA, DBM, PGDCA, BBA and BCA. Shivaji University, Kolhapur has recognized this institute as a Research Center in Commerce and Management from the academic year 2007-2008. The Institute has modern amenities and facilities keeping in tune with changing scenarios. The

present strength of the Institute is hovering around 400 students. Academic excellence has been a prominent feature of these courses. The institute has on its staff highly qualified and experienced faculty and offers excellent facilities for teaching like updated computer laboratory with internet access to keep abreast with current knowledge and trends in the field.

Founder
Rayat Shikshan Sanstha



Padmabhushan Dr. Karmaveer Bhaurao Patil

National Conference

'ALIVE'

***A** adaptable **L**earning and **I**nnovation for **V**isionary **E**xecution*

Edited by

Dr. B. S. Sawant

Chairman of National Conference
(M.Com., M.C.M., M.B.A., M.Phil., Ph.D.)

Director,

Karmaveer Bhaurao Patil Institute of Management Studies and Research,
Satara - 415 015

Dr. S. S. Bhola

Convener of National Conference

Associate Professor,

Karmaveer Bhaurao Patil Institute of Management Studies and Research,
Satara - 415 015

Dr. R. D. Kumbhar

Co-Convener of National Conference

Karmaveer Bhaurao Patil Institute of Management Studies and Research,
Satara - 415 015



Rayat Shikshan Sanstha's

Karmaveer Bhaurao Patil Institute of Management Studies and Research, Satara

Post Box No. 67, Survey No. 467 / 2, 468, Varye, Tal. & Dist. - Satara - 415015. Ph.: (02162) 261088.

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MESSAGE FROM THE CHAIRMAN



“Innovation and development is not creating something new, but redefining the existing things in a modern way.” Management institutes play a vital role in the economic and social growth of a nation. Rayat Shikshan Sanstha's Karmaveer Bhaurao Patil Institute of Management Studies and Research (KBPIMSR), Varye Satara has always served the cause of nation building and responded to social-economic needs while providing path-breaking management education. The Board's composition, representing governments, society, faculty, and alumni, reflects the unique balanced perspective the institute offers.

KBPIMSR Satara Organizing Two Days National Conference on the theme 'ALIVE' Adaptable Learning and Innovation for Visionary Execution'. On 19th & 20th February 2016. For providing a common platform for deliberations on the topic in the question. I hope this conference is expected to send a message of high quality to different organization in the field of education and corporate sector.

KBPIMSR Satara is on course to raise its global prominence. To enhance its position as an international leader in management education and thought generation, KBPIMSR satara is further strengthening its research base and inspiring diversity in perspectives. This Institute endeavors to remain at the crest of change and continue to develop management thought that addresses vital business, social and human needs.

I wish them all the best for future endeavors.

Dr. Anil Patil,
Chairman,
Rayat Shikshan Sanstha, Satara

MESSAGE



Dr E B Khedkar
Officiating Vice Chancellor,
Ajeenkya D Y Patil University,

**Executive President, Association of Management of MBA /
MMS institutes, Maharashtra.**

Dean,
Faculty of Management,
Savitribai Phule Pune University.

The applications of adaptable Learning and Innovation in the present day scenario has become one of the main engines of long-term economic growth and is closely linked to knowledge, the major value-creating factor in modern society. In recent decades the concept of innovation has broadened: it refers not only to R&D-based technological inventions but also to non-technological and social innovations in public and private services.

I am extremely glad to know that the Rayat Shikshan Sanstha's Karmaveer Bhaurao Patil Institute of Management Studies and Research (KBPIMSR), Varye Satara is organizing a two days National Conference on "ALIVE Adaptable Learning and Innovation for Visionary Execution'." on 19th & 20th February 2016.

I hope that this conference would certainly induce Adaptable Learning & innovative ideas for visionary execution among the participants paving way for creativity.

"Without change there is no innovation, creativity or incentive for improvement. Those who initiate change will have a better opportunity to manage the change that is inevitable." My best wishes to the Director and all staff of the institute for organizing a knowledgeable and creative conference.

Dr E B Khedkar

MESSAGE FROM THE DIRECTOR



Karmaveer Bahurao Patil Institute of Management Studies and Research (KBPIMSR) Satara was established in 2006 under the roof of Rayat Shikshan Sanstha, Satara. It has grown up as a fully developed B-School.

This year we are proud to organize a second National Conference on the theme of Adaptable Learning and Innovation for Visionary Execution (ALIVE) organized for Academicians, Corporate, Thinkers, Research Scholars and Students. We wish to provide a common platform for deliberations on the topic in question. The conference is expected to send a message of high quality to different organizations in the field of education and corporate sector.

I am happy to state here that the entire staff of my institute has worked hard to make this conference a grand success. I personally congratulate them and express my views that the ALIVE will be one more feather in our cap.

Dr. B.S. Sawant
Director,
Karmaveer Bhaurao Patil Institute of
Management Studies and Research,
Varye, Satara

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Impact of Changing Business Models on Future Occupational Mix

Prof. Dr. B. S. Sawant,

Director,
KarmaveerBhaurao Patil Institute of
Management Studies and Research,
Satara (MH) India,

Prof. Mangesh Mahadeo Bhople

Asst. Professor
MAEER's MIT Arts Commerce and
Commerce College, Alandi Pune
Mail ID: mmbhople@mitacsc.ac.in

Abstract : Technological innovation has always delivered more long-term employment, but not without short-term job loss for those in careers that become outdated. Creating job opportunities for those who choose to work is central to inclusive economic growth. An increase in job opportunities, in turn, encourages more working-age people to seek employment. This expands the pool of potential workers, a key input to faster economic growth. Education is the only thing that resets and modernizes the workforce. According to most of the economists and industry experts, things could be different this time around because we have never seen rapid innovation of the sort we are now.

With the emergence and implementation of Make in India Model the experts are anticipating the inclusive growth with robust employment, but the workforce will be skilled, hence the skill improvement becomes very crucial.

Keywords : GDP, Agri – oriented, Innovation, Industrialism, Technology.

Introduction :

Experts believe that up to 47% of jobs are susceptible to automation within two decades and see the jobs bifurcating into a “small group of workers whose skills are complementary with machine intelligence” (Economist, 2014, p.25) and those that are not.

India specifies only the net addition to employment – the difference between employment (self-employed + jobs) added and lost over a specified period. It does not provide data on new job hiring and jobs losses separately and same is true for self-employed. The estimates for job additions presented here, thus, reflect the net impact of new job hiring minus jobs lost.

India needs at least 55 million additional jobs by 2015—twice the job addition between 2005 and 2010—to maintain the current ratio of employed people to total population of 39 per cent. The estimate assumes that the number of self-employed persons will decline by nearly 25.5 million, as it had happened during 2005-2010. With millions of people employed today either retiring or losing their jobs, new job hiring will have to exceed 55 million by 2015. For

growth to be inclusive, employment intensity of production will have to increase. Employment intensity– the number of employed persons per lakh of real GDP – declined to 1.05 in 2010 from 1.71 in 2005. Appropriate policies are needed to complement high growth for facilitating the required job creation. Easing demand constraints in manufacturing through labour reforms and supply constraints in services through fast-track reforms in higher education will be the key for future job growth. Between 2005 and 2010 the addition in jobs was 27.7 million but the number of self-employed people decreased by 25.5 million. This restricted the increase in number of employed people to 2.2 million. The pattern of employment generation was lopsided during 2005-2010. In manufacturing - a crucial source of jobs for relatively low-skilled labour - employment declined by nearly 7 per cent, despite a faster growth in manufacturing output. In services, employment growth slowed in financial intermediation and business services – a key source of salaried jobs. In contrast, employment grew by almost 70 per cent in the construction sector, but it was mainly in casual jobs.

In India, despite of agri-oriented economy 17% of total GDP is contributed by agriculture and 75% of population is depending upon it.

Objectives:

1. To study the Impact with given cases
2. To understand the impact of IT economy on current and future jobs
3. To study the future job market as an economic perspective
4. To study the impact of technology infusion on economy as a challenge and threats
5. To understand the challenges in for academicians to face the change and to prepare the students.

Research Methodology:

The study is descriptive and qualitative in nature. It is based on the reports generated by National and International bodies, papers, articles in journals.

Literature Review:

By the 1980s', argues Catherine Casey, in 'Work, Self and Society after Industrialism' number of occupations and former job categories such as welder, riveter, switchboardoperator, salaries clerk, bookkeeper, typesetter (among many others) had disappeared. Towards the end of the samework she repeats the claim but adduces some explanations: 'we are already witnessing the disappearance of many typical industrial occupations (signalman, switchboard operator, welder, typist, insurance

underwriter) as their functions become obsolete under the integrative capacities of new automation and information technologies.

Since the dawn of the industrial age, a recurrent fear has been that technological change will spawn mass unemployment. Neoclassical economists predicted that this would not happen, because people would find other jobs, albeit possibly after a long period of painful adjustment. By and large, that prediction has proven to be correct.

But there is no denying that technological change nowadays has accelerated, potentially leading to deeper and more profound dislocations. In a much-cited 1983 article, the great economist Wassily Leontief worried that the pace of modern technological change is so rapid that many workers, unable to adjust, will simply become obsolete, like horses after the rise of the automobile. As Asian wages rise, factory managers are already looking for opportunities to replace employees with robots.

Cases of the Paper:

It is widely stated that low-skilled workers are the most harmed by technological developments, as robots and computing advancements regularly replace workers undertaking repetitive tasks. Unemployment is on the rise within sectors that are mainly based around administration, service work and even within construction. However, at the same time employment opportunities are on the surge for labour whose skills are complementary to new technology, for instance workers skilled and educated in IT and engineering related disciplines. In terms of employment, technology is benefitting those with greater analytical, problem solving and creative skills.

The travel agents:

Uber, Lyft, and other transportation mobile apps are forcing the taxi industry to improve availability and service or face extinction because of easy consumer access to cheaper, higher quality and options. As the advent of cheap smartphones fuels a boom in Internet access, online purchases will eliminate a vast number of retail jobs.

Robotics:

Robotics is the branch of mechanical engineering, electrical engineering, electronic engineering and computer science that deals with the design, construction, operation, and application of robots, as well as computer systems for their control, sensory feedback, and information processing.

The concept of creating machines that can operate autonomously dates back to classical

times, but research into the functionality and potential uses of robots did not grow substantially until the 20th century. Throughout history, it has been frequently assumed that robots will one day be able to mimic human behavior and manage tasks in a human-like fashion.

Eg. Music playing Toyota robot.

Cognitive Computing / Artificial Intelligence:

Artificial intelligence (AI) is the intelligence exhibited by machines or software. It is also the name of the academic field of study which studies how to create computers and computer software that are capable of intelligent behavior.

It uses advanced natural-language processing and analytics, and massive amounts of data drawn from sources specific to a given application.

Labour Saving Devices:

In agriculture, food and textile production has increased significantly since the invention of mechanical seed spreaders, harvesters and looms. After factories became commonplace, people began looking for ways to automate household tasks such as laundry, cleaning and cooking. The first washing machines and vacuum cleaners made doing laundry and cleaning floors faster and easier for housewives and servants.

The construction industry has benefited from bulldozers, backhoes, drills, cranes and power tools, hydraulic equipment compared to using manual power and hand tools is dramatic.

Google self-driving car

Google self-driving car is any in a range of autonomous cars, developed by Google X as part of its project to develop technology for mainly electric cars.

In May 2014, Google presented a new concept for their driverless car that had neither a steering wheel nor pedals, and unveiled a fully functioning prototype in December of that year that they planned to test on San Francisco Bay Area roads beginning in 2015. Google plans to make these cars available to the public in 2020.

Self Service Banking Kiosks:

Financial Kiosks are a range of self-service **banking kiosks** that give consumers choice and flexibility to carry out their transactions at a more convenient channel.

Both flexible and compact, NCR Financial Kiosks provide a complementary banking channel in branches or off-premise locations.

Online shopping portals:

Online shopping (sometimes known as e-tail from "electronic retail" or **e-shopping**) is a form of electronic commerce which allows consumers to directly buy goods or services from a seller over the Internet using a web browser.

English entrepreneur Michael Aldrich invented online shopping in 1979. His system connected a modified domestic TV to a real-time transaction processing computer via a domestic telephone line.

Unmanned engineering:

Unmanned describes machines without a person on board.

"Unmanned" usually refers to uncrewed vehicles (remote controlled, remote guided or autonomous) such as:

Unmanned aircraft system

- (UAS),

Unmanned ground vehicle

- (UGV), such as the autonomous car

Unmanned aerial vehicle

- (UAV), unmanned aircraft commonly known as a "drone"

Unmanned surface vehicle

- (USV), for the operation on the surface of the water

Autonomous underwater vehicle

- (AUV) or unmanned undersea vehicle (UUV), for the operation underwater

Unmanned spacecraft

- for unmanned spaceflight, both remote controlled ("unmanned space mission") and autonomous

Findings:

- a) Today there is a Race between Technology & Education and so unemployment.
- b) The future belongs to those who are lucky enough to be educated in environments that place an emphasis on building the machines and improved processes of the future through a process of trial and error and creativity that requires human flexibility.

- c) There is need to encourage entrepreneurship and practice using the multitudes of tools that make it easy to create a new startup with a big idea / innovation that fills a need in the modern economy.
- d) There is need to build cognitive dexterity, or the ability to adapt to unique and complicated problems as they arise.
- e) There is need to ofer opportunities to specialize in more emotive occupations that are not yet suited to machines.

Conclusion:

A common economic implication of technology is that it creates an inverse relationship between productivity and employment levels. According to economic theory, one would anticipate employment levels to increase, due to increases in productivity of the workforce, but this has not been the case due to innovation and technology. The growth of technology has successfully managed to increase economic growth for nations by raising productivity, efficiency and output levels, paradoxically at the cost of hampering employment opportunities within specific sectors.

In the past, jobs that involved routine and repetitive tasks such as weaving, tilling the soil, mathematical computations, and assembling were the first to become outdated. But, innovation was not just about replacing muscle with steam, it was about reshaping the jobs themselves to become complementary to the newly defined processes and technologies, But clerical and some professional jobs could be more vulnerable. That's because the marriage of artificial intelligence and big data is beginning to give machines a more humanlike ability to reason and to solve many new types of problems.

The job of inspiring the highest skills and dispositions in students cannot be done exclusively by machines. It may be possible to reduce the innovation wave of unemployment if educational leaders invest time in (re)creating and transforming teacher hiring and professional development processes.

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Entrepreneurship Education- Enhancement for Job Creator

Dr. Sarang S. Bhola

Associate Professor,
Karmaveer Bhaurao Patil Institute of
Management Studies and Research,
Varye, Satara – 415 015

Dr. Mohan B. Bhosale

Assistant Professor,
Karmaveer Bhaurao Patil Institute of
Management Studies and Research,
Varye, Satara – 415 015

Abstract : Entrepreneurship is considered to be a prime mover in development. It was found that due to absence at right orientation it become difficult for the entrepreneurs to sustain the business. Problem lies in Indian education system and more so in social system. Several management schools in India now have at least one course in entrepreneurship, many have a more complete curriculum, and a few integrate entrepreneurship throughout their educational approach. Present paper highlights the previous studies regarding scenario of entrepreneurship education. It is found that most of the institutes are providing entrepreneurship education but the success rate is very less to convert mindset of student to go for entrepreneurship.

Keywords : Entrepreneurship, Entrepreneurship Education, Student, Management Education, Management Institutes.

Introduction

Doctor, engineer, lawyer, teacher, the list of career options is endless. Likewise, entrepreneurship can be a career. Entrepreneurship is an attitude that involves willingness to risk, venturing into unexplored fields, focus, and commitment. To be an entrepreneur there are a multitude of other aspects required. Management education plays a key role in entrepreneurship development. Management is art and science of getting things done from others successfully. Art and skill can be acquired, develop or cultivated by experience or may be sometimes God gift. It is science means control on the activities to achieve its desired goal. This paper putting efforts to illustrate scenario of management education through review of previous studies. Researcher found various articles published in national and international journals which are relevant to present study.

Review of Literature :

A university degree followed by some practical experience, management training, and a stint at a firm result in young Indians setting up their own ventures. Opportunity evaluation, risk taking, raising and leveraging resources, communications, and sales are survival skills; and these cannot be imbibed through an intensive dose later in life' (Ramadorai, 2008).

'Research highlights the perspectives of practitioners on entrepreneurship education to improve its content and delivery to meet the needs of our current students. One should more focused to Pretend himself/herself as a business. Pretend that he/she is actually in business and entrepreneur. Do not start with the curriculum, start with the organization. Need is to have some of the skills like courage to try and then the ability to learn on the fly. The biggest obstacle in education is that an awful lot of people go into it thinking they don't have the right to aspire to being something more than what they've been told to be' (George, 2004). 'It is found that while length of formal education reduced the propensity to start businesses, possibly because of the high propensity to start new businesses. (Philip H. Phan, 2002)'.

'More education is needed in the area of goal expectancy. If the goal of organizational success is important to small business entrepreneurs, then the path to goal accomplishment needs to be clearly understood by the individuals concerned. Providing a better understanding of this relationship should be an objective of small business education in the future. Currently, few assistance programs are available to rural entrepreneurs. Unfortunately, those that are—those offered by the agricultural extension services and the Small Business Administration, for example—generally emphasize skill training rather than goal accomplishment. (C., Theme Article).' 'One must strive to develop a professionally useful and respectable body of knowledge which, while utilizing the concepts and principles of other functional areas, is unique to entrepreneurship and develop the profile of entrepreneurship student which may aid to restructuring entrepreneurship curriculum.

(Nancy, 1984). 'Factors viz. gender, grade point average, duration and field of study and entrepreneurial family background as important factor affecting students perception and attitude towards the prospect of new own business formation and some of these factors clearly enhance such tendency. On other hand, factors such as independence, prestige wealth, knowledge and skill income and stability, foreign business, government support, risk taking and student loan might enhance the propensity of establishment of new ventures upon graduation. Degree is not useful for innovative market while a entrepreneur believes that was able to analysis business using the tools learnt in the

entrepreneurship development.. Male students from entrepreneur families consider mentors and role models more important than female students of the same background. However students those who are not from entrepreneurial families place less emphasis on these factors. Results depicts that education, training mentors and role models are important to them as intentional factor. Males are more interested in entrepreneurial education than females. Male students show more desire than the females. Male students are more aggressive when comparing genders. All the students believe that starting a new business involves a lot of risk at least moderate risk. Students without entrepreneurial backgrounds are more risk averse than others. Perception not significantly related to gender or family background. Commerce male students have a more positive attitude towards entrepreneurship that female commerce students are accepted on the basis of research. Study could proved that Commerce students are interested, because they strongly believe that such education is essential for an ideal entrepreneur. They think that the current university curriculum is not supporting their desire to become an entrepreneur. Therefore they think that they are not ready to start own business due to lack of necessary knowledge. Likewise students have strong positive attitude towards elements of the university programs i.e. business management, Marketing A/c, Financial analysis and economics. Students' motivations towards entrepreneurial activities are high. (Jamal, 2009)

' (Bharat, 2007) Author opines that our educational system rewards 'remembering' As opposed to 'learning' With limited scope for creativity. Engineering Schools focus on imparting fantastic technical skills while business schools focus on pure management techniques. This ensures a strong ability to replicate ideas and reverse engineering and reinforces our dependence on a cost based competitive advantage. Schools in the West Have a greater focus on leadership and entrepreneurship. Our educational system needs are vamp to be able to create more leaders and entrepreneurs. The focus of entrepreneurship needs to move to innovation, including process innovation, product innovation, management innovation, and business model innovation to win in the global market.'

'Research insists that "Innovation and Entrepreneurship "training requires the students to have a high level of initiative. During this training they have to mobilize wide range of knowledge and resources. Comparison between projects, debates, and critical discussions enable the students to assess their own strengths and weaknesses. The engineer's functions are more diversified students can be trained in entrepreneurship and innovation, it has a cost, requires material means, sound educational methods, and available, qualified professors with many contacts in the professional and entrepreneurial worlds. (Philippe, 2009)'. 'Students expect supports for Consulting with focus on support and finance as well as coaching in the pre-seed period of the start-up. Also in establishing

customer and supplier contacts and business angel contact and Seminars on law, business administration Leadership, moderation strategy. (Norbert, 2009). (Muralikrishna, 2010) Institute conducting EDPs do not have much concern for proper identification and selection of entrepreneurs. (Vesper Karl H., 1988) Author thinks that entrepreneurship degree programme should be differentiated From MBA programs. Suggest that it should consist most of the following elements: 1. Coverage of "core" functional area topics marketing, finance, accounting, etc., but from the vantage point of start-ups and with no emphasis upon sophisticated techniques for their own sake. The emphasis would be upon basics which serve entrepreneurs, not academic elegance. 2. Knowledge pertaining in particular to entrepreneurship would be included. This would cover topics customarily touched upon in many current entrepreneurship courses, such as the nature of entrepreneurship, teaming, protecting ideas, legal formation of enterprises, tax angles of start-up, sources of capital for entrepreneurs, dealing as an individual with banks, social, psychological, historical and economic aspects of entrepreneurship, and so forth. 3. Skill practice in persuasive communication in writing, oral presentation and one on one negotiation. These skills are valued greatly by graduates of MBA programs, but for some reason are rarely emphasized in MBA programs. In a masters of entrepreneurship program they would likely be more heavily emphasized. 4. Creative thinking and synthesis would be more emphasized in relation to exercise In analysis. This would contrast starkly with MBA Programs where analysis currently is predominant. 5. Authentic involvement in real time ongoing entrepreneurship would be a required Part of the curriculum. Numerous and varied experiences in contributing to advancement of ventures, including those conceived by the student and also those of others would be included. Students would practice projecting new technological developments, strategically planning, assisting in attracting necessary resources, and arranging for joint ventures. 6. Each student would create during the program venture plans, not just one or two as typically students do now in entrepreneurship courses, but perhaps dozens, some wholly and others partially. These would combine into a portfolio of original creations analogous to the portfolios created by students in other schools such as art, architecture and industrial design. Assignments in which these plans were developed would be more refined than the "just do a plan" approach now used in entrepreneurship courses. They would be better designed to cultivate and refine knowledge and skill subroutines in the students' minds most useful in responding to future business opportunities. 7. Practice in identification of opportunities would be stimulated around frontier technologies and path-breaking ideas. Provisions in the program to cultivate a flow of potential opportunities could include a community clinic for selected enterprises, university spinoff assistance, conduct of focus groups on new product ideas, commentaries by economic experts on trends likely to produce business opportunities in specific markets or technologies, presentations by inventors and academics from science and engineering who think they have commercializable know-how or who would like to explore whether

they might develop such know-how, networking for joint ventures with foreign manufacturers seeking distribution and mentoring relationships with successful entrepreneurs who find more ideas coming to them than they can personally handle. 8. Exposure to role models of entrepreneurship would likely be a most important element of the program, though not necessarily occupying a large part of the curriculum. Role Models in the form of successful entrepreneurs would be selected not so much for being spectacular successes as for being people with whom students could identify. They would include females as well as males, but primarily would be younger and would be people who had founded ventures close in time to their school experience. They would not have unusually abundant resources or special technical advantages. Some exposure to entrepreneurs who had experienced venture failures would also be included. Some differences between students entering and students leaving the program would include: (1) greater knowledge about entrepreneurship and how it works, including the wide arrays of different ways it works, (2) knowledge of business basics, but without the elegant academic refinements entrepreneurs don't find helpful, (3) greater ability and tendency to spot new business opportunities before others do, including (4) greater ability and tendency to respond to business opportunities with virtuosity (e.g. "I can tell you five ways right off the bat for creating a venture out of that, or ten ways if you prefer"), (5) vision that reaches more extensively in both detail and future time in designing potential ventures (e.g. "I Can tell you all, or nearly all, of the steps for creating a venture like that as well as what results to expect and what to do if they don't materialize as expected"), (6) Higher capability to make the most that can be made of an opportunity, rather than just the minimum needed to profit, and (7) Enhanced capability to stimulate other people to share those future visions.'

(Abhoy, 2005) Research scholar believes that prominent management institutes, including the IIMs, should work together to develop a credible system for the dissemination of relevant information to their stakeholders. They need to identify the kind of information relevant to their stakeholders in the Indian context, understand, and educate others on how that information can be used to come to well informed decisions. They need to develop a template with norms of reporting based on how external stakeholders use that information. This template can be the basis of an annual report which all institutes can use to present information about their organization. This may also be audited by a common body and collated for easy dissemination to all concerned. This will provide full disclosure to all stakeholders and allow each institute to highlight its distinctive capabilities, without the fear of manipulation or coercion.'

(Magnus, 2004) Scholar strongly feels that there is need to change everyone's basic attitude toward entrepreneurship. It doesn't make sense educating people to start businesses if they are not going to be respected for it. Apprenticeship enables to build a

cadre of people that will be immune to culture. They will have an environment of their own where they would get recognition from each other and they would not care about the rest of the culture. This entrepreneurial culture could then trickle out and influence the general culture to become more entrepreneur-friendly. So one can offer recognition and reward to increase the talent pool of potential entrepreneurs. Author also discussed the role for researchers and scholars in promoting entrepreneurship could find out that there is little or no role. Many governments around the world are looking into ways of getting more people to become entrepreneurs and starting their own companies, and education is one of the solutions used. Entrepreneurs' think it is a particularly good idea to have people do something that they are not well suited for. It is just a way of creating grief. Also believes that most people are not well suited to be entrepreneurs. It is very difficult, to train someone to deal with constant terror, and train someone to learn the steps to do this. The entrepreneur needs to be able to handle risk, terror, and fear whatever routine they go through to deal with this terror to makes the entrepreneur successful. Apprentice follows an entrepreneur for 2-3 years and after 6 months many would be breathless, find that it is too hard, and drop out. Some will say, "I can do better than this," and carve out their niche. Skills do an entrepreneur need to have three skills i.e. entrepreneur needs to know and master: selling, managing people, and creating a new product or service and entrepreneurs feel that none of them are taught in the business school. According to them entrepreneurship can be learned or not! The yes, because it is possible to learn by being an apprentice. The no is because it can be learned in the classroom. Also strongly feels that no one should teach in entrepreneurship if they have not done it themselves, that is, they have started and run their own company.

(Shepherd, 2004) Author want to test the beliefs that Achievement as well as failure helps the students to learn from. It was found that Failure is an important source of learning for entrepreneurs. Active participation in simulations provides students the opportunity to unconsciously process all types or information including emotions, strategies, and feelings, specifically by being actively involved in a failure. Students likely unconsciously process information about the negative emotions, they feel strategies to try and recover from this position. If education on the emotions of failure does increase anxiety and decrease entrepreneurial intentions, educators still have an obligation toward their students to include this content into the entrepreneurship course. A pedagogy that more broadly addressed emotion and the management of emotions would likely be valuable to students who will later be engaged in entrepreneurial tasks'.

(Clouse, 1990) Study could notices that some advance courses provide introduction of entrepreneurship and opportunities in entrepreneurial activities and provide an environment in which students can experience the actual decision making and activities associated with a business start-up. However, entrepreneurship students do not

experience actual start-up situations until after they leave the academic environment. This study investigated the new venture decision behavior of a group of introductory entrepreneurship students by means of a simulated decision exercise based on multiple criteria behavioral decision. Paper has addressed the need identified in the entrepreneurship literature for results oriented measures of entrepreneurship education. The study could prove that an introductory entrepreneurship course can influence how students make simulated decisions concerning the initiation of a new venture. A longitudinal study of an individual's decisions behavior that compares decision models at different points in a student's entrepreneurship education would allow the researcher to observe changes in that individuals decision behavior beyond the impact of a single course as well as over a period.

Developing countries, individuals have a more entrepreneurial spirit compared to developed countries. Individuals in developing countries, however, lack the necessary skills to take their businesses to the global level. Established firms remain innovative and make the most of opportunities that unfold. Global changes present new opportunities for youth employment through the expanding role of entrepreneurship. The United Nations, also, has noted the importance of the role of entrepreneurial economic activity in domestic and international economic development and poverty alleviation through its report. Small and medium enterprises can be engines of job creation. Economic benefits of encouraging entrepreneurship. That entrepreneurship has impacts that go beyond economics. By creating jobs, empowering people, and giving individuals access to better lives, entrepreneurs create knowledge and income sharing societies, help change the legal and regulatory framework, and create new technology for nations entrepreneurship courses, programmers, teaching positions and centers to emerge in management schools across India, since an entrepreneurship course was first offered in the USA to Harvard MBA students in 1947. Integrating entrepreneurship in management curricula can also help those who do not have the benefit of an entrepreneurial family background and upbringing.

(Venkatachalam Balaji V., 2005).

'As compared to the West, management education in China typically consist of hard, technically oriented management curricular delivered via lecture. A high degree of student participation during lectures is not common. Students used to the traditional rote style of learning common in China may not easily adapt to the problem oriented. Ope style common in American business schools. This is slowly changing as a number of Chinese professors are beginning to utilize cases, especially in graduate business school. China is aggressively importing business training from the west. It is proved that American students were less convinced of the value and effectiveness of participative

decision making as a managerial philosophy than their Chinese counterparts. The nature of decision-making varies considerably between the two cultures. Managerial decisions are emotionally stress full in the Chinese context Chinese manager may strive to appear to be emotionally neutral when making difficult decisions in order to preserve face for both sub-ordinates and themselves. Chinese managers rely on accumulated wisdom, holistic thinking, and experience to make decisions. Whereas their American counterparts emphasize compartmentalization, nationality, and objectivity. A number of differences among American and Chinese management students were demonstrated Chinese students in united state demonstrated a strong management motivation and appear to be receptive to participative management styles'. 'The Chinese government is sensitive to the use of the internet as an effective medium of state opposition. Net executives in China adhere to local customs, a practice the many critics interpret as voluntary censorship. Research that suggest methods and meant for instructional delivery in multicultural setting would be beneficial to the field. (Parnell John A, 2003)'.

'China's successful blend of nationalism and Marxism (Shlapentokh, 2002) has provided impetus to entrepreneurship and investment. Also realized that entrepreneurs' contribution to the ambitious economic agenda outweigh the costs related to the challenges to the CCP's legitimacy. For this reason, they are wholeheartedly promoting and facilitating entrepreneurial thinking and practices. Draw a number of implications. Change in profiles of entrepreneurs, Western influence on Chinese entrepreneurship patterns and Focus on the weakest link (Nir, 2007).'

