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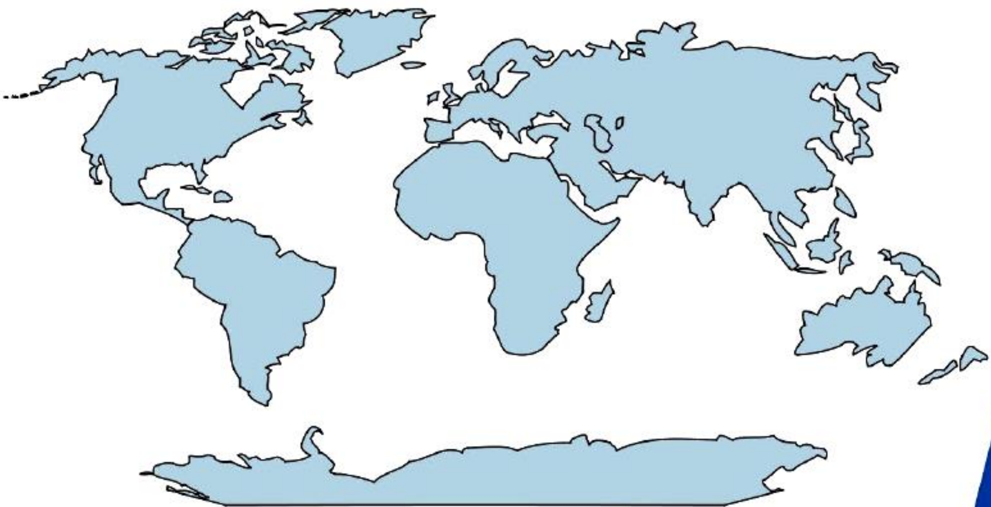

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Research Papers

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A STUDY ON WILDLIFE SANCTUARY IN ASSAM: WITH SPECCIAL REFERENCE TO GIBBON WILDLIFE SANCTURY IN JORHAT DISTRICT OF ASSAM

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INTRODUCTION

The wildlife sanctuaries in Assam are a heterogeneous mixture of landscapes, birds, plants and animals. The suitable climatic conditions, geographical location and vast forest reserves have made Assam a favorable destination for birds, animals and natural vegetation.

Assam is home to several wildlife sanctuaries and national parks that are the breeding ground for some of the rarest global species .the many wildlife sanctuaries in Assam provide shelter to large number of wildlife right from the golden Langur to the horned rhinoceros.

STATEMENT OF PROBLEMS

The name Gibbon is to Holongapar Wildlife Sanctuary in Jorhat District of Assam because it is the only **Reserved Hoolock Gibbon** habitat in India.Hoolock Gibbon is an extinct specie and it is the only ape-man in india which needs to be protected.

Several Gibbon species are threatened by imminent extinction in the very near future .Gibbons not only include the most endangered apes but also the most endangered primate species of the world .The main reasons for these are habitat loss and degradation,hunting and illegal trade.Preservation of the tropical forest is imperative to Gibbon survival ,if it disappears ,so do thje Gibbons.In China,for instance ,the gibbons have already lost 99% of their habitat.In addition,they are hunting for food and for use in local medicine .Also, the illegal pet trade is thriving across the whole of South East Asia .Young gibbons are popular pets, but in order to obtain a young animal, its mother must be shot down from the tree tops .Often both mother and infant are killed in the process. There are some protected forest areas, but often they are poorly managed and wildlife laws are not enforced effectively. Rural poverty and lack of awareness of the threats facing the gibbons and their forest are additional cause for inadequate gibbon protection. Lack of information is not just a local problem -The threats faced by the gibbons are largely unknown or an international level. Their current status is extremely alarming, for example, the rarest species of ape in the world is the Hainan crested gibbon, of which there are less than 20 individuals remaining.

IMPORTANT OF OF THE STUDY

Gibbon Wild life sanctuary is recognized as important Bird Area situated in Assam by Bird Life international because it is habitation of almost 800 different species of birds of which several are extinct. Hoolock Gibbon is only ape (which does not have a tail, lives on trees) and habitat of lots of rare and priceless species of trees and other animals.

OBJECTIVES OF THE STUDY

- To study the importance of the Gibbon wild life sanctuary.
- To suggest initiatives to eliminate the constraint within the sanctuary so as to develop it as an eco-tourist spots considering the sustainability base.

REVIEW OF LITERATURE

Referring to literature on travel and tourism, a number of studies are being carried out from time to time to analyze its problems and prospects at national and International level and also its impact on the economy along with the strategic planning for development. Taking into account of Assam, tea tourism sector here has immense potential significance which cannot be overlooked in any manner. The studies on this area have been somewhat new and seem to be in an infant shape. (Karan 1989): In his studies, he discussed the problems of environment and development in Sikkim Himalaya. (Jacob: 2000): says that the whole of Northeastern region is a home to one of the richest varieties of flora and fauna on the globe. (Kalisch 2001): extends an overview of issues in international trade and tourism and provides NGOs with suggestions that could lead towards more sustainable and equitable tourism planning. (Bezbaruah 2001): says that the inflow of foreign visitors in India has registered a 6% growth in fiscal 2000-01. Foreign tourism fetched $3 billion to the union exchequer making tourism the second highest net foreign exchange earned in the country. (Ray 2005): speaks out that a comprehensive answer has to be found out to the question why tourism has not developed in north eastern states

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in spite of its huge natural resources. He observed that there is a vital need for an integrated marketing to resolve the problem of tourism development as an important input for economic acceleration of the region.

RESEARCH GAP

From the foregoing review of literature it can be understood that though many studies have been conducted on different aspects of tourism in India and even in foreign countries, a study specifically for tea tourism in Assam is missing in literature. Moreover, till date, no research has been conducted on any aspects tea tourism sampled for this study. Hence, the study will make an attempt to examine present scenario of tea tourism by highlighting the existing lacuna and drawbacks. The study will also make an attempt to address the weaknesses by means of some valid and practical remedial measures. In short, the key 'Strengths' 'Weaknesses' 'Opportunities' and ;threats' have been synthesized by the present study.

METHODOLOGY AND DESIGN:

Any study, as a whole, lays emphasis on methodology rather than on outcome. If a research work of such magnitude follows a wrong approach, the logic behind the truth cannot ultimately be traced out. The approach takes the project through an empirical literature review and is mainly based on secondary information, the source of which follow government publications/ records, state tourism statistics, periodicals, reports and related plan documents. Primary data is governed mostly by the questionnaires distributed amongst the concerned respondents. The geographic extent of the study is confined to state of Assam with a statistical focus on few parameters. The research, as a whole has not been carried out on the basis of any pre-determined hypothesis. Rather, an open mind to the possibilities of information and prospective of the subject is ensured for data accumulation and interpretation. Moreover, personal visit has been made to different tourist spots of the state in order to gain an exposure. The periodicity of the study primary covers the tourism scenario and its development of Assam over the post globalization era i.e. 5 years from 2005 to 2009 in the perspective of a liberalized economy. Wherever necessary, and also in order to have meaningful comparison, data have been considered for pre liberalized era as well. Use of statistical tools like Tabulation, and Graphical Representation occupy a significant space in the process of analysis and interpretation.

Taber 1.1: Data Collection And Interpretation: No of Visitors

Year	Domestic tourist	P.C	Foreign tourist	P.C	Total
2005	18	18	82	82	100
2006	08	7.14	104	92.86	112
2007	22	22	84	84	100
2008	Nil	Nil	80	80	80
2009	05	4.34	110	95.66	115

Source: Field Study.

It reveals that 18 percent domestic and 82 percent foreign tourist visited during the tea festival at jorhat in 2005 while 08 and 22 percent domestic and 92.86, 84, 80 and 95.66 percent foreign tourists visited the tea festival during the period from 2006 to 2009 respectively. It has been analyzed that very few of both the domestic and foreign tourist visited during the period from 2005 to 2009 due to lack of proper publicity and awareness of the visitors.

Motivating Factor

One of the important aspects of the study is to find out how tourist becomes motivated to undertake a travel trip to Assam.

Table: 1.2 Source of motivation

Motivating Factors	Domestic Tourist		Foreign tourist	
	No of tourist	%	No. of tourist	%
Tourist information	60	30	50	25
Travel Agencies	20	10	20	10
Friendsand relatives	80	40	80	40
own experience	30	15	30	15
Any other	10	05	20	10
Total	200	100	200	100

Source: Field Survey.

In case of domestic tourists, 30% got motivated by the tourist information bureaus established by the state and central governments, while 10% were motivated by the travel agencies (Table 1.3). As the travel agencies are generally interested in handling foreign tourists for more profit, they make only limited effort to motivate the

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domestic tourists. A sizeable proportion 40% of the domestic tourists are motivated by their friends and relatives, and 15% of them visited the state on the basis of own experiences in the state. Only marginal portion of the domestic tourists (5%) were motivated by other motivating factors.

Among the foreign tourists, 25% were motivated to visit the state by tourist information bureau and 10 % by travel agencies. However, friends and relatives had an important role in motivating 40% of the foreign tourists to visit the state. As many as 15% of the foreign tourists continue to get motivated by own experiences on the state and 10% of them were motivated by other sources i.e. travel literature and other related publications. It was found that the bulk of the foreign tourists were motivated by the guide book Lonely Planet, published by a UK-based publication agency, which generally emphasized on least known tourist destinations of the world.An observation on the tourist motivating factors reveals that the functioning of the tourist information bureaus and travel agencies has left much to be desired. Though especially after lifting of Restricted Area Permit (RAP), the role of travel agencies is increasing in motivating foreign tourists to visit Assam, their role in the case of domestic tourists as motivator is not yet significant. For the development of the sector, travel agencies should concentrate on motivating both international as well as domestic tourists.

Table: 1.3: Gender of the Respondents

SL NO	FACTORS	NO. OF RESPONDENTS	PERCENTAGE
1	MALE	120	60
2	FEMALE	80	40
3	TOTAL	200	100

Source: Field Study.

It reveals from the study that 60 percent respondents have belongs from male categories while 40 percent of them have belongs from the female categories in the study area. It is therefore analyzed that majority of the respondents have belongs from male categories in the study area.

Table 1.4: Purpose To Visit

Sl No	Factors	No. of Respondents	Percentage
1	Pleasure excursion	40	20
2	Business	40	20
3	Official work	60	30
4	Academic interest	40	20
5	Any others	20	10
6	total	200	100

Source: field study

It reveals from the table and fig: 3.4 that 20 percent tourists visited for pleasure excursion. Around 20 percent tourists visit for business purpose. Around 30 percent of the tourists came for official purpose .20 percent of the tourists visit for academic purpose and 10 percent of tourist visit for other purposes in the study area.

Table 1.5: Source of Information

Sl No	Factors	No. of Respondents	Percentage
1	Tourist information	60	30
2	Travel agency	80	40
3	Friends and relatives	40	20
4	Own experience	20	10
5	Any other	10	5
6	Total	200	100

Source: field study

It is transparent from the table and fig: 1.5 that 30 percent of the tourists were motivated to visit the wildlife sanctuary by tourist information bureau and 40 percent by travel agencies. However, friends and relatives had an important role in motivating 20 percent of the tourists to visit the state. As many as 10 percent of the tourists continue to get motivated by own experiences on the state and 5 percent of them were motivated by other sources i.e. travel literature and other related publications in the study area.

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Table 1.6: Lodge Facilities

Sl No	Factors	No. of respondents	Percentage
1	Yes	80	40
2	No	120	60
3	Total	200	100

Source: field study

It reveal s from the table and figure 1.6 that 40 percent respondents have satisfied the lodge services while 60 percent of them have not satisfied the lodge services in the study area. Hence. It is concluded that majority of the respondents have not satisfied the lodge services in the study area.

Table 1.7: Transport Facilities

Sl No	Factors	No. of Respondents	Percentage
1	Yes	140	70
2	No	60	30
3	Total	200	100

Source: field study

It reveal s from the table and figure 3.7 that 70 percent respondents have satisfied the transport services while 30 percent of them have not satisfied the transport services in the study area. Hence. It is concluded that majority of the respondents have satisfied the transport services in the study area.

Table 1.8: Class of Tourist

Sl No	Factors	No. of Respondents	Percentage
1	Domestic tourist	120	60
2	Foreign tourist	80	40
3	Total	200	100

Source: field study

It is transparent from the table and figure 1.8 that 60 percent domestic tourist have visited to the study area while 40 percent of the foreign tourist have visited to the study area. It is therefore analyzed that majority of the domestic tourist have visited to the study area.

MAJOR FINDINGS OF THE STUDY

1. 82 percent foreign tourist visited during the tea festival at jorhat in 2005 while 08 and 22 percent domestic and 92.86, 84, 80 and 95.66 percent foreign tourists visited the tea festival during the period from 2006 to 2009 respectively.
2. 30% got motivated by the tourist information bureaus established by the state and central governments, while 10% were motivated by the travel agencies (Table 1.3). As the travel agencies are generally interested in handling foreign tourists for more profit, they make only limited effort to motivate the domestic tourists. A sizeable proportion 40% of the domestic tourists are motivated by their friends and relatives, and 15% of them visited the state on the basis of own experiences in the state.
3. 60 percent respondents have belongs from male categories while 40 percent of them have belongs from the female categories in the study area.
4. 20 percent tourists visited for pleasure excursion. Around 20 percent tourists visit for business purpose. Around 30 percent of the tourists came for official purpose .20 percent of the tourists visit for academic purpose and 10 percent of tourist visit for other purposes in the study area.
5. 30 percent of the tourists were motivated to visit the wildlife sanctuary by tourist information bureau and 40 percent by travel agencies. However, friends and relatives had an important role in motivating 20 percent of the tourists to visit the state.
6. 40 percent respondents have satisfied the lodge services while 60 percent of them have not satisfied the lodge services in the study area.

7. 70 percent respondents have satisfied the transport services while 30 percent of them have not satisfied the transport services in the study area.
8. 60 percent domestic tourist have visited to the study area while 40 percent of the foreign tourist have visited to the study area.

SUGGESTIONS

- The government should hang hoardings in the National and international air port so that more and more foreign tourist aware about the potentiality of Gibbon Wild life sanctuary in the study area.
- The tourist travelling agencies should be made aware about the potentiality of the gibbon wild life sanctuary by Government of Assam.
- Private companies should be encouraged to promote gibbon wiled life sanctuary in the study area.
- Transport service of the state should be improved. So that more and more tourist will be visited.
- Priority should be given to tourists from both outside and domestic government tourist lodges.
- The state government should open four information centres each at Kolkata, Chennai, Mumbai and Delhi to motivate both the domestic and foreign tourists to Assam.
- The department of forest should introduce Elephant safari in the study area.

CONCLUSION

That's why, it‘s a time to rethink, plan, manage and then act. "Even a five thousand mile journey must start with the first step", quotes an old Chinese proverb. It is yet again right saying that "One will have to go out and sell, instead of waiting for customers to come and buy" in a market stiff competition. As such, a beginning has to be made soon, and together we could envisage in ushering in a new tea tourism era not only for the untouched eastern paradise Assam, but the entire country as well. Let us all strive together to realize this dream, let us wait for the visitors with infinite resources to satisfy them, let us welcome them with a Golden Heart'………….

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A STUDY ON EMPLOYEE'S TURNOVER IN RETAIL SECTOR

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ABSTRACT

Employee turnover is a measure of how many employees leave an organization and are replaced each year. A turnover rate of 25 percent would mean that 25 percent of employees who were working at the start of the year had left the company by the end of the year. Some employee turnover is inevitable in any organization, but a high turnover rate can cost your business money and lead to a dissatisfied and unproductive workforce. Turnover is a phenomenon affecting any business organization in the industry. Over the past few years, organizations have taken a keen interest in aligning their HR practices to their business goals. Managing a highly sharp, mobile and independent workforce has thrown up exciting challenges for the HR fraternity. Important questions on how well an organization integrates its people practices to its business objectives. Deficiencies like inability to influence employee's perception for growth; not aligning to their role based on their individual talent, inflexibility in leadership styles, are causing conflicts at very basic level, resulting in knowledge employees choosing the common, "easy way out." Employees thus attempt to change the manager or the work environment, resulting in employee attrition. Though, the current environment in terms of talent, demand and supply, presents enough opportunities for people with relevant skills sets as also enough manpower of organizations to choose from, employee turnover without doubt, both in terms of time and money.

Key words: Employee turnover, perception, work environment, talent, skills, challenges, retention strategies.

INTRODUCTION

As such employee turnover is a major organizational issue, which different knowledge industries manage in varying ways. Attrition is a dynamic that impacts business performance I more ways than the usually perceived human resource development angel. It is an issue which gives rise to questions like organizational health, morale and motivation and let's up to very tangible aspects such as share.Turnover is a phenomenon affecting any business organization in the industry. Over the past few years, organizations have taken a keen interest in aligning their HR practices to their business goals. Managing a highly sharp, mobile and independent workforce has thrown up exciting challenges for the HR fraternity. Important questions on how well an organization integrates its people practices to its business objectives. Deficiencies like inability to influence employee's perception for growth; not aligning to their role based on their individual talent, inflexibility in leadership styles, are causing conflicts at very basic level, resulting in knowledge employees choosing the common, "easy way out." Employees thus attempt to change the manager or the work environment, resulting in employee attrition. Though, the current environment in terms of talent, demand and supply, presents enough opportunities for people with relevant skills sets as also enough manpower of organizations to choose from, employee turnover without doubt, both in terms of time and money. As such employee attrition is a major organizational issue, which different knowledge industries manage in varying ways. Attrition is a dynamic that impacts business performance I more ways than the usually perceived human resource development angel. It is an issue which gives rise to questions like organizational health, morale and motivation and let's up to very tangible aspects such as share when key employees leaves customer contact functions, customers often experience:

In Indian economy, the retail sector has increased considerably. Almost ten year back there were no as such retail outlets available. But now in the cities, which are considered as an urban city having 4 to 6 retail outlets of same chain and approximately 20 to 25 retail outlets of different organizations. They want to grab more and more customers and penetrate Indian consumer's pocket by offering various lucrative schemes. The employees who work there, they suffer because of long working hours, less salary, so on and so forth, which have become problem areas.

For this study following retail outlets have been visited at Chandigarh and Patiala are:

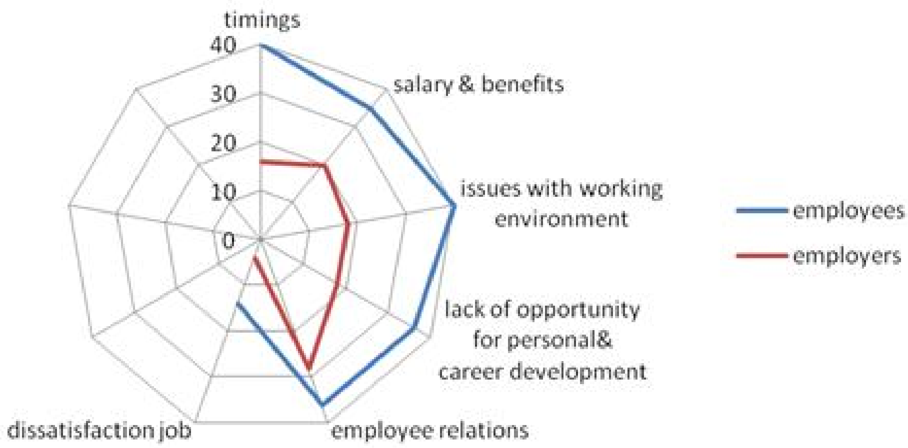
1) Reliance fresh
2) 6-ten
3) Spencer's daily and Spencer's express
4) Disney
5) Tanishque
6) Archies galary
7) Kapsons

8) Sport king
9) Cotton county
10) Koutons
11) Ebony
12) Vishal mart
13) V-mart
14) More

REVIEW OF LITERATURE

Douglas B. Currivan,University of Massachusetts, Boston, MA,- USA,2004 The Causal Order of Job Satisfaction and Organizational Commitment in Models of Employee Turnover.This study examines four possible models of the causal relationship between job satisfaction and organizational commitment in models of employee turnover: (1) satisfaction precedes commitment, (2) commitment precedes satisfaction, (3) satisfaction and commitment have a reciprocal relationship, and (4) satisfaction and commitment have no significant relationship. Structural equation models with two-wave panel data reveal no significant effects between satisfaction and commitment, and the overall fit for each of the four alternative models is virtually identical. Although analysis of the alternative models suggests the relationship between satisfaction and commitment may be spurious due to common determinants, alternative explanations for these results and conclusions for turnover research are discussed. A Firm-Level Analysis of Employee Attrition by **Nathan Bennett** Louisiana State University, **Terry C. Blum** Georgia Institute of Technology, Rebecca **C. Long** Louisiana Tech University, Paul **M. Roman** University of Georgia Using a sample (n = 297) of private sector firms, this article considers the role that firm characteristics, work force characteristics, location, and employee benefits practices have in explaining employee attrition. Hierarchical regression analyses suggest that benefit practices are associated with turnover, even when controlling for firm characteristics, firm setting, and work force characteristics. Specifically, firms where benefits were a higher percentage of total labor costs and firms whose benefits packages were described to be of higher quality experienced less attrition. Implications of the findings for human resource management are discussed. Documenting Participation in an Employer-Sponsored Disease Management Program: Selection, Exclusion, Attrition, and Active Engagement as Possible Metrics. Journal of Occupational & Environmental Medicine. 48(5):447-454, May 2006.*Lynch, Wendy D. PhD; Chen, Chin-Yu PhD; Bender, Joel MD, PhD; Edington, Dee W. PhD* Objective: The objective of this study was to document participation in a large employer-sponsored disease management program. Methods: This retrospective study tracked participation and attrition rates for asthma, diabetes, coronary heart disease, and congestive heart failure programs over a 4-year period. Results: Across all four illnesses, only 25% of those identified had any participation. Over 12 months, only 7% continued participating. Of the 93% who were lost, 35% were excluded, 15% could not be contacted, 25% declined to participate, and 17% dropped out over time. All groups improved their adherence to recommended treatment guidelines. Non participants showed the greatest absolute improvement in receiving recommended medical services; however, they also had the lowest rate of service use at baseline and remained lowest at follow up. Conclusions: Documenting active engagement and attrition rates may provide useful information for decision-makers.

Chart comparing employers and employee's perception towards various reasons of leaving job. That is shown below:



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OBJECTIVES OF STUDY

1) To know the various reasons of employee turnover in one of the fastest growing sector of Indian economy i.e., Retail.
2) To offer suggestions to respective organization of retail sector to reduce turnover.
3) To see the effect of turnover on retail sector's growth.
4) To implement retention strategies.
5) To find the extent of turnover affecting outlet's environment.
6) To find out relationship between salary and growth prospects of outlet, and also to understand that whether this relation does add to employee turnover or not?

SCOPE OF THE STUDY

The study of Employee turnover in Retail sector of Chandigarh and Patiala could help companies as well as outsiders too, so they can know various aspects such problems. To know the key areas for taking remedial actions with a view to remove turnover problem. This research can help companies and their HR departments to manage the turnover in their outlet. It could also assist outlet to have a view on the cost of turnover. It could also help outlet in evaluate their strategies related to manpower in outlet again. It could help outlet and other researchers in order to know that how employee turnover could affect organization's image.

RESEARCH METHODOLOGY

The following research methodology is being adopted in order for preparation the study. In order to get the samples the Quota sampling technique is being adopted. The data is divided into quota as following: - 70 employees and 30 managers were taken for the study. The total sample size is to be taken is 100 as divided into quota as above. The employees and managers in various retail outlets situated in Chandigarh and Patiala region. The data for study have been taken through simple questionnaire, which is further of two types. Questionnaire for employees in retail stores. Informal interaction with employees and managers was also taken. The data taken was being analyzed by 'pie chart analysis' technique.

FINDINGS OF STUDY

It has been found out that majority respondents are considering the turnover as a big problem, because they are considering new employees entering the sector and the ratio in which these people are coming is less than the ratio at which they are leaving plus they are also ignoring cost of turnover incurred by outlet. The respondent says that attrition is affecting the outlet's environment on average terms, because people in India are unemployed in big ratio and they want jobs, which are provided by the retail sector. Thus ratio of people coming is higher than leaving except costs. And ultimately outlet's environment is not getting affected largely because people are there to work. This whole process hardly affects the environment largely. People working are satisfied with their jobs, but they are leaving jobs largely due to salary, growth prospects cum work environment. turnover affects the outlet's image, because most of time costs of any type are reimbursed by consumers' pocket. That means more costs of attrition is equal to more outlet's expenses. Thus more charges from consumer. It could also affects image in other way, where by leaving employees having already established relationship with customers and on the other hand new employee is unaware about the existing customer. This creates problem at the end of consumer and outlet both. Managers said that there is a co-operative relation at both ends. This could be because they are superiors and subordinates generally not behave in a cooperative manner with their superiors. Majority respondent feels their job is interesting. Motive behind asking the same was to know the impact of job satisfaction and also that does job profile and work added to reasons for leaving the outlet by employees. Store's work environment is managed in proper manner. Most respondents accept that they have well managed store. Salary matters for employees and low salary can lead to attrition. Emotions are there amongst the employees for each other. Here respondents heavily feel that they have customer friendly environment, because generally retail business demands for more customer oriented activities to make consumer as customer and increase the customer base cum market share. It had come into light that most of employee doesn't have that many capabilities to grow or they were not qualified for higher rank. Long timings shouldn't be there. Because this create fatigue plus boredom and job dissatisfaction in employees. Long timings also create problem for employees as they want to do their personal works. Here respondents reacted naturally, as they largely agree that competition is there among employees. This is quite general because everyone strives to get promotion, incentives, recognition, authority and power. Question related to discrimination was asked to understand if this contributes to attrition or not. But results are quite negative. The kind of family environment or family earning point was asked here to know and understand the

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type of values in employees. If someone is from business class family then probably he would do job in retail to have an experience, but family values always provoke him to do business at later stage. Marital status and children related query helps to find out that why people don't prefer to do job requiring long working hours. If someone is married or having kids, certainly he would try to finish his work quickly and ultimately leaves the job. People want employment and after employment benefits. Because they create sense of loyalty, satisfaction and this also build deep relation with outlet. But in the absence of these people will always remain dissatisfied or they could even leave the job, which ultimately would cost the outlet heavily. Moreover, salary and growth prospects do not have significant relation although these could be reasons for employee attrition independently.

