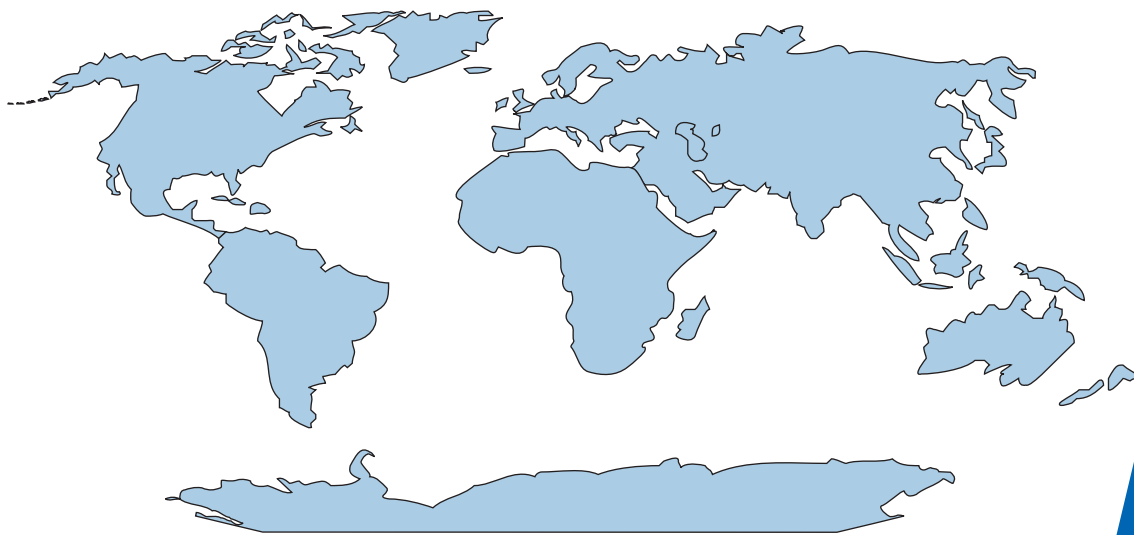


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IMPACT OF EMPLOYEE WORK PASSION ON JOB COMMITMENT A STUDY OF TECHNICAL INSTITUTION'S TEACHERS

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ABSTRACT

If the organization found true passionate employee in the field it deals in, rest all will be automatic for the success. Passion assimilates creative energy, determination, conviction, and the holder enjoys his work and tries to accomplish the work with his best efforts and job commitment reflects expectation to perform better. This study advances research on human resource attribute by examining employee work passion and its impact on their job commitment. It also seeks to ascertain the difference of the effect due to personal and institutional variables on employee job commitment and on their work passion. Findings from 360 teachers of selected colleges of Uttar Pradesh Technical University suggest that their employee work passion is moderately high and significant differences have been observed for the variables. The study has revealed a direct relationship between employee work passion and job commitment.

Key Words: Work Passion, Job commitment, College teachers, Technical institution.

INTRODUCTION

Passion is defined as a strong inclination toward an activity that people like, that they find important, and in which they invest time and energy. In common parlance Passion means an affection or attachment towards particular work. Passion is defined in the Oxford Dictionary (1989) as 'any kind of feeling by which the mind is powerfully affected or moved'. Work, or Job, is probably the most important aspect of one's life. People invest considerable time in training, vocational learning to get the opportunity to do some work even after retirement people work. This is because work serves to define us. While some may not care that much about work as they see it merely it as labour. While some people see it as part of who they are deep down. There is a crucial link between emotional attachment to the work of teaching and teacher's personal commitment. Accompanying this notion that a teacher has a passion for some aspect of teaching is the idea that passion or 'love' for his job is what sustains and motivates these teachers and surpasses the everyday difficulties they feel for the work. Passion, rather than merely external rewards, is seen to be the essential element that sustains and maintains teachers' interest in the job and their willingness to remain in the profession.

The definition of 'Commitment' may vary from person to person. According to the *Cambridge International Dictionary of English*, commitment is a promise or loyalty given to a particular person, principle, or plan of action. 'Job commitment' is the willingness of investing personal resources to the task an individual enacts in his job. Job commitment is imperative because of immense need of committed employees who lead the organisation to success. Employee's initial commitment largely depends on his personal characteristics, e.g., his personality and beliefs. It also gets affected by his earlier job experience, its matching expectations, relationship with peers, working environment and opportunities for advancement. And for the employees of an educational institution, there is a daily need to fully engage in his work with not only their heads, but also their hearts. They need to be involved in an increased rate of

personal adaptation and professional development. Without this they may face the constant danger of burn-out in an increasingly intensified work environment. The quality and standard of an education system largely depend on the quality, characteristics and commitment of the teachers. Their whole performance will be influenced by what they are committed to in their professional life.

REVIEW OF LITERATURE

Passion has been the object of philosophical consideration for centuries (Rony, 1990). Although philosophers, most often conceptualized passion in emotional terms, Hall (2002), a contemporary political philosopher, conceptualizes passion in more motivational terms as a strong devotion to, and desire for, a particular envisioned good, one that reflects deep and lasting dedication. This positive view of passion portrays people as active participants who are in control of their passion(s) and whose passion may benefit not only themselves, but also society at large. Employee Engagement Report, 2011, only 31 per cent of employees are actively engaged in their jobs. These employees work with passion and feel a profound connection to their company. People that are actively engaged help move the organisation forward. 88 per cent of highly engaged employees believe they can positively impact the quality of their organization's products. In 2007, study by Zigarmi, D., Houson, D., Witt, D., and Diehl, J., the new rules of engagement found eight key factors responsible for driving employee work passion. These included Meaningful Work, Autonomy, Collaboration, Fairness, Recognition, Growth, Connectedness to Colleagues, and Connectedness to Leader. While these eight factors were not all inclusive, they represented a majority of the influencers of Employee Work Passion and accounted for approximately 64 percent of the variance that explained employee work passion. According to Robinson, *et al.*, (2003) as many as eight factors must be present for employee passion to be maximized. In addition, their statistical analysis revealed that no one factor was more important than another. However, meaningful work is perceived as the factor that is most present in an organisation's culture, as evidenced by their nation survey. Also, career growth is perceived as the factor that was least present. Both job commitment and organisational commitment factors play a role in the development of an individual's work passion, as does an individual's appraisal process in regard to certain organisational and job factors. As Day (2004) states, a passion for teaching cannot be considered to be a 'luxury, a frill, or a quality possessed by just a few teachers, instead he argues, a sense of passion is 'essential to all good teaching'. While explaining passion for teaching, Day defined teachers' intellectual needs, their passion for 'teaching', for 'students' and for 'learning' as mandatory qualities. Sustaining such passion is intimately connected with teachers' commitment; and commitment relates to their sense of professional emotional identity. It is this combination of the emotional and intellectual which results in teaching at its best. Teaching is a complex and demanding profession and there is a daily need for teachers to fully engage in that work with not only their heads, but also their hearts (Day, 2004; Elliott & Crosswell, 2001; Fried, 1995; Nias, 1996). It appears to be a professional necessity for teachers to be emotionally committed to their work, for without this emotional connection teachers face the constant danger of burn-out in an increasingly intensified work environment (Nias, 1996). Teaching is a creative and adventurous profession and passion is not an option, it is essential to high quality teaching. Passionately committed teachers are those who absolutely love what they do. They are constantly searching for more effective ways to reach their children, to master the content and methods of their craft. They feel a personal mission to learning as much as they can about the world, about others, and about themselves- and helping others to do the same (Zehm and Kottler, 1993). Mart C.J (2013) concluded that teacher commitment deeply contributes to future of students and schools and committed teachers make a difference to the success of the school and the learning of the students.

Beheshtifar and Safarian (2013) identifies ‘employee commitment’ as the degree to which an employee referred with the organization and wants to continue actively participating in it. Commitment is usually stronger among longer-term employees, those who have experienced personal success in the organization, and those working with a committed employee group. Human resource maintenance is the main factor to promote employee commitment. According to Ebmeier and Nicklaus (1999) defined commitment as a part of teachers’ effectiveness or emotional reaction to their experience in an institutional setting. Job commitment is most important because only committed employees lead organization towards success. Nierhoff *et al.* (1990) found that the “overall management culture and style driven by the top management actions are strongly related to the degree of employee commitment”.

In present time teachers need to realize their responsibility of moulding the students as good citizens. It will be possible only with the help of teachers who are committed to their responsibilities, but this is to see only one side of the coin. In-fact, it is organizations’ responsibility to give them no space for discontentment. For educators and researchers the degree of teacher commitment is one of the most important aspects of performance and quality of staff (National Centre for Education Statistics, US 1997). Teacher commitment is associated with job satisfaction, morale, motivation, and identities (Day 2004). The quality of teaching is not only governed by the qualification, knowledge and skill competencies of teachers, but also their passion, enthusiasm, dedication and commitment to teaching. Hrebiniak and Alutto (1977) pointed out that the women have been found quite consistently to be more committed than men to their employing organization. Steers (1997) and Glisson and Durick (1998) reported in their studies that level of education has negatively related to organization commitment. The studies by Mowday, *et. al.* (1982) also revealed that organization's commitment is inversely related to educational attainment.

Considering the results of the previous studies related to work passion and job commitment, it seems that passion is believed to be necessary for higher level achievement. As there is no such model of judging individual’s passion for the particular activity or work. It is only an indication of self motivation and the holder purely gets involved in his work. It has the power to develop creativity for the same and true efforts make the ultimate task reach to a great success. The need of a research felt to be conducted in order to determine if its significance as a predictor for teachers of educational institutions which are of great importance for the development of whole society.

RESEARCH OBJECTIVES AND HYPOTHESES

The study was conducted with the following objectives:

1. To ascertain the influence of personal/ institutional variables on teachers’ job commitment.
2. To observe the influence of personal/ institutional variables on teachers’ work passion.
3. To examine the impact of work passion on the teachers’ job commitment.

Hypotheses formulated for the study were as follows:

H₀1: There is no significant difference in opinion towards passion for job among various groups of teachers classified according to personal / institutional variables.

H₀2: There is no significant difference in opinion towards job commitment among various groups of teachers classified according to personal / institutional variables.

H₁: Teachers’ work passion affects their job commitment.

RESEARCH METHODOLOGY

Sample: A sample of 360 employees from entry level to professor level working with top private and government institutions in the state of Uttar Pradesh was selected for the study.

Data Collection and Analysis: The data for the survey was obtained through personal interview using a self-structured questionnaire for job commitment and passion among the respondents. The statistical tools such as frequency distribution, cross tabulation, ANOVA, t-test, and various other tools of MS Office were employed for the analysis of data.

DATA ANALYSIS AND FINDINGS

A detailed analysis of teacher's job commitment and emotional stability has been completed with the help of t- test and ANOVA methods.

Analysis of job commitment

This analysis identifies the difference in perception between any two of the subgroups of the sample. To study the significance of difference in perception of teachers regarding job commitment, the following null hypothesis was used.

H₀1: There is no significant difference in the job commitment of various groups of teachers classified according to personal / institutional variables.

As far as the classification (involving two groups) of teachers based on personal/ institutional variables is concerned, the significant difference in perception was found in respect of gender only and the test result is produced below in table 1. From the table it is evident that there was a significant difference in perception regarding job commitment at 1 per cent level between male and female teachers. However, there was no significant difference in perception between the categories of teachers, classified on the basis of accreditation status. The test value shows that the female teachers were more committed than male teachers towards their job.

As far as classification (involving more than two groups) of teachers based on personal/ institutional variables is concerned, the variances in perception found among different groups of teachers based on age, qualification, teaching experience, industry experience, designation, salary, and institution's aid status are produced below in table 2. From the table, it is clear that there were *significant differences* in perception of the teachers at 5 per cent level between groups classified on the basis of *qualification, teaching experience and institution's aid status*. It is also shown that there was no significant difference in perception of the teachers with regard to age, industrial experience, designation and salary.

Hence, it can be concluded that the null hypothesis stated earlier has been rejected with regard to *gender, educational qualification, teaching experience, and aid status*. On the other hand it has been accepted with regard to remaining personal and institutional variables such as age, industrial experience, salary, designation, and institution's accreditation status.

Analysis of Passion

To study the significance of difference in work passion of the teachers, the following null hypothesis was used. The analysis considered personal variables age, gender, educational qualification, teaching and industrial experience of the teachers.

H₀₂: There is no significant difference in opinion towards passion for job among various groups of teachers classified according to personal / institutional variables

The differences with regard to work passion of the teachers, the test result produced the (involving two groups) in table 4. Analysis revealed that there was no significant difference in the passion at 1 per cent level between the genders. As far as classification (involving more than two groups) of teachers based on other personal variables is concerned, the variances in perception found among various groups of teachers based on age, qualification, teaching experience, industrial experience are produced in table 5. From the table, it is evident that with regard to passion there was a significant difference in opinion between the groups of teachers based on teaching experience at 5 per cent level only.

Hence, it can be concluded that the null hypothesis assumed earlier has been rejected with respect to *teaching experience and accepted with respect to age, gender, qualification and industry experience.*

Impact of Work Passion on Job Commitment

To study the impact of teachers' work passion on job commitment, the following hypothesis has been formulated and its analysis had been done with the help of t-test.

H₁: Teachers' work passion affects their job commitment.

The t-test: The independent samples t-test compares means of two groups of cases. Ideally, for this test, the subjects should be randomly assigned to two groups, so that any difference in response is due to behavior (or lack of behavior) and not due to other factors.

Group statistics (Table 6) provided the mean job commitment, of the teachers with passion greater than or equal to 4.09, is 3.92, with a standard deviation of .5724 and for those whose passion was less than 4.09, the mean job commitment was 3.51 with a standard deviation of 0.5568.

The Independent Sample Test result (Table 7) provided the t- value, degree of freedom, significance level and 95 per cent confidence interval for the mean. The t-value of 6.714 for 357 degree of freedom (*df*) was significant, as significance value (for a two tailed test) was .000 which was less than 0.05. Therefore, the alternate hypothesis, i.e., "*Teachers' work passion affects their job commitment*" has been accepted. From the table, it is clear that there was a significant difference at 5 per cent level between groups with regard to emotional stability.

The test result shows that there was a significant difference between the means of the above said variables work passion and work passion has an impact on teachers' job commitment. Teachers work passion positively affects their job commitment. Their passion energises him to be naturally committed as only this make them feel satisfied and feel good inside. It is very much expected by the teachers to fulfill their duties sincerely as the future of many in their hand.

CONCLUSION AND POLICY IMPLICATIONS

The present study sought to determine the job commitment and work passion of the employees of the technical institution. An impact of employee work passion on their job commitment has been also examined.

The differential analyses (t-test and ANOVA) illustrated that there is some considerable difference in the commitment level of male and female teachers. Female teachers show more commitment than male teachers. This finding is very much on the line of the past studies by Hrebiniak and Alutto (1977), which pointed out that women have been found quite consistently to be more committed than men to their employing organization. It was found that the teachers who were having higher qualification proved more committed to teaching than the teachers having a merely postgraduate qualification. This finding was contrary to the finding of the survey conducted in industrial organizations where it was found that commitment is inversely related to educational attainment (Steers, 1997 and Mowday, 1982). Also, the teachers who have more teaching experience showed more job commitment. Precisely, we say that the teachers with higher qualification and high experience show better commitment to teaching. This is quite understandable that the teachers who have additional qualification apart from the obligatory qualification always go up in their career. Naturally, they are inclined to update subject knowledge being in touch of novel research work and changes. The mastery over the subject and the position they hold make them to be very confident in their classroom teaching. Teachers with higher qualification indicated more commitment signifies the need of qualified, experienced and committed teachers in the technical institutions.

It was also found that the teacher's work passion gets affected by only their experience of the field, that is, the teaching experience. A teacher who has some passion for this noble profession will remain in the job and will try to use his full potential to accomplish his duties. In other words, we can say one will better realize his true passion for his job he sustains his enthusiasm with less gains. It is suggested that the administrators of the colleges should evaluate the teacher's work, passion equally to their educational qualification. Amazingly, we found that the majority of teachers displayed their feeling of regret for becoming a teacher. And among them many teachers told the present detrimental condition of education is the reason. Further, most of the teachers discussed their problems such as improper assignment of designations, mingling of irrelevant work with teaching, lack of support from their seniors and supervisors. As, Studies found that the lack of work/ non work interaction, coupled with a stressful job, and long hours, contribute as a major cause for attrition and decreased satisfaction among teachers (Blackhurst et al. 1998; Lorden, 1998).

A few teachers expressed their grief of disrespectful attitude of students towards them and their studies as well. They assume that students were having a feeling of ownership over teachers. On the other hand not even less than half percent were sure of their choice of the profession.

The findings with regard to impact of passion are of important implication in the field of education. The quest about the impact of the teacher's work passion on their job commitment resulted affirmative. As Day (2004) states, "*A passion for teaching cannot be considered to be a 'luxury, a frill, or a quality possessed by just a few teachers, instead he argues, a sense of passion is 'essential to all good teaching'.*" This is true in the case of present research also. If teachers are to meet the demands of today's standards, and the expectations of present times and coming forth generations, their inner passion for their work is a must and for that they need to believe that they are making a difference, in short, to believe their passion.

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Table: 1
Job Commitment of Male and Female Teachers (t-test)

Personal/ Inst. variables	N	Mean	Std. Deviation	t	df	Sig.
Gender						
Male	254	3.6988	.60280	-2.595	358	0.010*
Female	106	3.8774	.57565			
Accreditation status						
Non accredited	209	3.7735	.58904	.824	358	.411
Accredited	151	3.7208	.61480			

*significant at .01 level

Table: 2
Job Commitment of Teachers
(Personal/Institutional variables: F-test)

Personal / Inst.Variables	Sum of Squares	df	Mean Square	F	Sig.
1. Age					
Between Groups	1.784	4	.446	1.244	.292
Within Groups	127.326	355	.359		
Total	129.110	359			
2. Qualification					
Between Groups	5.546	4	1.386	3.983	.004*

Within Groups	123.565	355	.348		
Total	129.110	359			
3. Teaching Experience					
Between Groups	5.073	5	1.015	2.896	.014*
Within Groups	124.038	354	.350		
Total	129.110	359			
4. Industrial experience					
Between Groups	1.379	5	.276	.764	.576
Within Groups	127.732	354	.361		
Total	129.110	359			
5. Designation					
Between Groups	2.402	5	.480	1.342	.246
Within Groups	126.709	354	.358		
Total	129.110	359			
6. Salary					
Between Groups	4.116	6	.686	1.937	.074
Within Groups	124.994	353	.354		
Total	129.110	359			
7. Aid status					
Between Groups	4.378	2	2.189	6.265	.002*
Within Groups	124.732	357	.349		
Total	129.110	359			

*significant at 0.05 level

Table: 4
Work Passion of Different Gender: t – test

Gender	N	Mean	Std.	t	df	Sig.
Male	254	4.0969	.44499	-.013	358	.990
Female	105	4.0976	.45368			

*significant at .01 level

Table 5
Teachers' Work Passion: F– test

Personal Variables	Sum of squares	df	Mean Square	F	Sig.
Age					
Between Groups	.537	4	.134	.670	.613
Within Groups	70.965	354	.200		
Total	71.503	358			
Qualification					
Between Groups	.896	4	.224	1.124	.345
Within Groups	70.606	354	.199		

Total	71.503	358			
Teaching Experience					
Between Groups	2.564	5	.513	2.626	.024*
Within Groups	68.939	353	.195		
Total	71.503	358			
Industrial Experience					
Between Groups	.627	5	.125	.625	.681
Within Groups	70.875	353	.201		
Total	71.503	358			

*significant difference

Table 6
Impact of Work Passion on Teacher's Job Commitment
(Group Statistics)

	Variable Passion	N	Mean	Std. Deviation	Std. Error Mean
variable JC	>= 4.09	208	3.9239	.57240	.03969
	< 4.09	151	3.5177	.55683	.04531

Table 7
Passion and Job Commitment: Independent Samples Test

	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
variable JC	6.714	357	.000	.40622	.06050

TOURISM THROUGH A LENCE: IMAGE BUILDING OF INDIAN TOURISM PRACTICES THROUGH FILMS

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ABSTRACT

Several destinations have gained in terms of Tourist influx by being the venue/Location of popular domestic and international cinema. In addition to the exposure provided through such films, there are many ancillary gains to the destinations like income generation, investment, job creation etc. which contribute to the overall economic development of the respective destination. The national Tourism organizations and Ministry of Tourism has recently identified Film Tourism as a niche Tourism segment and has announced several initiatives for promoting Tourism through film shoots in India. The Ministry of information and Broad casting and the Ministry of Tourism signed a memorandum of understanding on February 16, 2012 which became an eye opener for a feeder system between film and Tourism industry. The move is expected to enhance the reach of “Incredible India” through the medium of cinema and develop a synergy between Tourism and film industry and provide a platform for enabling partnerships between India and global film industries.

The film festival markets like (IFFI, Goa),European film market Berlin, are the major film Tourism avenues identified for joint participation by the ministry of Tourism and Ministry of Information and Broad casting. Keeping this in view the generation of linkages between the medium of films and tourism sectors can be ameliorated by increasing the stakeholders in both the sectors like site locator for films, public relation managers, and creation of film cells that can give absolute information on the destinations, license to film in the destination and these enterprise can capacitate jobs for both the sectors like pass outs from film institute’s and from the Tourism education. The resourcing in Tourism starts from capacity building for the personnel’s and Gentils organisateurs who are managing the operational functions of any Tourism and its related sectors, and this forms the genesis of this article which brings into foray the resource gap and the expectations of the filmers in India.

Key words: Capacity building, Feeder system, Film cells, Linkages, Gentils organisateurs

INTRODUCTION

The world tries to lure Indian cinema, and India is far ahead with its principles and practices to woo the foreign film makers to India (Feroze Alameer 1991). The most sought after locations remain Rajasthan, Goa, Kerala and Maharashtra reminds the foreign movie producer of their appropriate off location shots for different genres of a movie like action, romance, religion, patriotism and external criticism. Though India has the most of the natural locations, forts and palaces, the freelancing and the social situations in few places and in some locations are not film friendly. In explaining few samples of social barriers the first thing that appeals is the red tapism is still a hurdle for executing the correct movie shots in different destinations, which in turn makes the movie makers to compromise with their screenplay, sensitive movie sequences and move on to the other alternatives and other destinations outside India mostly the Island Nations like Mauritius, Maldives and Sri Lanka. Hollywood Actress Angelina Jolie is said to have had a very unsatisfactory experience while shooting for the movie “A Mighty Heart” in India (Angelina Jolie 2007). Johnny Depp who is a good movie critic and Hollywood actor has expressed his similar views

when the movie Lone ranger (2013) was shot in India and he criticized about Bureaucratic approach in getting the license for the inbound movies in India.

Though Danny Boyle's Oscar winning film Slum dog Millionaire, for all the controversy it raked up, did evoke an interest in India but the challenges were no less. The task of obtaining permissions from several different authorities often tends to slow down pre-production work. Things have been improving however. The Information and Broadcasting Ministry has also been taking pointers from service providers and have used them to ameliorate the entire process (Alameer 1996). Like every other government agency, the permissions granted are subjected to certain laws of the land. But if the service providers are aware of these and comply with them in advance, things become easy and streamlined." States in their own capacity in India are still using films as a tool for their promotions though a lot of states do make this claim, one draws a blank if one approaches them to get more information on this, leave alone anything concrete being implemented. Few other states like Goa seem to be the only exception, where single window permission can be obtained for the entire state. This is a big advantage to producers and service providers alike. Jammu and Kashmir is also trying to ease restrictions for film makers. The state tourism secretaries who act as the apex authorities have to interfere and workout the necessary permissions within three few days of application from the domestic and international film crew by gearing departments who are associated with the leveraging of the license and other facilities for the movie shoots like providing the necessary assistance, facilities and logistics to the crew. The idea being to remind in Bollywood is that they do not need to go to countries like Switzerland or Holland anymore but still certain mislink happens when the system fails in for the facility planning in executing Indian cinema , which remains the eternal challenge for domestic film industry to associate themselves to shoot their movies within India.

In the long run, destinations that have the greatest visibility will be the ones that outshine the rest and films offer that window of opportunity. The quicker this is recognized and synchronized the quicker does tourism stands for benefit.

Methodology of study

As the area of research in film tourism is not having immense contribution, few areas of this article showcases the examples from popular film and celebrity magazines like film fare, the people and some travel magazines like travelogue, travel plus and outlook traveler. The core methodology adopted for explaining the image building of Indian Tourism industry through films is descriptive method and the idea is to introduce few concepts which have chances of becoming the scopes for film tourism research in India.

Destination Image building through films

Film is a potent imaging medium, and such images are often retained for many years. While destinations now recognize the potential of film to induce tourism and create a powerful destination image and very few have retained control over how and to whom the destination is presented through commercial films (in particular, movies and TV series). This lack of control has resulted in unplanned film tourism growth, that many unplanned countries are unable to handle the film shoots due to limited infrastructure, and has severely impacted on the privacy of residents.

The argument, that the acceptance of development of infrastructures by the social capital is again a question of integrating and informing the communities about their responsibilities towards the support for a film shoot. The situations where film-induced tourism becomes too successful, impacting negatively on

communities, stays a long impacted Endeavour for the National bodies to fame their policies for film tourism in India. By looking at popular film-induced tourism sites that are experiencing large numbers of visitors and associated impacts along with attempts to overcome these issues, the extent of the issues is highlighted. There are several evidences of resident dissatisfaction regarding the increased pressures on infrastructure and lifestyle at many of the sites as well as some concerns over images portrayed in some storylines for example the movie Slum dog millionaire. While problems are evident, little is being done to proactively manage the sites, with tourism managers and DMOs (Destination management organizations) still focusing primarily on economic benefits.

This premise is supported by the research results that indicate that at the point of promotion there is limited conscious application of strategies to handle the issues of crowding and loss of privacy. An integrated marketing-demarketing strategy is proposed as a means to address the issues reported. Film is a most powerful imaging medium, especially when the storyline and site are closely interrelated and such images are often retained by consumers for extended periods. When film-induced tourism is considered with regard to the communities in which the films are shot, often crucial stages of community consultation are overlooked in the tourism planning process, due in part to the very nature of the film industry itself. A director of a movie or television program is interested in producing the best product possible and is not duly concerned about the legacy with which the community may be left, such as a sudden surge in tourist numbers and changed environment (socially, economically and physically). Also, there are aspects related to film-induced tourism, especially socially, that individuals may not wish for their community. However, if these communities are left out of any real discussion or consultation, as is often the case, they are unable to contribute to or choose the type of community they live in. A critical aspect of community planning states that such disenfranchisement and loss of community control can have dramatic long-term social effects.

The role of Tourism stakeholders

The movie producers are interested in creating the film they want and not the type of tourism image that the destination marketers or community may desire. For example, a destination marketing organization (DMO) may want to encourage high yield visitors, looking to establish images of a high quality holiday destination, and the community may see their town or region as a friendly, welcoming area. These images are not in compatible and can be incorporated into a destination marketing/imaging strategy. However, if a film studio wants to use the region to film a movie about a small-minded, racist community, then this image will not be congruent with either the community's or DMO's desired (or ideal) image. Perdue and Pitegoff (1994) identified ten of the most commonly indicators for Tourism which could be viable for the stakeholders to convert them into opportunities and create few film tourism jobs for the deserving aspirants for film Tourism. The indicators are as follows

The indicators of the scope of film tourism

1. Place.
2. Personality.
3. Performance.
4. Passion.

These can be the elements for a film to get marketed in the community of the tourism products. They can be the four p's for film tourism or the film tourism's marketing mix.

It is not at all possible to imagine a movie without a location, and so is tourism to its core relies on locations or so called destinations, it is unlikely that movies influence the audience when they watch beautiful locations, scenic, serene, lush green, snowy landscapes to sky scrapers and cruises. These factors have lured the audience in the recent years adding to increase in the outbound tourism. It is very common to see thousands of people travelling to European. In India this arena is been fuelled by boll wood in Bombay which is the asylum of Indian cinema.

Celebrities, all times famous actors also leave a lasting impression upon the people whenever they visit a place outside their country. This has come as a boon to Indian film industry in disguise. Actors like Amitabh Bachan, Sharuk khan, Aishwarya Rai, Rajinikant and kamala Hassan have huge fans outside India. This great pool of film lovers naturally canvasses the markets and induces people in thronging to India.

Film studios and sets are also major pulling factors. holly wood in Los Angeles, Bollywood in Mumbai, Ramoji film city in Hyderabad to name a few are the world famous film cities with awe inspiring sets spread over thousands of acres of reshaped lands. These places are simply exciting and pulsating to be visited once in a lifetime.

Market segmentation:

Movie induced tourists are classified into three categories namely

Serendipitous tourists: - Those who visit a destination by chance.

General tourist:-Those go to a place knowing about a film shooting –out of sheer passion.

Specific tourists: - Those who are associated with a movie.

Conclusion

Certain notions become accepted as "truths" by the general public, regardless of their accuracy, particularly if they are repeated with sufficient regularity by so-called "respected" sources, such as those in the popular media. The field of tourism is often a witness to this phenomenon. Arguably, every journalist goes on a holiday of some sort, hence they are all "experts" and often present anecdotal material as such. This view is particularly the case with the concept of film-induced tourism. One example is the continual insistence by those in the popular press that the movie trilogy The Lord of the Rings has dramatically increased tourism visitation to New Zealand. However, research by Tourism New Zealand, along with the emerging work from academics, does little to support this. Attempting to bring some balance into the media hype that surrounds film-induced tourism, this article outlines the extent of film-induced tourism knowledge and current research in the field. Not only does the article examine tourism to sites depicted in film (movies and television series), but also the film studios themselves, particularly those with conscious tourism activities such as theme parks and bookable site tours.

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TOTAL QUALITY MANAGEMENT APPROACH IN EDUCATION

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ABSTRACT

Total Quality Management is a management concept that focuses the collective efforts of all managers and employees on satisfying customer expectations by continuously improving operations, management processes, and products. The principles of TQM have been successfully adopted in the field of education by developed countries. Still the application of TQM in Educational Institutions of India is questionable and the implementation rate is very negligible. It is not difficult to implement the general principles of the Total Quality Management in educational institutions, rather modifications can be done to suit the educational institution for achieving the best results. Even in industry and business, there is no rigid or single model of Total Quality Management. Depending on the situations prevailing in each organization, the principles of total quality management are applied. Hence it can be said that the principles of the total quality management can be adapted in general to the advantage of the educational institutions in India to improve the quality of the education.

Key Words: Quality, Total Quality, Educational Institutions, Strategic Planning, Information & Analysis.

INTRODUCTION

Total Quality Management is a philosophy as well as a set of guiding principles that represent the foundation of a continuously improving organization. The principles of TQM have been successfully adopted in the field of education by developed countries such as Japan, USA and UK. In India, especially like Indian Institute of Technology and leading technical institutions are practicing TQM philosophy. Still the application of TQM in Educational Institutions of India is questionable and the implementation rate is very negligible. Naik (2001) has strongly suggested that bringing quality movement through the application of TQM in Indian higher education will result in global recognition.