'The YAA program- YAA is a non-profit, non-government organization that operates nationally through a network of state and regional offices. It is an extension of junior achievement, which was founded in 1911 in USA. The YAA business skill program is an enterprise education designed to offer young people a practical introduction to business. The program is cross-disciplinary and provides an in-depth, practical opportunity for participants to develop and demonstrate key competencies and enterprise skill in a supportive and challenging learning environment. The program has four modules that represent the key stages of firm cycle-foundation, establishment, consolidation and improvements and liquidation. It is based on 6 hypothesis. It was hypothesized that perceived desirability and feasibility would be related to breath and positive attitude of prior entrepreneurial experience and this was tested using data from both YAA students and the control group at the beginning of YAA program. ANOVA test is conducted to check some of the hypothesis that participation in the enterprise education program would positively increase the perceived desirability and feasibility of starting a business. The major issue examined in this article is the effect that participation in the YAA program has on perceptions of the desirability and feasibility of starting a business. Data collected at the beginning of the YAA Program confirmed that the positive attitude of a persona's

prior experience effects perceptions of the desirability of starting a business, positive attitude of prior experience was not related to perceptions of feasibility, nor was breath of experience related to perceptions of desirability. This study found that breath of experience was not significantly related to perceived feasibility. Also perceived desirability and feasibility were not related in kruegers study. These differences may result from commission of propensity to act as a variable in the model tested. Students in the high school may not be concerned with the feasibility of starting a business because the event is too remote. Rather they may focus on the direction that their studies and work experience should take to prepare them for a career. Hence they may be concerned with the desirability of various occupations but not their feasibility at this stage. As expected the students who chose to participate in the YAA Program recorded significantly higher breath prior experience. Analysis of respondents breath of experience showed that 80 % of YAA participants had prior entrepreneurial experience. It was a surprising result that so many participants who are still in high school recorded such broad experience. Participants generally recorded the YAA experience as positive, but the effect of the program on perception was related to prior experience. In accordance with hypothesis, those with less positive prior experience recorded a larger change in both perceived desirability and feasibility of starting a business than those with more positive prior experience. Perception of the desirability and feasibility of starting a business may be influenced by the people's stage of life or their age, exposure to exogenous influences. The results clearly show an increase in YAA participants perceived desirability and perceived feasibility. These findings provide support for enterprise education programs for high school= The results of this study shows that people who had low positive attitude of entrepreneurial experience before the program recorded significant changes in their perceptions towards starting a business after participating in enterprise program. The study has shown that perceptions of both desirability and feasibility of starting a business are strongly influenced by the YAA program. It provides empirical evidence to support the inclusion of an additional exogenous variable in intentions models, namely exposure to entrepreneurship or enterprise education.'

'HBCU are playing key role in promoting entrepreneurship by using new tools to foster an entrepreneurial culture on their campuses and increasing the level of successful entrepreneurship among their students. (Deen, 2005).' '(Sara Fernández Lopez, 2009) According to author, Universities are responsible for economic and social development. This new mission is transforming the traditional university into an entrepreneurial university. This entrepreneurial activity has mainly been carried out by transferring technology to industry, in particular, by patenting. Therefore, research focused to understand why some Spanish universities are more successful than others at patenting. So to determine the factors that influences the patenting activity. The paper tried to determine the factors having an impact on the capacity of SPOUs to generate patents,

which are considered the seeds of entrepreneurial universities. The results show that university patents are significantly positively associated with research funding, university size, technology transfer experience and resources and scientific areas with a greater market orientation. In addition, results support the idea that university's research quality has a negative effect on the patent outputs'.

Conclusion:

After considering international scenario it is found that most of the institutes are providing entrepreneurship education. Many institutes are only focuses on entrepreneurship education but the success rate is very less to convert mindset of student to go for entrepreneurship. Many universities are taking sweetening efforts to develop entrepreneurship culture in their campuses which will help to motivate them and take one step ahead towards business.

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Study of Brand Spending on Business Growth in Food Processing Industry

Uday Sawant

L & T Infotech,
Mumbai,
India.

Dr. Vinay Chavan

Associate Professor,
S. K. Porwal College, Kmaptee, Nagpur,
Maharashtra, India.

Abstract : Brand building is extremely important for any business. In a highly competitive environment, brand identity makes a difference between success and failure. In food processing segment, the multinationals dominate the branding. Their reach to the far corners of India coupled with their financial muscle to create and maintain brand gives them enormous competitive edge. On the other hand, Indian MSME food processing units have almost no brand presence in India. The study conducted underscored this fact. It also emphasized connect between brand spending and turnover. A lot can be one by building a common brand on the similar lines that of Olive Oil branding by European Union. Both central government and state government should look at regional branding of food products. This will help the MSME units who are not able to spend on brand building.

Keywords: Brand, Food Processing, Brand Spend, Brand Registration, Social Media, Websites, Trade sites

Introduction

Majority of the promotional efforts are spent during industry and trade events such as exhibitions etc. Even here, most of them rely on banners on stalls for promoting their products. Very few have been giving promotional material to their distributors. For promotions, the usage of trade sites is very high. Almost all the units that were studied have been listed on some trade site or the other. One glaring observation is that very few units have gone for their own web site. The usage of social media is picking up and some units have Facebook pages promoting their brands. In some cases, there are videos on YouTube and in usage of LinkedIn for promotion.

Methodology :

Reviewed the relevant literature and analyzed secondary data available on food processing sector. The data sources are from several reports of Government, Institutions like ASSOCHAM, KPMG, CCI etc, In addition, a questionnaire was mailed to respondents. The survey was carried out using interview, observation, questionnaire; instruments are used to understand quantification of facts.

Limitations

Access and availability of same set of data on food processing industry across different years was a big constraint. There was no separate code for food processing industries till 2008 in Annual Survey of Industries and National Sample Survey Organization reports

These units generally record the figures of sales and purchases at total level and break up of this is difficult to establish. The units generally record the sales and purchases but break up likes from farm, from distributor etc. had to be established. Still another area that was not understood clearly is deployment of skilled labor force

Brand building expenditure was again not recorded specifically by these units. These were often clubbed as sales expenses. Wherever it was possible to observe processes and talk to production people and labor, the processes and their impact of product quality and efficiency could be observed. There is quite a bit of qualitative information that is not possible to be captured by questionnaire.

DATAANALYSIS

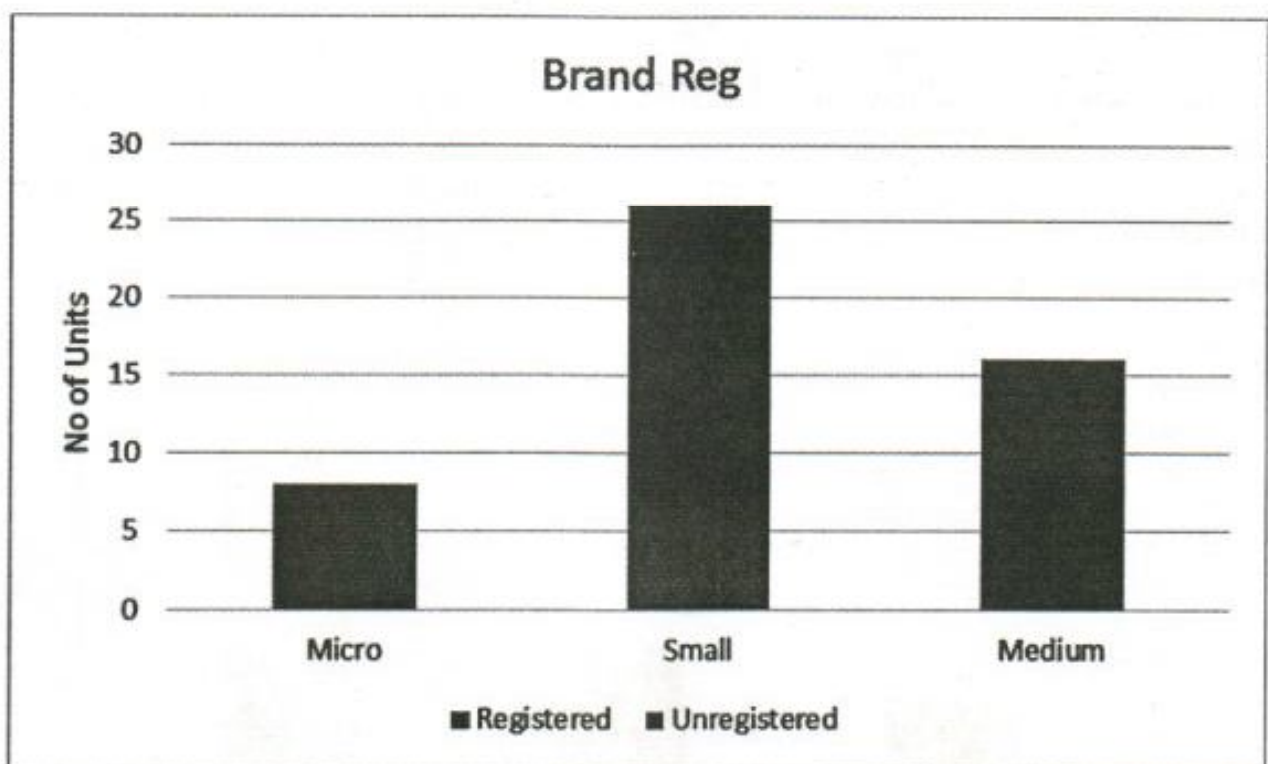
Table 1: Distribution of units under study based on Size

size	frequency	percentage
Micro	8	16
Small	26	52
Medium	9	18

Table No 2: Brand Registration

Brand Registration	Registered	Unregistered	Total
Micro	1	7	8
Small	2	24	26
Medium	6	10	16

Source: Source: Compiled by Researcher



Compiled by Researcher

The data indicates that brand registration is lowest in medium at 7.6% followed by micro at 12.5% and in medium it is 37.5%. There is a huge difference here between medium and others. This indicates a lack of awareness of importance of branding.

Table No 3 : Spending on Brand Building

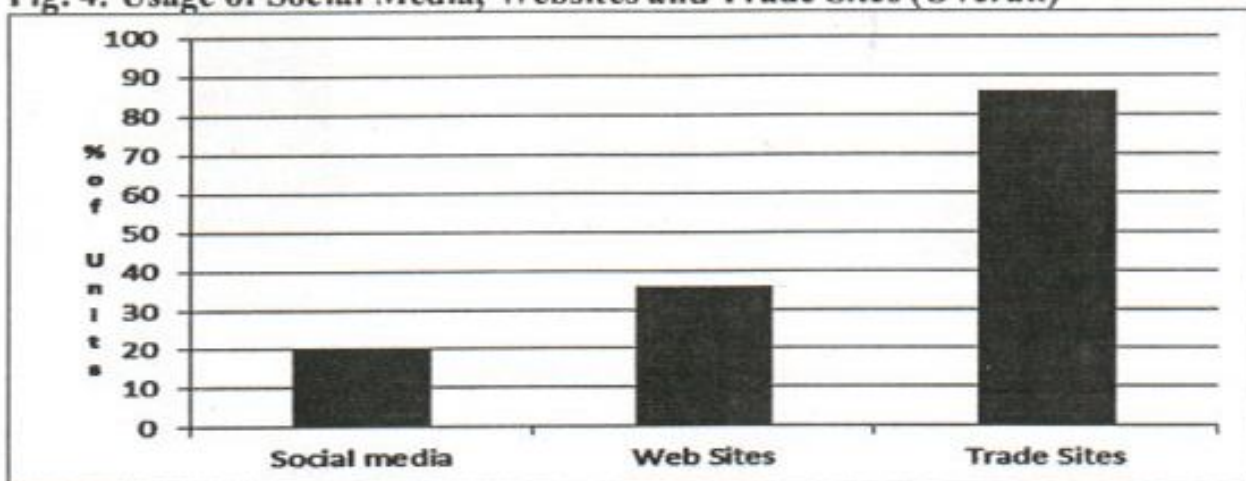
Brand Spend	Micro		Small		Medium	
	No.of Units	Amount	No.of Units	Amount	No.of Units	Amount
2009-10	2	11.825	12	1005.384	9	9103.114
2010-11	2	12.757	12	1100.127	11	10035.478
2011-12	3	14.656	14	1125.784	12	11655.038
2012-13	3	14.95	14	1288.46	12	12835.775
2013-14	4	15.225	15	1378.212	14	14012.522

Source: Compiled by Researcher

Promotion and Branding

Of the units studied, the usage of social media, web sites and trade sites, showed that 20% units used social media like Facebook, YouTube and LinkedIn. Majority of them used Facebook whereas very few used YouTube and LinkedIn. Use of LinkedIn is very miniscule as this social media is used mainly for employment references. Of particular concern is the apathy towards using websites and promoting brands. These units seem to be unaware of the searching that goes on the internet and power of presence on the internet.

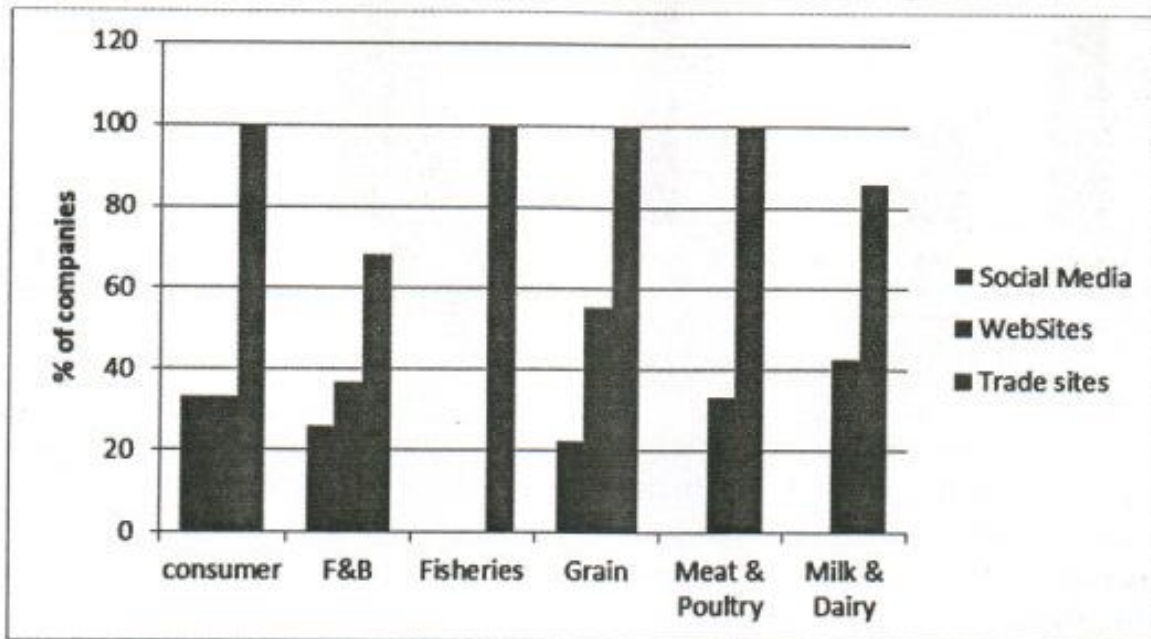
Fig. 4: Usage of Social Media, Websites and Trade Sites (Overall)



Source: Compiled by Researcher

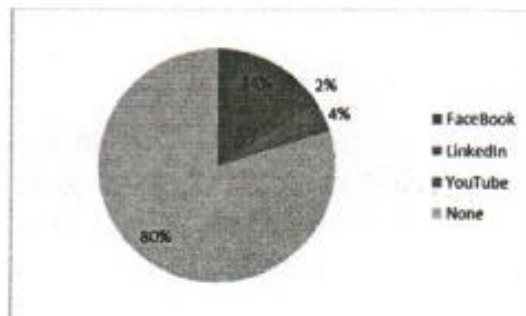
Social media is used as a powerful medium for brand promotions worldwide. These units are not leveraging the power of social media. They are not aware that these are inexpensive and powerful mediums to be leveraged. Most of these units being in the rural area and the level of education of owners is not high. A drive needs to be carried out at government level to help these units with their presence on the internet. Within little use of social media, almost all of them used Facebook. The trade sites usage is the highest. One reason for this is that trade sites themselves are aggressive for their own business benefits rather than these units realizing benefits of them.

Fig. 5: Leveraging internet for promotion and branding



Source: Compiled by Researcher

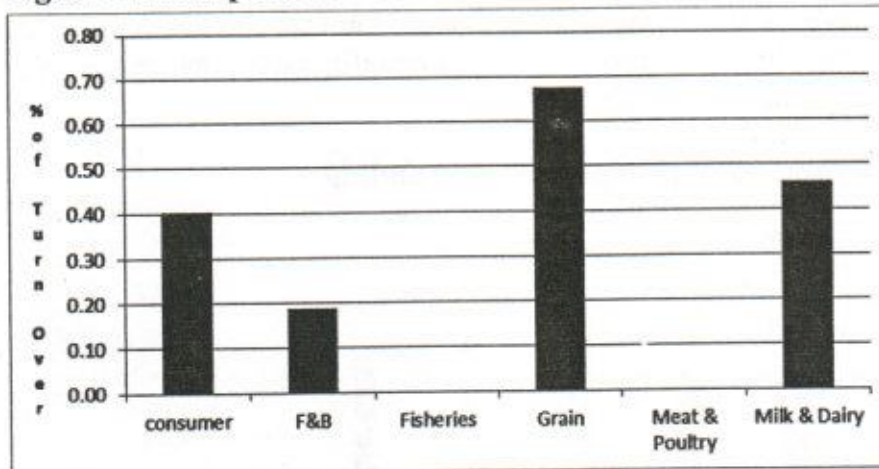
Fig. 6: Usage of Social Media



Source: Compiled by Researcher

Needless to say that these units spend hardly any amount on brand spend. They typically use banners in trade events and give same banners to their distributors on request. Many even do not record such expenses as brand promotion expenses but they are clubbed as other expenses.

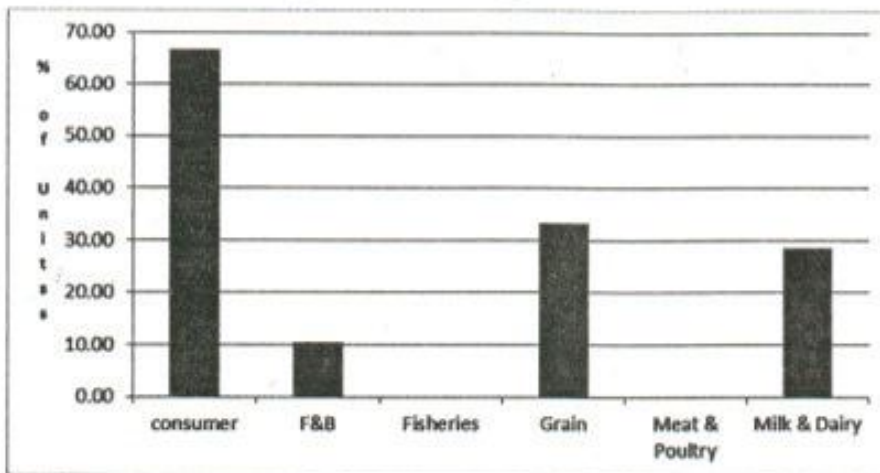
Fig. 7: Brand Spend as a % of turnover



Source: Compiled by Researcher

In the study, it was observed that Fisheries and Meat & Poultry segments do not spend anything on branding. Most of them sell to bulk buyers who are exporters. Any processed produced sold in India is to super markets again with no branding. Indian consumers prefer to buy fish and meat fresh and not in processed form. The only products that are often brought are fish pickles. There are bigger brands like Venky's and Al-Kabeer and Godrej Real Good Chicken but these are out of the purview of this study. It should be noted here that there is a big opportunity for these units as in urban India, there is more acceptance towards processed meats and fish due to exposure to western life style. Also many Indian now travel abroad and live abroad from some time and this has created a shift in attitude. However, the issues that may hinder this shift is investment in infrastructure of cold storage and refrigerated transport.

More serious is apathy of these units to register their brands. It is only in consumer segment that brand registration is more prevalent and to an extent in Grains segment (due to units making spices) followed by Milk & Dairy. F&B segment has a great potential for registration of brands. Due to lack of clarity and adequate information, this is neglected even though it costs few thousand rupees.

Fig. 8: Brand Registration Segment wise

Source: Compiled by Researcher

One of the findings is that these units often do manufacturing for other brands. This they do for achieving higher capacity utilization. However, none of them have bothered to compare the price differential or margin difference for these brands due to better branding.

Spend on brand building is as expected higher in medium (corresponding to the brand registration % of 37.5). It is negligible in micro and small (less than 1% of turnover in most cases).

Conclusion

Very small portion of units have registered their brands. This in itself indicates lack of awareness of importance of branding in these organizations. The consumer segment has higher brand registration which is obvious as this is highly competitive segment. Even where brands have been registered, the amount spent on promotion is negligible compared to turnover. The lack of awareness of power of social media is significant. Most of these units take help of trade sites for their presence. Even this can be attributed to aggressiveness of trade sites rather than on part of these units.

Recommendation

Promotion of Indian Food in global markets to market India as a brand in Food Processing. Brand India for FP (similar to Brand Software Services of India by NASSCOM). An association to be set up similar to NASSCOM. Improve promotional activities for Indian food (on similar lines of Olive oil promotion by EU) and market India as a food sourcing hub.

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Overview of Information System Security Threats in Co-operative Credit Societies

Ms. Patil Manisha G.

Assistant Professor
KICAM, Wathar
Dist. Satara

Dr. R. D. Kumbhar

Assistant Professor
Karmaveer Bhaurao Patil Institute of
Management Studies and Research,
Satara

Abstract: - As the development of the market for technology products and services has been remarkable at the individual and the organizational level, knowledge of IT security issues has lagged behind. Organizations as well as individuals are not that much aware about the information technology security issues. Information .This paper, an empirical study is conducted to examine the security threats arises to the information system in Cooperative Credit societies in Karad Taluka. Due to globalization the credit societies adopt the change in their manipulation and maintenance of data. . By implementation a information system in co-operative credit society the organization face some security related problems .The research was based on the convenience sample survey of 47 selected Cooperative Credit Societies in Karad Taluka. From these 47 sample units 94 respondents are selected. Researcher has found that there are various security threats arises to the information system in cooperative credit society and they are harmful to society as well as stakeholders for their financial transactions.

Keywords: - Information system, security threats, information technology

Introduction

Information system is a combination of people, hardware, software, communication devices, network and data resources that processes (can be storing, retrieving, transforming information) data and information for a specific purpose. The information system stores huge amount of confidential data. If this data cause some damage due to some threats it is really a big problem for that respective organization where this system gets implemented. For this purpose some security should be provided to this information system.

The different types of information systems used to manage the operations of co-operative credit society is as follows:-

1. Executive support system:-It serves the strategic level of an organization. It is designed to

help senior management make strategic decisions. It gathers analyses and summarizes internal and external information used in the business. A good way to think about an ESS is to imagine the senior management team in an aircraft cockpit - with the instrument panel showing them the status of all the key business activities. ESS typically involves lots of data analysis and modeling tools such as "what-if" analysis to help strategic decision-making.

2. Decision-support systems (DSS):- Decision-support systems are specifically designed to help management make decisions in situations where there is uncertainty about the possible outcomes of those decisions. DSS comprise tools and techniques to help gather relevant information and analyze the options and alternatives. DSS often involves use of complex spreadsheet and databases to create "what-if" models.

3. Management information systems (MIS) :-Small-business managers and owners rely on an industry-specific management information system, or MIS, to get current and historical operational performance data. Business Process that has been identified is Member Registration, consisting of: Member Resignation; Members Saving; Purchase of cooperative capital certificate by the Members; se

4. Transaction Processing Systems (TPS): Transaction processing systems meet the data collection, storage, processing and outputting functionalities for the core operations of a business. TPS information systems collect data from user inputs and then generate outputs based on the data collected. Saving Deposit Entry, Recurring Deposit Entry, Pigmy Collection Entry, loan entry, Account information are the types of TPS used in cooperative credit societies. TPS information systems can be based on real-time or batch processing, and can help business owners meet demand without acquiring additional personnel.

Information System Security Threats:-

The development of Information and Communication Technologies and increasing accessibility to the internet, organizations become susceptible to various types of threats. In fact, their information becomes exposed to different attacks and therefore it damages the information. Threats come from different sources, like employees' activities or hacker's attacks. The financial losses caused by security breaches usually cannot precisely be detected, because a significant number of losses come from smaller-scale security incidents, caused an underestimation of information system security risk .Thus, managers need to know threats that influence their assets and identify their impact to determine what they need to do to prevent attacks by selecting appropriate countermeasures. Although threats to information systems are evolving and abundant, they can all be broken down

into three categories:

Natural Threats: These can best be thought of as threats caused by Mother Nature—floods,

quakes, tornadoes, temperature extremes, hurricanes, and storms are all examples.

Intentional Threats: Computer crimes are the best examples of intentional threats, or when

someone purposely damages property or information. Computer crimes include espionage, identity theft, child pornography, and credit card crime.

Unintentional Threats: These threats basically include the unauthorized or accidental modification of software. Have you ever accidentally deleted an important file, or tripped over a power cord?

Possible Security Threats to Information System in Cooperative Credit Society

A co-operative society is a voluntary association started with the aim of service of its members. It is a form of business where individuals belonging to the same class join their hands for the promotion of their common goals. Due to globalization the credit societies adopt the change in their manipulation and maintenance of data. Information Technology implementation has brought about significant changes in the way the co-operative credit societies process and store data. By implementation a information system in co-operative credit society the organization face some security related problems which is harmful to society as well as stakeholders for their financial transactions. The possible information security threats are –

1. Hacking :- Hacking is the gaining of access (wanted or unwanted) to a computer and viewing, copying, or creating data (leaving a trace) without the intention of destroying data or maliciously harming the computer.

2. Password Misuse: - Unauthorized use of password for accessing the information system

3. Power Fluctuation :- Power problems caused by small surges, spikes, sparks leads to server down, interruption by service provider (e.g. electrical department and internet service provider), loss of unsaved data, etc.

4. Malware Attacks :- This is software that is specifically designed to gain access or damage a computer without the knowledge of the owner. There are various types of

malwares such as spyware, key loggers, true viruses, worms, or any type of malicious code that infiltrates a computer.

5. Denial of Service Attacks :- A denial of service (DoS) attack is a malicious attempt to make a server or a network resource unavailable to users, usually by temporarily interrupting or suspending the services of a host connected to the Internet.

6. Theft of Information :- Theft of information and improper access to information can result in loss of intellectual property, compromised customer privacy, loss of company reputation, and exposure to regulatory violations.

7. Software Theft :- The unauthorised duplication and use of computersoftware. This usually means unauthorized copying, either by individuals for use by themselves or their friends or less commonly by companies who then sell illegal copies to users.

8. Hardware Theft :- Hardware theft is the act of stealing computer equipments.

9. Sabotage :- Sabotage involves deliberate attacks intended to disable the information system or networks

10. Natural Disasters :- Lightening, Flood, Fire, dust etc are some disasters which causes threats to computer equipments and information systems.

Conclusions

Information security is a big problem to individuals as well as organization. Because it causes a great financial losses. This paper gives a brief idea about security threats to information system in cooperative credit societies. Cooperative credit society is a financial association and if some threats occur to their information system then affects adversely on their transactions which causes financial losses. Therefore it is better to identify these threats and apply some solutions to minimize it.

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Role of Skill Development Drive in Employability of Indian Graduates

Prof. Santosh Gaikwad

Assistant Professor,
MET's Institute of Management,
Bhujbal Knowledge City,
Nashik, Maharashtra (India).

Abstract : The employability of graduates has become the critical and complex problem. Indian economy is going through the transformational phase due to globalization. It is estimated that India will be the youngest country by 2020. The world economy will require around 3.3 billion workforce by the year 2020. The industry witnesses great structural change in terms of skills, knowledge and competencies from their employees in order to remain competitive globally. On the other hand, the academic institutions mostly fail to produce the workforce matching the requirements. This research aims to understand current status of employment and design the roadmap to bridge the skill-gap between the two. The researcher has taken help of various reports, surveys, and expert-opinions and suggested some practical and working solutions to overcome the challenges experienced during the research work.

Keywords: Employability skills; Skill development, quality of higher education, skill-gap analysis, Talent management.

Introduction :

Due to '*Glocalization*' i.e. (Globalization + Localization), the world has become a global village. Naturally, massive changes took place in major countries of the world in lifestyle, culture, education, work-methodologies. There's no sector or business which is left uncovered by the globalization. One side, there are challenges; to the other so many opportunities are created. Indian economy has great potential to tap such opportunities and make effective use for sustainable development. One of such golden opportunities are making our graduates 100% skilled and employable and supply all over the world. "Change is the only constant thing." We should change ourselves as per the time aiming to match the future needs.

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Rationale of the study:

In recent years, employability has become complex challenge ranging from academic institutions to the state / national governments of different countries. Market dynamics, never-ending customer satisfaction, government reforms and highly changing and advanced technology compel the business firms to think on cost-effective and manage the competitors. One side, country like India has millions of youths graduating every year from 500+ Indian universities and waiting for job opportunities; on the other hand, industry witness 'talent war' for the right candidates. In short, there's huge gap between demand and supply of talent pool. Ground research coined with long-term strategic planning would help to minimize such gap and intensity.

Research Statement:

Indian education system produces millions of graduates every year. However, very few of them are employable. Unemployment or underemployment has become severe concern for India. The researcher is hunting to discover the challenges and recommend the practical, working and integrated solutions based on ground realities.

Review of Literature:

- i. Employability is often referred as the ability for work-readiness with great sense of commercial understanding. *Dearing Report*¹ has identified employability as a set of key skills 'relevant throughout life, not simply in employment.' (NCIHE. 1997 Para 9.18)
- ii. Coopers & Lybrand (1998) pointed out employability as 'Understanding of the world of work.' Here, work-culture is highlighted.
- iii. Dr. G. Syamla attempts in "Assesing the Skill requirement skill availability gaps in Auto Industry and Auto Component Industry in Pune" noted that long-term strategic planning based on technical and non-technical is badly required for sustainable development of automotive sector.
- iv. In "*The key to employability: developing a practical model of graduate employability*" Dacre Pool, Lorraine and Sewell and Peter John assert employability as the combination of experience, degree, generic skills and emotional intelligence developing their career.

- v. Mason Geoff, Williams Gareth and Cranmer Sue in “*Employability Skills Initiatives in Higher Education: What Effects Do They Have On Graduate Labour Market Outcomes?*” find that structure work experience has clear positive effects on the ability of graduates, firstly, to find employment within six months of graduation and secondly, to secure employment in 'graduate-level' jobs.
- vi. In “*Employability Skills -A Study on the Perception of the Engineering Students and their Prospective Employers*” Chithra R. has studied the perception of employers as well as employees towards employability skills required for Entry Level Engineering graduates in multinational software companies.
- vii. *India Employability Survey Report 2014* by British Council expressed their views on the employability of graduates from Indian and foreign universities in technology, business and other disciplines. It is stated that foreign degree holders are readily-employable, closely aligned curricula as per industry needs.
- viii. Aspiring Minds' National Employability Report reveals that poor standard of education leads to lower employability. It causes due to lack of domain knowledge, soft skills, analytical thinking and numerical abilities majorly.
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Research Gap:

Literature and research on employability skills are rare in nature. Secondly, very few efforts have taken to identify the challenges based on skill-gap analysis and match the demand-supply chain of talent.

Research Methodology:

Present research is undertaken with two objectives i.e. to study the present scenario about employability of graduates in India and to suggest the various ways of increasing employability among graduates. Secondary data has been used This research topic is restricted to higher education graduates in India only. The researcher has considered the data from 2012 to 2015 to study the employability.

Discussion:

- 1.1 FICCI Higher Education Summit has noted critical observations. They are eye-opening for the knowledge-workers of India contributing to the education sector.
- 1.2 Ms. Pallavi Jha (Chairperson & managing director, Dale Carnegie Training India) in 'Financial Express' updates on the status of graduate employment. According to her, every year there's an addition of 30 lakhs graduates to the Indian market. However, very few i.e. only 5 lakhs are employable.
 - It means only 16.66% graduates are employable.
- 1.3 National Skill Development Corporation (NSDC) spotted out that skill-gap between the industry and the academia is increasing day-by-day. In fact, it is a great concern to all making the problem more complex. They have estimated the skill-gap to be 25 crores+ workforce by the year 2022.
- 1.4 Lower employability is a grave concern widening the skill-gap than ever and it may cause to derail the growth of Indian economy.
- 1.5 As per *Aspiring Minds, National Employability Report 2013*, the below chart represent the percentage of graduates employable in various disciplines.