RECOMMENDATIONS OF THE STUDY

Organizations that pay employees below the market rate are likely to experience high levels of turnover. Retention strategies which financially incentivize employees to stay however are unlikely to secure anything more than short-term commitment to the organization. A lack of development opportunities was the most important factor in employees' decisions to leave their previous organization. Matching development opportunities to individual employee's career aspirations is likely to have the most positive influence on staff retention. To offer suggestion to companies to manage the turnover problem. This has been shown in the traces or recommendation part of the study. To find out relationship between growth prospects and salary and does this relation adds to employee turnover or not? As per this objective the conclusion which is find out from the data is there is no relationship between salary and growth prospects, because both are independent variables. People who are not getting salary or un-employed they are hardly concerned with growth, because they initially want money and not growth and vice-versa. To find out the extent of employee attrition affecting the outlet's environment? As per this objective and data analysis it comes into knowledge that outlet's environment is getting affected but not up to large extent, the reason is simple under which, managers are considering on people coming/entering but not considering the people leaving organization and the cost of attrition, because manager's work is getting done and not left out.

CONCLUSION

In order to allow an organization to design and implement an effective retention strategy, it is important for both senior and line Management to understand the reasons that prompt high performers to leave and find alternative employment. However, this research reveals a disparity between the factors that employers assume to be most influential in driving employees to leave, and those factors that have actually caused respondents to leave a job. The following chart demonstrates the scale of this disparity. Employers generally believe that employees leave for a variety of reasons. The traditional importance of pay and benefits as a decision-making factor however is assumed to remain key. The feedback received from employees reveals a marked difference. The top 3 reasons for employees leaving are: Lack of opportunities for personal and career development, Issues with working environment, Salary & benefits. In the view of employees, it is the lack of opportunity for personal and career development that is clearly the most important factor. This is three times as influential as any other factor in employees' decisions to leave. Salary and benefits are rated as only the third most important factor. To see the effect of turnover on retail sector's growth. The retail sector is on the second rank having 50% attrition rates, this means more capital investment cum emotional investment to reduce the same, in order to protect the growth of sector as well as companies too. The third objective is to implement retention strategy. This research into employees' reasons for leaving has revealed a number of contributory factors. Many employers were unaware of the real causes of employee attrition. This highlights the importance of employers ensuring they understand and pro-actively manage the most influential HR practices to reduce employee attrition. Although not the major cause of turnover, pay and reward does remain an important factor in the retention issue.

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A CRITICAL STUDY OF LEGALITY IN MANAGEMENT INSTITUTIONS

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ABSTRACT

Legality establishes the minimum standards for human conduct and consequent control. It is prescribed by the Statutes and Acts or other Laws, including bye-laws, rules, regulations, customs, norms, etc. Most Current Trends in Management Institutions are, indeed, Unethical, in their Practical Nature and Academic Consequence. Therefore, it is imperative to study, firstly, the practical concept of Ethicality, followed by the study of Inter-Relationship between the two concepts of Legality and Ethicality.

The point at which the minimum standards of social expectations as established or prescribed by the Legality get over, the standards of Ethicality begin. A certain piece of behavior may be legal and ethical for one school of thought but it may be legal but unethical for the other school of thought, as the concept of Ethicality is subjective and personal.

It is highly imperative to implement the recommendations given, quite ruthlessly or relentlessly. Otherwise, it would really be very difficult to alter the existing trends, in Management Education, some of which are already well penetrated.

RATIONALE OF THE RESEARCH PAPER

In general, it is roughly commented, now-a-days, in practice, that all the Laws are not, at all, followed in any field, Management Education field, too, is no exception. On this background, indeed, it seems to be the burning need of the hour to ascertain the truth behind this comment. In this paper, at the start, there is an honest attempt to develop the Conceptual Understanding of Legality followed by the study of Current Trends in Management Institutions. Before arriving at the Inference, some recommendations are put forward to overcome the lacunae existing in Management Education.

RESEARCH PAPER OBJECTIVES

1. To develop Conceptual Understanding of Legality
2. To Study Current Trends in Management Education
3. To Undertake a Comparative study between Legality and Ethicality
4. To recommend measures to overcome lacunae in existing Management Education

RESEARCH PAPER SCOPE

The Scope of this Research Paper extends to the development of Conceptual Understanding of Legality. Thereafter, a comparative study of Legality and Ethicality in Management Institutions is undertaken. Also, there is a study of Current Trends in Management, in this Research Paper. Besides, some measures are recommended to overcome the lacunae existing in Management Education.

RESEARCH PAPER METHODOLOGY

1. Review of pertinent Literature was done through several Books and significant website (Secondary Data) in order to develop the Conceptual Understanding of Legality and also to undertake a comparative study of Legality and Ethicality.
2. The Research Paper is based on both the Secondary Data and Primary Data.

SOURCES OF DATA

Sources of Secondary Data

The sources, of Secondary Data, which are related with the concept of Legality for this Research Paper, include several Books and a relevant Website, the details of which are given in the section of 'Categorized Bibliography' at the end of this Research Paper.

Sources of Primary Data

Primary Data is collected through Informal Interviews of some Eminent Personalities of the Educational Field with the help of a tool called as disguised Non-structured Questionnaire. These personalities include Principals, Deans, Directors and Senior Professors of reputed Management Institutions.

WHAT IS LEGALITY?

At the start, let us try to understand as to what is Legality. Indeed, it is that concept which establishes the minimum standards for human conduct and consequent control. It is prescribed either by the Statutes and Acts or other Laws, including bye-laws, rules, regulations, customs, norms, etc. Legality is socially mandatory in the sense that it is required to be adhered to or followed, quite strictly, irrespective of the wishes or desires of those who are actually governed by the respective legal machinery like a Statute, an Act or any other Law or a rule, bye-Law or regulation in force, for the time being. In society, Legality is really necessary to enforce, regulate and maintain the uniformity, integrity, tranquility and more importantly, discipline and harmony in social transactions and other operations. In its absence, there would really result dishonesty, chaos, and insecurity in the society and social environment would be characterized by many conflicts.

CURRENT TRENDS IN MANAGEMENT EDUCATION

The current Management Education is broadly characterized by a number of practical features like *Political Dominance and Occasional Ownership in Educational Institutions, Admissions of Inferior Quality Students, Anti-charitable and Anti Management Principles' Approach, Greedy Attitude, Pseudo Portray of Placement Scene (Wherever applicable), Late Syllabi Updating (which turns inconsistent with the Corporate Real Requirement), Dramatic Show of Herculean Efforts undertaken for Improvement of Inferior, Incompetent and Inefficient Students, Adoption of Amplified and Animated Presentation Pedagogy and Latest Technology leading to no exhibition of Practical Knowledge, Improper Examination Pattern (not judging real class and caliber of a student) etc.*

If these trends are considered from the legal perspective, they withstand the test of Legality. However, this is, really, the least, that is ideally expected from the Management Institutions. This implies that most of these Current Trends in Management Institutions are, indeed, Unethical, in their Practical Nature and Academic Consequence. Therefore, it is imperative to study, firstly, the practical concept of Ethicality, followed by the study of Inter-Relationship between the two concepts of Legality and Ethicality.

WHAT IS ETHICALITY?

In general, in almost all the seminars, workshops and conferences featuring the theme of Ethics, one of the very common points discussed, deliberated and commented, quite loudly, is that whether or not there exists any connection between the two Concepts of Legality and Ethicality. Are these two concepts interdependent on each other? Are these two concepts independent of each other? Are these two concepts interrelated to each other? Furthermore, if, at all, they are related to each other, how are they related to each other? Is there any line of demarcation or bifurcation between the two concepts? Is this line clear or there prevails a considerable intellectual confusion among the followers? Let us attempt, quite honestly, in the following lines, to search the replies to all such inevitable and unanswered probing or searching questions, one by one and to remove the prevailing confusion through bringing in more clarity.

INTER-RELATIONSHIP BETWEEN LEGALITY AND ETHICALITY

No doubt, the two concepts of Legality and Ethicality are connected with each other. The point at which the minimum standards of social expectations as established or prescribed by the Legality get over, the standards of Ethicality begin. For instance, if the behavioral appearance reveals that it is strictly consistent and moreover, confined with the Legal Standards and no more, the behavior under study is technically legal as well as ethical. At the same time, if it exceeds the Legal Standards, it is highly ethical. It may necessarily, not, at all, be out of place to point out over here an interesting fact that ***a certain piece of behavior may be legal and ethical for one school of thought but it may be legal but not ethical for the other school of thought, as the concept of Ethicality is not only highly subjective but also personal.***

The foregoing description confirms that the two concepts of Legality and Ethicality are related to each other. Strictly technically and legally speaking, they are different from each other in the sense that there is a very fine line of demarcation between the two. However, at times, the line really turns very thin, especially when people belonging to different schools of thought develop contradictory or controversial viewpoints. Besides, as per the interpretation of one of the very senior eminent persons, Legality and Ethicality are the two sides of the same coin. As a result, sometimes, indeed, it becomes quite difficult to differentiate or distinguish as to what is legal or illegal and what is ethical or unethical.

INTER-DEPENDABILITY OR IN-DEPENDABILITY BETWEEN LEGALITY AND ETHICALITY

The two concepts of Legality and Ethicality are undoubtedly interdependent on each other and not independent of each other. When the level of the standards or the parameters of Legality come down, proportionately the level of the standards or the parameters of Ethicality undoubtedly rise. Had the two concepts been independent of each other, the level of the standards or the parameters of Ethicality would surely have remained constant irrespective of the fact of either the rise or the decline in the level of the standards or the parameters of Legality. In other words, when the level of prevailing standards or the parameters of the Legality come down or when

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those things which were earlier illegal subsequently become legal because of 'Change of Law', the standards or the parameters of the level of Ethicality automatically rise.

For example, the concepts of ***'Live-in Relationship', 'Pre-martial Sex'*** as well as ***'Unwed woman – not a Legal Mother'*** were not only illegal but also unethical, until the Judgments of the Hon. Supreme Court of India were delivered on 28th April 2010, in a case of Tamil actress '***Khushabu.'*** and on 6th July 2015 in case of ***'ABC.'*** (The name of the Appellant in this case is not disclosed by the Hon. Supreme Court of India for maintaining confidentiality or privacy and secrecy in the matter.) Thereafter, ***these concepts have turned legal, although they still continue to be unethical.***

RECOMMENDATIONS FOR OVERCOMING LACUNAE IN MANAGEMENT EDUCATION

The task of a real Researcher is not over simply after pointing out existing Lacunae in the Management Education. But, it is his Prime Duty and Moral Responsibility to recommend some strong and practical measures to overcome existing lacunae in the Management Education.

On the basis of informal interviews, of some Principals, Deans, Directors and Senior Professors, conducted with the tool of disguised Non-structured Questionnaire and Researcher's Personal Observations and Experiences during various visits to many Educational Institutions in last year, some recommendations can be put forward for improvement of existing lacunae in Management Education. For example, No clash of Political Influence with Merit, Adoption of scientific procedure for selection of Teaching Staff, Non-teaching Staff and Students, Proper, more focused and honest efforts for increasing Employability of Students through enhancement of necessary soft skills, Constant and prompt Updating of Syllabi, Utility of practically effective Teaching Methodology, Proper Examination Pattern.

INFERENCE

The practical picture of current trends in Management Education, in general, is indeed, not, at all, encouraging. A number of factors are responsible for existing scenario. Therefore, it is highly imperative to implement the recommendations given, quite ruthlessly or relentlessly. Otherwise, it would really be very difficult to alter the existing trends, in Management Education, some of which are already well penetrated.

RESEARCH PAPER LIMITATIONS

Like every other Research Paper, this Research Paper also proceeds with the following limitations.

1. Various views formed and opinions expressed by the Researcher in this paper are personal in nature. As a result, some sort of disagreement with either some or all the views and opinions is possible.

2. As the Researcher is in full time employment in one of the reputed Institutions in Management in Pune (Maharashtra), rational reservation is adhered to, quite strictly while expressing some General views and Personal opinions of the researcher.

3. Several current trends in Management Education considered for the purpose of this paper are not exhaustive but suggestive or representative in practical nature. Only a few significant current trends in Management Education are actually academically studied in this Research Paper for want of length. .

4. The Names, Addresses, e-mailids, Years of Experience of Service and allied details about Principals, Deans, Directors and Senior Professors, from whom the Primary Data is collected, are not disclosed in this Research Paper as per their desire.

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RELEVANCE OF BHAGAVAD-GITA IN NBA GRADUATE ATTRIBUTESFOR QUALITY ASSURANCE

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ABSTRACT

The Indian education in its ancient times had values for general and specific competency development, could nurture the human and bring a culture of mastering the knowledge to its supreme level. The western countries' educational and cultural influence has changed the cultureof Indian education system. If Indians start once again to apply the values, best practices and knowledge treasure available in the Vedas, Purana and Bhgavad-Gita in the education of contemporary technologies the system would grow to a level which is highest quality in the world. Only requirement is the orientation to look in that direction. This paper is an effort to explain how ideals of education told in Bhagavad-Gita and Vedic educational concepts are relevant to the graduate attributes of National Board of Accreditation.it is naturally possible to map its values, practices and attributes with outcome based education values, practices graduate attributes of National Board of Accreditation.

1. INTRODUCTION

As most of the educationist know, Quality education means, identifying the new requirements of students in terms of competencies, challenges and satisfying them at the global standards. Outcome is a rarely defined or explored term in education when compared with health, medicine, agriculture, business and government policies. In the literature review of OBE, outcome drives what to teach to student to exhibit the expected learning significantly. Further, outcome assessment is the pointer of accountability of teacher and institution even though student is responsible to learn. Outcome based education is learner centric, teacher is a facilitator, need to be creative and innovative, otherwise standards set for outcome may be difficult to reach.

Old approach was infrastructure centric or teacher centric where teacher is responsible for student's learning whereas new approach assigns the responsibility of learning to students. It expects both students and teachers to be creative and innovative in learning and teaching respectively. Further, learners are given responsibility to develop abilities such as creativity and critical thinking etc and prove them. Therefore, it is required to assess the students to understand the outcome of the OBE.OBE can equip learners with knowledge, competencies and orient them towards successful professions in future provided delivery methods, activities are coupled with impact analysis and contingency plan.

Critical /essential outcomes of the quality education in general are:- Effective Communication skills, ability to identify and solve problems applying critical thinking and creativity. Learners are expected to participate in design ,organize and manage themselves and their activities responsibly and effectively.

Framing the different activities to reach the following goals are essential. They are

1. Cognitive goals (Knowledge and understanding)
2. Psychomotor educational goals (skills)
3. Affective educational goals (attitude and values)

Affective educational goals(AEG) are most important but much neglected, it is difficult to frame the syllabus and assess the outcome. AEG is of highest value generally lies outside the goals, missions, value system and educational purpose. Even though it is difficult to measure the reach of the affective goals, one should not think of avoiding them as goals since if it is not addressed, the education becomes incomplete and learned may not be societal.

Education plays a vital role in the development of any nation[4]. Indian tradition has given much importance to education. Ideals of education in "Bhagavad-Gita and concept of Vedic education had influenced traditional ancient Indian education system. Even in the digital era with the advancement of technology, quality of education perspective of National/ international board of education can be mapped back to Indian basis of education. In other words, this paper makes an effort to look and map the ideals of education of Bhagavad-Githa and concept of Vedic education with NBA graduate attributes and OBE model respectively.

1.1 PERSPECTIVE OF KNOWLEDGE IN BHAGAVAD-GITHA

As per the Chapter 9 of "Bhagavad-Githa" ,shloka 2 given below,

rāja-vidyā rāja-guhyaṁ pavitram idam uttamam
pratyakṣāvagamaṁ dharmyaṁ susukhaṁ kartum avyayam

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And referring to the elucidationof KesavaKasmiri's with respect to Kumara VaisnavaSampradaya, the concept of knowledge in Bagavad-Gita can be applied and interpreted as follows:

Bhagavad-Gita is the message by Lord krishna. The message, the Lord send is a divine spiritual instruction to humankind."Knowledge is *raja-vidya* or a sovereign because it destroys all vestiges of nescience and it is *raja-guhyam* or a sovereign secret because it is unattainable to those who never practiced *bhakti* or pure loving devotion to Lord Krishna or any of His Vedicallyauthorised*avatar`s* or incarnations and expansions even after thousands of lifetimes. Because without *bhakti* one can never receive His grace and without His mercy no one can ever escape *samsara* the perpetual cycle of birth death".

"So this divine spiritual knowledge is *pavitramidamuttamam* the topmost in purity and *pratyaksavagamam* directly realized. The Supreme Lord Krishna becomes the direct realisation of His devotees aspirations. This is attained by this divine spiritual knowledge imparted by a bonafide spiritual master in authorizeddiscipic succession as revealed in the Vedic scriptures, who also instructs and imparts *bhakti* or pure, loving devotion for Lord Krishna which must be accompanying any effort as well. Such a one's actions are never devoid of *punya* or piety and *dharma* or righteousness which are essential".

"This divine and sacred spiritual knowledge is naturally virtuous also because it was able to be achieved as a result of selfless actions without attachment or desirous of rewards performed for thousands and thousands of lifetimes and because it is the indispensable means of reaching and attaining the Supreme Lord it is the paramount of all knowledge. Because of the nature of *bhakti*, the love one feels in their heart for the Supreme Lord makes it *su-sukhamkartum* or very joyful and easy to perform without any difficulty. It is practiced by righteous determination and the conscious cultivation of the teachings of the Vedicallybonafide spiritual master while simultaneously dedicating all activities to the Supreme Lord. It is also *avvayam* imperishable because it causes no demerits by non-committance caused by defective practice so its meritorious results are permanent and are not subject to being dissolved even after bestowing the ultimate reward of attaining the Supreme Lord".

In the process of knowledge attainment which starts from the first level of Bloom's Taxonomy(up the high order skills of thinking) up to the level of creating something (Refer Figure 1),.if best outcome based practices are not adopted one cannot reach the highest level of knowledge.The Best Practice is a set of practices which facilitates learning to attain the knowledge from the lowest level to highest level.If knowledge gained is at the highest level,it can solve the social and environmental issues.For example, by creating an IT solution to solve societal-environmental issues such as IT security solutions for Women safety, solutions for corruption curbing, IT solutions for controlling educational integrity through Pilgrims checking software, tracking employee behavior and counseling to motivate him to work towards organization Vision and Mission. Such a knowledge be it IT or any other discipline, it is sovereign and can destroy all sorts of problems in the real-life. Such a knowledge is sacred and secrete, not attainable if not practiced with Bhakti, that is with a high focused concentration, one has to apply his logical thinking at all levels of Bloom's taxonomy.Such a Knowledge is divine, the divine knowledge can be reached only through pure love, pure commitment towards attainment.Without Bhakti you cannot learn, internal knowledge will not grow, learning becomes just mechanical,the education system cannot become machine to produce a large number of graduates without higher order logical thinking and skills, it becomes routine that education, graduates go through the cycle of birth death.

Figure 1. Levels of Bloom'S Taxonomy

As per the Chapter 9 of “Bhagavad-Githa” ,shloka 2, the knowledge is the king of education, the most secret of all secrets. It is the purest knowledge , and because it gives direct perception of the self by realization, it is the perfection of attitude and values. It is everlasting, and it is joyfully performed.

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It is the internal confidential knowledge which is hidden in every one of us. As far as ordinary education is concerned, knowledge is external, it remains isolated ,do not contribute to internal confidential knowledge, since most of the time, learners do not realize with perfection. Across the world , there are masses of departments and universities which offer external knowledge . There are means required to achieve the knowledge to reach finally the level of the internal confidential knowledge which is the energy that can drive the human life with life long knowledge energy .

There are no departments/universities which offer education to achieve internal confidential knowledge, but it is to be achieved, since this energy decides how much one can learn in the life professionally as a person. Each and every one should have to question him self what is the strength of the internal confidential knowledge energy he has got to gain external knowledge through learning and have all the attributes at the time of graduation. Since it becomes the responsibility of the tecaher to incorporate such thinkings teacher also has to keep questioning himself and motivate the student to gain internal knowledge finally . The next section explains graduate attributes of NBA.

1.2 GRADUATE ATTRIBUTES [5]

Graduates Attributes (GAs) form a set of individually assessable outcomes that are the components indicative of the graduate's potential to acquire competence to practice at the appropriate level. The GAs are examples of the attributes expected of a graduate from an accredited programme. The computing professional GraduateAttributes of the NBA are as following:

1. Computational Knowledge

Apply knowledge of computing fundamentals, computing specialization, mathematics, anddomain knowledge appropriate for the computing specialization to the abstraction andconceptualization of computing models from defined problems and requirements.

2. Problem Analysis

Identify, formulate, research literature, and solve *complex* computing problems reachingsubstantiated conclusions using fundamental principles of mathematics, computing sciences,and relevant domain disciplines.

3. Design /Development of Solutions

Design and evaluate solutions for *complex* computing problems, and design and evaluatesystems, components, or processes that meet specified needs with appropriate considerationfor public health and safety, cultural, societal, and environmental considerations.

4. Conduct Investigations of Complex Computing Problems

Use research-based knowledge and research methods including design of experiments, analysis and interpretation of data, and synthesis of the information to provide valid conclusions.

5. Modern Tool Usage

Create, select, adapt and apply appropriate techniques, resources, and modern computing tools to *complex* computing activities, with an understanding of the limitations.

6. Professional Ethics

Understand and commit to professional ethics and cyber regulations, responsibilities, and norms of professional computing practice.

7. Life-long Learning

Recognize the need, and have the ability, to engage in independent learning for continualdevelopment as a computing professional.

8. Project management and finance

Demonstrate knowledge and understanding of the computing and management principles and apply these to one's own work, as a member and leader in a team, to manage projects and in multidisciplinary environments.

9. Communication Efficacy

Communicate effectively with the computing community, and with society at large, about*complex* computing activities by being able to comprehend and write effective reports,design documentation, make effective presentations, and give and understand clearinstructions.

10. Societal and Environmental Concern

Understand and assess societal, environmental, health, safety, legal, and cultural issueswithin local and global contexts, and the consequential responsibilities relevant toprofessional computing practice.

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11. Individual and Team Work

Function effectively as an individual and as a member or leader in diverse teams and inmultidisciplinary environments.

12. Innovation and Entrepreneurship

Identify a timely opportunity and using innovation to pursue that opportunity to createvalue and wealth for the betterment of the individual and society at large.

The teaching- learning process as well as expression of all these graduate attributes need to at the higher levels of Bloom's taxonomy. Ideals of education of Bhagavad-Gita are explained in the next section and its mapping with graduate attributes mentioned in the section 1.2.

1.3 MAPPING THE IDEALS OF EDUCATION WITH GRADUATE ATTRIBUTES

“GEETHA” identifies six parts of the ideals of education which are as follows:

i.) To develop virtuous knowledge. : student suffer from ignorance of virtuous knowledge, ideal of education is to remove ignorance and to provide virtuous knowledge such as commitment towards duty.

ii. To develop and effect sublimation of personality. : The good and bad qualities are present in every one of us, teacher should motivate the students on correctpath.The ideal of education should be to develop and sublimate the personality of the student.

iii. To co-ordinate between the individual and social aim.

iv. To develop the inner consciousness.

v. To develop intellectual and logical ability.

vi. To establish the importance of duty in life.

Today, in this era, scientific knowledge and skills realization supplemented with attitude and values is highly essential. Therefore, the ideals of education as per “GEETHA” makes the point even in external education. The table below shows one possible set of association between Ideals of education of “GEETHA” and Graduate Attributes.

Table 1. Association between Ideals of “GEETHA” and NBA Graduate Attributes

IDEALS OF EDUCATION AS PER GEETHA	GRADUATE ATTRIBUTES OF MCA Programme of NBA
i) To develop virtuous knowledge	Computational Knowledge Social and Environmental concern Innovation and Entrepreneurship
ii) To develop and effect sublimation of personality.	Problem Analysis Social and Environmental concern
iii) To co-ordinate between the individual and social aim.	Design and Development of solutions Project Management and Finance Communication Efficacy Social and Environmental concern Individual and Team work Innovation and Entrepreneurship
iv) To develop the inner consciousness	Conduct investigation of complex computing problems Life Long Learning
v) To develop intellectual and logical ability.	Modern tool usage Innovation and Entrepreneurship
vi) To establish the importance of duty in life.	Professional Ethics Social and Environmental concern

The U.S. Bureau of Labor Statistics also lists teachers, engineers, computer and mathematical specialists and architects among today's professional occupations along with professional education include law, medicine and

theology. Today, teacher of the professional programmeneed to be skilled in offering professional education, therefore even a teacher has to adopt life long learning attributewhich is a student attribute.
Further, all the attributes whatever student has to have upon his gradation has to be in the blood of a teacher, he should exhibit behavior in such a way that his knowledge and skill expressions delivered inspire them to acquire these attributes.

In other words, to offer the effective Outcome based education teacher himself has to be innovative and creative practically continuously and a role model to the students. A teacher with OBE attributes can ensure that the education the students are aligned with the realities and challenges and build right attitude and values so that they face in a world of continuous discovery and constant change. In so doing, they would add a third critical dimension to the OBE learning model: content, competence, and context–the actual settings and conditions in which performance abilities are ultimately tested[3].

The teacher should reviewperiodically the process of teaching and learning and its direction to analyze and predict the possibility of reaching the set outcome .In the process ofapplying the model of OBE,it is highly essential to identify the Curriculum gap, fill the gap, analyze the delivery modes, assessment tools , do impact analysis and have contingency plan to reach the outcome.

To improve the quality of education not only students , teachers should also be assessed/evaluated periodically and inputs to be given such that new high level outcomes are met with respect to delivery modes, assessments tools and level of outcome to be set. Therefore, an impact analysis which can verify and validate the every activity is required as a dynamic model.

It is possible to define the delivery modes to offer innovative teaching, conduct activities which can facilitate the effective learningand design the activities for the programme outcomes which are not covered by the curriculum. Designing the activities to cover the POs is highly essential especially for the non-autonomous programmes affiliated to the university (Tier-II).

3. CONCLUSION

In this article an effort is made to highlight traditional education system focus on attitude and values, relevance of Bhagavad-Gita and perspectives of Vedic principles of education in outcome based education and Quality of education under OBE model and a brief note on how non-autonomous, affiliated programmes can design the teaching and learning process in order to meet programme objectives.

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EFFECTIVENESS OF MISSIONS OF THE UNESCO PUBLIC LIBRARY MANIFESTO IN BURDWAN UDAYCHAND DISTRICT LIBRARY: A STUDY

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ABSTRACT

This paper describes the effectiveness of UNESCO Public Library Manifesto in Burdwan Udaychand District Library in relation to public library services.

Key words: Public Library, UNESCO, Direct Tax, CPLA, NCES, FSCS, Information Society.

INTRODUCTION

A Public Library serves the public. A Public Library is expected to perform the functions for providing recreation, information, inspiration and education. It serves the local community and is open to public without any distinction, i.e., regardless of age, sex, caste, religion, colour and status of the clientele. Here clientele include students, teachers, research scholars, businessman, professionals, housewives, retired persons, neo-literates, illiterates, etc. It is basically a service library which is meant to provide free service or charge a nominal fee for its service. [6]

A Public Library is an organization established, supported and funded by the community either through local, regional or national Government (Govt.) or through some other form of community organization. It provides access to knowledge, information and works of the imagination through a range of resources and services and equally available to all members of the community regardless of race , nationality, age, gender, religion, language disability, economic and empowerment status and educational attainment.[7]

According to UNESCO Manifesto, “A Public Library is established as per law, wholly from public fund, no direct tax be charged, open for free and equal use by members of the community”. [1]

Dr S. R. Ranganathan defines “Public Library as a public institution, maintained for and by the community for the social purpose and lifelong education”.