Narrowly interpreted, quality means quality of product. Broadly interpreted, quality means quality of work, quality of service, quality of information, quality of process, quality of division, quality of people, including workers, engineers, managers and executives, quality of system, quality of company, quality of objectives etc. Garvin (1988) identifies five approaches for defining quality: the transcendent approach, where quality is based on experience; the product-based approach, where product characteristics is the base for quality; the user-based approach, where the user of a product or service decides the quality; the manufacturing-based approach that emphasizes conformance to specifications; and the value-based approach that defines quality as a product or service that conforms to specific values.

Harvey & Green (1993) created four perspectives of quality in higher education. Quality as excellence refers to the crystal clear touchstone created by the institutions, quality as fitness for purpose focuses on filling the gap in the industry and considering the needs of the customer, quality as value for money refers to the desired outcome of the institutions in term of business and profits, lastly quality as transformation is when the institutions adopt strategic changes to gain a niche in the industry. According to the International Standard of Quality Management Systems ISO 9000 "Quality is the degree to which a set of inherent characteristics fulfil the requirements i.e. needs and expectations that are stated, generally implied or obligatory".

Therefore, Quality can be defined as degree to added value to products and/or service delivery as perceived by all the stakeholders through conformance to specifications and the degree to added excellence to products and/or service delivery through a motivated workforce, to meet customer satisfaction. As no definition of quality is best in every situation, Educational Leaders must examine the strengths and weaknesses of each definition before adopting one to guide their works.

Total Quality Management is a management concept that focuses the collective efforts of all managers and employees on satisfying customer expectations by continuously improving operations, management processes, and products (Berry, 1991). TQM is an integration of all functions and processes within an organization in order to achieve continuous improvement of the quality of goods and services. The goal of the organization is to meet customers' expectation and satisfaction with the optimum involvement of the human resources within the organization.

TQM is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve the material and services supplied to an organization & all the process within the organization and the degree with which the needs of the customer are met, now and in the future. It integrates fundamental management techniques, existing improvement efforts and technical tools under a disciplined approach focused on continuous improvement. (Smith, 1994).

TQM is an integrated organizational approach for delighting the customers (both internal and external) by meeting their expectations on a continuous basis through everyone involved with organisation working on a continuous improvement in all products, services along with proper problem solving methodology. (Anandaram, K.S., 2001). Hence, TQM can be defined as an integrated quality management approach to bring continuous improvement in products, services, and processes along with proper tools, technology and training to meet customers' expectations on a continuous basis through total employees' involvement.

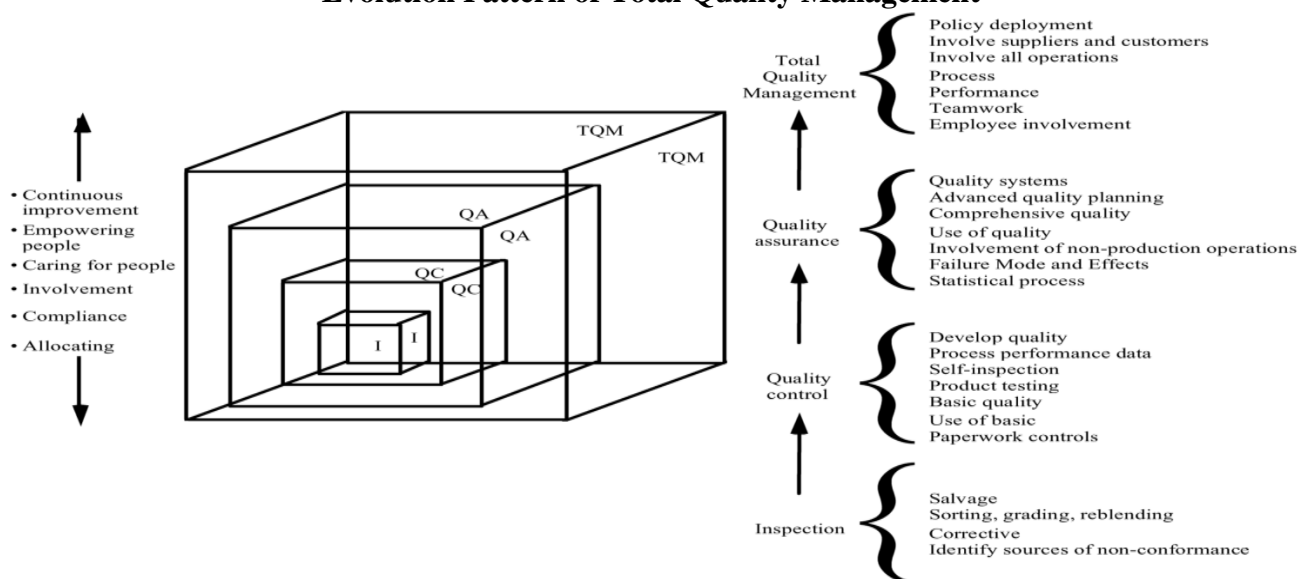
Evolution of TQM Approach

As a part of rebuilding program, Edwards Deming and Joseph Juran visited Japan several times. Deming introduced statistical methodologies and tools, like statistical process control by using control charts to the Japanese industry. Juran completed the statistical methodologies with a broader knowledge of leadership. Together they convinced the top eager Japanese Managers that quality improvement would be the survival of their nation. "The Japanese wonder", with outstanding quality of products during the late 1970s and 1980s, shocked the western manufacturers.

After Deming's participation in the famous TV program "If Japan can-why can't we?", broadcasted by NBC on June 1980, also made his ideas of quality improvements and quality management, in general an issue at management level in the USA and other western countries. In 1987, 36 years after Japan established the Deming Prize, the American congress established the Malcolm Baldrige National Quality Award (MBNQA) to support the quality work among American businesses. The MBNQA award has then inspired many other national quality awards all over the world (Vokurka, 2000).

Many authors (Dale, 1999, Garvin, 1988; Dahlgaard, 1998) describe the evolution of the quality and quality improvements towards the concept of Total Quality Management (TQM) by using following four stages.

Evolution Pattern of Total Quality Management



Source: Dale (1999)

Total Quality Management in Education

Total quality management is a management philosophy developed by Deming based on his experiences in US industry before and during the Second World War. Although TQM was originally intended for the industrial sector, Deming (1986) pointed out that this management principle could be applied equally well in service sectors including government service and education. TQM is a structured system for creating organization-wide participation in planning, and implementing a continuous improvement process to meet, and exceed customer needs and expectations.

There were several factors that acted as drivers to implement TQM in education. The drivers include: 1) declining enrollment; 2) declining quality; 3) facilitating change; 4) increasing tuition; 5) changing demographics; 6) advancing technology; 7) intensifying competition among institutions; 8) demanding better quality graduates by employers; 9) declining retention rates; 10) recording students' dissatisfaction with the overall service quality; and, 11) increasing governmental concern about rising tuition costs (Bosner, 1992).

Habbard (1994) in a Paper "Total Quality Management in Higher Education-Learning from the factories", asks, "If American Industries can dramatically improve their effectiveness through their application of Total Quality Management principles, then only would similar improvement results can be expected, if education adopted the same approach?" The answer to the question is in the affirmative and he explains in his paper, in detail, the experience of his university in implementing the Total Quality Management approach.

There are three generic approaches to TQM in education. The first approach is on customer focus, where the idea of service to students is fostered through staff training and development. The second approach is on staff focus that values and enhances the contribution of all members of staff to the Management Practice of a school. The third approach relies on service agreement where it seeks to ensure conformity to specification at certain key measurable points of the educational process. (Harris, 1994)

Total Quality Management is a philosophy of continuous improvement, with a set of practical tools for meeting and exceeding the present and future customer needs, wants and expectations. Total Quality Management in higher education means improving the quality of courses, input instructional process, resource management processes and structures as well as student support service output and linkages with world of work and other organizations (Tulsi, 2001).

In educational setting, TQM is considered as a management tool that aims for "total", and "quality assurance". First, TQM implies meeting the expectations of all the customers in the educational system. The external customers which include education officers, the tax payers, parents and potential employers, should be satisfied with the standards of the school leavers, whereas the internal customers consist of teachers, students and supporting staffs, should be satisfied with the teaching and learning process in school. It targets the total process and output of the education system. Second, it emphasizes quality assurance to ensure conformity to specification of standards and requirement set out by the customers. Third, it is a management tool that highlights the means for measurement of academic performance and feedback.

Principles of Total Quality Management

Educational Institutions in general and particular can contribute to the quality movement by preaching quality and even more by practicing total quality management. Quality of education is an integral part of the quality education system. Educational institutions have a greater responsibility in producing quality managers, because the future of our nation is at stake.

TQM as a philosophy or an approach to Management can be characterized by its principles. They continue and indicate that TQM implementation can only be accomplished through a set of principles that supports the TQM Philosophy. TQM is about continuous improvement of individuals, of groups and of Institutions. To improve performance people need to know what to do, how to do it, have the right tools to do it, to be able to measure performance and to receive feedback on current levels of achievement.

TQM is an integrated organisational approach for delighting the customers (both internal and external) by meeting their expectations on a continuous basis through everyone involved with organisation working on a continuous improvement in all products, services along with proper problem solving methodology. TQM provides this by adhering to a set of general governing principles. Drawing from the recent literature on TQM (Dale, 2003, Ishikawa & Kano, 1993, Kanji, 1995, Kanji, 1998, Kanji, 2000, Mehta, 2000, Deming Prize, Malcolm Baldrige National Quality Award, European Foundation for Quality Management Model, South African Excellence Foundation Model, Australian Quality Criteria Framework, etc.), the following seven core principles can be best applied to Educational Institutions.

1. Management Commitment

Top management plays most important role in implementation of TQM in any Educational Institution. If an organization is serious about implementing TQM, the commitment to do so have to start at the top and the institution's senior management has to be unwavering in its commitment to quality. Major tasks of the Management Commitment are, to state and communicate vision, mission & goals related to quality, to state policy statements related to quality, to set values for the Institutions, to set performance expectations and to addresses its responsibilities to the student and other stakeholders.

2.Strategic Planning

Quality plan is based on the strategic planning of the institution. Major Tasks of the Strategic Planning are, to sets strategic directions, to determines key action plans, to address deployment of plans, to measure and sustain accomplishments and to stresses on learning-centered education and operational performances.

3.Student Satisfaction

The fundamental goal of TQM is to satisfy customers. It is important to focus on the both internal (Employees) and external (students) customers. Customer's needs must be identified and understood. The customer determines the quality. The student is a customer since the student is buying Professor course and has the unmistakable right to expect certain things for his money : Relevant course content, fairness, access, expertise and a reasonable learning situation.

4.Staff Participation

Staff total participation is an integral part of TQM because quality is the responsibility of all employees in everything they do. How the Institute enables its workforce of academic and non-academic staffs to develop its full potential and how the workforce is aligned with the Institution's objectives. It also addresses key human resource practices that are directed toward creating and maintaining a high performance workplace with a strong focus on students learning and toward developing staff involvement and adaptation to change.

5.Training and Development

Training is a process of updating the knowledge, developing skills, bringing attitudinal and behavioral changes and improving the trainee's abilities to perform effectively and efficiently. When TQM is introduced in an institution, it is essential that all the people have knowledge of its principles, values, objectives, tools and techniques and the institution's plans for its implementation.

6.Continuous Improvement

There is a beginning to the process of TQM, but there is no end. Checking, rechecking, valuation, revaluation, engineering and re-engineering are essential to ensure continuous improvement. All work must be viewed as a process. Management's responsibility to anticipate or expect changes in the needs, wants and expectations of customers, employees and society.

7.Information and Analysis

A strategy is incomplete without constant evaluation and feedback. Evaluation does not mean passing judgments on success or failure. The purpose is to assess the distance covered to reach the set target. As and when evaluation is done, feedback is the immediate step followed. The institution should encourage one and all for evaluation of their own performance and of institution also. By getting the feedback, the concerned unit / department should immediately act upon that to maintain total quality.

Conclusion

It is not difficult to implement the general principles of the total quality management in educational institutions, rather modifications can be done to suit the educational institutions for achieving the best results. Even in industry and business, there is no rigid or single model of total quality management. Depending on the situations prevailing in each organization, the principles of total quality management are applied. Hence it can be said that the principles of the total quality management can be adapted in general to the advantage of the educational institutions in India to improve the quality of the education.

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A STUDY OF CONSUMER BEHAVIOUR IN RELATION TO INTERNATIONAL BRANDS OF THE FMCG PRODUCTS

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ABSTRACT

The Indian market is obsessed with international brands and especially, when it comes to the FMCG sector, India is quite lucky that it has got all the major international brands in its market. However, though India is lucky to have such brands, but the Indian consumers are very choosy in selecting the brands and especially in the consumable sector, where many brands are present, but their future is very uncertain. The objectives of the present study were, to study consumer behavior in relation to price of the International brand of FMCG products and to study consumer behavior in relation to quality of the International brand of FMCG products. Descriptive survey method was used for the study. Population of the study was consumer of the Ghaziabad city. A sample of 50 consumers was selected using simple random sampling technique. A questionnaire was used as a tool for the survey. The consumers were surveyed at malls, where they were asked to fill up the questionnaire. The actual sample size decided was 50. Major findings of the study were that consumers perceive international brands of the FMCG products differently with reference to their age and income, consumers perceive international brands of the FMCG products differently regarding their gender, age, family and income.

Keywords : Market, Consumer, FMCG, Brand and Quality

INTRODUCTION

The Indian market is obsessed with international brands and especially, when it comes to the FMCG sector, India is quite lucky that it has got all the major international brands in its market. However, though India is lucky to have such brands, but the Indian consumers are very choosy in selecting the brands and especially in the consumable sector, where many brands are present, but their future is very uncertain. Indians have upgraded their standards in terms of adopting the global brands, but the consumer mostly evaluates the brands from the perspective of value for money criteria. It is to notice that the Indian consumer is not price sensitive, rather, he buys the brands on the values that it can offer to him in lieu of the price he pays.

After Liberation India has seen brands from all over the world coming to the country. Some of the brands which were the leaders in the world presumed success in India also. But it was found that the scenario was not the same here. Sony, Philips which were well known brands in the country when faced the competition found LG and Samsung doing much better though there were not the known brands. Same with the brands like General Motors, Ford, Rayben, Reebok to name a few. So as we have said earlier that consumer makes buying decisions based on perception rather than the reality goes array. Seeing this success and failure of many international brands in India. We took the subject as a topic of study to understand the consumer behavior pattern of success of International brands in India.

Review of Related Literature

In an experimental study, Gardener (1971) explored the degree of price and quality relationship of three products: Toothpaste, a man's shirt and a suit. He concluded that while price did not affect the perception

of product quality in case of all the three products, whether branded or not, it did affect the willingness to buy a shirt. However, country of origin effects are intangible barriers to enter new markets in the form of negative consumer's bias, while they can be used as a source of competitive advantages in the form of positive consumer's bias.

The consumer behaviour research conducted by Rajiv (1976) on the purchasing behavior pattern of the consumers and their brand preferences for washing soaps among 150 consumers based in Shimla city, revealed that the education level of consumers of washing soaps significantly influences the formation of brand loyalty.

Dhunna (1984) conducted a study to analyze the prevalence, patterns and attributes of consumers towards soft drinks and how different segments, based on age, profession, sex and income, differ in their attitudes. Information was collected from 100 respondents in Rohtak city, wherein Campa cola had the highest awareness among the respondents. The taste of soft drinks was found to be the most important factor. The promotional campaign of Campa Cola was able to pull the consumers and force them to try it at least once. The study also revealed that consumers in the age group of 20yrs were very much interested in the advertisements and those in the age group of 20 – 30 yrs were found to be taking an extraordinary interest in the advertisements. Most of the consumers were found to be changing their brand quite often.

The scattered literatures have revealed with regards the critical success factor for the brands to succeed in India. Firstly, the price, the extrinsic cue, has received the most research attention out of all the intrinsic and extrinsic cues. Price is identified as an important index of quality as revealed by Tabor (1995).

Gupta and Singh (1999) conducted a study on psychographic characteristics of consumers operating in four inter – dependent cultures in Jammu and Kashmir, namely, Punjabis, dogras, Kashmiris and Hindi – speaking. The study concluded that the purchase decisions are influenced by the psychographic profiles of the consumers. It states that the efficiency of advertising depends on its match with target markets. The study has established the relationship between psychographics and advertising effectiveness through targeting divisions, advertisement writing decisions and media decisions.

Kumar and Menakshi (2003) in their work with children as decision makers analyzed the purchase decision of children and parents in selected products. They observed that out of nine products taken for the study, only in the T.V channel to be viewed and the activities to be carried out by the children in their leisure time, children appeared to be the decision makers. However, in case of other product taken for the study, namely, notebooks, footwear, bicycles, comics, games, clothes and walkman, the decisions were taken by the parents or joint decisions were taken by both the parents and their children. Based on the study, they suggested that marketing executives should see that their promotional efforts are directed more towards the persons taking the purchase decisions. Marketers should find out the sources from where the decision makers in the family seek their information and must ensure that all the necessary information regarding the product marketed by them are available in detail.

Jha and Abraham (2004) reveal in their research that the FMCG product category in India is witnessing severe competition like it does the U.S markets. A plethora of sales promotion offers are made ranging from simple price – offs to innovative contests are gift offers trying to lure the deal prone consumers. All kinds of brands in a given category – international, national, regional, and local design innovative sales promotion offers to attract consumers. For example, in the toilet soap category, Lux {international},

Hamam [national], Toulouse name [regional}], and local brands [Unbranded] fight for market share by offering different schemes.

The model derived in the study conducted by Kumara and Canhua (2010) shows that consumers' expectations of foreign products have four dimensions: economic, informational, conviviality and personality. His findings reveal that when a consumer buys a foreign – made product he considered the economic value of the product wants more information about the product, and considers to what extent the product has an impact on social status and how the product enhance consumer personality. Third, consumer ethnocentrism is a phenomenon of the developed world. Consumers from less developed countries have repeatedly shown a marked preference for imported goods. Indians are generally perceived as clamoring for foreign brands,

Objectives of the Study

- ❖ To study consumers behavior in relation to Price of the International brand of FMCG products.
- ❖ To study consumers behavior in relation to Quality of the International brand of FMCG products.

Hypothesis of the Study

- ❖ H1: There is significant difference between perception of consumers regarding Price of the International brand of FMCG products.
- ❖ H2: There is significant difference between perception of consumers regarding Quality of the International brand of FMCG products.

Methodology of the Study

Descriptive survey method was used for the study. Population of the study was consumer of the Ghaziabad city. A sample of 50 consumers was selected using simple random sampling technique. A questionnaire was used as a tool for the survey. The consumers were surveyed at malls, where they were asked to fill up the questionnaire. The actual sample size decided was 50.

Analysis and Interpretation

Testing Hypothesis (H1)

In order to test the hypothesis that 'There is significant difference between perception of consumers regarding Price of the International brand of FMCG products' the results of t-test are given in table-1.

Table-1

Perception of the Consumers regarding Price of International Brands

S.No	Demographic Characteristic	Groups	No	Mean	SD	t-value
1	Gender	Male	22	15.72	3.78	1.29
		Female	28	16.20	4.15	
2	Age (in years)	Upto 30	32	17.21	4.20	2.05*
		Above 30	18	17.99	3.99	
3	Background	Urban	35	16.22	4.10	1.26
		Rural	15	16.71	4.23	
4	Family	Nuclear	36	15.79	4.26	0.07
		Joint	14	15.76	4.36	
5	Annual Income (in Rs.)	Upto 300000	29	15.61	4.42	2.11*
		Above 300000	21	15.47	4.36	

Results mentioned in table-1 indicates that there is no significant difference between perception of male and female consumers regarding Price of the International brand of FMCG products. A significant difference exists between perception of upto 30 and above 30 years of consumers regarding Price of the International brand of FMCG products. But this difference does not exist between urban and rural consumers as well as consumers belong to nuclear and joint family. A significant difference also exists between perception of consumers having annual income upto 300000 and above 300000 per year regarding Price of the International brand of FMCG products. Hence the hypothesis (H1) is partly accepted and partly rejected.

Testing Hypothesis (H2)

In order to test the hypothesis that 'There is significant difference between perception of consumers regarding Quality of the International brand of FMCG products' the results of t-test are given in table-2.

Table-2
Perception of the Consumers regarding Quality of International Brands

S.No	Demographic Characteristics	Groups	No	Mean	SD	t-value
1	Gender	Male	22	15.96	4.18	3.70**
		Female	28	14.44	4.80	
2	Age (in years)	Upto 30	32	18.10	3.90	2.26*
		Above 30	18	17.26	4.25	
3	Background	Urban	35	16.22	3.90	1.15
		Rural	15	15.80	4.11	
4	Family	Nuclear	36	17.21	4.06	3.69**
		Joint	14	15.81	4.19	
5	Annual Income (in Rs.)	Upto 300000	29	15.57	4.40	2.22*
		Above 300000	21	15.68	4.37	

Results mentioned in table-3 indicates that there is significant difference between perception of male and female consumers regarding quality of the International brand of FMCG products. A significant difference also exists between perception of upto 30 and above 30 years of consumers regarding quality of the International brand of FMCG products. But this difference does not exist between urban and rural consumers. A significant difference exists between perception of consumers belongs to nuclear family and joint family regarding Price of the International brand of FMCG products. A significant difference is also found between perception of consumers having annual income upto 300000 and above 300000 per year regarding Price of the International brand of FMCG products. Hence the hypothesis (H2) is accepted in majority.

Conclusion

A consumer is not someone to argue or match with the needs and satisfaction levels differ from individual to individual and no company can satisfy the needs of consumers. Consumer oriented thinking helps the marketer to define consumer needs from the consumer's point of view. The present study attempts to bring out the factors leading to the purchase behaviour and perception of consumers in buying International Brands of FMCG products. Suitable suggestions were given to marketing environment forces like competitors, who influence consumer's perception and behaviour from time to time.

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CHALLENGES IN MARKETING TOURISM DESTINATION AFFECTED BY TERRORISM

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ABSTRACT

Tourism is one of the Global industries as copious tourism related activities take places throughout the world. Though, tourism is viewed as profitable business in present context were cut throat competitions exist to attract more tourist towards a destination, marketing become unavoidable. Terrorism is taking new dimension globally as often terrorist finds it easy to attack soft targets such as tourism infrastructure. Immediately after attack a surge in cancellation of booking are witnessed creating a lot of irrevocable losses to tour operators and other service providers. Tourism and hospitality sector faces peculiar problem of marketing tourism destination especially after terror attacks as tourists largely avoid such places as they feel insecure. Ripple effects are evident after terror attack at the destinations and it is quite natural for the ripples to spread outside the destinations and create adverse impact in the mind of the people planning to visit that destination and hence they prefer to cancel their booking. Careful analysis of situation must be carried out and responsible marketing strategies must be adopted to energize the industry and to attract visitors towards destination affected by terrorism. This paper analyse the challenges faced and marketing strategies to be adopted to reduce the negative impact of terrorism on tourism at destination.

Keywords: Soft target; tourism infrastructure; alienation; tourism marketing; economic multiplier effect.

INTRODUCTION:

Societal and economic changes along with massive development in the field of science and technology resulted in rapid expansion and growth of domestic and international tourism in many countries of the world. India is not exempted from this. Visitor's satisfaction is a key for success of tourism at a destination. To find what visitor really need marketing research has to be done extensively over a period of time. Visitor's taste may not be similar and may change over a period of time. Therefore, tourism marketing plays a vital role in identification and delivery of better services to achieve the tourist's goodwill and satisfaction.

Marketing in general is defined by American Marketing Association as, "The performance of business activities that direct the flow of goods and services from producers to consumers". Economic and business pressures added much constraint on marketing as a result of this, experts concentrated on improving the product rather than understanding customer needs and reason behind decision processes. Tourism marketing is some what complex as travelers behaviour, tourism products and services, risk involved are entirely different from marketing a consumer goods. Tourism marketing activities have not gone unnoticed, plenty of tourism marketing literature available clearly pin point that marketing plays a prominent role in tourism development in modern era. Tourism Marketing is more than just selling a destination (Kerry Godfrey & Jackie Clare, 2000) this particular aspect must be borne in mind while framing marketing strategies especially during the time of crisis.

Terrorism has become more lethal and with in a short span of time it has become a major impeding factor of tourism industry. Marketing experts globally face a lot of problem in marketing tourism destinations affected by terrorism as the physical risk and psychological risk arising due to fear of terror attack have increased tremendously. Marketing destination affected by terrorism is a complex issue which required well focused and in depth study about destination in tourism point of view and key factor attracting people towards that destination.

Review of Literature

Researchers, intellectuals, and Armed Forces officials throughout the world provided a lot of insights regarding the impact of terrorism on tourism. Business strategist also framed necessary marketing strategy to overcome the hurdles of marketing the destinations affected by terrorism. Understanding dynamics of changes in motivation and preferences are essential to understand tourism demand after terror attack at destination (Sinclair & Stabler, 1997). Destination when felt risky will be ignored by tourist in general (Sonmez and Graefe, 1998). Terrorism is a human crises (Sonmez, Apostolopoulos & Tarlow, 1999) Sharp decline in tourism demand is observed after terror attack in Israel (Krakover, 2000). Terrorism gradually influences tourist's choice of destination and when occurs repeatedly will affect inflow towards neighbouring countries also (Frey, Luechinger & Stwtzer, 2004). Terrorism seeks to destroy modernity, creates a devastating impact on tourism industry as reputation of destinations once damaged will take long period to recover (Tarlow, 2006). Major terrorist attacks and the corresponding impacts are likely to affect both the decision to travel and individual preferences towards attributes of tourism products (Aran & Leon, 2008). Terror attack psychologically affects the tourist all over the world (Masarrat & Varshney, 2009). Marketing strategies will be effective only when marketing plans are well understood and planned separately for each destination. Marketing of tourism must be responsive to economic, social, political and technological changes (Malhotra, 1998). Marketing played a crucial role in attracting tourist towards Bali after Bali bombing (Henderson, 2003). When fear of terror attack persist new marketing strategies centered on community based tourism reduces impact of terror effect on travel business (Chen & Chen, 2003). Vast literature on terrorism and its impact on tourism vividly exposes terror incidents with varying intensities cripples tourism activities at destinations and marketing strategies exclusively framed after terror attacks will help to bring the tourism industry on track in the long run. The present work is a continuum to bring back the destination in full swing after terror attack.

Rationale of the study

Apart from bombing and incendiaries, terrorists use on automatic weapons, grenades and various kinds of modern weapon and tactics to attack tourism infrastructure in order to inflict casualties, damage property, create panic and fear in minds of visitors, native and audience. Hard work of security forces no doubt reduced number of such incidents but security analyst can't completely rule out terror attacks in future. Terrorism leaves a frightened effect on its audience which increases the fear further. This creates a complex situation for tourism marketing experts as general marketing strategies followed during the normal times will not attract the travelers towards that particular destination. It is in this context present study assumes significance.

Methodology Adopted

To analyze the impact of terrorism on tourism and to find the challenges of marketing terror affected destinations this study has used relevant available information. Research papers published in various books, journals, reports and surveys and speeches of experts, interviews with people published in media have largely contributed towards construction of this paper. Observations are done on marketing

strategies of that particular destination after terror attacks and steps are framed to overcome the prevailing shortcomings.

Objective of the study

The main objective of the study is;

- to understand the impact of terror attack on destination's image;
- to analyze the challenges of marketing tourism destination affected by terrorism;
- to design measure to overcome challenges in marketing a tourism destination after terror attack.

Tourism Marketing

Success of tourism destination largely depends upon marketing strategies. Tourism marketing involves research, analysis, product formulation, structuring pricing policies, promotion and distributions. These steps cannot be ignored though tourism is considered as a special type of product or service which has specific characteristic features. Understanding the complexity in marketing tourism services is an important pre-requisite for successful marketing. Intangibility, perishability, heterogeneity and inseparability factors which make tourism service/product a more sensitive business can be well managed by careful use of the marketing strategies. From identification of visitors needs to satisfying those needs largely depends upon marketing strategies.

Though tourism marketing is generally viewed as identification of opportunities which arise from visitor's need it has to be dealt specially as tourism products/services are created with multi-images depending upon different segments to which they are to be marketed. Visitor falling under different segment has different taste which has to be exactly identified and satisfied by effective tourism marketing strategies. Sustainable competitive advantage for tourism services/destination/product can be developed only by analysing emerging needs and understanding demographic trends with the help of marketing strategies. The key issue in examining marketing in tourism- related industries is marketing 'by whom, to whom?' (Malhotra, 1998) In tourism industry marketing is widely used as a tool to fully understand the dynamics of visitor's behaviour which is not easy to understand and estimate. Modern tourism marketing has emerged as a reaction to changes in the social and economic environment. Therefore tourism marketing plays a vital role which can't be avoided in success of a particular destination globally however attractive the destination may be.

Impact of Terror Attack on Destination Image

Tourism is being heralded as the next big boon for economy of many nations. Tourism industry employs large number of people educated and uneducated, skilled and unskilled, even in remote areas where other industries and agriculture are not possible. Understanding its cascading effect, globally nations are concentrating more to develop tourism as an important tool to fetch adequate foreign exchange earnings. Terrorist have often targeted tourism infrastructure globally, as it is a soft target, easy to attack and difficult to defend. Whatever may be the situation, it is very difficult to predict their next course of action and types of weapons, operational strategy, target they are planning to attack inspite of timely intelligence warnings.

Tourism is a key sector which is affected to a maximum extent by terror attack (Sundararaman, 2009). In depth analysis of terror attack reveals the fact that the terrorist are shifting the focus towards soft targets from hard targets. Immediately after terror attack at a destination, the image of the destination reduces

drastically; this becomes difficult to build up in short span of time. Tourism destinations are heavily crowded with multinational population and even a low profile attack or damage to tourism infrastructure by terror activities creates deep impact in the mind of people hearing about the attacks through electronic or print media. Travel advisory issued by the various countries regarding terrorist attacked destination/country create a panic in the mind of the people and reduces the image of the attacked destination to a large extent.

The longer the period of time a terrorist organization keeps killing the people and higher the death toll, the greater the intensity of terrorist violence. (Ignacio Sanchez- Cuenca, 2009) when terror activities continuous at a place for a long period of time it certainly creates a complex situation for the tourism marketing experts. The importance of image of a place/destination plays a vital role in attracting tourist towards that destination/country. Once when image is affected it takes very long time to build up as a sort of vaccum will be created which become tedious for policy makers to counter easily. When tourist arrival falls suddenly people involved in tourism and related service face a tremendous pressure in generating business and in maintaining profit level. They will loose interest in short span of time and may switch over to other businesses; such situation dampens the spirit of investors to make further investment in tourism and related business.

Transportation, Accommodation, Hotels are backbone of tourism sector and they remains worst affected sector when terror attack take place at a destination. Fear grips the mind of the people and they cancel their trip to the terror affected destination though they booked various services in advance. Tourism struggles under constant threat of terrorism (Masarrat & Varshney, 2009) confirm high negative impact of terrorism on tourism at any destination. Inter-linkages between various sectors of tourism industry will be low after terror attack as they face slowdown in business turnover. Economic multiplier effect of tourism will be very low, employment generation by tourism touches rock bottom at destination when terror attacks take place. Huge investments are required to rebuild or to repair tourism infrastructure physically damaged due to terror attack. When country depends mainly on tourism for its development and where alternate cost effective means of development is absent government has to spend a lot to rebuild and restore tourism infrastructure.