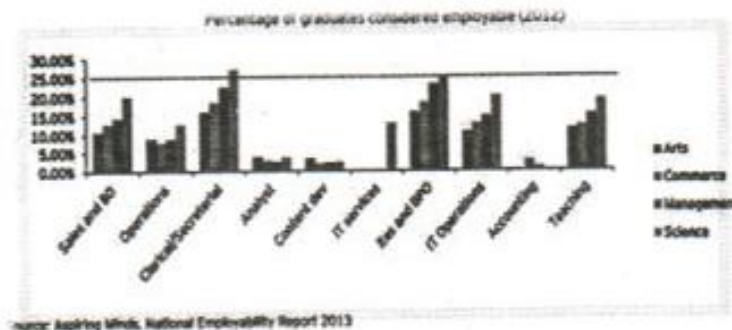


Chart 1: National Employability Report 2013)

- The above chart indicates that science graduates are more employable followed by management graduates. It is observed that most of the graduates are suitable for clerical /secretarial roles and ITES/ BPO sector whereas they lag on analytical thinking, communication skills, creative writing and numerical abilities.

8.6 *Times Jobs.Com Survey* reveal interesting facts on the status of candidature. They are

- i) 71% candidates have insufficient company information.
- ii) 50% lack interest, enthusiasm while applying.
- iii) 43% candidates are not in professional dress code.
- iv) 36% provide fake or wrong information (Exaggeration).
- v) 28% are silent.
- vi) 16% are either confused or lack clarity of thought.
- vii) 15% pass the time by answering anyhow.
- viii) 12% complain about companies.

From the above survey, we find that many candidates need to go for Corporate Grooming sessions where in they must be trained on areas like business ethics, integrity, professionalism, presence of mind, presentation skills and company profiles along with job descriptions. These are all aspects of soft skills.

9. Reasons for Un-employability or Low Employability:

It would be worth to find out what prevents the academic institutions / colleges to make their graduates employable. They face various challenges to be more relevant and competitive globally. They are listed below:

- A. Outdated, rigid & stereotyped Curricula
- B. Scarcity of trained, experienced and quality faculty
- C. Improper student-teacher ratio
- D. Lack of autonomy.

- E. Lack of global competitiveness.
- F. Integrated and international quality education framework.
- G. Low impact research output:
- H. Lack of entrepreneurship mindset.

10. What Institutions Can Do?

The concerned can work on the below mentioned initiatives based on the capabilities. The collaborative efforts from experts, management, teaching and student communities are highly recommended.

A) Internships:

Many times, an internship proves to be a formality and a forceful activity. Many students take it as copy-paste assignment. Actually, the internships provide the golden opportunity to the students to prove their metal. It increases the chances to build long-term relationships with the prospective employers. During the internships, the students become aware of company philosophy, culture, and organizational values. It strengthens the bonding between employee and the employer.

B) Research Projects:

Many corporate firms face challenges in terms of scarcity of time and manpower to conduct market or field survey. To give few examples, projects on corporate social responsibility (CSR), Smart City Model, *Kumbhthon* can be undertaken from Government, NGOs or corporate firms and completed successfully under the experienced and competent authority.

C) Government Grants:

Various initiatives are taken by central as well as state governments and funds are made available. Fellowships and scholarships are given for quality research too. National Skill Development Corporation initiated on design and execution of Skill Development Courses based on the different sectors like Retails, Banking, Construction etc. through the approved training organizations. Such courses help the students to get placements after successful completion.

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D] Community Colleges:

World is changing so fast. Accordingly, market needs are also changing. The educational instates can no longer rely on traditional courses like B.A., B. Com or B.Sc. Sometimes, the curriculum is outdated in due course of time. To overcome this, community colleges can be one of the best options. Vocational courses like Home Science, Beauty Parlor, Hotel Management, Call Centre / Front Desk Management, Back Office etc. would be worth. Again, the college need to check the feasibility based on Return On Investment (ROI).

E] Career Counselling & Mentoring:

Psychometric tests reveal the core interest or aptitude of students in a scientific manner. Weekly / monthly mentoring helps them to choose specialization or resolve queries of difficult subjects leading to form strong domain knowledge platform.

F] Student Health-card:

It doesn't mean record of physical fitness. In fact, it is the mirror of students' progress from day one to the last day of college. SWOT Analysis provides 360° feedback. It helps the college / placement cell to recommend the workaholic and enthusiastic students to the recruiter at the time of pool campus.

H] Industry-Academia Interface:

Industry and Academic institutions are running parallel. Bringing them together would be win-win situation. The Board of Studies (BOS), Advisory Council should consist of various industry experts, educators, student representatives, strategic planners and others. Students must be given exposure to understand the latest updates from the industry which they will join very soon. Guest lectures, industrial visits, corporate meets, strong alumni-base can make it successful. Teaching fraternity should be motivated for research work, up-gradation.

I] Adding 'Meaning' to Student's Life:

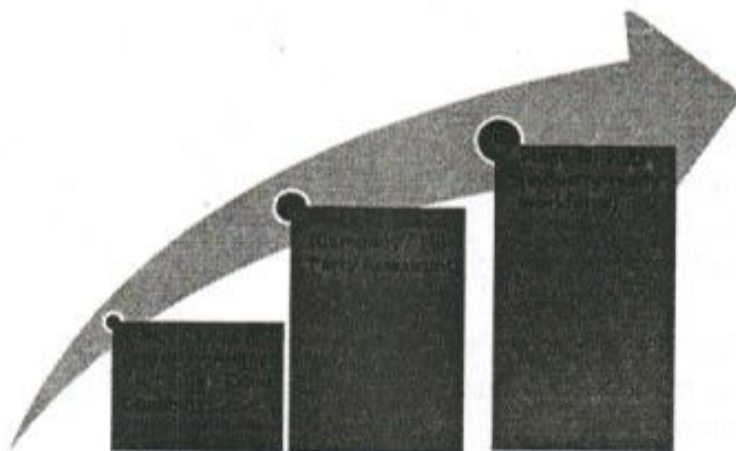
The colleges should focus on value addition apart from core academics. The leaders in education should focus on 'what makes them worth? What will create their identity?' Student development training programs, workshops, seminars, grooming sessions, business plan competitions. Best example, Hobby Clubs. (Nature club, CSR Club, College Club Reporters, Event Management Team, Creative Artists Club, Professional Choreographers etc.) Surprisingly, such hobbies become their profession as they work passionately with mind and heart.

J] Students / Faculty Exchange Programs:

Tie-Up with foreign universities or top-notch institutions in India like IITs, IIMs, would be competitive advantage. It will create the platform for sharing the best practices with each other. Many private and deemed universities in India have stated working on it. Still, there's a lot scope for extension.

K] Train-Test-Hire Model:

It is creative model working based on Public-Private-Partnership (PPP) model closely. It can be explained in detail as below: (Figure 1: Train-Test-Hire Model: Own Interpretation)



(Figure 1: Train-Test-Hire Model: Own Interpretation)

The professional colleges can join their hands with the corporate firms in terms of design, development and execution of a course and resource management. The industries can add valuable inputs from the end. The company or third party assessment will be authentic, impartial and standard. The successful candidates can be hired by the concerned firms. It would be win-win situation for both of them. For example, E-MBA in Insurance, telecaller, product or process trainings etc.

Conclusion

The above discussion shows that very few Indian graduates are employable against the enrollments. It means a lot of collaborative efforts must be put in to bridge skill-gap. It intensifies the magnitude of employment as a severe concern. To overcome this challenge, the higher education system in India should emphasize on skill-based, result-oriented, research-based learning system along with industry involvement to cater the needs of emerging market. Global competitiveness should be considered as a priority both for faculties and the students giving great exposure. It will help to regain the lost glory of India through talent exports to the knowledge-based world economy. Employment through skill development will give optimum results for individuals, organizations and nation after all.

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Use of Expert Systems for Security of Hotel Industry in Satara Taluka – Concept and Architecture

Omkar S. Tembe

MBA Student,
Karmaveer Bhaurao Patil Institute of
Management Studies and Research,
Varye, Satara – 415 015.

Abstract : Expert System (ES) is a branch of Artificial Intelligence that attempt to copy human experts. Expert systems can either support decision makers or completely replace them. Expert Systems use the knowledge and experience of experts to help the non experts in decision making process. In today's hotel industry, automation with the help of computerization is increasing, but is not increasing as per the increment in the complexity of operations. The main purpose of this study is to develop model regarding use of Expert Systems in security management of Hotel Industry and to think about implementation of these systems to Hotel Industry.

Keywords : Expert System (ES), Decision Making , Artificial Intelligence (AI)

Introduction:

An intelligent computer program that uses knowledge and inference procedures to solve problems that are difficult enough to require significant human expertise for their solution. (Prof. Edward Feigenbaum). Expert Systems are those that add the elements of Artificial Intelligence to classic Decision Support Systems.(Wholesapple and Whinston 1996). Expert Systems are Computer Systems that use specialized knowledge to achieve high performance decisions in a particular area. (Turban, Sharda and Delen 2011,542) In simple words, Expert System is a computer system that copies the decision making ability of human expert. With the help of Expert System, expert knowledge is made accessible to non experts. Expert Systems are knowledge-based systems that provide expert advice and act as expert consultants to the users. Expert systems are designed to solve complex problems by reasoning about knowledge, represented primarily as if-then rules rather than through conventional procedural code. Expert systems rely on huge, detailed databases (knowledge bases).

An expert system is divided into two sub-systems: the inference engine and the

knowledge base. The knowledge base represents facts and rules. The inference engine applies the rules to the known facts to deduce new facts. Inference engines can also include explanation and debugging capabilities. The characteristics, which differentiate Expert Systems from others, can be given as,

- 1) **High Level Expertise**
This expertise can represent the best thinking of top experts in the field, leading to problem solutions that are imaginative, accurate, and efficient.
- 2) **Adequate response time**
The system must also perform in a reasonable amount of time, comparable to or better than the time required by an expert to solve a problem.
- 3) **Permits Inexact Reasoning**
Applications are characterized by information that is uncertain, ambiguous, or unavailable and by domain knowledge that is inherently inexact. (e.g. – deciding the strategy of the business.)
- 4) **Comprehensibility**
The system should be able to explain the steps of its reasoning while executing so that it is understandable. The systems should have an explanation capability in the same way that human experts are suppose to be able to explain their reasoning.
- 5) **Flexibility**
Because of the large amount of knowledge that an expert system may have, it is important to have an efficient mechanism for modifying the knowledge base.
- 6) **Symbolic Reasoning**
Expert systems represent knowledge symbolically as sets of symbols that stand for problems concepts. These symbols can be combined to express relationship between them. When these relationships are represented in a program they are called symbol structures.
- 7) **Reasons Heuristically**
Experts adapt at drawing on their experiences to help them efficiently solved some current problem.
- 8) **Makes Mistakes**
Expert systems can make mistakes. Since the knowledge of expert has to be captured as close as possible in expert system, like its human counterpart, it can

make mistakes.

- 9) **Thrives on Reasonable Complexity**
The problem should be reasonably complex, not too easy or too difficult.
- 10) **Focuses Expertise**
Most experts are skillful at solving problems within their narrow area of expertise, but have limited ability outside this area.

Literature Review:

Expert Systems are composed of two components – i) Development component and ii) Consultation component. The development component is used by those, who build the system and update it constantly with new knowledge from industry experts and other sources. System users opt to this component to obtain advice and consultation to solve specific problems. (Turban, Sharda and Delen 2011, 550)

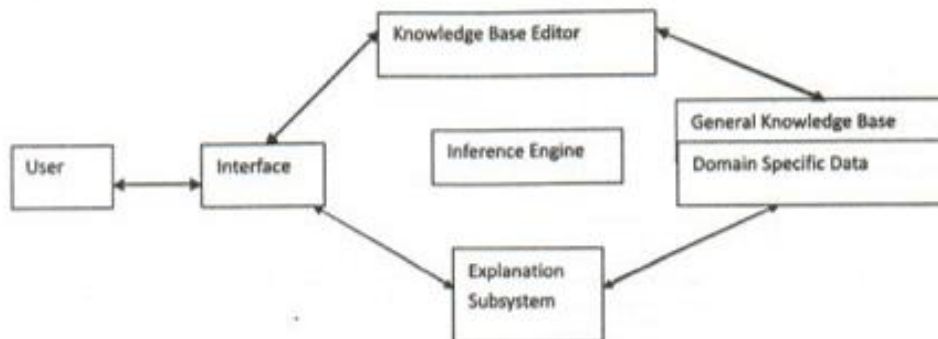
The applications of Expert Systems are increasing with multiple roles and places in multiple areas. The timeliness and the speed of problem solving, the ease of use is making Expert Systems more dynamic, versatile and multidisciplinary.

Studies on a number of Expert Systems (Nedovic and Devedzic 2002) have shown that, these systems improve customer satisfaction, the quality of products and services and reduction in the decision making time.

Now a day, expert systems are getting strongly connected with the web. It increases number of users, connectivity, usefulness and reduces cost of operation.

Architecture of Expert System

Expert System = Knowledge Base + Interface Engine



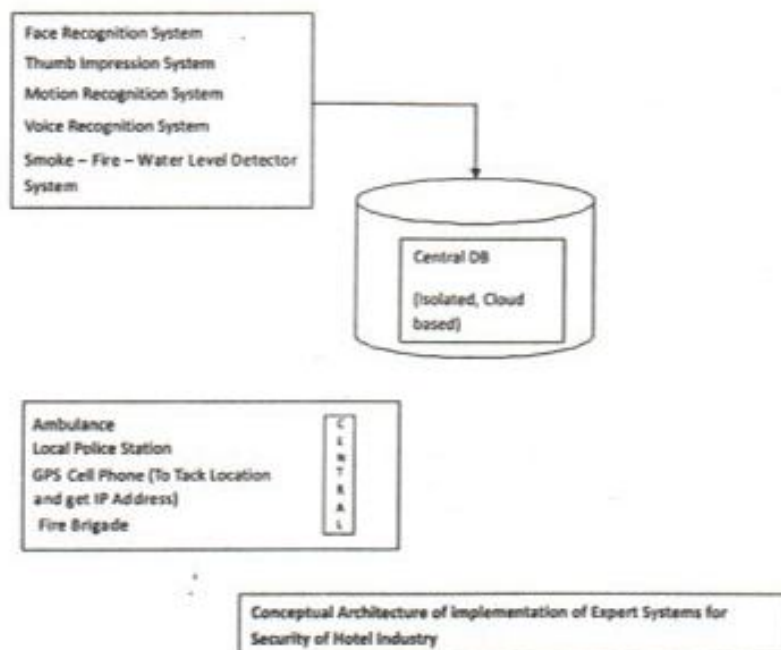
An expert system provides advice derived from its knowledge base, using a reasoning process embedded in its inference engine, the 'thinking' part of the system. The components of Expert Systems can be described as,

- a) The knowledge base is the collection of facts and rules which describe all the knowledge about the problem domain.
- b) The inference engine is the part of the system that chooses which facts and rules to apply when trying to solve the user's query.
- c) The user interface is the part of the system which takes in the user's query in a readable form and passes it to the inference engine. It then displays the results to the user.

Expert Systems use backward chaining (deduction) as the basis of inference, because they start from a 'most likely' hypothesis then look for evidence to support this hypothesis. If, this initial hypothesis cannot be supported, then the system will go to the 'next most likely hypothesis' and so on.

Model of Expert System for Hotel industry

If Satara Taluka is concerned, there are different types of Hotels providing services ranging from star category to Luxurious, Semi Luxurious and Dormitories. While studying , the researcher observed that, most of the hotels have implemented CCTV cameras for security purpose and they have gone to the automation for General Management ,like reservation (booking),Payroll System, Billing System, etc. but the provisions regarding security of Hotel is still on manual and individual basis. So, the researcher has developed model for security of all the hotel industries in Satara Taluka which can be integrated.



As suggested, the above model uses high degree of automation, so it enhances accuracy in decision making. The model can be integrated to reduce cost and complexity. Use of wireless technology in large extent for connectivity will reduce the complexity, wastage of resources. Above model follows the concept of sharing of information. It is compatible with Web, so sharing and updating information is possible. The cons of this model are its complexity, feasibility for small Hotel Industries and security of Central Database.

Conclusion

Being part of complex world and increasing possibilities of different types of risks like Terrorist attacks, Natural Calamities, etc., the hotel industry should use Expert Systems as much as possible. Implementation of these systems will enhance the security, accuracy, correctness of decisions and will ultimately result into increased business opportunities.

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Capital Budgeting and Evaluation of Financial Position for Availing Credit Facility with Respect to A Sample Engineering industry in Western Maharashtra

Mrunalini Bobade

MBA Student,
Karmaveer Bhaurao Patil Institute of
Management Studies and Research,
Varye, Satara – 415 015.

Abstract: Capital budgeting is one of the financial budgeting decisions related to the acquiring capital asset which gives the positive return. It is the process of evaluating and selection long-term investments that are consistent with the goal of shareholders 'wealth maximization'. Capital budgeting decisions are those decisions that have significant financial effects beyond the current year. According to Robert Anthony, "It is essentially a list of what management believes to be worthwhile projects for the acquisition of new capital assets together with the estimated cost of each product."

After selection of appropriate capital asset company will go for purchasing. But at the time of purchasing company cannot pay entire amount due to unavailability huge amount. For that purpose Company can go for credit facility by financial institution. So company has to provide a projection proposal to financial institution. Here projection proposal means nothing but evaluation of financial position to knowing the position of the company in the market. This proposal helps to FI to take decision related to providing credit facility to a particular party. Evaluation of financial position is done with the help of financial statement analysis. Financial Statement Analysis is the process of identifying the financial strength and weakness of a firm from the available accounting data and financial statements. It is done by properly establishing relationship between the items of balance sheet and profit and loss account.

The Present study focuses on selecting appropriate machinery which will give positive ROI and evaluation of financial position of the company for availing credit facility for selected machinery with the respect to the a sample engineering industry in western Maharashtra.

Keywords : Capital Budgeting, Financial Position, Credit facility, Projection Proposal, ROI.

Introduction

Capital budget deals with activities relating to the capital expenditure during the budget period. Capital budget means evaluating feasible option and choosing.

“Capital budgeting consists in planning, the development of available capital for the purpose of maximizing the long-term profitability (return on investment) of the firm.”

- R. M. Lynch

“Evaluation of Financial Position means analysis of financial statements likes Profit & loss A/c, Balance sheet and accounting data to know the financial strengths or weakness of the organization.”

“A loan extended by a bank to a business in need of operating capital. This may take several forms, from a short-term loan to line of credit. Different banks have different facility plans for their clients who own or run businesses.”

A demand from production department for acquiring new machine has been received. Management needs to evaluate feasible options and choose machinery for purchases.

Current financial position is to be analyzed for financing machinery. Management is also keen on knowing whether bank finance can be sourced to finance machinery to be purchased

Research Methodology:

The Present study aimed at studying capital budgeting system for suggesting feasibility to purchase capital asset and ratio analysis for knowing financial performance and collecting some required documents for availing credit facility. Hence it is titled at 'Capital Budgeting and Evaluation of Financial Position for Availing Credit Facility With Respect to a sample engineering industry in western Maharashtra.

.The present study has undertaken with two objectives, to study Capital Budgeting system and to critically evaluate machinery purchase proposal for availing credit facility.

Geographical scope is limited to a sample engineering industry in western Maharashtra. Conceptual scope is based on concept of Capital Budgeting, Ratio Analysis and Credit Facility. Analytical scope is limited to use Capital budgeting techniques, Some Ratios and simple Graphs, Tables, Diagrams and Chart.

Research type is **Descriptive**. For this research, information about organization Rate of Return, Tax Rate, Scrap Value, Estimated cash inflows and outflows, Depreciation, Expected life of machinery, information regarding of operation an working of the organization. And also some data required from P&L A/c and Balance sheet of last two financial years. So Data has been collected from secondary data source. In order to analyze collected data used the capital budgeting and ratio analysis technique, tables and graphs. Most of the data is depend upon secondary data provided by organization.

Analysis of Data :

After collection of data it has to be proposed and analyzed in accordance with outline laid down for the purpose of availing credit facility. Data analysis refers to the computation by Capital budgeting technique for knowing which machine should purchase and Ratio analysis for evaluation of financial position so with the help of both techniques projection proposal can be proposed.

Interpretation is the result of analysis which enable conversion of data in to statement proposition or conclusion which ultimately completes the researcher objective.

Data analysis deals with analysis of whole data collected through various techniques researcher has analyzed the data with the help of flow chart and tables.

Table No. 1: Comparison of result by different capital budgeting techniques –
Following table showing the comparison between both Machine i. e SPM A and SPM B for choosing by Capital Budgeting Technique –

Sr.	Particulars	Machine A	Machine B	Preferable Machine
1	Payback Period (without D.F)	2.95	4.24	Λ
2	Payback Period (with D.F)	3.79	More than 5 Years	Λ
3	Net Present Value	188,684.64	(78,783.84)	Λ
4	Average Rate Of Return	61%	46%	Λ
5	Profitability Index	1.19	0.89	Λ
6	Internal Rate Of Return	18%	4%	Λ

(Source: Compiled by researcher)

Above table no.1 shows the comparison between SPM machine A and SPM machine B by using all techniques of Capital Budgeting for choosing feasible machinery. So as per this table SPM machine A is preferred instead of machine B by all Six Capital Budgeting techniques used for evaluation since NPV of Machinery B is Higher and Positive and Profitability Index more than 1 of Machine A should give 1st preference.

Table No. 2: Comparison of financial position by Ratio analysis -

Following table showing comparison of financial position with respect to 2 years i.e. 2013 and 2014 by using Ratio analysis techniques –

Sr.	Particulars	2012-2013 Amount(Rs.)	2013-2014 Amount(Rs.)
1	Current Asset	4390.53	4472.82
	Current Liabilities	3873.48	4071.96
	Current Ratio	1.13	1.10
2	Quick Asset	3574.07	3588.89
	Quick Liabilities	3873.48	4071.96
	Quick Ratio	0.92	0.88
3	COGS	9041.02	9319.79
	Average Inventory	661.43	850.20
	Inventory Turnover Ratio	13.67	10.96
4	Days	365.00	365.00
	Inventory Turnover Ratio	9.89	7.41
	Inventory Velocity	36.92	49.28
5	Days	365.00	365.00
	Debtors Turnover Ratio	3.56	3.81
	Debtors Velocity	102.42	95.88
6	Days	365.00	365.00
	Creditors turnover ratio	3.96	4.16
	Creditors Velocity	92.26	87.72
7	EBIT	997.21	924.31
	Gross Fixed Asset	5498.40	5996.21
	Fixed Asset T/o Ratio	0.18	0.15
8	PAT	46.11	(43.55)
	Total Asset	7484.82	7247.13
	Return on Total Asset	0.62%	0.62%
9	EBITA	997.21	924.31
	Sales	10143.71	10374.02
	Operating Profit Ratio	9.89%	8.90%
10	PBID	926.81	934.90
	Debt	675.18	848.27
	DSCR	1.37	1.10

(Source: Compiled by researcher)

As seen from the Table No. 2 in FY 2013-2014 over all performance of organisation was declined compared to FY 2012-2013 except only Debtors velocity and creditors velocity. Debtors velocity in FY 2013-2012 was 95.88 which have decreased by 7 days. And creditors velocity in FY 2013-2014 was 87.72 which have also decreased than earlier year i.e. 92.26.

Table No. 3: Other Qualitative Observation

Following table showing comparison of financial position with respect to 2 years i.e. 2013 and 2014 by using Ratio analysis techniques –

Sr.	Qualitative Parameters
1	Loyalty of Customer.
2	Relationship with Bankers.
3	Regular Payments of Loan installments.
4	Stock of the Company.
5	Market Position.
6	Relationship with suppliers.
7	Past Financial Performance.
8	Future Projected Performance.

(Source: Compiled by Researcher)

As evident from Table No. 3 banks are using these parameters for acceptance of loan proposal other than financial parameters. Here with the information of financial position i.e. quantitative information banks are going to check other qualitative parameters and these are shown in the above table.

Suggestions

1. From all analysis and findings researcher suggested that SPM Machine A is preferable.
2. From Qualitative observation table researcher suggested that company can get approval for loan by qualitative parameters listed in this Table No. 3.

Conclusion

In the view competitive scenario, management is interested in purchase of Machinery for Catering to demand with quality product competitive rates. They are interested in putting a proper decision making system in place for purchase of Machinery which would assess Feasibility in favor of organization. With the help of Capital Budgeting organization is also interested in predicting fund requirement to execute its future plans. From all analysis researcher conclude that SPM 3 Wheeler machinery A is preferable to the organization. And they have approved loan by bank on the basis of Market position, Stock of the company, past financial performance and projected future financial year.

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Current Non-Conventional Energy Scenario and Vision 2020 in India

Prof. Maheshkumar Shankar Kedar

Assistant Professor,
NBN College of Commerce,
Lonavala.

Abstract : India is a country with more than 121 Cr. people officially for more than 17% of world's population. It is the seventh largest country in the world with overall land area of 3,287,263 sq kilometres. India measures 3214 km from north to south and 2993 km from east to west. It has a land frontier of 15,200 km and coastline of 7,517 km. India has 29 states and 7 union territories. It faces a formidable challenge in providing adequate energy supplies to users at a reasonable cost. It is expected that India's nominal GDP will exceed day by day as compare to developed countries like UK, US. India's nominal GDP crossed the annual growth rate of nominal GDP during the period is dramatic 22 percent. Thus the energy challenge is of primary importance. In the last six decades, India's energy use has increased 16 times and the installed electricity capacity by 84 times. In 2013, India's energy use was the fifth highest in the world.

Nevertheless, India as a country suffers from significant energy scarcity and persistent electricity deficits. In recent years, India's energy consumption has been increasing at a relatively fast rate due to population growth and economic development, even though the base rate may be somewhat low. With an economy projected to grow at 8-9% per annum, rapid urbanization and improving standards of living for millions of Indian households, the demand is likely to grow significantly. The supply challenge is of such extent that there are logical apprehensions that severe shortages may occur. Increasing demand and meeting demand with supply by current position. Distribution network and Current Problem of Power shortage, Light Cut-off and Load Shading of Indian Power/ Energy Scenario in Rural and Urban Indian. Creating it with Green Environment friendly/helpful option is big Challenge.

Keywords: - Non-Convectional Energy, Power Shortage, Urban, Green energy, Environment Friendly, Power Shortage.

Introduction to Energy:

Energy is Capacity of body to do work. There two forms of Energy as follows:-

Non-Conventional source of energy is energy sources obtained from sources that are essentially infinite. Examples of Non-Conventional include wind power, solar power, geothermal energy, tidal power and hydroelectric power. Previously these were Conventional energy source before James Watt invented the steam engine in the eighteenth century. In fact, the New World was explored by man using wind-powered ships only. The non-conventional sources are available free of cost, are pollution-free and inexhaustible. Man has used these sources for many centuries in propelling ships, driving windmills for grinding corn and pumping water, etc. Because of the poor technologies then existing, the cost of harnessing energy from these sources was quite high. Also because of uncertainty of period of availability and the difficulty of transporting this form of energy, to the place of its use are some of the factors which came in the way of its adoption or development. Conventional energy is the conventional fossil fuels such as coal, oil and gas, which are likely to reduce with time. The use of fossil fuels and nuclear energy replaced totally the non-conventional methods because of inherent advantages of transportation and certainty of availability; however these have polluted the atmosphere to a great extent. In fact, it is feared that nuclear energy may prove to be quite hazardous in case it is not properly controlled. India is blessed with an abundance of sunlight, water and biomass. Enthusiastic efforts during the past two decades are now bearing fruit as people in all walks of life are more aware of the benefits of Non-Conventional energy source, especially decentralized energy where required in villages and in urban or semi-urban centres. India has the world's largest programme for Non-Conventional source of energy.

Supply Options for Non-Conventional Energy:

Strategies to meet India's energy requirement are constrained by country's energy resources and import possibilities. Unfortunately, India is not well endowed with natural energy resources. Reserves of oil, gas and Uranium are meagre though India has large reserves of thorium. While coal is abundant, it is regionally concentrated and is of low calorie and high ash content, though it has the advantage of low sulphur content. The extractable reserves, based on current extraction technology, remain limited. Hydro potential is significant, but small compared to India's needs and its contribution in terms of energy is likely to remain small. Further, the need to mitigate environmental and social

impacts of storage schemes often delays hydro development thereby causing huge cost overruns.

Coal : It is the most important and abundant fossil fuel in India. It accounts for 55% of the country's energy need. The country's industrial heritage has been built upon indigenous coal. Commercial primary energy consumption in India has grown by about 700% in the last four decades. Considering the limited reserve potentiality of petroleum & natural gas, eco-conservation restriction on hydro projects and geo-political perception of nuclear power, coal will continue to occupy centre-stage of India's energy [production?]. With hard coal reserves around 246 billion tonnes, of which 92 billion tonnes are proven, Indian coal offers a unique eco friendly fuel source for the domestic energy market for the next century and beyond. Hard coal deposits, spread over 27 major coalfields, are mainly confined to eastern and south central parts of India. Lignite reserves stand at around 36 billion tonnes, of which 90% occur in the southern State of Tamil Nadu. Out of a total of 171926 MW of electricity generated, coal powered thermal power plants accounted for 92418 MW as of February, 2011 indicating that most of India's electricity needs are dependent on coal. It has been estimated that at current levels of consumption the proven reserves of coal will last for 80 years and if all the inferred reserves also materialize it can last for over 140 years at the current rate of extraction. However, the coal consumption will increase as India tries to meet its energy requirements and thus the reserves will last for fewer years. If domestic coal production continues to increase at a rate of 5% the extractable reserve will run out in around 45 years. Further, it is difficult to predict the long term demand for coal owing to rapid changes in the prices and relative availability of other fuels as well as the technological advancements and new policies in the end use sector. Further, the coal deposits in India are concentrated in the Eastern regions. The setting up of a coal fired power plant in

Western or North-west India, entails transporting coal over distances exceeding 1000 Km. and at such distances the economics of coal power become unfavourable.

It is estimated that the coal deficit in India will increase to 400 million tonnes in Financial Year (FY) 2017 from around 50 million tonnes in FY11, according to a Credit Suisse report. Further, as per the Planning Commission report it is expected that demand for coal will rise to around 937 million tonnes by 2021-22 and to more than 1415 million tonnes by 2031-32. India has a total installed capacity of 1199.75 MW of oil based power plants which is not substantial and the price per unit of kwh ranges from INR 7.60 to INR 8.00. In 2009-10, the total expenditure incurred on import of 159.2 million tonne of crude oil was

\$79,552 million and this is increasing each year putting substantial pressure on Indian economy leading to continuous increase in import dependence in this sector.