At the June 2008,CPLA(Certified Public Library Administrator) Certification Review Committee and Certification Program Committee meeting, the Committees agreed on the following definition from NCES(National Centres for Education Statistics) definition which is based on FSCS (Federal State Cooperative System, State Data coordinators) definition: “ A Public Library is an entity that is established under state enabling laws and regulations to serve a community district or region and that provides at least the following;

- An organised collection of printed or other library materials or a combination there of ;
- Paid off;
- An established schedule in which services of the staff are available to the public
- The facilities necessary to support such a collection, staff and schedule and
- Is supported in the whole or in part with public funds. [9]

Above all, ***a non-commercial library often supported with public funds, intended for use by the general public.*** [8]

PURPOSE OF PUBLIC LIBRARY

The main purposes of the Public Library are to provide resources and services in a variety of media to meet the needs of individuals and groups for education, information, inspiration and recreation. With the change of the socio-economic infrastructure of the modern society, the sought for information has been changed rapidly. Now our modern society is absolutely an Information society.

So the Public Libraries have an important role in the development and maintenance of a democratic society by giving the individual access to a wide range of knowledge, ideas and opinions.

Modern Public Libraries have to play triple role to cater the needs of the society:

- they have to identify the information needs of the society;
- the publications of which the public needs have to be procured and provided to those who need them;
- the Public Libraries have to modernize their facilities in this Information Technology environment so that they can render better services to their users, now and in future. [7]

The UNESCO Manifesto for Public Libraries also reflects the above purposes. The UNESCO Public Library Manifesto 1994 considers “the Public Library as a living force for education, culture, and information and essential agents for the fostering of peace and spiritual welfare through the minds of men and women”. The following twelve missions of the Manifesto should form the core of the Public Library services:

- Creating and strengthening reading habits in children from an early age;
- Supporting both individual and self conduct education as well as formal education at all levels;
- providing opportunities for personal creative development;
- Stimulating the imagination and creativity of children and young people;
- Promoting awareness of the cultural heritage, appreciation of the arts, scientific achievements and innovation;
- providing access to cultural expressions of all performing arts;
- Fostering inter- cultural dialogue and favouring cultural diversity;
- Supporting the oral tradition;
- Ensuring access for citizens to all sorts of community information ;
- Providing adequate information services to local enterprises, associations and interest groups;
- Facilitating the development of information and computer literacy skills;
- Supporting and participating in literacy activities and initiating such activity if necessary. [1]

OBJECTIVE OF THE STUDY

To study the resources, facilities and services available at Burdwan Udaychand District Library (BUDL) and their resemblance with UNESCO Manifesto for Public Library.

Methodology

A survey was undertaken for collection of data. For this purpose a questionnaire was framed in the Name of Librarian-in Charge of Burdwan Udaychand District Library for getting information. In this work the Library Attendant of Burdwan Udaychand District Library helped me very much. I wish to convey my heartiest regards as well as thanks to all employees of the Burdwan Udaychand District Library.

HISTORY OF BURDWAN UDAYCHAND DISTRICT LIBRARY

Maharaja Uday Chand (Bardhaman Raj) has established a Public Library named **‘Raj Public Library’** for the general learned people of Burdwan presently where Rupmahal Cinema Hall exists.

On the other hand Burdwan Polytechnique School was established in front of Burdwan Sadar Police Station, B.C. Road, Burdwan in the year 1894. After a few years the Polytechnique School was shifted to Sadhanpur, Burdwan and the entire building was left useless.

On 05.05.1953 the ‘Jamidaripratha Abolition Act’ was passed (reported by Mr. Madhusudan Ghosh, Land & Revenue Officer, Burdwan) and Maharaja Udaychand had gifted all properties to the District Magistrate of Burdwan. After that in the year 1954, the then Government of Bengal established Udaychand District Library in the old building of the Polytechnique School on 0.720 acres area. Raj Public Library was also wind up with Jamidari and two library staff, one Library Assistant, Radhagovinda Mitra and another one a sweeper, Govinda Babu along with twelve (5 good and 7 not so good) almirah and some torn books were transferred to Burdwan District Library and Chandi Charan Sain (April, 1955 to July, 1956) was selected as the first Librarian of Burdwan District Library. Then there was a monitoring committee named District Library Association which used to control and mange the Library. Then public Library was under Social Education Department and District Social Education Officer was its Secretary. [4],[5]

Library Timings

Library is open to users for seven hours, i.e., 12 am. to 07 pm. in all working days except 2nd and 4th Saturday of each month.

Library services

The services provided by Burdwan Udaychand District Library and their relevance to UNESCO Manifesto is summarised as under.

a. **Enhancement of reading habits:** according to UNESCO Manifesto

- *Creating and strengthening reading habits in children from an early age.*

The Burdwan Udaychand District Library (BUDL) has separate section named 'Raja Rammohan Roy Sishu Bivag' for children. It has around 9000 (nine thousand) books and 26 CDs, 25 charts, 18 maps for children. 3345 children (Annual report: 2012-2013) get benefit from these collection. [2]

b) Education: according to UNESCO Manifesto

1. Supporting both individual and self conduct education as well as formal education at all levels.

The library has also a study room for general users. 9942(Annual report: 2012-2013) users are benefited by this activity. The Library provides material to support formal and informal learning process. In this work Career Guidance Cell of the Library helps very much. [2]

c) Personal development

3. Providing opportunities for personal creative development(UNESCO Manifesto)

The opportunity to develop personal creativity and pursue new interests is important to human development. To achieve this, people need access to knowledge and works of the imagination. To fulfil this objective the Burdwan Udaychand District Library provides access to the knowledge through Print Books and non-print materials. [2]

- **Children and Young People:** UNESCO Manifesto reveals that

4. Stimulating the imagination and creativity of children and young people.

The Library has around 9000 exclusive collections for children in Raja Rammohan Sishu Bivag (Children Section). Beside these collections, the children can access one computer among four computers to enhance their creativity and imagination. [2]

e) Cultural Development: UNESCO Manifesto also reveals the following

5. Promoting awareness of cultural heritage, appreciation of arts, scientific achievements and innovations.

- They arrange lectures of eminent personalities of various occasions.
- Every year 20th December is celebrated as 'Library Day' with a lecture by an eminent personality in the field of library and information science.
- The Library is felicitating persons in the field of arts also.
- It hosts cultural programmes. [2]

f) Information for all: it is supported by the following mission of the UNESCO Manifesto

6. Ensuring access for citizens to all sorts of community information.

With the help of 7(seven) news papers out of which one in Urdu Version named Ajadi and another one in Hindi named Sunmarg and 5 magazines the Library has started a close access free library service to all users. The Library is open on all working days except 2nd and 4th Saturday each month within stipulated time, i.e., 12am. To 7 pm. [2]

g) Local services:

7. Providing adequate information services to local enterprises, associations and interest groups(UNESCO Manifesto)

To get ultimate satisfaction the users access all the reading materials of the Library. Besides, there is a career guidance cell in this Library. The members as well as non members get information when necessary from this Library.[2]

h) Computer Literacy

8. Facilitating the development of information and computer literacy skills (UNESCO Manifesto).

The Library has adopted software for housekeeping operation for smooth functioning. The Library Authority with the help of KOHA software is trying to develop the exclusive use of all library collection in day to day library function. [2]

i) Services to all levels

9. Supporting and participating in literacy activities and programmes for all age groups and initiating such activities if necessary (UNESCO Manifesto).

There are 155 male and 76 female Neo-literate members in the Library. They are also getting benefits along with other members equally from this Library. [2]

j) Special activity of the Library: the study reveals the following also

- **Inter library loan:** To maximise the use of its collection the Library is extending inter library loan to other two district libraries viz. District Library, Asansol and City Central Library, Durgapur.

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- **Reprography Service:** There is a photocopy machine which was given by the Govt. of West Bengal by which Reprography services is rendered when necessary.
- **Reading hall:** The Library has a spacious reading hall accommodating 100 seating capacity with all essential amenities.
- **Compulsory Book Purchase Scheme:** The Library is recognised by the Govt. West Bengal in the Year 1955. The Govt. allots lump sum money every year for purchasing the books out of which at least 15% is used for children. Last year (2012-2013) The Govt. allotted Rs.1, 17,500 which was fully utilised for purchasing Books and other reading material. [2]

k) Future Plans

The Library is planning to automate its all levels of activities.

FINDINGS AND SUGGESTIONS

1. It has been observed that Burdwan Udaychand District Library is following almost all key missions set by the UNESCO Manifesto 1994 for Public Library Services.
2. The Library has taken various activities to fulfil the need of social and cultural development of society.
3. The Library has a special collection named Bardhaman Bivag which is about Rajparibar of Burdwan along with others, so it needs to preserves them. Therefore it is suggested to plan for digitization and preservation for those valuable materials.
4. The Library is running with Open Access system, it has been suggested to pursue with Open Access system so that the users can get the chance to access the whole stock of the Library to select their preferred as well as needed document.
5. Further it is also suggested to go for Web OPAC so that users get access on their desktop.
6. To increase the maximum use of the resources Mobile Library plays a vital role so the Library can also undertake this activity and provide service to users.

The Library is following almost all expectation expected in UNESCO Public Library Manifesto. This Year the Library is completing 60(sixty) years, i.e., Diamond Jubilee year of its age.

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MARKET TRENDS AND KEY DRIVERS-AN ANALYTICAL STUDY OF RURAL CONSUMER MARKET IN INDIA

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ABSTRACT
India as a powerhouse emergent economy offers immense possibilities for marketers across spectrum. Rural India home to about 70% of India's population provides momentum to almost 50% of country's gross domestic product (GDP). This presents a stimulating & an unprecedented opportunity of about $1.8 trillion and powerful growth engine for marketers across verticals to tap this strong consumer base of 850 million. This study analyses and explores the market potential, trends and scope for growth in Rural India beyond the Cosmopolitan India.

Keyword: Consumer, FMCG, Potential, marketing, Rural.

I. INTRODUCTION
India today is overlooking at a striking shift and presenting a noteworthy multiplier effect towards prosperity in rural households. The Long Ignored Quote of Mahatma Gandhi that the future of India lies in its Villages stands true in today's scenario. Rural India's growth trajectory is fast outpacing urban India in several aspects, which in its market realms is reaching saturation. This optimism stems from the fact that for the years 2009 - 2012, almost $69 billion was spent by India's 800+ million rural residents, nearly 25% additionally than their urban counterparts for the same tenure. Rural Markets today are trending as the most lucrative segment for companies across sectors exciting policy makers and business leaders alike. The Indian hinterland is habitat to close to 650,000 villages, contributing about 56% of income, 1/3rd of total savings and about 64% of expenditure to the Indian economy (NCAER). In next two decades, the rural consumer Indian market will be larger than the cumulative consumer markets in countries such as South Korea or Canada today, and almost four times the size of today's urban Indian market as per The McKinsey report (2007).

Indian Rural Markets with its unique infrastructural and social-economic parameters is completely distinct preposition in comparison to the urban markets. To explore this dynamic "rural" domain and its nuances, it is extremely imperative for a marketer to entail a different approach and priorities, while venturing or strategizing for his target business.

II. OBJECTIVES
The major purpose of this research was to
- To study the Market Trends of rural consumer market in India.
- To study Rural Consumer Buyer Behaviour.
- To identify the Future growth prospects in the rural consumer market.
- To study the major challenges confronted by marketer in rural consumer market.

III. METHODOLOGY
The present study is descriptive and exploratory in nature. The data used is secondary in nature and has been collated from various websites, textbooks, industry reports and reputed journals to get an insight into the topic under study.

IV. CONCEPT OF RURAL MARKETING
Rural marketing involves the process of developing, pricing, promoting, distributing rural specific product and a service leading to exchange between rural and urban market which satisfies consumer demand and also achieves organizational objectives. (Iyer, 2010). It is a two-way marketing process wherein the transactions can be

1. Urban to Rural- It involves the selling of products and services by urban marketers in rural areas. These include Pesticides, FMCG Products, Consumer durables, etc.

2. Rural to Urban- Here, a rural producer (involved in agriculture) sells his produce in urban market. This may not be direct. There generally are middlemen, agencies, government co-operatives, etc who sell fruits, vegetables, grains, pulses and others.

3. Rural to rural- These include selling of agricultural tools, cattle, carts and others to another village in its proximity.

Therefore, it is a distinct and specialized stream of the marketing field which requires customized approach for the application of marketing strategies in order to cater to discerning needs of rural consumers. In This study we will explore the first type of category namely "Urban to Rural".

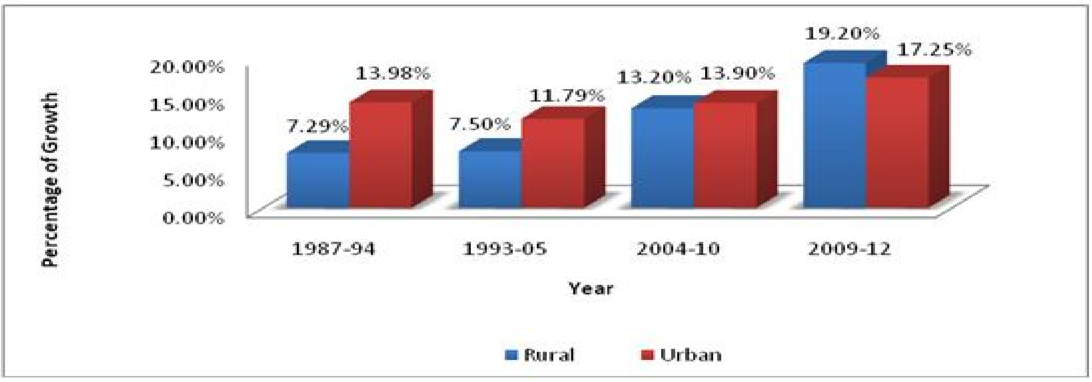
V. INDIAN RURAL CONSUMER MARKET TRENDS

During the last decade rural India has witnessed various transformations such as rising rural income, a decent agricultural growth and improved infrastructure, which improved the livelihoods of rural populace. It, in turn, augmented their disposable income and consumption power. This new found prosperity formulated an aspiration among them to aim for better products and services. Among all villages in India, 10,000-odd creamy layer villages harness around 50 percent of rural GDP. These villages have been instrumental for providing boost to FMCG, automobile, IT & telecommunication verticals. According to national council of applied economic research (NCAER) report, the rural sector will have a major share in the rising and changing durables market. Since 2000, Rural India's per capita GDP has grown at a compound annual growth rate of 6.2 per cent compared to its urban counterpart at 4.7 for the same period. Rural per capita consumption improved by 19 per cent annually in the period of 2009-10 to 2011-12. In the same period, spending in rural India touched US$ 69 billion.

The influencing factors propelling this growth included saturation in urban markets; young and aspirational majority population; improved education; higher disposable incomes; and more employment and economic initiatives by the government such as its catalytic role in the growth with schemes and support policies like MNREGA, Pradhan Mantri Jan Dhan Yojana, and the National Mission for Financial Inclusion. Owing to these shifting trends in addition to the size of the market, rural India provides a tremendous investment opportunity for private companies.

Today, rural market has turned out to be a priority segment for marketers as its market contribution to overall sales and revenues for each category clearly suggests that this trend would further evolve further in years to come as is recommended by a recent study by Boston Consulting Group (BCG) and Confederation of Indian Industry (CII) has revealed that the Indian consumer market will grow almost 3.6 times between 2010 and 2020, and further that 24 per cent of this number will encompass small towns and villages. In fact, small towns and rural consumers will grow to be the largest market segment at 36 per cent by 2020. A McKinsey Global Institute report says that by 2025, annual real income per household in rural India will grow from 2.8 percent to 3.6 percent.

RURAL CONSUMER CONSUMPTION GROWTH



Source: Rural & Marketing India Magazine

ESTIMATED ANNUAL SIZE OF RURAL CONSUMER MARKET

(Francis Kanoi , 2002)

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VI. RURAL CONSUMER BEHAVIOUR

The altering social system, increase in the number of earning family members, accessibility to credit services, new product innovation, demonstration effects, value attached to products etc., have led not only to a growing rural market. According to the Accenture Research, the rural consumers are predominantly aspirational, striving to purchase branded and high quality products. The fact that gets reflected 26% of them prefer to buy Premium FMCG and 17% of Super-Premium FMCG. They are better networked and proactively look for information through multiple sources. Today's rural consumers' expectations differ noticeably from those of earlier generations. They are drifting away from merely monetary concepts of value driven by low prices, towards a wider notion of value that combines price with the utility, aesthetics and the products & services features. Significantly, penetration of media and telecom services has altered the way India's rural consumers buy. Consumption patterns in these areas are also gradually beginning to mirror those of their urban counterparts. Majority of consumers view brands as trustworthy and give -weightage to brand image and functionality. Purchase decision-making among the rural shopper has experienced a paradigm shift. The traditional influencers such as community leaders, village heads, and local shopkeepers as fast being replaced by the biggest influencing factor 'word-of-mouth endorsements from friends and family in both planned and impulse purchases — bigger than television advertisements, celebrity endorsements and company marketing campaigns. As per Nielsen, Nearly 80% of them prefer buying products such as vehicles, consumer durables, apparels and electronics from near-by cities, whereas grocery purchase is still preferred in own village. A vast majority (more than 70%) like visiting retail, buying apparel for occasions and are conscious about their health and fitness. A similar section is attracted in imitating their urban counterpart in terms of penchant for a city-like lifestyle and trying new products. As a consequence health care and hygiene products are strongly rising and increasing penetration across these households. Buying Traction is seen after the harvesting season and during the festivals. Rural consumers have become brand conscious, trusting renowned names and buying products that satiate their aspirations.

Rising demands of fairness products, electronic goods and once considered urban products like baby diapers are some of the indicators of increasing awareness levels among the rural populace. In 2012-13, Fast-moving consumer goods (FMCG) companies intensified their efforts in rural India to cater to the rural consumer's appetite for better products and high-standard services. FMCG majors like Dabur India and Hindustan Unilever (HUL) vouch for their rural markets considering it to be extremely critical for the growth of their businesses. The success run of small shampoo sachets in rural markets have become marketing folklore .The basic logic behind the small pack launch was the understanding that the consumer wanted to use shampoo, but might not be able to afford to buy the full bottle of shampoo. And the fact that it would be affordable for him to buy it in smaller quantities, moving from cost of a monthly hair cleaning to cost per use to the consumer. Some very popular in small packages Products among the rural consumers include detergent powders, shampoo, hair oil, soaps, spices, tobacco, mouth fresheners and other goods. Approximately 70 per cent of the products are sold in small pouches in the country, according to market experts. Portion packs bridged the gap between the rural consumers and the consumer goods. There is not only increase in the rural market, but also a shift in the consumption pattern. Several Products categories find patronage from this consumer segment as evident below.

Rural Penetration

	2001	2009
Fabric Wash	83	89
Personal Wash	88	90
Toothpaste	32.3	45
Skin	19.8	33
Shampoo	16	46
Dish Wash	11.5	16

Source: idfc

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Rural Market Contribution to Businesses

Source: National Council for Applied Economic Research (NCAER) 2009-10

The advent of smartphones and mobile telephony powered by 2G and 3G connectivity has also acted as a game changer. Nearly, 87% of rural consumers access internet via mobile phone (Nielsen). This has become a powerful source of economic leverage for the consumer in rural hubs.Rural consumer is more than keen to make use of the available digital channels. Thus, India has witnessed an increase in the purchasing power of consumers, accompanied by their aspiration to upgrade their standard of living. They demand strategies that integrate companies and their offerings into the social fabric. Rural consumers' behavior needs to be understood and products specially designed to suit the rural lifestyle.

VII. MAJOR PLAYERS

India has witnessed several products finding reputation as market leaders as they bagged substantial amount of market share through their mass reach in rural India. These brands, in different segments, rewrote the market rules with their brand success stories and remodeled innovative chapters in the Indian corporate history. There were several proliferating FMCG brands riding the surge of rapidly rising purchasing power and shifting attitudes. The growth potential has led to 67 percent of companies escalating their presence in these small towns and markets. While companies are tapping consumers through their innovative and customized strategies, including launching more suitable products, services, policies and pricing for rural consumers. Dodging the charted trends, top class professionals have set up their base in the countryside, based on 'social business enterprise' model. Companies like Hindustan Unilever, ITC, Godrej, Vicco, Amul, Emami, Colgate, Parle-G and Dabur among FMCGs.Bajaj and Hero Honda among two wheelers, Mahindra and Mahindra and HMT as tractor manufacturer, Atlas and Hercules among cycle manufacturers, LIC as a life insurance company and Texla, Salora, Murphy and Philips among Radio companies. These companies made it a point to reach the diverse rural masses with their right brand positioning.

The most impressive example is that of Hindustan Unilever, which has been targeting rural markets for over six decades. But, one company that has made a huge impact in rural markets in the last two decades is LG Electronics. The company had realized the potential of rural markets very early and started with a customized television that was positioned just above the black and white TV of the same size. This helped LG penetrate rural markets with a prime-mover advantage. To achieve bigger results, the top management decided to create a separate vertical with a dedicated management team and a separate distribution network. Due to its rural-focused service and distribution network, today LG is the market leader in the white goods segment. Many leading firms are using sophisticated technologies to build a comprehensive and multidimensional picture of likely markets like GIS mapping. This clearly shows the relevance of designing rural-specific strategies.

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Some of the Brand Success stories and Rural specific Segmentation

Brand	Vertical	Innovations and Positioning
Hindustan Lever	**FMCG**	- Initiated micro-credit initiative "Shakti" expanding its distribution system with over 19,000 women. reaching out to 80,000 villages in 345 districts in 12 states - Aims to reach out to 1,00,000 entrepreneurs covering 5,00,000 villages and touching 600 million population - HUL's rural business yield is 40 % revenue per year. - Shakti Ammas initiative delivers around 20% of Unilever's overall rural sales. - Its Shaktimaan initiative, is offering an alternative source of income to 30,000 jobless men in the villages and sell HUL products aided by GIS - Launched Khushiyon Ki Doli programme a cost efficient rural brand activation module in 2010 to expand its reach in more villages - Small unit packaging-Red Label Rs. 3.00 pack has more sales as compared to the large pack .Other e.g. include Hamam at Rs. 3.25, Lifebuoy at Rs 2 for 50 gm etc
ITC	**FMCG**	- e-Choupal ITC's national crop procurement network of 6,500 ``e-Choupal," kiosks, two way rural direct marketing channel - ITC offers to buy crops directly from the farmers and Farmers buys FMCG products from the ITC sell counters from Choupal Saagar, a large-format rural mall, with 24 stores. - 3.5 million farmers connected through a IT network in rural India - ITC's Women's Empowerment Programme creates - Sustainable livelihoods for over 40,000 rural women. For example, the initiative linked to ITC's Agarbatti business
Asian Paints	**Paints**	- Launched Utsav Distemper to target the chuna powder popular in rural markets
LG	**Consumer Durables**	- Hindi and regional language menus on its TV. - Introduced low priced, no-frills television model "Cineplus" and "Sampoorna" range for the rural market - Designed a standard 220 volt appliance to withstand India's 170 volt to 350 volt power surges
Maruti Suzuki	**Automobiles**	- Spotted about 300 rural slots in last five years, accounting for 10 percent of the company's domestic profits. - Concentrated on reaching the Mango people of the country like the potato growers in West Bengal, blue pottery makers in Jaipur, timber merchants in Gujarat etc to beat the 2008 slowdown. Maruti Suzuki is one of the enthusiastic marketers to the rural spots now. - Wheels of India scheme for State government employees which led to the sales of more than 5000 automobiles - "Ghar Ghar Me Maruti: Mera Sapna Meri Maruti" targeted at village panchayat members increased Maruti sales by 16600 units; Other schemes Maruti are steel wheels for steel industry employees, 1 class officer for Indian Railways employees and Teacher Plus schemes for teachers.
Bharti Airtel	**Mobile**	- 50% connection sales from rural India - Marketing content in local languages - Public Call Offices (PCOs) in rural regions. - Out of 8.6 million DTH customers, about a third comes from rural hinterland. - Applying for a payments bank license in a bid to tap and fan out into the rural, remote areas of the country.
Godrej	**FMCG**	- Godrej Agrovet has large format retail stores called Adhaar. Its Consumer Products division trains rural youth in channel sales. - ChotuKool, a low-cost little Refrigerator for rural India that weighs only

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		7.8, with an average electricity bill of about USD 1 per month. - Consumer Product - Cinthol, Fairglow and Godrej No. 1 (50 gm at Rs.5)
Nestle	**FMCG**	- Small denomination packaging Maggi at Rs. 5,KitKat at Rs. 2
Ghari	**Detergents**	- Ghari powder is priced at Rs 20 for 400 grams and Ghari bar at Rs 5 for 145 grams way below other brands - Train branding and magic shows to break clutter
Procter & Gamble	**FMCG**	- Whisper available at Rs 25 for a pack of eight sanitary napkins. Whisper is the market leader in rural India
Hero Honda	**Motorcycles**	- 50% companies sales comes from Rural India - Offers cheapest motorcycles in India, cost between 38,000 to 48,000.
Dabur	**FMCG**	- Anmol hair oil-, a mustard and amla-based hair oil, to target rural consumers in northern markets who used loose mustard oil - Dabur India Ltd has also tied up with 1600 outlets of Indian Oil Corporation to sell its oral care, health care, personal wash, skin care and home care products and reach millions of rural customers. - 'foot soldiers' initiative
Colgate-Palmolive	**FMCG**	- In 2001, Colgate-Palmolive launched "Operation Jagruti" to educate villagers about oral hygiene and its benefits vis-à-vis traditional products like "Neem." - 10 gm sachet of toothpaste - Generate 50 % sales in some categories from rural India
Britannia	**FMCG**	- Introduced smaller pack sizes of Tiger Biscuits at Rs. 4, 2 and 1.
Maharaja Appliance	**Consumer Durables**	- Bonus, a range of appliances for rural market
Philips	**Consumer Durables**	- launched Free Power Radio – does not require Battery/electricity you wind it with a lever and radio runs For approximately 30 min
Tata Motors	**Automobiles**	- Aiming to more than triple its network to 1,500 over the next three years from 460 now. - Hired and trained local residents to become Tata Motors gram mitras ("village advisers") and local gas station owners, who work on commission to generate leads for existing dealers' sales team
Tata global Beverage	**Beverages**	- "Gaon Chalo" initiative By Tata Tea, partnered with an NGO, helped create employment opportunities to the youth in villages and small towns. Consolidated its market share in rural areas and it rose from 18% to 26.6%.
Micromax	**Mobile**	- Entered Rural market before the urban market and launched low cost Micromax X1i Mobiles for rural customers with long battery life - Wide distribution network of 450 distributers and more than 50,000 retailers.
Nokia	**Mobile**	- Low cost feature rich ,long battery back-up Asha mobile Handset - Nokia Life Tools service, an SMS-based service that would provide information on agriculture, education and entertainment to farmers
GSK	**FMCG**	- Has a programme with a 'Horlicks Akka or Horlicks Didi' in every small town and village who represents GSK in the region and markets the suite of products.
CavinKare	**FMCG**	- Pioneered the concept of selling shampoos in sachets at a time when shampoos were available only in bottles .With the innovations of the 50 paise sachet and the Rs 6 bottle, Chik moved from a 5% market share to 22.6% market share within two years. Today it is the second largest selling shampoo in the country - Chik Shampoo at Rs. 17 for 100 ml.
Cadbury	**FMCG**	- Small packs of Dairy Milk Chocolate & Parle-G at Rs 5 - Launched products of low price as Rs.1, 2 and beyond.
Coca cola	**Beverages**	- 200 ml at Rs 5 - Introduced Sunfill, a powdered soft drink concentrate. The instant and ready-to-mix Sunfill is available in a single-serve sachet of 25 gm priced at

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		Rs 2 and mutiserve sachet of 200 gm priced at Rs 15. - Set up its Parivartan ("Improvement") program aimed at teaching India's rural retailers to manage shops, stock, customers, financials, and merchandizing on Wheels—customized buses.
ICICI bank	**Banking**	- Customized rural ATM with biometric authentication and are battery operated so that the power failure can be handled
Idea Cellular	**Mobile**	- recruited and trained some 4,000 youths (dubbed "sons of the soil") who reside in the villages near its cell towers and supplements these local workers with traveling grameen pratinidhis ("village representatives") .
Vodafone	**Mobile**	- Set up a network of mini stores known as laal dukaan, or "red stores," for the color of Vodafone's logo, run by locals who've invested Rs 35,000 to Rs 50,000.Designed to meet all the telecom needs of customers within an 18- to 32-kilometer radius, from sales to connectivity to technical support. The network has been so successful that the 94 million rural subscribers served by nearly 5,500 red stores now constitute 60% of Vodafone's customer base.
Novartis	**Pharma**	- Through its Arogya Parivar ("Healthy Family") initiative, focuses on health issues affecting rural women and children—primarily clean water and sanitation, undernourishment, iron deficiency, vaccinations, tuberculosis, and diabetes. - Recruits and trains traveling health educators. Visiting two villages a day, on foot or by bike, these educators are usually local women trusted by the community. - To sell its products, Novartis employs a separate sales force of health supervisors. They ensure that the company's pharmaceuticals are available in the most remote locations by conducting itinerant "health camps" that bring together the services of pharmacies, doctors, and hospitals to treat villagers and provide preventive care. With 530 educators and supervisors working in 10 states, Arogya Parivar is now the largest private health care initiative in India reaching to 33,000 villages estimated 2013 revenue at $4.8 million
Mahindra & Mahindra	**Automobiles**	- Began its Samriddhi ("Prosperity") initiative to deepen the relationships between its tractor dealers and customers. Through 162 Samriddhi centers, Mahindra has already helped more than 300,000 farmers; it aims to increase that number to one million by 2020.