Immediately after terror attack, foreign exchange earnings and its contribution to the Balance of Payment (BOP) from tourism sector reduces steeply, further complicating financial status of the country. Fear among people regarding safety and security at terror affected destination leads to traffic diversion towards competitor's destination. A feeling of alienation also preoccupies mind of people. This creates new hurdles in attracting more travelers to terror affected destinations.

Apart from the above general impact three main impacts are observed in terror affected destination they are as follows:

1. ***Expectation of Tourist Reduces Suddenly:*** Tourist seeks to maximize the benefits to gain from travel experience. This particular benefit can never be achieved by travelers especially at destination which faced terror attacks recently. Once expectation level reduces even before commencement of journey towards the destination marketers of tourism face a peculiar problem.

2. ***Expectation of Firms Involved in the Tourism Businesses will Reduce:*** Firms providing tourist goods and services will always plan to maximize profit. During period turbulence especially after terror attack their expectation will go down and business turnover will reduce drastically affecting the rate of return on investment made. Moreover slackness visiting such terror affected destinations will prevail over a period

of time making the situation complicated for tourism related firms. Low morale of firms takes much time to recover and react to challenging situations.

3. Benefit to Host community due to Tourism will reduce: Host communities will always try to maximize the primary and secondary benefits of the tourist visit in their place. This particular aspect cannot expect to be same after terror attack in that destination. Visitor arrival will be less making it difficult for host population to generate profit from tourism activities.

Morale of general public will be low and doubt regarding the capability of own security will be on raise immediately after terror attack in any destination. Generally it will take a lot of time and resources to regain confidence. In depth analysis only will reveal the exact impact of terrorism on tourism this also varies from one destination to another even in the same region within a country. Researchers must be careful in calculating the impact or else they may end up in wrong policy adoption for tourism development.

Marketing Terror Affected Destination a Tedious Task

In an increasingly competitive world at normal situation marketing strategies followed can increase tourist's inflow towards a particular destination. Marketing strategies can influence demand and tourism service/product can be easily pushed on to the consumer. Travelers feel easy to understand and it is common activity during normal situation but during abnormal condition especially after terror attack, why and for what reason people avoid to travel to such destination become a crucial question even marketing experts finds difficult to answer.

Marketing terror affected destination is tedious task. A tourist undertakes a tour to recharge his/her energy, enjoy eternal peace and tranquility and for go on adventure in a safe and secure environment. Therefore, he/she would not go to a place affected by political upheavals and terrorist attack (Narayan Singh Rao, 2009). This clearly indicates that normal marketing strategies are not enough to attract tourist towards terror affected destination.

Fear of terror attack often cripples tourism at a destination. Sometime people decide to stay at home rather than visit a terror affected region (Narayan Singh Rao 2009) implies it requires special marketing strategies to make people to step out of their home and visit terror affected destinations. Tourism sector faces an almost insurmountable pressure when operating in a threatening environment (Sundararaman, 2009). Such pressure can be solved by adopting suitable marketing strategies. It is very easy to suggest suitable marketing strategies but in practical it is very difficult to adopt those marketing strategies to regain lost glory and image of terror affected destinations. Creating the impulse to travel, and making the individual to understand what is on offer through marketing requires lot of ground work and support from all stakeholders of tourism business especially after terror attacks. Marketing efforts must be targeted at those segments most likely to respond and to the desired client profile (Malhotra, 1998) identifying the target segment will be a great problem for the marketing experts. Difference between anticipation and consumption level of tourism product/services will be more, especially at initial stages while marketing a terror affected destination. It requires a constant watch and repositioning of strategies at appropriate level to regain traveler's confidence.

Tourism itself is a very sensitive business it becomes much complicate activity especially after terror attack. Marketing become a challenging task and constant evaluation of situation must be carried out until satisfactory level are achieved. Lack of idea in predicting human behaviour will make good marketing

strategies ineffective. To avoid such situation one has to understand the challenges in marketing terror affected destination.

CHALLENGES IN MARKETING TERROR AFFECTED DESTINATION

Understanding challenges in marketing terror affected destination is an essential prerequisite for developing successful marketing strategies the following are challenges faced in marketing terror affected destination.

1. **Misunderstanding Travelers Need / Expectation:** In general terror affected destination are avoided by travelers to large extent. Individual who wants to learn more about terrorism, who careless for his/her security, individual with special interest to work for affected people at destination would prefer to visit such destination. Marketing expert has to understand this carefully. Marketers misunderstand the real motivation behind travel towards terror affected destination which becomes a barrier to tourism development.
2. **Impact of Travel Advisories:** Foreign travelers are much particular about travel advisories issued by their own countries. Immediately after terror attack travel advisories instruct travelers to keep away from such destination. Fear feeling induced by such advisories make destination unattractive and unsafe for visit. As a result of this, cancellation follows in large number creating adverse image of destination. Marketing a destination during such situation naturally becomes a challenging task for marketers.
3. **Morale of Native People:** Immediately after terror attack the morale of people will be low. Lack of confidence is generally observed among individual especially after terror attack at destination. Once when native people morale is low it leads to an unfriendly atmosphere for tourism activities. Marketers will face difficulty in pushing product / services when situation of destination is not conducive for tourism activities.
4. **Increased Security:** To avoid any further attack, for safety and protection of the people, authorities may increase the security at vulnerable points at a terror affected destination. Presence of such security force induces a feeling of insecurity in the minds of the tourist's and host though the security forces are mainly to give additional security. Tourists may try to move away from such destinations. This particular aspect will pose a lot of problem for the marketing experts to increase the inflow through marketing strategies.
5. **Lack of self confidence:** Individual may have less confidence on himself / herself even if the security at destination is adequate. Lack of self confidence will prevent them from undertaking a trip. Marketing strategies will not work if travelers have self doubt regarding safety and security about the destinations.
6. **Psychological Impact of Terrorism:** Marketing techniques such as tactical marketing (focusing on short term problems and solutions) and strategic marketing (focusing on long term product development) (Richard Sherphy; 2006) are widely adopted. Such types of marketing will not be helpful especially after terror attacks. The psychology of how person think about a destination after

terror attack widely varies from one individual to another. This arises because of the environment in which the individual was brought up. To tackle such varied psychological thinking special marketing strategies are required.

Tourism marketing strategies will be ineffective due to outbreak of terror incidents at destination. This will force marketing experts to spend more resources over a long period of time to achieve their set targets.

MEASURES TO OVERCOME CHALLENGES IN MARKETING A TOURISM DESTINATION:

Terror attack normally leaves every individual in great shock and sorrow. Negative impact of terrorism on the image of the destination can be reduced by framing suitable marketing strategies. Marketing strategies must be cost effective and should be easily adoptable in less period of time by all stakeholder involved in tourism business. Various adoptable and cost effective measures are as follows:

1. ***Understanding Changes In Visitor's Expectation:*** The main marketing strategy that has to be adopted is to understand the changes in traveler's expectation. Travelers moving to such destination may have various expectations that have to be deeply looked in to. In depth research must be done to understand the general mood of the individual visiting such destination.
2. ***Safety and Security as a Key Marketing Concept:*** Even in normal situation travelers expect cent percent safety and security for themselves at destination. Doubt regarding their own safety and security will prevent them moving towards the terror affected destination. Projecting safety and security as a vital point will help in attracting visitors towards terror affected destination. Any special security arrangements made must be explained to travelers showing real interest towards that destination.
3. ***Search Potential Travelers:*** Marketing expert must take serious note regarding how many individual are really interested towards traveling to such destination. They should not calculate the number of query received by them as positive sign of potential travelers towards the destination. Marketing expert must lookout for vital travel enquiries and must take adequate steps to convert such enquiries into booking. Effective marketing strategy can help in increasing tourists inflow towards terror affected destination.
4. ***Avoid Generalization:*** Special care has to be adopted by marketing expert in marketing services/product to travelers towards terror affected destination. Marketing strategies used at a destination after terror attack to increase inflow will not work at other destination as the reason for terrorism varies from place to place even if it has occurred with in same region/country. Destination specific marketing strategies must be designed by the expert to increase inflow towards particular destination.
5. ***Market Service Benefit rather than Marketing Reduced Cost of Services:*** Marketer tend to reduce the cost of services immediately after terror attacks. This normally creates doubts in the mind of the people regarding the quality of service and security. Instead more stress must be provided in marketing special benefits to travelers visiting such destinations. Travelers can be delighted to receive such benefits and may take decision to move towards that destination.
6. ***People as Part of Tourism Activities:*** Marketers must understand that inflow towards terror affected destination can be enhanced when more people become a part of tourism activities. Tourists spend more time at destination when interaction between guest and native people take place.

Marketing strategies will be more beneficial when the native people support is achieved for tourism activities at such destinations.

Identification of right marketing strategies and adopting those strategies within stipulated time period will make situation somewhat comfortable for marketing experts.

Conclusion

Depending upon different security situation the tourism sector reacts distinctively towards impact of terror attacks. Tourism sector face greater growth obstacles than other sectors due to terrorism. Best practices in addressing impact of terrorism on tourism are yet to be formulated. The marketing of tourism does not and should not exist in vacuum (Malhotra, 1998) clearly indicate the need of the innovative and responsible marketing strategies. Developing new innovative ideas and strengthening the existing ideas through sharing and exchange of experience among various stakeholders in tourism will pave way to reduce negative impact. Identifying approaches and new strategies for facilitating synergy to tourism after terror attack largely depends on understanding the impact and designing new marketing strategy which can operate in an efficient and cost effective manner. Concerted efforts are necessary in framing and following new marketing strategies. Though marketing terror affected destination is a great challenge tourist inflow at that destination can be enhanced only when proper marketing strategies are adopted with in short span of time.

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CORRECTION PHASE IN MANAGEMENT EDUCATION AND ITS EFFECTS ON RAJASTHAN MANAGEMENT INSTITUTIONS

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ABSTRACT

Management institutions in Rajasthan after having huge infrastructure and investment with small quantum of graduates from business schools of Rajasthan are placed in the corporates in India and abroad whereas a vast majority of the MBA pass-outs struggle to find a good job. Many surveys like, the business standard best business schools survey 2010, published along with the September Issue of Indian Management shows that there is a decline in quality of management education as one moves down the list of business schools.

New milestone in management education, the entrance test for admission in management colleges in Rajasthan in the year 2012, is CMAT 2012. It has been introduced for admitting the students into various management institutes in Rajasthan and other colleges of the states of India. CMAT has replaced RMAT in Rajasthan.

Out of more than 150 colleges in Rajasthan, what could be the reason that the students are not considering them through CMAT as their preferred colleges? The colleges of Rajasthan are suffering from vacant seat phenomenon. This poses a question, as to what are the students looking for in an MBA college. Corporate do require MBAs but the vacant seats phenomenon every year are sending a wrong signal to students discouraging them from pursuing the course.

The future of Management Education is in the phase of correction. Management institutions, students and corporate world will suffer from this kind of situation. All of them should take corrective measures to overcome from this complex situation in time or time will decide the fate.

Keywords: CMAT, RMAT, Business Schools, Signs of correction, MBA.

INTRODUCTION: THE PROBLEM STATEMENT

Every management institute wishes to get full intake of students to be admitted in their institute in their MBA course. From last 10 – 12 years there are many institutes mushrooming in various parts of Rajasthan to provide management education. Many institutes have other courses like B.Tech., M.Tech., and Pharmacy etc. along with MBA, they are affiliated to RTU and approved by AICTE to run the MBA course. Earlier the entrance test RMAT was conducted to select the students for the MBA course. According to the choice and the ranking obtained, the students chose management colleges. The best perceived Management Colleges according to the market and student's perception got the best lot of the students.

Year by year management institutions gradually increased their intake from 30 to 60 to 90 to 120 to 240 per year. The regulating bodies also permitted the same according to the student's admission pressure. But after some good initial years of success, currently many management institutions are facing the vacant seats phenomenon. The reasons might be the new entrance exam conducted by the AICTE named CMAT or undefined market conditions.

Now CMAT has opened the gates to the 12 states for 4000 colleges for MBA and 500 for PGDM and more than 3.5 lakh seats and students can pick any college of their choice under CAP [the CMAT admission process]. How many management institutes of Rajasthan are getting their full intake from the last two years? There are many vacant seats available in many management colleges of Rajasthan which points towards something serious. Care should be taken on priority.

According to the present situation of Rajasthan, entrance exam for management institutes RMAT has been replaced by CMAT. Earlier RMAT covered all the institutes of Rajasthan and affiliated university RTU, Kota. When CMAT was introduced, the covering area increased in terms of students' preferences and comparison between the management institutions of Rajasthan and other states gave them more power to choose.

Students have now the option to choose any other management colleges other than Rajasthan. Earlier they were virtually bound to choose the management institutions within the Rajasthan region only. On the other hand management institutes of Rajasthan can get admissions from other states though other entrance test if they accept the scores.

The current scenario leads us to ponder on various possible reasons or factors which were may or may not be present or present earlier but in dormant state. Is RMAT not filtering right candidates to pursue MBA? Is CMAT more penetrating than RMAT? Are the marketing practices of institutes to promote their image not apt? Is the market image of Rajasthan's management institutions somewhat low as compared to the institutions of other states? To study the perception of students, faculties, parents and education consultants, various surveys have been conducted by private players, magazine, media, and newspapers. Surveys about MBA / Management institutions of Rajasthan, quality of management graduates produced in Rajasthan, students management graduate but not employable as perceived by the market, have also been conducted.

After introduction of CMAT, the vacant seat phenomenon has increased in Rajasthan. The students of Rajasthan are not opting for management institutes of Rajasthan to do MBA.

What could be the possible reasons for this negative effect/ impact, many management institutions who are running single management courses in Rajasthan may not survive for long? During last 5-6 years many private universities have emerged in the education sector of Rajasthan like Jaipur National University, Suresh Gyan Vihar etc. Could this be the reason for vacant seat phenomenon in MBA? After 10-11 years of tremendous growth of Management education in Rajasthan the era of MBA is over or we are not producing employable candidates or not up to the demand of the industry. What may be the hidden reason/ exact reason or combination of many factors? Or this is the correction phase in management education in Rajasthan?

NEED OF THE STUDY

The need of the study, has evolved due the current transaction phase of management study to understand and to find out the best possible reasons for the current situation of the management education in Rajasthan.

IN RAJASTHAN THERE COULD BE FEW POSSIBLE REASONS LIKE –

- This could be the correction phase in management education. Many management institutes who are already there and successfully providing management education from last 10-12 years and many private universities and management institutes are also facing the problem.

- May be MBA boom is over, like the IT industry's 'dot com' boom. Now students are not opting for MBA as a career option or MBA is not a marketable degree in the current market.
- Management institutes are not producing employable management professionals in Rajasthan.
- Industry/ market is not accepting management professionals from Rajasthan in large manner as employable persons, might be due to lack of academia – industry interface.
- They are not employable according to the current industry norms, due to the lack in the syllabus up-gradation from time to time.
- Students from Rajasthan do not want to do MBA from Rajasthan any more, they want more exposure of industries. Job opportunities are also lacking in Rajasthan.
- Students from Rajasthan are not opting for colleges of Rajasthan as an option of choice in CMAT.
- Is there is a saturation in MBA and it needs time to overcome from the current situation, if yes then what about the survival of the various management institutions in Rajasthan?
- The role of UGC, AICTE, RMAT, CMAT, and RTU can be questioned. Also the policy of the Rajasthan Government regarding welcoming of industries in Rajasthan also needs to be seen.
- Why CMAT is not proved fruitful in the case of Rajasthan, or the timing of CMAT is not right or the management institutions of Rajasthan should get separated from CMAT exam for MBA.
- Is there any gap in understanding the MBA course in students, parents, management institutions while they market the MBA degree through advertisement?
- Is this the time to **indigenize MBA course** according to Indian market or **remake** according to the **international global market**.
- May be there is a gap in understanding the role of MBA or management degree in the market, the importance of management graduate in the market in form what actually market / industry wants from a management graduate and what a management graduate is obtaining or delivering in the market.
- The value of getting an MBA degree from RTU is not that worth in the eye of students in comparison to other states colleges. Is there is any role of RTU in associating the marketability of management institutions of Rajasthan that are providing MBA degree.

There could be more possible reasons for the vacant seat phenomenon but few of them are listed hypnotically above.

MARKETABLE IMAGE – MANAGEMENT INSTITUTIONS

The marketable image in front of students or the prospect customers is based on the various factors; the parameters could be, Intellectual capital, Admissions, Placements, Infrastructure, Industry Interface and Governance, AICTE approval for the institute. Various b-school surveys, advertisements, past records of placements are shown in the marketing of business school. IIMs and other private management institutions of Delhi, Mumbai, and Pune etc. are able to get admissions year by year, CAT allied institutions majority of them are not facing vacant seats phenomenon.

In Rajasthan, the issue of marketable image of business schools was not a prominent factor. 2 years ago every institution was having almost full intake capacity or more or less satisfied through RMAT, but in current situation we have to ponder on the various best possible reasons or combination of them to understand the vacant seat phenomenon or this may be the correction phase in management education. The perception of best institution differs from students point of view and from faculty point of view but there are some common bases of understanding like ACITE approval, good infrastructure, good placement record, compensation of faculty, faculty development programs, highest qualification etc. which leads to the marketable perception of an institute. Now a days many agencies other than NAAC and NBA such as newspapers and magazines are doing best business schools survey to show the ranking of business schools in India. The IIMs are always on the top, none of the Rajasthan's management institute Govt. or private appear in the top 20 list. The surveys list the items such as ranking, intake, and fee structure, average salary, past placement record, etc., institute's alumni reflects the image of the management institutes. These kind of surveys result in playing a vital role in deciding the management institutions before taking admission in MBA course.

Before two year, every management institute of Rajasthan was having almost full intake of seats or at least satisfied number of students were there, the question of marketable image of institution was not present at that time? What is the reason of vacant seat phenomenon in today's scenario suddenly the image of Rajasthan's management institutes matters or there is some other reason. Whatever may be the reason, but the track record of placement, the students merit list in the entrance exam, faculty, and infrastructure plays important role.

Institute's marketable image, it is the combine effect of the students' performance, faculty support and the management institution's image in the market which leads into the good institute's marketable image. In management institution **we teach** how to sell the product and deal with the worst situation of the market and how to motivate the sales force to sell more of the product but in current scenario management stakeholders are not able to sell their management institutions image in the market.

THE CORRECTION PHASE:

Top 15 – 20 colleges who accept CMAT scores are from other states, how many are from Rajasthan? Very few. Why they are being preferred by the students and academic consultants, why they have this market image, why students think if they get MBA degree from some specific institutions it will help in getting good job with handsome salary package, what should Rajasthan's management institutions should do to get themselves into top 50 colleges who accept CMAT scores?

What about the students who do not clear CMAT or their ranking is low and do not want to join Rajasthan's management institute due to any reasons, what about the students who do not want to go to other states due to specific reasons whether they are not affected from the vacant seats phenomenon, in Rajasthan are they getting quality management education according to the employability standards of industry or market.

RMAT is conducted once in a year and CMAT is conducted twice in a year, may be to give more chances to the students to improve the ranking in CMAT and to get the desired colleges to do MBA. Is this a true fact or it is a temporary solution for escaping from the vacant seats phenomenon.

There could be more questions arising in the mindset of students and other stakeholders in the Rajasthan's management education providers. The need is to find out the exact reasons and this is the right time to

eradicate the possible reasons so that the management education in Rajasthan can come up to a mark of current industry standards.

The perception of students and faculties along with the management institution has to be considered before getting to any decision because the life/career of the student and prestige of the faculty and image and existence of the institute owner is on the stake in current scenario.

The correction phase is very unpredictable. Along with unpredictable reasons there might be no single reason, there could be multiple complex phenomenon or due to lack of foresightedness of the stake holders or may be due to leaving the facts unattended in past has led to the present situation. Whatever the reason may be every stakeholder is suffering from the consequences in Rajasthan. There is a difference between **education** and **learning**, education is what parents and teachers wish to provide though school/colleges and learning is what you actually want to learn from that education process. Most of the students do not differentiate in this two words, due to lack of experience they take more time to prove them in the market.

In every businesslife cycle there is aninitial growth, stability and low phase and there is a marketing strategy to overcome by taking corrective measures. Is this the correct time to think about the suitable strategy for this correction phase?

In present situation all the stakeholders have to think strategically with the flow of market conditions as we all know that this is not a good situation. They should find the exact reason or best possible reason to understand the cause and effect of the situation. Due to vacant seat phenomenon, there is no or very less students opting MBA as a career option due to which in many management institutions year is declared as zero session and faculties are not motivated to give their best to the students and management institute owners are also demotivated to support them. In this condition there are two situations one what about the vacant seats, and other is what about the students who are already admitted in the MBA course in the hope of getting more admissions in this session. It is the matter of career of students and prestige issue of the faculty and management institutions image in the market what they have projected.

In current situation what is lacking good students, faculties or management institutions? It is better to perceivethe problem before time and be the part of the solution before the time takes the decision.

It is very clear indication of time's decision what would happen if some corrective measures were not taken on time. The vacant seat phenomenon may be one of the sign of the correction.

Other parties who are directly or indirectly involve in the current situation the Rajasthan government, their policies for opening the management institution, AICTE, the university[RTU], **should be involved** to find out the best possible reason, in due time they will be also effected from the present situation.

EMPLOYABLE TALENT

In earlier days, whatever was made it was being sold in the market without complains because there were no market standards to measure the quality of the product, as market changes and better quality of product have come into the market people can compare the product quality and price and the value given by the product e.g. products from China to Indian market are cheap with substandard quality,can easily be comparable with other international product, we are into global market and everyone wants the best of the best like students want best institutions for study and placements, faculty needs good compensation package and good institution and management institution wants best of both world. India has become a global market for the world. Many MNCs have their offices in India and they will require good

employable talent to manage their resources. Due to globalization, the standard of the market to absorb management graduates has increased now they require best of the best, as we have many management institute private, Govt. and some private universities in Rajasthan to cope up the market standards.

In current scenario, the vacant seat phenomenon, low rank in various business schools surveys and low placement packages give rise to the question on employable talent. Students are attracted towards top institutes due to the quality education provided by experienced faculty and good placement records of their alumni, like Indian Business School's average salary package is 15 lack how many of Rajasthan's institutes are nearby. Does this indicate the image of the Rajasthan's management institute in the minds of students of the state and other states and employable talent? In last decade with the mushrooming of management institute, are the management institutes able to produce employable talent?

ACCOUNTABILITY:

Who is actually responsible, is the still big question facing all the stakeholders, what should be done to improve the market condition, understanding the market need very keenly and try to fulfill the same. In present situation if we look at the top performing colleges of other states like IIMs, XLRI, Indian Business School, Jamana Lal Bajaj and others they are performing well from last many decades and don't have the vacant seats phenomenon in comparison to management institutions of Rajasthan. In spite of that they are having tougher competition in getting admission in these institutions, higher scorers are applying to these colleges and best of the best students are getting admissions to these institutions. Those who do not get these top colleges they fight for other left options even then students are not opting management institutions of Rajasthan, what should be the marketing policies and other corrective measures for the present situation. If we see the listings from various business schools surveys, placement records etc. something is missing in the combination of success formula of management institution having MBA course in Rajasthan. Vacant seat phenomenon is the sign of correction in management education of Rajasthan, but what are the possible reasons for that problem it is very necessary to find out the accountable article the reason.

FINDINGS AND INTERPRETATIONS

FINDINGS

In the current scenario, there is very less data available to find and interpret the situation as CMAT is newly introduced entrance exam and frequency is twice in a year students are less aware of the management institutions of other states their fee structures and facilities. We are bound to get data which is available on the internet, the official website of AICTE and other management forums and supportive website who are providing information about the CMAT admissions, available seat matrix, placements and other data of institution of the states other than Rajasthan.

The Appendix 1: shows the Expected 2013 cutoffs of CMAT it includes the tentative cutoffs of the management institutions and at what score you are able to get the admission to the chosen or desired college under CAP. What is the sure shot score for admission and what will be the fighter score?

The Appendix 2: gives us the list of Top Colleges of all the zones like North, South, East and West who are accepting CMAT Scores their name, intake capacity, tentative fee structure and the placement package.

Appendix 3: gives us the list of Approved Institutes in 2013-14 in Management – Rajasthan from AICTE website who are accepting CMAT Scores for giving admission in MBA course. There are 159

management institutions listed with different intake capacity and the fee structure is pre decided as per the governing university for both Government and private management institutions.

Appendix 4: Shows the Leading 50 Privately-run MBA Institutes: survey done by www.efyedu.com– 2011, now a days there are many survey done by the media, newspapers, magazines to rate the management institutions according to the parameters which affect the calculations, in the present survey data, there are top 50 management institutes only two institutes of Rajasthan are successfully listed.

Appendix 5: Letter from AICTE to Rajasthan, this is the letter given by the AICTE to all the universities who are providing the management degree MBA to comply the admission process according to the CMAT scores. Similar letters are also given to the other state universities for the same.

Appendix 6 and 7: The present data gives us the glimpse of the situation of the management institutes of Rajasthan, may be the surveys' and other data are not sufficient to analyze the present situation correctly but they give enough indication of the state of management institutions of Rajasthan, students preferences and the placement structure of other management schools who are now in the direct competition of Rajasthan's management institution. This appendix shows the Ranking of Business Schools – 2010 provided by Business India under best b- schools, similarly the appendix 7 shows the best business school survey of year 2011.

Appendix 8: Table showing, ranking of CAT allied business schools on the basis of parameters- quality of input (students), process (faculty & academic infra) and output (placements), cut off, cut off of other exams, number of application received etc.

INTERPRETATIONS:

According to the **Appendix 1**, there is a list of management institutions with their tentative cutoff scores of CMAT as predicted from the list the students who got highest score prefer these intuitions or in other way institutions listed get high scored candidate. The **Appendix 2** gives us the data to interpret on the basis of 4 zones the colleges accepting the CMAT score and their intake capacity, Fee structure and the average placement package. There is no management Institution from Rajasthan out of 159, in the list.

Appendix 3: gives us the list of Approved Institutes in 2013-14 in Management – Rajasthan from AICTE website who are accepting CMAT Scores for giving admission in MBA course. There are 159 management institutions but in Rajasthan there is vacant seat phenomenon out of 159 institutes and some private universities are not able to attract the potential customers to fulfill their full strength. They have increased the intake year by year according to the past performance but what after introduction of CMAT the situation is alarming.

Appendix 4: Shows the Leading 50 Privately-run MBA Institutes: survey done by www.efyedu.com– 2011, this is the one of the survey among like others who rate the management institutions for ranking this also effects the perception of students before they make the final choice, in the given survey, we have leading 50 privately run MBA institutes and only two of Rajasthan got listed themselves out of 159, this is like two drops of water in the empty vessel if we go according to the same listing of ranking it implies that other institutes do not meet the expectation of the standards laid down by the survey but every college in Rajasthan fulfill AICTE and RTU norms and very successful past record of getting the admission this can be predicted through the increased in the intake capacity year by year what happened in last two sessions, may be the stress on the quality has increased and the correction phase is going to correct the same it is better for the future of the students and management institutes to give the better product in the market. Quality matters it is very easy to push top scorer students to do better but it is very hard to pull the average student to perform well in future, this is the time to prove the world Rajasthan management

institutions are doing something good for the future they have to make the necessary arrangements to improve the quality for this they have to consider the perception of faculty and students. It is not the only criteria to be ranked in top listing of nay survey but it impacts on the decision making criteria of students and creates positive image in the mindset of students and parents.

Appendix 5: Letter from AICTE to Rajasthan, this is a copy of ACITE letter for admitting the students in MBA program through CMAT it states that for the session 2012 – 2013 admission will be done through CMAT and RMAT is over, this opens the door for the students to take the change to get admitted in the top institutes who are perceived better than management institutes of Rajasthan by any means through survey, websites, accreditation process done through NAAC or NBA, they would like to move into those institution everyone wants the best whether students, colleges or faculty. The point to ponder is that this is the igniting point for the vacant seat phenomenon or this is a correction phase to correct the discrepancy spread in the scenario from last decade.

Appendix 6 and 7: This appendix shows the ranking of the various business schools of India who are providing Management degree, the table showing the data of rank, movement, name of the institution, the director, average package, and location in both the list there is no institution from Rajasthan neither Govt. nor Private in top 50. CMAT has given open access to the students to choose institutions other than Rajasthan now they are having top 50 in their hand.

Appendix 8: Table showing, ranking of CAT allied business schools on the basis of parameters- quality of input (students), process (faculty & academic infra) and output (placements), cut off, cut off of other exams, number of application received etc. if we see the cut off IIMs, and other colleges they are having cut off of 99– 100% in CAT and their own exams also see appendix 8, in such a high cutoff percentile the competition is very high all the game is of numbers, max. Numbers top college and good placement in industry is this the right combination of success.

FUTURE SCOPE OF MANAGEMENT EDUCATION IN RAJASTHAN.

In current scenario, there are many vacant seats available in MBA course in various Govt. and private management colleges in Rajasthan before CMAT the situation was not like this there was demand in corporate world for MBA and there is still demand for employable person. We have to find out the gap and full fill it weather the course content, reputation of management colleges industry demand, perception of student or sheep walking attitude of students.

People do MBA, to get good salary with growth prospects to get success in life and have a good career. MBA course is not very old in Indian scenario but according to the present scenario very soon it will pass away from the Rajasthan. In Rajasthan we have 159 institutes who provide the MBA degree from more than 10 years, they have performed well in older days, but they are now facing the vacant seat phenomenon this is very alarming condition for both the management institutions and the market of Rajasthan the corporate world of Rajasthan will not get good management professional to take care of their business, this raises the question on the quality and understanding the needs of market by the institutions and the MBA course content. In the global scenario Rajasthan is not untouched by the outer world corporates of Rajasthan also need the best of the management professionals and management graduates form Rajasthan should also good enough to compete other than Rajasthan.

Course contents are not radically revised according to time, why an industry will take MBA with outdate knowledge of market or industry. We are still studying the books with the content more or less related to the outside India, India is becoming the global market for the world despite of all the odds in the system, we should train the students to cope up the national and international market conditions. The future of

MBA is a degree that is more than MBA. It is time to restructure the course content on rapid basis and introduce new industry oriented /job oriented specialization in the MBA course.

There should be research on what the market demands and what we are producing in terms of MBA degree and management graduates. Industry want results, because with everything there is a cost associated industry does not want to be a training center in which people [MBAs] come and stay for 1-2 year and hop the job, now they want MBAs should perform from the 1st day although they provide on the job training.