Natural Gas: India has total reserves (proved and indicated) of 437 billion cubic meters of natural gas as of 1st April 2010. Gross Production of Natural Gas in the country at 47.51 billion cubic meters during 2009-10 was 44.63% higher than the production of 32.85 billion cubic meters during 2008-09. The total installed capacity of gas fired plants as of February 2011 stood at 17706 MW. The flaring of Natural Gas in 2009-10 at 2.09% of gross production is lower than the 3.29% in 2008-09. Natural gas can replace existing fuels in various sectors both for feedstock as well as for energy purposes. However, this substitution will depend upon the relative price of gas with respect to other fuels. Therefore, it may be stated that the demand for gas will depend upon the price of natural gas relative to that of alternatives, mainly Naphtha for fertilizer and petrochemicals and coal for power. With domestic production of just over 140 million standard cubic meters per day meeting barely half the demand, India is importing 10 million tons of liquefied natural gas per annum and is looking at unconventional sources like shale gas. One of the major issues with use of natural gas in India is that of the discriminatory pricing and fiscal policy adopted for oil and gas where oil produced from domestic fields is priced at international rates while the government caps natural gas price at artificially low levels. This is due to the fact that the Indian fertilizer sector, which is a dominant user of natural gas, is highly subsidized. The cost of power obtained by using natural gas varies from INR 2.90 to INR 4.60 per KWh and power obtained through natural gas is mainly used as peaking power. Besides this India has around 0.5 million vehicles running on auto gas and per vehicle consumption is 451 Kg per annum compared to the world average of 1428 kg per annum. This is, however, constrained by a lack of appropriate distribution networks. Natural gas has been recognized as a bridge between the more polluting fuels based on hydrocarbons and cleaner Non-Conventional sources of energy. India Vision 2020 has estimated the demand for gas to be between 65 and 71 Billion Cubic Metres (BCM) for the year 2020.

Nuclear Energy: Nuclear power is the fourth-largest source of electricity in India after thermal, hydroelectric and Non-Conventional sources of electricity. As of 2010, India has 20 nuclear reactors in operation in six nuclear power plants, generating 4,780 MW while 5 other plants are under construction and are expected to generate an additional 2,720 MW. India's nuclear power industry is undergoing rapid expansion with plans to increase nuclear power output to 64,000 MW by 2032. The work of generating and maintaining nuclear power plant lies with "Nuclear Power Corporation India Limited" and it plans to

build five nuclear power parks each with a capacity of eight nuclear reactors of 1000 MW. The nuclear power parks are planned at Kudankulam in Tamil Nadu, Jaitpur in Maharashtra, Mithi Viridi in Gujarat, Haripur in West Bengal and Kovvada in Andhra Pradesh.

Despite all the advantages that nuclear power is supposed to offer it is a very costly affair. In defence of nuclear power it is said that it is the initial capital cost that is very high and thereafter it is not a very costly business. It should not be necessary to impose a high tariff for supplying power from nuclear plants. But it will still not make nuclear power cheaper than hydro or thermal power that currently meets the bulk of

electricity supply demand in the country. Further, there is considerable resistance from locals in view of the associated dangers with any nuclear plant and this has been further heightened with the recent damage to nuclear installations in Japan caused by an earthquake and subsequent tsunami. This needs to be factored into the locating of nuclear power plants and the federal Minister of Environment and Forests has cautioned to carefully tread the path of nuclear energy by planning smaller nuclear plants instead of leapfrogging to 1600 MW plants. India with its growing population and burgeoning energy needs has limited options, otherwise it will be forced to resort to more imports of coal and as of today nuclear energy is available at INR 3 to INR 4 for each KWh compared to solar energy at INR 20 per KWh. Another critique of nuclear energy in India is that it will be importing four different types of light water technology making it the most diverse in the world. Further, India with its secretive nuclear establishment has very little public debate on the safety and security related issues.

Non-Conventional Energy in India:

India has been making continuous progress in conventional as well as Non-Conventional power generation. The trajectory of growth of installed capacity since 2002 (start of the 10th five year Plan), 2007 (start of 11th Plan), and as of 30 November .2010, Providing energy access and energy security for the poor would, therefore, continue to be a major issue and problem. Solutions to this simply have to be found but which no longer appear possible from conventional sources. It is clear that India's need for secure, affordable, and environmentally sustainable energy has become one of the principal economic and development challenges for the country. It is also clear that while energy conservation and energy efficiency have an important role to play in the national energy strategy, Non-Conventional energy will become a key part of the solutions and is likely to play an increasingly important role for augmentation of grid power, providing energy access,

reducing consumption of fossil fuels and helping India pursue its low carbon developmental pathway.

Policy for Grid Non-Conventional Power:

The development of grid interactive Non-Conventional power essentially took off with the Electricity Act 2003 –which mandates the State Electricity Regulatory Commissions (SERCs) to (i) promote cogeneration and generation of electricity from Non-Conventional sources of energy by providing suitable measures for connectivity with the grid and sale of electricity to any person, and (ii) fix certain minimum percentages for purchase of Non-Conventional power in the area of each Distribution licensee. Section 61(h) mentions that these should be guiding factors while specifying the terms and conditions of determination of tariffs. The National Electricity Policy 2005 has further provided for progressive increases in these levels and purchases by distribution companies through competitive bidding processes. The Tariff Policy 2006 requires fixation by SERCs of a minimum percentage for purchase of energy from such sources taking into account availability of such resources in the region and its impact on retail tariffs and procurement by distribution companies at preferential tariffs determined by the SERCs. As of date, most of the SERCs have specified percentages for purchase of electricity from Non-Conventional sources of energy. Preferential tariffs for grid interactive Non-Conventional power are being given in most potential States like Rajasthan, Gujarat, Tamil Nadu etc. Due to various measures taken by electricity regulatory commissions open access has been facilitated, thereby enabling buyers to choose their suppliers which not only fosters healthy competition but suppliers are forced to be innovative in quality and pricing to rope in customers. It has also led to more stable and secure grid operations which have led to decrease in outages due to grid failures. Depending on the availability of the Non-Conventional power in different states purchase obligations have been fixed in their respective distribution areas. Various states which have met their Non-Conventional purchase power obligations include Kerala (5%), Tamil Nadu (10%), Andhra Pradesh, Karnataka and Maharashtra (5%), Gujarat (2%) and Delhi (1%).

Impact of Policy and Vision 2022:

During the last many years the share of Non-Conventional energy has steadily increased due to the initiative taken by Government of India and as indicated in Table 5. The share of various types of Non-Conventional energy is indicated in Table 6. All figures are in MW. It is estimated that total share of Non-Conventional energy will be 15.9% by 2022. In the

larger perspective of grid power an innovative scheme is being tried in India called as tail-end grid. So far the emphasis has been on large plants whether they are wind, solar, hydro or biomass. Locations for wind and hydro are fixed. However, for biomass the difficulties of ensuring collection and transportation of fuel are leading towards smaller plants. For solar PV, a total of 100 MW capacity is being set up with smaller plants of 100 KW to 2 MW, which are connected to grid through 11 kV feeders. It is expected that small plants would reduce the transmission losses by 5-7% with respect to large capacity plants of 50 - 100 MW size and improve both voltage and frequency at the tail end. The same approach is being planned for biomass based power plants of up to 2 MW capacity as the logistics of fuel management would become much more manageable and more environmentally friendly. It is envisaged that hundreds of such plants will be built in the next few years thus improving the transmission infrastructure.

Biomass Power and Bagasse Cogeneration Program:

This program aims at the utilization of biomass, such as agro-waste in the form of straws, stalks, stems and fibres; agro-industrial processing residues such as shells, husks, deoiled cakes, wood from dedicated energy plantations and bagasse from sugar mills, for power generation using combustion technology. The current potential for power generation from surplus agro and agro-industrial residues is estimated at 17000 MW. With efficient power cogeneration plants in new sugar mills and modernization of existing ones, the potential of surplus power generation through bagasse cogeneration in sugar mills is estimated at 5000 MW. Thus the total estimated biomass power potential is about 22,000 MW.

Wind Power:

The wind power program is the fastest growing Non-Conventional energy program [in India] and is almost entirely coming through private sector investments. India has a potential of around 48,500 MW. With a capacity addition of 12,800 MW, it contributes to around 75% of the grid-connected Non-Conventional energy power installed capacity. The major wind power capacity is in the states of Tamil Nadu, Gujarat, Maharashtra, Karnataka and Rajasthan. Wind electric generators of unit sizes between 225 kW and 2.10 MW have been deployed across the country. Wind Electric Generators of unit capacity up to 2.10 MW are being manufactured India. An ambitious target of 9,000 MW was set for 11th Plan, of which 5,715 MW had already been achieved by September, 2010. This has been possible because of the multidimensional approach of central and state governments. The main driving force for development of wind sector has been the

provision of accelerated depreciation of 80%, an incentive also available to many other sectors. This provision has enabled large profit making companies, small investors and captive users to participate in the sector. However, independent power producers (IPPs) and foreign direct investment (FDI) were not able to benefit from the accelerated depreciation provision. The effort is to do 2000 MW or more annually.

Small Hydro Power:

The estimated potential for power generation in India from small hydro plants is about 15,000 MW from 5718 identified sites. So far over 760 small hydropower projects aggregating to 2,803 MW have been set up in various parts of the country and 285 projects of about 940 MW are in various stages of implementation. At present, a capacity addition of about 300 MW per year is being achieved, of which about 70% is coming through the private sector. Attention is being focused on States with the maximum hydro potential and improving environment policies to attract private sector investments.

Solar power:

Among the various Non-Conventional energy resources, India possesses a very large solar energy potential; most parts of the country are blessed with good amounts of sunshine. There are about 300 clear sunny days in a year in most parts of country. The average solar radiation incident over India varies from 4 kWh/day - 7 kWh/day. The solar radiation received over the Indian land area is estimated to be about 5,000 trillion kWh/year. In June, 2008, a National Action Plan on Climate Change was announced, which included eight major national missions with the one on solar energy being the centre piece. This mission envisages a major step up in the utilization of solar energy for power generation and other purposes. The Jawaharlal Nehru National Solar Mission (JNNSM) was launched by the Prime Minister of India in January 2010, with a target of 20,000 MW grid solar power (based on solar thermal power generating systems and solar photovoltaic (SPV) technologies), 2000 MW of Offgrid capacity including 20 million solar lighting systems and 20 million sq.m. solar thermal collector area by 2022. The Mission will be implemented in three phases. The first phase will be of three years (up to March, 2013), the second up to March 2017 and the third phase will continue until March, 2022. The target for phase-I is to set up 1,100 MW grid connected solar plants including 100 MW of roof top and small solar plants and 200 MW capacity equivalent off-grid solar applications and 7 million sq. m solar thermal collector area. A new architecture has been designed for the 1000 MW projects. These will be implemented through NTPC Vidyut Vyapar Nigam (NVTN). NVTN will sell the solar power to the State utilities after

bundling solar power with the equivalent capacity of thermal power. CERC has announced tariffs for the purchase of solar power by NVVN. The tariff for 2011 for PV is Rs.17.91 per unit and Rs. 15.31 per unit for solar thermal power. The main objectives of the mission are to help reach grid parity by 2022 and help set up indigenous manufacturing capacity.

Financing of Non-Conventional Energy:

Non-Conventional power generation capacity in India has been set up largely through private sector investments and has been possible due mainly to a conducive, strong and clear policy framework and investor friendly environment. New investment is the most potent indicator of growth of the sector. It is estimated that, in 2009 the total financial investment in clean energy in India was at US \$ 3.2 billion out of which more than US \$ 1 billion is in the form of FDI. Ernst and Young ranked India the fourth most attractive country for Non-Conventional energy investment in the world, only behind the United States, China, and Germany. Although the government provides support in the form of easy finance, institutional mechanisms still need to be strengthened. Further, Non-Conventional energy is central to climate change mitigation efforts. The Government of India has also created a "Clean Energy Fund" by imposing a surcharge of INR 50 (US \$1.11) on the sale of every tonne of coal to finance clean energy projects.

Employment Opportunities:

Non-Conventional energy has vast potential in terms of creating new job opportunities in India where there is high rate of unemployment and disguised employment. The report estimates that implementation of the National Action Plan on Climate Change could create an Additional 10.5 million direct green jobs.

Conclusion:

Energy is important for development and this means that if India is to move to a higher growth path than is now realistic, it must ensure the reliable availability of energy. The present energy scenario in India is not satisfactory. The power supply position prevailing in the country is characterized by persistent shortages and irregularity and also high prices for industrial consumers. There is also concern about the position regarding petroleum products. India, with its vast population and limited natural resources for meeting its energy requirements, needs to maintain its momentum of growth and this can be made possible only with a clear strategy for use of best possible energy options available. India

needs to have a long term strategy for meeting its energy needs by 2050 and a short term goal of 2020 which can be small steps towards attaining energy security by year 2020. The world community also needs to understand the challenges being faced by India and help by putting in place innovative financial instruments for financing the energy needs of India and lifting of technical barriers. Finally, India needs to wake up and respond by improving efficiency, boosting infrastructure development and promoting private equity participation as the government cannot raise capital on its own for this purpose. India needs to realize the vast potential of Non-Conventional energy and need to step up effort for attaining the goal of "20 11 20 20" by 2020. These targets are attainable and not only provide cleaner energy but also open a new field for providing employment opportunities to millions of people who are unemployed or disguised employment. This momentum then needs to be maintained so that India attains a target of having 70% Non-Conventional energy use by 2050.

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IBM Initiatives to Leverage Real Estate Business (REB) with TRIRIGA and its Impact on Indian Real Estate (IRE) Business

Dr. Ramchandra Pawar

Professor,
Pad. Dr D Y Patil Institute of MCA,
Akurdi, Pune

Sunil Khilari

Assistant Professor,
Singhad Institutes, Vadgaon,
Pune

Abstract : This paper tells about the influences of TRIRIGA on the Real Estate market. Researcher will advocate the IBM TRIRIGA about its revolutionary contribution in real estate lease accounting standards. IBM delivers an enterprise-class lease accounting software that accelerates preparedness with the new standards; this paper tells how IBM TRIRIGA helps companies assuage critical changes in industry with smarter compliance solutions that address the full breadth of lease accounting requirements. The Paper includes the information that how IBM TRIRIGA forecast impact of new rules identifies and reduces no. of underutilized lease asset and simplifies compliance with new rules. Also this paper provides best practices guidelines to improve the performance of products based on the IBM® TRIRIGA® Application Platform.

Introduction to Real Estate Business

Real Estate means property involving of land and the buildings on it, along with its natural resources such as crops, minerals, or water; immovable property of this nature; an interest vested in this; an item of real property; buildings or/and housing in general. Dealing with purchase and buying of the real estate property is the real estate business. Real Estate business depends upon the leaseera of the property. There is certain lease accounting standards.

Tririga

TRIRIGA is software which enables us to renovate real estate operations into a highly efficient, high-return operation.

IBM TRIRIGA allows us to be flexible when we need to be, so we can easily address any requirements imposed by any change resulting from our quest for continuous improvement. IBM TRIRIGA affords project management metrics that Objectively

determine and prioritize project funding requests to select a project portfolio that is optimally aligned with your organization's business strategy. In short, IBM TRIRIGA exploits the return on your capital projectventure.

Integration of Tririga with Real Estate

TRIRIGA Real Estate™ delivers the tools and information to analyze portfolios and perform what-if-analysis to determine both the financial and functional gains of portfolio sale-leaseback. Through transaction management and scenario planning, corporate real estate divisions have the tools to select the accurate properties and shares of their portfolios. As a result, by using TRIRIGA Real Estate, one of TRIRIGA's customers saved over \$180 million and now has the flexibility of long lease terms to maintain key market locations. To improve project portfolios, IBM TRIRIGA evaluates the risks and fiscal and environmental impacts linked with project planning across various investment scenarios. IBM TRIRIGA delivers the project management analysis that program executives and project managers need to compare project plans, make more informed project planning decisions and create higher-efficiency projects.



Fig.1 IBM TRIRIGA company Logo

Software Capabilities

IBM TRIRIGA has massive capabilities. It can give solutions about the following areas:

- **Weather:** Advance prediction and pre-emptive action.
- **Emergency Services:** Information about occupants.
- **Utilities:** Smartgrid, Waterefficiency, real-estate pricing, demand management.
- **Transportation:** Bottleneckavoidance, networked buses and trains
- **Vehicles:** Onsite energy generation and/or storage.
- Load balancing

- Database tuning and SQL tuning
- Client workstation configuration
- Customized System architecture setup
- Application server configuration
- Reporting
- Integration with other systems using the integration framework
- Network issues
- Bandwidth
- Diverse performance improvement tips
- Troubleshooting

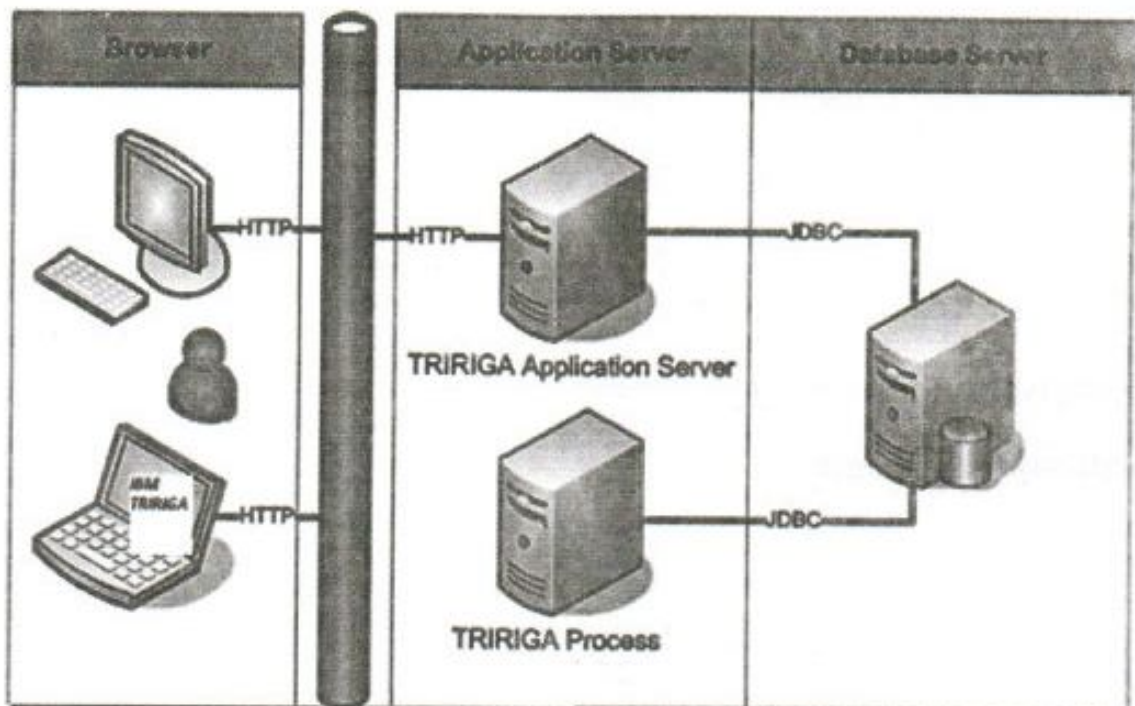


Fig.2 TRIRIGA System Architecture

There are various sections of which the problems can be solved such as:

- Energy: smart meters, demand response.
- Lighting: Occupancy sensing
- Fire: Functionality checks, detector service.
- 24/7 monitoring: Condition monitoring, parking lot utilization.
- PEHV charging: Charging of hybrid and electric vehicles.
- Water: Smart meters, use and flow sensing.
- HVAC: Fans, variable air volume, air quality.
- Elevators: Maintenance, performance.
- Access and Security: Device in, cameras, integration perimeter, doors.

IBM TRIRIGA works competently for the real estate companies but it has also shown its power to manage resources in the retail management also. Indian case study is the example of this. IBM TRIRIGA delivers advanced project execution and control capabilities required to effectively complete projects on time, within budget and with the planned quality. With its wide-ranging selection of serious path scheduling, risk moderation and contractor management tools, IBM TRIRIGA increases on-time and early delivery of projects, and improves compliance to defined budgets. Using IBM TRIRIGA, a major U.S. foodservices retailer accelerated its project order process to reduce store construction schedules by several weeks.

IBM TRIRIGA covers following key areas:

1. Facilities space management

- Provides integration with AutoCAD and Bentley Systems Micro Station to energetically link facilities data to computer-aided design (CAD) drawings and building information models, independent of file format.
- Provides pre-built routine metrics to recognize underutilized and underperforming facilities based on features such as area per person, cost per area and residence rate weighed against planned targets.

- Generates web-based CAD floor plans to graphically query and visualize standard and ad-hoc facilities reports such as vacant spaces and spaces by department.
- Delivers pre-built dashboards for facilities managers and space planners, with end-user dashboard configuration to fit personal work styles.
- Provides Building Owners and Managers Association (BOMA) and International Facility Management Association (IFMA) space-measurement calculations to determine rentable and usable area measurements.
- Provides pre-integrated Open Standards Consortium for Real Estate (OSCRE) Space Classifications to simplify

Facilities benchmarking.

- Includes global units of area such as square feet, square meters as well as transformation processes to simplify area measurement across global facilities portfolios.
- Automates chargeback processes that determine assignable space and costs for each department.
- Maintains historical data on facility space allocations and infrastructure assets for improved facilities planning decisions.
- Furnishes web-based CAD plans to provide departments with graphical views of their assigned spaces.

2. Strategic facilities planning

- Provides online and offline forms to capture space requirement forecasts from business units and departments to determine future space use over multiple planning periods.
- Assesses the impact of space forecasts against facilities against planning goals such as possession rate, utilization and density.
- Provides an n-level planning framework to cascade business plans, planning purposes and performance goals from global down to local-level plans.

- Offers visual tools to extend or dismiss leases and to purchase or sell real estate, in order to model acquisition, disposition and consolidation scenarios.
- Provides scenario-planning tools to model the impact of alternative workplace strategies, such as hoteling, on facilities utilization and compactness.
- Provides stack planning to model the allocation of departments across new and existing floors.
- Endorses best fit floors for departmental moves within stack planning to minimize construction costs.
- Automates the capture of departmental moves within stack-planning scenarios, then estimates and compares set-up move costs and churn rates against planned targets.
- Provides scenario analysis and side-by-side comparison of energy use, carbon emissions, project costs and other planning goals to identify highest-return alternatives.
- Compares strategic-planning scenarios against business objectives, status quo and other scenarios.
- Initiates automated projects and tasks for real estate acquisitions and dispositions, construction project management, and move planning and implementation to growth plan execution efficiency.
- Translates facilities plans into specific work tasks automatically based on approved planning set-ups to accelerate
Increased facilities utilizations.
- Updates personnel space projects and cost allocations automatically after facilities changes are complete.

3. Move management

- Delivers pre-built dashboards for move managers and enables end-user dashboard configuration to fit personal work classes.
- Automates creation and sequencing of personnel and asset moves from facilities-

planning scenarios to streamline move planning and implementation of preferred scenarios.

- Uses embedded workflow processes to convert approved plans into move projects and tasks to accelerate the timely execution and delivery of facilities plans.
- Delivers a combined move request, approval and service management platform through an employee self-service portal.
- Automates move management with processes that generate required move projects and task timetables and route moves to applicable service providers.
- Creates, assigns and distributes automated customer surveys at the completion of the move to increase the future quality and effectiveness of move-related services delivery.
- Provides pre-built metrics including shake rate, on-target service costs, on-time service sensitivity and move costs to measure move management processes against targets.

4. **Workplace reservation management**

- Delivers simple-to-use web- and Microsoft Outlook-based room registration forms to streamline user access and
Increase user approval.
- Provides personal preferences such as preferred workspaces, meeting rooms and equipment to accelerate
Registration bookings.
- Provides workspaces and equipment catalogs that identify information, including photos and floor plans, to help users select resources.
- Provides waiting-list options to increase utilization of conference rooms, meeting rooms and training rooms.
- Comprises asset scheduling to increase the use of vehicles, IT and visual/audio equipment, including servers, printers,

projectors and video cameras.

- Allows reservations on behalf of other people with proper authorization
- Generates internal and third-party work tasks, requests and purchase orders automatically with each reservation
- Provides room setup and breakdown processes to streamline coordination of related services such as food services and apparatus delivery.
- Sends automatic email notifications and calendar alerts as reservation notices.
- Provides visual Gantt charts to see reservation and task dependencies serious to the coordination of a successful event.
- Advises reception and security personnel of visitors scheduled to attend meetings and maintains a history of visitors.
- Provides “drag and drop” schedules that allow event managers to modify event times and locations quickly and efficiently.

5. Management system architecture

- Provides an advanced, single technology platform and data source.
- Offers a native performance analytics engine to perform data aggregation and summarization across a single facilities management data set.
- Supports multiple operating systems and architecture standards, as well as multiple application, web and database servers.
- Supports high availability through the addition of failover and load balancers within the system building.
- Uses and supports industry standards such as identification, authentication, encryption, user access/permissions and
- Auditing to provide system and information security.
- Allows system administrators to define safety rights at the level of granularity that aligns with data necessities of specific business groups.

- Delivers a single workflow engine to found, implement and automate business processes.
- Provides Java and SOAP/XML-based combination to streamline secure data exchanges with critical enterprise systems such as ERP, CRM, SCM etc..
- Proposals graphical configuration tools to rapidly configure and reconfigure applications and data structure to a particular data model without changes to source code.

IBM TRIRIGA not only provides capability management to real estate industries but also to other industries such as Atmosphere& Defense, Banking & Financial , Chemical & Pharmaceutical , Education , Government and Public Management , Information Technology , Internet and Telecommunication , Television& Entertainment.

Language Support: IBM TRIRIGA supports many world languages including Bulgarian , Chinese , Dutch , English , Finnish , French , German , Hungarian , Italian

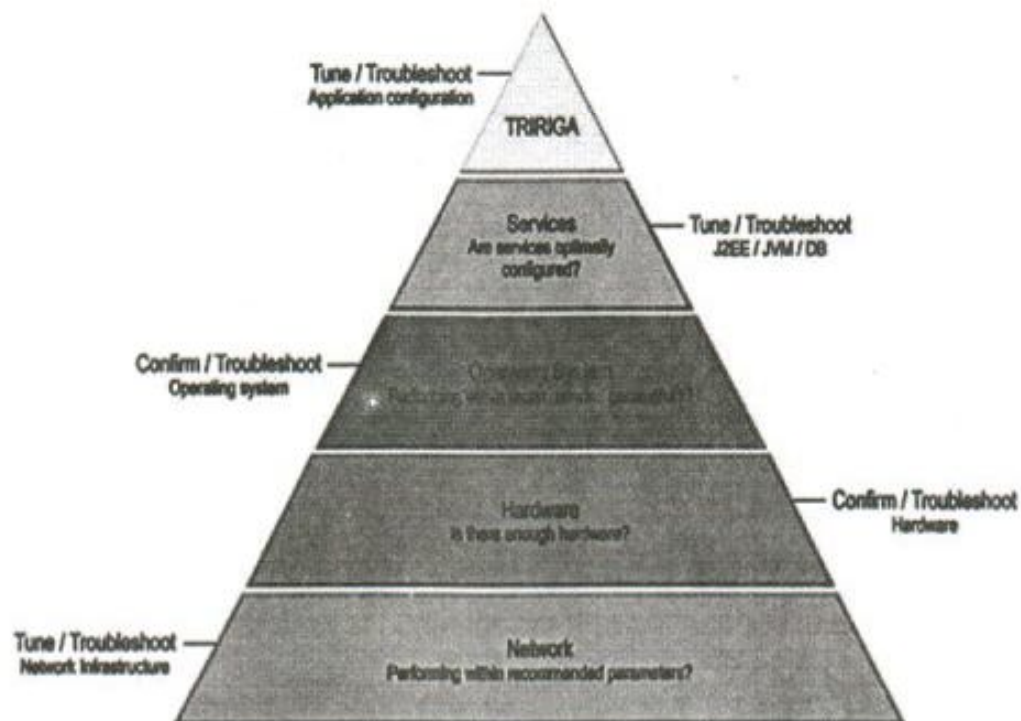


Fig.3 IBM TRIRIGA Product framework

Benefits To Indian Real Estate Business

There are various real estate businesses in India including some MNCs such as DLF, Godrej prop. These companies compete at international level using IBM TRIRIGA.

1. Increased tax deduction strategies.
2. Gain more leverage
3. Grow, tax-free
4. Tax free cash flow.
5. Rental real estate is a forced retirement plan
6. The tax write-offs against your other income.
7. Computerized process based on IBM TRIRIGA's proven technology
8. In-built and simple user interface
9. Complete control over each step of the program
10. Seamless integration with TRIRIGA's Capital Project Management module
11. Capability to incorporate state-specific regulatory requirements
12. Progress reporting and comparison capabilities
13. Highly configurable to meet client's specific needs
14. Appropriate notifications to ensure the project is on track
15. Option to enter updates for activities performed outside the system features.

Experience Of Indian Real Estate Companies

Indian Establishment has greatly benefited from merging dissimilar software systems and

databases into a single lifecycle management system. This integrated approach has significantly reduced the time our staff requires to respond to investigations about the retail portfolio and has significantly improved the synchronization of activities involved in the delivery of new stores and remodels. Based on the benefits we have knowledgeable. We plan to expand our system to comprise other store lifecycle processes into this system, which will further increase staff productivity and improve our performance. Improve operational efficiency, Consistency, Risk Reduction, Governance, Data transparency.

Historically, Indian Real Estate and Construction relied heavily on disparate point solutions to manage the various stages of the real estate lifecycle process. Homegrown spreadsheets, separate project management and lease management software applications, and other tools created multiple databases and ineffective processes with incompetent data sharing or cross-functional collaboration. A growth in construction projects uncovered Indian to additional risks connected with miscommunication and limited collaboration. Duplicate manual entry and data discrepancies resulted in project schedule slippages, cost overruns, while data errors in lease administration particularly in the area of Common Area Maintenance reconciliation resulted in needless penalties and overpayments.

Conclusion

Indian Real Estate and Construction executives shared a vision that includes a long-term system strategy to improve the management of the entire real estate lifecycle through the use of a single business application and technology platform. They recognized the constraints of their disparate system approach and have implemented a real estate asset lifecycle management system through a move to the integrated workplace management system providing by TRIRIGA. The company's real estate transformation has generated more than USD925 million in real cost savings between its inception in 2003 and 2007. This is the conclusion of process improvements, standardization of workflows, reductions in overall space needs, a constant focus on cost, and the adoption of cross-divisional portfolio strategies that resulted in facilities alliances. IBM TRIRIGA provides the uniform database, workflow tools, user interfaces, functional modules, and performance metrics that enable the necessary actionable insight into corporate portfolio management process and performance.

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Microfinance - A Tool for Socio - Economic Development in Rural India

Prof. Durga Bansode

Assistant Professor
Sinhgad Institute of Management
Pune

Mr. Nityanand Buke

Student,
Sinhgad Institute of
Management
Pune

Abstract : Rural development is primarily concerned with addressing the needs of the rural poor for sustainable economic development. The alleviation of rural poverty can be achieved by identifying income-generating activities and generation of employment in rural areas for socio-economic development. The rural poor not only need loan at subsidies rates but also the easy access to credit facilities like loans, savings and micro-insurance to promote agriculture production, establish small scale industries and encourage entrepreneurship. Microfinance is expected to strengthen rural employment through generation of new business opportunities, self-employment and by encouraging wage labored Self-help groups (SHG's) which will reduce migration and accelerate the rural development

Introduction

Land, Labour, Entrepreneur and Capital are four factors of production. The absence of one among the four would hamper the economy. Capital is backbone of every economy which acts as a catalyst in the development process of an economy. Quantum of Capital requirement would differ for every economy, organization, activity etc. For instance, capital required for setting a huge Car manufacturing unit would be respectively much higher while capital needed for setting a cottage industry would be comparatively lesser. Here capital need of the cottage industry can be mitigated by providing micro finance. Microfinance stands as one of the most promising and cost effective tools which fight against global poverty. The microfinance programme through SHG (Self Help Group)-Bank linkage has been launched by the government of India as a strategy of poverty elimination and rural economic development. The pioneering efforts at this has been made by National Bank for Agriculture and Rural Development (NABARD) which is vested with the task of framing appropriate policy for rural credit, provision of technical assistance banked liquidity support to banks, supervision of rural credit institutions and other economic development initiatives. The term microfinance could be defined as provision of thrift, credit and other financial services and products of very small amounts

to the poor in rural, semi-urban and urban areas for enabling them to raise their income levels and improve living standards.