Rural market contribution % to Brand Revenues of some Successful brands

Brands	2009
Marico	25
GCPL	38
Dabur	50
HUL	30
Colgate	35

Source: idfc

There are only few brands that were able to capitalize the rural surge, but not all brands as successful. Out of the total 39000 brands available in the market, only 10 % were able to stand out among the crowd with an average growth rate of over 57% in rural markets. (August 2011 versus august 2013) as per Nielsen.

VIII. MARKETING STRATEGIES

Marketing strategies that work successfully in urban markets may not necessarily do well for rural. In the present era of globalized competition every marketer has to perform the herculean task of getting the products into the minds of the customers and therefore has to evolve novel ways by developing one or more ideas. Hence, the role of advertising has undergone positive ramifications by showcasing new features and attributes

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of the products to stand out from the. Therein lays the challenge of creating tailor-made communications for each market and have influential consumers in rural India, who are both emotionally and economically engaged with brands across categories

-**Word of Mouth**-HUL's decade-old Shakti initiative underwent a technology-overhaul in 2012 wherein about 40, 000 Shakti Ammas were equipped with a basic Smartphone with inbuilt software that enabled them to take and bill orders, handle inventory and receive updates on promotional schemes offered by the company. While HUL empowered rural women as Shakti Ammas, Dabur India made rural consumers utilize the company's sample products and experience the benefits for themselves. The idea was to spread the awareness about the company's products through the word-of-mouth advertising.

-**Mass Media (Radio, Cinema, Press, TV)**. With the huge diversity that exists in India in rural markets, visuals communications is more reliable than language as ads are beamed across India. Brand ambassadors play a larger role in rural markets than urban markets. They aid getting a brand noticed and establish a better connect with the audience. As per survey conducted by Indian Market Research Bureau (IMRB) 77 percent of the villages are covered by TV network. Multilingual programs are vital for rural marketing, customized as per region and demographics.

- Local Media (promotions, wall painting, hoardings, leaflets ,Video Vans, Folk Media, Animal Parade, Transit media, shop branding, fair promotions, Mobile Traders, events and road shows While television can help create awareness, it is only BTL marketing, which can help achieve the purpose. Considering that there are around 42,000 haats -periodic markets and around 25,000 melas -exhibitions .The context or milieu in which rural ads are seen is very different from urban, and within rural varies from one state to another. This mode is able to register with audience easily.

- Personalized Media (Direct Communication, Dealers, Sales Persons, and Researchers)-For high-end lifestyle products, the rural consumers need a lot of convincing including the opportunity to see a demonstration or touch-and-feel of the product.

Reports suggest that presently, the larger chunk of the advertising in rural India goes to FMCG and automobile sectors. Apart from this, mobiles and electronic goods also form a big stake. Preferred modes of advertising in rural remain the old traditional mediums like wall paintings, publicity through vans, fairs and haats, etc.

The right marketing strategy should be backed by right product, right price (price-sensitivity and affordability) and ease of availability (place) for a consumer in a village is something the marketers should be alive to.

IX. FUTURE OUTLOOK AND GROWTH PROSPECTS

As per industry estimates, rural income, presently at around $572 billion, is expected to reach $1.8 trillion by 2021 and $ 100 billion worth FMCG market by 2025.Customization, adaptation, and high value form the basic ingredients to success in the hinterlands. To effectively tap the opportunity in the big emerging rural market, companies have to reconfigure their resource base, reorganize their cost structure, modify their distribution systems, re-evaluate the price-performance relationships and redesign their product development process. With computers and smartphones empowering rural India, Internet will facilitate a cost-effective means to spread out a company's reach exponentially by overcoming geographic barriers. In near future, online portals are also expected to be very instrumental for companies trying to access rural markets. In rural markets, durables like refrigerators as well as consumer electronic goods are likely to witness growing demand in the coming years as the Government of India plans to invest significantly in rural electrification.

Currently, in urban India, about 48% of all households have refrigerators. On the other hand, in rural India, only 8% of households have refrigerators. The durables in rural market are witnessing a 15% growth rate. Some 60% of the durables market lies in rural India. Telecom in rural India is growing at 31%.The FMCG market has grown at a robust rate of 23% (2008-09). According to report entitled 'India Retail Report 2009' by Images FR Research, India's rural market offer a sea of opportunity for the retail sector. Presently, India is globally the fifth largest life insurance market in the emerging insurance economies. 78 percent households in rural India are having awareness about life insurance and just 24 percent are policy holders. The Indian pharmaceuticals market is regarded as one of the fastest growing in the world. According to a report by McKinsey, entitled 'Indian Pharma 2015', the rural and tier-2 pharma market will account for almost half of the growth till 2015.Rural users will account for over 60 percent of the total telecom subscriber base in India. Therefore, today the rural market offers a vast untapped potential which can leveraged by India Inc to outpace the growth with smart and diligent moves.

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X. CHALLENGES AHEAD

Rural market with its diversity also holds several challenges.

- **Large and Scattered markets-** The rural population and markets are highly scattered over a wide geographical area. These markets are located at great distances from one another and reaching these rural areas is one of the greatest challenges
- **Heterogeneous-**. Disparities such as linguistic, regional and cultural diversities and economic also act as a challenge. Another challenge is to penetrate villages with small population
- **Literacy level-** Rural literacy level is 47% compared to 73% in urban areas .Therefore it is challenge in developing awareness and knowledge about technological changes. As many as 18 major languages and 850 different dialects add to the language barrier and complexities in rural communication.
- **Media reach in rural households is low** In general Print 10%, TV 31 %, Cinema 36% and radio 32%. Therefore the marketer has to consider rural specific promotion media and methods to reach the villagers. Rural Marketing is expensive and unless one is willing to invest in the long-term one cannot successfully build a brand in rural India. These regions entail more time and engagement than media spends and communication.
- **Seasonal demand -** Demand pattern is difficult to ascertain as it is seasonal and fluctuates depending upon agricultural situation and as the disposable income is dependent on monsoon. Moreover, making product affordable and overcoming spurious brands also need to be tackled.

Apart from these several operational challenges such as Low income/ low purchasing power, Poor Transportation facilities **(**About 70% of the villages are connected by road), lack of Communication facilities **(**About 20% of the six-lakh villages are without telephone facility even today), public distribution system is full of holes; caste and communal bias influence village life and local self-governments; the adoption of financial inclusion, banking and insurance practices is slow. In addition to this, business is yet to build a threshold capacity for inclusive growth and there are wide gaps in income spread, poverty and sustainability in different States.

XI. CONCLUSION

The rural sector is seen to have much untapped potential. The marketers who understand the rural consumer and fine tune their strategy are sure to reap benefits in the coming years. In fact, with an exception for few lifestyle-based products, which depend on urban India mainly; the leadership in any product or service is associated to leadership in the rural India. Market prioritization can help marketers identify prospective buyers, bring down costs significantly and reduce uncertainty. This technique and tool can be applied across industries, markets and categories, making it an ideal way to effectively tap these hotspots in the global bazaar. Companies must structure themselves as rural-centric organizations with relevant skill development and training. Apart from expanding the geographical outreach of their product distribution, the focus of marketers should be to introduce brands and plan strategies that are rural consumers centric. They must provide rural-ready value propositions in their products and services by using haats and melas, digital platforms, and integrated communication strategy. They must be the partners in the rural economic growth, and employ people who can relate to rural audiences and are passionate about this very exciting country within a country. Thus, we find that there is still a vast potential that remains untapped in the rural markets. It is important that rural market patronized as primary markets and not as second-rung opportunities therefore there should be no handing over second-rate products for rural markets as opposed to first-rung products for urban markets. Bottlenecks like proper infrastructure, talent availability and heterogeneity should be envisaged and worked upon well. Low cost distribution and support models should be established to reach the last mile. Rural has changed dramatically, and new rural marketing is complex and exciting. Corporates must conduct a thorough research to understand the rural consumers and potential of the market for their kind of product. Rural Market should evolve on its own economic pillars and sustainable models that will enable a continuous and profitable partnership with industry, government, NGOs and various institutions.

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AN INQUIRY INTO THE PROBLEM OF INTER-REGIONAL MIGRATION

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ABSTRACT

Several economists and social scientists have devoted serious concern to the problem of inter-regional migration. But till today there is no clear cut solution to the problem. However, there are several reasons why the problem of inter-regional migration should be approached more carefully and some theoretical and practical framework be devised.

A model of regional growth cannot be explained solely by economic variables. Non-economic factors, mainly social and political factors may inhibit the migration of labour. Once the regional policies are introduced into the economy, it will invariably involve issues much wider than the pursuit of economic efficiency.

This paper examines the Lewis-Fei-Ranis model of rural-urban migration and the basic nature of the Michael P. Todaro's migration model to understand the basic causes of labour migration.

From the discussion of the models, this paper concludes that rural-urban migration is a serious economic and social problem which denudes the rural areas a skilled and productive labour force making the areas more depressed and backward. Appropriate policy measures are necessary for removing the imbalance in rural-urban employment opportunities and at the same time reduce the congestion and growth of slums in the urban areas.

INTRODUCTION

Several economists and social scientists have devoted serious concern to the problem of inter-regional migration. But till today there is no clear cut solution to the problem. However, there are several reasons why the problem of inter-regional migration should be approached more carefully and some theoretical and practical framework be devised.

According to H. W. Richrdson, main reasons for in-depth study into the problem are (a) it represents an important adjustment process in inter-regional economic growth, more important than income and price change and commodity flow as well as iter-regional capital flow. (b) From the above point, the equilibrating effects on inter-regional migration. Net migration flows show some tendency to be functionally related to the wage or per capita income differential between regions of destination and origin. (c) The analysis of inter-regional migration can be improved by placing it in same context as the regional growth theory. This implies the introduction of space as a resistance to migration, and defining this resistance much more broadly than in terms of monetary cost of migration. The heterogeneity within the region and particularly the urban dimension has dramatic repercussion on the interpretation of the determinants of labour migration. It to be recognised that non-economic factors may have some marked influence on spatial redistribution of population.

If the primary interest is in explanation and understanding the problem of inter-regional migration, rather than forecasting, the analytical focus should be on determinants rather than the effects of inter-regional migration. It is an agreed fact that inter-regional migration is a readjustment process which tends to reduce disequilibrium within local labour market. Migrants tend to move from low-wage to high-wage areas and from areas of labour surplus to those with labour shortage. Bringing supply and demand closer in each labour market, however, is not quite same as saying that inter-regional migration will have equilibrating effects on regional incomes. It is possible that the qualitative impacts of out-migration i.e., the loss of young, the educated and skilled labour may have cumulative effects on demand for labour that are more severe than the effects on supply. The neo-classicists' prediction that net migration flows will narrow wage differentials may not hold in conditions of increasing returns or condition where migration involves occupational up-grading. It is possible that non-economic stimuli may be important determinants of migration and then labour movements are likely to be more dis-equilibrating than equilibrating. Another major view is that areas experiencing high net in-migration will tend to grow much faster than other areas. This is because in-migration adds to both labour supply and other demand leading to to favourable effect on growth.

The structure of most of the migration models are similar in the sense that many of them include wage or per capita income variable, job opportunity, unemployment or labour market variables as major factors. Some measure the distance and variety of other factors as to be the determinants of migration. According to Richardson, they fall into two major groups:

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The first can be described as economic models where the role of income or job opportunity variable are regarded as important. The second group is more heterogeneous, including the Gravity Models, Information Flow Theories and non-economic namely Sociological, Behavioural and Psychological theories. Both groups share the common characteristics of stressing the influence of space or distance directly or indirectly. It is important to note that the models are not mutually exclusive.

A model of regional growth cannot be explained solely by economic variables. Non-economic factors, mainly social and political factors may inhibit the migration of labour. Once the regional policies are introduced into the economy, it will invariably involve issues much wider than the pursuit of economic efficiency. The goal of equity will be prominent among regional policy objectives. The objective of attaining satisfactory distribution of welfare among members of society is a social rather than strictly economic concern. The measure to change spatial distribution of industry are mainly intended as a tool to redistribute income in favour of people living in poor areas at the cost of those living in affluent areas.

Likewise, political factors also play an important role in regional policy decisions. This is not necessary that all decisions have a political motive, but it reflects the fact that in all countries voting for national or state assemblies are organised on a regional or geographic basis. In a multi-party system, the degree of concern with strategies for backward regions may bear some relationship to how many votes these areas can deliver. So instead of going into the argument of political motivation, a brief tour of important models of regional development and inter-regional migration will be more helpful in understanding the problem.

THE LEWIS-FEI-RANIS MODEL OF DEVELOPMENT

The employment model specifically relating to developing countries was originally formulated in 1954 by Nobel Laureate W. A. Lewis. This model was formalized in 1961 by Professor Gustav Ranis and John Fei. In the Lewis-Fei-Ranis model the underdeveloped economy consists of two sectors: (1) a traditional agricultural subsistence sector characterized by zero or very low productivity ‘surplus’ labour, and (2) a high productivity modern urban sector into which labour from the subsistence sector is gradually transferred.

The primary focus of the model is on both the process of labour transfer and growth of employment in the modern sector. Labour transfer and urban employment growth are brought about by output expansion in the modern sector. Lewis assumed that urban wages would have to be at least 30 percent higher than average rural income to induce workers to migrate from their home areas. The process of modern sector growth and employment expansion is assumed to continue until all ‘surplus’ rural labour is absorbed in the urban industrial sector. Thereafter both urban wage and employment will continue to grow. The structural transformation of the economy will take place and the process of industrial modernisation will increasingly dominate overall economic activity.

Although the Lewis-Fei-Ranis model of development is both simple and in line with the historical experience of economic growth in West, it has three key assumptions which do not fit with the realities of underdeveloped countries. First, the model assumes that the rate of labour transfer and employment creation is proportional to the rate of capital accumulation. But if the surplus capital is reinvested in more sophisticated labour –saving capital equipments, then the urban employment and wage may decrease rather than increase as suggested by Lewis-Fei-Ranis model of development. Second, the model assumes that ‘surplus’ labour exists in rural areas while there is full employment in the urban areas. Many cotemporary researches indicate that almost exactly the reverse is true in many third world countries. Third assumption is opposite to realities of developing countries. The notion of continued existence of **constant real urban wage** until the supply of rural surplus labour is exhausted is not realistic for developing economies. The most striking features of the urban wage situation in almost all developing countries has been the tendency for the wages to rise substantially, both in absolute term and relative to average rural incomes, even in the presence of rising levels of open unemployment.

However, the model has some analytical value in that it emphasises two major elements of the employment and migration problems. First, the structural and economic differences between the rural and the urban sectors. Second, the central importance of the process of labour transfer between them.

THE MIGRATION PROCESS

The factors influencing the decision to migrate are varied and complex. Since migration is a selective process affecting individuals with certain economic, social, educational and demographic characteristics, the relative importance of economic and non-economic factors may vary not only between nation and region but also within defined geographic areas.

- Social factors: the desire of migration s to break away from traditional constraints of social organisations.

- Physical factors: climate and natural disasters like flood and droughts.
- Demographic factors: the reduction of mortality rates and high rates of rural population growth.
- Cultural factors: the security of urban extended family relationship and the allurement of so-called ‘bright city lights’.
- Communication factors: improved transportation, urban-oriented educational system and the modernising impact of the introduction of Radio. Television and internet.

All these non-economic factors are very relevant but there seems to be wide spread agreement among economists and non economists that rural-urban migration can be explained primarily by the impact of economic factors. These include not only the standard ‘Push’ from subsistence agriculture and ‘Pull’ of relatively high urban wages, but also the potential Push Back’ of high urban unemployment. The evidence of the 1960s and 1970s, when Third world countries including India, witnessed huge migration of rural population to urban areas in spite of rising levels of urban unemployment and underemployment, generally negates the validity of the Lewis-Fei-Ranis model of development.

THE BASIC NATURE OF MICHAEL P. TODARO’S MIGRATION MODEL

The Todaro model postulates that migration proceeds in response to urban-rural differences in ‘expected’ rather than ‘actual’ earnings. The migrants consider the various labour market opportunities available to them between rural and urban sector and choose the one which maximises their expected gains from migration. Expected gains are measured by (1) the difference in the real incomes between rural and urban work and (2) the probability of a new migrant obtaining an urban job. In essence, the Todaro theory assumes that members of the labour force, both actual and potential, compare their expected incomes for a given time horizon in the urban sector i.e., the difference between returns and costs of migration, with prevailing average rural incomes, and migrate if the former exceeds the later. The more commonly used economic models of migration, which place exclusive emphasis on the income differential factor as the determinant of the decision to migrate. However, it is important to note that these migration models were developed largely in the context of advanced industrial economies and implicitly assumed the existence of full or near full employment.

Such an analysis is not realistic in the context of most underdeveloped economies. These economies are characterised by chronic and serious unemployment problem, with the result that a typical migrant cannot expect to get a highly paid urban job immediately. In making the decision to migrate the individual must balance the probability of and risk of being unemployed or underemployed or seek casual and part-time employment for a considerable period of time against the positive urban-rural **real** income differential. In a nutshell, the Todaro migration model has four basic characteristics:

1. Migration is stimulated primarily by rational economic considerations of relative benefits and costs, mostly financial but also psychological.
2. The decision to migrate depends on ‘expected’ rather than actual urban-rural real wage differentials where the ‘expected’ differential is determined by the interaction of two variables, the actual urban-rural wage differential and the probability of success in obtaining employment in the urban sector.
3. The probability of obtaining an urban job is inversely related to the urban unemployment rate.
4. Migration rates in excess of urban job opportunity growth rate are not only possible but rational and even likely in the face of wide urban-rural expected in come differentials. High rates of urban unemployment are, therefore, inevitable outcomes of the serious imbalance in economic opportunities between the urban and rural areas of less developed countries.

From the above discussion it can be concluded that rural-urban migration is a serious economic and social problem which denude the rural areas a skilled and productive labour force making the areas more depressed and backward. Appropriate policy measures are necessary for removing the imbalance in rural-urban employment opportunities and at the same time reduce the growth of slums and congestion in the urban areas. To achieve this, the following are the few major areas where policy makers should concentrate and make some policies and strategies which can really be implemented. The key elements of the strategy should be:

1. Expansion of small-scale industries.
2. Development of entrepreneurial skill in urban and sub-urban areas through training.
3. Elimination of factor-price distortions through the elimination of various capital subsidies and curtailing of the growth of urban wages.

4. Choosing appropriate labour-intensive technologies of production.
5. Modifying the direct linkage between formal education and employment.
6. Reduction of population growth rate through proper education.

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NECESSITY OF AWARENESS AND MANAGEMENT FOR USE OF GREEN PRODUCTS AND THEIR PROMOTION IN MARKET TO AVOID THEIR HAZARDOUS SUBSTANCES IN NON METROPOLITAN CITY

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ABSTRACT

The area Non Metropolitan City's population does not know about the hazardous Impacts of use of daily life consumable and non consumable products. To increase the awareness of green products in the non metropolitan population and also in students. Green products and their marketing is the study and practice of using resources efficiently. The primary objective of such a program is to account for the "triple bottom line" i.e. .People, Planet, Profit. The goals are similar to green chemistry, Green manufacture, Green Marketing which is trying to reduce the use of hazardous materials, maximize energy efficiency during the product's lifetime, and promote recyclability or biodegradability of products and factory waste.Simple random sample survey of peoples and also students where we were asked about the knowledge of green products and their Advantages and disadvantages issues.

Simple questionnaire given to students and asked them to fill for themselves and also ask the information to people. More than 2000 students and peoples had been asked and entered in a MS-ACCESS database. Simple statistical analysis methods used such and cross tabulation, Graphical presentation.

Results of our study shows very poor awareness about the use of green Products and their hazardous issues but they are studying the subject like environmental education.Consumers haven't aware about ecological impact when buying products daily. They've cared only about needs and price. So we recommend that there is need to add necessity to use green products.

Keywords: Green marketing, Green product, Sustainable, Green operations, Environmental, awareness, Hazardous.

1. INTRODUCTION

Green products are those items considered eco friendly. This means that the manufacturer of the particular product took the proper steps in ensuring that the environment was not harmed during its manufacturing process. The raw materials used in the product were derived from sustainable sources.
The primary goals of use green products.

- To reduce the use of hazardous materials.
- To maximize the energy efficiency during the product's lifetime
- To promote biodegradability or recyclability of defunct products and factory waste (Tebbutt, 2009).
- Eliminate the concept of waste.
- Packaging changes.
- Modifying advertising Presentation.

Green products and there market promotion is concerned with reducing the hazardous environmental impact of daily consumable products before they are purchased, during their lifetimes and after we have finished with them. Most manufacturers are improving their processes at the different levels of the product life to lessen harm e.g. computer manufacturers are finding alternative materials to make computers. The product materials are usually eco-friendly, renewable or might use less energy.

2. METHODOLOGY

The US Environmental Protection Agency (EPA) launched the Energy Star program in 1992 as a voluntary labeling program designed to enable consumers to make more informed decisions about energy efficient products. Jointly administered by the EPA and Department of Energy (DOE), the program allows manufacturing partners whose products meet specified energy efficiency standards to use the program's "Energy Star" label to market products.

When to time comes to product or machinery disposal, it is necessary to know everything in order to be involved in green product. Basically, the whole green aspect came about quite from few years back. It is fact that the environment was not a renewable resource really. The peoples should start realizing that they had to do their part to protect the environment.

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Now a day's most of the product manufacturers are striving to be ISO 14001 certified so that they are able to implement, maintain and improve an environmental management system as well as ensuring that companies comply with environmental laws and regulations. (Stenzel, 2004).

Basically, the efficient use of product is the triple bottom line i.e. what is important when it comes to anything green and the same goes for green product use. This considers social responsibility, economic viability and the impact on the environment. Many businesses simply focus on a bottom line, rather than a green triple bottom line, of economic viability. The idea is to make the whole process surrounding of products friendlier to the environment, economy, and society. This means manufacturers create products in a way that reflects the triple bottom line positively. Once the products are sold, the businesses or people use them in a green way by reducing power usage and disposing of them properly or by recycling them. The idea is to make every product from beginning to end as a green product.

2.1 Setting and design

To see the awareness about the use green products and there hazardous substances, we took the information about the awareness from all students of our town named Barshi which is the non metropolitan. Also we asked some peoples to give their thoughts and interview about the green Products and their green use.

2.2 Material and Methods

A questionnaire was designed and issued to students at Shri Shivaji College Barshi. The questionnaire was designed using the approach used in a paper titled "Necessity of use and management of Green Products". The questionnaire aims to measure the awareness levels of various product users with regards to literacy and uses of green product. The questionnaire consists of the respondent's product awareness and green use awareness. We had collected the information about the current situation of pollution and hazards related to various . In our area what kind of pollution related information respondents know also asked by us to them?