CONCLUSIONS AND SUGGESTIONS:

The conclusion can be drawn from the above stated conditions there is a clear indication of the signs of correction in the field of management education in Rajasthan, there could be many reasons some are visible and some are indicating as they were dormant in past. Introduction of CMAT has given access to the students to choose the best institute for studies, this gives rise in the competition in Rajasthan's management institutes with other states. From the facts and figures available as secondary data from Internet like B-schools surveys etc. indicates that out of 159 management institutions of Rajasthan none of them in the top 50 list. These kind of surveys gives food for the thought to the perception of the students and other stakeholders this is the right time to think and act on the situation before time. The best suggestion according to the current situation is to see the exact or hybrid reason for this situation and try to remove it completely, there should be research on the situation why the vacant seat phenomenon occurs, management institutes should try to create the employable talent pool in Rajasthan, make MBA course more industry/ corporate oriented as the demand of globalization and India has become a hub for all the global market. Students might be pursuing the tailor made PGDM program that are more industry oriented. Their syllabus is updated from time to time and admissions are conducted at the institute level. It is right time for the governing and regulating bodies like ACITE and technical university [RTU] to think about the MBA syllabus up - gradation match it with global standards and Indigenize according to the Indian market.

THE NUMBER GAME: THINK OUT OF THE BOX

The number game, this is the game of high scorer person, who get maximum marks in the exam get top college in India. This is the scenario parents and teachers push students to get max. marks, for e.g. In Delhi University, IIMs CAT, XAT etc. the cutoff marks is 99 or 100% for admission what about other students, they do not get admission in the Delhi university in desired course, but the thing is that having maximum marks in the entrance exam does give some guarantee of success in the real corporate field. In the corporate world success matters, how it is coming it doesn't. When a person who is good in academics and not working as team player in a team the chances of success are very low, because in corporate they will deal with each and every kind of persons in team as well as in market and they have to balance the situation. This is what is missing in today's scenario, frequent job hopping, job dissatisfaction, frustration, comparison among the colleagues, success shortcuts formulas etc. At management institutions we should make a student to create balance inside and outside, to be a team player and adjust with the customer.

The admission process is totally based on the score of the entrance exam like CAT, MAT, XAT, CMAT etc. or in the graduation course on the basis of 12th class result. 10 -15 years ago the score was not as high as is today, majority of the students are getting above 70% easily that was not at earlier time. This is the scenario of number game, who got more score gets admission in top ranked college, but question is this is justified according to the long run in the corporate world. All that matters is, what is the performance of

the candidate in the field to turn up the rotation or to achieve the desired target in the sector in which he is working.

There is a situation in which a person has scored maximum marks according to the desired cutoff and does not have any practical experience of market or very little experience of internship. On the other hand a person who is working part time in market say sales or insurance sector and scored average marks in the entrance test, he does not get admitted into so called prestigious college for further career development. **The question is that whether a person scored maximum marks and successfully entered into prestigious institute can very well perform in the corporate world also and how long is he going to stay in the same organization?**

MBAs are known as job hoppers in the industry, this is a bad situation for the corporate world to bear, after investing high volume of money and time on training a person a person leaves the organization. As the result of number game in so called top institutes there is no vacancy and in other institutes there are so many vacant seats available and those institutes are struggling for existence. There is a direct correlation between students, institutes and industry. We have to think really about the number game, it is not only the ultimate criteria of success. Sometimes, the number game gives rise to the fake image creation of the institute. There is no shortcut to success and no guarantee of success through the number game in life.

In current scenario many management college are having vacant seats. Does having vacant seats affects the image of management institute in real sense? Once these management institutes are having full seats now they are struggling for admissions it is a situation in which the real reason is somewhat hidden in the layers. No one is single handedly responsible for the situation but combination of many factors are involved in it, one of the reason could be number game.

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Appendix:

Appendix 1: Expected 2013 cutoffs CMAT

Sure shot – Great chance to convert with Average GDPI score
Good chance – Good chance to convert with Good GDPI score
Fighter score – Fighting chance to convert with excellent GDPI score

College	Sure Shot	Good Chance	Fighter score	Backup score
JBIMS	304	300	295	295
Sydenham Institute of Management Studies, Research and Entrepreneurship Education	289	285	280	275
KJ Somaya	279	275	270	265
Welingkar	274	270	265	260
SIES	274	270	265	246
Dalmia	259	255	250	243
IES	249	245	240	240
MET	244	240	235	235
Xavier's	239	235	230	230
Chetna	234	230	225	225
KJ SOM PGDM	229	225	220	220
Alkesh Dinesh Modi	214	210	205	205
Sinhgad Institute	219	215	210	210
Welingkar PGDM	189	185	180	180
PUMBA	209	205	200	200
Vivekanand Education	209	205	200	200
Rizvi	209	205	200	200
Zagdu Singh Charitable	209	205	200	200
Indira Institute, Pune	209	205	200	200
SIES PG	109	105	100	100
Dalmia PG	109	105	100	100
chetna PG	109	105	100	100
MET PG	109	105	100	100
IES PG	109	105	100	100
Indira PG	109	105	100	100
Bharti Vidyapeeth's Institute	109	105	100	100
MIT School of Management, Pune	109	105	100	100
Sinhgad Technical Education	109	105	100	100

Other colleges

College Name	Expected CMAT cut-off
Acharya Bangalore B-School	150
Acropolis Faculty of Management & Research, Indore	100
AICAR Business School, Karjat	100
ASIA-PACIFIC INSTITUTE OF MANAGEMENT , New Delhi	150
ASM's Institute of International Business & Research, Pune	150
Birla Institute of Technology, Mesra	150
Doon Business School, Dehradun	150
Dr. D. Y. Patil Institute of Management , Pune	150
Goa Institute of Management Sanquelim, PorimSattari, Goa	250
Indira Global Business School , Pune	150
Indira School Of Business Studies , Pune	150
Indus Business Academy, BANGALORE	180
Institute of Health Management Research, Bangalore	180
Jaipuria Institute of Management, Indore	150
Jaipuria Institute of Management, Lucknow	200
Jaipuria Institute of Management , Ghaziabad	150
Jaipuria Institute of Management, Jaipur	150
Jaipuria Institute of Management, Noida	150
JRE Group of Institutions, Greater Noida	170
Medi-Caps Institute of Techno-Management ,Indore	170
MIT School of Business, Pune	140
Sinhgad Institute, Pune	150
Prestige Institute of Management, Indore	150
IIF, Noida	150
LBSIM, Bareilly	150

<http://www.cetking.com/cmatexam/all-about-cmat/cmat-2013-applicants>

Appendix 2: List of Top Colleges accepting CMAT Scores

Institutes	Intake	Fee (in lacks)	Avg. Sal (in lacks)
WEST			
JBIMS, Mumbai	120	1.6	15.54
SIMSREE, Mumbai	120	2.8	9.58
GIM, Goa	240	10.5	7.86
KJ Somaiya, Mumbai	240	6.2	7.15
Welingkar, Mumbai	300	6.6	7.2
PUMBA, Pune	180	1.3	6
BK School of Mgmt., Ahmedabad	90	0.12	4.5
MS Patel Instt (Faculty of Mgmt.), Baroda	120	0.12	5.14
SIES, Mumbai	390	3.5	5.5

NL Dalmia, Mumbai	120	2.2	5
ITM, Navi Mumbai	120	8.6	6
MET, Mumbai	185	4.5	5.5
ISBM, Pune	300	8.5	6.2
IMT Nagpur	360	9.55	4.48
IMDR, Pune	120	2.4	3.4
AES PGIBM, Ahmedabad	120	2	3.5
Institutes	Intake	Fee (in lacks)	Avg Sal (in lacks)
SOUTH			
IFMR, Chennai	120	10	7
Alliance, Bangalore	360	12	5
Acharya, Bangalore	90	5.4	4.8
MP Birla Inst of Mgmt, Bangalore	120	6	4.5
PES Inst of Tech, Bangalore	240	7.5	4.5
SCMS, Cochin	300	6	4
Rajagiri, Cochin	120	5	5.4
IPE, Hyderabad	360	6.75	4.5
PSG Inst, Coimbatore	180	1.6	4.5
SDMIMD, Mysore	180	8.5	5.75
Institutes	Intake	Fee (in lacks)	Avg Sal (in lacks)
NORTH			
Amity, Noida	150	7	6.25
NDIM, Delhi	180	1.8	6
Jaipuria, Noida	120	7	4.6
JIMS, New Delhi	120	5.5	4.5
Apeejay Dwarka	180	6	4
Institutes	Intake	Fee (in lacks)	Avg Sal (in lacks)
EAST			
XISS, Ranchi	330	3.5	4.5
DoMS, NIT, Durgapur	92	1.28	4
Praxis, Kolkata	60	6.36	5.67

<http://www.imsindia.com/study-in-india/graduate/cmat/group/65/1/cmat.html>

Appendix 3: List of Approved Institutes in 2013-14 in Management – Rajasthan who are accepting CMAT Scores

List of Approved Institutes in 2013-14														
Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
1	1-1339329135	Rajasthan	North-West	GEETANJALI INSTITUTE OF TECHNICAL STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
2	1-1341468543	Rajasthan	North-West	INSTITUTE OF TECHNOLOGY AND MANAGEMENT, BHILWARA	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
3	1-1341468543	Rajasthan	North-West	INSTITUTE OF TECHNOLOGY AND MANAGEMENT, BHILWARA	MANAGEMENT	2nd Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
4	1-1343247892	Rajasthan	North-West	MURP COLLEGE OF ENGINEERING AND TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
5	1-1343732833	Rajasthan	North-West	ACME INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
6	1-1345550802	Rajasthan	North-West	SHEKHAWATI INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
7	1-1345590792	Rajasthan	North-West	AISHWARYA COLLEGE OF MANAGEMENT & RESEARCH CENTRE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
8	1-1345676342	Rajasthan	North-West	SHEKHAWATI BUSINESS SCHOOL	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
9	1-1347602891	Rajasthan	North-West	SHRINATHJI INSTITUTE OF TECHNOLOGY & ENGINEERING	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
10	1-1349425553	Rajasthan	North-West	INTERNATIONAL SCHOOL OF INFORMATICS & MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN ADMINISTRATIVE MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
11	1-1349425553	Rajasthan	North-West	INTERNATIONAL SCHOOL OF INFORMATICS & MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
12	1-1349425553	Rajasthan	North-West	INTERNATIONAL SCHOOL OF INFORMATICS & MANAGEMENT	MANAGEMENT	2nd Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	None,
13	1-1349682133	Rajasthan	North-West	SUBODH INSTITUTE OF MANAGEMENT & CAREER STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	180	NA	NA	NA	Rajasthan Technical University, Kota
14	1-1350349332	Rajasthan	North-West	MAHARISHI ARVIND COLLEGE OF ENGINEERING AND TECHNOLOGY, KOTA	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
15	1-1352545675	Rajasthan	North-West	SHEKHAWATI INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
16	1-1355549582	Rajasthan	North-West	SHANKARA INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
17	1-1355577242	Rajasthan	North-West	ARYA COLLEGE OF ENGINEERING & INFORMATION TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
18	1-1355583322	Rajasthan	North-West	SRI BALAJI COLLEGE OF ENGINEERING & TECHNOLOGY, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
19	1-1355639834	Rajasthan	North-West	LACHOO MEMORIAL COLLEGE OF SCIENCE AND TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
20	1-1355916522	Rajasthan	North-West	MAHARISHI ARVIND INST. OF SCIENCE AND MGMT (PGDM)	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
21	1-1355916522	Rajasthan	North-West	MAHARISHI ARVIND INST. OF SCIENCE AND MGMT (PGDM)	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
22	1-1356216885	Rajasthan	North-West	GOVERNMENT ENGINEERING COLLEGE BHARATPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
23	1-135945641	Rajasthan	North-West	SHANKARA INTERNATIONAL SCHOOL	MANAGEMENT	1st	FULL	POST GRADUATE	POST GRADUATE DIPLOMA IN	120	NA	NA	NA	None

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
24	1-1359456512	Rajasthan	North-West	SHANKARA INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
25	1-1359456602	Rajasthan	North-West	SHANKARA INTERNATIONAL SCHOOL OF MANAGEMENT AND RESEARCH	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
26	1-1359535102	Rajasthan	North-West	JODHPUR NATIONAL UNIVERSITY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	90	NA	NA	NA	Jodhpur National University, Jodhpur
27	1-1359561859	Rajasthan	North-West	MAHARISHI ARVIND INSTITUTE OF SCIENCE AND MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	None,
28	1-1360393734	Rajasthan	North-West	ARYA INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
29	1-1364146252	Rajasthan	North-West	MAHARISHI ARVIND INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
30	1-1364198682	Rajasthan	North-West	PIONEER INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
31	1-1364838125	Rajasthan	North-West	VIVEKANANDA INSTITUTE OF TECHNOLOGY - EAST (FORMERLY VIVEKANANDA COLLEGE OF ENGINEERING)	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
32	1-1365864952	Rajasthan	North-West	MARUDHAR ENGINEERING COLLEGE (MEC),BIKANER	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
33	1-1369828462	Rajasthan	North-West	KAUTILYA INSTITUTE OF TECHNOLOGY & ENGINEERING AND SCHOOL OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
34	1-1370092072	Rajasthan	North-West	IDEALS INTERNATIONAL COLLEGE OF	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
35	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	HUMAN RESOURCE MANAGEMENT	120	NA	NA	NA	Rajasthan Technical University, Kota
36	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION (HUMAN RESOURCE MANAGEMENT)	120	NA	NA	NA	Rajasthan Technical University, Kota
37	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION (INFORMATION TECHNOLOGY)	120	NA	NA	NA	Rajasthan Technical University, Kota
38	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION (MARKETING)	60	NA	NA	NA	Rajasthan Technical University, Kota
39	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION (MARKETING)	120	NA	NA	NA	Rajasthan Technical University, Kota
40	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN FINANCIAL AND PERSONNEL MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
41	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	RETAIL MANAGEMENT	120	NA	NA	NA	Rajasthan Technical University, Kota
42	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	RURAL PLANNING AND MANAGEMENT	120	NA	NA	NA	Rajasthan Technical University, Kota
43	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (BANKING INSURANCE AND FINANCIAL SERVICE)	60	NA	NA	NA	Rajasthan Technical University, Kota
44	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	POST GRADUATE DIPLOMA IN	60	NA	NA	NA	Rajasthan Technical

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
45	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (RETAIL MANAGEMENT)	60	NA	NA	NA	Rajasthan Technical University, Kota
46	1-1370103882	Rajasthan	North-West	SIDDHARTH INSTITUTE OF MODERN MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (RURAL MANAGEMENT)	60	NA	NA	NA	Rajasthan Technical University, Kota
47	1-1371833969	Rajasthan	North-West	SHRI AATM VALLABH JAIN KANYA MAHAVIDYALYA	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
48	1-1372315172	Rajasthan	North-West	FACULTY OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Mody Institute of Technology and Science, Laxmangarh
49	1-1373984212	Rajasthan	North-West	MAHARISHI ARVIND INTERNATIONAL INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
50	1-1374200695	Rajasthan	North-West	RAJASTHAN VIDYAPEETH VIJAY SINGH PATHIK SHRAMJEEVEE COLLEGE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
51	1-1374259224	Rajasthan	North-West	MAHARISHI ARVIND SCHOOL OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
52	1-1374259224	Rajasthan	North-West	MAHARISHI ARVIND SCHOOL OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	None,
53	1-1374259224	Rajasthan	North-West	MAHARISHI ARVIND SCHOOL OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (HOSPITAL AND HEALTH MANAGEMENT)	60	NA	NA	NA	None,
54	1-1374436402	Rajasthan	North-West	JAIPUR NATIONAL UNIVERSITY (SCH. OF ENGG. & TECH.)	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS MANAGEMENT	60	NA	NA	NA	Jaipur National University, Jaipur

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
55	1-1374440962	Rajasthan	North-West	SCHOOL OF BUSINESS AND MANAGEMENT, JAIPUR NATIONAL UNIVERSITY, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	Jaipur National University, Jaipur
56	1-1376247883	Rajasthan	North-West	GOVT. WOMEN POLYTECHNIC COLLEGE, SANGANER(JAIPUR)	MANAGEMENT	1st Shift	FULL TIME	DIPLOMA	MODERN OFFICE MANAGEMENT	60	NA	NA	NA	Board of Technical Education, Jodhpur
57	1-1376499372	Rajasthan	North-West	SWAMI KESHVANAND INSTITUTE OF TECHNOLOGY, MANAGEMENT & GRAMOTHAN	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
58	1-1376505163	Rajasthan	North-West	JODHPUR INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
59	1-1378090442	Rajasthan	North-West	ARYA COLLEGE OF ENGINEERING AND RESEARCH CENTRE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
60	1-1378407862	Rajasthan	North-West	INSTITUTE OF RURAL MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
61	1-1378407862	Rajasthan	North-West	INSTITUTE OF RURAL MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (RURAL MANAGEMENT)	60	NA	NA	NA	None,
62	1-1378474308	Rajasthan	North-West	SURENDRA GROUP OF INSTITUTIONS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS MANAGEMENT	120	NA	NA	NA	Rajasthan Technical University, Kota
63	1-1384133193	Rajasthan	North-West	SOBHASARIA GROUP OF INSTITUTIONS, SIKAR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
64	1-1386781762	Rajasthan	North-West	SWAMI VIVEKANAND INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
65	1-1390348302	Rajasthan	North-West	RAJASTHAN INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota

No.	Application Number	State	Region	Institute Name	Program	Shift	Time	Level of Course	Course	Intake 13-14	NA Approved	Approved	Foreign Approved	University Name
66	1-1390638783	Rajasthan	North-West	S S JAIN SUBODH MANAGEMENT INSTITUTE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
67	1-1392618554	Rajasthan	North-West	MODI INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
68	1-1393029822	Rajasthan	North-West	PACIFIC BUSINESS SCHOOL	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	240	NA	NA	NA	Rajasthan Technical University, Kota
69	1-1393043733	Rajasthan	North-West	S.P. SCHOOL OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
70	1-1393046742	Rajasthan	North-West	BIYANI INSTITUTE OF SCIENCE & MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
71	1-1393046742	Rajasthan	North-West	BIYANI INSTITUTE OF SCIENCE & MANAGEMENT	MANAGEMENT	2nd Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
72	1-1394638732	Rajasthan	North-West	PACIFIC INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	180	NA	NA	NA	Rajasthan Technical University, Kota
73	1-1398503428	Rajasthan	North-West	INDRAPRASTHA COLLEGE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
74	1-1403018376	Rajasthan	North-West	RAJASTHAN COLLEGE OF ENGINEERING FOR WOMEN	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
75	1-1403038723	Rajasthan	North-West	JAGAN INSTITUTE OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
76	1-1404550640	Rajasthan	North-West	OM KOTHARI INSTITUTE OF MANAGEMENT & RESEARCH	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
77	1-1404715586	Rajasthan	North-West	JASODA DEVI COLLEGE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
78	1-140489076	Rajasthan	North-West	MAHARISHI ARVIND INTERNATIONAL	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	POST GRADUATE DIPLOMA IN	60	NA	NA	NA	None,

No.	Number	State	Region	Institute Name	Program	Shift	Time	Course	Course	Intake 13-14	Approved	Approved	Approved	Name
79	1-1405138924	Rajasthan	North-West	INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
80	1-1406573624	Rajasthan	North-West	GOVT. MAHILA ENGINEERING COLLEGE AJMER	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
81	1-1407179462	Rajasthan	North-West	VIVEKANANDA INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
82	1-1409095462	Rajasthan	North-West	ALWAR INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	30	NA	NA	NA	Rajasthan Technical University, Kota
83	1-1409418342	Rajasthan	North-West	G D MEMORIAL COLLEGE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
84	1-1412717752	Rajasthan	North-West	LUCKY INSTITUTE OF PROFESSIONAL STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
85	1-1412872211	Rajasthan	North-West	TAXILA BUSINESS SCHOOL	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
86	1-1414683342	Rajasthan	North-West	PACIFIC INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
87	1-1414841872	Rajasthan	North-West	PACIFIC INSTITUTE OF MANAGEMENT AND TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	240	NA	NA	NA	Pacific Academy of Higher Education and Research, Udaipur
88	1-1415115352	Rajasthan	North-West	MAHARAJA COLLEGE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
89	1-1417564242	Rajasthan	North-West	INSTITUTE OF HEALTH MANAGEMENT RESEARCH, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	FELLOWSHIP	FELLOWSHIP PROGRAMME IN MANAGEMENT	60	NA	NA	NA	None,
90	1-1417564242	Rajasthan	North-West	INSTITUTE OF HEALTH MANAGEMENT RESEARCH, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTER PUBLIC HEALTH	60	NA	NA	NA	None,

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
91	1-141756424 2	Rajasthan	North-West	INSTITUTE OF HEALTH MANAGEMENT RESEARCH, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTER PUBLIC HEALTH	60	NA	NA	Yes	None,
92	1-141756424 2	Rajasthan	North-West	INSTITUTE OF HEALTH MANAGEMENT RESEARCH, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (HOSPITAL AND HEALTH MANAGEMENT)	120	NA	NA	NA	None,
93	1-141756424 2	Rajasthan	North-West	INSTITUTE OF HEALTH MANAGEMENT RESEARCH, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (PHARMACEUTICAL MANAGEMENT)	60	NA	NA	NA	None,
94	1-141756424 2	Rajasthan	North-West	INSTITUTE OF HEALTH MANAGEMENT RESEARCH, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (RURAL MANAGEMENT)	60	NA	NA	NA	None,
95	1-141777320 6	Rajasthan	North-West	ADVENT INSTITUTE OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
96	1-141905124 2	Rajasthan	North-West	SHIV CHARAN MATHUR INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
97	1-142559035 2	Rajasthan	North-West	GOVERNMENT ENGINEERING COLLEGE JHALAWAR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
98	1-143493965 2	Rajasthan	North-West	COMPUCOM INSTITUTE OF TECH. & MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
99	1-143494214 1	Rajasthan	North-West	JAIPURIA INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
100	1-143517530 2	Rajasthan	North-West	NORTHERN INSTITUTE OF ENGINEERING TECHNICAL CAMPUS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
101	1-143521456	Rajasthan	North-West	GOVERNMENT WOMEN POLYTECHNIC COLLEGE,	MANAGEMENT	1st	FULL	DIPLOMA	MODERN OFFICE MANAGEMENT	20	NA	NA	NA	Board of Technical

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
102	1-143534911 3	Rajasthan	North-West	VYAS INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS MANAGEMENT	90	NA	NA	NA	Rajasthan Technical University, Kota
103	1-143534911 3	Rajasthan	North-West	VYAS INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	None,
104	1-143770657 2	Rajasthan	North-West	PEARL INSTITUTE OF BUSINESS MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	None,
105	1-144096691 4	Rajasthan	North-West	IILM ACADEMY OF HIGHER LEARNING, JAIPUR CAMPUS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
106	1-144096691 4	Rajasthan	North-West	IILM ACADEMY OF HIGHER LEARNING, JAIPUR CAMPUS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	180	NA	NA	NA	None,
107	1-144113193 5	Rajasthan	North-West	MJRP COLLEGE OF CORPORATE MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Mahatma Jyoti Rao Phoolle University, Jaipur
108	1-144140883 4	Rajasthan	North-West	VISION SCHOOL OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
109	1-144398012 7	Rajasthan	North-West	SUNRISE GROUP OF INSTITUTION	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
110	1-144410716 2	Rajasthan	North-West	JAIPUR ENGINEERING COLLEGE AND RESEARCH CENTRE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
111	1-144532128 6	Rajasthan	North-West	MODERN INSTITUTE OF TECHNOLOGY & RESEARCH CENTRE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
112	1-144603285 4	Rajasthan	North-West	COLLEGE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
113	1-144756683 4	Rajasthan	North-West	INSTITUTE OF INFORMATION AND MANAGEMENT SCIENCES, JAIPUR	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota

No.	Number	State	Region	Institute Name	Program	Shift	Time	Course	Course	Intake 13-14	Approved	Approved	Approved	Name
114	1-145124926 2	Rajasthan	North-West	BUDDHA INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
115	1-145124926 2	Rajasthan	North-West	BUDDHA INSTITUTE OF MANAGEMENT	MANAGEMENT	2nd Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
116	1-145135162 2	Rajasthan	North-West	BUDDHA GROUP OF INSTITUTIONS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
117	1-145157911 2	Rajasthan	North-West	POORNIMA INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
118	1-145459912 2	Rajasthan	North-West	JIET SCHOOL OF MANAGEMENT FOR GIRLS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
119	1-145672670 4	Rajasthan	North-West	AISHWARYA INSTITUTE OF MANAGEMENT & IT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
120	1-145685002 2	Rajasthan	North-West	UTTAM CHAND MALI DEVI COLLEGE OF MGT. SC.	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
121	1-145704702 4	Rajasthan	North-West	SRI GANGANAGAR ENGINEERING COLLEGE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
122	1-145752491 2	Rajasthan	North-West	SAINT SOLDIER INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
123	1-145899144 2	Rajasthan	North-West	ARYABHATT COLLEGE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
124	1-146134222 2	Rajasthan	North-West	POORNIMA SCHOOL OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	180	NA	NA	NA	Rajasthan Technical University, Kota
125	1-146294426 3	Rajasthan	North-West	MAHARAJA COLLEGE OF ENGINEERING	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
126	1-146357566 3	Rajasthan	North-West	UDAI INSTITUTE OF MANAGEMENT STUDIES	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
127	1-146500095 2	Rajasthan	North-West	GYAN VIHAR SCHOOL OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Suresh Gyan Vihar University, Jaipur
128	1-146569678 2	Rajasthan	North-West	APEX INSTITUTE OF MANAGEMENT & SCIENCE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
129	1-146569678 2	Rajasthan	North-West	APEX INSTITUTE OF MANAGEMENT & SCIENCE	MANAGEMENT	2nd Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	120	NA	NA	NA	None,
130	1-146693105 4	Rajasthan	North-West	APEX INSTITUTE OF ENGINEERING & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
131	1-146867598 2	Rajasthan	North-West	ENGINEERING COLLEGE, AJMER	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
132	1-146893745 2	Rajasthan	North-West	TIRUPATI COLLEGE OF TECHNICAL EDUCATION	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
133	1-146984103 7	Rajasthan	North-West	REGIONAL COLLEGE FOR EDUCATION RESEARCH & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
134	1-147206800 2	Rajasthan	North-West	MANAGEMENT & COMMERCE INSTITUTE OF GLOBAL SYNERGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
135	1-147206800 2	Rajasthan	North-West	MANAGEMENT & COMMERCE INSTITUTE OF GLOBAL SYNERGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota
136	1-147341639 2	Rajasthan	North-West	SHRI GURU NANAK KHALSA INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
137	1-147394928 3	Rajasthan	North-West	SHEKHAWATI ENGINEERING COLLEGE, DUNDLOD	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	30	NA	NA	NA	Rajasthan Technical University, Kota
138	1-147568731 3	Rajasthan	North-West	JAIPUR INSTITUTE OF TECHNOLOGY- GROUP OF INSTITUTIONS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota

139	1-147778754 3	Rajasthan	North-West	INSTITUTE OF MANAGEMENT STUDIES, S.B.J.S. RAMPURIA JAIN COLLEGE	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
140	1-147807495 6	Rajasthan	North-West	AJMER INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
141	1-147885971 0	Rajasthan	North-West	CHANDRAVATI EDUCATIONAL CHARITABLE TRUST GROUP OF INSTITUTIONS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
142	1-147889392 2	Rajasthan	North-West	NIMT INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	Rajasthan University of Health Sciences, Jaipur
143	1-147901643 2	Rajasthan	North-West	BIFF & BRIGHT COLLEGE OF TECHNICAL EDUCATION	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
144	1-147942857 4	Rajasthan	North-West	AKASHDEEP INSTITUTE OF MANAGEMENT & TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
145	1-148546603 3	Rajasthan	North-West	FACULTY OF MANAGEMENT STUDIES, JANARDAN RAI NAGAR RAJASTHAN VIDYAPEETH (DEEMED) UNIVERSITY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Janardan Rai Nagar Rajasthan Vidyapeeth, Udaipur
146	1-148548392 2	Rajasthan	North-West	CENTRAL UNIVERSITY OF RAJASTHAN	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	Yes	Yes	NA	Central University of Rajasthan , Jaipur
147	1-148713260 2	Rajasthan	North-West	CH. CHARAN SINGH NATIONAL INSTITUTE OF AGRICULTURAL MARKETING	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT (AGRICULTURE BUSINESS)	60	NA	NA	NA	None,
148	1-149004125 3	Rajasthan	North-West	GOVT. ENGINEERING COLLEGE BANSWARA	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
149	1-149299037 2	Rajasthan	North-West	GLOBAL INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota

Sr. No.	Application Number	State	Region	Institute Name	Program	Shift	P / F Time	Level of Course	Course	Approved Intake 13-14	NRI Approved	PIO Approved	Foreign Approved	University Name
150	1-149420019 6	Rajasthan	North-West	INSTITUTE OF AGRI BUSINESS MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	30	NA	NA	NA	Rajasthan Agriculture and Technology, Bikaner
151	1-150260222 2	Rajasthan	North-West	KHANDELWAL VAISH GIRLS INSTITUTE OF TECHNOLOGY	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
152	1-150784190 2	Rajasthan	North-West	DEPARTMENT OF MANAGEMENT & TECHNOLOGY, ENGINEERING COLLEGE BIKANER	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	60	NA	NA	NA	Rajasthan Technical University, Kota
153	1-150876195 3	Rajasthan	North-West	DEEPSHIKHA KALA SANSHTAN GROUP OF INSTITUTIONS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
154	1-152062066 6	Rajasthan	North-West	KEYSTONE GROUP OF INSTITUTIONS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	90	NA	NA	NA	Rajasthan Technical University, Kota
155	1-153095323 5	Rajasthan	North-West	COLLEGE OF TECHNOLOGY AND ENGINEERING	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS ADMINISTRATION	40	NA	NA	NA	Maharana Pratap University of Agriculture and Technology, Udaipur
156	1-154014635 2	Rajasthan	North-West	PODDAR MANAGEMENT AND TECHNICAL CAMPUS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	MASTERS IN BUSINESS ADMINISTRATION	120	NA	NA	NA	Rajasthan Technical University, Kota
157	1-155988678 7	Rajasthan	North-West	GYAN VIHAR INTERNATIONAL SCHOOL OF BUSINESS MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	Suresh Gyan Vihar University, Jaipur
158	1-156899363 3	Rajasthan	North-West	EDUCOSM TECHNICAL CAMPUS	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE DIPLOMA	POST GRADUATE DIPLOMA IN MANAGEMENT	60	NA	NA	NA	None,
159	1-161149726 2	Rajasthan	North-West	MKM INSTITUTE OF MANAGEMENT	MANAGEMENT	1st Shift	FULL TIME	POST GRADUATE	BUSINESS MANAGEMENT	60	NA	NA	NA	Rajasthan Technical University, Kota

Records 1 - 159 (All Records)

Appendix 4: The Leading 50 Privately-run MBA Institutes: survey done by www.efyedu.com - 2011