- A. The first question what one will face is “What is Micro Finance”?
To answer in one line, Small scale funding is Micro financing.
- B. Who need Micro Finance?
Enterprises can be divided into Micro, small, medium and large depending upon the capital requirement, among these Micro enterprises requires Micro Finance.
- C. Why Micro Finance?
These Micro units need funds in small scale which large banks do not entertain. To tackle this problem and cater specific needs of micro units, Micro finance is the only option. For regulating small scale funding in systematic and rational way.

Objective Of Study

1. To analyze the Socio economic growth of microfinance sector in India.
 2. To analyze the framework of Microfinance programme in Rural India by MFIs, NBFs.
 3. To high light a Picture of Rural India as a profitable segment for microfinance institutions.
 4. To study the importance and role of microfinance in poverty elimination

Materials And Methods

The data for the present study is collected from the primary and secondary sources various magazines, news papers, research articles, referred journals and books has-been studied and used for the collection of data.

A Profile Of Rural India

1. 68.8% of total population is living in rural India.
2. 29.8% of total population is under below poverty line.
3. 95% have no access to micro finance.
4. 55% people still borrow from informal sector.
5. 450 million people don't have any deposit account.
6. 93% of the households are without any kind of insurance

Objectives By Government For Promoting Microfinance In Rural Area

Due to lack of banking facilities in rural areas, people depend upon the informal

providers of finance, such as the village moneylender. It is undisputed that access to finance is critical for enabling individuals and communities to climb out of poverty. Village money lenders are exploiting the rural poor by charging high interest rate and utilizing them for different works. Therefore the Indian govt. and RBI have a policy of "financial inclusion". As part of this policy the govt. requires Indian banks to lend to "Priority sectors", one of which is the rural poor. Until recently, banks were happy to lend money to MFIs who would then on-lend funds, primarily to poor women across rural India. The bank have welcomed this policy because historically they tended to charge MFIs average interest rates of 12-13% and benefited from 100% repayment rates. Thus, by lending to MFIs, banks have been able to meet their "priority sector" lending requirements with what historically has amounted to a risk free and very profitable arrangement.

Types of Microfinance.

1. Domestic Commercial Banks including Public sector, Private sector and local Banks.
2. Regional Rural Banks.
3. Co-operative Banks.
4. Co-operative Societies.
5. Registered NBFIs.
6. Unregistered NBFIs.
7. Others include Societies and Trusts
8. MUDRA Bank

Development Process And Types Of Microfinance In Rural India

The People of rural India are mainly depending upon agriculture and small business units like fishing, earning through domestic animals, small business units etc. They are not making the agriculture and business profitable because due to the lack of monetary resources. Only few people of rural India are using capital intensive method to cultivate their lands. The most of the rural people are not sustaining in their small business for a long period of time due to insufficient fund available with them.

Microfinance in one of the important tool which plays a significant role in poverty elimination and economic development of rural poor. The need therefore, is to share experiences and materials, which will help not only in understanding success and failures but also provided knowledge and guidelines to strong them and expand microfinance programme.

The ultimate objective is to attain social and economic empowerment. Successful intervention is therefore; dependent on how each of these stages has been carefully dealt with and also the capabilities of the implementing Organizations in achieving the final goal e.g., if credit delivery takes place without consolidation of SHGs, it may have problems of self sustainability and recovery. A number of Schemes under banks, central and State governments offer direct credit to potential individuals without forcing them to join SHGs. Compilation and classification of the communication materials in the directory is done based on this development process

Following Table Shows the Overall Development In Microfinance Under Small Help Group (SHG)

Overall Progress under SHG-Bank Linkage for 3 years

Particulars		2010-11		2011-12		2012-13	
		No. of SHGs (lakh)	Amount	No. of SHGs (lakh)	Amount	No. of SHGs (lakh)	Amount
SHG Savings with Banks as on 31 March	Total SHGs	74.62 (7.3%)	7016.30 (13.2%)	79.50 (6.7%)	6551.41 (-6.7%)	73.18 (-8.1%)	8217.25 (25.4%)
	Of which SGSY Groups	20.23 (19.4%)	1817.12 (40.6%)	21.23 (5.0%)	1395.25 (-23.2%)	20.47 (-3.6%)	1821.65 (30.6%)
	% of SGSY Groups to Total	27.1	25.9	26.7	21.3	28.0	22.2
	All Women SHGs	60.98 (14.8%)	5298.65 (17.8%)	62.99 (3.3%)	5104.33 (-3.7%)	59.38 (-5.7%)	6514.86 (27.6%)
	% of Women Groups to Total	81.7	75.5	79.1	77.9	81.1	79.3
Loans Disbursed to SHGs during the year	Total SHGs	11.96 (-24.6%)	14547.73 (0.01%)	11.48 (-4%)	16534.77 (13.7%)	12.20 (6.3%)	20585.36 (24.5%)
	Of which SGSY Groups	2.41 (-9.9%)	2480.37 (12.8%)	2.10 (-12.9%)	2643.56 (6.6%)	1.81 (-13.8%)	2207.47 (-16.5%)
	% of SGSY Groups to Total	20.1	17.0	18.3	16.0	14.8	10.7
	All Women SHGs	10.17 (-21.4%)	12622.33 (1.6%)	9.23 (-9.2%)	14132.02 (12.0%)	10.37 (12.4%)	17854.31 (26.3%)
	% of Women Groups to Total	85	86.8	80.4	85.5	85.1	86.7
Loans Outstanding against SHGs as on 31 March	Total SHGs	47.87 (-1.3%)	31221.17 (11.4%)	43.54 (-9.0%)	36340.00 (16.4%)	44.51 (2.2%)	39375.30 (8.4%)
	Of which SGSY Groups	12.86 (3.4%)	7829.39 (25.2%)	12.16 (-5.4%)	8054.83 (2.9%)	11.93 (-1.9%)	8597.09 (6.7%)
	% of SGSY Groups to Total	26.9	25.1	27.9	22.2	26.8	21.8
	All Women SHGs	39.84 (2.2)	26123.75 (13.4%)	36.49 (-8.4%)	30465.28 (16.6%)	37.57 (2.9%)	32840.04 (7.8%)
	% of Women Groups to Total	83.2	83.7	83.8	83.8	84.4	83.3

Source: NABARD

Micro Finance and MSME Sector :

Micro, Small and Medium Enterprises (MSMEs) have a significant role in the Indian economy in terms of output, employment generation, export etc. It is estimated that MSMEs in Indian economy accounts for 45% of manufacturing output and 40% of total exports of country. The sector is estimated to employ about 69 million persons in over 26 million units throughout the country. There are over 6000 products ranging from traditional to hi-tech items being manufactured by MSME's throughout the country. It is well-known fact that MSME sector provides maximum opportunities for both self-employment and Job.

If we compare our MSME industry with big industries some interesting facts emerge. As per the third census document of MSME, employment-investment ratio is about seven times for MSMEs as compared to big ones. And investment-output ratio is better for MSME industry.

MSMEs are broadly classified into manufacturing and the service based enterprises. According to the investment ceiling of these units they are further divided into micro, small and medium enterprises.

Classification	Investment Ceiling (excluding land and building)	
	<i>Manufacturing</i>	<i>Service</i>
Micro	Up to Rs 25 lakh	Up to Rs 10 lakh
Small	Between 25 lakh to Rs 5 crores	Between Rs 10 lakh to RS 2 crores
Medium	Between Rs 5 crores to 10 crores	Between Rs 2 crores to Rs 5 crores

Micro, Small and Medium Enterprises (MSME) sector has emerged as a highly vibrant and dynamic sector of the Indian economy over the last five decades. MSMEs not only play crucial role in providing large employment opportunities at comparatively lower capital cost than large industries but also help in industrialization of rural & backward areas, thereby, reducing regional imbalances, assuring more equitable distribution of national income and wealth. MSMEs are complementary to large industries as ancillary units and this sector contributes enormously to the socio-economic development of the country.

As per the Report of "The Working Group on Micro, Small and Medium Enterprises (MSMEs) growth for 12th Five Year Plan (2012-17),

On MSME Sector

"During the first 4 years of XI Plan, MSME Sector exhibited a **growth rate of 13%** on an

average, an impressive performance compared to most of the other sectors. However, the sector is suffering from quite a few impediments, which need to be addressed immediately to make Indian MSMEs a global hub of entrepreneurship and global supplier of competitive and innovative products of highest quality.

“The Working Group examined the recommendations of the 11 sub-Groups. While formulating its recommendations, the Working Group took note of the fact that the National Manufacturing Policy (NMP) envisages increasing the sectoral share of Manufacturing in GDP to 25 % over the next decade and generating additional 100 million jobs in manufacturing sector through an annual average growth rate of 12-14 % in manufacturing sector. MSME sector being the major base of manufacturing sector in India, with its contribution of over 45% in the overall industrial output, the Working Group is of the view that the achievement of the NMP targeted growth of the manufacturing sector would necessitate substantial enhancement of the growth rate of MSME sector during the 12th Plan from the current growth rate of 12-13%. This would call for quantum jump in plan allocation for the sector during the 12th Plan to address major bottlenecks facing the sector.”

Financial-Credit

“Credit is a crucial input for promoting growth of MSME sector, particularly the MSE sector, in view of its limited access to alternative sources of finance. Various estimates on the credit availability to the MSME sector however indicate a serious credit gap. Though the heterogeneous and unorganized nature of the sector poses inherent challenges for a credible estimate, the fact remains that there is considerable credit gap, which is matter of serious concern and needs to be bridged if the sector has to foray into the next level of growth trajectory. While acknowledging the efforts of the Government, RBI and Financial Institutions in providing adequate, timely and affordable credit to the sector which has resulted in substantial increase in the number of accounts and total credit flow, the Working Group felt the need for serious policy prescriptions that goes beyond traditional ways of fixing targets alone.”

“Building an eco-system for facilitating credit flow to MSMEs is important. Government needs to strengthen credit flow to the MSE sector particularly micro sector by strict implementation of guidelines for growth of MSE credit and its prescribed flow to the micro-sector. The reach of the MSEs to the banking network has to be substantially enhanced through setting up of branches near clusters. In fact, a cluster-centric approach is the best bet for addressing the credit needs of the MSME sector, because of reasons of operational convenience and trust building. Information flow and transparency, through use of IT, would contribute greatly to the process of adequate, timely and affordable credit to the MSME sector.”

Increasing GDP share:

The new ambitious National Manufacturing Policy, which aims to make India a manufacturing hub and increase the sectoral share of manufacturing in GDP to 25 per cent in the next decade from the present level of 15-16 per cent, requires substantial support from MSME sector and quantum jump in the growth rate of MSME sector from the existing level of 12-13 % per annum. This necessitates convergence of efforts and resources.

Supporting start-ups in emerging sectors:

- i. Start-ups can be identified as Enterprises with innovative ideas often in the areas of emerging technologies, launched by technically qualified entrepreneurs. The start-up entrepreneurs are qualified in their respective areas of specialization and most of them have the background of working in institutions or organizations considered to be global leaders in their respective areas of specialization. The enterprises are launched to develop business models based on the innovative ideas of the entrepreneurs.
- ii. Majority of such enterprises start at the 'micro' level with the objective of developing successful business models from innovative ideas of the entrepreneurs. Again, the global experience is that the start-ups are located in or around premier technical institutions to avail the expertise of the mother institution while developing the business model.

“Make In India”

In the current scenario, the Indian economy is tending towards making most of the stuff in India itself. We are well aware of the outcome of this drive coined as “Make in India”.

This trend of making the industrial goods in India itself will intensely increase the demand of industrial raw materials etc., which will in turn help lot of micro units to flourish which can only be possible if there is continuous flow of capital.

Conclusion

The current economic scenario and potential of the young economy shows the signs of high growth of Micro-Finance. Capital is one of the factors of production and absence of this factor can change the whole picture of economy. Major cross-section can have benefit if this sector will grow in its fastest pace. Annual growth rate of about 20% next five years. The loan outstanding will consequently grow from the present level of about 1600 cores to about 42000 cores Annual growth rate of about 20 % can be achieved during the next five years.

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Recruitment and Selection Practice in Hotel Industry in Goa

Dr. Paul D Madhale

Director,
MPDRC,
Miraj, Maharashtra.

Introduction:

Competent and committed employees are imperative to any organization, be it manufacturing or service. The competency and commitment are largely related to the effectiveness of HRM practices in the organization which may vary in accordance with the nature of the organization. It is important to recognize that HRM is not only a set of distinctive HR practices but a process of developing, applying and evaluating policies, procedures and programs relating to the individual in the organization (Miner and Crane, 1995). Further, the HRM practices represent the policies, procedures, systems, and activities used to shape, monitor, and direct attention of people within the organization. Several frameworks have been developed in the Strategic Human Resource Management literature to classify HRM practices, where five major domains may be identified viz., organizational planning, staffing, rewards, developing and appraisal.

The present study focuses on the recruitment and selection process of employees in the GTDC and private hotels in Goa. The study aims to assess the current practices in the recruitment and selection of employees in the hotel industry and also to identify the differences, if any, in the practices of private and GTDC hotels in Goa. The assessment has been made based on the opinions of the employees and managers of these two sectors. Before reporting the practices of recruitment and selection the personal and employment traits of these two categories of respondents are attempted.

Review of Literature:

A meticulous survey of the available literature reveals that no sufficient, empirical and exploratory studies have been made so far to evaluate the HRM practices in hotel industry

in Goa. It is in this context that a study of the present nature is highly warranted. The researcher has, hence, carried out an in-depth research on the HRM practices in the hotel industry in Goa, particularly in the area of recruitment and selection in order to put forward creative suggestions emerging there from.

Statement of the Problem :

Organizations consist of people, and so the development of these people should be a key task of the organizations. Every organization begins and ends with people. The importance of human resources within an organization is becoming increasingly accepted in today's rapidly changing and uncertain business environment. In today's complex business scenario, no one can deny that the most important cog in the wheel of management is human resources, around which all other management facts revolve. An organization's success increasingly depends on the knowledge, skills and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. With appropriate HR practices, organizations can hire, develop and utilize best brains in the market place, realize its development goals and deliver better results. Effective human resource management is crucial for every organization's success. The quality of the organization's human resources, their sense of fair treatment, their enthusiasm and satisfaction with their job, all affect the organization's productivity, customer service, reputation and survival.

The net result is widespread dissatisfaction among employees affecting their motivation to work. Inevitably, it leads to the decline of their commitment towards the organization. The study is intended to provide an insight into the recruitment and selection practice prevailing in selected hotel organizations in Goa.

Objectives of the Study:

The major objective of the study is to assess the human resource management practices in the hotel industry in Goa. To be specific, the study aims at the following objectives:

- 1) Examine the recruitment, selection practices of employees.
- 2) Assess the level of satisfaction of employees.

Hypothesis:

In line with the objectives of the study the following hypothesis have been set:

1. Not more than one half of the employees are satisfied with the recruitment policy of the

hotel industry in Goa.

Methodology :

Selection of Sample

The population for the study consists of employees and management people of classified hotels in Goa. In Goa, there were 342 classified hotels (consisting of 37 five star hotels, 68 four star hotels and 237 three star hotels). For intensive study, 20 per cent from each category of hotels is selected at random. Thus, the total number of hotels selected as sample has come to 47 (three from five star, four from four star and 40 from three star)

The respondents for the study consist of the employees of the sample hotels. There were 2450 employees in the 47 sample hotels. From them, 18 per cent (consist of (62 from five star hotels, 64 from four star hotels and 304 from three star hotels) were selected at random (based on Slovin's Formulae). Thus, the total sample employees selected for the intensive study has come to 430. While selecting the sample employees, care has been taken to select employees working in all the operating departments' viz., Food and Beverage, Housekeeping, Front office, Accounts and Marketing.

Collection of Data:

The present study is empirical in nature. Both primary and secondary data were used for the study. The primary data were collected from the sample respondents-employees and management personnel-by administering structured interview schedules. The secondary data were collected from the records of hotels under study, official publications of the GTDC, ITDC, Ministries of Tourism, Government of India and Government of Goa, books, periodicals, reports and the Internet.

Tools for Analysis:

The data collected were suitably classified and analyzed keeping in view the objectives of the study. For the purpose of analysis, statistical tools such as average, percentages, trend analysis, chi-square test, Mann-Whitney U test, and Z test were used. The measures of central values were used to assess the order of preference associated with the selected variables, while the chi-square test was applied to examine the significance of variation in the opinion among respondents in star wise and the Mann-Whitney U test was applied to assess the significance of variation of opinion in sector wise. The Z test was used to test the hypothesis.

Data Analysis and Interpretation

Table 1: Effectiveness of Recruitment Policy
(Opinion of Employees)

Responses	Private				GTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	90 (39.3)	15 (41.7)	30 (63.8)	135 (43.2)	23 (30.7)	15 (53.6)	10 (66.7)	48 (40.7)	183 (42.5)
Partly Agree	35 (15.3)	9 (25.0)	9 (19.1)	53 (17.0)	19 (25.3)	6 (21.4)	2 (13.3)	27 (22.9)	80 (18.6)
Neither Agree Nor Disagree	24 (10.5)	1 (2.8)	1 (2.1)	26 (8.1)	5 (6.7)	1 (3.6)	-	6 (5.0)	32 (7.4)
Disagree	13 (5.7)	3 (8.3)	2 (4.3)	18 (5.8)	1 (1.3)	1 (3.6)	1 (6.7)	3 (2.5)	21 (4.9)
Highly Disagree	67 (29.3)	8 (22.2)	5 (10.6)	80 (25.6)	27 (36.0)	5 (17.9)	2 (13.3)	34 (28.9)	114 (26.5)
Total	229 (100)	36 (100)	47 (100)	312 (100)	75 (100)	28 (100)	15 (100)	118 (100)	430 (100)

Source: Primary data. Figures in parentheses are percentages to respective totals. Three star: Chi-square=8.352 (df=4) and p value =.080**; Four star: Chi-square=1.313 (df=4) and p value =.859**; Five star: Chi-square=.760 (df=4) and p value =.944**.

* Significant at 5% level. ** Not significant at 5% level.

**Table 2: Effectiveness of Recruitment Policy
(Opinion of Employees)(Mann-Whitney U Test)**

Type of Organization	Number	Median	Significance(2 tailed)
Private	312	2.00	.693**
GTDC	118	2.00	

Source: Primary data ** Not significant at 5% level.

(a) Opinion of Employees

On analyzing the opinion of employees regarding the effectiveness of recruitment policy, more than one half (61.1%) of the employees stated that the recruitment policy followed in the organization was an effective one. Only 31.1 percent stated that there were deficiencies in the policy. Sector-wise analyze also shows that more than one half of the employees in both GTDC and private sector viewed the Recruitment policy as an effective one. Most of the employees (63.6%) in GTDC and the private sector (60.9%) argued that the organization followed an effective recruitment policy. When we analyze the data star-wise, it is understood that more than one half of the employees in all the star groups pointed out that the policy was effective and there were no deficiencies. But in five star hotels, more than three fourths in both the sectors opined that there were no drawbacks in the recruitment policy (Table 1). The analysis of the data through the Chi-square reveals that the difference in the opinion of employees of the different star categories is not statistically significant ($p > .05$). The difference in the opinion of the employees with regard to the effectiveness of recruitment policy is also analyzed through the Mann-Whitney U test (Table 2). The test result also shows that the difference in the opinion of employees in GTDC hotels and private hotels is not significant at 5 per cent level.

**Table 3: Effectiveness of Employees Selection Procedure
(Opinion of Employees)**

Responses	Private				GTDC				Total
	Three Star	Four Star	Five Star	Total	Three Star	Four Star	Five Star	Total	
Fully Agree	85	24	43	152	36	24	10	70	222
	(67.1)	(66.7)	(91.5)	(48.7)	(48.0)	(85.7)	(66.7)	(59.3)	(51.6)
Partly Agree	48	6	4	58	24	3	4	31	89
	(21.0)	(16.7)	(8.5)	(18.6)	(32.0)	(10.7)	(26.7)	(26.3)	(20.1)
Neither Agree Nor Disagree	42	4	.	46	13	1	1	15	61
	(18.3)	(11.1)	.	(14.7)	(17.3)	(3.6)	(6.7)	(12.7)	(14.1)
Disagree	26	1	.	27	27
	(11.4)	(2.8)	.	(8.7)	(6.3)
Highly Disagree	28	1	.	29	2	.	.	2	31
	(12.2)	(2.8)	.	(9.3)	(2.7)	.	.	(1.7)	(7.2)
Total	229	36	47	312	75	28	15	118	430
	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)	(100)

Source: Primary data. Figures in parentheses are percentages to respective totals. Three star: Chi-square= 18.368 (df=4) and p value =.001*; Four star: Chi-square=3.860 (df=4) and p value =.425**; Five star: Chi-square=22.973 (df=4) and p value =.032**. * Significant at 5% level. ** Not significant at 5% level.

**Table 4 : Effectiveness of Employees Selection Procedure (Opinion of Employees)
(Mann-Whitney U test)**

Type of Organization	Number	Median	Significance (2 tailed)
Private	312	2.00	.001*
GTDC	118	1.00	

Source: Primary data. *Significant at 5% level.

Opinion of Employees

As regards the overall effectiveness of the selection procedure, more than two thirds of the employees (71.7%) have observed that they are satisfied with the selection criteria employed in the organization. Only 6.2 per cent found serious drawbacks in the system. More than three fourths (85.6%) of the GTDC and more than two thirds (67.3%) of the private sector employees are either fully or partly satisfied with the existing selection procedures. The star-wise analysis reveals that more than two thirds of the employees in GTDC and the private sector in all the star categories appreciate the procedure (Table 3). The Chi-square analysis also shows that the difference in the opinion of employees in three stars is significant at 5 per cent level and no such difference can be observed in the opinion of employees of four and five star categories.

When the difference in the opinion of the employees in the private sector and GTDC is analyzed through Man Whitney U test (Table 4) it is revealed that the difference is significant ($p < .05$).

Table5: Relationship between Effectiveness of Selection Policy and Personal Variables

Variable	Category	No.	Mean	SD	F	Sig.
Age	Up to 27	104	2.51	1.421	11.797	.000*
	28-31	108	2.06	1.229		
	32-36	105	1.68	1.052		
	37 and above	113	1.65	1.092		
Gender	Male	356	1.97	1.258	.026	.871**
	Female	74	1.95	1.215		
Education	SSLC and below	81	2.78	1.465	16.994	.000*
	Diploma in hotel management	169	1.73	1.066		
	Degree or PG in hotel industry	63	1.59	1.087		
	Degree or PG in other areas	117	1.95	1.181		
Nature of Employment	Permanent	233	1.62	1.068	26.684	.000*
	Contract	78	2.76	1.407		
	Seasonal/ Part-time	119	2.13	1.211		
Experience in hotel industry	Below 5 years	246	2.26	1.340	13.298	.000*
	5-10 years	121	1.69	1.118		
	10-20 years	50	1.44	0.675		
	Above 20 years	13	1.00	0.000		
Experience in present Organization	Below 5 years	371	2.07	1.288	6.422	.000*
	5-10 years	50	1.36	.722		
	10-20 years	8	1.13	.354		
	Above 20 years	1	1.00	.000		

Source: Primary data. * Significant. **Not significant
Relationship between Effectiveness of Selection Policy and Personal Variables

The consolidated view of employees opinion on the effectiveness of selection procedure followed in the organization is given in Table 5. The response was recorded in five point

scale with a maximum value of five for 'Fully agree' and a minimum value of one for 'Highly Disagree'

Two, Three and Four are respectively allocated to the opinions such as 'Partly agree', 'Neither agree nor disagree' and 'Disagree'. ANOVA was applied to find out is there any significant variation in the perception of employees regarding the level of satisfaction on selection procedures followed depending on the demographic characteristics. Out of six variables selected, five variables viz., age, education, nature of employment, experience in hotel industry, and experience in the present organization shows significant variation in the perception of employees ($p < 0.05$). However, with regard to gender, no significant variation is found in the opinion of employees ($p > .05$).

From the foregone analysis, it can be deduced that the recruitment and selection practices in the hotel industry in Goa suffers serious drawbacks. The intensity of pitfalls is more in the private sector than in GTDC. Inadequate job description, vagueness in monetary and non-monetary packages, absence of proper reference checking system and low participation of the HR manager in selection are the major deterrents that create discomfort in the minds of the employees.

Testing the First Hypothesis:

The foregoing analysis of the opinion of the 430 employees in both the GTDC and private hotels in Goa clearly establishes the fact that 61.1 per cent of the employees have come out with the view that the recruitment policy followed in the industry is effective. Also, the chi-square test conducted for finding out the association of opinion in the three different star categories and the Mann-Whitney U test conducted to find out difference of opinion in GTDC and private hotels are also found no variation at 5 per cent level of significance. Further, the one sided z test conducted to test the hypothesis also found that the recruitment policy of the hotel industry in Goa is effective ($p < .05$). *Hence, the null hypothesis stating that not more than one half of the employees is satisfied with the recruitment policy of the hotel industry in Kerala stands rejected.*

Test Statistic

Zc SE (P) P=.5, Q=.5, n=430 SE(P)= .0241

'p' value obtained from the analysis of the sample response is .61 Zc=4.56

$p = .000$; Significant at 5% level.

Conclusions:

Personal Profile of Respondents

1. Majority of the employees working in the four and five star hotels in the private sector are above thirty years of age but those in the three star, it is below thirty while in GTDC, most of them are above thirty. Mean while women employment in both the private and GTDC hotels is very meager.
2. Most of the employees in both the sectors possess the educational qualification of diploma in hotel management and most of them have below 10 years of experience. But their experience in the present organization is less than 5 years.
3. In both the private and GTDC hotels permanent employees outnumber the seasonal and part-time employees.

Recruitment and Selection :

1. Majority of the employees (61.1%) in both the private and GTDC sectors, regardless of the star category perceived that the existing recruitment practices are effective as it is fair and transparent.
2. More than two thirds of employees (71.7%) in both the sectors agree that the selection procedures followed in the organization are effective. Most of the employees working in all the star segments of both GTDC and the private sector also assert that effective selection procedures have been followed in the organization.

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The Scope of Cross-Cultural Training in the I.T. Sector of Maharashtra with reference to Pune

Ms. Pranita S. Jumade
(Research Scholar)
North Maharashtra University,
Jalgaon

Dr. Shubhada Kulkarni
(Associate Professor)
Institute of Management and Research,
Jalgaon.(M.S.) India

Abstract : To become a true global citizen, one must abandon all notions of 'otherness' and instead embrace 'togetherness'. By - Suzy Kassem (American writer and philosopher)

Many of the organisations are accepting the cultural impact of the other countries in order to sustain in today's competitive world. The business world has understood the importance of cultural impact on the working of the people. With the changing pattern of manpower, organizations have to be more adaptive towards cross cultural challenges. Therefore, business houses are more concerned about the cultural impact of the employees on their business deals and working culture. To understand the cultural differences, it is necessary to acquire knowledge about the cultures of different nations. Cross-cultural training can be provided to the employees in order to develop the cultural empathy in them. The LPG policy of 1991, led to the advent of globalisation and entry of foreign culture in India. Globalization has helped improve living standards and promoted cultural diversity and global integration. But India witnessed more cultural differences due to the boom in Information technology sector. The development took place at faster pace due to the IT sector and so the need of understanding the cultural differences of foreign countries has arise. The rapid social and cultural shift, due to influence of western culture and values has changed a lot of young Indian way of thinking. Therefore there is need to develop the cultural intelligence among the Indian employees through cross-cultural training. This paper aims to know about the awareness or scope of cross-cultural training among the IT software services companies in Maharashtra with special reference to Pune. The research is exploratory type. The primary data is collected through telephonic survey and secondary data is collected through online journals and websites.

Keywords: Cultural Empathy, Cross-cultural Training, cultural differences, cultural intelligence, IT Sector

Introduction:

The expansion of international business, especially in unfamiliar host environments, requires effective and efficient global strategies, including the development of international human resource management (IHRM) (Dowling, Festing, and Engle 2008). Cross-cultural Training is important for the improvement of skills of employees to work in any type of the organisational setting. Jackson and Schuler (2000, 2) claim that tomorrow's most competitive organisations are working now to ensure they have available tomorrow and a decade from now employees who are eager and able to address competitive challenges.

Effective cross-cultural management, communication, and negotiations should be emphasized by high-growth multinational corporations competing for global expansion. Corporations that have embraced appropriate acculturation strategies, employed effective cultural awareness model, and avoided ethnocentric management style in their expansion and growth efforts have been successful. Global managers should establish cross-cultural training in their facilities in order to increase effectiveness across cultures, become efficient cross-cultural negotiators, and sensitize to the values of counterparts. (Ephraim Okoro(2013))

Research Problem:

Past studies have found that under-qualified expatriates are more likely to be ineffective and unsuccessful in their conduct of international assignments (Baumgarten 1995; Bennet, Aston, and Colquhoun 2000).

Due to the increase in international mergers, acquisitions and cooperation; the HRM sees itself confronted with a challenge: more and more co-workers stemming from different horizons are brought to work together in multicultural contexts. Often, the differences in the methods of work and the styles of communication engender intercultural misunderstandings. This variety within companies incites the specialists in HRM to organize trainings to develop the intercultural competence of the co-workers. The LPG policy of 1991, led to the advent of globalisation and entry of foreign culture in India. Globalization has helped improve living standards and promoted cultural diversity and global integration. But India witnessed more cultural differences due to the boom in Information technology sector. The development took place at faster pace due to the IT sector and so the need of understanding the cultural differences of foreign countries has arise. The rapid social and cultural shift, due to influence of western culture and values has changed a lot of young Indian way of thinking. Many international HRM (IHRM) researchers argue that the obvious prescription for this problem is for MNEs to adopt a

strategy of effective Cross- Cultural Training for international assignees (Baumgarten 1995; Bennet, Aston, and Colquhoun 2000; Morris and Robie 2001; Tung 1981, 1982).

Review of Literature:

A. Culture

Culture, in the context of human civilization, is the way of life of a human group and it includes all the learned and standardized forms of behaviour which one uses and which others in one's group expect and recognize (Encyclopaedia Britannica, Vol.5, 1970, p 831). The word 'Culture' is derived from the Latin word "Cultura" which means "Cultivation". It is a term which was first used by the Roman Orator "Cicero" as "cultura animi" which means "cultivation of soul". Many of the definitions are given for the term culture. Culture is the art and other manifestations of human customs, civilisation and a way of life of a particular society or group. Hofstede (1980) also explains the definition of culture as "the collective programming of the mind which distinguishes the members of one human group from another. Thus from these definitions we can conclude that "Culture is an evolving set of shared beliefs, values, attitudes and logical processes which provide cognitive maps for people within a given societal group to perceive, think, reason, act, react and interact." Kluckhohn and Strodtbeck (1961) suggested that there are important variations in how individuals relate to each other across cultures. Kluckhohn (1962) states that culture "consists of patterns, explicit and implicit, of and for behavior groups, including their embodiments in articles" (p.73). Culture affects how people think and behave (Hodgetts and Luthans, 1994).

Many attempts have been made along the years to define the concept of culture, in more than 160 definitions specialist tried to define it, but none of them was unanimously accepted (Kroeber and Kluckhohn, 1952). In general, culture defines a way of life for a group of people, as each person learns a culture through a variety of experiences in his/her life. The most common mechanism, i.e.: culturalisation is an unintentional process that includes everything we learn from the environment (Herskovits, 1948).