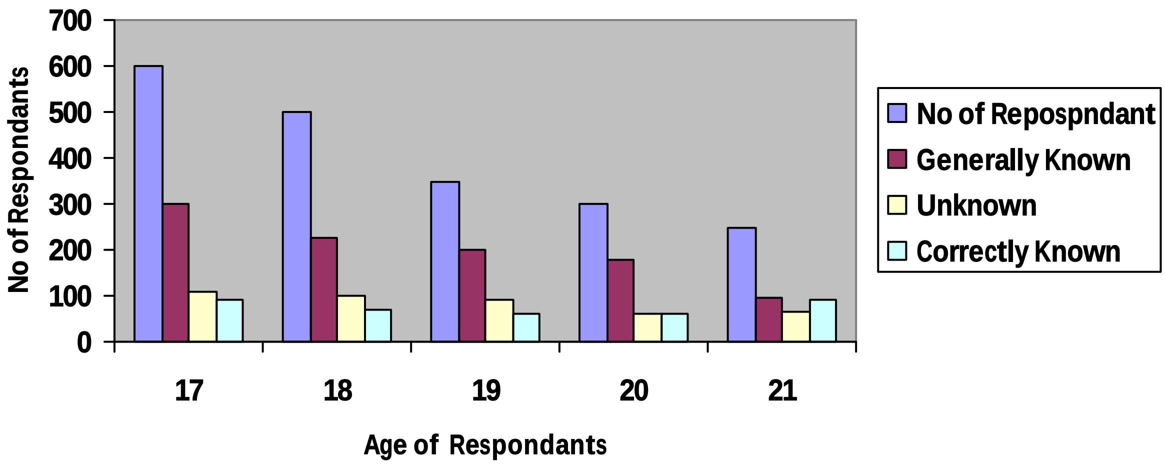
After the getting the information, we had prepared a simple database and entered the information in MS-ACCESS. A simple statistical tabulation was used for analysis of the data. For analysis we also used MS-EXCEL software.

2.3 Results

Interpretation of interview data - From the interview the following can be concluded

- Very few peoples are known about the pollution only of Air, Water, and Soil.
- Even the Environmental study students also poorly know about the hazards of Product related substances and energy consumption.

3. RECOMMENDATION



The recommendations that follow below are adopted from various case studies from journals, books and the Internet especially.

3.1 Policy of green product and their market acceleration

Manufacturers /distributors / retailers / University /boards /schools/ must define sustainability policies and green initiatives that are managed by environmental advisory boards. Also they make provision provide some funding to implement green policies and create an Social environmental mandate to build a strong foundation of green policies, initiatives and programs.

3.2 Importance and Goals of Green Marketing

The question, why green marketing important is quite simple and relies on the basic definition of Economics: "Economics is the study of how people use their limited resources to try to satisfy unlimited wants". Green marketing looks at how marketing activities utilize these limited resources, while satisfying consumers wants, both of individuals and industry, as well as achieving the selling organization's objectives. Following is the goal of Eliminate the concept of waste.

- Reinvent the concept of product.
- Make prices reflect actual and environmental costs.
- Make environmentalism profitable.
- Bringing out product modifications.
- Changing in production processes.
- Packaging changes.
- Modifying advertising.

3.4 Use of recycle the substances:

The following strategy can be used in our region:
Recycling of products: After the use of products made from plastics, from various metal and from alloys can be recycled. The different products will have to be dismantled, that is, removal of different parts of containing harmful sub-stances can be disposed separately by the proper ways.

3.5 Demographic details

From the 2000 responses, 1122 were male and 878 were female.

The chart below represents the percentage number of respondents for each level of study.

In the information of hazardous of Non Green products 70% respondents didn't or poorly know about it. Remaining 30% respondents knows generally, pollution problem, and power problem. More than 90% response was given by respondents that they don't the hazardous substances.

The results show that, in general the majority of respondents have limited or no knowledge on issues of use of green products. In data, only few % (i.e. <15%) of the respondents answered the questions correctly. This means that more than 85% was not able to give answer regarding the green products but they are studying the environmental education subject in their syllabus.

In view of care of environment 55% respondents known about the trees, water pollution, Soil pollution. But didn't know any another impact of pollution .Very few respondents known about the air pollution.

Further more, students and extra peoples didn't known about the green products concept, their management and about green marketing so they don't understand the impacts of green products on our environment.

As compare with other study on awareness proportion of green products our results shows poor awareness. So we also recommend that we need to do the green awareness program as in all classes and also at possible social levels. There are messages that encourage students and also faculties to make efficient and reuse of daily use products, to ensure that lights, computers are switched off if the class is the last of the day. There are also some power saving tips stuck on each class door and notice board.

4 . CONCLUSION

Most of the customers are not care full about ecological impact when buying, they've cared only about needs and price. Products use less and less power while renewable energy gets more and more portable and effective. The features of green products of tomorrow would be like: energy efficient, with sustainable manufacturing materials, recyclability, service model, self-powering, and eco friendly and with healthy trends. The main aim of this paper was to measure awareness levels of students of Shri Shivaji Mahavidyalaya and some highly educated people with regards to Green Products. The research established that the awareness levels are low hence most users are oblivious to energy saving techniques. The research also established that they are no explicit use green Products and sustainability policies at the institution and social level.

To conclude, By this paper the author is confident that incorporating the green Products awareness discussed are very essential and important for currents situation because we are having a limited resources now. Now a day's facing the problems like global warming. Raising green Products awareness and having a campaign based on social marketing theory which will not only include information provision but also incorporate motivation and persuasion techniques can have a huge desired impact on the power usage, recyclability.

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Authors also conclude that, non metropolitan area even the students are studying the Environmental related topics but they don't know about the green Products and hazards of Products substances and also the recycling of the wastages. Authors are very much appreciating if some institutes come front and they can motivate the people about the use green Products.

5. ACKNOWLEDGMENT

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A STUDY ON HUMAN RESOURCE ACCOUNTING METHODS IN BANKING SECTOR WITH REFERENCE TO GUNTUR DISTRICT, A.P.

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ABSTRACT
Recently we witnessed a global transition from manufacturing to service base economies. In manufacturing organization the physical asset likes plant, machinery, material etc. are of important. In service industry the total worth depends mainly on the skills of its employees and the service they render. The success of any organization is contingent on the quality of their human resource – its knowledge, skills, competence, motivation and understanding of the organizational culture. Hence, it is imperative for the firm to understand the importance of the human and therefore record it in the books of accounting. In present corporate world whether it belongs to manufacturing, Trading or Service human is at center point. This study focuses on Human Resource Accounting (HRA) Practices of selected bank units in Guntur District.

INTRODUCTION
HRA is a management tool which is designed to assist senior management in understanding the long term cost and benefit implication of their HR decision so that better business decision can be taken. If such accounting is not there, then the management runs the risk of taking decision that may improve profit in the short run but may also have severe repercussions in future. HRA is an attempt to identify and report investment made in the human resource of an organization that are not presently accounted for under conventional accounting practice.

"Human Resource Accounting is the measurement of the cost and value of the people for the organization"

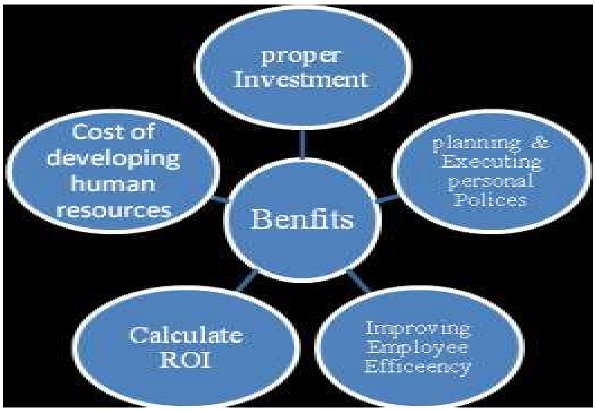
-Eric flamholtz of University of California, Los Angeles.

"Human Resource Accounting is the process of identifying and measuring data about human resource and communicating this information to interested parties".

- American Accounting Society Committee on HRA

ORIGIN OF HUMAN RESOURCE ACCOUNTING
Recognizing human being as asset as old one. Form the observation of Indian History, it is evident that Emperor Akbar gave importance to the nine jewels. Freedom fighters in India like Shri Motilal Nehru, Mahatma Gandhi, Sardar Vallabh Bhai patel, Pandit jawaharLal Nehru cannot be removed from the historical pages of freedom movement of India. In spite of the uncountable sacrifices forgone by the above individuals, no one make efforts to allocate any monetary values to such individuals in the Balance sheet of India. The suitable work was started to determine the cost and value of human beings by behavioral scientists from 1960 onwards. The experts in this field were Shultz (1960), William Pyle(1967), Flam Holtz(1973), Kenneth Sinclare (1978) and Dr Roa (1983), etc who contributed appropriate methodology and correct methods for finding out the value of the employee to the organization.

FIVE BENEFITS OF HRA
Human resource accounting helps in knowing whether human asset is being built up in the business or not. An executive may show good result in producing well, and so on but he might not have built the human resources properly. A good manager keeps the morale of his subordinates high so that they contribute the maximum in achieving the organizational objectives.



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Cost of developing human resources: HRA will give the cost of developing human resources in the business. This will enable the management to ascertain the cost of labor turnover also.

Proper investment: It can be seen whether the business has made proper investment in human resources in terms of money or not. If the investment is in excess, efforts should be made to control it.

Planning and executing personal policies: It will help the management in planning and

executing personal policies. The management also makes use of its help in taking decisions regarding transfers, promotions, training, retirement and retrenchment of human resources.

Improving employee efficiency: It helps in improving the efficiency of employees. The

employees come to know of the cost incurred on them and the return given by them in the form of output, and so on, which will motivate them to increase their worth.

Calculate Return on Investment (ROI): The return on investment can realistically be

calculated only when the investment on human resources also is taken into account. The ROI is may be good because there is an investment on human beings.

HRP THEORIES

External Financial Reporting Theory

The theories of external financial reporting have been categorized into two broad groups: descriptive and normative. While descriptive theories attempt to set forth and explain what and how financial information is presented to users of accounting data, the normative theories attempt to prescribe what data ought to be communicated and how they ought to be presented (Wolk, et, al,200).

In attempt to explain further the theories upon which financial reporting is based, Morries (1996) came up with the following three classifications: the traditional approach; the information requirements of investors; and failure in the market for financial information. The traditional approach, which is descriptive in nature, represents a time honoured approach which relates various mechanical procedures to the existing regulatory and legal framework. The information requirements to investors concentrate mainly on the information needs or requirements of equity investors, even though, financial statements are used by variety of users for differing purposes. While the failure of market for financial information, on the other hand, proposes that potential users will generally require some information to help them reach decision and will, if necessary, employ intermediaries to obtain it. These theories point to the existence of contention in financial reporting and existence of information asymmetry.

Learning Curve Theory

Learning Curve Theory is concerned with the idea that when a new job, process or activity commences for the first time it is likely that the workforce involved will not achieve maximum efficiency immediately. Repetition of the task is likely to make the people more confident and knowledgeable and will eventually result in a more efficient and rapid operation. Eventually the learning process will stop after continually repeating the job. As a consequence the time to complete a task will initially decline and then stabilise once efficient working is achieved. The cumulative average time per unit is assumed to decrease by a constant percentage every time that output doubles. Cumulative average time refers to the average time per unit for all units produced so far, from and including the first one made. The Model of unit curve is denoted as:

Yx=Kxlog2b

Where

- K is the number of direct labour hours to produce the first unit
- Yx is the number of direct labour hours to produce the xth unit
- x is the unit number
- b is the learning percentage

HRA MEASUREMENT MODELS

Flamholtz (1999, p. 160) noted that the concept of human resource value is derived from general economic value theory as all resources people possess value because they are capable of rendering future service. An individual's value to an organization can be defined as the present 'value of the future services the individual is expected to provide for the period of time the individual is expected to remain in the organization. The Stochastic Rewards Valuation Model, originally developed by Flamholtz (1971) for human resource valuation has five step process: It begins with defining the various service states or organizational positions that an

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individual may occupy in the organization. The next step is to determine the value of each state to the organization, the service state values, which can be calculated either by using a number of methods such as the price-quantity method or the income method. Then the person's expected tenure or service life in the organization is calculated and the person's mobility probability or the probability that a person will occupy each possible state at specified future times is derived from archival data. Next the expected future cash flows that the person generates are discounted in order to determine their present value.

Similar to the Flamholtz model, another earliest model of human resource value measures human capital by calculating the present value of a person's future earnings (Lev & Schwartz,(1971). Dobija (1998[1]) proposes an alternate model for capitalization, where the rate of capitalization is determined through the natural and the social conditions of the environment. Utilizing a compound interest approach, this method takes into account the three factors for valuing the human capital which include the capitalized value of cost of living, the capitalized value of the cost of professional education, and the value gained through experience. Turner (1996) refers to the framework issued by the International Accounting Standards Committee and recommended the use of the present value of the value added by enterprise, and measures assets by the four methods of historical cost, current cost, realizable value and present value.

Cascio (1998[2]) proposed a method for measuring human capital based on indicators of human capital of innovation, employee attitudes and the inventory of knowledgeable employees. According to him, innovation can be measured by comparing gross profit margins from new products to the profit margins from old products. Similarly employee attitudes predicting customer satisfaction and retention are an important indicator of human capital and therefore need to be measured, as well as measures of tenure, turnover, experience and learning.

Thus approaches to human resource accounting can be broadly classified as monetary approaches and non monetary value-based approaches. The monetary approaches are further classified as (a) Cost Based Approaches, which incorporate historical cost approaches, replacement cost approach, opportunity cost model, standard cost method, current purchasing power method, and (b) Value-Based Models that embrace Hermanson's adjusted discounted future earnings model, Lev and Schwartz present value of future earnings model, rewards valuation model, Jaggi and Lau model, net benefit model, Eric Flamholtz model and Morse model.

LEV AND SCHWARTZ MODEL

Many models have been created to value human capital. Some are based on historic costs while some are based on future earnings. But each has its own limitations and one model has proved to be more valid than other. Lev and Schwartz model has been the most widely used for its ease of use and convenience. The Lev and Schwartz Model states that the human resource of a company is the summation of value of all the Net Present Value (NPV) of expenditure on employees. The human capital embodied in a person of age 'r' is the present value of his earning from employment. Under this model, the following steps are adopted to determine human resource value:

i. Classification of the entire labour force into certain homogeneous groups like skilled, unskilled, semiskilled etc. and in accordance with different classes and age.
ii. Construction of average earning stream for each group.
iii. Discounting the average earnings at a predetermined rate in order to get present value of human resources of each group.
iv. Aggregation of the present value of different groups which represent the capitalized future earnings of the concern as a whole.

$$Vr = I(t)/(l + r)t\text{-}r$$

Where, Vr = the value of an individual r years old
1(t) = the individuals annual earnings up to retirement
t = retirement age
r = discount rate specific to the cost of capital to the company

[1] Dobija, M.(1998). How to place human resources into the balance sheet. Journal of Human Resource Costing and Accounting, 3 (1), 83-92.

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RESEARCH METHODOLOGY

Scope

The Scope of the study title "Human Resource Accounting Practices in Selected Banks in Guntur District, A.P." limited to Human Resource Accounting Practices of companies for the period of commencing year. The research has identified various reporting practices of Human Resource Accounting in its annual report. Reporting Practices of Selected banks has been explored. One bank from private sector (Axis Bank) and one bank from public sector (SBI Bank) were taken as sample and comparative study has also done.

Objective of the Study

1. To examine the practices followed by selected Banks under study.
2. To compare and contrast human resource valuation methods followed by selected Public and Private Banks in Guntur District.
3. To give suggestions for improvement in HRA Practices in Selected banks in Guntur District, A.P.

Sample Selection

Purposive Sampling technique is used for the selection of sample units. Samples are taken from both public and private sector banks. From public sector one bank i.e., SBI and one bank from private sector i.e. Axis. All banks are taken on the basis of its market capital.

Source of Data

An annual report, websites, different books of management accounting & personal management, previous research findings (Thesis and Dissertations) has been used for source of secondary data.

Analysis of Data

The collected data have suitably classified and tabulated in the form of table and graph with the appropriate statistical techniques S.P.S.S.15 software has used for necessary statistical tests. The data analysis and conclusion were drawn on the basis of parametric tests at 5% level of significance.

DISCLOSURE RELATING TO HUMAN RESOURCE ACCOUNTING

I. State Bank Of India (SBI)

SBI had started providing information related to Human Resource Accounting (HRA) in its annual report of financial years by using Lev and Schwartz model. It is the Bank in India who provided HRA. SBI also started considering efficiency factor for the purpose of Human Resource Valuation from many years. SBI divides total employees of the organization according to group wise, category wise and also as per physically challenged employee. The banks followed the discount rate. Bank provide the information regarding particular of employee under section 217(2A) of the companies Act, 1956 with companies rules 1975.

SBI was reporting information like total No of Employee, Value Added, Employee Remuneration and Benefit, Value Added per Employee, Turnover per Employee. It also calculated the different ratio related to Human Resource.

II. Axis Bank

Axis Bank provides additional information of the firm from intangible assets score sheet, Human Resource Accounting and Value- Added statement. Bank provide the information regarding particular of employees under the provision of section 217(2A) of the Companies Rules 1975. Infosys used the Lev & Schwartz model. The future earnings have been discounted in many years. Infosys provide the information like Income, value added, No of Employee, Age wise Distribution and Category wise Distribution of Employee, Net Worth, EPS, Economic Value Added, Value of Human Resource, Value of
Human Resource per Employee and also present the ratio like Value Added/Human Resource Value, Return on Human Resource Value in percentage.

DISCLOSURE OF SELECTED VARIABLE FOR HR RELATED INFORMATION BY SELECTED COMPANIES.

D= Disclosed ND= Not Disclosed

DISCLOSURE OF VARIABLE	STATE BANK OF INDIA	AXIS BANK	TOTAL
Value Added	D	D	2
No of Employee	D	D	2
EVA	D	D	2
Value of HR	ND	D	1

value of HR per Employee	ND	D	1
Value Added per Employee	D	ND	1
Valuation Model Used	D	D	2
Discount rate applied	D	D	2
Age wise Distribution	ND	D	1
Group Wise Distribution	D	D	2
Gender Wise Distribution	ND	D	1
Turnover per Employee	D	ND	1
Employee cost	ND	D	1
TOTAL IDENTIFIED VARIABLES	**8 D 5ND**	**11 D 2 ND**	**19 D 7 ND**

HYPOTHESIS

Ho: There is no significance difference between average disclosures of selected banks.

H1: There is significance difference between average disclosures of selected banks.

One Sample t test was conducted to test the hypothesis. As the p value of test is 0.044 (less than 0.05) there for we accept the alternative hypothesis i.e. there is significant difference between the average disclosures of selected banks, and reject the null hypothesis.

SUGGESTIONS

Suggestion to selected banks under study:

- SBI bank should provide more information regarding its Human Resource. SBI should include value of HR, Value of HR per Employee, Age Wise Distribution, Gender wise Distribution, Turnover per Employee etc. in its annual report.
- There is no clarification regarding Human Valuation Model used and discount rate applied by Axis Bank in its annual report. So, bank should disclose clearly for the better understanding.
- SBI Should also report for Value of HR, Value of HR per Employee, Age and Gender Wise distribution in its annual report.
- The measurement is subjective as methods for this purpose, so government should suggest specific model that is acceptable to all service sector organizations.
- The government should make mandatory to value and discloses HR related information in its annual report.
- To motivate companies for HRA, government should provide incentives like Subsidy, Tax exemption.

LIMITATION OF THE STUDY

The following are the limitations of the study.

1. The said study is based on secondary data only, collected from annual reports of companies. The limitation is of secondary data influence the study.
2. The study period of said study is limited to commencing year only. Only banks viz., State Bank Of India & Axis Bank has been considered for the study of Human Resource Accounting Practices.

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GANDHI'S PHILOSOPHY OF MEANS AND END

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ABSTRACT
Mahatma Gandhi left an indelible impression on our national life. He tried to evolve solutions to the various evils which beset the country in keeping with the highest moral standards. A man of action, his whole life was a serious of experiments to test his ideas about human behaviour. He had imbibed the best elements of India's past culture and provided guidance to the people in political, social, economic, religious and various other fields. He was an idealist in the sense that he had in his mind such a picture of a society in which the ideal condition of the growth of human personality would prevail. He was the mongrel offspring of Victorian liberalism and Indian mysticism. He was a person who had a scientific mind and a spiritual heart. He was the harbinger of universal humanism. Gandhi makes serene inroads to humanism not from without but from within. Gandhi's vision was all inclusive. But as Gandhiji himself expresses "there is no such thing as Gandhism", [1] *he did not want to leave any cut after him. He did not claim to have originated any new principles or doctrines. However, his views are very fundamental and even revolutionary.* [2]

Key words: Means, End, Ram rajya

OBJECTIVE OF THE PAPER

In the present paper it is intended to discuss Gandhiji's concept of *Means and Ends* in general. Thus, the objective of the paper is to make an attempt to analyse Gandhi's concept of *Means and Ends*. An attempt has also been made to examine the relevance of his concept of means and ends in the present era.

METHODOLOGY

The approach of the paper is *historico-analytical.* It is historical because the paper is based on historical Record, Documents, printed Books, journals etc. It is analytical because the materials collected are critically analysed.

INTRODUCTION

Humanity is at the crossroads today. Extremely critical stage of terrorism has been threatening the very evidence of human civilization. One of the paradoxes of the present century is that on the one hand, the establishment of peace has become a matter of the greatest importance for the survival of human civilization, where as on the other hand, traditional instruments of preserving peace have become less effective.

In every ethical thought seeks to reflect upon the nature and standard of morality, the problem regarding ' *Means and Ends'* becomes a very significant problem. To Gandhi, the end is the goal and the means is the way of the realization of the goal.[3]

Gandhi's philosophy of End and Means has a direct relation with his doctrine of *Truth* and *Ahimsa*. Therefore, for Gandhi *Truth* is the *End* and *Ahimsa* is the *means.* Gandhi's uncompromising and straight recommendation is that if the *End of Truth* is to be attained, the means has to be pure, has to be the means of *Ahimsa.*[4]

Gandhi held ends and means are convertible. The so-called Machiavellian code of ethics that the '*ends justify the means'* had no place in Gandhi's system of thought. Right means must be employed for realizing right ends. Gandhi linked the means to a seed and the ends to a tree. The connection between the means and ends is the same as that between the seed and the tree. [5]

Gandhi adhered to this principle tenaciously. He rejected the use of violence even to win freedom for India. For Gandhi, non-violence was a creed and not a policy. He said, "You might, of course, say that there cannot be non-violent revolution and there has been non none known to history. Well, it is my ambition to provide an instance, and it is my dream that my country may win its independence through non-violence. I will not purchase my country's freedom at the cost of non-violence." [6] It was the doctrine of means and ends which had given a special significance of our national movement since 1920. In 1940, he pointed out that India should not associate herself with Britain's war efforts even if she was offered freedom as a price for her co-operation. [7]

Even in the social reconstruction, he firmly believed that socialism cannot be established by restoring to impure *means*, Prince and the peasants will not be equalized by cutting off the Prince's head, nor can the process of cutting equalize the employer and employee. One cannot reach truth by untruthfulness. If socialism or equality was to be achieved through immoral means, it would have lost all significance for him.[8]

In the scenario of to-day's world his concept of means and ends has great relevance. According to Gandhi, "there is such a close connection between the means and the ends that it is difficult to say which of the two is more important, or we may say that the means is the body and end is the soul. The end is invisible; the means is visible."[9] Gandhi said "means are after all everything". Gandhi gave emphasis on purity of *means*, where the *means* are clean, there God is Undoubtedly present with his blessings.[10]

Gandhi emphasized, "I recognize as God except the God that is to be found in the hearts of the dumb millions. And I worship the God through the service of these millions.[11]The *means* which demoralize men and cultivate cruelty baseness etc. cannot serve the noble end of the liberation of the people. We adopt the *means* that are strengthening the moral consciousness of man. From this it may be said that Gandhi always gave importance on *means* as well as ends. According to him *end* is nothing but *truth*. Truth is the main destination. Truth is the outcome of any action[12].

If we adopt right means then we can get right ends, i.e., truth. Gandhi wrote "the more I search after truth the more I feel it is all inclusive. Truth is not covered by non-violence. But I often experience that non-violence is included in truth. What a pure heart feels at a particular time is truth; by remaining firm on that undiluted truth can be attained. Gandhi said " My desire is to close this life searching for truth, acting truth and thinking truth and that alone, and I request the blessings of the nation that desire of mine may be fulfilled". According to Gandhi only criteria to which every principle should conform are *Truth* and *Ahimsa*. He said that a person of truth will perform his or her duties out of a sense of selflessness.

To Gandhi End is the ideal and therefore, is not yet within our reach or grasp. What we have at our disposal and control is the means. We can change or adjust or maneuver only means and never the end. Goodness or badness of an act depends upon my doing it, and in doing anything we are concerned *only* with the means. Therefore, it follows that the means has to be the right one. Clarifying his stand on the point Gandhi says, "Though you have emphasized the necessity of a clear statement of the goal, but having once determined it, I have never attached importance to its repetition. The clearest possible definition of the goal and its appreciation would fail to take us there, if we do not know and utilize the means of achieving it. I have, therefore, concerned myself principally with the conservation of the means and their progressive use. I know if we can take care of them attainment of the goal is assured. I feel too that our progress towards the goodwill be in exact proportion to the purity of our means[13].

In arriving at his views Gandhi, as usual is determined by his basic metaphysical conviction regarding the essential spirituality and unity of everything. Spiritual unity is the ideal of life, the goal or the end of every activity. A spiritual end cannot be attained by any known spiritual means. That means that a good end cannot justify any and every means.if a good end is to be attained, it is also essential that the means adopted for the realization of the end is also good.[14]

Gandhi wrote " How beautiful it would be, if all of us , man and women, devoted ourselves wholly to truth in all that we might do in our working hours, whether working, eating, drinking or playing, till dissolution of the body makes us one with truth.

For Gandhi Truth is beautiful, truth is everything. So, he dreamt such a nation where everyone, men and women devoted wholly to truth in every walk of life. By the adherence to truth he wanted to establish Ram Rajya. The bitter reality is that in the post-independent India we, as a nation have totally drafted away from the path that Gandhi had dreamt for free India.

The present era is dominated by science and technology. Today, we do not realize Gandhi's philosophy of ends and means. The present generation does not give emphasis on purity and cleanliness of means. India is a country which has great faith on moral and spiritual values from the time immemorial. Now we have thrown out our moral values into the air. We lost our traditional values in the struggle for power. We pay tribute to Gandhiji on his Birth and Death anniversary but we forget his philosophy of life. We should realize that Gandhi's philosophy of *means* and *ends* has its relevance even today to establish a superior democratic social order where there is no hunger, no poverty, no ignorance, no discrimination, no oppression and where all enjoy higher material, social and cultural life.

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NEED OF COMMUNITY PARTICIPATION IN ELEMENTARY EDUCATION

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ABSTRACT

A community is a group of people, who live in a geographical area and have an interest in each other for the purpose of making a living; it is a form of social organization existing between the family and state. It is locus for social systems of a particular kind composed of interacting social institutions which meet the basic human needs, through the function of which people have developed a sense of belongingness and a potential ability to act together as an entity. Community, while in itself consists of several parts (there are communities existing within a community), is also a part of larger social system. It is a dynamic social unit which is subject to change of internal or external origin. Some of the important characteristics of community are: communities are close-knit entities, their customs are interrelated, these communities are complexes of sub-group relationship and there is discernible leadership within the community (Dhuma and Bhatnagar, 1980).