S. No.	Name of Institute (Alphabetically Arranged)	City
1	Acharya's Bangalore Business School	Bengaluru
2	Advanced Management College	Bengaluru
3	APIIT Business School	Panipat
4	Department Of Business Management, Dr. D.Y. Patil University	Navi Mumbai
5	Dr. C.V. Raman institute Of Science & technology Bilaspur,	Chhattisgarh
6	Fortune institute Of international Business	New Delhi
7	G L Bajaj institute Of Management	Noida
8	Galgotias Business School Greater	Noida
9	Global Business School	Hubli
10	Goa institute Of Management	Goa
11	iFiM Business School	Bengaluru
12	Indian Business School	Kolkata
13	Institute For Financial Management & Research	Chennai
14	Institute Of Advanced Management & Research	Ghaziabad
15	Institute Of Business Management & Research, ips Academy	Indore
16	Institute Of Engineering & Management	Kolkata
17	Institute Of Management & Computer Studies	Mumbai
18	Institute Of Management Studies	Noida
19	Institute Of Management Studies, Career Development & Research	Ahmednagar
20	Institute Of Management, Nirma University	Ahmedabad
21	Institute Of technology & Science	Ghaziabad
22	International School Of informatics & Management	Jaipur
23	Invertis institute Of Management Studies	Bareilly
24	ITS institute Of Management Greater	Noida
25	J.J. College Of Engineering & technology	Tiruchirapalli
26	Jaipuria institute Of Management	Noida
27	K.J. Somaiya institute Of Management Studies & Research	Mumbai
28	K.R. Mangalam institutions Of Higher Education	New Delhi
29	KiEt School Of Management	Ghaziabad
30	KIIT School Of Management	Bhubaneswar
31	Management Education & Research institute	New Delhi
32	Mangalmay institute Of Management & technology	Greater Noida
33	Manipal institute Of Management	Karnataka
34	MM institute Of Management	Haryana
35	PES institute Of technology	Bengaluru
36	Prestige institute Of Management & Research	Madhya Pradesh
37	PSG institute Of Management	Coimbatore
38	Rajagiri Centre For Business Studies	Kochi
39	School Of Communication & Management Studies	Kochi
40	Sona School Of Management	Salem
41	Srusti Academy Of Management	Bhubaneswar
42	Sun institute Of Management	Udaipur
43	Symbiosis Centre For information technology	Pune

44	T John College	Karnataka
45	T. A. PAI Management institute	Manipal
46	Technical institute Of Advanced Studies	New Delhi
47	Warangal institute Of Management	Warangal
48	Welingkar institute Of Management Development& Research	Mumbai
49	Xavier institute Of Management	Bhubaneswar
50	XLRI	Jamshedpur

http://efyedu.com/MBA-supplement_2011-1.pdf - business school survey 2011

Appendix 5: Letter from AICTE to Rajasthan

Speed post

राजस्थान सरकार
तकनीकी शिक्षा विभाग

क्रमांक : प. 23(3)त.शि. / 2011

जयपुर, दिनांक : 22 दिसम्बर, 2011

प्रोफेसर एस.एस.मन्था,
चैयरमैन,
अखिल भारतीय तकनीकी शिक्षा परिषद्,
7वां तल, चन्द्रलोक भवन,
जनपथ, नई दिल्ली-110001

अ.भा.त.शि.प./A.I.C.T.E.
9 0 0 JAN 2012
नई दिल्ली / New Delhi

विषय :- Common Management Admission Test (CMAT) in the Academic,
2012-13 reg.
संदर्भ :- आपका पत्रांक : 27/UB/AICTE/CMAT-Cell/2011/66 dated 22-11-
2011

महोदय,

उपयुक्त विषयान्तर्गत संदर्भित पत्र के क्रम में निर्देशानुसार लेख है कि सत्र 2012-13 हेतु अखिल भारतीय तकनीकी शिक्षा परिषद् से अनुमोदित सभी प्रबन्धन पाठ्यक्रमों हेतु CMAT के स्कोर के आधार पर ही विद्यार्थियों को प्रवेशित किये जाने का निर्णय लिया गया है तथा इस निर्णय से संबंधित सभी विश्वविद्यालयों को एवं संस्थानों को सूचित किया जा रहा है। अतः सूचनार्थ प्रस्तुत है।

भवदीय,
(आर.के. गुप्ता)
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Appendix: 6 Ranking of Business Schools – 2010

Best B-schools Survey 2010

BUSINESS INDIA ♦ October 4-17, 2010

♦ THE RANKINGS ♦

RANKING/RATING OF INSTITUTES

	RANK 2010	NAME OF THE INSTITUTE	MOVEMENT	CITY	DIRECTOR	SEATS	AVG. SALARY (₹ lakh)	WEBSITE
TOP 10	1	Indian Institute of Management Ahmedabad (IIMA)	1	Ahmedabad	Samir K. Barua	310	14.90	www.iimahd.ernet.in
	2	Indian Institute of Management Bangalore (IIMB)	2	Bangalore	Pankaj Chandra	350	NA	www.iimb.ernet.in
	3	Indian Institute of Management Calcutta (IIMC)	3	Kolkata	Shekhar Chaudhuri	375	15.32	www.iimcal.ac.in
	4	Indian School of Business (ISB)	4	Hyderabad	Ajit Rangnekar	580	15.40	www.isb.edu
	5	XLRI Jamshedpur	5	Jamshedpur	E. Abraham	120	14.20	www.xlri.ac.in
	6	Indian Institute of Management Lucknow (IIML)	6	Lucknow	Devi Singh	250	NA	www.iiml.ac.in
	7	Management Development Institute (MDI)	7	Gurgaon	B.S. Sahay	240	11.31	www.mdi.ac.in
	8	S.P. Jain Institute of Management & Research (SPJIMR)	8	Mumbai	R. Sesha Iyer	179	11.00	www.spjimr.org
	9	Institute of Management Technology (IMT), Ghaziabad	9	Ghaziabad	R.K. Chakraborty	420	8.29	www.imt.edu
	10	Jamnalal Bajaj Institute of Management Studies (JBIMS)	10	Mumbai	Stephen D'Silva	120	12.83	www.jbims.edu
NEXT 20	11	Faculty of Management Studies (FMS)	11	New Delhi	Kuriakose Mankootam	166	14.00	www.fms.edu
	12	IBS (ICFAI Business School), Hyderabad	12	Hyderabad	D.S. Rao	944	5.00	www.ibshyderabad.org
	13	Indian Institute of Foreign Trade (IIFT)	13	New Delhi	K.T. Chacko	230	8.94	www.iift.edu
	14	National Institute of Industrial Engineering (NITIE)	14	Mumbai	Subhash D. Awale	206	11.83	www.nitie.edu
	15	Indian Institute of Management Indore (IIMI)	↑ (17)	Indore	N. Ravichandran	240	NA	www.iimdr.ac.in
	16	Indian Institute of Management Kozhikode (IIMK)	↑ (18)	Kozhikode	Debashis Chatterjee	313	NA	www.iimk.ac.in
	17	Shailesh J. Mehta School of Mgmt (SJMSOM), IIT Bombay	New	Mumbai	Karuna Jain	100	12.31	www.som.iitb.ac.in
	18	International Management Institute (IMI)	↓ (15)	New Delhi	Pradip K. Bhaumik	120	6.90	www.imi.edu
	19	Great Lakes Institute of Management	↑ (20)	Chennai	S. Sriram	300	8.70	www.greatlakes.edu.in
	20	Narsee Monjee Institute of Management Studies (NMIMS)	↓ (16)	Mumbai	Debashish Sanyal	240	11.00	www.nmims.edu
NEXT 30	21	Xavier Institute of Management Bhubaneswar (XIMB)	21	Bhubaneswar	P.T. Joseph	180	10.52	www.ximb.ac.in
	22	Symbiosis Institute of Business Management (SIBM)	↓ (19)	Pune	Vivek S. Sane	240	9.25	www.sibm.edu
	23	Vinod Gupta School of Management, IIT Kharagpur	↑ (24)	Kharagpur	Damodar Acharya	84	11.37	www.som.iitkgp.ernet.in
	24	Loyola Institute of Business Administration (LIBA)	↓ (23)	Chennai	P. Maria Joseph Christie	120	7.31	www.liba.edu
	25	Prin. L.N. Welingkar Institute of Management Development	25	Mumbai	Uday Salunke	417	6.42	www.welingkar.org
	26	K.J. Somaiya Institute of Management Studies & Research	↓ (22)	Mumbai	Suresh Ghai	120	6.30	www.simsr.somaiya.edu
	27	PSG Institute of Management (PSG IM)	27	Coimbatore	R. Nandagopal	180	4.50	www.psgim.ac.in
	28	T.A. Pai Management Institute (TAPMI)	↑ (29)	Manipal	Saji Gopinath	180	6.80	www.tapmi.edu.in
	29	Bharathidasan Institute of Management (BIM)	↓ (26)	Tiruchirappalli	N. Bala Baskar	120	8.34	www.bim.edu
	30	Institute of Management Technology, Nagpur	↓ (28)	Nagpur	Rajendra Nargundkar	332	4.25	www.imtnagpur.ac.in
	31	Institute of Rural Management Anand (IRMA)	↓ (30)	Anand	Vivek Bhandari	120	5.70	www.irma.ac.in
	32	SIES College of Management Studies (SIESCOMS)	↓ (31)	Navi Mumbai	R.K. Srivastava	120	4.06	www.siescoms.edu
	33	Institute for Financial Management & Research (IFMR)	↓ (32)	Chennai	Bobby S. Srinivasan	120	6.00	www.ifmr.ac.in
	34	Christ University (Institute of Management)	34	Bangalore	T.V. Thomas	120	5.25	www.christuniversity.in
	35	Balaji Institute of Modern Management (BIMM)	↑ (36)	Pune	Seema Singh Zokarkar	360	3.93	www.bimmpune.com
	36	Institute of Management, Nirma University	↓ (35)	Ahmedabad	C. Gopalakrishnan	180	6.20	www.imnu.ac.in
	37	Institute for Technology & Management	↑ (38)	Navi Mumbai	Ganesh Raja	120	4.33	www.itm.edu
	38	University Business School, Panjab University	↓ (33)	Chandigarh	Satish Kapoor	141	5.96	www.ubschandigarh.org
	39	Xavier Institute of Management & Entrepreneurship (XIME)	39	Bangalore	Naseer Mohd. Jaffer	120	5.30	www.xime.org
	40	Amity International Business School	↑ (44)	Noida	Gurinder Singh	404	7.25	www.amity.edu/aibs
	41	Goa Institute of Management	↓ (40)	Ribandar	P.F.X. D'Ilma	120	6.83	www.gim.ac.in
	42	Acharya Institute of Management and Sciences (AIMS)	↓ (41)	Bangalore	Kerron G. Reddy	90	4.80	www.acharyaims.ac.in
	43	Lal Bahadur Shastri Institute of Management Delhi	↓ (37)	New Delhi	K.C. Mishra	180	5.50	www.lbsim.ac.in
	44	School of Communication and Management Studies (SCMS)	↓ (43)	Kochi	V. Raman Nair	210	4.50	www.scmsgroup.org
	45	Bharati Vidyapeeth Institute of Management & Research	45	New Delhi	Sachin S. Vernekar	120	4.00	www.bvimr.com
	46	Sydenham Inst. of Mgmt. Studies, Research & Entrepreneurship Edu.	↓ (42)	Mumbai	Magsood A. Khan	120	8.50	www.simsree.org
	47	Symbiosis Centre for Information Technology (SCIT)	↑ (50)	Pune	Shaila Kagal	196	6.25	www.scit.edu
	48	Alliance Business School	↑ (A++)	Bangalore	Anubha Singh	360	7.13	www.absindia.org
	49	National Institute of Technology, Trichy	New	Tiruchirappalli	M. Punniyamoorthy	88	6.00	www.nitt.edu
	50	IFIM Business School	↑ (A++)	Bangalore	D.N. Murthy	240	5.30	www.ifimbschool.com

New: New entrants in our list this year

♦ 136 ♦

Appendix 7: Best B-schools Survey 2011

Best B-schools Survey 2011

BUSINESS INDIA ♦ November 13, 2011

Ranking/Rating of Institutes

	RANK 2011	MOVE- MENT	NAME OF THE INSTITUTE	CITY	DIRECTOR	SEATS	AVG. SALARY (₹ lakh)	WEBSITE
TOP 10	1		Indian Institute of Management, Ahmedabad	Ahmedabad	Samir K. Barua	372	NA	www.iimahd.ernet.in/
	2		Indian Institute of Management, Bangalore	Bangalore	Pankaj Chandra	382	NA	www.iimb.ernet.in
	3	↑ (4)	Indian School of Business	Hyderabad	Ajit Rangnekar	580	17.32	www.isb.edu http://www.iir
	4	↓ (3)	Indian Institute of Management, Calcutta	Kolkata	Uttam Kumar Sarkar	375	17.4	www.iimcal.ac.in
	5		XLRI Jamshedpur	Jamshedpur	E. Abraham, S.J.	600	15.8	www.xlri.ac.in
	6		Indian Institute of Management, Lucknow	Lucknow	Devi Singh	450	NA	www.iiml.ac.in
	7	↑ (8)	S.P. Jain Institute of Management & Research	Mumbai	R. Seshu Iyer	179	14.08	www.spjimr.org
	8	↓ (7)	Management Development Institute	Gurgaon	V.K. Gupta	476	13.5	www.mdil.ac.in
	9		Institute of Management Technology	Ghaziabad	Bibek Banerjee	470	8.14	www.imt.edu
	10		Jamnalal Bajaj Institute of Management Studies	Mumbai	Stephen D'Silva	120	15.54	www.jbims.edu
NEXT 10	11		Faculty of Management Studies	New Delhi	Raj S. Dhankar	310	15.4	www.fms.edu
	12		IBS, Hyderabad	Hyderabad	D.S. Rao	979	5.7	www.ibshyderabad.org
	13		Indian Institute of Foreign Trade	New Delhi	K.T. Chacko	930	9.94	www.iift.edu
	14		National Institute of Industrial Engineering	Mumbai	Subhash D. Awale	206	12.67	www.nitie.edu
	15		Indian Institute of Management, Indore	Indore	N. Ravichandran	450	NA	www.iimdr.ac.in
	16		Indian Institute of Management, Kozhikode	Kozhikode	Debashis Chatterjee	326	NA	www.iimk.ac.in
	17		Shailesh J. Mehta School of Management, IIT Bombay	Mumbai	Karuna Jain	100	12.31	www.som.iitb.ac.in
	18		International Management Institute	New Delhi	Pritam Singh	119	9.5	www.imi.edu
	19		Great Lakes Institute of Management	Chennai	S. Sriram	296	9.45	www.greatlakes.edu.in
	20		Narsee Monjee Institute of Management Studies	Mumbai	Debashish Sanyal	372	13.1	www.nmims.edu
NEXT 30	21		Xavier Institute of Management, Bhubaneswar	Bhubaneswar	P.T. Joseph	360	10.76	www.ximb.ac.in
	22		Symbiosis Institute of Business Management	Pune	Vivek S. Sane	240	9.25	www.sibm.edu
	23		Vinod Gupta School of Management, IIT Kharagpur	Kharagpur	A. Tripathy	94	12.02	www.som.iitkgp.emet.in
	24		Loyola Institute of Business Administration	Chennai	P. Maria Joseph Christie	120	8.01	www.liba.edu
	25		Prin. L.N. Welingkar Institute of Management Development	Mumbai	Uday Salunkhe	418	7	www.welingkar.org
	26		K.J. Somaiya Institute of Management Studies & Research	Mumbai	Satish Ailawadi	360	7.24	www.simsr.somaiya.edu
	27		PSG Institute of Management	Coimbatore	R. Nandagopal	180	4.8	www.psgim.ac.in
	28		T.A. Pai Management Institute	Manipal	Vasudev Rao	420	7.83	www.tapmi.edu.in
	29		Bharathidasan Institute of Management	Tiruchirappalli	N. Bala Baskar	120	8.79	www.bim.edu
	30		Institute of Management Technology, Nagpur	Nagpur	Rajendra Nargundkar	262	5.49	www.imtnagpur.ac.in
	31		Institute of Rural Management, Anand	Anand	Jeemol Unni	120	8.03	www.irma.ac.in
	32	↑ (33)	Institute for Financial Management & Research	Chennai	Bobby S. Srinivasan	120	6	www.ifmr.ac.in
	33		Balaji Institute of Modern Management	Pune	Milind Oka	120	6.01	www.bimmpune.com
	34		Christ University Institute of Management	Bangalore	T.V. Thomas	120	5.25	www.christuniversity.in
	35	↑ (40)	Amity International Business School	Noida	Gurinder Singh	404	NA	www.amity.edu/aibs
	36		Institute of Management, Nirma University	Ahmedabad	C. Gopalakrishnan	180	6.2	www.imnu.ac.in
	37		Institute for Technology & Management	Navi Mumbai	Ganesh Raja	300	4.8	www.itm.edu/eec
	38	↑ (39)	Xavier Institute of Management and Entrepreneurship	Bangalore	D. Panduranga Rao	178	6.1	www.xime.org
	39	↑ (41)	Goa Institute of Management	Ribandar	P.F.X. D' Lima	240	8.82	www.gim.ac.in
	40	↑ (42)	Acharya Institute of Management and Sciences	Bangalore	Kerron G. Reddy	120	4.75	www.acharyaims.ac.in

Appendix 8: Table showing Ranking on the basis of parameters- quality of input (students), process (faculty & academic infra) and output (placements)

Rank	Institute Name	No. of App. received (2012-13)	Permanent Faculty	Visiting Faculty	Total Seats (2012-13)	Median Domestic Salary (Rs. Lakh)	Cut-off CAT*	Cut-off Other Exams*
1	INDIAN INSTITUTE OF MANAGEMENT - AHMEDABAD	173886	85	73	381	14**	99	NA
2	INDIAN INSTITUTE OF MANAGEMENT - CALCUTTA	200,000	92	99	462	18	99	NA
3	INDIAN INSTITUTE OF MANAGEMENT - LUCKNOW	204345	79	148	407	15.5	90	NA
4	XLRI JAMSHEDPUR	55749	66	15	240	15.5	NA	92 - XAT
5	NARSEE MONJEE INSTITUTE OF MANAGEMENT STUDIES,	56099	76	68	338	12	NA	93- NMAT
6	FACULTY OF MANAGEMENT STUDIES (FMS), DELHI	45618	33	18	226	16.34	99	NA
7	INDIAN INSTITUTE OF MANAGEMENT, INDORE	166457	43	39	453	12.5	90	NA
8	MANAGEMENT DEVELOPMENT INSTITUTE - GURGAON	17120	72	26	239	13.65	99	NA
9	S P JAIN INSTITUTE OF MANAGEMENT & RESEARCH, MUMBAI	16354	64	65	228	15.2	92	92 - XAT
10	INDIAN INSTITUTE OF MANAGEMENT, KOZHIKODE	178579	59	23	356	12.37	75	NA
11	JAMNALAL BAJAJ INSTITUTE OF MANAGEMENT STUDIES,	100000	5	89	120	14.9	100	99.86 - MAH CET
12	DEPARTMENT OF MANAGEMENT STUDIES (IIT DELHI), NEW DELHI	2500	14	13	46	12.5	99	NA
13	INDIAN INSTITUTE OF FOREIGN TRADE (IIFT), NEW DELHI	45000	50	27	204	10.2	NA	97.40 - IIFT
14	NATIONAL INSTITUTE OF INDUSTRIAL ENGINEERING,	8420	44	13	216	10	98	NA
15	INSTITUTE OF MANAGEMENT TECHNOLOGY (IMT), GHAZIABAD	16000	63	58	448	7.8	92	92 - XAT
16	INTERNATIONAL MANAGEMENT INSTITUTE (IMI), NEW DELHI	9998	63	29	179	8.9	90	NA
17	XAVIER INSTITUTE OF	17007	52	21	180	10.83	94	94 - XAT

	MANAGEMENT, BHUBANESWAR							
18	BIMTECH, GREATER NOIDA	9719	76	43	180	6.8	85	85 - XAT
19	T. A. Pai Management Institute (TAPMI), Manipal	5600	39	35	302	8	86	86 - XAT
20	SIMSREE, MUMBAI	45,000	14	67	180	9.46	NA	95 - MAH CET

<http://www.mbauniverse.com>

* NA stands for Not Applicable

**According to IIM A IPRS

(http://www.iimahd.ernet.in/iprs/gallery/IIMA_IPRS_PGP_Finals_2012.pdf)

ORGANIZATION EFFECTIVENESS – ROLE OF EMPLOYEE MOTIVATION, EMPOWERMENT AND RECOGNITION

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ABSTRACT

The purpose of this paper is to identify the factor that affects employee motivation and examining the relationship between organizational effectiveness and employee motivation. A model was designed based on the available material, linking factors of employee motivation with employee motivation and organizational effectiveness. Three hypotheses were built based on the literature used in this paper. The data and research is usually based on the secondary data collection. The available material and various studies concluded that factors: empowerment and recognition have positive effect on employee motivation. More the empowerment and recognition of employees in an organization is increased, more will their motivation to work will enhance. Also there exists a positive relationship between employee motivation and organizational effectiveness. The study focuses on the practice and observance of the two central factors, empowerment and employee recognition for enhancing employee motivation which leads to organizational effectiveness.

Keywords: Empowerment, Recognition, Motivation, Organizational Effectiveness

INTRODUCTION

Each & Every organization in India wants to be successful and have desire to get constant progress of human resource or employees of any organization are the most valuable assets so they need to be influenced and persuaded toward tasks fulfillment. For achieving prosperity, organizations design different strategies to compete with the competitors and for increasing the performance of the organizations. There are many organizations who believe that their employees are the most precious assets which are absolutely right so it's a duty of every organization to give them full satisfaction.

The main focus of this paper is to evaluate how an organization through its employees can achieve success and effectiveness. The purpose of the study is to analyze the impact of employees' motivation on organizational effectiveness. The study has two sub-objectives; firstly the factors that increase motivation of employees are to be determined. Secondly the relationship of employee motivation and organizational effectiveness is to be examined.

LITERATURE REVIEW

The word motivation is derived from the Latin word *Movere* which means "to move". Move is the simplest term. It is a kind of force which energizes people to achieve some common goals. According to Webster's New Collegiate Dictionary, a motive is "something a need or desire that causes a person to act". "Motivate, in turn, means "to provide with a motive," and motivation is defined as "the act or process of motivating". Consequently, motivation is the performance or procedure of presenting an intention that origin a person to capture some accomplishment (Shanks.N. H.).

According to **Butkus & Green (1999)**, motivation is derived from the word "motivate", means to move, push or influence to proceed for fulfilling a want (Kalimullah et al, 2010).

Bartol and Martin (1998) describe motivation as a power that strengthens behavior, gives route to behavior, and triggers the tendency to continue (Farhad et al, 2011). This explanation identifies that in order to attain assured targets; individuals must be satisfactorily energetic and be clear about their destinations. In view of **Bedeian, (1993)** it is an internal drive to satisfy an unsatisfied need and the will to accomplish. Motivation is a procedure that initiates through a physiological or psychological want that stimulates a performance that is intended at an objective.

a) Employee Motivation

Among financial, economic and human resources, the latest are more essential and have the capability to endow a company with competitive edge as compared to others (**Rizwan et al, 2010**).

Employee Performance fundamentally depend on many factors like performance appraisals, employee motivation, Employee satisfaction, compensation, Training and development, job security, Organizational structure and other, but the area of study is focused only on employee motivation as this factor highly influences the performance of employees. Employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations (**Shadare et al, 2009**). A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction.

Rutherford (1990) reported that motivation formulates an organization more successful because provoked employees are constantly looking for improved practices to do a work, so it is essential for organizations to persuade motivation of their employees (**Kalimullah et al, 2010**).

b) Organizational Effectiveness

Composition of people which formulate independent business identity for some specific purpose is commonly known as organization and getting desired outcome within defined resources is treated as effectiveness. Organizational effectiveness is the notion of how effectual an organization is in accomplishing the results the organization aims to generate (**Muhammad, et al, 2011**).

It plays an important role in accelerating organizational development (**Bulent et al, 2009**).

It is the net satisfaction of all constituents in the process of gathering and transforming inputs into output in an efficient manner (**Matthew et al, 2005**).

Organizational effectiveness is defined as the extent to which an organization, by the use of certain resources, fulfils its objectives without depleting its resources and without placing undue strain on its members and/or society (**Mary et al, 1996**).

The constituency model considers organizational effectiveness “as a set of several statements, each reflecting the evaluative criteria applied by the various constituencies” involved with the organization being evaluated with an emphasis on means criteria (**Connolly.T, 1980**).

Recognition and Employee Motivation

According to Maurer (2001) rewards and recognition are essential factors in enhancing employee job satisfaction and work motivation which is directly associated to organizational achievement (**Jun et al., 2006**).

Kalimullah Khan conducted a study in which he examined the relationship between rewards and employee motivation in commercial banks of Pakistan. The study focused on four types of rewards of which one was recognition which he tested through Pearson correlation. The results showed that recognition correlates significantly (0.65) with employee work motivation (**Kalimullah et al, 2010**).

Empowerment

According to (Bennis, 1989; Block, 1987; Kanter, 1977; Kanter, 1979; Kanter, 1989; McClelland, 1975) empowerment is defined as an approach to leadership that empowers subordinate as a main constituent of managerial and organizational effectiveness (Honold,L, 1997). Bowen & Lawler (1992) expressed empowerment as a site to permit employees to formulate decisions (Amin et al, 2010). Empowering is giving authority and liberating potential of employees.

The main driving force of empowerment is having larger control over 'how' jobs are done and carried for more growth and productivity (Smith, B, 1997). According to Tannenbaum (1968), it is the study of internal organization power and control which illustrated that the distribution of power and control enhances organizational effectiveness (Honold,L, 1997). According to Pastor (1996), for victorious appliance of empowerment it is essential for an individual to do efforts and take actions in an environment where they are responsible for what they are doing (Amin et al, 2010).

Empowerment and Employee Motivation

Employee empowerment and participation consists of contribution of employees in administration and decision making associated to policies, objectives and strategies of the organization. Empowerment results in motivating employees that leads to constant expansion and organizational growth (Smith, B, 1997). Sanderson (2003) believed that empowerment creates motivation and energy in workforce to do their work efficiently and effectively (Amin. et al, 2010). Kuo et al. (2010) recommended that together the job characteristics of career revamp and employee empowerment are imperative characteristics in giving greater employee dedication and trustworthiness toward the organization and increased level of motivation (Reena et al, 2009). More the loyalty towards the organization and higher the motivation works best for the effectiveness and growth of a business. John Baldoni in his book 'Great motivation Secrets of Great Leaders', has discussed that empowerment and recognition encourages and motivates people to work.

Employee Motivation and Organizational Effectiveness

Organizational effectiveness refers to locating targets and achieving them proficiently in spirited and energetic surroundings (**Constant.D, 2001**).

A study was done to examine the relationship of organizational effectiveness and employee performance and motivation in the telecommunication and banking sector of Pakistan. An internally satisfied, delighted and motivated worker or employee is actually a productive employee in an organization which contributes in efficiency and effectiveness of organization which leads to maximization of profits (Matthew.J. et al, 2009). Thus from the literature and various studies the third hypothesis is fully supported that there exists a positive relationship between employee motivation and organizational effectiveness.

OBJECTIVES

- To examine the factors that increases the employee motivation.
- To know the correlation between organization effectiveness and employee motivation.
- To know the effect of empowerment and employee recognition on motivation of employees.

HYPOTHESIS

Based on the literature of the study, three hypotheses were build:

- H1: There is an effect of recognizing employees' work on their motivation.
- H2: There is an effect of empowering employees in tasks on their motivation
- H3: There is a relationship between employees' motivation and organizational effectiveness.

LIMITATIONS

- Time constraint.
- Non availability of information from various organizations.

CONCLUSION

Based on my study it has been found and proved that there is a positive relationship between the organizational effectiveness and motivation of the employees. Also it has been derived that there is a direct effect of empowerment and employee recognition on employee motivation.

Recognition and empowerment play a very crucial part in enhancing employee motivation towards organizational effectiveness. By appreciating the employees for their work done and giving them participation in decision making, internally satisfies them with their job, organization and organizational environment. Thus their enthusiasm and motivation towards accomplishment of work increases automatically. Employee recognition and employee motivation towards organizational tasks have positive relationship.

The motivated employees work best in the interest of the organizations which lead them towards growth, prosperity and productivity. Thus the employee motivation and organizational effectiveness are directly related.

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AN ANALYSIS OF THE SATISFACTION OF DOMESTIC AND FOREIGN TOURISTS VISITING BIHAR

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ABSTRACT

The study attempts to compare the satisfaction level of domestic and foreign tourists visiting Bihar. A self administered survey was conducted in the month of April 2013 at two places in Bihar, Bodhgaya and Rajgir. The sample size was 200. The questionnaire was consisted of 49 statements based on Likert five point scale. To analyse the data and compare mean independent t-test has been used. It has been found that domestic tourists were more likely to be satisfied on different attributes of destination as compared to foreign tourists.

Key Words: Tourist Satisfaction, Tourist Perception, Bihar Tourism, Bodhgaya, Rajgir

INTRODUCTION

The development in tourism and travel has increased the competitiveness among different destinations. It has become very important for destinations to establish itself in the market. Since, tourism is a service based industry, along with the good attraction it also requires good and prompt service. Attraction and the recreational activities generally make USP (Unique Selling Proposition) for the destination. When a tourist comes across with the destination attributes, these give different level of satisfaction to tourists. Satisfaction level is in fact the comparison between the expectation and the experience. If experience is better than expectation, tourists are satisfied and if the actual experience is less than the expectation, tourist will be dissatisfied. Satisfied tourists become asset for the destination because they create market and further become promoter for the destination by recommending the destination to others. Satisfied tourists might create repeat visits. These reflect the importance of tourist satisfaction for establishment of destination.

This research paper tries to find out the level of satisfaction to tourists along with the comparison between the satisfaction level of domestic and foreign tourists. This research is based on the experiences of tourists and identification of the destination attributes they most liked and disliked.

Review of Literature

Customer satisfaction is a psychological concept that involves the feeling of well being and pleasure that results from obtaining what one hopes for and expect from an appealing product or services (WTO, 1985). Tourist satisfaction has an important role in planning marketable tourism and services for destinations and its assessment must be a parameter used to evaluate the performance of a destination product or services (Youn and Uysal, 2005). Tourist perceptions are crucial to successful destination marketing because they influence the choice of destination (Ahmad, 1991). A large number of tourists have a prior tourism experience with some other destination and so their perceptions are in fact result of the comparisons among experiences (Laws, 1995).

Kozak (2001) conducted the study on comparative assessment of tourist satisfaction with destinations across two nationalities to determine whether there are differences between satisfaction levels of two nationalities visiting the same destination. After analysis of 1872 self administered questionnaire filled up

by German and British tourists visiting Mallorca and Turkey, it has been found that British tourists were more likely to be satisfied with almost all individual attributes than German tourists. Kozak (2002) carried out another study to determine if motivational differences existed between tourists from same country visiting two different geographical destinations and across those from two different countries visiting the same destination. Findings demonstrated that some tourists' motives differed between nationalities and places visited.

Customer satisfaction is a pivotal concern for tour operators to generate future business. Expectations, customer on-tour attitude and behavior, the perception of equity and the performance of tour leader were identified as important variables related to customer satisfaction (Bowie and Chang, 2005). Tourist satisfaction is independent of tourist attraction, accommodation facilities and tour services. Most of the tourists have clear expectation of their experience. Even though general satisfaction levels were high, loyalty and future intentions were dependent on the quality of the trip (Moses et al, 2009).