Culture is a complex whole which includes knowledge, belief, art, morals, laws, customs and any other capabilities and habits acquired by man as a member of the society (Taylor 1871). Neuroscientist Antonio Damasio (2010) contends that our world, our environment, is so complex and so varied on the planet that social networks and cultures developed to regulate life so that we could survive. Today's challenges in the contact zone where cultures interact are identified as ethnic and religious conflict, the changing role of women, technology, migration, and environmental sustainability. Primary socialization takes place in the family and the local community environment where we learn how to

behave, first within the family frame, then with friends, later in school and in the community, and it is not something people are born with (Berger and Luckmann, 2011).

The difference in culture also impacts the business of the organisations of different countries. Work culture of the companies is formed on the basis of the country culture. Work culture may be defined as the rules/regulations, policies, Practices, traditions/rituals and values/beliefs of the organisation. A decade ago, the work culture in India had a vast difference as compared to rest of the world, especially western countries. But, now there is a paradigm shift due to enormous growth of MNC's in IT sector India, BPO's etc. The advent of globalization made business enterprises and employees to work across the borders of various countries, thus providing exposure to cross cultural working environment to both the organizations and employees. This eliminated the huge gap between the work culture of India and other countries to some extent. However, in fields other than IT and Government sectors of India the work culture differs a lot from that of other countries.

a. **Effects of Cross Culture Differences on Organizations**

As we are moving towards globalization the heterogeneity of the group is increasing, the environment is changing and the mind set of people is also being affected. These changes can be favorable or unfavorable. Diversity if not managed properly will lead to negative impact on the organization.

1. **Favourable Effects Of Cross Cultural Differences**

- a. Competitive advantage- Every organization wants to achieve competitive advantage because of which they promote a multi cultural labour force to enhance their productivity. Increase
- b. Teamwork Increased plurality leads to better performance and productivity and increased organizational commitment.
- c. Creativity and flexibility- Diverse workforce leads to generation of creativity and innovations which helps in problem solving areas. Diversity enhances creativity and innovations and produces advantages. Diversity helps organizations for entering the international arena. Diverse teams make it possible to enhance flexibility and rapid response to change.

2. **Unfavourable Effects or Problems of Cross Cultural Differences**

- a. Communication- communicating to each other becomes very difficult in an

organization. Employees from different countries, different cultures fail to understand each other.

- b. Interpersonal conflicts- Heterogeneity features a large number of different ideas, perception and perspectives which increases the number of alternatives leading to interpersonal conflicts.
- c. Absenteeism and turnover- the conflicts arising out of cross culture differences and harassment done in the organizations lead to absenteeism and employee turnover.
- d. Racism and discrimination- In Asian countries or in America this problem persists which has led to the physical and mental harassment.

c. Determinants of Cultural Differences

There have been many attempts to define cultures and what differentiates them. The study by Hofstede defined and differentiated between cultures on various dimensions.

- 1. Power distance- degree of inequality in power between a less powerful individual and a more powerful one in which they belong to same social system.
- 2. Masculinity Vs feminism- refers to the distribution of emotional roles between the genders. It opposes a tough masculine to tender feminine society.
- 3. Uncertainty avoidance- is the extent to which a culture programmes its members to feel either comfortable or uncomfortable in unstructured situations.
- 4. Individualism Vs Collectivism- is the degree to which individuals are supposed to look after themselves or remain integrated into groups usually around the family.
- 5. Long-term Vs Short-term orientation- refers to the extent to which a culture programs its members to accept delayed gratification of their material, social and emotional needs.

d. Strategies for Managing Cross Cultural Differences

Cross-cultural Management is a process in which the management takes into account cultural differences and ability to adapt to the different cultures. Culture of a society helps to develop the mentality of the people in the society. Culture guides the mind and influences the ways people perceive matters, act politically, make and prioritize decisions, manage their lives and basically on ways they think. One should not separate

self-awareness and cultural awareness. One has to go beyond the meaning of culture itself in order to have a better awareness of how culture influences our personal lives. In the field of international management, there are four types of orientations, which organizations choose to apply. The managers of MNCs tend to subscribe to one of these management orientations toward applying the methods of operations in their organizations (Bartol & Martin, 1998). The orientations are as follows:

1. Ethnocentric orientation: This can be referred to the “home-country oriented”, whereby executives hold the assumptions that practices that work in the headquarters or home country must necessarily work elsewhere.
2. Polycentric orientation: This is an orientation where it is “host-country oriented” which executives believe that the parts of the organization located in a given host country should be staffed by local individuals to the fullest extent possible.
3. Regiocentric orientation: A “region oriented” method of international management approach, whereby executives believe that geographic regions have commonalities that make a regional focus advantageous and that company problems related to that region are generally best solved by individuals from the region.
4. Geocentric orientation: This orientation involves a “world-oriented” management where the executives applies the belief that a global view is needed in both the headquarters of the parent company and its various subsidiaries and that the best individuals, either from host- or home-country, should be utilized in overcoming any problems faced by the company in any parts of the world.

The extent to which managers and employees recognize cultural diversity and its potential advantages and disadvantages defines an organization's approach (strategy) to manage cultural diversity. Adler (1997) has identified the following strategies for managing cultural differences. Run meetings to expose employees to other cultures To manage effectively in a global or a domestic multicultural environment, we need to recognize the differences and learn to use them to our advantage, rather than either attempting to ignore differences or simply allowing differences to cause problems (Adler, 1997). Rather managers should be taught how to respect the differences at work and how to work with them to maximize the contribution of each employee (Cascio, 1998).

Adler (1997) has identified the following strategies for managing cultural differences.

- (i) Ignore cultural differences- by this strategy the mangers try to ignore or do not

recognize the cultural differences or its impact on organization.

- (ii) Minimize cultural differences- This strategy of minimizing cultural differences is commonly adopted by ethnocentric organizations. Here managers do recognize cultural diversity but only as a source of problems.
- (iii) Manage cultural differences- The organizations which adopt the strategy of managing differences are synergistic organizations. These types of organizations recognize the impacts of cultural diversity that leads to both advantages and disadvantages.
- (iv) Run meetings to expose the employees to other cultures.
- (v) Provide workshops, tips and techniques for communicating effectively in cross-cultural work environments.
- (vi) Coach employees to mediate conflicts related to cultural misunderstandings. Provide opportunities for employees to respond to situations from viewpoints different than their own.

B. Training:

Training is a process of teaching the new and present employees the basic skills they need to effectively perform their jobs. (Khanka, 2003). It is a learning process that involves the acquisition of knowledge, sharpening of skills, concepts, rules, or changing of attitudes and behaviours to enhance the performance of employees. It is a subsystem of an organization. It ensures that randomness is reduced and learning or behavioral change takes place in structured format.

Traditional and Modern approach of training

Traditional Approach Most of the organizations before never used to believe in training. We were holding the traditional view that managers are born and not made. There were also some views that training is a very costly affair and not worth. But now the scenario seems to be changing.

Modern approach - Organizations have realized the importance of training. Training is now considered as more of retention tool than a cost. The training system in Indian Industry has been changed to create a smarter workforce and yield the best results

a. Importance of Training

Optimum Utilization of Human Resources Training helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.

Development of Human Resources Training helps to provide an opportunity and broad structure for the development of human resources' technical and behavioral skills in an organization. It also helps the employees in attaining personal growth.

Development of skills of employees Training helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human intellect and an overall personality of the employees.

Productivity Training helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

Team spirit Training helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees.

Organization Culture Training helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization. Training helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.

Quality Training helps in improving upon the quality of work and work-life.
Healthy work-environment Training helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.

Health and Safety Training helps in improving the health and safety of the organization thus preventing obsolescence.

Morale Training helps in improving the morale of the work force.

Image Training helps in creating a better corporate image.

Profitability Training leads to improved profitability and more positive attitudes towards profit orientation.

Training aids in organizational development i.e. Organization gets more effective decision making and problem solving. It helps in understanding and carrying out organizational policies.

b. Training and HR Management

The HR functioning is changing with time and with this change, the relationship between the training function and other management activity is also changing. The training and development activities are now equally important with that of other HR functions. Gone are the days, when training was considered to be futile, waste of time, resources, and money. Now-a-days, training is an investment because the departments such as, marketing & sales, HR, production, finance, etc depends on training for its survival. If training is not considered as a priority or not seen as a vital part in the organization, then it is difficult to accept that such a company has effectively carried out HRM. Training actually provides the opportunity to raise the profile development activities in the organization.

To increase the commitment level of employees and growth in quality movement (concepts of HRM), senior management team is now increasing the role of training. Such concepts of HRM require careful planning as well as greater emphasis on employee development and long term education. Training is now the important tool of Human Resource Management to control the attrition rate because it helps in motivating employees, achieving their professional and personal goals, increasing the level of job satisfaction, etc. As a result training is given on a variety of skill development and covers a multitude of courses.

c. Role of HRD Professionals in Training

This is the era of cut-throat competition and with this changing scenario of business; the role of HR professionals in training has been widened. HR role now is:

1. Active involvement in employee education.
2. Rewards for improvement in performance.
3. Rewards to be associated with self esteem and self worth.
4. Providing pre-employment market oriented skill development education and post employment support for advanced education and training.
5. Flexible access i.e. anytime, anywhere training.

d. Best Time To Impart Training To Employee

1. New Recruits to the Company- These have a requirement for induction into the

company as a whole in terms of its business activities and personnel policies and provisions, the terms, conditions and benefits appropriate to the particular employee, and the career and advancement opportunities available.

2. **Transferees within the Company-** These are people who are moved from one job to another, either within the same work area, i.e. the same department or function, or to dissimilar work under a different management. Under this heading we are excluding promotions, which take people into entirely new levels of responsibility.
3. **Promotions-** Although similar to the transferee in that there is a new job to be learned in new surroundings, he is dissimilar in that the promotion has brought him to a new level of supervisory or management responsibility. The change is usually too important and difficult to make successfully to permit one to assume that the promotes will pick it up as he goes along and attention has to be paid to training in the tasks and the responsibilities and personal skills necessary for effective performance.
4. **New Plant or Equipment-** Even the most experienced operator has everything to learn when a computer and electronic controls replace the previous manual and electro-mechanical system on the process plant on which he works. There is no less a training requirement for the supervisors and process management, as well as for technical service production control and others.
5. **New Procedures-** Mainly for those who work in offices in commercial and administrative functions but also for those who work in the shop floor or on process plant on any occasion on which there is a modification to existing paperwork or procedure for, say the withdrawal of materials from stores, the control of customer credit the approval of expense claims, there needs to be instruction on the change in the way of working in many instances, a note bringing the attention of all concerned the change is assume to be sufficient, but there are cases, such as when total new systems in incorporating IT up dates are installed, when more thorough training is needed.
6. **New Standards, Rules and Practices-** Changes in any one these are likely to be conveyed by printed note or by word of mouth by the manager to his subordinates, and this can be the most satisfaction way of dealing with the change from the point of view of getting those affected to understand their new responsibility. However not all changes under this heading can be left to this sort of handling. Even the simplest looking instruction may be regarded as undesirable or impracticable by whoever has to perform it he may not understand the purpose behind the change and lose confidence in a management which he now believes to be 'messaging about', or he may understand the purpose and have a better alternative to offer if it is not too late.

7. New Relationship and Authorities- These can arise, as a result of management decisions, in a number of ways. In examples, the recognition of the accounts department can result in a realization of responsibilities between the section leaders of credit control, invoicing and customer records, although there is no movement of staff between the sections (i.e. no transfers). Although the change in work content for each clerk and supervisor is defined clearly for each person in the new procedures, there is nevertheless a need for each person to know where he stands in the new set up, which is responsible for what, and where to direct problems and enquiries.

8. Maintenance of Standards- We are here concerned with maintenance of standards through training, for it must be remembered that supervision and inspection and quality control are continuously responsible for standards and exercise their own authorities to this end.

9. The Maintenance of Management Skills & Standards- Skills in supervising, employee appraisal, communications, leadership etc are important in all companies. Some of these skills are seen to be critical to major developments in company organisation, culture, employee empowerment and so on. Initial training in these skills is not uncommon in the largest companies on appointment into management and supervision. But continuous training and performance monitoring is rare, despite the common knowledge that standards are as varied as human nature.

10. Retirement and Redundancy- Employees of any position in the company who are heading towards retirement will benefit from learning about health, social life, work opportunities money management etc. Internal or external courses are best attended a year or two before retirement date, in a few companies a member of Personnel will act as a counselor as required.

e. Methods of Training

1. Cognitive Methods

Cognitive methods are more of giving theoretical training to the trainees. The various methods under Cognitive approach provide the rules for how to do something, written or verbal information, demonstrate relationships among concepts, etc. These methods are associated with changes in knowledge and attitude by stimulating learning.

The various methods that come under Cognitive approach are:

- Lectures

- Demonstrations
- Discussions
- Computer based training (cbt)

2. Behavioural Methods

Some training programmes focus on emotional and behavioral learning. Here employees can learn about behavior by role-playing in which the role players attempt to act their part in respect of a case, as we would behave in a real-life situation. Business games, cases, incidents, group discussions and short assignments are also used in behaviorally-experienced learning methods. Sensitivity training or laboratory training is an example of a method used for emotional learning. The focus of experiential methods is on achieving, through group processes, a better understanding of oneself and others. These are discussed elaborately in the section covering Executive Development Programmes.

The various methods that come under Behavioral approach are:

- Games and simulations
 - Behaviour-modelling
 - Business games
 - Case studies
 - Equipment stimulators
 - Role plays

3. Management Development

The more future oriented method and more concerned with education of the employees. To become a better performer by education implies that management development activities attempt to instill sound reasoning processes.

Management development method is further divided into two parts:

- On the Job Training
 - Coaching

- Mentoring
- Job Rotation
- Job Instruction Technique
- Off the Job Training
- Lectures
 - Vestibule Training
 - Role Playing
 - Conference Approach
 - Programmed Instruction (Mamoria, 2009)

C. Cross-Cultural Training:

The cross-cultural training in general can be defined as “Any intervention aimed at increasing an individual's capability to cope with and work in foreign environment” (Tung, 1987). CCT is regarded as having the potential to provide expatriates with the knowledge, skills and abilities necessary for cross-cultural adjustment and integration to improve expatriate performance and minimize expatriate failure (premature repatriation and poor performance) (Baumgarten 1995; Bennet, Aston, and Colquhoun 2000; Kamoche 1996; Littrellet al. 2006; Mendenhall, Punnett, and Ricks 1995; Shen and Darby 2006).

The purpose of cross-cultural training is to educate people of one culture to get involved efficiently with people of other cultures, to help them get accustomed quickly in their new environment (Waxin & Pannacio, 2005). Moreover, cross-cultural training not only aid the expatriates in terms of communication, but also exhibit an approach of trying to discover about the host traditions, allowing someone to be respectful and enabling the expatriates to accept the culture (Selmer, 2005). Waxin and Pannacio (2005) also believe that training expatriates and their families prior to sending them abroad is crucially important. In recent times, expatriates' training has been acknowledged as a key factor in companies' success abroad (Lee & Croker, 2006). Some research have also proven that expatriates who have gone through cross-cultural training adjust themselves better in

different environment (Parker, & Stoeberl, 2001 cited in Osman-Gani & Rockstuhl, 2009). Moreover, companies should be able to establish training courses which will help expatriates ahead of time to discover areas where they will need support (Farh, Bartol, Shapiro and Shin, 2010).

a. Objectives of Cross-cultural Training

Caligiuri, Lazarova, and Tarique (2005) point out that cross-cultural training aims at helping employees feel comfortable living and working in a host country, thus enhancing their cross-cultural adjustment and strengthening their ability to understand and appreciate multiple cultural perspectives.

b. Impact of Dealing With a Different Culture

The cultural change leads to cultural shock (McEnery and DesHarnais, 1990), which is a mental state of stress caused by acute changes in the culture. The expatriates tend to feel lonely because all of a sudden everything changes including the work environment, peers, processes and to an extent organizational culture and value system. The employees react by comparing the new culture to their own values and beliefs and at times are unable to accept the vast difference between the two. The process of encountering and accepting the new changes or in other words process of acculturation can be classified in four stages (Nicola, 1993) *f* Initial stage of elation and optimism *f* Period of frustration, depression and confusion *f* Gradual improvement of mood leading to optimism and satisfaction *f* Mastery stage Oberg (1960, cited by Caligiuri et.al. (2001)) described four stages of adjustment: Stage I, the initial, or honeymoon stage; Stage II, the disillusionment, or culture shock stage; Stage III, the adjustment, or adaptation stage; and Stage IV, the mastery stage. The honeymoon stage is a period lasting less than two months. Here the employee is thrilled with the new experience. The culture shock stage occurs as the individual copes seriously with living in the new culture on a daily basis, as a lack of understanding of the culture inhibits awareness of what is appropriate, or inappropriate, behavior in the new cultural environment, resulting in confusion, frustration, tension and depression. The frustration occurs as the person begins to realize that past behaviors are inappropriate in the host culture but has not yet learned what behaviors to substitute. The adjustment stage is characterized by increased ability to adapt in the new culture; and, in the mastery stage, adjustment is about as complete as possible, and anxiety is largely gone. Rhinesmith (1970), classified reactions to a different culture in three categories that are flight, fight and adaptation. The flight here characterizes reactions like rejecting new culture and people and withdrawing from any opportunity of interacting with new people or situations that cause discomfort. The Fight is approaching new culture with hostility and term adaptation is used for people who undertake the process of understanding the

difference and adjusting to the new culture.

c. Design of Cross-Cultural Training

The issues or focus points are very important in the cross-cultural as it is required to choose between culture specific or culture general training, which areas of the culture to focus upon and what are the personal requirements of the person who might have to deal with a situation like this or who is shifting to a different culture for work. The study by Hun and Jenkins (1998) mentions following issues for the cross-cultural training: *f*

1. Different aspects of time like punctuality- The time factor here involve two dimensions that are punctuality and relationship dimension. While in some cultures like USA starting and ending on time are very important in others like South American countries that may be considered exceptional. Some cultures prefer to take time for relationship building, which may not be acceptable at all in others. Hence cross-cultural barriers related to time need to be taken care of. *f*

b. Linguistic barriers- The English is being used for most transactions but then usage of English tends to change with the country contexts. For example the pronunciation in India is significantly different from the American way. Secondly certain terms may have different meaning in different languages; hence context also plays an important role. In case of countries with different language the expatriates must be trained in opening dialogues and discussions with the help of translators.

c. Different business practices, like conduct in meeting and unstructured and open discussion. Hofstede's (2001) dimensions like power distance can play an important role in situations like conduct during the meetings. In cultures with lower power distance the employees may tend to call their bosses with their first names while this may be impossible in cultures with higher power distances. Hence developing a first hand knowledge about the practices is very important.

d. Cultural stress (ambiguity and difference of perceptions)- The training should also involve methods to counter stress and to interpret situations. The expatriates will have to understand the situations on their own and then form perceptions. The training should avoid any kind of stereotyping where trainees may be lead to believe certain things about any culture. The culture may broadly explain value system of a community or country but every individual is different. Hence any individual with a pre-formed notion about the culture will be shocked to see people different from his beliefs leading to lot of confusion and stress. *f*

5. Body language and greetings- The way emotions are expressed in the various cultures may differ, for example the face expressions and hand gestures may convey different meanings in different culture.

4. Objectives Of The Study:

1. To study the concept of culture and cross-cultural training.
2. To study the scope of cross-cultural training in the IT software services companies at Pune.
3. To study the challenges faced by the firms in implementation of Cross-Cultural training.

5. IT Sector Of India:

Information Technology (IT), a knowledge-based industry, has the tremendous potential of becoming an engine of accelerated economic growth, productivity improvement for all sectors of the economy and means of efficient governance. It enhances access to

information, protects consumers, provides access to government services, makes skill

formation and training more effective, improves delivery health services, and promotes

transparency. It provides tremendous employment potential and linkages between government and the people both at the rural and urban level. Investment in knowledge based industries will determine the level of the country's dominant position in the world economy in the next two decades. (Planning commission, 2007-2008).

a. History

The IT industry has built very valuable brand equity for itself in the global markets. The Indian IT Industry comprises of software industry and information technology enabled services (ITES), which even includes business process outsourcing (BPO) industry. Indian IT Industry is considered as a pioneer in software development and a favourite destination for IT-enabled services. In the year 1974, the origin of IT industry in India can be traced, when the mainframe manufacturer, Burroughs asked its India sales agent, Tata Consultancy Services (TCS) to export programmers for installing system software for a U.S. client. The Indian IT industry originated under very unfavourable conditions. During olden times local markets were absent and government policy toward private enterprise was hostile. The Indian IT Industry was begun by Bombay-based

conglomerates that entered the business by supplying programmers to global IT firms located overseas. During 1970's the Indian economy was state-controlled and remained hostile to the software industry. Even the Import tariffs were high like 135% on hardware and 100% on software. Even the exporters were ineligible for bank finance. In 1984 Rajiv Gandhi became Prime Minister and the Government policy towards IT sector changed. The New Computer Policy (NCP-1984) consisted of a package of reduced import tariffs on hardware and software which reduced to 60%. Even during this time the recognition of software exports as a "deregulated industry", was done so that banks were eligible for finance and freed from license-permit raj, there was even the permission for foreign firms to set up wholly-owned subsidiaries. All such policies are reasons for the development of a world-class Indian IT industry. Today, IT companies in India such as Tata Consultancy Services (TCS), Wipro, Infosys, HCL are well known in the global market for their IT competency. Indian IT Industry's development and contribution to the world's information technology sector is of highest reputation. Metro Cities like Bangalore, Mumbai, Delhi, Chennai and Hyderabad have become the favorite destinations for all the big banners like HSBC, Dell, Microsoft, GE, Hewlett Packard, and several Indian multinational firms like Infosys Technologies, Wipro, and Micro land have set up their offices in these cities. As the cities offers good infrastructure, with large floor space and great telecom facilities. This could be reason for the basis of the high growth statistics of India and the changing outlook of the companies towards India. The Indian IT Industry has grown up to US \$ 5.7 billion in 1999-2000, with the annual growth rate not sliding below 50% since 1991.

b. The Current Developments

The economic effect of the technologically inclined services sector in India accounting for 40% of the country's GDP and 30% of export earnings as of 2006, while employing only 25% of its workforce is summarized by Sharma (2006): "Today, Bangalore is known as the Silicon Valley of India and contributes 33% of Indian IT Exports. India's second and third largest software companies are head-quartered in Bangalore, as are many of the global SEI-CMM Level 5 Companies." Numerous IT companies are based in Mumbai, such as TCS (among India's first and largest), Reliance, Patni, L&T Infotech and i-Flex.

Thiruvananthapuram (Trivandrum), the capital of Kerala state, is the foremost among the Tier II cities that is rapidly growing in terms of IT infrastructure. As the software hub of Kerala (more than 80% of the state's software exports are from here), comparisons have been drawn between Trivandrum and Bangalore. Major campuses and headquarters of companies such as Infosys, Oracle Corporation, IBS Software Services and UST Global are located in the city. India's biggest IT company Tata Consultancy Services is building the country's largest IT training facility in Trivandrum the project is worth INR 10 billion

and will have a capacity of 10,000 seats. The completion of the facility is expected in 2014 or 2015.

In January 2012, French company Capgemini announced the establishment of the software

centre at the Technopark IT hub in the capital of Kerala. At the time of the announcement,

Technopark's business development manager stated: "In two years time, Technopark IT campus is poised to become one of the country's leading IT hubs".

On 25 June 2002, India and the European Union agreed to bilateral cooperation in the field of

science and technology. A joint EU-India group of scholars was formed on 23 November 2001 to further promote joint research and development. India holds observer status at CERN, while a joint India-EU Software Education and Development Center will be located in Bangalore.

The major IT hubs in India are at Bangalore, Chennai, Hyderabad, Delhi, Kolkata, Bhubaneswar, Thiruvananthapuram Mumbai and Pune. In Pune and Mumbai, there is a presence of major international and Indian firms like Tata Consultancy Services, Cognizant Technology Solutions, Infosys, Wipro, HCL Technologies etc. Pune is also known as the Cyber City of India. Pune has witnessed a boom of IT companies, BPO & KPO industries that drive its economy as well. Besides, several IT Parks and software companies can be seen flourishing in the city.

c. I.T. Industry in Maharashtra

According to the annual ranking of consulting firms Tholons, 6 Indian Cities are among the top 10 in terms of their attraction regarding the IT sector in the world. Bangalore ranks No. 1, Mumbai is on 3rd position and Pune is on 7th position. The other cities include Delhi, Chennai and Hyderabad in the top 10 rankings. (Times of India, January' 2014). India is third globally with the number of startups crossing 4,200, says industry body Nasscom's latest report. (Times of India dated 13th October'2015)

Maharashtra has an above average knowledge industry in India with the Pune Metropolitan area being the leading IT hub which is a giant in service sector in the state. Approximately 25% of the top 500 companies in the IT sector are situated in Maharashtra. The state accounts for 28% of the software exports of India. The state houses important financial institutions such as the Reserve Bank of India, the Bombay Stock Exchange, the

National Stock Exchange of India, the SEBI and the corporate headquarters of numerous Indian companies and multinational corporations. (www.wikipedia.org)

Maharashtra will unveil a new information technology (IT) policy by February-end with the aim of making Prime Minister Narendra Modi's 'Digital India' campaign a reality at the State level.

A taskforce, consisting of IT industry officials and top bureaucrats from various departments, is being constituted for the formulation of the IT/ITeS (IT enabled services) policy document, sources close to the development told BusinessLine. In addition, the task-force will play the role of improving co-ordination between State machineries and the IT industry.

The features of the policy includes :

1. Policy is likely to create technology focused business districts, offer 100 per cent waiver on stamp duty charges for office space transactions and ensure total automation of government-to-citizen services, among other things.
2. Support for IT companies that are interested in setting up shop in tier 2 and tier 3 cities will be an integral part of the new policy.

The new Policy will have imprints of Modi's 'Digital India' and 'Make in India' campaigns, while building on the 2009 IT/ITeS Policy. Maharashtra had announced its first IT/ITeS Policy in 1998. Maharashtra is second only to Karnataka in IT exports. According to IT industry body Nasscom, about 90 per cent of the IT-BPO industry in India is concentrated in and around seven cities, including Mumbai and Pune. (www.thehindubusinessline.com)

d. Human resource development in I.T. Sector

Information Technology covers all aspects of managing and processing information and have revolutionary effect on the lives of people. Information technology in its broader sense comprises of new communication and computing technologies. Information technology professionals usually design, develop and manage the computer hardware, software and internet. Technology constantly generates unexpected consequence. The simple ability to send information anywhere immediately, at minimum cost has so many ramifications. According to Bill Gates information induced changes are occurring at the speed of thought. In India since 1990 with the introduction of economic reforms, Indian human resource development scenario began to change, most of the organizations started to focus their vision and mission statements on the people who work for them. There has

been a significant difference in the trends of human resources development practices in Indian Information Technology sector pre and post liberalization eras. A look at the trends in managing people in this dynamic sector reflects that attracting, managing, nurturing talent and retaining people has emerged to be the most crucial issue. In the present scenario role of integrating employees into the information technology sector with ensuring high levels of performance become more essential. While the global macro-economic scenario remained uncertain, the information technology industry in India exhibited resilience and adaptability. Embracing emerging technologies, increased customer centricity, deepening focus on new markets, adopting new business models are some successful growth strategies followed by the Indian IT-BPO industry.

Growth and Performance: Information technology industry has shown the highest growth rates consistently over the last many years as compared to any other industry especially during the last decade of the 20th century. Developed countries like U.S.A., Germany and Japan have been showing keen interest in hiring Indian Software professionals in their Information Technology sector which is evident from the fact that majority information technology professionals are Indians. India is among the three countries that have built super computer on their own, the other two are U.S.A. and Japan. India is among six countries, which has launched satellites. India's INSAT is among the world's largest domestic satellite communication systems and has the third largest communication network among the emerging economies. The information technology industry in India has continued its robust growth since 1996 without effecting to the slowdown in the world economy during the first two or three years of this millennium.

Software Services Growth and Foreign Exports: Software and Service sector has made an impressive growth in Indian domestic as well as foreign market and attracting large foreign direct investment. Indian information technology industry has grown manifold during the period 1998-2008 i.e., USD 5.0 billion in 1998 to USD 64.0 billion in 2008.

Research Methodology:

- a. **Research Type:** The research type is exploratory.
- b. **Scope:** IT MNC software services companies operating at Pune. In this 4 companies are large scale, 5 companies are medium scale and 21 companies are small scale.
- c. **Data Collection:** Primary data collected with the help of telephonic interviews. Secondary data is collected from books, journals and websites.

d. Sampling Plan:

- Sample size : 30 Companies
- Sampling Procedure: Convenience sampling (Bhattacharyya, 2006)

Data Interpretation:

The study of the I.T. MNC software services companies is undertaken through telephonic survey. The sample size for the study is 30 companies of which 4 companies are large scale, 5 companies are medium scale and 21 companies are small scale. The survey through telephonic interviews showed the following information:

1. 83% respondents agree with the fact that training schedule is prepared at the start of every financial year. This shows that companies are well aware about the importance of the training for upgradation of skills of employees.
2. 30% of the respondents have said that Cross-Cultural Training is conducted in their organisation whereas 70% are of the opinion that it is not given to them.
3. 38% of the respondents have said that Cross-Cultural training is allocated a different fund in budget of the organisation whereas 62% are of the opinion that no separate budget is provided to it.
4. 34% organisations provides Cross-Cultural training through classroom teaching, 11% provides through mentoring, 22% provides through E-learning and 33% provides informally at workplace or in induction.
5. 52% of organisations agreed the reason for not providing Cross-Cultural training as cost centric, 10% gave reason that they are start ups, 19% gave reason that there is no requirement of training to them as per their area of operation, 14% are not aware about Cross-cultural training and 5% said that the time is insufficient for training.

The above interpretations show the following conclusion :

1. Training schedule is prepared at the start of financial year in many organisations.
2. Very few firms allocate separate budget for cross-cultural training.
3. Cross-cultural training is mainly given through the Power point Presentation in classroom teaching and informally at workplace and even in induction.

4. The major reason for not conducting then Cross-Cultural Training is, as the firms are of small scale, they are very cost centric and therefore, Cross-Cultural Training is not affordable for them.
5. Other reasons like no requirement of Cross-Cultural Training and lack of awareness of Cross-Cultural Training are also found for not providing Cross-Cultural Training by firms.
6. Some of the firms are considering the thought of providing Cross-Cultural Training in future ads per the need arises.
7. The major focus of the firms is on the technical training rather than behavioural training.
8. Some of the large firms provide Cross-Cultural Training through online modules to save costs.

Discussion

a. Suggestions

1. Awareness regarding the importance of Cross-Cultural Training should be created among the firms.
2. CCT should be placed separately in the annual budget of the firm.
3. In order to save costs, firms can train their employee through E-learning and online module packages. These are one time investments.
4. The company can also develop in-house trainers to conduct Cross-Cultural Training.

Conclusion:

It has been concluded that the organisations are willing to provide cross-cultural training but cannot provide due to the cost centric approach. Many of the small scale organisations cannot afford to provide such type of trainings. Some of the organisations are considering providing it in future therefore; there is a hope that gradually the awareness about the importance of Cross-Cultural Training will be spread in these Techno centric firms.