Keeping with the vision of the Constitution (seventy-third and seventy fourth amendment) Act, 1992, SSA has made adequate provision for community involvement in facilitating the implementation of various aspects of the programme. Experiences of earlier programmes like Lok Jumbish and DPEP have also reinforced the role of community in education. It has been envisaged under SSA that the panchayats, School Committees and other community forums – both in rural and urban areas, would complement each other by creating a strong base at the grassroots level for community participation in the educational scenario. In this regard decentralization level bodies are an important policy initiative. Thus people's participation in the overall development of the nation has been recognized as a vital process since independence.

INTRODUCTION

Education policy makers all over the world have come to view community participation as an effective means of promoting elementary education, both in terms of quantity and quality. Further, community participation and empowerment in decision making has commonly been understood and propagated as an attempt to counteract centralized actions. It is assumed that community participation and empowerment has the potential to make a major health and living conditions as well as enriching their life styles. The literacy campaigns in different parts of India have also, though not uniformly in all cases, demonstrated the potential role that community member can play for their own betterment.

MEANING OF COMMUNITY PARTICIPATION

A community is a group of people, who live in a geographical area and have an interest in each other for the purpose of making a living; it is a form of social organization existing between the family and state. It is locus for social systems of a particular kind composed of interacting social institutions which meet the basic human needs, through the function of which people have developed a sense of belongingness and a potential ability to act together as an entity. Community, while in itself consists of several parts (there are communities existing within a community), is also a part of larger social system. It is a dynamic social unit which is subject to change of internal or external origin. Some of the important characteristics of community are: communities are close-knit entities, their customs are interrelated, these communities are complexes of sub-group relationship and there is discernible leadership within the community (Dhuma and Bhatnagar, 1980). Communities can be defined by characteristics that the member share, such as culture, language, tradition, law, geography, class and race. There are in fact several conceptual uses of the term community in social sciences. Zenter (1964) points out three aspects of communities. First, community is a group structure, whether formally or informally organized, in which members play roles which are integrated around goals associated with the problems from collective occupation and habitational space. Second, members of the community have some degree of collective identification with the occupied space members. Lastly, the communities have some degree of local autonomy and responsibility. Shaeffer (1992) argues, some communities are homogeneous while others are heterogeneous; and some united while others conflictive. Some communities are governed and managed by leaders chosen democratically who act relatively autonomously from other levels of government, and some are governed by leaders imposed from above and represent central authorities.

NEED OF COMMUNITY PARTICIPATION IN ELEMENTARY EDUCATION

Community participation is not a new concept in India. In the early years after independence, it was viewed and promoted as a part of the liberation rhetoric. In Gandhi's scheme of education a school was an integral part of community. Therefore the question of community participation in school affairs was not to be a matter of debate and discourse. It was realized that responsibility should be devolved as far as possible upon the people

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involved in the actual task of schooling, in consultation with the parents of pupil whom they taught. The move however appears to have been prompted essentially by the utilitarian value of involving the community, which could possibly improve the deteriorating efficiency and effectiveness of the school system.

The National Policy of Education (1986) and its Programme of Action (1992) recommended not only promoting participation of community in elementary education but also a move towards empowering the local community to make major management decisions in this regard. The NPE and POA suggested decentralized management of education at all levels (district, sub-district and panchayat levels) and involvement of people in decision making process. It proposed adopting, the eleventh schedule of the constitution which provides, among other things, for entrusting with Panchayati Raj bodies, "education including primary education and secondary schools, teachers training and vocational education adult and non-formal education, literacy and cultural activities". The subsequent 72^{nd} and 73^{rd} constitutional amendment passed in both the houses of the parliament gave further fillip to the move towards decentralization and community empowerment in the management of education. It recommended the delegation of authority related to education, including primary and secondary schools, technical training and vocational education, adult education and non formal education, and spread of literacy and cultural activities to Panchayati Raj bodies (Article 243 G of the 11^{th} schedule). The eight plan document clearly enunciated that "in the process of development people must operate and government must cooperate". Thus community participation over the past decade has been appropriated by almost any group working for change, be it in agriculture, welfare or education. The government therefore emphasized on involvement of community through number of committees (B.G. Kher Committee 1953, Balwant Rai Mehta Committee 1957, Sadiq Ali Committee 1964, Bhandari Committee 1969, Bongirwar Committee 1971 and Ashok Mehta Committee 1978) and almost all the successive schemes and programmes like Bihar Education Programme, Lok Jumbish and Shiksha Karmi. It is a matter of grave concern, that despite strong policy directives the community's role remained peripheral. In order to address this issue, the government launched in 1995 the DPEP in few educationally backward districts and through its experience in 2000 the 'SSA' in the entire nation that once again called for community ownership of schools through decentralized participatory approach.

Community participation is one of the major strengths of SSA. Community Participation is interwoven in planning, implementation and monitoring of educational activities and hence, it is not to be viewed as a separate component. Participation of community by way of involvement of Panchayati Raj Institutions, voluntary organizations, local level cultural and social organizations, Non-Governmental Organizations, parents and individuals is crucial to the success of educational programmes, especially at the elementary stage of education. The underlying rationale is that education must have local support and community ownership in order to meet the educational needs of the children from the community.

PROGRAMMES HAVING COMMUNITY PARTICIPATION AS THRUST AREA AT ELEMENTARY LEVEL

Many educational innovations of the recent years are based on the strong foundation of community support and participation. When progress is discussed and analyzed at different levels within the project, "people's acceptance and participation" is used as an indicator, mobilizing the village community to take responsibility to ensure quality education for every child was the core strategy for both Lok Jumbish (LJ) and Shiksha Karmi Project (SKP) in their efforts to universalize primary education and deliver quality education. It would not be far removed from truth if we say that community involvement has been the key factor for the success of the two projects.

LJ has had a positive impact on the empowerment of locally elected people, especially on female representatives at village level, who are often active members of the LJ core teams or women's groups. The village education committees carefully formed and trained through environmental building activities in the LJ programme are actively involved in school matters.

SKP has constituted VECs in 2000 villages to promote community involvement in primary education and encourage village level planning. The role of the VEC as defined by SKP was to mobilize resources for maintenance, repair and construction of school infrastructure and also in determining the school calendar and school timings in consultation with the local community and Shiksha Karmis (educational workers).

The positive impact of the LJ and SKP was focusing on supporting the teachers and the students by involving, the village community in taking responsibility for all educational activities of the village school, in serving as a demonstration of how deeply rooted problems of education in India can be addressed.

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The Mahila Samkhya Programme (MSP) was designed to mobilize the organize women for education through creating an environment for learning. MSP was being implemented in seven states in the country (Uttar Pradesh, Andhra Pradesh, Gujarat, Karnataka, Bihar, Madhya Pradesh and Assam) and covered over 5000 villages, had been recognized as an effective and successful mobilization strategy. The diverse impact of this learning process is discernible in all the MSP states. Women were addressing issues of access and improvement of civic amenities, problems of drinking water, wages, housing, ensuring education for girls, making schools and the health system more accountable, bravely confronting violence against women and social practices like child marriage and the devadasi system, confidently interacting and negotiating with power structures and are effectively participating in Panchayati Raj Institutions. While the direct impact of the MSP educational strategy is yet to be fully felt, its impact is most visible in the confidence with which 'Sanghas' are taking an active role in Village Education Committees, making schools work, ensuring that the teachers come regularly and in many instances, ensuring that in their villages, children, particularly girl children, have access to formal education.

STEPS AND ACTIVITIES CONSIDERED FOR INVOLVING THE COMMUNITY AT GRASSROOTS LEVEL

In SSA, the community is expected to play a key role in micro-planning, especially in the development of Village/Ward Education Plan and School Improvement Plans. Community based monitoring in specific issues like enrolment, retention, education of girl child and other disadvantaged groups, utilization of various grants and construction of school building is important to ensure attainment of the programme objectives.

The following steps and activities were considered for involving the community at grassroots level

- **Empowerment of community:** The first step towards involving the local community is to build the capacity of community based institutions. Education has already been decentralized to panchayat level. SSA envisages constitution of local committees like School Management Committee to look after educational issues. Appropriate capacity building measures for these institutions would go a long way in empowering the community to effectively discharge their statutory and community responsibilities towards schools and education in general.

- **Generate community awareness towards education:** A variety of activities such as enrolment drive, awareness generation, children fair, participation in community fair, cultural program etc. had taken up under SSA. Campaigns and mobilization initiatives were organized focusing on specific issues like enrolment, retention, education of girl child and other disadvantaged group. Campaign to mobilize the special groups like girl child (mothers also), SC/ST/other backward classes, tribal and other disadvantaged groups to ensure their participation in the primary schools or alternative centers, were organized.

- **Involvement of community in micro level planning:** SSA envisages involvement of SMC and other community level organizations in habitation level planning and micro-planning exercises. Such involvement will further ensure their participation in the formulation of village education plan and school improvement plans. A core planning team had ideally be constituted in each village at the habitation level, including SMCs, selected community leaders, NGO representatives, headmasters, teachers, parents, women, SC/ST/SMC representatives etc.

- **Involvement of community in monitoring and supervision:** SSA provides a major role of the community in monitoring and supervision of school and other educational facilities. The community should ensure that all children come to school regularly and receive quality education. In many states the local community and panchayat has been empowered to recruit local level teachers, sanction teacher's leaves, decide on school timings and arrange for school infrastructure. Alternative schooling centers are mostly set up and managed by the local community. SMC along with the panchayat level monitoring committees can also monitor all the activities of school including academic activities.

- **Construction and maintenance of school infrastructure:** Under SSA, it is also mandatory for involving the community in construction and maintenance of school infrastructure. All civil work funds under the programme are routed through the community. The SMC or a sub-committee is entrusted with all aspects of construction, including arranging for materials, keeping accounts and ensuring quality. The maintenance and repair grant of schools is also passed on to the SMC. The SMC is also entrusted with school improvement grant.

For the community to perform all the above roles, their capacity needs to be substantially improved. The community bodies viz. SMC/Panchayat and community leaders need to be trained on their role in planning and monitoring. The various aspects of quality education also need to be explained to the local community in a simple way. As they are involved in construction, the community would also need to be trained on various

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technical aspects of construction. It is also important to train the community on various managerial and account keeping aspects.

School Management Committee (SMC) and Women Motivator Groups are the grass root level bodies which play a pivotal role in enlisting community participation for education and bringing the community and schools closer to establish an interactive and effective school management system. These bodies are expected to assume leadership to influence community thinking and guide their decisions in favor of their children, particularly girls. Involvement of functionaries and SMC members in school activities like schooling process of children, attending school events, attending meeting/ training, ensuring distribution of incentives, school mapping/ micro planning, stay arrangements for teachers, school planning and development had positive impact on improving elementary education (Sahoo, 2004). Therefore, unless the PRIs, local bodies, parents and community are involved in school activities, in all aspects of educational development, the goal of UEE may still remain a distant dream.

RESPONSIBILITIES OF CONSTITUTED SCHOOL COMMITTEE UNDER SSA

- Assessment of the educational needs of the village population through a process of micro-planning exercise every year.
- Maintaining micro level database for the children through a child register.
- Building of awareness of the community and mobilizing parents and community for ensuring enrolment and retention of children.
- Making recommendations/suggestions to the teacher for better performance of the school.
- To receive and utilize fund and maintain proper bank account. School Management Committee (SMC) is primarily responsible for sending utilization certificate of funds placed at its disposal to the higher authority.
- Identifying drop out children and ensuring their enrolment in different school set up.
- Arranging remedial teaching/alternative education, bridge course etc. by engaging community volunteers.
- Ensuring convergence of different rural/urban services (with the help of panchayat samiti/municipality) for building of school infrastructure/school beautification.
- Sending monthly report to CRC from SMC. Head teacher as secretary and panchayat member/council or as chairman of SMC will keep all records, reports etc. in their custody. SMC will maintain accounts; preserve all vouchers, cashbooks, reports etc.
- Establishing Education Guarantee Scheme/Alternative Inclusive Education in unserved habitations.
- Ensuring enrolment and retention of the children of SC/ST and minority groups, other categories of special focus group namely, hardest to reach children/ Deprived Urban children etc.
- Organizing parents meeting on quarterly basis.

CONCLUSION

Keeping with the vision of the Constitution (seventy-third and seventy fourth amendment) Act, 1992, SSA has made adequate provision for community involvement in facilitating the implementation of various aspects of the programme. Experiences of earlier programmes like Lok Jumbish and DPEP have also reinforced the role of community in education. It has been envisaged under SSA that the panchayats, School Committees and other community forums – both in rural and urban areas, would complement each other by creating a strong base at the grassroots level for community participation in the educational scenario. In this regard decentralization level bodies are an important policy initiative. Thus people’s participation in the overall development of the nation has been recognized as a vital process since independence.

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A COMPARATIVE ANALYSIS OF SERVICE QUALITY IN RETAIL BANKING OF NATIONALISED & PRIVATE SECTOR BANKS IN DELHI

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ABSTRACT
The Retail Banking environment today is changing fast. The changing customer demographics demands to create a differentiated application based on scalable technology, improved service and banking convenience. Higher penetration of technology and increase in global literacy levels has set up the expectations of the customer higher than never before. Increasing use of modern technology has further enhanced reach and accessibility.

Present day tech-savvy bankers are now more looking at reduction in their operating costs by adopting scalable and secure technology thereby reducing the response time to their customers so as to improve their client base and economies of scale. The solution lies to market demands and challenges lies in innovation of new offering with minimum dependence on branches ' a multi- channel bank and to eliminate the disadvantage of an inadequate branch network. Generation of leads to cross sell and creating additional revenues with outmost customer satisfaction has become focal point worldwide for the success of a Bank.

Keywords: Retail Banking, Nationalization, Private Sector Banks, Service Quality.

INTRODUCTION

RETAIL BANKING IN INDIA

"Retail banking is typical mass-market banking where individual customers use local branches of larger commercial banks. Services offered include: savings and checking accounts, mortgages, personal loans, debit cards, credit cards, and so"

Retail banking is, however, quite broad in nature - it refers to the dealing of commercial banks with individual customers, both on liabilities and assets sides of the balance sheet. Fixed, current / savings accounts on the liabilities side; and mortgages, loans (e.g., personal, housing, auto, and educational) on the assets side, are the more important of the products offered by banks. Related ancillary services include credit cards, or depository services. Today's retail banking sector is characterized by three basic characteristics:

- Multiple products (deposits, credit cards, insurance, investments and securities)
- Multiple channels of distribution (call center, branch, Internet and kiosk)
- Multiple customer groups (consumer, small business, and corporate).

RETAIL BANKING: EVOLUTION

Retail banking as a business model of banks had evolved over the years from the traditional banking space. Historically banking in the Indian scenario before 1960s identified with the lending to business and corporate clients for working capital and project financing. The traditional forms of banking in the above period was restricted to class clients and satisfy their total banking requirements in the form of financing for the raw materials, work in progress, finished goods and bills receivable. Over the period of time, as the needs and wants of the customers expanded and more and more products and services were needed, banks had redesigned their product and service paradigm.

NATIONALIZED BANKS

Nationalization is the process of taking an industry or assets into government ownership by a national government or state.

Nationalized banks have always contributed to boost up the economy of India and available in a large number. It is also known for offering expeditious service and understands the actual need of its customers. In India Nationalized banks have great dominance over private banks as it has fully authority to look after the function and policy of private banks. Imperial Bank was the first banks that was nationalized in 1955 and became famous as State Bank of India. After that many banks got the certification of nationalized bank. Some of these are State Bank of Tranvancore, State Bank of Indore, State Bank of Patiala, State Bank of Saurashtra and more.

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The nationalized banks were established with great purpose to make wide reach of banking function even in the rural area and offers great benefit for those who actually get deprived from such service. The nationalized banks in India have its own reputation and operated with approximate 53,000 branches and 17,000 ATMs. Apart from that, the nationalized banks in India are also known for offering transparent service and provide crystal clear balance sheet in comparison with other banks. Moreover, it also replaced the old payment system and introduces the best system of payment by providing debit card and credit card. State banks of India has introduced many such polices to offer extra benefit to its customers. Besides, several other nationalized banks also offered such policies with better features. Presently there are around 26 Nationalized Banks in India (SBI,PNB, IOB,BOB, Canara Bank etc.)

PRIVATE SECTOR BANKS

Those banks where greater parts of stake or equity are held by the private shareholders and not by government are called as the private sector banks. These are the major players in the banking sector as well as in expansion of the business activities India. The present private sector banks equipped with all kinds of contemporary innovations, monetary tools and techniques to handle the complexities are a result of the evolutionary process over two centuries. They have a highly developed organizational structure and are professionally managed**.** Thus they have grown faster and stronger since past few years. Presently there are around 17 private banks in India (HDFC, ICICI, Axis Bank, Kotak Mahindra etc.)

SERVICE QUALITY

In the service literature service quality is interpreted as perceived quality which means a customer's judgment about a service. the authors of SERVQUAL which has been extensively used in assessing service quality of different service providers including banks suggested that "Quality evaluations are not made solely on the outcome of a service; they also involve evaluations of the process of service delivery" (Parasuraman et al., 1985,p.42). Within the SERVQUAL model, service quality is denied as the gap between customer perceptions of what happened during the service transaction and his expectations of how the service transaction should have been performed. SERVQUAL refers to five dimensions of quality:

The five SERVQUAL dimensions are:

1. **TANGIBLES-**Appearance of physical facilities, equipment, personnel, and communication materials
2. **RELIABILITY-**Ability to perform the promised service dependably and accurately
3. **RESPONSIVENESS-**Willingness to help customers and provide prompt service
4. **ASSURANCE-**Knowledge and courtesy of employees and their ability to convey trust and confidence
5. **EMPATHY-**Caring, individualized attention the firm provides its customers

Service quality is a business administration term used to describe achievement in service. It reflects both objective and subjective aspects of service. The accurate measurement of an objective aspect of customer service requires the use of carefully predefined criteria.

The measurement of subjective aspects of customer service depends on the conformity of the expected benefit with the perceived result. This in turns depends upon the customer's imagination of the service they might receive and the service provider's talent to present this imagined service.Pre-defined objective criteria may be unattainable in practice, in which case, the best possible achievable result becomes the ideal. The objective ideal may still be poor, in subjective terms.

Service quality can be related to service potential (for example, worker's qualifications); service process (for example, the quickness of service) and service result (customer satisfaction).

This paper endeavors to review the existing literature by analyzing the dimensions of customer perceived service quality in the context of the Indian retail banking industry. A set of most commonly perceived service quality parameters have been drawn from existing service quality

Importance of the proposed work is that, it will help all nationalized Banks in order to identify major areas to improve their service quality and thereby making customers feel delighted.

LITERATURE REVIEW

Dotchin and Oakland (1994) states that dimensionality of SERVQUAL depends on the context in which it is applied and cannot be generalized in all and any service industry. Similarly, Brown et al. (1993) suggested that SERVQUAL has to be modified and adapt-based on the industry, the business and the location. Ozer (1999) recommends the development of industry-specific quality measurements for a better fit to the nature of the industry. As a result, numerous studies in different service sectors have sought to develop industry-specific service-quality scales. For example, several scales have been replicated, adapted and developed to measure services by taking SERVQUAL as a base, viz., SERVPERF (Cronin and Taylor, 1992, 1994) for hotels, clubs and travel agencies; DINESERV (Stevens et al., 1995) for food and beverage establishments; LODGSERV (Knutson et al., 1990) for hotels; SERVPERVAL (Petrick, 2002) for airlines; SITEQUAL (Yoo and Donthu, 2001) for Internet shopping; E-S-QUAL (Parasuraman et al., 2005) for electronic services; SELEB (Toncar et al., 2006) for educational services; HISTOQUAL (Frochot and Hughes, 2000) for historic houses; LibQUAL (Cook et al., 2002) for library ; and ECOSERV (Khan, 2003) for ecotourism.

Parasuraman et al. (1985) revealed ten dimensions viz., tangibles, reliability, responsiveness, competence, courtesy, credibility, security, communication, understanding, and access in the original model of service quality. But in the subsequent study of Parasuraman et al. (1988), these ten dimensions were condensed into five viz., tangibles, reliability, responsiveness, assurance, and empathy. This led to the development of a 22-item SERVQUAL scale for measuring service quality. According to the SERVQUAL scale, service quality can be measured by identifying the gaps between customers' expectations of the service to be rendered and their perceptions of the actual performance of the service. It is the most frequently used model to measure service quality (Mattson, 1994) and made to be used by services organizations or industries to improve service quality (Parasuraman et al., 1988). Obviously, the SERVQUAL instrument has been used to measure service quality in various service industries which included health sector (Babakus and Boller, 1992; Carman, 1990; Bowers et al., 1994; Headley and Miller, 1993; Lam, 1997; Kilbourne et al., 2004); retailing (Teas, 1993; Finn and Lamb, 1991; Tsai and Huang, 2002; Naik et al., 2010); banking (Lam, 2002; Zhou et al., 2002); hospitality (Mey et al., 2006; Spreng and Singh, 1993); sports (Kouthouris and Alexandris, 2005); telecommunications (Van Der Wal et al., 2002); and information system (Jiang et al., 2002; Carr, 2002). In addition, there have been several contextual studies (Stafford et al., 1998; Leste and Vittorio, 1997; Westbrook and Peterson, 1998; Mehta et al., 2002; Evangelos et al., 2004; Goswami, 2007; Gayathri et al., 2005; Siddiqui et al., 2010) regarding the insurance industry.

The review of literature reveals that SERVQUAL, designed to be a generic instrument applicable across a broad spectrum of services, has been extensively used, replicated, and found inadequate in many cases, however has not been prospectively applied in the Indian Banking sector. As a consequence, it was decided to use the SERVQUAL instrument to measure the level of services provided by different Banks and to find out its suitability in the Indian Retail Banking sector.

OBJECTIVES AND SCOPE OF THE STUDY

In Light of the changing environment of banking sector in India, following objectives are formulated for the study/investigation:

1. Measurement of service quality in retail banking context in Private sector banks and Nationalized Banks.
2. To evaluate the Bank Customers view in terms of retail banking services offered by public and private sector Indian banks;
3. Determination of the relative importance of each of the five generic dimensions of service quality in influencing overall service quality, overall customer satisfaction
4. To evaluate the Bank Customers view in terms of retail banking services offered by Nationalized banks in India with special reference to Delhi;
5. The study can be further communicated to the Nationalized Banks as well as Private Banks in order to make them aware of potential areas for bringing out quality services for their respective customers.

LIMITATION OF THE STUDY

The study should be viewed under the following limitations:

1. This study will be carried out mainly in Delhi; therefore, the results obtain may not be pertinent to the country as a whole. The study can be extended to other states of India.
2. The results from a three or four bank’s customers might raise concerns about limited generalizability. Different results might have been obtained if the study had included customers of all nationalized and Private Banks in India as well.

HYPOTHESIS

H1: In terms of service quality the rating given by respondent’s are significantly different from each other

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H2: There is significant association between the usage of retail banking services and demographic variables of the respondents i.e. age, gender, income and occupation

H3: The generic dimension of service quality is Reliability in Public Banks.

H4: The generic dimension of service quality is Assurance in Public Banks.

H5: The generic dimension of service quality is Tangibility in Public Banks.

H6: The generic dimension of service quality is Empathy in Public Banks.

H7: The generic dimension of service quality is Responsiveness in Public Banks.

H8: The generic dimension of service quality is Reliability in Private Banks.

H9: The generic dimensions of service quality is Assurance Reliability in Private Banks.

H10: The generic dimension of service quality is Tangibility Reliability in Private Banks.

H11: The generic dimension of service quality is Empathy Reliability in Private Banks.

H12: The generic dimension of service quality is Responsiveness Reliability in Private Banks.

RESEARCH METHODOLOGY

i) **Research Problem:** To do the comparative analysis of service quality in retail Banking of Nationalized Banks and Private sector Banks in Delhi.

ii) **Research Design –** Initial investigation will start with **Explorative Research** as to find out the inbound customers who have account in the respective bank or else they are using services of that bank

Next stage in research design will be **Descriptive research**

Lastly actual work will be done on **Non Random Judgmental Sampling**

The SERVQUAL measuring instrument developed by Parasuraman et al. (1988, 1994) will be adapted and will be used for measurement of service quality in retail banking context. SERVQUAL has the following five generic dimensions of service quality:

1. Tangibles (appearance of physical elements)
2. Reliability (dependable and accurate performance)
3. Responsiveness (promptness and helpfulness)
4. Assurance (competence, courtesy, credibility and security)
5. Empathy (easy access, good communication, and customer understandings)

iii. Sampling Design

The researcher must decide the way of selecting a sample or what is known as the sample design or sampling procedure or sampling method. In other words, a sample design is a definite plan determined before any data are actually collected for obtaining a sample from a given population. But before selecting the sampling method, the following aspects should be taken into consideration:

- Sampling unit: Nationalized and Private Retail Bank Customers (Total is 17 & 6 SBI & Its subsidiary Banks and the research will be conducted on top 3 Nationalized Banks like SBI,PNB, BOB and Total private Banks are 17 and Top 3 Private sector Banks like HDFC ,ICICI & Axis Banks)
- Size of sample: 600 Nationalized and Private Retail Bank Customers of Delhi

The sample size of 600 is divided equally as 300 from three public sector banks and 300 from three private sector banks. As a representation, four branches of each of the three banks will be chosen on sector-wise basis—public and private. 100 customers represent each bank, further divided as 25 Customers representing each branch.

(Ideally 3000 sample size is required in order to do manual factor analysis but as suggested by Nunnally Nick, for doing factor analysis through SPSS minimum sample size should be of 300)

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iv. Data Collection strategy

PRIMARY DATA

Questionnaires

Paper-pencil-questionnaires can be sent to a large number of people and saves the researcher time and money. People are more truthful while responding to the questionnaires regarding controversial issues in particular due to the fact that their responses are anonymous. But it also has drawbacks. Majority of the people who receive questionnaires don't return them and those who do might not be representative of the originally selected sample.

SECONDARY DATA

Secondary data is data that is neither collected directly by the user nor specifically for the user, often under conditions not known to the user. Examples include Government reports.