Chen and Tsai (2007) said the cognitive parameters have important role in building a destination image. They explained that cognitive parameters are those which influence satisfaction during and after consumptive experiences and help in future intentions. They include factors that influence tourist destination image and expectations of the destination and factors directly influencing disconfirmation.

Dmitrovic et al (2009) proposed conceptual model of tourist satisfaction containing seven latent constructs, with tourist satisfaction placed as the central construct. It incorporates four antecedents' constructs – i.e. quality, value, cost and risks along with image which has two facets complaint behavior and loyalty. This model in fact suggests about the satisfaction level by complaint behavior and loyalty.

Hui, Wan and Ho (2007) assessed the satisfaction of different tourist groups using a conceptual model that combines the concepts of the expectancy disconfirmation paradigm using a sample of 424 tourists departing from Singapore Changi International Airport. It was found that 'Price' was insignificant in shaping overall satisfaction levels for all groups of tourists where the respondents were segmented into four groups – Europe, Asia, Oceania and North America. 'Accommodation' and 'food' were significant for the Oceania tourists. It was also found that all tourists were willing to recommend Singapore to their relatives and friends and they were willing to revisit Singapore in future.

The review of literature shows that a number of papers dealing with different aspects of tourist satisfaction have already been published. These deals with the satisfaction of tourists with tour guides, cultural attractions, hotels, behavior of local people and many papers concludes that favourable tourist perception and attitudes are potentially important source of competitive advantage.

Research Gap

A good number of works has been found on the perception and satisfaction of customers in service industry. Lots of the works were found on tourist perception and satisfaction visiting different parts of world. So far no work has been found on the assessment of perception and level of satisfaction of tourists visiting Bihar.

Objectives

This study is an attempt to fill the above mentioned gap and hence following objectives were set for the study:

1. To analyse the demographic characteristics of tourists visiting Bihar to portray the demand side.

2. To analyse the perception of domestic and foreign tourists on destination attributes.
3. To analyse the overall satisfaction of domestic and foreign tourists.

Hypotheses

H₀1: There is no significant difference in the perception of domestic and foreign tourist across the five factors (destination attractiveness, accessibility, price, promotion and people and staff).

H₀2: **Hypothesis 2:** There is no significant difference in the overall satisfaction across the group (domestic vs. foreign tourist).

Methodology

The study is based on secondary as well as primary data. Secondary data were collected from books, journals, magazines, newsletters and websites. A self administered questionnaire survey was carried out to collect the primary data. The survey was conducted at two places in Bihar, one at the Mahabodhi Temple Complex (Bodhgaya) and second, Vishwa Shanti Stupa – Rajgir in the in the month of April 2013. These two tourist destinations were chosen because of the availability of good number of domestic and foreign tourists. The respondents were selected randomly at these two spots and responses were taken only from the tourist who would agree to spend ten minutes with the researcher for filling up the questionnaire and as a result questionnaire got filled with maximum accuracy. Total 200 responses have been collected and found suitable for analysis. The sample size of 200 was found sufficient on the basis of same kind of research in the other parts of the world like study of Peter Mason and I-Ling Kuo on Visitor Management at Storhenge, UK (Mason and Kuo, 2006).

The questions were developed from issues raised in academic literature, comments derived from media statements on the satisfaction level of tourists while visiting a tourist destination. The questionnaire was divided into three sections. The first section was related to the demographic profile of tourists (age, gender, religion, education, marital status, profession and income). From previous researches it was found that these demographic characteristics have impact on the tourist satisfaction. The second section was based on 49 Likert scale statements to analyse the perception of tourists. A five-point Likert type scale was used with the scale being presented thus: Strongly Disagree (1), Agree (2), Neither Agree nor Disagree (3), Agree (4) and Strongly Agree (5). These 49 attributes were classified into five sub-heads which are well known components of marketing mix – product, place, price, promotion and people. Out of seven 'Ps' of services marketing mix, these five were found relevant for the study. The third section was associated to know the travel pattern and to measure the overall satisfaction of tourists.

Data Analysis

The collected data were analysed by employing the software developed by IBM, the Statistical Package for the Social Sciences (SPSS). The demographic characteristics of the respondents were summarized in table 1 which reflects the percentage composition of various components of demographic profile. Since the main objective of the study is to analyse the perception and satisfaction across the nationality, so the respondents were grouped into domestic tourists and foreign tourists. Reliability test was performed to ensure the consistency of scale. Reliability means the degree to which the results obtained will be the same from one occasion to another. Cronbach's alpha coefficient is the most widely used method for testing the reliability of scale. The alpha value, used for reliability of data, of the 49 attributes of the destination and quality of tourism related products at the destination lies in the range of 0.8 or 0.9. This exceeds the minimum standard (0.70) suggested by Nunnally (1978) (Santos, 1999). To check the equality

of mean of all attributes for domestic and foreign tourists independent t-test was used. $P > 0.05$ (significance value is greater than 0.05) shows that there were statistically significant difference in the mean.

Results and Discussion

Details of the sample are presented in table 1. These details constitute the demographic profile of the respondents like nationality (divided into two groups, domestic & foreigner), religion, gender, age, marital status, education, income group and working status.

The sample of respondents was showing that 66% of respondents were Indian and 34% were foreigner. There were 69% male and 31% female. This difference might have arisen because only one questionnaire was got filled by a family or group and male dominated in giving the response. Most of the visitors were found from Hindu religion (44%) whereas second largest visitors were Buddhist (28%) and then Muslims (16%). The age group of 26-45 was having highest representation in the sample (66%). 46-55 age group was showing the lowest representation i.e. only 4%. 80% of the sample was found married and only 20% were unmarried. Respondents with their total monthly income less than Rs.15000 were ranked first (40%) and above Rs. 45000 was ranked second (32%) in the list. 28% of the sample was represented by income group of Rs. 15000 – 30000 and Rs.30000 – 45000. The sample represents that 46% of the visitors were employed in private companies and second largest representation was government employed (24%). Number of students was also found significant (14%). Self employed and home maker both had equal representation in the sample i.e. 8%. The majority (52%) of holidaymakers were on short visit of 1 – 3 nights stay. Only 26 % of the sample shows more than a week holiday. Long stay was found by foreigners. Domestic tourists were mostly on day visit only or for 1 night stay. But the length of stay in Bihar was found very short. 84% of the sample was staying in Bihar only for maximum of 3 nights stay.

Table 1 - Details about sample (n=200)

Sample	%	Sample	%
Nationality		Working Status	
Indian	66	Self Employed	8
Foreigner	34	Govt. Employed	24
Gender		Pvt. Employed	46
Male	69	Student	14
Female	31	Home Maker	8
Religion		Purpose of Visit	
Hindu	44	Recreation	20
Buddhist	28	Religious	38
Sikh	6	Cultural and Historical	30
Muslim	16	Business	4
Others	6	Visiting Friends and Relatives	8
Age		Travel Companion	
<25	16.5	Alone	6
26-35	33	Family	66
36-45	33	Friends	28
46-55	4	Length of Holiday	

>55	13.5	1-3 nights	52
Marital Status		4-6 nights	22
Married	80	more than a week	26
Unmarried	20	Length of Holiday in Bihar	
Education		1-3 nights	84
High School	24	4-6 nights	16
Technical	28	more than a week	0
Graduate	32	Source of Information	
		Books, Newspaper &	
Masters/ Doctorate	16	Magazines	44
Monthly Income		Television	2
<15000	40	Travel Agents	12
15000-30000	22	Friends and Relatives	36
30000-45000	6	Internet	6
>45000	32		

During interview it was found that only monks or Buddhists who came for meditation were staying for more than one week. After examining motivations behind the travel, it was found that 30% of the sample respondents were travelling for cultural and historical purposes which stood second just after the religious motivation 38%. 20% of the sample respondents were travelling for recreation, 8% for visiting friends and relatives and only 4 % for business which showed minimum representation in the sample. Respondents travelling with their family (66%) and with their friends (28%) were ranked as the first and second on the list. Only 6% of the sample was travelling alone. After examining the sources of information for the visitors it was found that the most important sources of information were books, newspaper and magazines (44%), and words of mouth by friends and relatives was on second position with 36% representation in the sample. Television was having the least contribution, only 2%. Other sources of information were travel agents (12%) and internet (6%).

Hypotheses Testing

Hypothesis 1: There is no significant difference in the perception of Indian and foreign tourist across the five factors (destination attractiveness, accessibility, price, promotion and people and staff).

Comparison between perception of Indian and Foreign tourists

There were total five factors with 49 statements. In table 2 all the attributes (Likert scale statements) considered for equality of mean for Indian and foreign tourists are compiled. For analysis statistical tool of independent sample t-test was applied and the results are shown in table 2.

Table 2 - Comparison between Indian and Foreign tourists visiting Bihar (t-test)

Destination Attributes	Indian (n=132)	Foreigner (n=68)	t	Sig. t
Destination Attractiveness	3.60	3.60	0.066	.948
Tourist Destination Has Unique Image	4.49	4.81	-3.866	.000
Tourist Destination is Polpular	4.58	4.82	-3.599	.000
Good offers for visiting nearby place	3.26	3.56	-1.716	.088
Good Variety of Attraction	3.11	2.66	3.023	.003
Good nightlife	2.68	2.03	3.583	.000

Activities for Children	3.96	3.90	0.593	.554
Good accommodation facility	2.89	3.32	-2.423	.016
Car parking facility	3.74	3.56	1.327	.186
Beautiful Landscape	3.92	4.10	-1.493	.137
Well maintained pedestrian areas	3.94	3.53	2.308	.022
Public conveyance facility	3.02	3.50	-3.147	.002
Maintenance of site and facility	3.56	4.15	-4.411	.000
Cleanliness and Hygiene	2.84	2.43	2.747	.007
I felt at home at this tourist destination	3.76	2.94	5.613	.000
Safe Place	4.27	4.66	-3.293	.001
Accessibility	3.43	3.97	-11.074	.000
Air Connectivity is good	2.52	2.94	-2.703	.007
Rail connectivity is good	3.18	3.47	-1.903	.058
Public Transport Services	2.98	2.91	0.610	.542
Taxi and Auto-Rickshaw Services	4.30	4.41	-0.842	.401
Road Connectivity	3.93	4.54	-5.286	.000
Easy to get around the city	3.02	3.68	-5.180	.000
Making booking was easy	3.52	4.57	-10.352	.000
Travel Agents are easily available	3.48	4.76	-9.387	.000
Operating hours are convenient	3.90	4.43	-5.206	.000
Price	4.26	4.78	-4.740	.000
transportation charges are reasonable	3.92	4.21	-1.772	.078
Accommodation cost is reasonable	3.17	3.79	-3.905	.000
Price of additional offers are reasonable	4.15	3.94	1.626	.106
Price for guided tour is reasonable	3.51	3.96	-3.475	.001
Price for entry ticket is reasonable	3.70	3.69	0.099	.921
Worth for Money	3.47	4.44	-5.662	.000
Overall level of price is reasonable	3.66	4.66	-8.020	.000
Promotion	3.37	3.19	1.819	.070
Destination is well promoted through media	2.97	2.94	0.156	.876
Well promoted through newspaper	3.03	2.41	4.342	.000
Well promoted through TV	1.81	1.43	2.968	.003
Well promoted on Internet	3.37	3.93	-3.823	.000
Well promoted through magazine	3.02	2.79	1.642	.102
Well promoted through TTF	2.64	2.46	1.525	.129
People	3.33	3.69	-4.051	.000
Well trained staff	3.22	3.10	0.626	.532
Friendly staffs	3.89	4.16	-1.798	.074
Well behaved transporters	3.29	3.79	-3.894	.000
Good Travel agents	3.05	4.03	-7.633	.000
Smart Courteous and prompt hotel staff	3.40	3.81	-2.553	.011
Restaurant Staffs are good	3.66	3.84	-1.249	.213
shopping centre staffs are courteous	2.28	3.34	-6.494	.000
Good number of tour guides	3.49	3.51	-0.151	.880
Tour guides are well dressed	2.46	3.34	-5.223	.000

Tour guides are well behaved	3.74	4.32	-3.761	.000
Tour guides are well versed	3.32	2.44	5.321	.000
Local people are friendly	4.14	4.56	-2.933	.004

- i) **Destination Attractiveness:** The mean for the destination attractiveness for both Indian and foreign tourists was 3.60. The table showed the t-value 0.066 and the significance value is 0.948 which was more than 0.05, statistically not significant and it indicated that there were differences between the perception of Indian and foreign tourist regarding the destination attractiveness. This factor covered 15 Likert scale statements. It was found that 11 statements (associated with destination image, destination popularity, variety of attraction, night life, accommodation facility, pedestrian area, public conveyance facility, cleanliness and hygiene, homely feeling and safety) showed that statistically there exist significant differences between the perception of domestic and foreign tourists. For the rest four statements (associated with activities for children, car parking facility, landscape and offers for excursion) significance value was more than 0.05, so it was found that statistically there were no significant difference between the perception of domestic and foreign tourists. The maximum differences in the perception were seen on variety of attraction and homely feeling. On these two statements domestic tourists were positive where as foreign tourists were negative.
- ii) **Accessibility:** Mean value for this factor were 3.43 and 3.97 for Indian and foreign tourists respectively. t-value was -11.074 and significance value was 0.000 which was less than critical value (0.05), therefore it has been found that statistically there is significant difference between the perception of Indian and foreign tourists about the accessibility of the destination in Bihar. This factor contains total nine Likert scale statements out of which six (associated with road connectivity, air connectivity, easiness to get around the city, ease in making booking, availability of travel agents and convenience of operating hours) showed that their significance level was less than critical value, 0.05. Therefore it has been found that there exists a significant difference in the perception of Indian and foreign tourist. For the rest of the three statements (associated with rail connectivity, public transport and taxi services) significance value is more than 0.05. Therefore it was found that statistically there is no significant difference in the perception of Indian and foreign tourist on these statements.
- iii) **Price:** Mean value for Indian and Foreign tourists were 4.26 and 4.78 respectively. t-value was -4.74 and significance value is 0.000, therefore it was found that statistically there is significant difference in the perception of Indian and foreign tourist on the price level of the services offered in and around the destination. This section had seven statements out of which four statements (associated with accommodation cost, guide cost, worthiness and overall price level) had significance value less than critical value, 0.05, which showed a statistically significant difference in the perception of Indian and foreign tourists. There were three statements (related to transportation charges, price of additional offerings and entry ticket charges) which showed statistically no significant difference ($p > 0.05$) in the perception of Indian and foreign tourists.
- iv) **Promotion:** Mean values for this promotion were 3.37 and 3.17 for Indian and foreign tourists respectively. t-value was 1.819 and significance value was 0.07 which is more than 0.05 (critical value), which showed there was no significant difference in the perception of Indian and foreign tourists on the promotion. This factor included six Likert scale statements out of which only two (associated with promotion through newspaper and internet) had the significance value less than

0.05, which showed the statistically significant difference between the perception of Indian and foreign tourists.

- v) **People:** Mean values for people were 3.33 and 3.69 for Indian and foreigner respectively. t-value was -4.051 and significant value was 0.00 which was less than critical value 0.05. Therefore it was found that statistically there is a significant t difference in the perception of Indian and foreign tourists on the people and staff on tourism industry in Bihar. This factor included twelve Likert scale statements, out of which only four statements showed that there were no significant differences in the perception of Indian foreign tourists.

Hypothesis 2: There is no significant difference in the overall satisfaction across the group (domestic vs. foreign tourist).

The hypothesis seeks to test whether there is any significant difference in the overall satisfaction of domestic and foreign tourists. To test this hypothesis, independent sample t-test has been used.

Table 3: Group Statistics - Overall satisfaction about Tourist visit

Nationality	N	Mean	Std. Deviation	Std. Error Mean
Indian	132	3.96	.877	.076
Foreigner	68	3.54	.921	.112

Table 3 shows the descriptive statistics. This table indicates the mean value and standard deviation obtained by domestic and foreign tourists on overall satisfaction. This has been found that the Indian tourists have the higher mean value 3.96 on five point Likert scale and Std. Deviation of 0.877. This is an indication that the Indian tourists are more satisfied than the foreign tourists. It has also been seen that the mean score of foreign tourist is 3.54 and Std. Deviation of 0.921. This means both, domestic and foreign tourists have positive overall satisfaction.

Table 4: Independent Sample t-test

	Levene's Test for Equality of Variances		t-test for Equality of Means		
	F	Sig.	t	df	Sig. (2-tailed)
Overall satisfaction about your visit					
Equal variances assumed	3.641	0.058	3.138	198	0.002

Table 4 shows the result of Independent Sample t-test applied to see the differences in the overall satisfaction of domestic and foreign tourists statistically. The t-value is 3.138 and Sig. value is 0.002 which is less than 0.05 (95% confidence interval), which indicates that there exists significant difference in the overall satisfaction of domestic and foreign tourists.

Hence, the hypothesis that there is no significance difference in the overall satisfaction of domestic and foreign tourists stands rejected.

Conclusion and Suggestion

It has been seen that Bodhgaya and Rajgir are favorite destination for foreign and domestic tourists visiting Bihar. Using data from questionnaire survey conducted among domestic and foreign tourists visiting Bodhgaya and Rajgir, Bihar, in April 2013. This study examined the extent to which selected destination attributes were significant. Tourist satisfaction by virtue of these attributes is also analysed. The study found that destination attractiveness and promotion of the destination creates significant difference in the perception of tourists. On almost all the attributes domestic tourists were more satisfied than the foreign tourists. On accessibility. Price and staff there were no significant difference in the perception. It has also been found that foreign tourists do not possess a good perception on 'the variety of attraction', 'availability of nightlife', 'air connectivity', 'promotion of the place' and 'knowledge of tour guides'. Domestic tourists were mainly dissatisfied with 'accommodation facility', 'availability of nightlife', 'public conveniences', 'cleanliness and hygiene', 'public transport', 'promotion of the destination', 'behavior of shopping centre staffs'.

Destination management should attempt to look in the reasons of dissatisfaction and make remedial actions and increase the facilities for sustainable tourism development in general and tourist satisfaction in particular. Satisfied tourists do not necessarily return, but still can help the destination to attract new customers (Kozak and Rimmington, 2000). It is hoped that survey results may be useful for organization involved in the management of tourism in Bihar specially Bodhgaya and Rajgir in evaluating their existing performance levels and designing the further strategies on the satisfaction of tourists and development of destination.

Limitations and Scope of Further Study:

Any research is not complete in itself and it shows some light for future travelers. This study is also having some limitations. The survey instrument used in this study was originally designed in English and it was found that some of the respondents did not know English. But in that case researcher made an effort to translate the question in vernacular for the respondents. Due to limited resources and time sample size was taken 200, which is neither small nor large. However, in order to check the validity of outcome a larger sample size may be considered. The research was conducted only in the month of April 2013. For more appropriate result a longer period can be considered. In this research attempt has made to know the difference in perception and satisfaction level of Indian and foreign tourist, but reasons behind the difference in perception and satisfaction left untouched. So there is a scope to develop a model on this.

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KEY ISSUES INVOLVED IN DOING BUSINESS THROUGH ELECTRONIC MEANS AND STRATEGIES TO IMPLEMENT E-BUSINESS

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ABSTRACT

E-business which means doing business electronically, now a day's quite a very popular term. But there are various things which people generally attached with this term such as purchase and sell commodities through internet, learning through electronic means as well as doing governmental activities such as payment of taxes, doing research through internet,, the term E-business includes all these things in addition to this it also includes various other things, basically there are three types of transactions involved in E-business which are as follows:- B2B, B2C, C2C, E-governmental, E-learning, E-publishing, online communities and social networks and so on. In the present paper, researcher discuss various issues which are involved with doing business through electronic means and also strategies which are implemented for the purpose of starting E-Business

Keywords: E-Business, E-learning, B2B, B2C, Privacy

1.0 INTRODUCTION

There are various ways in which an organization involved in E-business activities first one is no involvement at all i.e. using old methods to do business that is not using electronic means at all, second way is through partial involvement which means using both electronic as well as traditional means to do business, third way is full involvement which means doing business activities only through electronic means i.e. online. There are various types of E-commerce/E-business; first way through which we classify E-Commerce is through the type of system involved, according to this approach there are basically 4 types of e-commerce transactions (Refer to fig 1.1) .These components are as follows:-

1. Electronic Markets(Online market places)
2. Inter-organizational systems(which includes EDI as well as extranets)
3. Intra- organizational systems (Intranets)
4. Service delivery system(which includes online banking, online learning as well as online services)

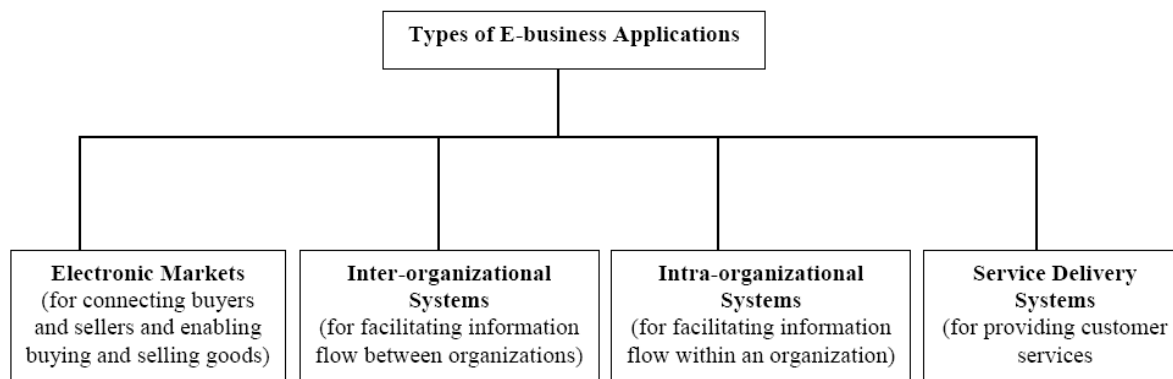


Figure 1.1: Categorising e-business according to type of application
(Source: developed from Turban et al. 2008)

1.1 Problems of doing business electronically

There are two main challenges or problems associated with doing business through electronic means first one is security and other one is Privacy, companies who do business online now a day's assure both security as well as privacy to customers but still some of the individuals do not have trust on them, there are various reasons for it the case such as fear related to cyber crimes as well as fear of using the personal information in a wrong manner, these things enforce them not to trust to the organization that perform their business electronically. As well as we also come across to various security threats now a day's like there are nearly around 20,000 malicious programs everyday (Ward 2008). The organizations that do business online having a no of competitors involved in similar type of business, all such businesses uses a no of network as well as application services in order to access to the data, if a business have any weakness then it is very easy for their competitor to attack to their systems. Sometimes in order to attack a system it requires any sophisticated technologies as well as techniques, but most of the attacks are not sophisticated, in order to attack a system it only requires poor practices related to security as well as weaknesses of human beings, (Turban, 2008). All organization whether small, large or medium scale firms as well as departments of military/ defense and universities all are the braches of security through internet, So with all these we are able to say that security is considered to be one of the biggest challenge associated with e-business. (Laudon & Trevor 2008), other challenges involved with e-business are as follows;-

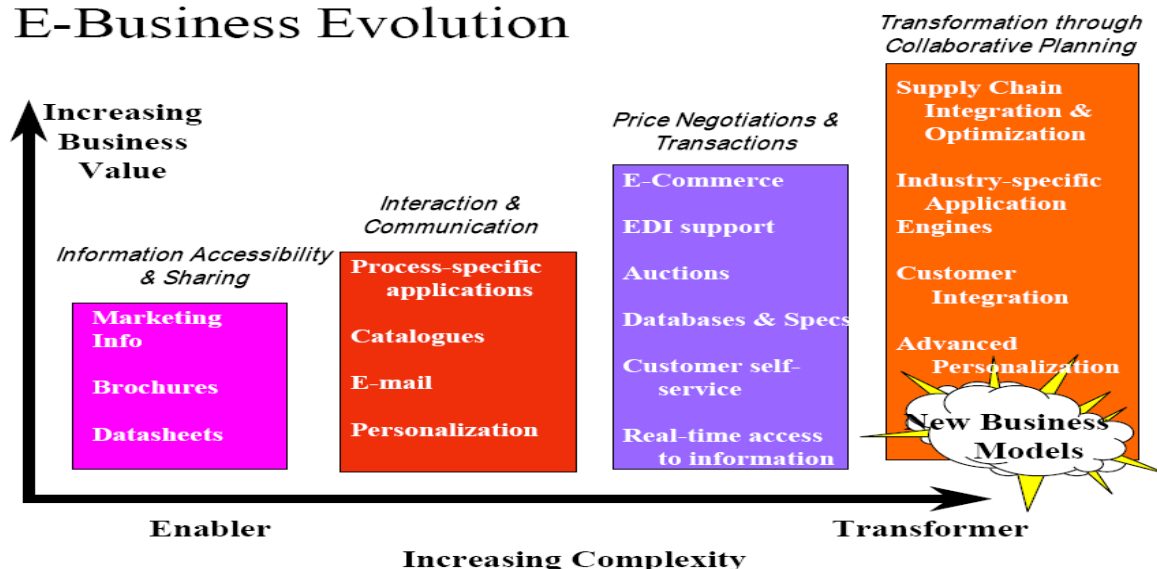
Integrity;- which means the message sent by sender as well as message received by receiver are same or not, this is one of the main problem involved with e-business

Privacy: Whether the message is secured as well as used by those persons who have right to access this message i.e. by sender or receiver only.

Authentication: whether the data receives from that person/ organization in which it claims to receive or not.

• **Non-repudiation:** whether the sender of the message denies the fact that message is sent by that person. These are issues which also resemble with the requirements of security offline which includes purchase any commodity from a shop with the help of credit card. The main problem involved in this are that both the parties do not have face to face contact with each other, in addition to this there are another security problems which are as follows;- Denial of service attacks, use of harmful software such as Trojan horse, spyware etc .

E-Business Evolution



Privacy breaches may occur in various ways, for example (O'Brien & Marakas, 2008):

- **First way to breach privacy is done by reading the private** conversations of individuals as well as by checking their computer records, try to collect and share their personal information by looking at their online movements.
- **Keep a watch on the location of individuals through services related to mobile as well as pager services**
- **Collect personal information of individuals in an unauthorized manner and misuse them**

An essential issue related to privacy is spam, which has its existence for a long time period as well as it is not possible for an organization to find effective solution to this problem, another major privacy concern is associated with the increase use of “the human flesh search engine” in this engine various individuals come together voluntarily to share their personal information on internet (O'Brien 2008). In order to find solution to these problem not only government support but also need cooperation internationally as well as global legislation, there is an urgent need to make an international legal framework which provides guidance to the companies who perform their business internationally, in addition to these issues various other issues associated with E-business which are ethical in nature and it is very difficult to deal with such type of issues: they are very tricky as sometimes it may possible that the issue is unethical but not illegal, due to this it is not possible for us to stop that person to do that transaction , in order to check whether an activity is unethical or not we also check the culture of that person , sometimes it may possible that an activity which is unethical for one culture may be ethical for another culture, so it is very difficult to set an international code in order to provide privacy as well as security, in addition to this lack of governmental involvement is one of the most important reason for the online breach of privacy and security (*Annexure I*).

2.0 Planning and implementation of strategy related to do business electronically

In order to design a strategy related to business in today's scenario it is important to take in to consideration the impacts as well as the potential roles of internet as well as the technologies related to internet. Various organization which do their business only through electronic means i.e. through internet design both its strategy as well as its structure through internet in order to get competitive advantage. But one of the main problems associated with this is related to translation of your innovative ideas in to a specific project. It is easy to make a plan but how to implement that plan is one of the main concerns, in order to implement these in day to day activities is quite a long as well as complex process. There is no clear approach which helps to turn the identified opportunities of doing business through an electronic means in to a fully operational e-business organization. This will be considered to be one of the most difficult decisions related to e-business. In order to provide guidance related to this there is no as such literature available on this topic. In order to plan as well as implement strategy related to E-business there are various tools and techniques available, but it is very difficult for some persons to understand these tools and techniques as these are very confusing in nature. This confusion is due to the new as well as relatively new nature of E-Business strategy, in order to plan as well as implement E-business strategy there is no magic formula available for this. In order to plan as well as implement a new business strategy it is essential to follow some activities which are suggested by Turban (2008), it includes- 1) initiation of strategy 2) then its formulation 3) Now implementation of strategy 4) assessment. Process of strategic planning related to e-business is considered to be a two way approach which taking into consideration both the merits of top-down as well as bottom up approaches as well as which remove the disadvantages of both these approaches.

- **Initiation of strategy**

the first and the most important step involved in planning and implementation of strategy is the initiation of strategy which is done by analyzing both external as well as internal environment of business which is performed by SWOT analysis (O'Brien & Marakas 2008), it is a method through which we came to know about the strengths, weaknesses as well as the opportunities available for a firm in future and threats from external environment, another important method is

Porter's (1985) Five Forces Model, when a business came to know about its strengths, weaknesses as well as the opportunities available for a firm in future and threats from external environment, It is a method which is very helpful to take advantages of these opportunities in the context of its strengths as well weaknesses, some of the issues associated with this are as follows;-

1. keep your business at the same status which means do not emphasis on doing business online i.e. through electronic means
2. Second way is to grab the opportunity first to get competitive advantage
3. Treat the online business as you are familiar with this concept
4. make a n individual online company or build a separate online brand
5. Advertise your product through internet i.e. by electronic means
6. Build customer relationship management through internet
7. Usage of electronic means for supply chain management
8. Establish your business online

2.1 Strategy Formulation

in order to formulate a strategy related to do business online there are four main things associated with this which are as follows:-

1. Evaluate specific opportunity related to do business electronically
2. Cost/ Benefit analysis
3. Analysis of risk
4. Select an appropriate strategy related to E-business

After analyze the results of internal as well as external environment the organization is now ready to evaluate its potential opportunities related to e-business and then select an appropriate strategy for its implementation , in order to look at opportunities related to e-business it is essential to look after:

- Whether doing business through internet provides an ample opportunity to provide solution for various internal problems, and also helps to exploit the new markets by adding additional channels of distribution.
- Whether doing business through internet helps to enhance the operation as well as performance of business i.e. helps to enhance relationship with customer, as well as helps to improve supply chains,
- There are various technologies related to internet as well as there are various application related to internet that now become industry standard which are adopted by all competitors, leaders related to industries, which become strategic necessity
- Some of the companies also adopted advanced technologies related to internet , if they are not utilized it will become a waste of time
- An organization adopts e-business strategy due to the demands and challenges of networked individuals, society, and economy.