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A Study of Employee Engagement in Educational Institute: with Reference to Mandar Education Society

Shital Prashant Patil

Assistant Professor
Chiplun

Abstract : Business organizations and academia are constantly on exploration of performance improvement of the employee in their work roles which stimulated the emergence of employee engagement. It is the approach of an employee to dedicate and involve in their organization and its values. It is based on trust, integrity, and communication between an organization and its employees. It upsurges the chances of business success and contribute to organisational and individual performance and productivity. Academic institutions are the factories of creating human minds and researchers that contribute to constructing noble societies. When the lecturers are engaged in their work, then they will deliver the best of their knowledge to younger generation who will contribute to process of the development of their societies in all fields. Therefore, the objective of this study is to find level of engagement among the faculty members of educational institute and also investigate the impact of factors like educational qualification, gender and age on their level of engagement explore the factors that make lecturers more engaged in their work. The paper also looks at (UWES 17) question survey that identifies strong approaches of employee engagement and the steps which shows how to drive an engaged employee.

Keywords: Educational Institute, Age, Gender, Educational qualification, Employee engagement,

Introduction:

Now a days more businesses recognizes that enthusiastic and committed employees add values to their organization not just in terms of productivity but also customer satisfaction, retention, profitability and long term stakeholder value.

Engagement at work was conceptualized by Kahn(1990) as the " harnessing of

organizational members selves to their work roals. In engagement people employ and express themselves physically, cognitively and emotionally during role performance".

Employee engagement can be defined as the level of commitment and involvement as employee has towards his/her organization and its values. Or it is the degree to which an employee is emotionally bonded to his/her organization and passionate about his/her work.

Various research show strong correlation of employee engagement with employee commitment and financial performance of the company better engagement leads to -

- * Better Employee performance
- * Higher employee commitment and discretionary efforts.
- * Employee less likely to be source of inventory shrinkage
- * Higher operating income, net income, profits and EPS for the firm
- * Higher annual growth rate for the firm
- * Lower staff turnover, higher customer satisfaction and loyalty

Measuring Employees Engagement:-

Measuring the true state of employee engagement in any organization is both a need and opportunity. Measuring engagement level in an organization is more diagnostic in nature.

Commonly used methods -

- 1) Dedicated employee engagement survey
- 2) Opinion survey
- 3) Other techniques

Academic institutions are the factories of producing human minds and researches that contribute to building good societies. When the lecturers are engaged in their work, then it is more likely they will offer the best of their knowledge to younger generation who will participate in the process of the development of their societies in all fields. Therefore, the objective of this study is to explore the factors that make lecturers more engaged in their

work.

Employee engagement is a newly-considered construct that is attracting a lot of attention, not only among researchers but also among management practitioners as well. It has become a widely used and popular term (Robinson et al., 2004). Many organizations count on their workforce and try to engage them in order to remain viable and competitive. In fact, many studies have claimed that employee engagement predicts employees' outcomes, organizational success, and financial performance (Bates, 2004). It is obviously known that organizations, regardless of size, scope and location, are formed of people and those people are the ones who take those organizations to the path of success or make them sink in a world of losses. No matter how big and financially strong the organization is, it may get badly affected if the drivers of success (employees) are not involved and engaged in their workplace. As such, most organizations are trying to make their employees happy to boost their productivity and performance. In order to get the employees engaged, organizations need to have good relationship with the employees, fair allocation of organizational resources, make every channel of communication as effective as possible, make the workplace people-friendly, provide support to employees and care much about their well-being. All these elements will surely make a full utilization of the employees.

Engagement

Harter et al. (2002, p. 269) defined the term employee engagement as "involvement and satisfaction with as well as enthusiasm for work". The most academic approaches to employee engagement form the skeleton from: Kahn's (1990) need-satisfying approach; Maslach et al. (2001) burnout-antithesis approach; May et al. (2004) satisfaction-engagement approach; and Sak's (2006) multidimensional approach. Agreeing to Kahn (1990), employees who keep engage with work will express themselves physically, cognitively and emotionally. In Maslach et al. (2001), engagement is felt at three levels: the emotional, the cognitive and the physical. May et al. (2004) build the term engagement based on initial work of Kahn (1990): meaningfulness, availability and safety constructs. Though Saks (2006) proposed his own model of employee engagement entailing of antecedents such as job characteristics, perceived organizational support, perceived supervisor support, rewards and recognition, procedural justice and distributive justice. This study is done based on Schaufeli et al. (2006) which operational the concept of engagement based on vigor, dedication and absorption:

(a) Vigor is characterized by high levels of energy and mental resilience while working and by the willingness and ability to invest effort in one's work.

(b) Dedication is considered by a sense of significance, enthusiasm, inspiration, pride, and challenge.

(c) Absorption is written off as by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one feels carried away by one's job.

Literature Review:

According to Kahn when workers are engaged, they become physically involved in their tasks, cognitively alert, and emphatically connected to others. They are aware of business context, and work with colleagues to improve performance within the job for the benefit of the organization. However, disengaged employees become physically uninvolved in tasks, cognitively unvigilant, and emotionally disconnected from others. Another dimension of employee engagement can be drawn from the burnout literature where burnout research has shifted its focus to the positive side, namely job engagement. This development reflects a new trend toward a positive psychology that emphasizes human strengths and optimal functioning rather than malfunctioning and weaknesses (Seligman and Csikszentmihalyi, 2000). It has been argued that engagement is the opposite pole of burnout. Engagement, though, is characterized by energy, involvement, and a sense of efficacy which Maslach and Leiter (1997) considered them as the direct opposite of the three burnout dimensions namely, exhaustion, cynicism, and lack of professional efficacy, respectively. As engagement was measured by the burnout instruments where, according to Maslach and Leiter (1997) approach, low scores on exhaustion and cynicism, and high scores on efficacy are considered as indicators of engagement. Schaufeli et al. (2002), however, reported that engagement should be measured independently with a different instrument. Therefore, Schaufeli et al. (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance,

enthusiasm, inspiration, pride, and challenge. Absorption is characterized by being fully concentrated and deeply engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work. Unlike vigor and dedication that make a direct contrast with the first two burnout components (exhaustion and cynicism), absorption is found not to be the direct opposite of the last burnout dimension of reduced

efficacy rather it was found to be another constituting element of engagement (Schaufeli et al., 2001; Schaufeli and Bakker, 2004).

Objectives of the Study:

Objectives of the study is to measure the following

1. To identify the level of employee engagement in the Mandar Education Society
2. To study to what extent does an employee's years of service affect the level of engagement.
3. To study the extent to which Gender of the employees influence the level of engagement.

Methodology:

Faculty members from Mandar Education Society are the target of this research paper within 52 respondent 36 were Male and 16 were Female. Within those faculty members, there are 23 from age group 25-35, 18 members from age group 35-45 and 11 members are from age group 45 & above

Measures: Employee Engagement in this research was measured using the long form of the Utrecht

work Engagement scale (UWES 17) developed by Schaufeli et al (2002). This measure is a three

factor scale consisting of seventeen items aiming to measure the three dimensions of work engagement

vigour, dedication and absorption. Such UWES contains following 17 Quations as-

1. At my work, I feel bursting with energy
2. At my job, I feel strong and vigorous
3. When I get up in the morning, I feel like going to work
4. I can continue working for very long periods at a time

5. At my job, I am very resilient, mentally
6. At my work I always persevere, even when things do not go well
7. I find the work that I do full of meaning and purpose
8. I am enthusiastic about my job
9. My job inspires me
10. I am proud on the work that I do
11. To me, my job is challenging
12. Time flies when I'm working
13. When I am working, I forget everything else around me
14. I feel happy when I am working intensely
15. I am immersed in my work
16. I get carried away when I'm working
17. It is difficult to detach myself from my job

All seventeen items were anchored in a five-point Likert type scale ranging from 1 (never) to 5(always).

Procedure of data collection: All samples were directly contacted in their

respective departments. A total of 70 questionnaires were distributed out of which 52 were received so

response rate is 74%.

Results And Discussions:

Table 1 shows the distribution of respondents' age and gender. Out of the total 52 respondents, 36 were male (69.23%) and 16 were female (30.76%). The respondents belonged to three age groups, viz, 25-35 (N=23), 35-45(N=18) and 45 and above (N=11).

Table 1. Demographic characteristics

Gender	Frequency	%
Male	36	69.23
Female	16	30.76
Age group (years)	Frequency	%
25-35	23	44.23
35-45	18	34.61
45 and above	11	21.15

Employee engagement Analysis: Sub-scale wise and Cumulative Mean scores of overall employee engagement and three sub scales of employee engagement are presented in Table 2.

Table 2. Employee Engagement Analysis

Sr.No.	Sub Scale	Item Numbers	Mean(N=52)
1	Vigor	1,4,8,12,15,17	3.03
2	Dedication	2,5,7,10,13	3.84
3	Absorption	3,6,9,11,14,16	3.46
4	Overall Engagement	1-17	3.42

Note: *Mean score of 1 signifies “never”, 2 represents employees “rarely” feel engaged, 3 represents

“sometimes”, 4 represents “often” whereas mean response 5 represents employees “always” feel engaged at work. As is represented by the findings of Table-2, mean score of overall employee engagement lies between 3 and 4, indicating that feelings of being engaged at work range between “sometimes” and “often” among the respondents. The mean scores of the three sub-scales also lie in the range of “sometimes” and “often”.

Employee engagement and Gender

Gender wise mean scores are presented in Table 3

Table 3. Analysis of Employee engagement and Gender

Sr.No.	Sub scale	Item Numbers	Mean* (N=52)	Group wise Mean	
				Female (N=16)	Male (N=36)
1	Vigor	1,4,8,12,15,17	3.03		
2	Dedication	2,5,7,10,13	3.84		
3	Dedication	3,6,9,11,14,16	3.46		
4	Overall Engagement	1-17	3.42		

Note: *Mean score of 1 signifies "never", 2 represents employees "rarely" feel engaged, 3 represents "sometimes", 4 represents "often" whereas mean response 5 represents employees "always" feel engaged at work. Mean scores for the three sub-scales of employee engagement are found to be slightly different among the male and female academic members of the mandar education society. So from above Mean scores we can say that, the levels of work engagement are approximetly same among the respondents irrespective of their gender.

Employee engagement and Age

Table 4. Employee engagement and Age analysis. (Sub-scale wise)

Sr. No.	Sub scale	Item Numbers	Mean	Group wise Mean		
				25-35 yrs(N=23)	35-45 yrs(N=18)	45 & Above(N=11)
1	Vigor	1,4,8,12,15,17	3.03	3.05	3.04	2.96
2	Dedication	2,5,7,10,13	3.84	3.93	3.88	3.57
3	Dedication	3,6,9,11,14,16	3.46	3.53	3.31	3.08
4	Overall Engagement	1-17	3.42	3.48	3.38	3.18

Table 5. Employee engagement and Age analysis (group wise)

Sr. No.	Age Group (in yrs)	Frequency	Mean score (overall employee engagement)	SD
1	25-35	23	3.48	0.47
2	35-45	18	3.38	0.43
3	45 & Above	11	3.18	0.52

Note: *Mean score of 1 signifies “never”, 2 represents employees “rarely” feel engaged, 3 represents

“sometimes”, 4 represents “often” whereas mean response 5 represents employees “always” feel engaged at work. As. Age group 25-35 has the highest mean score (M=3.48), indicating higher levels of engagement at work. Further, in order to understand whether difference between the mean scores of three age groups is statistically significant, one way ANOVA test was used and the summary is presented in Table 6.

Table 6. One way ANNOVA test

Source	SS	Df	M	F	P*
Between group	0.67	2	0.335	1.533	0.226
Within group	10.707	49	0.219		
Total	11.377	51			

Note: *Statistically significant as $P < 0.05$. Since P value is greater than .05, we can conclude that there is no statistically significant difference between the three age groups.

Conclusions :

This research indicates that the academicians of the Mandar Education Society have a good level of engagement at work. This is a satisfactory scenario as an engaged teacher plays a important role in education sector. However, further attempts need to be made by the administration of the sample university to identify the deficits and amend them, in order to enhance the level of work engagement. The findings of the study showed that female academic members were having the same level of work engagement as that of

male faculty members. Further, the study indicates that there is no statistically significant difference between age groups for the overall work engagement.

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An Empirical Study of Employees Perception toward Organizational Structure in Co-Operative Dugar Factories in Pune District

Dr. Subhash Devalu Pawar

Shree Siddhivinayak Mahila Mahavidyalaya,
Karve Nagar,
Pune-52

Introduction : Organizational culture play pivotal role to keep the employees on the right track to make organizations effective. According to the famous Dutch behavioural scientist Greet Hofstede defined culture as “the collective mental programming of a people in an environment “that is the collective programming of the mind of the employees to achieve pre-determined objectives of the organization. Organizational culture is a system of sharing common beliefs those employees of the organization. It determines how organization’s members confronted with decision-making process and responsibility thereto.

Organization culture helps employees to know the values of their works and joints effort of them with organizational targets, which result in Financial Performance. Financial performance sometime called organizational success or organization worth. It can be judged on the basis of it productivity it's efficiency and reputation for excellence i.e. public image.

Keywords: Organizational Culture, Employees Perception, Financial Performance, Job Satisfaction.

Objectives of the Study:

This study has developed following objectives.

1. To Study the organizational culture in sample units.
2. To analyze the relationship between organizational culture and Financial Performance..
3. To study the employees perception about Organizational culture.
4. To study the employee's perception about job satisfaction.

Research Methodology:

Present study is diagnostic and relational in nature. So diagnostic research design is

used to test the set hypotheses

Primary Data:

This data has been collected by using questionnaire executed on the managers of co-operative sugar factories in Pune district. Questionnaire has used to examine the financial Performance, employees perception, in relation to organizational culture. Through this methods researcher has collected required data by observation, interaction with managers and employees of respective sample units. Primary data has been collected by using codified closed ended schedule such as organizational culture has developed by researcher similarly financial performance and job satisfaction.

Secondary Data:

This data has immense help to get vital information about financial performance of co-operative sugar factories in Pune district. For this purpose annual reports of sample units, journals and audit report, respective books etc Web sites.

Sample Design:

This study is related to examine the association of organizational culture with financial performance of Co-operatives Sugar Factories in Pune District. There are 157 Co-operatives Sugar Factories in Maharashtra and Pune district having 12 among these samples researcher has selected only three co-operative sugar factories in Pune district. The sample units have been selected by using purposive sample techniques. Researcher has taken the opinions of employees of selected sample units. 150 Employees has been selected by using purposive sampling techniques.

Table No. 1
Sample Size

Co-operative sugar factories in India	Co-operative sugar factories in Maharashtra	Co-operative sugar factories in Pune district.
217	157	12
Source: co-operative sugar nov.2013.vol.-45, no 3		

1. Employees Perception about Organizational Culture:

- It denotes that majority of managers honour the suggestions and ideas of their employees while taking major decisions. Similarly, it shows that to majority managers maintain open or freeness culture in their organizations by allowing everyone to put their suggestion and ideas before concern authority.
 - It found that majority of employees of three sugar factories are agree that their managers believes in employees capacity and talent of them to make organization successful.
 - It found that majority of employees of three sugar factories are agree that their **Organization Celebrates success with employees.**
 - It found that majority of employees of three sugar factories are agree that their **Organization emphasis on rule and regulations to achieves organizational target** it signifies that it is beaurecratic culture where organization has to involve employees in given task as well as in the time of huge demand to complete the task in time.
 - It found that majority of employees of three sugar factories are agree that their **Organizations main focus is to earn profits** it signifies that it is important that to earn sufficient profits on invested fund to meet the objectives of the stakeholders as well as to remain competitive in the cutthroat competition etc.
 - It found that majority of employees of three sugar factories are agree that their **Organization has a conducive work environment.**
 - It found that majority of employees of three sugar factories are agree that their **Managers focus on employee's welfare.** it signifies that managers in sugar factories are take initiatives to provide proper welfare facilities to them.
 - It found that majority of employees of three sugar factories are strongly agree that their **Organizations focus on adoption of new technology and new challenge.**
 - It found that majority of employees of three sugar factories are strongly agree that their **Organization focus on teamwork and shouldering joint responsibility.**
 - Majority of the managers honor the suggestions and ideas of their employees while taking major decisions. Similarly, managers maintain open or freeness culture in their organizations by allowing everyone to put their suggestion and

ideas before concerned authority.

2. Employees Perception About Financial Performance:

- It found that majority of employees of three sugar factories are strongly agree that their **Organization has proper control system to ensure funds are utilized as per approved Budget.**

- It found that majority of employees of three sugar factories are strongly agree that Organization take imitative to maintain bank accounts up to date and ensure bank accounts reconcile on the monthly basis.
- It found that majority of employees of three sugar factories are strongly agree that their organization maintain detail property records and it checked physically inventory.
 - It found that majority of employees of three sugar factories are strongly agree that their **organization focus on to enhances quality and standard of product by following the procedures to ensure procurement at competitive prices.**
 - It found that majority of employees of three sugar factories are strongly agree that their **organization focus on proper authority channel for approval of capital equipment and travel expenditure. it signifies that organization follows proper funds utilization methods.**
 - Majority of the employees like their jobs. It signifies that Majority of the employees are happy and they are committed to their job.

3. Employees Perception About Job Satisfaction:

- It shows that employees are highly satisfied about the free culture in respect to freedom of communication and decision-making.
 - It shows that majority of employees like their jobs .it signifies that majority of employees are happy and they are committed to their job.
 - It signifies that majority of employees have positive opinions or agreement towards the given statements. Employees are aware about the importance of the teamwork and co-operation within the organization to achieve the mutual goal.

- It found that majority of employees of three sugar factories are strongly agree that their organization focus on to enhances quality and standard of product by following the procedures to ensure procurement at competitive prices.
- Found that majority of employees of three sugar factories are strongly agree that their organization focus on proper authority channel for approval of capital equipment and travel expenditure . It signifies that organization follows proper funds utilization methods
- Majority of the employees agree that their Organization celebrates success with employees.

Conclusion

Organizational structure and job satisfaction in co-operative sugar industries in Pune district related and therefore continuous efforts are needed to check and improve work environment, and job satisfaction level of the employees for reaching to higher ladder of success. Job satisfaction plays very important role in the success of any organization. Cooperative sugar factories are not exception to it. To check whether the organizational culture and job satisfaction are related to each other, the researcher conducted survey, in three Cooperative sugar factories in Pune district, and investigated the perception of employees about the organizational culture and job satisfaction. The investigation revealed that in selected cooperative sugar industries organizational culture is good, work environment is conducive and therefore employees are satisfied, happy and committed to their job. In the end, the researcher offered some suggestions for further improvement in organizational work culture and enhancing job satisfaction of employees in co-operative sugar industries.

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Performance of the Women Directors in UCB's in Pune

Prof. Dr. V.V. Kulkarni.

(M.Com., M.Phil., SET, Ph.D., M.A.)

Associate Professor,

Shri Siddhivinayak Mahavidyalaya,

Karvenagar, Pune - 411052

Abstract : Urban Co-operative Banks have been working in our country for several years. The Urban Co-operative Banks in Maharashtra state have been regarded as main instruments for the socio-economic development of the urban and semi-urban poor. These banks are playing a vital role in the development of state economy, such as financing the economically backward class of urban people for the developmental activities, small scale industries, small business, retail trade, self employment, housing etc.

Women are increasingly seeking entrepreneurship as a way for economic development and growth. The Government of Maharashtra has passed an ordinance to force the Urban Co-operative Banks to include at least 10% women directors on the Board of Directors in each of the Urban Co-operative Banks. The importance and role of the women has been increasing in the management of these banks. The women directors of Urban Co-operative Banks have their own status, role and impact in the development of these banks and society.

Mindset of the directors should be changed. There is male dominance in co-operative field and also in co-operative banks also All directors should work in a cohesive manner. They should not come only for the sake of meetings and allowances. The women directors along with all other directors should have good understanding and should build a good team work, so as to be able to take decisions unanimously.

In this context, it was thought to be appropriate to study the performance of the Women directors in UCB's (Urban Co-operative Banks) in Pune district and their difficulties in working.

Keywords: UCB's, Women Directors, mindset, male dominance, team work.

Introduction:

This is a study of the performance of the Women directors in UCB's (Urban Co-

operative Banks) in Pune district and their difficulties in working.

Significance of the study:

Urban Co-operative Banks have been working in our country for several years. The Urban Co-operative Banks in Maharashtra state have been regarded as main instruments for the socio-economic development of the urban and semi-urban poor. These banks are playing a vital role in the development of state economy, such as financing the economically backward class of urban people for the developmental activities, small scale industries, small business, retail trade, self employment, housing etc.

Women are increasingly seeking entrepreneurship as a way for economic development and growth. The Government of Maharashtra has passed an ordinance to force the Urban Co-operative Banks to include at least 10% women directors on the Board of Directors in each of the Urban Co-operative Banks. The importance and role of the women has been increasing in the management of these banks. The women directors of Urban Co-operative Banks have their own status, role and impact in the development of these banks and society. In this context, it was thought to be appropriate to study the performance of the Women directors in UCB's (Urban Co-operative Banks) in Pune district and their difficulties in working.

Objectives of the study:

- To evaluate the overall performance of Women directors in the policy-making and decision-making in Urban Co-operative Banks in Pune district.
- To identify the difficulties of women director in Urban Co-operative Banks.
- To make appropriate suggestions for improving the efficiency of women directors.

Sources of data and research methodology :

The research study has the coverage of 63 Urban Co-operative Banks in Pune district. For the purpose of the study, the primary data was collected by means of a questionnaire as well as personal interviews of women Directors of the banks, chief officers and authorities of Pune District Urban Co-operative Bank Association etc. The information collected from such interviews and questionnaires was the basic information used for the analysis

The secondary data was collected from different standard books on co-operative movement, authentic publications, journals, periodicals, annual reports of the banks, publications issued by Board of Directors of the banks, house journals of various Urban Co-operative Banks, literature on women empowerment, newspapers etc. related to

Urban Co-operative Banks.

Limitations of the study:

Any research study has certain limitations and this study is not an exception. The study has the following limitations,

- The study was restricted only to Women Directors of UCB's in Pune district
- Sometimes it was observed that the women directors did not express their real opinion frankly.
- The results and conclusions are based on the analysis of data and information, various thoughts and opinions given by the respective office bearers of different UCB's

Findings:

The main findings derived through the analysis of data are as follows,

- Majority Urban banks are established after 1971. May be due to this fast expansion, from 1992, it became mandatory, that there should be women directors in Board Of Directors in the banks.
- More than 60 % women directors were well educated.
- The financial position of majority directors is sound. It seems that they came from established and well to do family. It helps for clean and transparent administration of the bank.
- Majority women directors had shown happiness towards the legislative compulsion on urban co-operative banks to include at least 10 % women directors in the board of UCBs. But most of them feel that it should be raised up to 50 percent.
- In each and every bank there are sub committees. But some women directors have not experience as a member of sub committees. Sometimes women directors are purposefully kept aside.
- There is male dominance in co-operative field and also in co-operative banks also.
- Urban co-operative banks located in big cities like Pune, Pimpri-Chinchwad, the women director were found more active than male directors, but it was limited to some banks.
- Executives in this field expressed that the compulsion of inclusion of merely 10 percent women directors in board of directors will solve the problems neither of banks nor the women directors. They also express that until and unless the

educated, bold and knowledgeable women do not enter in the field, their participation will be negligible.

- In the small towns the women directors of UCBs had tried to involve themselves actively in decision-making. But they had not given chance to give their opinions freely during the meetings. More than 60 % women directors show their unhappiness towards the male dominated decision making process.
- In some UCBs it was found that the women directors who are elected as a directors are the close relatives of the male directors or chairman, managing directors and therefore they do not actively participate in the decision making in the meetings in presence of their relatives.

The difficulties faced by the women directors in performing their role as women directors are as follows:-

- A majority of the women directors unanimously told that even though they are willing to get involved in the day to day banking activities, they are unable to do so on account of time limitations due to household responsibilities and commitments.
- Employed women directors find some difficulties in balancing their service timings, bank and bank's meeting timings and household activities.
- In a majority of the banks there are only two women directors. Due to lack of company, some women directors cannot go for each and every activity of the bank outside the city.
- Some are of the opinion that they are afraid of expressing their views since they feel that their views are likely to be unheard of. Some agreed that due to our culture of male dominance, male directors do not want to listen to women directors. So even if women directors are willing to actively participate in the bank, they are unable to do so, however efficient, capable, innovative they may be.
- Many women directors complained that the meetings are held in the late hours of the day, which many times last till late evenings.
- Some feel that the recovery of loan is difficult for women.
- People of different attitude towards women, try to put the women directors in difficulty.

Suggestions

Along with the findings of research study, attempts are made to make certain thought-provoking suggestions.

- According to some women directors the present picture of the banks is not very promising. Mindset of the directors should be changed. All directors should work in a cohesive manner. They should not come only for the sake of meetings and allowances. The women directors along with all other directors should have good understanding and should build a good team work, so as to be able to take decisions unanimously.
- The directors should not be allowed to be the guarantors. The directors should be from well-to-do families. This can help in avoiding frauds and malpractice.
- Though the women directors are high qualified, majority are from arts faculty. They do not understand clearly the banking transactions. So they should be given proper training.
- The period of women directors should be limited .i.e. any women director can become director maximum for ten years. The male directors tenure should also be maximum of ten years.
- Almost all banks are computerised. So women directors should also sufficient knowledge of computer. They should be capable of handling of computers. Only then they can investigate any suspicious matters.
- If we want good decision making, active participation of women directors, then there should be 50 % reservation. If the number of men and women is equal, then there is less possibility of dominance.
- Training should be compulsory to each and every director within first year from their election. Trained women directors know about rules, regulations and working of the bank.
- If possible R.B. I. rules, circulars, regulations should be converted into Marathi and local language. It will be helpful to women directors and become understandable to them. If women directors know all about banking transactions, rules etc. they can take better decisions.
- Training programmes should be set and arranged according to committee Training programmes only for women directors should be arranged more frequently. Then only women directors can participate and express their views more freely. They can ask questions and any other information. Other women director's views also can be discussed in these programmes.

- Documents about role, right, responsibilities of directors, role in policy making and decision making should be clearly prepared. These documents should be given to directors for their study and reference. Then only they realise their responsibility along with rights.
- Work culture and duty consciousness is very important. Overall development of the bank should be first priority. They should plan their personal as well as bank activities and try to fulfil them.
- The directorship is a challenge and hence the directors should be very careful, analytical and studied while acting as directors. The directors should be from various fields e.g. C.A, MBA, Economists, Industrialists etc. With the help of experts in various fields, bank can discharge the banking duties in the framework of various laws and for the benefit of depositors, shareholders, investors etc. more effectively.
- Some specific criteria of successful directors should be laid down and examinations should properly be made of each and every director. Corrective action should be taken. Successful directors should be rewarded.
- The members of sub committees should be changed after one year. Then only all directors know about working of more committees. In loan recovery committee also, there should be women directors. For increasing boldness and confidence women directors are also given an opportunity of membership of all committees.
- All women directors also should be provided copies of Banking Regulation Act., Maharashtra State Co-operative Societies Act., and Buy laws of the bank. If necessary, frequent tests also are arranged for judging the knowledge of all the directors about new changes in these acts.
- According to the opinions of some women directors the behaviour of the directors should create friendly atmosphere in the bank. The women directors should feel that the bank is their own bank. Their presence should make others to respect.
- The women directors should be so firm, confident and tough that they alone can also go anywhere for the work of bank. They should take initiative in programmes arranged by the bank. They must prove their efficiency and capability; otherwise there is no use of reservation and getting chance of becoming director.
- Meetings should be conducted in day time. Women directors cannot remain present for meetings late at night. So the meeting time should be convenient to the women directors. Women directors must present for meetings from start till the end of the meeting.
- Women directors should also visit to the projects, study the project reports and

follow the recovery process of disbursed loans.

- At most priority should be given to the name and goodwill of the bank. The banks should be kept away from politics. There should not be any political influence.

If the suggestions made above are implemented by these urban co-operative banks and women directors in Pune district, it is hoped that there will be improvement in their efficiency and they will be able to play their role effectively.

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Green Marketing

Milind. M. Shinde

Assistant Professor

Vishwakarma Dadasaheb Chavan

Institute of Management,

Masur, Karad

Abstract : In the modern era of globalization, it has become a challenge to keep the customers as well as consumers in fold and even keep our natural environment safe and that is the biggest need of the time. Environmental pollution is a buzz word in today's business environment. Consumers are also aware of the environmental issues like; global warming and the impact of environmental pollution. Green marketing is a phenomenon which has developed particular important in the modern market and has emerged as an important concept in India as in other parts of the developing and developed world, and is seen as an important strategy of facilitating sustainable development. In this research paper, main emphasis has been made of concept, need and importance of green marketing. Data has to be collected from multiple sources of evidence to understand the importance of green and sustainability management, in addition to books, journals, websites, and news papers. The Paper aims at finding out what actually Green Marketing is all about and how can a business firm be more competitive by using green marketing strategies to gain a competitive edge over others. It explores the main issues in adoption of green marketing practices.

Keywords: Globalization, Global warming, Green Environment & sustainability, competitive

Edge.

Introduction:

Development and conservation professionals are increasingly incorporating conservation products into their portfolio of activities to contribute to biodiversity conservation and poverty alleviation for the communities that live in high biodiversity areas. Tremendous progress has been made in involving communities in good conservation, practices, developing enterprises that are sustainable and generating income that also promotes biodiversity conservation. Yet, these groundbreaking

enterprises and products still struggle to understand the markets for their Products and how to access these markets. Green marketing is the marketing of products that are presumed to be environmentally safe. Green marketing refers to holistic marketing concept wherein the product, marketing consumption on disposal of products and services happen in a manner that is less detrimental to the environment with growing awareness about the implications of global warming, non-biodegradable solid waste, harmful impact of pollutants etc., both marketers and consumers are becoming increasingly sensitive to the need for switch into green products and services.

Green Marketing as Concept:

Green marketing involves developing and promoting products and services that satisfy customers want and need for Quality, Performance, Affordable Pricing and Convenience without having a detrimental input on the environment. It incorporates a broad range of activities, including product modification, changes to the production process, packaging changes, as well as modifying advertising policies. Green marketing refers to the process of selling products and/or services based on their environmental benefits.

There is growing interest among the consumers all over the world regarding protection of environment. Worldwide evidence indicates people are concerned about the environment and are changing their behavior. As a result of this, green marketing has emerged which speaks for growing market for sustainable and socially responsible products and services.

Why Green Marketing:

There is growing interest among the consumers all over the world regarding protection of environment. Worldwide evidence indicates people are concerned about the environment and are changing their behavior. As a result of this, green marketing has emerged which speaks for growing market for sustainable and socially responsible products and services.

1. Organizations perceive environmental marketing to be an opportunity that can be used to achieve its objectives.

2. Organizations believe they have a moral obligation to be more socially responsible.

Governmental bodies are forcing firms to become more responsible.\

3. Competitors' environmental activities pressure firms to change their environmental marketing

activities.

4. Governmental bodies are forcing firms to become more responsible

5. Cost factors associated with waste disposal, or reductions in material usage forces firms to

modify their behavior.

Rules of Green Marketing:

1) Know your customer: If you want to sell a greener product to consumers, you first need to

make sure that the consumer is aware of and concerned about the issues that your product attempts to address.

2) Empower consumers: Make sure that consumers feel, by themselves or in connect with all the other users of your product, that they can make a difference. This is called "empowerment" and it's the main reason why consumers buy greener products.