Secondary information has already been collected for some other purposes. It may be available from internal sources, or may have been collected and published by another organization. Secondary data is cheaper and more quickly available than primary data, but likely to need processing before it is useful. For example, secondary sources of market penetration of an organization are data collected already for accountancy and operational purposes. Total industry sales may already been collected and published by some external body such as the government, trade association as secondary source of information. Following are some sources of secondary data:

1. Banks specific Magazine
2. Internet
3. Books
4. News papers
5. Library
6. Literature review

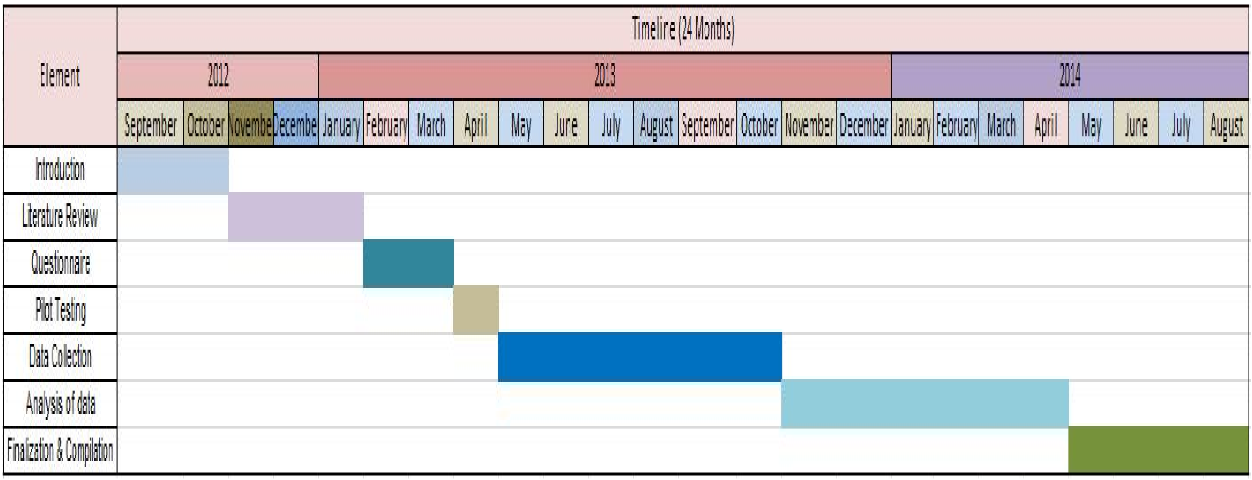
PLANNING OF DATA ANALYSIS

Confirmatory Factor analysis through SPSS

Once data have been collected, the usual process in service quality studies is to perform factor analysis, in order to establish the underlying traits and factors and segmentation will be done through cluster analysis.

T – Test: - For Independent Variables like age, income, social- status etc. t-test will be used.

PLAN FOR TIME SCHEDULING OF RESEARCH



CONCLUSION

With the rapid economic development of the country, the role of banks has become increasingly crucial. On the one hand we are finding the death of so many cooperative banks and on the other hand we find the success stories of ICICI, SBI Bank, HDFC, and Centurion bank of Punjab etc. The main reason for the success of few banks is because they have accepted banking as a service. The banking business has therefore become complex and requires specialized skills. Most of the banks not only have an extremely vague idea about their position and prospects in the industry, but are also carrying out their business without any clear vision and mission of wide ranging need of the customer. The purpose of any business organization is to create customer so that they maximize the size of the market and hence profit.

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THE ROLE OF YOGA THERAPY IN MANAGING ANXIETY DISORDER

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ABSTRACT

In Present scenario modernization and competition are among the many causes leading to anxiety in day to day life. Anxiety in its severe form can have impact on physical and mental well being. The phenomena of anxiety became a part of our daily life and several methods have been proposed to cope with and to treat this phenomenon. Yoga, which is based on a mystical approach, is one of these methods. The aim of this paper is to evaluate and review the various researches conducted on the impact of Yoga on anxiety reduction. This study found that yoga has many health benefits on a physical, emotional, mental and spiritual level. It showed that yoga reduced depression, anxiety scores and psychological symptoms of stress related problems, illness and insomnia, menopausal symptoms, improved quality of life, quality of sleep and provided peace of mind. Yoga can be a useful tool for both physical and mental well being. The research concludes that regular yogic practice and adapting and implementing the principles and philosophies of yoga in day to day life reduces the anxiety level and improves mental well being.

Key Words: Anxiety, Yoga, Mystical approach, Quality of life, Mental well being

I. INTRODUCTION OF YOGA AND ANXIETY

Yoga is an ancient Indian art and science that seeks to promote individual health and wellbeing through physical and mental exercise and deep relaxation. Although known to be at least 5,000 years old, Yoga is not a religion and fits well with any individual's religious or spiritual practice. Anyone of any age, religion, health or life condition can practice yoga. India had a developed civilization and on the walls of two beautiful Indian cities named "Mohengo" and "Darohaba", images of yogis have been found. However, other researchers believe that Yoga belongs to Aryans which moved to India in 15 century B.C. Patenjli, an Indian is the official founder of Yoga in 2 century B.C. He presented Yoga in a relatively complete manner, in a book named "Yogasotra", which is one of the most credible documents on Yoga. Patenjli is also known as "The Father of Yoga".

Yoga consists of three components: gentle stretching; exercises for breath control; and meditation as a mind-body intervention. Yoga is useful for physical health. Yoga helps us to develop our different potentials, to discover and to strengthen our internal forces, to reach the self-consciousness and a happy spirit and to extend our life. Yoga can be used to achieve concentration, to increase the mental discipline and to control the personal feelings and desires. Yoga is one the most propounded psycho-physiological methods for coping with stress and anxiety.

Anxiety is characterized by nervousness, fear, apprehension, and worrying. Anxiety is very disagreeable and in most situations, ambiguous feeling, which comes with unwanted changes in our physical situation such as dizziness, extreme perspiration, increased blood pressure, tachycardia, agitation, shaking, etc. The difference between fear and anxiety is that fear is based on a real danger, or on an exaggeration in a real danger, while the anxiety is caused by an ambiguous or imaginary danger.

There are numerous psychiatric and medical syndromes which may mimic the symptoms of an anxiety disorder such as hyperthyroidism which may be misdiagnosed as generalized anxiety disorder. Current psychiatric diagnostic criteria recognize a wide variety of anxiety disorders. Anxiety disorder is divided into generalized anxiety disorder, phobic disorder, and panic disorder; each has its own characteristics and symptoms and they require different treatment. Recent surveys have found that as many as 18% of Americans and 14% of Europeans may be affected by one or more of them.

II. LITERATURE REVIEW

Kamakhy Kumar (2004) noticed remarkable positive change in P. G. yoga student's anxiety and subjective well-being after practice of a Yoga Nidra daily, half an hour for six months.

Emerson, Sharma, Chauhary, & Turner's (2003) conducted a research and had found, yoga can reduce autonomic sympathetic activation, muscle tension, and blood pressure, decrease physical symptoms and emotional distress, improve hormonal, and neuroendocrine activity, which equates to improvement in overall quality of life.

Malathi et al. (1998) conducted a yoga intervention study on MBBS students and tested them before and after the examination, and found Anxiety reduction in the students at the time of examination.

Srivastava et al. (2004) also found significant reduction in MBBS students Anxiety level as a result of yoga practice.

Vicente Pedro (1987) and **Bhushan** (1998) found significant reduction in the State Trait Anxiety of the subjects due to regular practice of yoga.

Delmonte (1987) suggests that meditation helps in increase of psychological well-being.

Malathi et al. (2000) observed a significant improvement in 9 of the 11 factors of subjective well-being in healthy volunteers at the end of 4 months of yoga practice.

Manjunath & Telles (2004) reported that the ten to thirteen year old girls who practiced 75 minutes of daily yoga, which consisted of breathing, internal cleansing, meditation, devotional songs, and relaxation over the course of one month allowed the girls to decrease the time required to execute a mental test. The study indicated that yoga increased blood flow to the frontal lobe of the brain, which resulted in the rapid realization and correction of errors.

Kaushik, Kaushik, Mahagan & Rajesh (2006) suggested that The slow breathing during the yoga class is intended to reduce the heart rate, respiratory rate and blood pressure which is a direct response to the anxious state.

Setterlind (1983) found that regular practice of meditation brings a positive change in the well-being of the subjects.

Gopukumar and Hussain Ali (2002) reported that of 40 days meditation practice brought a significant positive change in the subjective well-being of students.

III. OBJECTIVE OF THE STUDY

a. To evaluate the impact of Yoga on anxiety reduction.

b. To review the various studies being done on Yoga for anxiety management.

c. To study the different methods used for anxiety reduction.

IV. RESEARCH METHODOLOGY

The study is basically based on secondary data. Data have been found out from different websites. The secondary data have also been collected from various sources like journals, books, reports and magazines.

V. DIFFERENT ANXIETY THERAPIES

The therapies, mostly used for anxiety are a mixture of different psycho-physiological therapies including pharmacotherapy, behavioral therapy (systematic desensitization, relaxation training, flooding, modeling and applied tension), cognitive therapy, cognitive behavioral therapy and logo therapy.

A. Complementary and Alternative Medicine (CAM) therapies for Anxiety Disorder

Many parents appear to be using Complimentary and Alternative Medicine (CAM), as no single intervention has proved effective in alleviating the core symptoms of anxiety disorders (Hyman S and Levy S). The reasons for opting for CAM are many- Poor access to treatment, lack of agreement as to what treatment or combination of treatments is the best in terms of outcomes, unacceptable side effects with prescription medications (Roger SJ). Though there is no agreed cause for anxiety and to date, no cure, yet reports exist of significant recovery through various combinations of mainstream and alternate medicine treatments. Available drug therapies, at best, can only alleviate some of the symptoms and sometimes cause undesirable side effects. Many parents often tell us that there is no time to wait for the science to prove the efficacy of a particular treatment as they are racing against the clock to take advantage of the early childhood neuro-plasticity and are willing to try CAM treatments, especially Yoga therapy (YT), which is non-invasive and without any harmful side effects. It is widely known that, yoga can enhance our physical and emotional well being, but when yoga is practiced as a therapeutic intervention in the form of yoga therapy, it can help prevent and aid recovery from physical and mental ailments. Yoga has long been practiced with therapeutic intention as a way of transforming both the body and mind.

Yoga therapy falls under CAM therapies and these therapies are based on a wide variety of conventional and unconventional medical and philosophical belief systems. CAM has been defined by the National Centre for Complimentary and Alternate Medicine (NCCAM) as a “group of diverse health care systems, practices and

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products that are not presently considered to be part of conventional medicine". It has been reported that up to 50% of children with anxiety use CAM in USA (Nickel R, 1996). There have been reports about YT being used with children with anxiety in conjunction with some conventional intervention but not in isolation. Major rehabilitation hospitals and clinics have adopted YT with various conditions, but little is written to describe these practices and their outcomes with reference to Anxiety Disorder.

VI. TREATMENT OF ANXIETY ACCORDING TO YOGA

Concept of Body

Medical science studies the human body starting from complex DNA and RNA molecules forming the cells which are the fundamental units of life. Distinguishing the dead and living cells, it postulates that the functioning of cells with locomotion and reproductive capabilities makes at different from a dead cell which has neither of these activities. The study of dead cell is the subject matter for physics and that of living ones is biology. The laws of physics are well understood: The structure of the physical world is contained ultimately in Quarks or packets of energy and the famous equation $E=MC^2$ describes the quantum of energy contained in each matter. The functioning of physical objects follows certain well defined laws - Newtonian laws called classical mechanics for all normal macroscopic operations and Quantum mechanics describe atoms, protons, neutrons and fundamental particles, the microscopic objects. Extremely high speed functions also follow laws of Relativity which boil down to normal Newtonian mechanics when the speeds are far away from that of light.

The living systems are studied in biology and the human systems in Anatomy and Physiology to understand the structure and functions of human body. The cells being the fundamental units of life, the study starts with them; they form the tissues which in turn come together to form organs and systems are the result of several complex permutations and combinations of these organs, tissues and cells. The systems are knit together to form the physical body. Modern physiology on the other hand looks at the functioning of these systems and the laws that govern them are not very well understood in terms of mathematics or those tools used in Physics. Biological system analysis is being attempted in the same way as physical system analysis.

If it be true that matter creates life, then it should be possible to create life out of matter. This was fervently attempted as Scientists and biologists did their lot in all top research laboratories to create matter by replicating a DNA and RNA molecules in 1970s and 80s. As we progressed successfully in replicating a DNA with all its complex structure, neither did it develop any characteristic of life nor did it show any feature of biological systems. By 1990s Scientists were convinced that there is something else which makes the dead cell live and probably it cannot be created by matter. Something like life should come from outside of matter, it looked.

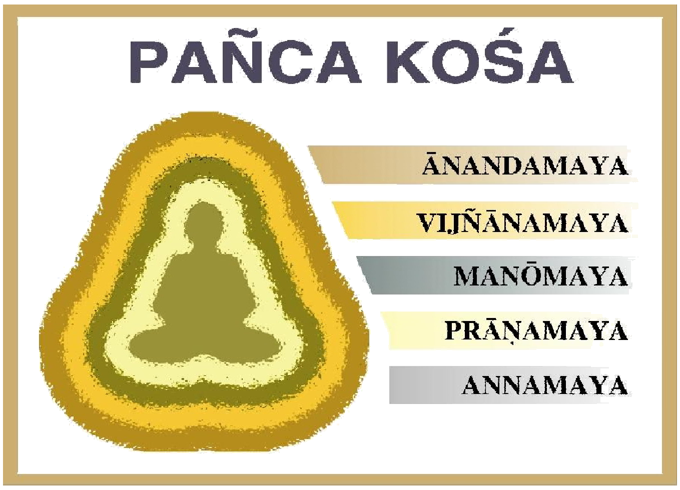
Concept of Mind

According to modern medical science mind is nothing but functioning of brain cells. Contained in this definition is the matter based paradigm that everything originates from physical body and there is nothing apart from matter. The functioning of the brain which is nothing but mind can be measured by EEG, FMRI, etc.

As trials to create life out of matter failed, attempts to create mind out of brain through studies on brain functioning brought no success. A dead brain cannot make it function or replicate robotic brain powered by electrical power cannot bring the creative dimensions of mind. Seminars and workshops debated the question "Whether brain can create consciousness? Can a robot equal a living brain? Can artificial intelligence with sophisticated software instilled in brain networks function as a living brain? Can brain as a super computer with its tremendous capacities of memory, soft ware to control the whole body be indicative of emergence of consciousness? etc." has clearly brought out the conclusion that consciousness is something different from mere functioning of brain. Consciousness as an independent substance is being considered and consciousness studies have started becoming more and more popular even in conferences on Physics.

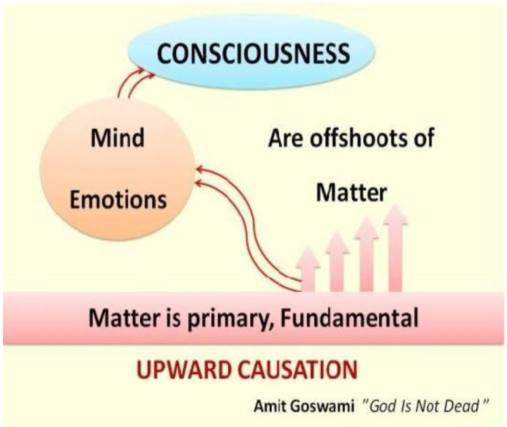
Pancha Koshas

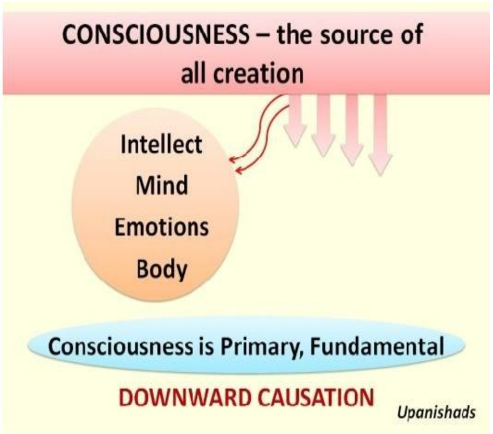
The concept of body in Yoga and spiritual lore takes us to deeper understanding than mere physical body. There are unseen layers of subtle and causal bodies which encompass the gross physical body. The panchakosha description contained in upanishads give a vivid picture of the five bodies which we all possess.



Consciousness based approach

In contrast to matter based paradigm described earlier, Yoga and Spiritual lore of





Indian wisdom base postulates an opposite world perspective. According to Upanishads, Consciousness is primary and matter is the end product. From unchanging reality which is all fullness, with infinite power, knowledge, bliss and freedom brings out creation to show off as if, it's innate power by its mere will. [Asad va idamagra aasit. Sa tapo tapyata, sa tap[as taptva idam sarvam asrjata - taittireya] From pure consciousness emerge the five layers of its causal, subtle and gross manifests appear. They show up as five layers of consciousness - Anandamaya, vijnanana maya, Manomaya, pranamaya and Annamaya koshas. Creation, sustenance and destruction is the tri fold law that governs all layers of consciousness. It is known today that every day a billion cells get created and a billion get destroyed even in the physical body. Every minute we are different human beings.

There is continuous interaction of all the five Koshas. Any change in any of the koshas will reflect in other four koshas also. It is a single cognitive consciousness network, we can say. So it is not only body-mind interaction but all koshas working together as a single entity that makes all of us.

VII. DISCUSSION

The study demonstrate the beneficial effects of yoga. Some mechanisms have been proposed to explain how yoga reduces the anxiety level

- By improving circulation in the endocrine glands, a consistent yoga practice enhances the functions of hormones that play a primary role in the physiology of depression. This results in a reduction in depression and improved overall mood.
- Anxiety is associated with shallow breathing which can lead to arousal in the sympathetic nervous system. Yoga breathing exercises decrease arousal, which calms and focuses the mind, relaxes the body, oxygenates the blood, soothes anxiety and stress, and promotes clear thinking. The intense concentration and body control involved in breathing exercises help free the mind from mental distractions, worries, and fatigue.

It is evident from many studies that practice of yoga and adapting the philosophy of yoga leads to significant improvement in feeling of subjective well being.

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IX. CONCLUSION

This literature review determined that yoga has many health benefits on a physical, emotional, mental, and spiritual level. Many studies concluded that yoga improved the mental health. It showed that yoga reduced depression, anxiety scores and psychological symptoms of stress related problems, illness and insomnia, menopausal symptoms, improved quality of life, quality of sleep and provided peace of mind. Yoga can be a useful tool for both physical and mental well being. The research concludes that regular yogic practice and adapting and implementing the principals and philosophies of yoga in day to day life reduces the anxiety level and improve the subjective feeling of well being.

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A STUDY OF THE ROLE OF FINANCIAL INSTITUTIONS & COMMERCIAL BANKS IN PROMOTING MICRO, SMALL AND MEDIUM ENTERPRISES IN INDIA

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ABSTRACT
Micro, small and Medium Enterprises (MSMEs) have emerged as a vibrant and dynamic component of Indian economy by virtue of their significant contribution to GDP, Industrial Production and exports. Being as a financial institution commercial bank plays a vital role for development of MSMEs. The vast potential for setting up of number of enterprises, based on its own resources. The present study shall concentrate on the role of commercial banks for development of MSME.

Key Words: Micro, Small and Medium Enterprises (MSMEs), Small and Medium Scale Industries (SMEs), Small Scale Industries (SSI), Commercial Banks

INTRODUCTION
India has achieved an elevated economic growth momentum in recent years. The same has to be sustained in the years to come even amidst the expected moderation in global growth due to slow down in the USA and some other developed countries and ever rising oil prices. Given our growth processes, largely dominated by domestic factors, one can be optimistic about the same. It is against this background, this article examines the role of Micro, Small and Medium Enterprises in economic development from a banking perspective. Worldwide, the Micro, Small and Medium Enterprises (MSMEs) have been accepted as the engine of economic growth and for promoting equitable development. The MSMEs constitute over 90% of total enterprises in most of the economies and are credited with generating the highest rates of employment growth and account for a major share of industrial production and exports. In India too, the MSMEs play a pivotal role in the overall industrial economy of the country. It is estimated that in terms of value, the sector accounts for about 39 percent of the manufacturing output and around 33 percent of the total export of the country. The major advantage of the sector is its employment potential at low capital cost. As per available statistics, this sector employs an estimated 31 million persons spread over 12.8 million[1]. (Figure 1, 2, 3)

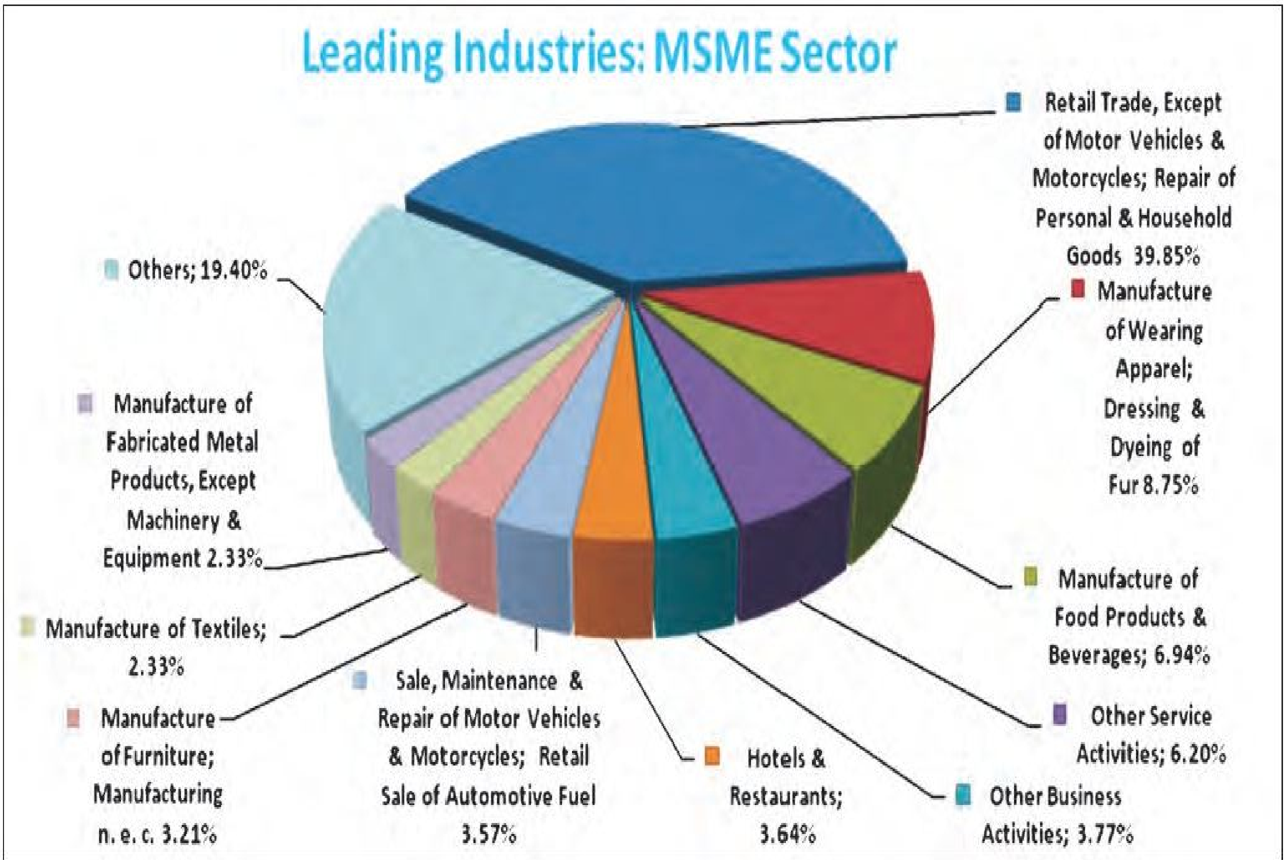

Figure 1: Showing leading industries – MSME Sector

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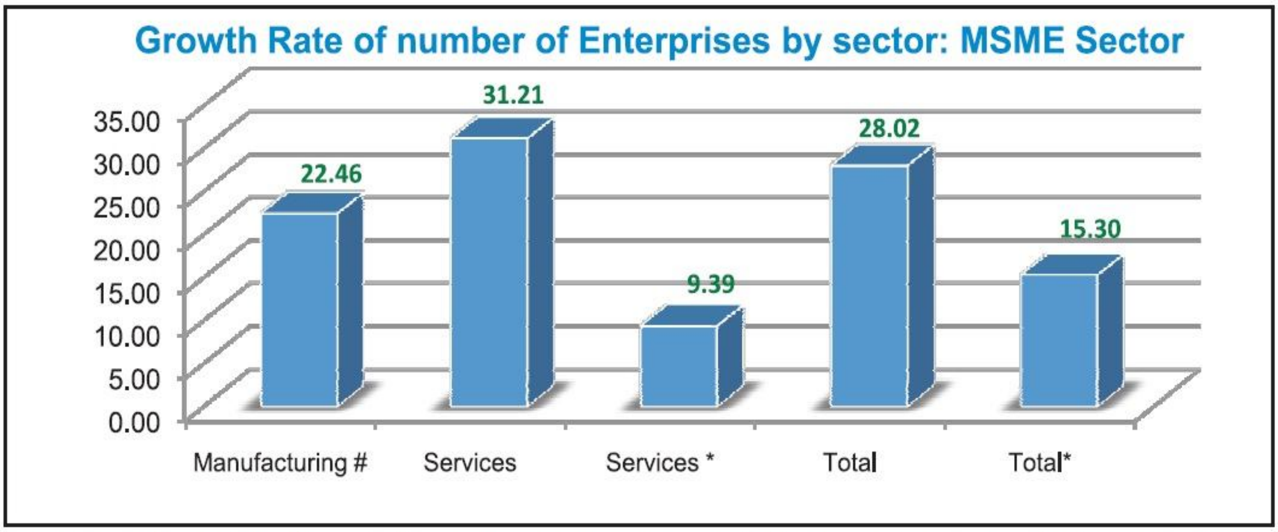
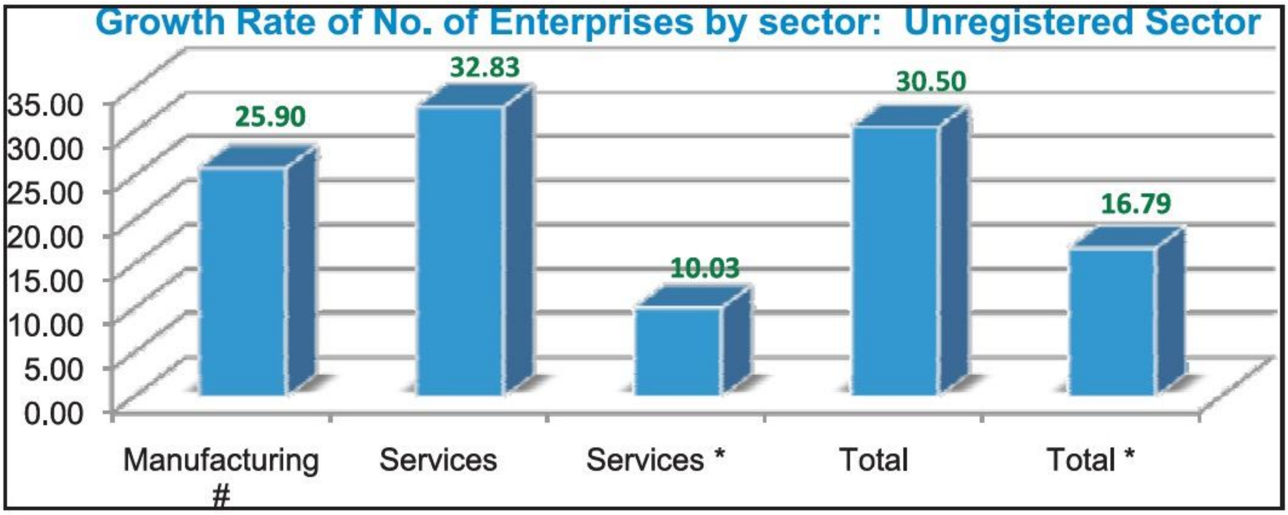


 # - In view of the fact that the activities excluded in the coverage pirating to service sector only, there is no change in growth rate of manufacturing sector

** - Excluding growth on account of expansion of coverage.*

Figure 2: Showing growth rate of enterprises – MSME Sector

Commercial Bank, have been playing a vital role in the economic development of different countries in the world. An efficient and modern banking system is a must for promoting savings and channelizing them in to diversified investment and help to achieve a faster rate of economic development. Banks contribute to speed up the economic growth of a country by mobilizing scarce financial resources for productive purposes. The scheduled commercial Banks (SCBs) in India Comprised 27 public Sector Banks (State Bank of India and its associates, nationalized banks), new private sector banks, old private sector banks and foreign banks, Regional Rural Banks (RRBs) and Urban Co-operative Banks (UCBs).