To find an appropriate E-business opportunity is not an easy task as theses are various choices as well as various uncertainties also involved with doing business through internet, as we all know that doing business through internet is a very new concept for all organizations and industries, in order to do

business through internet there is no as such universal methods adopted. For this one method named internet portfolio map is used (*Turban, 2008*). Basically the internet portfolio technique is based on company fit as well as viability of the projects, which can either be high or low. In order to assess viability there are various criteria such as measurement of market value potential, time to positive cash flow, and time to implementation as well as requirements related to funds. In order to select an effective strategy related to E-business internet portfolio map is considered to be one of the essential tools for this. Whenever an organization takes any investment decision first of all cost benefit as well as risk analysis has been done in the same way in case of E-business decision cost benefit as well as risk analysis has been done in order to reach to a final result. In order to evaluate e-business investment in an appropriate manner an organization should use a balance approach for this which should include;-1) All tangible and non-tangible costs as well as benefits 2) both qualitative as well as quantitative dimension 3) Financial as well as non financial perspectives 4) Strategic, operational, tactical as well as other factors.

In order to choose a strategy related to e-business, following things needs to be considered, which are as follows first one is critical success factors which means to identify the essential factors required to achieve the objective of the organization. This is based on the specific part of the organization second one is value chain analysis (Porter & Miller 1985), it focuses on the internal activities of the firm and it also help to identify whether e-business strategy helps to improve performance and helps to achieve the strategic goals/ objectives , in addition to this there are following issues involved with e-business strategy are as follows such as strategy related to online pricing as well as conflicts of channels,.

2.2 Implementation of strategy

Various steps involved while implementing a strategy are as follows:

- First one is to allocate capital as well as resources to implement e-business projects
- Second step is to establish an e-business projects as well as assign responsibilities

An e-business team is appointed in order to implement project of e-business. Then tasks are identified, responsibilities are assigned, and project leaders & champions are appointed. Then a good project plan should be developed and then it is followed, in the meantime an effective change management is required in order to add e-business initiatives into their existing operations then decide a approach related to development, by analyzing various options each are having their own advantages as well disadvantages, after that decide a conversion approach which can chose from four options related to implementation: pilot implementation, in this option in order to choose a new system to show whether it perform in an appropriate manner first of all it is installed in one of the organization if it is successful in that organization then spreads to the other parts of the organization, parallel implementation (as the name suggests it uses both old as well as new system until it feels that new system do not perform correctly), , direct/plunge implementation (in this organization adopt new system by replacing with old one) and last one is phased implementation (in this new system is implemented in phases).

Addressing security & privacy issues: in the development process both security as well as privacy issues should be taken into consideration,

3.0 Launching a Successful E-Start-up

As we all know that internet has provided good opportunities to those people who are interested in becoming an entrepreneur that will lead to make their dream of becoming their own bosses in an affordable and easier manner. Now a day's people can start their work from home for these basic things that are needed are as follows; - PC, Connection of internet and a website. You heard about the stories of successful E-business starters which are as follows:- YouTube, Google, Paypal all these encouraged people to start their business online as it is more profitable way to do a business as well as t changed the

perception of young generation towards the jobs. It is not an easy task to get successful in online business; there are various successful factors for this first one is having a passion for doing your business through internet, then it needs your Persistence i.e. you can never give up, an individual should have the ability to execute their ideas, i.e. ability to convert your ideas into reality, you should have analytical skills as well as encouragement to take risk, An entrepreneur should have excellent decision making capacity so that he can take necessary decision whenever there is a need to take such decisions. An entrepreneur should have strong communication skills as well as flexibility to change him according to the environment, ability to integrate resources from various sources, in order to get success there is a need of a good management team and financial resources in sufficient manner. In addition to this a bit of luck is also required in order to get success in doing business through electronic means,

3.1 Integration

In order to participate in the e-business effectively an organization must integrate the application of e-business with the existing infrastructure as well as application followed by that organization internally, in addition to this with the external servers and databases of customers their suppliers and their partners.

4.0 Conclusion

E-business which means doing business electronically, now a day's quite a very popular term. But there are various things which people generally attached with this term such as purchase and sell commodities through internet, learning through electronic means as well as doing governmental activities such as payment of taxes, doing research through internet., There are two main challenges or problems associated with doing business through electronic means first one is security and other one is Privacy, companies who do business online now a day's assure both security as well as privacy to customers but still some of the individuals do not have trust on them, there are various reasons for it the case such as fear related to cyber crimes as well as fear of using the personal information in a wrong manner, these things enforce them not to trust to the organization that perform their business electronically. In order to design a strategy related to business in today's scenario it is important to take in to consideration the impacts as well as the potential roles of internet as well as the technologies related to internet. Various organization which do their business only through electronic means i.e. through internet design both its strategy as well as its structure through internet in order to get competitive advantage.

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Annexure 1

Table 1.4: Some positive and negative impacts of electronic business

Impacts	Positive Impacts	Negative Impacts
To Individuals	Convenience; Personalised & customised products & services; Ubiquity & mobility; Better and more affordable communication and interaction (i.e., in real-time and multimedia way); Greater flexibility and better freedom of publishing ideas and views; Better connection with other members of communities; Access to products, services and information from all over the world (normally with cheaper prices); Making fulfilling the dream of being your own boss and of managing an international business much more easier; among many others.	Privacy issues; Security issues (i.e., online fraud, viruses, spam, etc); Individuality issues (i.e., passwords and user names are used to represent human beings on the internet); The lost balance between work and leisure arising from the use of lap tops, mobiles and other mobile devices; The loss of writing and other language skills resulting from overly using computer and the internet; The lost human interaction with others by excessively relying on e-mail, VoIP, instant messaging, online chatting and other electronic communication tools; etc.
To Organizations	An additional distribution channel; New opportunities in existing and new markets; Better/new products and services; Enhanced efficiency & effectiveness; Time & cost reductions; Better relationships with customers, with suppliers and business partners, with government agencies, with competitors and with employees; Enlarged market share, Increased revenue; Improved profit, Better image, among many others.	Channel conflict when doing both online and offline operations; More intense competition from existing competitors and new entrants; Losses due to network failures and security breaches; The wide and quicker distribution of negative news on the organization; The difficulties in maintaining 24/7 reliability and accessibility of online operations; etc.
To Industries	More effective and efficient industries and industry supply chains more efficient & effective; Enhanced cooperation and collaboration within and across industries; Creation of new industries and addition of new elements to existing industries; among many others.	Increased competition in many industries (especially in service-oriented industries); Changed structure of many industries (i.e., many traditional intermediaries will either disappear or change their roles (e.g., providing more value-added services and focusing more on

Impacts	Positive Impacts	Negative Impacts
		knowledge) while some new online players (i.e., online aggregators and distributors) will enter the market; etc.
To Governments	Better services to citizens, Reduced time and costs of operations; Better relationships with citizens, businesses, other government agencies, and employees; Quicker and Better responsiveness to national security issues and unfortunate events; Enhanced transparency of their operations; Improved engagements from citizen, businesses, other government agencies, and employees; Improved cooperation and collaboration with relevant parties; Diversified campaigns and propaganda activities; among many others.	Security issues (both inside and outside threats); The wide and quicker distribution of negative news on the government; The difficulties in maintaining 24/7 reliability and accessibility of e-government operations; Unclear and inconsistent, and unexperienced governance of and policies for the Internet; etc.
To Societies	Better availability and accessibility of products, services, information & knowledge from all over the world; Better living (i.e., convenience of online shopping); Better understanding of the world and its history; Exposure of ideas to the global audience; Faster distribution of information and knowledge; Easier, less expensive and more flexible education (i.e., via e-training/learning, online universities); Improved health services and medical advances; Reduced risks associated with performing dangerous tasks; Better crime prevention and control; Better environment protection and sustainability; among many others.	Digital divide (i.e., between developing and developed countries); Health issues arising from using the computer and access the Internet; Job losses arising from automation; Public welfare issues (i.e., Online gaming/-gambling addiction); Public safety issues (i.e., Online pornography, especially child pornography); The loss of face-to-face social networking to social networking sites and other online applications; The e-waste (disposing computing and internet equipments); The difficulties in controlling and reducing carbon emission from computing and Internet equipments, as more and more people buying more and more computing and Internet gears; etc.

Annexure 2

Basic Technologies	Functions	Application Examples
E-business Applications	Support business processes of organizations (i.e., B2B, B2C, and intra-organizational communications) and activities of individuals (i.e., communications, networking, community building, knowledge sharing, online shopping, online selling, online information search) as well as the government's functions	E-marketplaces, E-procurement applications, Sales Force Automation applications, E-tailing, Online Banking, Online Publishing, E-learning, Online auctions, Search engines, Social networks, Online communities, E-government, etc.
Interfacing, Sharing, Integration & Aggregation Applications	Tie different services together and integrate with business partners' applications	Service oriented architecture (SOA), Web Services, Virtualizations, Grid Computing, Semantic Web, Web Science, Middleware, Enterprise Application Integration (EAI), etc.
Common Business Services Applications	Provide services required for online transactions and website functions	Online security, Online authentication, Web addresses, Storage repositories, Electronic payment systems, Smart cards, etc.
Transportation Services Technologies	Publish and distribute information in different formats (i.e., in text, audio, fax, video) on the internet	Hyper text transfer protocol (HTTP), Transmission control protocol/Internet protocol (TCP/IP), Electronic Data Interchange (EDI), E-mail, World Wide Web (WWW), Hypertext markup language (HTML), Java, Extensible markup language (XML), Virtual reality modelling language (VRML), etc.
Telecommunication Networks	Connect different devices together and Enable online communications	The Internet, TV Networks, Telephone Networks, Wireless Networks, Intranets, Extranets, Virtual Private Networks (VPNs), Local Area Networks (LANs), Wide Area Networks (WANs), etc.

(Source: developed from Turban et al. 2008; Watson et al. 2000; McKeown 2000; Kalakota & Whinston 1997; Laudon & Traver 2008; The Authors' Own Knowledge)

Development Options	Advantages	Disadvantages
Internal Development	<ul style="list-style-type: none"> o Competitive advantage o Complete control over final systems o Builds technical skills and functional knowledge of developers 	<ul style="list-style-type: none"> o Requires dedicated effort of in-house staff o Development can be slow o Costs may be higher than working with other approaches o Systems may not work when completed or may not provide desired functionalities
Outsourcing	<ul style="list-style-type: none"> o Cost savings o Ease of transition to new technologies o Better strategic and business focus o Better management of information systems/ information technology (IS/IT) staff – vendor has the knowledge and skills in effectively managing IS/IT staff o Handles peaks with greater capacity of vendor o Consolidates data centres, which is very difficult to be done by an internal group o Infuses cash via selling equipment to the outsourcing vendor 	<ul style="list-style-type: none"> o Loss of control o High switching cost o Lack of technological innovation o Loss of strategic advantage o Reliance on outsourcer o Security and reliability o Evaporation of cost saving, i.e., perceived costs may never be realised due to factors such as out-of-date processes, costs arising from software upgrades, unspecified growth and new technologies not anticipated in the contract. And some savings may be hard to measure
Acquisition	<ul style="list-style-type: none"> o Could purchase a complete system from a vendor o Could purchase different systems from various vendors o Fastest approach of all 	<ul style="list-style-type: none"> o Little competitive advantage o Must accept functionalities of purchased systems o May not integrate well with existing systems o May require modification and customization to meet needs
Use of Application Service Providers (ASP)	<ul style="list-style-type: none"> o Firms, especially small and medium enterprises, will enjoy the benefit of reduced need for internal IS/IT staff o Saving money on internal 	<ul style="list-style-type: none"> o Less control over the applications (i.e., on issues such as when applications should be upgraded? how access to applications is facilitated?) o Applications from ASP tend to

Development Options	Advantages	Disadvantages
	<ul style="list-style-type: none">infrastructure and initial capital layouts○ Some companies find it easier to 'rent' software from an ASP and avoid the problems associated with installing, operating and maintaining complex systems like enterprise planning systems○ Easier to walk away from unsatisfactory systems and solutions○ Quicker to respond to market with applications available from ASP	<ul style="list-style-type: none">address routine problems, there is not much attention on how particular problems the organisation is facing are addressed○ ASP solutions tend to be rather generic (i.e., normally allowing only 20% customisation for any given company)

(Sources: developed from McKeown 2000, p. 251; Peralson & Saunders 2004, pp. 198–199; Hoffer et al. 2005, pp. 32–33, 38–39, 40–41; The Authors' Own Knowledge)

WOMEN EMPOWERMENT THROUGH MICRO-ENTERPRISES – A STUDY OF Y.S.R DISTRICT, A.P.

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ABSTRACT

Empowerment of women means equipping women to be economically independent, self-reliant, have a positive self-esteem to enable them to face any difficult situation and they should be able to participate in development activities and in the process of decision making. It has been globally recognized that women's empowerment can be well paying strategy for overall economic and social development. This has resulted insignificant changes in the approach to assist, women in a continuum ranging from welfare to development. Entrepreneurship development among women is one activity that promises encouraging results. The present study is an attempt to study the socioeconomic background of the women entrepreneurs and to assess the role of micro-enterprises in the empowerment of women in terms of economic, social and psychological spheres in Y.S.R District of A.P. For this a sample of 60 women micro enterprises were selected based on simple random sampling method from the sampling frame of 107 women microenterprises registered in the District Industries Centre (DIC), Y.S.R District. It is concluded that women have attained economic, social and psychological empowerment after starting the micro-enterprises, which a true reflection of empowerment of women. Finally, suggestions are given for the promotion of women micro-enterprises.

Key Words: - Empowerment, Entrepreneurship, Micro-enterprises, Socioeconomic, Suggestions.

INTRODUCTION

“It is not possible for a bird to fly on only one wing” - Swami Vivekananda

But through centuries, societies the world over, have been trying to fly on one wing denying women their rightful place. Viewed against almost all the indicators of development, women continue to lag behind men. According to the 2011 census of India, women make an independent group constituting 48.49 % of the country's total population. If we look at the sex ratio, there are only 940 women against 1,000 men in India. Women's access to literacy and education is more limited. **UNDP (2008)** suggests that the workforce participation for women is half than for men in India. Women employment record shows that more women are still largely concentrated in agriculture as self employed and casual labour and are lesser-paid (**Kanwaldeep and Anupama, 2013**). There are evidences of higher rates of women working in informal and non-farm sector (**MWCD Report, 2007**).

It is clear now that women and society in general are in great need of self-introspection to overcome the downslide in human values and justice and empower women.

WOMEN EMPOWERMENT

Empowerment is central to the issue of equality, liberation and justice. The dictionary meaning of empowerment refers 'to give power' or 'authority', and 'to enable' or 'permit'. According to **Kahlen (2004)**, empowerment is concerned with power, particularly power relations, distribution of power between individuals and groups.

Kabeer (2005) perceives empowerment as the expansion of ability of people to make strategic life choices in a situation where such an ability was denied to them. **Amita (2006)**, expresses a similar view.

The author sees Empowerment as a means to let woman live their own life in a way they think appropriate on the basis of their conditions, family circumstances, qualities and capabilities of which they themselves are the best judges. Demand for empowering is not a demand for equality or superiority; it is the demand to let them realize their own true self which shouldn't be denied to them on any basis whatsoever, anywhere, anytime and anyplace.

In the words of **former President A P J Abdul Kalam**, "Empowering women is a prerequisite for creating a good nation, when women are empowered, society with stability is assured". Empowerment of women is essential as their thoughts and their value systems lead to the development of a good family, good society and ultimately a good nation.

To **Ramani and Nandita (2005)**, women empowerment means their capacity to participate as equal partners in cultural, social, economic and political systems of a society. This view is in line with the thinking of **Aparajita (2006)**, who felt that empowerment of women may be taken to mean strengthening women's position in socio-political power structure of the society. Empowerment in this sense cannot be achieved without strengthening women's position in the existing economic system, which means creating both more social opportunities and capacities for women so that they can participate in effective and significant manner in the functioning of the economic system of the society.

Achala (2009), holds the view that the ability to direct and control one's own life is empowerment. It is a process of enhancing human capabilities to expand choices and opportunities so that each person can lead a life of respect and value. **Sherly and Lavanya (2012)**, states that empowerment gives power to women in various spheres to have control over the circumstances of their lives. It includes both control over resources and ideology, greater self-confidence that enables one to overcome any problems. Empowerment of women is critical not only for their own welfare but also for the development of their family and community at large.

According to **Jaya and Binod (2013)**, empowerment is a process of awareness and capacity building, leading to greater participation, greater decision- making power and control over transformative action.

In a nutshell, empowerment refers to giving power to individuals in all spheres of life which are essential for the survival and overall development of the mankind. Empowerment of women means equipping women to be economically independent, self-reliant, have a positive self-esteem to enable them to face any difficult situation and they should be able to participate in development activities and in the process of decision making.

It has been globally recognized that women's empowerment can be well paying strategy for overall economic and social development. This has resulted insignificant changes in the approach to assist, women in a continuum ranging from welfare to development. Entrepreneurship development among women is one activity that promises encouraging results.

EMERGENCE OF WOMEN AS ENTREPRENEURS

The more emphasis on developing women entrepreneurs by a country, the higher the status and position of women, that results in better living for families. The greater emphasis on the development and promotion of local entrepreneurs as well as the larger the spread of economic power among the people of a country. More employment opportunities in rural areas, availability of more local products and services are the result of local micro enterprises.

MICRO-ENTERPRISES

Since the word 'Micro' represents 'small', the Micro, Small and Medium Enterprise Development Act (MSMED) Act, 2006 defines it as the enterprise engaged in the manufacturing or production of goods, whose investment in plant and machinery does not exceed Rs. 25 lakh, and enterprise in providing or rendering services, whose investment in equipment does not exceed Rs. 10 lakh. Micro-enterprises are

those industrial and business undertakings where owners, individuals, friends or relatives supply capital; they operate locally, and the size of business as well as management is small.

Small manufacturing and service enterprises such as brick kiln industry, stone crushing industry, bakery, steel fabrication, cane and bamboo, washing soaps, food products, beauty parlors, tailoring and embroidery, jewelry designing, supari processing are some of the examples of micro enterprises.

In India it is now recognized that development planning has to concentrate on generation of more employment, as it is the only effective way of poverty alleviation, reduction of inequality and meaningful growth (**Kamalakkannan, 2006**). The unemployment problem in rural India, involving 70% of the Indian labor force, can never be solved by industrialization and globalization. The answer to this problem lies only in the creation of massive number of jobs where rural Indians can be gainfully employed. Such jobs can become a reality only if small business and micro enterprises emerge intensively all over India (**Santana and Jegadeesan, 2008**).

Rural microenterprises ensure value addition to rural resources in rural areas engaging largely rural human resources. The basic rationale of developing microenterprises is that they provide additional employment opportunities and ensure more equitable distribution of income and better standard of living to the rural inhabitants. Global experience shows that the development of rural microenterprises is one of the most cost-effective ways of creating employment, scattering the industry, catalyzing research and development and allowing entrepreneurial talent to prosper (**Dipanjan and Ratan, 2012**).

EMPOWERING WOMEN THROUGH MICRO-ENTERPRISES

Development of women enterprises is a global issue. It is important for economic growth and it is a growing phenomenon all over the globe. Rural women's involvement in the economic development of the family and society at large is also a crucial issue that needs to be addressed properly in view of the fact that the contribution is significant especially in poverty eradication. Since women have been traditionally involved in micro enterprises, it is logical to focus micro enterprise development to ensure sustainability.

Sudan (2003), has highlighted the issues relating to empowering women through the development of micro enterprises via SHGs, in an article entitled "empowering women through micro enterprises development". The author has suggested that women SHGs should be financially integrated with mainstream rural credit to become self-sustainable. As a result, they continue to function even after the end of the programme.

Pragathy (2004), in her doctoral study, attempts to assess the empowerment of women through micro-enterprises in the Ranga Reddy District of AP. The study reveals that there is a slight improvement in the involvement of women in household decision-making in male-headed families with regard to credit, disposal of household assets, education of children and healthcare.

Chitra (2005), has conducted a study on 202 leaders of Self-Help Group members of Madhurai District in Tamil Nadu with a view to understand the impact of micro-enterprises on quality of life of the women which was measured in terms of their living standards. The author observed that most of the women in micro-enterprises wanted to reduce poverty and share their family responsibilities. The survey demonstrated that quality of life of the rural women had substantially increased which is the objective of the establishment of the micro-enterprises.

Pradeep and Poonam (2011), in their article argued that women are engaged in various farming activities, livestock management, post harvest and allied activities. The authors opined that the need of the hour is to empower them technically to cope with the changing times and productivity using their free time and existing skills for setting and sustaining enterprises. The study proposes that micro-enterprises could be an effective instrument of social and economic development and rural women possess abundant resources to take up enterprises".

Jayashree and Joyati (2013), have made an empirical study on the impact of micro enterprises in achieving the empowerment of women. The authors have organized a study in two villages of Badarpur Development Block of Karimganj District. From the two villages five women SHGs have been selected randomly and 50 percent of the total member of the groups have been selected for the purpose of the study which made a sample of 25 members. The study reveals that SHG members not only earn money but also learn different entrepreneurial skills and techniques which were provided to them by the Government and Non Government Organizations. The authors conclude that there is a direct linkage between micro enterprise and women empowerment.

Sahab et al (2013), in their article have emphasized the role of micro-entrepreneurship in empowerment of rural women. The authors have stated that the women as members of SHGs are involved in micro-entrepreneurship and are becoming economically independent which in turn has led to development of family, community, society, state and nation. The authors have stressed the need to give keen of our attention over empowerment of women in the rural area for the real development of our country in all spheres.

Microenterprise development forms as essential element for promoting the well-being of the poor by providing significant income and employment generating opportunities.

BRIEF PROFILE OF THE STUDY AREA

Kadapa District was connected with Mouryans in BC era and the Sathavahanas in 3rd Century AD and it was renamed as Y.S.R District during 2010. However, as the name suggests, it is connected with Lord Venkateswara., Kadapa, being the 1st place, the pilgrims have to visit Lord Venkateswara (Devuni Kadapa) before going to Tirupati to have Darshan of Lord venkateswara. The Total Geographical area of the District is 15,359 Sq.Kms. with 3 Revenue Divisions, 51 Mandals, 804 Gram Panchayats, 965 Revenue Villages and 4954 Habitations. As per 2011 Census, the population of the District is 2885000 of which the Rural Population is 1906000 and the Urban Population is 979000. The density of the population in the District is 188 / Sq.K.M.

Industries of Y.S.R District:

Table-1: Industries of Y.S.R District (As on 29-02-2012)

S.No.	Type of Industry	No. of Units	Capital Investment (Rs.in Crores)	Employment No.
1.	Large Scale Industries	13	6978.94	9517
2.	Micro, Small & Medium Industries	1615	294.27	11469
	Total	1628	7273.21	20986

SOURCE: G. M, DIC, Y.S.R DISTRICT

OBJECTIVES OF THE STUDY

The specific objectives of the study are:-

1. To study the socioeconomic background of the women entrepreneurs.
2. To assess the role of micro-enterprises in empowerment of women in terms of economic, social and psychological spheres.
3. To suggest effective measures for the promotion of women micro-enterprises.

RESEARCH HYPOTHESES

Following are the Null Hypotheses of the study:-

H₀1: There is no significant change in the level of savings of women before and after starting the micro-enterprises.

H₀2: There is no significant change in the extent of household decision-making power of women before and after starting the micro-enterprises.

H₀3: There is no significant change in the level of self-confidence of women before and after starting the micro-enterprises.

METHODOLOGY OF THE STUDY

RESEARCH DESIGN

The study is exploratory and descriptive in nature pursuing into the assessment of the role of microenterprises in the empowerment of women.

DATABASE

The data for this study have been collected both from **primary** and **secondary sources**.

Primary data was collected from the sample respondents through a structured schedule specially designed for the purpose. Personal interview method was used to get the required information with the aid of schedules.

Secondary data was collected from various sources like District Industries Centre (Y.S.R District), publications of Chief Planning Officer (Y.S.R. District), journals, periodicals, articles, books, reports, websites, etc.

SAMPLE DESIGN

The sampling frame for this study includes 107 women microenterprises registered in the District Industries Centre (DIC) of Y.S.R District of Andhra Pradesh. A sample of 60 women micro enterprises were selected based on simple random sampling method. In the present study, empowerment of women is classified into three spheres namely economic, social and psychological aspects. It helped to explore the impact economic, social and psychological variables have on the empowerment of women. An assessment was done on the level of empowerment of women before and after the starting of micro-enterprises.

STATISTICAL TOOLS APPLIED

- ❖ Percentage Analysis
- ❖ Chi – Square Test

LIMITATIONS

The sample size was limited to 60 and the study is restricted to Y.S.R District alone.

RESULTS AND DISCUSSION

Respondent's responses for the questions have been interpreted and a finding has been made based on the respondents' responses.

PERCENTAGE ANALYSIS

Percentage Analysis has been used to explain Socio-Economic & Organizational Profile of the respondents.

SOCIO-ECONOMIC PROFILE OF THE SAMPLE RESPONDENTS

Age of the respondents:

Table-2: Age-Wise classification of the Sample Respondents

Age (Years)	Number	Percentage
Below 20	1	1.7
21-30	9	15.0
31-40	37	61.7
41-50	8	13.3
Above 51	5	8.3
Total	60	100

Source: Field Survey

The above table reveals that out of 60 sample respondents, a majority 37(61.7%) of sample respondents are found in the age group of 31-40. It is observed that 9(15.0%) sample respondents are found in the age group of 21-30, 8(13.3%) sample respondents are found in the age group of 41-50, 5(8.3%) are found in the age group of above 51 and the remaining 1(1.7%) sample respondent is in the age group of below 20.

Educational Qualification of the Respondents:

Table-3: Education Level of the Sample Respondents

Level of Education	Number	Percentage
Illiterate	2	3.3
Primary	10	16.7
Secondary	9	15.0
Higher Secondary	23	38.3
Intermediate	7	11.7
Graduation	8	13.3
Post Graduation	1	1.7
Total	60	100

Source: Field Survey

The survey reveals that out of 60 sample respondents, 23(38.3%) sample respondents had higher secondary education, 10(16.7%) sample respondents had primary education, 9(15.0%) sample respondents had secondary education, 8 (13.3%) sample respondents are graduates, 7(11.7%) sample respondents had intermediate as their educational qualification, 2(3.3%) sample respondents are illiterates and only 1(1.7%) sample respondent is a post graduate.

Marital Status of the Respondents:

Table-4: Marital Status of the Sample Respondents

Marital Status	Number	Percentage
Unmarried	9	15.0
Married	45	75.0
Widowed	6	10.0
Total	60	100

Source: Field Survey

It is clear from the above table that out of 60 sample respondents, most 45(75%) of sample respondents are married, who involved in income-generating activity (micro-enterprises), 9(15.0%) unmarried sample respondents are actively involved in micro-enterprises and 6(10.0%) widowed sample respondents involved in micro-enterprises to lead an independent life.

Caste Origins of the Respondents:

Table-5: Caste –Wise Classification of the Sample Respondents

Category	Number	Percentage
SCs	29	48.3
STs	13	21.7
OBCs	4	6.7
General	12	20.0
Others	2	3.3
Total	60	100

Source: Field Survey

It is evident from the table that out of 60 respondents, 29(48.3%) sample respondents are SCs, 13(21.7%) sample respondents are STs, 12(20.0%) of the sample respondents belong to general category, 4(6.7%) of the sample respondents are OBCs and the remaining 2(3.3%) sample respondents are others.

Type of the Family:

Table-6: Family Structure of the Sample Respondents

Type of Family	Number	Percentage
Nuclear	41	68.3
Joint	19	31.7
Total	60	100

Source: Field Survey

The data reveals that out of 60 sample respondents, 41(68.3%) sample respondents are in nuclear family and 19(31.7%) sample respondents are in joint family. Want of independence and social and economic problems associated with joint family system might be the reasons for opting nuclear family.

Size of the Family:

Table-7: Family Size of the Sample Respondents

Size of Family	Number	Percentage
Below 4 members	36	60.0
5 to 9 members	13	21.7
Above 9	11	18.3
Total	60	100

Source: Field Survey

The survey reveals that out of 60 sample respondents, 36(60.0%) sample respondents had family size of below 4 members, 13(21.7%) sample respondents had a family size of 5 to 9 members and 11(18.3%) sample respondents had above 9 members in their family.

Previous Occupation of the Respondents:

Table -8: Previous Occupation of the Sample Respondents

Previous Status	Number	Percentage
Housewives	29	48.3

Unemployed	28	46.7
Agriculture	2	3.3
Businesswomen	1	1.7
White collar jobs	0	0.0
Total	60	100

Source: Field Survey

The above table reveals that out of 60 sample respondents, 29(48.3%) sample respondents were housewives before becoming entrepreneurs, 28(46.7%) sample respondents were unemployed, 2(3.3%) sample respondents were agriculturists and 1(1.7%) sample respondent was engaged in business before becoming an entrepreneur. No women were in white collar jobs before becoming an entrepreneur.

Occupation of the Respondents' Fathers:

Table-9: Occupation of the Respondents' Fathers

Occupation	Number	Percentage
Agriculture	40	66.7
Business	11	18.3
Govt. Employee	9	15.0
Total	60	100

Source: Field Survey

The data reveals that fathers of majority 40(66.7%) of respondents are agriculturists. While the fathers of 11 sample respondents (18.3%) are businessmen, 9(15.0%) respondents' fathers are government employees.

Income Details of the respondents:

Table-10: Monthly Income of the Sample Respondents

Income Range (Rs.)	Number	Percentage
Below 5,000	3	5.0
5,001-10,000	10	16.7
10,001-15,000	17	28.3
15,001-20,000	15	25.0
20,001-25,000	9	15.0
Above 25,001	6	10.0
Total	60	100

Source: Field Survey

A glance at the above table reveals the income position of the 60 sample respondents. It is clear that 17(28.3%) sample respondents are in the income level of Rs. 10,001-15,000, 15(25.0%) sample respondents are in the income level of Rs. 15,001-20,001, 10(16.7%) sample respondents are in the income level of Rs. 5,001-10,000, 9(15.0%) sample respondents are in the income level of Rs.20,001-25,000, 6(10.0%) sample respondents are in the income level of above Rs.25,001 and 3(5.0%) is noticed that their income level is below Rs.5,000.

Source of Financial Assistance of the respondents:

Table-11: Financial Assistance Source of the Sample Respondents

Source of Financial Assistance	Number	Percentage
Own Funds	22	36.7
Both own Funds & Outside Funds	38	63.3

Total	60	100
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Source: Field Survey

It is evident from the table that majority of the sample respondents 38(63.3%) has a combination of debt and equity for the business. The main sources of outside funds are banks, family members and government agencies. The remaining 22(36.7%) sample respondents had their own source of funds.

ORGANIZATIONAL PROFILE OF THE SAMPLE RESPONDENTS:

Nature of Enterprise of the Respondents:

Table-12: Nature of Enterprise of the Sample Respondents

Nature of Enterprise	Number	Percentage
Manufacturing	43	71.7
service	17	28.3
Total	60	100

Source: Field Survey

It is observed from the above table that majority of sample respondents 43(71.1%) are from manufacturing enterprise and 17(28.3%) are from service enterprise. It may be interpreted that entrepreneurs like to invest more in manufacture enterprises in comparison to service enterprises.