3) Be transparent: Consumers must believe in the legitimacy of your product and the specific claims you are making. The rest of your business policies are consistent with whatever you are doing that's environmentally friendly.

4) Reassure the buyer: Consumers must be made to believe that the product performs the job it's supposed to do-they won't forego product quality in the name of the environment.

5) Consider your pricing: If you are charging a premium for your product and many environmentally preferable products cost more due to economies of scale and use of higher-quality ingredients-make sure that consumer can afford the premium and feel it's worth it. Many consumers, of course, can't afford premiums for any type of product these days, much less greener ones, so keep this in mind as you develop your target audience and product specifications .

Green Marketing Mix:

Every company has its own favorite marketing mix. Some have 4 P's and some have 7 P's of marketing mix. The 4 P's of green marketing are that of a conventional marketing but the challenge before marketers is to use 4 P's in an innovative manner.

Product: The ecological objectives in planning products are to reduce resource consumption and pollution and to increase conservation of scarce resources (Keller man, 1978). Nike And Jordan Shoes

Price : Price is a critical and important factor of green marketing mix. Most consumers will only be prepared to pay additional value if there is a perception of extra product

value. This value may be improved performance, function, design, visual appeal, or taste. Green marketing should take all these facts into consideration while charging a premium price. Big-Blue Bag –Ikea And Walmart

Promotion: There are three types of green advertising: -Ads that address a relationship between a product/service and the biophysical environment, those that promote a green lifestyle by highlighting a product or service, Ads that present a corporate image of environmental responsibility.

Toyota is trying to push gas/electric hybrid technology into much of its product line. Largest R&D investment -Hydrogen car

Green Marketing policies adopt by Companies:

McDonald's restaurant's napkins, bags are made of recycled paper. McDonalds replaced clamshell packaging with waxed paper, because of polystyrene production and ozone layer depletion.

Coca-Cola has invested large sums of money in various recycling activities, as well as having modified their packaging to minimize its environmental impact Coca-Cola pumped syrup directly from tank instead of plastic which saved 68 million pound/year. Many companies have started realizing that they must behave in an environment-friendly fashion. They believe both in achieving environmental objectives as well as profit related objectives. The HSBC became the world's first bank to go carbon-neutral. Other examples include Coca-Cola, which has invested in various recycling activities. Walt Disney World in Florida, US, has an extensive waste management program and infrastructure in place.

Conclusion:

Marketers also have the responsibility to make the consumers understand the need for and benefits of green products as compared to non-green ones. In green marketing, consumers are willing to pay more to maintain a cleaner and greener environment. Green marketing assumes even more importance and relevance in developing countries.

So, Green marketing should not neglect the economic aspect of marketing. Marketers need to understand the implications of green marketing.

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Microfinance : A Revolution in India

Dr. Sheetal Khandre

Assistant professor,
Sinhgad Institute of Management,
Pune.

Soujanya Das

Student,
Sinhgad Institute of
Management, Pune.

Abstract : Microfinance has been spreading around the world as one of the popular poverty reducing strategy. Microfinance is sense of small-scale financial products and services for unbanked, poor and deprived section of society residing in rural and semi-urban areas and urban slums. It provides small amount of loan to very poor people for self-employment projects for increasing income level and standard of living. It works as supplementary credit delivery system which is cost effective. This paper makes a modest attempt to show its challenges and suggestions are also submitted in smooth functioning of microfinance.

Keywords : Microfinance

Introduction

“Microfinance is the provision of financial services to low-income clients or solidarity lending groups including consumers and the self-employed, who traditionally lack access to banking and related services.”

Microfinance stands as one of the most promising and cost effective tools which fight against global poverty. The microfinance programme through SHG (Self Help Group)-Bank linkage has been launched by the government of India as a strategy of poverty elimination and rural economic development. The pioneering efforts at this has been made by National Bank for Agriculture and Rural Development(NABARD)which is vested with the task of framing appropriate policy for rural credit, provision of technical assistance banked liquidity support to banks, supervision of rural credit institutions and other economic development initiatives. The term microfinance could be defined as provision of thrift, credit and other financial services and products of very small amounts

to the poor in rural, semi-urban and urban areas for enabling them to raise their income levels and improve living standards.

Microfinance is not just about giving micro credit to the poor rather it is an economic development tool whose objective is to assist poor to work their way out of poverty. It covers a wide range of services like credit, savings, insurance, remittance and also non-financial services like training, counselling etc.

Objectives

- To study the delivery model of Micro Finance.
- To study the Micro Finance Institutions (MFIs)
 1. Main Stream MFIs
 2. Alternative MFIs
- To Study the Micro Finance Challenges.
- To Study the Future strategies of MFIs

Research Methodology

Research Type: Descriptive Research

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

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

Literature Review

Literature review plays an important role in any study. It gives us experience of various researchers which increase the clarity of concepts. The literature on microfinance gives a variety of findings relating to level of microfinance programmes. Robinson tells in his studies that provision of financial services to poor was mainly in form of subsidized rural credit programme before 1970. Microfinance has roots in 1976 when Muhammad Yunus, a Nobel prize winner introduced this concept in Bangladesh in the form of Grameen bank. After that Hans Dieter Seibel, broad members of European microfinance platform introduced the model of MFI. Sheokand (2000) and Singh

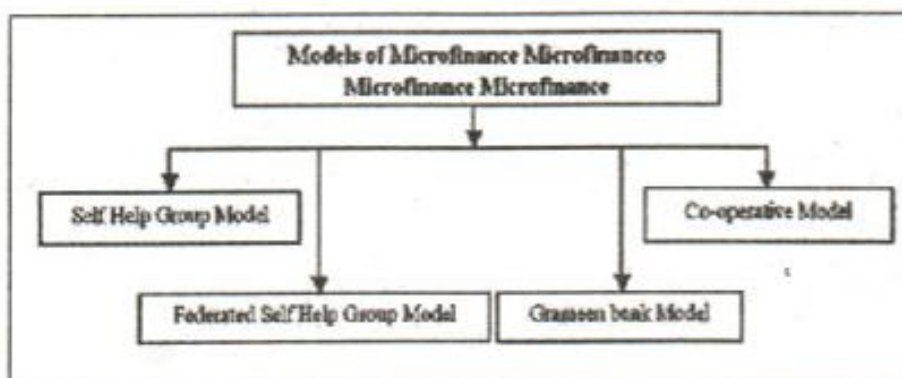
(2003) explained in his study the failure of government anti-poverty programmes due to centrally invented politics in India. So the development of microfinance programme in India started by NABARD in 1992 by establishing self help groups which was consider as a landmark development in banking with poor. Harper (2002) explains differences, outreach and sustainability of SHG and Grameen banking system.

Today it has evolved into a vibrant industry exhibiting a variety of business models. Microfinance Institutions (MFIs) in India exist as NGOs (registered as societies or trusts), Section 25 companies and Non-Banking Financial Companies (NBFCs). Commercial Banks, Regional Rural Banks (RRBs), cooperative societies and other large lenders have played an important role in providing refinance facility to MFIs. Banks have also leveraged the Self-Help Group (SHGs) channel to provide direct credit to group borrowers.

With financial inclusion emerging as a major policy objective in the country. Microfinance has occupied centre stage as a promising conduit for extending financial services to unbanked sections of population. At the same time, practices followed by certain lenders have subjected the sector to greater scrutiny and need for stricter regulation.

Delivery Models of Microfinance :

Microfinance is a dynamic field and there is clearly no best way to deliver services to the poor and hence many delivery models have been developed over a period of time. Each delivery model has its share of problem and success. In India, various delivery models have been adopted by microfinance institutions and they can be categorized in to following broad categories, discussed one by one.



Self Help Group Model

The Self Help Group (henceforth, SHG) model has evolved in the NGO sector and works on the belief that the poor can help themselves and the NGOs can provide networking and

education to them. Almost 90% of the SHGs in India are female only due to the known fact that world's poorest households tend to rely more heavily on income generated by women of the house. In India, SHGs have been the most popular way to help the poor and make them bankable. An SHG is a small group of about 20 persons from a homogeneous class, who come together voluntarily to attain certain collective goals, social or economic. The group is democratically formed and elects its own leaders. The essential features of SHGs include members belonging to the same social strata and sharing a common ideology. Their aims should include economic welfare of all members. The concept of SHGs is predominantly used in the case of economically poor people, generally women, who come together to pool their small savings and then use it among themselves. The group members meet regularly (once in a week) and carry out their financial transactions.

The group mobilizes savings among its members only and provides need based loans to the members only (based on the funds created by savings). The rules and norms pertaining to finance or other matters are made by the group. The internal transactions are strengthened first and after that, the NGO supporting the group links them to banks for more financial assistance. There are many disadvantages of SHG models and they have been discussed in literature, a lot. Despite that fact, the advantages of the SHG have outnumbered the disadvantages and have made the SHGs as the most popular delivery model for microfinance in India. We can gauge the popularity from the following simple fact that even the government programs have SHG as the core of their strategies

Federated Self Help Group Model

Self Help Groups have been very successful in empowering women by providing direct and indirect benefits to them. However, SHGs are small in size (usually 10 – 15 members) and are limited in the types of financial services they can provide. Since Self Help Groups are a widely successful delivery model a need arises to scale them up without compromising with the success. The Federated Self Help Group model is one such way to scale up the previous model. Federation of SHGs bring together several SHGs. Compared to a single SHG, federation of SHGs have more than 1000 members. In Federated SHG model, there is a three tier structure the basic unit is the SHG, the middle tier is a cluster and the topmost unit is an apex body, which represents the entire SHG. At the cluster level, each SHG is represented by two of its members. The representatives of each SHG meet regularly. Information about the groups to the apex body and vice versa is given by the cluster unit. The apex body usually made up of 10 – 15 members and they form the link

between the SHGs and the NGO supporting them. With the help of federations, an NGO with limited resources can have an impact on a large number of people. Few notable examples of Federated Self Help Group model are PRADAN, Chaitanya and SEWA.

(Amount ₹ in crore/ Numbers in lakhs)

Particulars	2011-12		2012-13		2013-14		
	No. of SHGs (Lakhs)	Amount	No. of SHGs (Lakhs)	Amount	No. of SHGs (Lakhs)	Amount	
SHG Savings with Banks as on 31st March	Total SHGs	79.60 (6.7%)	6551.41 (-6.7%)	73.18 (-8.1%)	8217.25 (25.4%)	74.30 (1.53%)	9897.42 (20.45%)
	Of which NRLM/SGSY/ Other Govt. spons. programmes	21.23 (5.0%)	1395.25 (-23.2%)	20.47 (-3.6%)	1821.65 (30.6%)	22.62 (10.46%)	2477.58 (36.01%)
	% of NRLM/SGSY/ Other Govt. spons. programme Groups to Total	26.7	21.3	28.0	22.2	30.45	25.03
	All women SHGs	62.99 (3.3%)	5104.33 (-3.7%)	59.38 (-5.7%)	6514.86 (27.6%)	62.52 (5.27%)	8012.89 (22.99%)
	Percentage of Women Groups	79.1	77.9	81.1	79.3	84.15	80.96
Loans Disbursed to SHGs during the year	Total SHGs	11.48 (-4%)	16534.77 (13.7%)	12.20 (6.3%)	20585.36 (24.5%)	13.66 (12.02%)	24017.36 (16.67%)
	Of which NRLM/SGSY/ Other Govt. spons. programmes	2.10 (-12.9%)	2643.56 (6.6%)	1.81 (-13.8%)	2207.47 (-16.5%)	2.26 (24.56%)	3480.60 (57.67%)
	% of NRLM/SGSY/ Other Govt. spons. programme Groups to Total	18.3	16.0	14.8	10.7	16.52	14.49
	All Women SHGs	9.23 (-9.2%)	14132.02 (12.0%)	10.37 (12.4%)	17854.31 (26.3%)	11.52 (11.02%)	21037.97 (17.83%)
	Percentage of Women Groups	80.4	85.5	85.1	86.7	84.3	87.6
Loans Outstanding against SHGs as on 31st March	Total SHGs	43.54 (-9.0%)	36340.00 (16.4%)	44.51 (2.2%)	39375.30 (8.4%)	41.97 (-5.71%)	42927.52 (9.02%)
	Of which NRLM/SGSY/ Other Govt. spons. programmes	12.16 (-5.4%)	8054.83 (2.9%)	11.93 (-1.9%)	8597.09 (6.7%)	13.07 (9.55%)	10177.42 (18.38%)
	% of NRLM/SGSY/ Other Govt. spons. programme Groups to Total	27.9	22.2	26.8	21.8	31.1	23.7
	All Women SHGs	36.49 (-8.4%)	30465.28 (16.6%)	37.57 (2.9%)	32840.04 (7.8%)	34.06 (-9.34%)	36151.58 (10.08%)
	Percentage of Women SHGs	83.8	83.8	84.4	83.3	81.2	84.2

(figures in the parenthesis indicates growth/decline over the previous year)

Grameen Bank Model: The Grameen Bank model has been a case of exceptional success in Bangladesh. It turns out that many organizations in India have adopted the Grameen Bank model with little variations and good success. Some of the notable examples are SHARE Microfinance Limited, Activists for Social Alternatives (ASA) and CASHPOR Financial and Technical Services Limited. Some of the significant features of Grameen bank model are low transaction costs, no collateral (peer pressure is sufficient), repayment of loans in small and short interval and quick loan sanctions with little or no

paper works and no formalities. Repayment of loans in small chunk is one of the major reasons of high loan recovery rate of a Grameen Bank. Furthermore, loans are provided for all purposes like housing loans, sanitation loans, supplementary loans etc. Also the interest rates are nominal making it easy for the poor people to repay their loans timely.

Co-Operative Model:

A co-operative is an organization owned by the members who use its services. This model works on the principle that every community has enough human and financial resources to manage their own financial institutions. The members who own it are the members who use its services and can come from different sections of same community like agriculture, retail, wholesale etc. By proper networking small scale local institutions scale up and become sustainable while locals maintain ownership and control over their institution. The organization which has been vastly successful in co-operative form in India is Sahavikasa or Co-operative Development Foundation (CDF). CDF's approach relies on the well known Credit Union model involving a savings first strategy. Found in 1975 by a group of individuals, Sahavikasa has now emerged as the leading co-operative in India. Based on women's thrift group and men's thrift group, CDF has built up a network of financial cooperatives and had convinced the Andhra Pradesh government to form legislation for proper and flexible functioning of co-operatives in the state. The legislation is known as Mutually- Aided Societies Act (MACS). The act helps the CDF to register the thrift groups promoted by CDF under it. The activities of CDF involve Hierarchy of Financial Institutions for Microfinance Disbursement.

Microfinance Institutions

Microfinance institutions (MFIs) are the organisations or associations of individuals that provide financial services to the poor. These institutions lend through the concept of Joint Liability Group (JLG). A JLG is an informal group comprising of 5 to 10 individual members who come together for the purpose of availing bank loans either individually or through the group mechanism against a mutual guarantee. In India, there is a wide range of such organisations with diverse legal forms, varying significantly in size, outreach, mission and credit delivery methodologies. Figure 2 represents the hierarchy of financial institutions for the microfinance disbursement.

Legal Forms of MFIs: The MFIs are an extremely heterogeneous group registered as Non-Banking Financial Companies (NBFCs), Co-operative societies, Section-25 companies, Societies and Trusts. All such institutions are operating in microfinance

sector constitute MFIs and together they account for about 42 percent of the microfinance sector in terms of loan portfolio. On the basis of their legal forms, the MFIs in India can be broadly subdivided into three categories: Non-profit making, Mutual benefit making and profit making MFIs as shown in Table 3.2. The MFI channel is dominated by NBFCs which cover more than 80 percent of the total loan portfolio through the MFI channel.

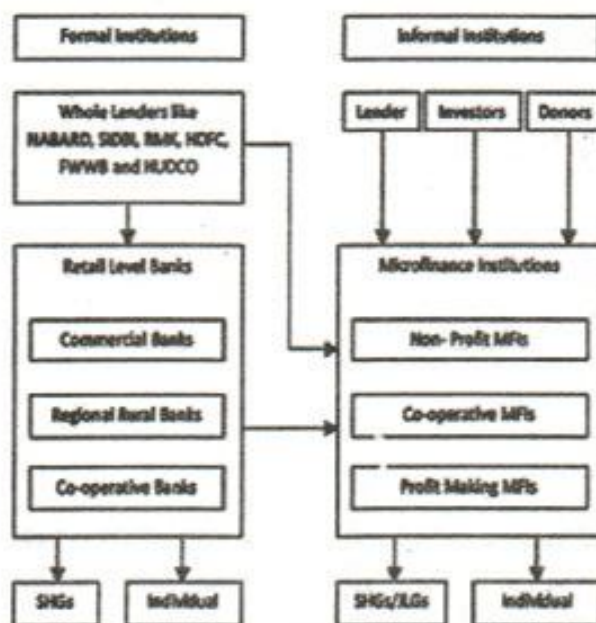


Table 1: MFIs in INDIA

S.No.	Type of MFI	Number	Legal Forms of MFIs	Legal Registration
1.	NGOs	400-500	Not for Profit	Social Registration Act, 1980,
	Non-Profit Companies	20		Indian Trust Act, 1882
2.	Mutual Benefit MFIs, Mutual Aided Co-operative Societies	300-500	Mutual Benefit MFIs	Section 75 of Indian Companies Act, 1956
				Mutually Aided Co-operative Societies, Act enacted by state government
3.	Non-Banking Financial Companies	45	For Profit MFIs	Indian Companies Act, 1956, RBI Act, 1934

(Source: NABARD Issues Related to Microfinance)

Fig. : Institutional Arrangements for Microfinance Disbursement in India

Key Issues in Microfinance in India:

Low Outreach: In India, MFI outreach is very low. It is only 8% as compared to 65% in Bangladesh. Data show the great potential of MFIs in increasing their outreach and scale of operations. It has been observed that MF programmes focus a great deal of attention on women. It has been argued that women are better clients as they are more inclined to save than men, they borrow smaller amounts than men and their repayment performance is better than men. These characteristics of women clients constitute evidence in support of the inclination of MFIs to cater to the needs of women. Women may be better and more reliable clients, but in order to increase their outreach MFIs cannot ignore men as clients.

High Interest Rate: MFIs are charging very high interest rates, which the poor find difficult to pay. It has been argued that MFIs are private entities and hence need to be financially sustainable. They do not receive any subsidized credit for their lending activities and that is why they need to recover their operational costs from borrowers. In the process, the basic reason for their existence-and their primary objective-is being lost. It is important that these NGOs should be willing to operate at narrow margins and to bear a low effective interest rate so that they can maintain a balance between their dual objectives of commercial viability and serving the poor.

Negligence of Urban Poor: It has been noted that MFI pay more attention to rural areas and largely neglect the urban poor. Out of more than 800 MFIs across India, only six are currently focusing their attention on the urban poor. However, the population of the urban poor is quite large, amounting to more than 100 million. With increasing urbanization, this number is expected to rise rapidly in the coming years. In this situation, MFIs need to pay equal attention to the urban poor because they too need financial assistance for various activities.

Client Retention: Client retention is an issue that create a problem in growing the MFIs. There is about 28% client retention in the MFIs. This occurs because people are not properly informed and educated about services and products provided by the

institutions more over the current client has higher default rate.

Table 2: Loans Of MFIs

S.No	Name of MFIs	Purpose of Loan	Interest Rate
1.	SHARE	Production / Housing	15 %
2.	Nari Nidhi	Production	12 %
3.	WWF	Production	18 %
4.	RDI	Production / Consumption	24 %
5.	Shanti Dhan	Production / Consumption	13 %
6.	MYRADA	Production / Consumption	24-36 %
7.	SPMS	Consumption and Marriage	24-60 %

Loan Default: Loan default is an issue that creates a problem in growth and expansion of the organization because around 73% loan default is identified in MFIs. Lack of understanding on the part of the clients, they also cannot correctly manage the loans given to them. As a

(₹ crore)

Particulars	2010-11		2011-12		2012-13		2013-14	
	No. of MFIs	Amount	No. of MFIs	Amount	No. of MFIs	Amount	No. of MFIs	Amount
Loans disbursed by banks to MFIs	471 (-39.5%)	8448.96 (-21.3%)	465 (-1.3%)	5205.29 (-38.39%)	426 (-8.4%)	7839.51 (50.6%)	545 (27.9%)	10282.49 (31.16%)
Loans outstanding against MFIs as on 31 March	2315 (39.5%)	13730.62 (-2.0%)	1960 (-15.3%)	11450.35 (-16.6%)	2042 (4.2%)	14425.84 (26%)	2422 (18.6%)	16517.43 (14.5%)
Loan Outstanding as % of fresh loans		162.51		219.98		184.01		160.64

(figures in the parenthesis indicates growth/decline over the previous year)

result, they are not able to pay back the loan.

Low Education Level: The level of education of the clients is low. So it creates a problem in the growth and expansion of the organization because its percentage is around 70% in MFIs. Target population of MFIs is people of rural areas and they have no

or less education level. As the percentage of people who have very less education.

Language Barrier: Language barrier makes communication with the clients (verbal and written) is an issue that creates a problem in growth and expansion of the organization because around 54% language barrier has been identified in MFIs. As the education level of clients is low so it is difficult to communicate with them. For this reason it is also difficult for the MFIs employees to make the clients to understand the policy and related details.

Late Payments: Late payments are an issue that creates a problem in growth and expansion of the organization because late payments are around 70% in MFIs. This usually occurs because clients are uneducated and they don't know how to manage their debt. They are unaware of the fact that late payment increases their loan payments...

Geographic Factors: Around 60% of MFIs agrees that the Geographic factors make it difficult to communicate with clients of far-flung areas which create a problem in growth and expansion of the organization. MFIs are basically aimed to facilitate the BPL population of the country but due to lack of infrastructure in those areas it becomes difficult to reach them.

Internal Environment

High Transaction Cost: High transaction cost is a big challenge for microfinance institution. The volume of transactions is very small, whereas the fixed cost of those transactions is very high. It cannot vary with the size of the loan. The higher a producer's fixed costs in the proportion of his total cost, the element of risk increases in the same proportion. Moreover, if the demand for the product falls or the marginal costs increases, it becomes very difficult to adjust the cost by cutting output. This cut will reduce revenue out of which he has to pay principal amount as well as interest on the loan. This needs to be rationalized.

Lack of access to Funding: Another factor contributing to the lack of growth in MFIs is that requisite financial support has not been provided to MFIs by concerned agencies. Around 68% of MFIs response was in favour of that government and SBP don't support them to meet the funds requirement as MFIs cannot alone remove the poverty from the country.

Loan Collection Method: Loan Collection Method is found an issue that creates a problem in growing the organization. Around 55% of MFIs agrees that due to weak law and legislation they are not able to make their loan collection system as effective as they

want to do so.

fraud: Fraud is an issue that creates a problem in growth and expansion of the organization because its percentage is around 67% in MFIs. Mismanagement of loans on the part of the clients creates the problem of fraud and financial embezzlement on the part of clients.

External Environment:

Increased Competition: Increased competition is an issue that creates a problem in growth and expansion of the organization because its percentage is around 72%. As there has been growth in the banking sector with regard to the loan facilities therefore there is a greater competition among such institutions.

Challenges before the MFIs:

No doubt, microfinance programme has shown impressive achievements, but a number of challenges are there: Did this programme reach the underprivileged? Whether everyone in need of microfinance intervention had been reached by any of the agencies? Even if everyone had been reached, did they get the required quantum of assistance to have sustainability? These questions are still very inconvenient to be answered because there are certain challenges associated with this programme. Some of the main challenges have been discussed in the following paragraphs.

Quality of SHGs: The third challenge is how to ensure the quality of MFIs in an environment of exponential growth. Due to the fast growth of the SHG-Bank Linkage Programme, the quality of MFIs has come under stress. This is reflected particularly in indicators such as the poor maintenance of books and accounts etc. The deterioration in the quality of MFIs is explained by a variety of factors including:

The intrusive involvement of government departments in promoting groups;

Inadequate long-term incentives to NGOs for nurturing them on a sustainable basis; and
Diminishing skill sets on part of the MFIs members in managing their groups. In my assessment, significant financial investment and technical support is required for meeting this challenge.

Regional Disparity: It has been observed that the microfinance programme is mainly run by formal financial institutions with the help of SHGs. As a result, microfinance programme is progressing in those areas of the country where there is tremendous growth of formal financial institutions. Microfinance institutions were expected to reach those areas where the formal banking system failed to reach and the poor people have to depend on the money-lenders in order to meet their financial requirements. But actually, many

big MFIs are activating in those states where the banking network is very strong. In the southern states, such as Andhra Pradesh, Tamil Nadu, Karnataka and Kerala, the spread of

SHG bank linkage programme as well as the MFI programme is very large. But the north and north-eastern region is almost neglected. In the southern India the spread of commercial bank branch network is the highest (27.94 per cent) and these states cover 48.15 per cent of the country's total SHG members and 54.77 per cent of the MFI members. So, approximately 50 per cent of the total microfinance programme beneficiaries belong to these four south Indian states. In contrast to this, in the north-eastern region of India, bank branch network is very limited and the coverage of microfinance programme is just 2.93 per cent. The table also shows the region-wise branch network and the microfinance members covered under SHG-Bank Linkage and MFI model in these different regions.

Deserving Poor are Still not Reached: The microfinance delivery models are not exclusively focused on those who are below the poverty line or very poor. Though the programme is spreading rapidly but with a slow progress in targeting the bottom poor households. About 50 per cent of SHG members and only 30 per cent of MFI members are estimated to be below the poverty line. According to Ghate (2008), approximately 75 million households in India are poor and about 22 per cent of these poor households are currently receiving microfinance services. In order to run the groups successively and to achieve higher repayment rates, they generally select the non-poor people as programme beneficiaries. The study finds that the core poor are often not accepted in group lending programmes by other group members because they are seen as a bad credit risk. In spite of the various institutional barriers, various psychological problems relating to the poor people restrict them to join the programme. The extreme poor often lack self-confidence so they hesitate to join a group where they have to deal with the other group members, bank officials and other promoting institutions. The core poor are generally too risk averse to borrow for investment in the future. They will therefore benefit only to a very limited extent from microfinance schemes.

Microfinance Outreach in Seven Poorest States of India:

Unfortunately, these seven states, Orissa, Bihar, Chhattisgarh, Jharkhand, Uttaranchal, Madhya Pradesh and Uttar Pradesh are lagging behind in microfinance programme. These states hold approximately 53.5 % of the total poor in India and the share of these

seven states is just 23.60% of total microfinance outreach in India. The reasons for this skewed distribution of microfinance programme may be the intense support extended by the state governments, local culture and practice and concentration of MFIs.

Low Depth of Outreach: Another problem faced by the microfinance programme is the depth of services provided. Though the outreach of the programme is expanding, large number of people is provided with microfinance services but the amount of loans is very small. The average loans per member in both MFIs and SHGs are between Rs. 3,500 his amount is not sufficient to fulfil the financial needs of the poor people. The duration of the loans is also short. The small loan size and short duration do not enable most borrowers to invest it for productive purposes. They, generally, utilise these small loans to ease their liquidity problems.

Unregulated Microfinance Institutions: In India, microfinance is provided by a variety of institutions. These include banks (including commercial banks, RRBs and co-operative banks), primary agricultural credit societies and MFIs that include NBFCs, Section-25 companies, trusts and societies. But only the banks and NBFCs fall under the regulatory purview of the Reserve Bank of India. Other entities, e.g., MFIs are covered in varying degrees of regulation under their respective State legislations. There is no single regulator for this sector. As a result, MFIs are not required to follow some standard rules and are not subject to minimum capital requirements and prudential norms. This has weakened their management and governance, as they do not feel it mandatory to adopt some specific systems, procedures and standards. Therefore, there is a need for regulating the varied number of microfinance providers which are influencing the lives of millions of poor people. The regulation would, therefore, help in improving the growth of MFIs in an orderly approach.

Future strategies for microfinance

Different strategies used for facing challenges are explained as under:-

Strategies for Reducing Transaction Cost:

1. Technology innovation, improved rural infrastructure, borrower education and urban microfinance are few ways to mitigate high operational cost.
2. NGO's to operate at narrow margin sand bear low effective interest rate to maintain

Balance between MFI's dual objective of commercial viability and serving poor.

Strategies for Capacity Building:

- 1 Innovation in social intermediation, strategic linkages and reengineering of financial products are ways to develop capacity building of MFI.
- 2 Proper capacity building and business development services should be adopted for successful shifting of microfinance to micro enterprise by making balance between profit motive and social capital motive.
- 3 Maintain sustainability of SHGs by field supervision in process of formation SHPI & SHGs.

Strategy for Proper Regulation:

1. Recognition of M.F.I as specialized activity and NBFC.
2. Easing of entry norms for loan only companies.
3. Proper legal, regulatory, organization system should be designed to make working groups more effective.

Strategic For Reducing Credit Risk:-

1. An effective lending mechanism should be set up and within its periodic review to monitor their working.
2. Tie up with local panchayat or village head and form an advisory committee.
3. Proper insurance and services like training marketing and support govt. Subsidies etc.

Strategic for Reducing Inadequate Source of Funds:-

1. Conversion into for profit companies i. e. NBFC
2. Portfolio buyout
3. Secritization of loans.

Others Strategies:

1. Ensure transparency and full disclosure of rates.
2. Encourage rural penetration for high outreach.
3. Great efforts should be made towards identifying women orientation barriers.
4. Challenge of creating high outreach into saving and credit can be fulfilled by state machinery.

Conclusions:

On the above findings we observe so many problems are associated with the MFIs. The Microfinance institutions are lagging behind in terms of loan and credit the real needy, regional imbalance, a proper regulation etc. Internal, external and client based challenges are prevailing from starting of the MFIs in India.

Finally in my view MFIs in India have so many lacunas in their running, though the MFIs paid an important role in the poverty alleviation and enhancing the living standards of the poor. If the above shortcoming will be eliminate from the MFIs, it would have positive results on the economy, lead to greater efficiency and improvement of living standards of the thousands of poor.

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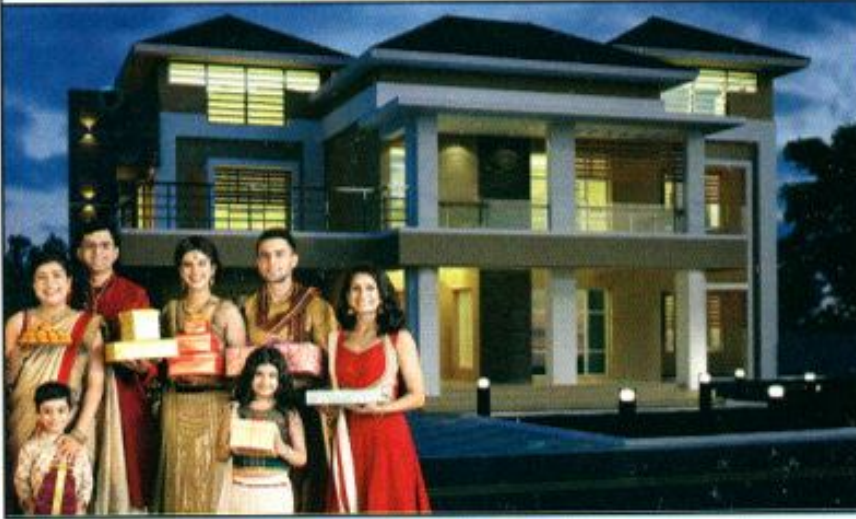
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Post Box No. 67, Survey No. 467 / 2, 468, Varye, Tal. & Dist. - Satara - 415015.

Ph.: (02162) 261088.

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