 # - In view of the fact that the activities excluded in the coverage pirating to service sector only, there is no change in growth rate of manufacturing sector.

** - Excluding growth on account of expansion of coverage.*

Figure 3: Showing growth rate of enterprises by sector

Micro Small and medium Enterprise (MSME) occupies an important role in accelerating the development process for growth and prosperity of our country. MSMEs contributions are mainly related with 95 percent of the total industries of the country, 45 percent of total industrial production, 80 percent of industrial employment and about 40 percent of country's export. The contribution of MSME to GDP of our country is about 8 percent. The Government of India and the concerning state governments have been adopting various initiatives for the development of MSME for income generating activities, providing employment opportunities, proper utilization of natural and human resources, eradicating the regional imbalance and earning more foreign exchanges.

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RESEARCH METHODOLOGY

The information collected for the purpose of this study is based both on primary and secondary sources. Primary source includes field visit, interaction through discussion and interviews with entrepreneurs and bank officials in the study area (observation). Secondary information have been collected from Reserve Bank of India, Government publications, reports of various governmental agencies, news papers and magazines.

FUNDING GAP NEEDS TO BE BRIDGED TO CAPTURE SECTORS PROMISING GROWTH

Availability of funds at competitive rates is considered to be an important factor to fund long-term growth plans and short-term working capital needs of MSMEs. Small Industries Development Bank of India (SIDBI)'s contribution to the sector so far has been remarkable. Furthermore, with an aim to streamline the funding process, SIDBI, in collaboration with various major public and private sector banks in India, launched a dedicated rating agency called SME Rating Agency of India in 2005. The rating agency provides a third-party rating for the overall condition of a specific SME before granting loans. The need for such committed financing institutions is consistently being felt mainly due to the sector's increasing appetite for credit. This offers immense scope for other private and public sector banks in India to formulate innovative financing models.

Total advances from various public sector banks to micro and small sized firms have been growing at a fast pace; it expanded at a CAGR of 23.8 per cent to USD106.2 billion over FY00–11. Policymakers are keen to ease credit flows to the MSME sector mainly due to the sector's underlying growth potential. In that context, the RBI has become more proactive. As part of an RBI initiative, all banks have been instructed to boost credit to micro and small units to 55.0 per cent of total SME lending by 2012 and 60.0 per cent by 2013. Furthermore, the number of MSME accounts need to register 10.0 per cent growth annually. Some of the major forms of SME financing are leasing, trade credit, and fiscal incentives in the form of tax breaks. Perhaps one of the best incentives for aiding SME financing and growth is the Government of India's directive to include SMEs in the priority sector.

FINANCING OF MSMES

MSMEs require timely and adequate capital infusion through term loans and working capital loans, particularly during the early and growth stages. Historically the MSMEs have relied on following sources for financing their needs:

- Retained earnings, funding through sale of assets
- Ancestral capital, personal savings, loans from relatives, loans from unregulated market
- Institutional financing from scheduled commercial banks
- Venture capital funds/ seed funds

Among the formal financial institutions, commercial banks constitute the largest source of financial assistance for the MSME sector at about 87% as of 31st March 2011. The outstanding MSE credit by SCBs recorded a strong growth of 34% in FY 2011 on a strong base of 3,62,291 crore INR as of 31st March 2010.

PERFORMANCE OF COMMERCIAL BANKS

The overall availability of credit to small and micro enterprises as percentage of net bank credit (NBC) of the Scheduled Commercial Banks (SCB) has declined from 15.5 per cent in 1996-97 to 6.6 per cent in 2007-08. Banks' credit to micro enterprises (investment up to Rs 25 lakh in plant and machinery) declined from 4.2 percent in 2002-03 to 2.8 percent in 2007-08. The lower segment of micro enterprises (with investment up to Rs 5 lakh in plant and machinery) has experienced a decline from 2.2 per cent to 1.6 percent in the same period. The proportion of net bank credit flows to the small scale sector has been falling in recent years (from 16 per cent in early 1990s to 8 percent in 2006–2007) Banks show their reluctance to extend credit to small enterprises because of the following reasons:

- High administrative costs of small-scale lending;
- Asymmetric information;
- High risk perception; and
- Lack of collateral.

Credit guarantee schemes diminish the risk incurred by lenders and are mainly a reaction to small firms' lack of collateral. Such schemes do have the potential to reduce the costs of small-scale lending and to improve the information available on borrowers. They enable small firms to access formal credit and also improve the terms of a loan. Such schemes assist small enterprises to obtain finance for working capital, investment and/or leasing purposes at reasonable conditions. This enables SMEs to improve their competitiveness and to extend their economic activity. Weaknesses of credit guarantee schemes can be avoided through proper design and private sector involvement.

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ROLE OF COMMERCIAL BANKS

Commercial banks provide term loan facility for acquiring fixed assets like purchase of land, construction of building, purchase of machinery/equipment, modernization/technology up-gradation activities. ·

- To provide in a professional manner, efficient, courteous, diligent and speedy services in the matter of retail lending.
- Not to discriminate on the basis of religion, caste, sex, descent or any of them.
- To be fair and honest in advertisement and marketing of Loan Products.
- To provide customers with accurate and timely disclosure of terms, costs, rights and liabilities as regards loan transactions.
- If sought, to provide such assistance or advice to customers in contracting loans.
- To attempt in good faith to resolve any disputes or differences with customers by setting up complaint redressal cells within the organization.
- To comply with all the regulatory requirements in good faith.
- To spread general awareness about potential risks in contracting loans and encourage customers to take independent financial advice and not act only on representations from banks.

RESERVE BANK'S POLICY SUPPORT FOR MSME SECTOR

For increased credit flow to the SSI sector, a policy of priority sector lending through banks has been followed, not only for Indian banks but also for foreign banks. Foreign banks has 32 percent of NBC earmarked for priority sector, of which 10 percent is earmarked exclusively for SSI sector. Any shortfall in such lending by foreign banks has to be deposited in Small Enterprise Development Fund (SEDF) set up by SIDBI. The achievements are monitored at the highest level by the Standing Advisory Committee on SSI/ME, headed by the Deputy Governor of RBI With a view to doubling the credit flow to SME sector by March 2010 as announced in the Policy Package, the RBI issued directions to all commercial banks that they may fix their target for funding SMEs so as to achieve a minimum of 20 percent year on year growth. They were also advised to achieve credit sub-target of 40 percent to tiny units and another sub target of 20 per cent to smaller units, out of their total lending to SSI units as part of priority sectors[1].

Also to lend further helping hand to banks Empowered Committee on SMEs has been formed under the chairmanship of the Regional Director, RBI Reserve Bank's Policy Support for MSME Sector which meets every quarter and monitors the progress of flow of credit to SME sector and rehabilitation of sick small (SSI) and medium units, and coordinates with other banks/financial institutions and the State Governments in removing bottlenecks, if any. State level Inter-Institutional Committee(SLIIC) meeting is also held on quarterly basis to discuss and sort out the issues relating to nursing and rehabilitation of sick SSI units.

PROBLEMS OF MSME IN GETTING LOANS FROM COMMERCIAL BANKS

The commercial banks have their wrong notion that MSME in this district is not viable concept to earn profit. The limited number of branch offices of commercial bank in this district also creates the problem of availing easy financial assistance for entrepreneurs. The absence of easy availability of capital and finance has subdued the entrepreneurial spirit in that district. The study reveals the following major problems faced by entrepreneurs in obtaining credit from commercial banks in the study area.

- Lack of co-operation and the discouraging attitude of bank officials.
- Lack of provision of soft loan and tax relaxation to entrepreneurs.
- Limited number of subsidies schemes of banks.
- Rigid procedure and undue delay in sanctioning and disbursing loans.
- High rate of Interest.

Limited numbers of entrepreneurs have been benefited with the subsidies schemes of commercial banks in Jorhat district. Majority of entrepreneurs engaged in MSME are not getting financial support of banks. They have been running their business depending on their self finance. Rural entrepreneurs have been suffering from acute financial problem. The sales turnover and profitability of the entrepreneurial activities are found satisfactory. The respondent also stated that the existing marketing facilities, and co-operation of government and other organizations are also not responsive to develop MSME in this district.

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PROBLEMS OF COMMERCIAL BANKS

The lending operations of commercial banks must be in a profitable and safe manner. Lending is most profitable as well as the risky function performed by commercial banks. So it must be done efficiently and with a minimum risk. The problems faced by the bankers in financing MSME are:-

- Problem of defaulters.
- Misutisation of loan amount.
- Lack of proper supervision and guidance.
- Problem of overdue.
- Willful defaulters.
- Burden of Non Performing Asset (NPA).

SOME BANK-SPECIFIC SCHEMES

Some of the bank specific schemes are outlined below. The MSMEs can contact the nearest regional branch of the following banks to get more details of the schemes mentioned below.

Banks	**Schemes**
State Bank Of India	Commodity backed warehouse receipt financing, SSI loans, Traders easy loan scheme, Open term loan, Business current accounts, Retail Trade, SBI Shoppe, SME Petro Credit, Small business credit card, Paryatan Plus, Swarojgar credit card, etc.
Bank of Baroda	Baroda SME Gold Card, Baroda Vidyasthali Loan, KVIC-ISEC, Scheme for Financing Energy Efficiency Projects, Baroda Overdraft Against Land and Building, Baroda SME Loan Pack, Baroda Arogyadham Loan etc.
Export Import banks of India	Agri Finance, Several Debt Restructuring schemes for Small and Medium Enterprises (SMEs) etc.
United Bank of India	United Doctor Plus, United Medical Plus, United Mahila Udhyami Yojana, United Shilpi Card, United Udyogshree Yojana etc.
Indian Bank	IND SME secure, IB Doctor Plus, IB BPO finance, IB Vidya mandir, IB ayushman Scheme, IB my own shop etc.
Central Bank of India	Cent trade, Cent Doctor scheme etc.
I.D.B.I.	Entrepreneurial development fund, Dealer finance program, SME hosiery A/C etc.
Corporation Bank	One-Time Settlement Scheme for NPA under SME, Corp Kisan Vehicle Loan Yojna, Corp Kisan Farm Mechanisation Scheme, Corp Kisan Tie-Up Loan Scheme, Corp Gram Mitra Yojana etc.
Vijaya Bank	Liquidity Finance To MSEs, Technology Upgradation Fund Scheme For MSE, Vijaya Kisan Card, Credit Guarantee Fund Scheme To MSE, etc.
Bank of India	Union high pride, Union support, Union transport, Union Cyber etc.
P.N.B.	PNB vikash udyami, PNB SME sahayog scheme etc.
Syndicate Bank	Synd Vyapar, Synd Udyog, Synd Swarozgar Credit Card, Synd Laghu Udhyami Credit Card, Synd General Credit Card etc.
Dena Bank	Dena Shakti Scheme[for women entrepreneurs], Scheme for financing wind mills Channel financing scheme for dealers / suppliers etc.
UCO bank	SME Medium Term Loans, Scheme for Financing Energy Efficiency Projects etc.
Allahabad Bank	Micro, Small & Medium Enterprises (MSME) Advances etc.
Andhra Bank	Composite loan scheme, Composite loan scheme, Term Finance, Open cash credit (OCC), AB Power Tools (Shakti) etc.
ICICI Bank Ltd.	The ICICI bank edge, vendor bill discounting, SME dialogue etc.
HDFC Bank Ltd.	Working capital finance, construction equipment loan, commercial vehicle finance, Credit substitute, Export credit etc.
Yes Bank Ltd.	Working capital loans, Term loans, Export finance etc.
Axis Bank	Financing to Non-Priority Sector Entities, Overdraft against Property, Financing to Priority Sector Entities, Term Loan against Property, Lease Rent Discounting, Business Loan for Property (BLFP) etc.
Kotak Mahindra Bank	Kotak Business Loan, Working Capital Finance, International Import Finance, International export

SOME NEW INITIATIVES TO PROMOTE MSMES

In the recent years, Indian authorities have taken several steps to address factors that constrain SME financing and developments, and the World Bank has provided support through an SME Financing and Development Project. The Government of India and the Small Industries Development Bank of India (SIDBI, www.sidbi.com, which is the apex bank for SMEs in India) requested the World Bank to support efforts to remove constraints to SME access to finance (including term financing), and to foster SME development. A Bank project involving funding of US$120 million for SME financing and development was subsequently developed. The Project was approved on November 30, 2004, and became effective on April 4, 2005 and is currently scheduled to close on June 30, 2009. The objective of the Project was to improve SME access to finance and business development services, thereby fostering SME growth, competitiveness and employment. The Small and Medium Enterprises Financing and Development Project has been designed to improve access to finance for SMEs. The lending from the original project covered 927 SMEs spread across 10 Indian states.

A US$ 400 million additional financing loan to the SIDBI was signed on 5 June, 2009 by representatives from the Government of India, SIDBI and the World Bank. The Securities and Exchange Board of India (SEBI, http://www.sebi.gov.in/) issued norms on separate stock exchanges for SMEs during November, 2009 so as to give them more options to raise capital. At present, around 90% of the 2.61 crore MSMEs depend on either banks or informal sources to finance their business. Setting up of a separate stock exchange for SMEs is not so simple. Two requirements are to be fulfilled. One is to reduce the cost of compliance and the second is to safeguard the investors from any undue risk. The SEBI has laid the groundwork to allow SMEs to list on SME Exchanges. SMEs have always complained of difficulty in accessing to both debt and equity capital. It is perceived that registration of companies from the SME sector is essential so as to raise capital from the stock exchange.

SMERA (www.smera.in) is India's premier credit rating agency in the micro, small, & medium enterprise segment. It focuses primarily on the Indian SME segment. The primary objective is to provide ratings that are comprehensive, transparent and reliable.

It takes into account the financial condition and several qualitative factors that have bearing on credit worthiness of the SME The credit guaranty fund and credit linked capital subsidy scheme has been built in order to support the SMEs. Credit rating helps in cost efficiency and innovation to be undertaken by SMEs, and helps the bank to go for less riskier lending venture, provided the credit rating is done in a scientific way. The Exim Bank of India in India has also provided financial solutions to the SMEs.

CONCLUSION

Financial Institutions and commercial banks should actively involve them in developing MSME in the state and should provide financial assistance to implement macro and micro entrepreneurial activities. South India emerged as hub of economic activity, over the last decade, due to increasing numbers of banking facilities which has made financial services more accessible to the people and contributing to a healthier atmosphere for development (The Hindu 2010). We need a thriving, vibrant and strong enterprise, particularly in the micro and small enterprise segments for all round economic development of the state. More support is needed for MSMEs from the government in the form of priority sector lending, government procurement programme, credit and performance ratings and marketing support. Technology transfers (such as green technology) and networking can revive the growth of MSMEs.

- Internet application usage among B2B suppliers across India showed almost all B2B suppliers today use Internet for communication purposes.
- In terms of various forms of ICT penetration, PC/ laptops have the highest penetration levels among B2B suppliers across India. PCs are followed by printers in terms of average number of units per B2B suppliers, followed by accounting software like Tally. ICT penetration in terms of server software is quite low, with an average usage for every 20 B2B suppliers surveyed across India.
- 73% of the B2B suppliers surveyed use Internet to run their own website.
- 55% of B2B suppliers use Internet for promoting their products/ services online.
- The penetration rates for online B2B marketplaces is around 45 to 50% among MSMEs in India, and this would further increase to around 80% in the next 4-5 years.

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WOMEN ENTREPRENEURSHIP THE BUDDING WORKFORCE IN 21ST CENTURY: METAMORPHOSING CHALLENGES INTO PROSPECTS

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ABSTRACT

Women Entrepreneurship is economically reinforced by the banks and stimulated by their family members. From the exercises of liberalization, and globalization in India ever since 1991, entrepreneurship practices by women are enlarging and getting importance. Also offering vocational education to women to ramble the ladder of growth and enablement from their family spheres to public spheres, India has enclosed a policy to grow the entrepreneurial skills of women. Series of training plans communicated to women has progressively broadened the prospect for the pecuniary empowerment of women.

Keywords: Economic Empowerment, Skill Development, Vocational Education, Women Entrepreneur, Challenges.

INTRODUCTION

Post globalization, women are swaggering frontward by generating a substantial effect but also on entrepreneurial scopes and women can foray a steadiness between their house and career. The women are the momentous players for the economic development of any developing country. Many developments are taking place continuously which are likely due to the support provided by the Government and also their respective family members through the spread of education and awareness.

In many cultures it is generally seen that women's role is to mainly take care of their respective home affairs such as rearing children, cleaning, mopping the floor, washing, fetching water, and cooking. A pattern alteration is winning all over in society in terms of entrepreneurship engaged by women. It is a good sign to note that women are contributing to the nation's growth through their business and entrepreneurship. The women entrepreneurship needs to be equipped with entrepreneurial traits and skills to encounter the vagaries in inclinations, challenges in international markets, and be skilled to endure for distinction in this regard.

LITERATURE REVIEW

The literature review comprised of the following

Schwartz(1976) published a paper on female entrepreneurship in the Journal of Contemporary Business and the first policy report in this area titled "The bottom line: Unequal enterprise in America"(1979) in Washington DC. Hisrich and O'Brien (1981) presented on women entrepreneurs at the Babson College Conference on Entrepreneurship. An academic book on women entrepreneurs published in 1985 by Goffee and Scase.Preliminary research on entrepreneurship presumed that men and women entrepreneurs were the same and thus no need for an investigation (Bruni et al. 2004). Women entrepreneurship did not progress as a noteworthy area until the late 1990s to early 2000s (Jennings and Brush, 2013) with the launch of two dedicated conferences. In 2009 a niche journal titled the International Journal of Gender and Entrepreneurship was propelled. The journals in the mainstream Entrepreneurship area acknowledged the growing requirement for research in this area. The journal of Entrepreneurship Theory and Practice published a distinct issue on women entrepreneurship in 2006 and 2007(deBruinetal.2006) The review of the literature suggests that women can play an important part in the entrepreneurship process and economic growth(Sarfaraz et al., 2014).

Difficulties Faced by Women Entrepreneurs

It is not a bed of rose for doing business by women, because they face a series of problems in their business enterprises at various stages. This article lists out the following problems faced by women entrepreneurs in India.

1. Elevated cost of production:

The high cost of production in the business enterprise undermines the efficiency and also limits the development of women entrepreneurs to some extent. It is indispensable for the women entrepreneurs to increase efficiency and expand the productive capacity to reduce the high cost of production.

2. Deficiency of Entrepreneurial Competence:

Innovation and risk-bearing attitudes are supposed to be with entrepreneurs, but these are absent in a women entrepreneur. The other prime problems of women entrepreneurs are the lack of entrepreneurial aptitude and less knowledge about the entrepreneurial bent of mind.

3. Slump aptitude to bear risk:
Women are leading a protected life and therefore, naturally, they do not take the initiative of risk-taking ability as compared to their male counterparts. The rate of risk and chances of loss are high among the women entrepreneurs as they are facing inferiority complex, unplanned growth, lack of infrastructure, hesitation in taking quick decisions.

4. Capital Scarcity:
Women entrepreneurs face a lot of legal procedures, which is often said to be complex, in obtaining loans from banks. The excessive and unreasonable delay in obtaining the loans and running to banks for the same reasons repeatedly discourage women from venturing out in business. Women do not have collateral security and therefore, they are frequently denied credit facilities by the banker and women’s access to risk capital is limited.

5. Problems relating to Selling:
Women entrepreneurs unceasingly, women entrepreneurs face the problems in marketing their products. Women entrepreneurs face a lot of constraints to capture the market and make their products popular due to the exploitation by middlemen. The women entrepreneurs have less energy and do not put in extra efforts which are prerequisites for investing, winning the confidence of customers, and popularize their products.

6. Deficiency of Basic Inputs:
India does not have a stable economy and therefore, prices of raw materials go high and most of the time, it is fluctuating. The women face the problems of the shortage of required raw materials. At the right time, women are not able to procure sufficient quantity and quality raw materials and other required inputs that are necessary for the production.

7. Severe and cut-throat competition:
One more problem faced by women entrepreneurs is severe and cut-throat competitions from organized industries. Usually, male entrepreneurs have vast experience in business and entrepreneurship. Therefore, women entrepreneurs are extremely finding it difficult to compete for stiff competitions.

8. Inadequate management skills:
India's constitution provides legal frameworks for the women to be respected with dignity, women are still facing discrimination and a biased treatment in a male dominate Indian society and the male ego puts barriers in their progress. The women do not possess the expertise skills as of that of men and therefore the functioning of business enterprise is not perfect that good. mother in the family and a successful entrepreneur in business.

9. Difficulties of Touring:
Women entrepreneurs are facing some peculiar problems of inconvenience, safety, and security measures when they happen to stay out in the nights at distant places, etc. It is not easy for the women entrepreneur to travel from one place to another for a business purpose.

10. Economic Limitations:
It is very difficult for women to obtain external finance due to their less tangible resources such as property and bank balance in their name. In order to make the business successful and also project themselves as successful entrepreneurs, women have to depend upon their savings and loans from family friends. Thus, managing the working capital, lack of credit resources are the key problems for women entrepreneurs as they are still in the hands of the male's domain.

11. Disputes in the Family :
The married women entrepreneurs do not have time to carry out the above roles in their family, as they are spending long hours in business. This is the reason which puts the women in a difficult situation in meeting out the demands and needs of their family and society as well.

12. Male-Dominated Society:
Initially, women who want to start any business or an entrepreneurial activity are facing role conflict in their families.

13. Lower-priced amenities:
As the women are valued a little less in the workplace by the men, it is also occurring the same in fixing the price and also marketing the products from the hands of women entrepreneurs.

14. Poor collection policies :
For any business, it is mandatory to maintain cash flow management and follow up owed money and payment. In general, women incline to be less assertive in terms of collecting money that comes of out their business.

Recommendations To Solve Problems Faced :
A congenial environment needs to be created for the women to plunge into entrepreneurial activities, very actively. The following suggestions are offered to help women entrepreneurs to come out of stumbling blocks and a unique set of challenges they face throughout their careers.

1. Using grant and subsidies :
The financial assistance by the government in the form of grants and subsidies enables them to overcome the difficult situations encountered in the business. These problems have to be addressed without fail to increase efficiency and expand production capacity and thereby reduce the cost to make their ultimate survival possible.

2. Promotion of Entrepreneurial training:
The knowledge about women who received entrepreneurial training in different institutes needs to be verified through written tests, aptitude tests and Interviews.

3. Promotion of Risk-taking ability:
The rate of risk and chances of loss are high among the women entrepreneurs as they are facing inferiority complex, unplanned growth, lack of infrastructure, hesitation in taking quick decisions.

4. Supportive Husbands and Understanding Family Members:
Usually, a married woman after becoming an entrepreneur has to make a perfect balance between domestic activities and business activities. The women entrepreneurs need to be entirely dependent on their supporting husband and understanding family members.

5. Promotion of Necessity to build relationships :
The entrepreneurial activities by women are becoming a difficult task to tide over such conflicts and cope with the twin role of women as wives and women need to build relationships, but shouldn’t be scared to be competitive when pitching sales.

6. Assistance by Finance Units:
There is a need for concerted efforts should be initiated to provide finance at the local level to support the women entrepreneurs to support women entrepreneurs with easy finance at low and concessional rates of interest and on easy repayment facilities.

7. Promotion of assistance by Marketing Co-operatives:
The women entrepreneurs need to be encouraged and assisted by establishing the marketing cooperatives by all means to sell their products for a fair price as they are facing the absence of marketing co-operatives.

8. Promotion of Import Facility :
This requires making the necessary and required imported raw materials to be available at a concessional rate for the women entrepreneurs on a priority basis.

9. Promotion of Training facilities:
The development of entrepreneurship is possible by the role played by training and development programs. Moreover, special training schemes should be so designed for the benefit of women entrepreneurs by the government and other agencies.

10. Development of a BluePrint:
Women need to learn to write up a business blueprint as it is the lifeline of the business to succeed. Many women fall into their business accidentally because they like doing entrepreneurs and do lack in setting plans in place for their business.

11. Promotion of Team Developing:
Many times, they are doing their business alone. Many of them do not know to tap the team building resources for the success of their business and therefore they fail.

12. Promotion of Professional Relationships:
Women use to sell the products to the people they like the most and they make these people as their customers and clients. Women entrepreneurs establish such good rapport and also build an intimate relationship with these people as prospective clients or customers. The women entrepreneurs by the active and supportive role played by Government, nongovernment, promotional and regulatory agencies are capable to perform much better

CONCLUSION
All developing countries need to recompense attention for promoting women entrepreneurship not only perceiving them as evolving entrepreneurs, creating a lot of job opportunities to many but also boosting up the

economy of the nation. The revival of entrepreneurship is the much-needed effort in India. Encompassing entrepreneurship by women is a crucial step to overcome economic challenges. The increasing number of women is displaying a lot of interest to involve in entrepreneurship. Moreover, women are arming themselves in participating in the economic development of India. To initiate sufficient programs and policies to render full support to women for having an entrepreneurial culture is the need of the hour. Media is proficient to perform a vivacious role to broadcast the accomplishment of women entrepreneurs to admire their success stories and follow their footsteps to imitate their life achievements. This drive will lead to higher creativity amongst ambitious entrepreneurs to nurture entrepreneurial philosophy in Indian society.

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