Ownership of Enterprise of the Respondents:

Table-13: Type of Ownership of Enterprise of the Sample Respondents

Ownership of Enterprise	Number	Percentage
Sole-Proprietorship	50	83.3
Partnership	10	16.7
Total	60	100

Source: Field Survey

The above table shows the types of ownership of enterprise of 60 sample respondents. Sole proprietorship is the preferred type of ownership in the district under reference, 50(83.3%) sample respondents have opted for it, followed by partnership that constituted 10(6.7%) sample respondents. The entrepreneurs preferred proprietary type of ownership for starting their enterprise.

Age of Enterprise of the Respondents:

Table-14: Enterprise Age of the Sample Respondents

Age of Enterprise(years)	Number	Percentage
Less than5	34	56.7
5-15	18	30.0
More than 15	8	13.3
Total	60	100

Source: Field Survey

The survey reveals that majority of micro-enterprises 34(56.7%) of sample respondents are less than 5 years old, 18(30.0%) of the micro-enterprises of sample respondents are 5-15 years old and 8(13.3%) of the micro-enterprises are quite old with more than 15 years.

MOTIVATING FACTORS TO START THE ENTERPRISE:

Table-15: Factors Prompted to Start the Enterprise

Motivating Factors	Number	Percentage
Self-earning & Independence	22	36.7
Utilize technical Know-how	4	6.7
Government Incentives	14	23.3
Overcome Unemployment	8	13.3
Need to be ones own boss	2	3.3
No other alternative for income	2	3.3
Family environment	4	6.7
Acquire social status	2	3.3
Use spare time	1	1.7
Self-achievement	1	1.7
Total	60	100

Source: Field Survey

The factors that motivated the respondents to take up entrepreneurship have been identified and presented in the above table. A majority 22(36.7%) of sample respondents took up entrepreneurship for self-earning and to lead an independent life. While 14(23.3%) sample respondents took up entrepreneurship because of government incentives, 8(13.3%) pursued entrepreneurship to overcome the unemployment. While 4(6.7%) opted for entrepreneurship to utilize their technical knowledge, another 4(6.7%) did so because of the family environment. While 2(3.3%) sample respondents started the micro-enterprise because they had no other alternative for income, another 2(3.3%) did so to acquire social status and still another 2(3.3%) did it to remain their own boss. While 1(1.7%) sample respondents took up entrepreneurship for using their spare time, the factor of self-achievement prompted 1(1.7%) respondent to take up entrepreneurship.

CHI-SQUARE TEST

ECONOMIC EMPOWERMENT OF THE SAMPLE RESPONDENTS

H₀₁: There is no significant change in the level of savings of women before and after starting the micro-enterprises.

The economic independence of women is viewed as a major component in their empowerment process. The variable of savings is used to measure the pace of economic empowerment among the sample women respondents. For this, respondents were asked to respond to a three-point scale marked with no change, increased and increased greatly.

Table-16: Change in Savings Habits of the Sample Respondents

	Extent of Change			Total
	No change	Increased	Increased greatly	
Before starting the Micro-enterprises	45	13	2	60
After starting the Micro-enterprises	1	21	38	60
Total	46	34	40	120
χ^2	4.816			

Source: Field Survey

The table value of χ^2 test for 1 degree of freedom at 5 percent level of significance is 3.84, which is less than the calculated value 4.816. Since the calculated χ^2 value is more than the table value, the null hypothesis can be rejected. Hence, it may be concluded that there is a significant change in the level of savings of women after starting the micro-enterprises.

SOCIAL EMPOWERMENT OF THE SAMPLE RESPONDENTS

H₀₂: There is no significant change in the extent of household decision-making power of women before and after starting the micro-enterprises.

In India, the socio-cultural empowerment of women is as important as economic empowerment. This is so because it enhances the special space of women both within the household and in the society. Social empowerment is measured in terms of decision-making power within the family, For this, respondents were asked to respond to a three-point scale marked with no change, increased and increased greatly.

Table-17: Change in Household Decision-Making Power of the Sample Respondents

	Extent of Change			Total
	No change	Increased	Increased greatly	
Before starting the Micro-enterprises	36	18	6	60
After starting the Micro-enterprises	1	22	37	60
Total	37	40	43	120
χ^2	8.696			

Source: Field Survey

The table value of χ^2 test for 1 degree of freedom at 5 percent level of significance is 3.84, which is very much less than the calculated value 8.696. Since the calculated χ^2 value is more than the table value, the null hypothesis can be successfully rejected. Thus, it may be concluded that there is a significant change in the extent of household decision-making power of women after starting the micro-enterprises.

PSYCHOLOGICAL EMPOWERMENT OF THE SAMPLE RESPONDENTS

H₀₃: There is no significant change in the level of self-confidence of women before and after starting the micro-enterprises.

Expansion of mental space is one of the essentials of empowerment of women. Human beings are unlikely to pursue their goals without the feeling of competence, self-sufficiency, autonomy and optimism. The perceived change of sample women in terms of their self-confidence is evaluated. For this, respondents were asked to respond to a three-point scale marked with no change, increased and increased greatly.

Table-18: Change in Level of Self-Confidence of the Sample Respondents

	Extent of Change			Total
	No change	Increased	Increased greatly	
Before starting the Micro-enterprises	39	19	2	60
After starting the Micro-enterprises	1	23	36	60
Total	40	42	38	120
χ^2	4.515			

Source: Field Survey

The table value of χ^2 test for 1 degree of freedom at 5 percent level of significance is 3.84, which is less than the calculated value 4.515. Since the calculated χ^2 value is more than the table value, the null hypothesis can be rejected. So, it is clear that there is a significant change in the level of self-confidence of women starting the micro-enterprises.

SUGGESTIONS:

The careful investigation of the present study shows that women have attained empowerment in economic, social and psychological spheres after starting the micro – enterprises. So, the following suggestions are given for the promotion of women micro-enterprises.

- NGOs and government should come forward with awareness programmes exclusively for young women, and make efforts to diffuse information on prospects of entrepreneurship among the less educated women.
- Cheap credit facilities and information about different types of microenterprises that are suitable for the areas are to be provided to rural women so that they are encouraged to enter into entrepreneurship.
- Proper training for running the enterprises, maintaining accounts and marketing strategies are to be provided so that women get an opportunity to start micro-enterprises in their respective localities without upsetting their family life.
- Support system should streamline and reorient their programmes and policies in a direction leading to a higher job involvement, higher achievement, motivation and lesser role conflict among women entrepreneurs. To make it possible, active policy intervention for better infrastructure, adequate finance, better market facilities is a must.
- Less risky and small enterprises are suitable to larger section of women of India, particularly for rural India that should be taken into consideration at the time of organizing EDPs for women class.
- Special training cum orientation programmes are needed for those employees and officer who are supposed to help women entrepreneurs.
- Government should take initiative to organize large numbers of cooperative societies of women entrepreneurs.

CONCLUSION

Micro enterprises develop and utilize entrepreneurial talent and potential of rural women below poverty line to meet the local needs. Survival and growth of these enterprises ensure better standards of living of all the participants and thereby their individual, family and social empowerment will be happy and joyful.

The present study reveals that the savings habits have been increased after stating the micro-enterprises. Through these savings, they are able to fulfill their sudden economic needs. So, the economic empowerment is attained after starting micro-enterprise. Similarly, the decision-making power in the family affairs is vested in the hands of the women entrepreneur, after their involvement in micro-enterprise, which is the indicator of social empowerment. The micro-enterprises have inculcated self-confidence among the women entrepreneurs which shows that they are psychologically empowered.

It is concluded that women have attained empowerment in economic, social and psychological spheres after starting the micro-enterprises, which a true reflection of women empowerment.

“To awaken the people, it is women, who must be awakened; once she is on the move, the family moves, the village moves and the nation moves”- Pandit Jawahar Lal Nehru.

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NPA MANAGEMENT; DISTURBING TRENDS HAUNTING INDIAN BANKS

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ABSTRACT

Non Performing Assets is a threat to the banking industry of every country; Indian commercial banks are typically this inherent threat also. It threatens the bottom line of the bank and may place to jeopardy all expansion plans of the banks by forcing the top management to keep substantial provisioning. In the Indian specific context, it may be noted that many large banks have their profits almost inversely proportional to the provisioning made for bad loans.

It is critical for the Indian context because of the developing state of the economy which demands large scale investments calling for large scale loans and hence large scale risk. The sheer size of Indian banks (smaller in comparison to their peers in the foreign countries) calls for risk taking (read loan sharing) by multiple banks. If a large infrastructure project were to fail, it would affect multiple banks in a single stroke.

Another inherent pressure on Indian banks is because of the shareholding pattern. Now almost 40 Indian banks are listed. This at times, also calls for providing the best results because of the pressure from stakeholders. Banks may be compromising the provisioning for bad loans to shore up the profits. This may build up an undue pressure on the banks if at all a loan turns bad. Artificial dressing of balance sheets and asset restructuring has become vogue nowadays. Infact a new topic of ethics in financial management has also come up which is evincing quiet a attraction in the academic sphere also.

Thus it is of utmost importance that the NPA management must be read with microscopic focus, analysis done on the various causes, various sideline effects be studied and remedial measures be brought into action immediately.

KEYWORDS: *Debt restructuring in Indian banks, NPAs in Indian Banks, Commercial banks in India, Public sector banks in India, Private sector banks in India.*

I. INTRODUCTION

Rs 2.06 trillion, is precisely the gross non-performing assets (advances gone bad) of Indian banks as of June 2013. 3.85 per cent of the banks' advances to the industry were non performing assets (NPAs). Alarm bells started ringing when State Bank of India, the largest bank in India, declared that its NPAs had crossed the 5 per cent mark. Given the size of SBI, that is a huge figure. Some other banks have performed worse in terms of percentages, though given their smaller size, the absolute number is lower.

As per a study of ASSOCHAM, the situation is further expected to deteriorate as NPAs are expected to further grow. This is because there is a lag effect on asset quality in relation to the state of the economy. As of now there are 3 primary elements of NPA management which we would be discussing in the length of the paper namely (a) Comparison of private and public sector banks w.r.t. NPA handling over the years. (b) New problem emanating from the private banking space and (c) Focus on the restructured assets.

II. NPA management of private and public sector banks

A debate has recently started regarding the growing concern of Public sector banks coming up with rapidly growing NPAs; it is not that private sector banks are absolutely scathe free but the rate of growth is lower. To test the statements, we picked up data on Assets for various categories of banks from RBI statistics.

Table 1 is a collation of Total Assets and out of that what amount are NPAs for each of the various categories of the banks. To dissect the problem further, we have gone into segmenting the public sector domain into SBI & Associates and Nationalised banks and have segmented Private sector banks into New and Old generation banks. To bring about a consistency in the data, 4 years have been taken lest the results get skewed because of temporary phenomenon in a group of banks.

NPAs as a percentage of Gross Assets have been increasing for Public Sector banks over the years chiefly fuelled by the SBI & Associate group of banks. For nationalised banks, there is no established trend over the years of study i.e. 2010-2013. However the only time when there has been a decrease i.e. 2012-13, we see a growth of total assets of 25.48% however the Gross NPAs increased by 52.23%.

On the other hand, for private sector banks, the percentage of NPAs over the Gross Assets has been decreasing continuously. As we saw aberration (no definite trend) in case of nationalised banks, similarly there is no fixed trend in case of Old private sector banks. In case of new private sector banks, the trend has been continuously downward.

Owing to weight (larger size of gross assets and gross NPAs) of public sector banks, the average of scheduled commercial banks shows an increasing trend of percentage of NPAs.

Table1: Gross NPAs over the years for each category of scheduled commercial banks in India

	2010			2011			2012			2013		
	Gross NPA	Gross Advances	% NPA / Advances	Gross NPA	Gross Advances	% NPA / Advances	Gross NPA	Gross Advances	% NPA / Advances	Gross NPA	Gross Advances	% NPA / Advances
SBI & Associates	218305.6	7729306.1	2.82	281400.2	9028374.9	3.12	456940.0	10470151.0	4.36	627784.0	14188827.0	4.42
Nationalised Banks	354703.1	17464002.5	2.03	429073.9	21769667.1	1.97	667950.0	25033740.0	2.67	1016834.0	31412861.0	3.24
Public Sector Banks	573008.7	25193308.6	2.27	710474.1	30798042.0	2.31	1124890.0	35503890.0	3.17	1644618.0	45601688.0	3.61
Old Private Sector Banks	36120.0	1564070.7	2.31	36953.0	1872957.6	1.97	41999.0	2329177.0	1.80	52098.0	2731197.0	1.91
New Private Sector Banks	137722.0	4281843.3	3.22	142767.2	5450139.3	2.62	141147.0	6475275.0	2.18	155525.0	8860233.0	1.76
Private Sector Banks	173842.1	5845914.0	2.97	179720.2	7323096.9	2.45	183146.0	8804453.0	2.08	207623.0	11591430.0	1.79
Foreign Sector Banks	71279.3	1674389.4	4.26	50648.0	1993213.3	2.54	62922.0	2347096.0	2.68	79700.0	2689674.0	2.96
Scheduled Commercial Banks	818129.9	32713611.7	2.50	940842.3	40114352.2	2.35	1370957.0	46655438.0	2.94	1931941.0	59882792.0	3.23

Source: RBI reports for 4 years

Table 2 shows the CAGR of Gross Assets and Gross NPAs of different types of banks for the same period i.e. 2010-13. It is clearly observed that the growth of Total Advances is much lower than the growth of Total NPAs for SBI & Associates as well as the Nationalised banks. The same comparison shows an opposite relationship in the case of new generation as well as old generation private sector banks. Needless to say, it is clearly evident the banking industry's position is no better. While the CAGR for Gross NPAs is 23.96 percent, the CAGR for Gross Advances is only 16.32 percent.

Table 2: CAGR for Gross Assets and Gross NPAs from 2010-13 (in %)

	Gross NPA	Gross Advances
<i>SBI & Associates</i>	30.22	16.40
<i>Nationalised Banks</i>	30.12	15.81
<i>Public Sector Banks</i>	30.16	15.99
<i>Old Private Sector Banks</i>	9.59	14.95
<i>New Private Sector Banks</i>	3.09	19.94
<i>Private Sector Banks</i>	4.54	18.66
<i>Foreign Sector Banks</i>	2.83	12.58
<i>Scheduled Commercial Banks</i>	23.96	16.32

Source: Compiled by Authors

III. The bitter story continues; private banks NPAs on the rise

Given the discussion and the figures shown, the private sector banks seem to showing comfortable figures; atleast much better than the public sector banks.

Table 3: Gross and Net NPA details for select private sector banks for last two Q3

October- December quarter						
Gross NPAs			■ 2012 ■ 2013	Net NPAs		
	₹ crore	%*			₹ crore	%*
ICICI Bank	9,763.39	3.31		2,181.53	0.76	
	10,399.13	3.05		3,118.44	0.94	
Axis Bank	2,275.30	1.10		678.70	0.33	
	3,008.20	1.25		1,003.43	0.42	
HDFC Bank	2,432.21	1.00		495.80	0.20	
	3,017.84	1.00		797.34	0.30	
IndusInd Bank	421.62	0.99		125.24	0.30	
	625.84	1.18		164.94	0.31	
YES Bank	76.24	0.17		15.57	0.04	
	195.80	0.39		42.31	0.08	

Source: Business Standard

The market also expects the private sector banks to be more prudent in disbursement of loans in comparison to their public sector peers. The latest figures reported by the large private sector banks however show problematic signals by the large players. Table 3 clearly shows that the Net NPAs as a percentage of Total Assets has grown for each of the banks reported. In case of Gross Assets however, the largest private lender i.e. ICICI Bank has shown a dip during the period. HDFC Bank has managed to keep the same constant though. These banks themselves are also wary of this disturbing trend; most of these banks have made it public that more NPA damage may be expected in the further quarters.

The asset size of the large private sector banks i.e. ICICI bank, HDFC Bank and AXIS Bank are individually larger than many public sector banks. An increase in Gross / Net NPA in any of these banks over any period of comparison will surely affect the total banking figures of the nation. The fear now looms that the chink in the armour now being shown by private sector banks should not become a lost story.

IV. Restructuring story; distorting the actual picture

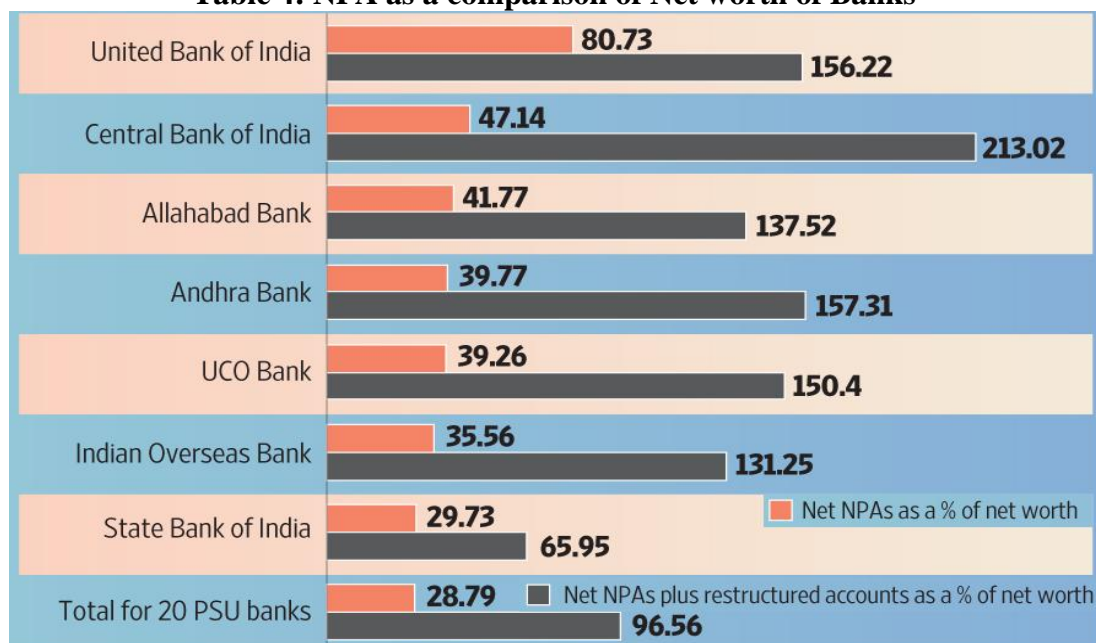
Credit Debt Restructuring is a forum of lenders through which a group of banks typically offer a payment holiday to a financially stressed company, extend the period in which the loan has to be repaid, cut the cost of borrowing and sometimes, even reduce the amount of debt the borrower has to pay back. Debt can be restructured under the CDR facility only if 60% of the banks that have loaned money and banks that have loaned at least 75% of the total amount agree to the restructuring (both conditions have to be met).

On a cumulative basis, banks restructured Rs. 2.7 trillion worth of loans under the CDR mechanism as of Sep.'13. In Q1 of 2013-14, banks restructured the debt of 12 companies, totalling Rs.20,000 Crores. This included the restructuring of Rs.13,500 Crores of debt of engineering and construction firm Gammon India Ltd and Rs.3,000 Crores of debt of logistics company Arshiya International Ltd.. In Gammon's case, the banks agreed to stretch the loan repayment period to 10 years and to a moratorium of two years. They also agreed to a 1-2 percentage point reduction in the interest rate to 11-12%.

In 2012-13, banks restructured Rs.75,000 Crores of loans under the CDR mechanism, nearly double what they did in 2011-12. These figures thus clearly showcase the fact that restructuring assets will remain a major cause of worry for bankers for some time to come.

Another study was done on the data of NPAs for all public sector banks by Live Mint based on

Table 4: NPA as a comparison of Net worth of Banks



Source: Livemint

the data of Q1 (2013-14). Though the data is just for that Quarter, it clearly showcases the magnitude of the problem of restructuring; most of the banks surveyed have their entire net worth wiped off if restructured assets is added to the NPAs. The data shown in Table 4 is self explanatory.

Conclusion

The paper does not go into the business category wise spread of NPAs (SME, Large of Retail front); however the macro perspective is too frightening to dissect into the categories. The regulator i.e. RBI has swung into action by bringing out a discussion paper on proactive handling of the problem (Dec 2013). The paper clearly directs the banks to set up committees to proactively take up the NPAs and also advises

the banks to improve their MIS mechanisms so that such data and cases are brought up to the higher management on a regular basis.

Hanging on to CDR, it may be noted that for some large cases have also been affected because of the lack of clarity and absence of timely decisions. Imagine a large thermal plant's takeoff is held up due to a local politically charged atmosphere or the same project sees delay and environmental and other statutory clearance. This would jeopardise the entire cash receivables and hence force the consortium of bankers to think of CDRs.

Banks have to take up this problem seriously or else they would see a beating in terms of ratings by foreign agencies. The entire world is also waiting to see how the country which was not affected by the global crisis licks off its NPA problems.

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TIKARAMPUR : A GLANCE OF RURAL INDIA

Aditya Ranjan

ABSTRACT

The rural tourism is one of the fastest growing trend in tourism. In India it is initial stage. Even few villages has been identified which has potential to develop into rural tourism destination. How to commoditise tourism? What are the challenges, in packaging tourism attractions in rural villages? How can the Pura model initiated by Dr. A P J Abdul Kalam be best implemented to the villages? Yet lot more is to be identified. The village with it's unique possibilities can become a hub for pilgrimage as well as wellness tourism along with the ecotourism as a part.

INTRODUCTION

Tourism is a very old phenomenon. When it started, how it started is yet unknown to everyone. As per the evidences, we can say that the initial tours are taken out for the purpose of business. Merchants and traders of the different countries travelled far distances to explore the new markets across the globe. With the advancement of time the concept of tourism changed. People began to travel for spend their time in the natural beauty of any place or for the religious purpose. In modern context,

“Tourism is temporary, short term movement of an individual outside its native place for business, leisure, pleasure and recreation.”

Now-a-days, tourism is not confined to any boundaries. Several different forms of tourism are available for the tourists, and as per their choice they can select the best suitable to them. Rural tourism is one of them.

Let begin with a small question, “What does rural mean?”

A rural area is all such geographical areas located outside the towns and cities. It includes all population, housing and territory not included within the urban area. Mostly the rural areas are located on the outskirts of the cities, but it may be situated very far from the cities to the places where the resources are best available for the survival like plains, forest, rivers and mountains. The populations of the rural areas are mostly dependent on the agriculture, forests and fishing. The life in the rural areas is more relaxed and joyful than the so called urban cities and metros.

Industrialisation and fast pace development across the globe has lead to a urban centric approach. In cities and town, people are so lashed with their hectic schedule that the even don't have time to spend with their families and even on themselves. Also the stress of the urban lifestyle has lead to a ‘Counter-urbanisation’ Syndrome. So travelling to a location, which is far away from the rush of the metro, packed with the ecotourism and the natural environment is not a bad idea.

Gandhiji has long back dreamt for “Grama Swarajy” where in each village is basically self-reliant, making provision for all necessities of life - food, clothing, clean water, sanitation, housing, education and so on, including government and all socially useful amenities required by a community. Equality and social justice prevail in the village promoting human, spiritual, ethical and social values. The community adopts eco friendly and sustainable agricultural practices ensuring the security for future generations. Villagers live with unity and discipline without any discrimination of caste, religion, political, class etc. Community will dream together about their future and work together for its achievement under able leadership where in people just don't fight for their rights but put in sincere and committed efforts towards their obligations as a citizen of the village and nation at large. The community adopts modern technology to bring efficiency in production and enhancing economic opportunities. Opportunities are provided to every citizen to live in peace with dignity and security.

Rural tourism is a very innovative form of tourism that can bring the economic and socio-cultural benefits to the society. In the developed countries, this has resulted in a new style of tourism of visiting village settings to experience and live a relaxed and healthy lifestyle. This concept has taken the shape of a formal kind of Rural Tourism. As per the data available, almost 74% of the population resides in its 7 million villages. The development of the new destinations across the country for rural tourism will definitely bring the economic prosperity of the country. There is one sentence famous about India “Stand at a place and travel in any direction, for every 15 kilometers you move, will find a new India.” Our rural cultures and lifestyles are so variable that each and every village carries a potential to become a tourist destination.

OBJECTIVES

The main aim of study is to measure the potential of rural tourism in Tikarampur, Munger, Bihar. The specific objectives of the study are:

- ☐ To clearly identified the concept and role of rural tourism.
- ☐ To find out the impact of rural tourism to our society.
- ☐ To identify the challenges and opportunities in rural tourism.

SAMPLE SIZE

The 160 respondents in the sample. The samples are selected on the basis of convenience sampling.

RESEARCH METHODOLOGY

The study has been conducted in Tikarampur, Munger, Bihar, the sample respondents comprising the resident of the village and few visitors. The empirical data had been collected to understand the market potential for rural tourism to evaluate its positive and negative impact on the society, especially in the area of environment, economy and socio-culture. The survey was conducted using the convenient sampling method. Primary data was collected from 160 respondents by administering them a detailed questionnaire. The secondary data was collected from different sources.

RESEARCH DESIGN

Two basic techniques are used for research, i.e., observation method and survey method. The data collection instruments were developed to systematize the collection of data and to ensure that all the respondents are asked the same questions and in the same order. A sample of 160 respondents was contacted and survey was conducted in the village. The questionnaire was personally administered with the respondents.

The report is about one of such village, which by it's natural beauty and the blessing from the almighty has potential to become a most desirable rural tourism destination among the tourist.

Tikarampur is one of the adarshgram in the munger district of Bihar. it is situated on the outskirts of the munger city on the bank of the river Ganges,. The village is blessed with the untamed natural beauty and the divine of Maa Chandika. The Chandi asthan temple, one of the 64 shaktipeeth across country is located in this village, which attracts thousands of domestic as well as foreign tourists every year.

Tikarampur is historical place but has changed a lot in recent times with respect to development and progress. This was resulted due to constant aversion of soil by floods in river Ganges every year, which has pushed the village to outskirts of Munger city. Tikarampur is like any normal village in India with multiple social, economic, political, etc. problems. The village is lacking basic needs such as water, health, education etc. People are desperate for external assistance but they are not getting needed help

from government or any other organization as they lack unity among the community and co-operation among the leaders. The villagers are living with unrest and hopelessness. Most of the people aged 20-25 year migrate to the urban areas for the earning. Most of the villagers are usually the day workers and farmers who use to work in other farms. The villagers have their own land but because of the continuous floods their agricultural field get covered with the white sands of the river.

Tikarampur is well connected by the road and rail routes. Jamalpur is nearest railway station, which has connectivity of rail networks across the country. From Jamalpur junction one can hire direct taxi or travel through Munger Bus Stand. For further journey to tikarampur, rickshaw or taxis can be hired near Munger Bus stand. The village is also connected with roads and can be accessed from major cities. The village can also be accessed by the boats as several steamers sails across the river from the Munger Steamer ghat.

Munger is known of it's spirituality of yoga. The "Bihar School of Yoga" is one of the renowned institution across the world. It is the only yoga university in the world. Several tourists from different parts of globe come here to enrich themselves from the wisdom of yoga. Most of the foreign tourists are from Australia, The United Kingdom and The United States of America. The institution is putting rigorous efforts to develop munger as a yoga hub. The village is not escape from the spirituality of yoga. The yoga institution provides free education and awareness about yoga to the children and youth of the region. If the village is being promoted for its wellness and pilgrimage, it would definitely become a popular destination for the rural tourism across the globe.

The village is located on the bank of the river ganga. Enjoying the dawn on it's bank while performing yoga is not a bad idea. The white sand on the banks along with the water provides a huge opportunity for sustainable developments and a favorable spot for eco-tourism. The blue water of the river can a favorite spot for the water bases sports activities, attracting a large segment of youth. Even the festivals as celebrated in rann of kutch like kite festivals can also prove to be a major attraction. The famous and one of the rarest creature, "Gangatic Dolphins" can be best viewed in this region. The gangatic dholphins are the endangered species and are on the verge of it's extinction. Enjoying the boat ride in the full moon night across the river is not a bad idea. The visitors can have a peaceful sleep on the straw bed in the straw and bamboo cottage.

Major Tourism Potential

- Wellness – Practicing yoga in the natural environment, having panoramic view of the dawn from the river bank. Morning cool breeze laden with plenty of oxygen boost the physical and mental ability of the individual. Different Asana like Surya Namaskar and pranayam are very fruitful in such environment.
- Hot water springs – The Munger Is blessed several natural hot water spring which are widespread across the hills like Sita kund, Rishi Kund, and Bheem Bandh. The natural hot water proves to much beneficial to the body and it also helps in curing several diseases as well as make skins healthy.
- Bihar School of yoga – The Bihar School of Yoga can be treated as the divine center of yoga. The tourist can get to know the ashram culture and lust of the calm environment in the campus. Even they can go through several literature works written by various saints. The tourist also get to know the importance of practicing yoga in the daily life and how it effect the mental physique of the person.
- Chandika Asthan – Pilgrimage centre with it's spiritual value attracts people from distance. Even "Bihar School of Yoga" make their foreign tourist to visit to the temple because of its religious as well as historical importance. It is being said that when Lord Shiva was carrying the burnt dead body of Mata Sati, Lord Vishnu to save the world from the anger of Lord Shiva dispersed the body of Mata Sati with his Chakra, the body get fragmented into 64 parts and fallen on the earth. It is believed that the the left eye of

the Mata Sati fell at Munger, which subsequently developed into a place of worship of the Divine Mother Chandi.

- Ganagatic Dolphins – One of the rarest and the endangered species found only in the river ganga. The species are on the verge of it's extinction. The government is putting various efforts to save these animals, but till date it's effect in yet to be reflected. The panoramic views of their notorious activities can be best viewed the river.
- Durga pooja Festival – The Durga Pooja is the major festival in the eastern part of the country. It is being celebrated with the great devotion and prosperity. The village is not devoid of it. Being the presence of Chandi Asthan in the village, the area is overwhelmed with the joy and the festivity.

Rural tourism has both positive and negative impact in our society.

Although tourism can bring various benefits such as foreign exchange, employment, higher government revenues and the transformation of agriculture into a modern service industry, it can also damage many indigenous societies.

Positive Economic Impact

It will create employment for the rural people and generate income for them. The villagers will able to provide better food and education for their children. They will have an additional source of income along with their agricultural income.

- Create employment especially for the rural youth.
- Income level will rise.
- Generate foreign exchange
- With the rise of income other measure of community like education, health etc will rise.
- The price of the land will rise.
- The expenditure on housing will increase.
- Demand for other goods and services will increase.
- Improvement in the public services.
- Generate revenue or the government.
- Modernization of agriculture and other rural activities.
- Local small businessman will be benefited.

Negative Economic Impact

The economic benefits may go to urban communities and entrepreneurs. The rate of economic return to rural communities has been low. The facilities provider and investors such as resorts, hotels and tour operators will be mainly from cities; who will take away most of the profits. Most the products consume will be imported from outside, not produced locally. There is a chance that limited employment will be generated for the rural people due to their limited knowledge and exposure.

- The rural people can be exploited.
- The rural people have to depend on the urban entrepreneur, so the benefit may not reach them.
- The urban investor will take away most of the profit.
- Food, drink and necessary products will be imported from outside and not produced locally.
- The entertainment tax will go to the government the local people will not get the benefit.
- Rural people may be under paid.
- Local artisan may not get benefited.
- Due to competition the local handicraft and farm produce products will be sold at lower price.
- Demand for luxury items will increase.

- Increase in the price of local agro products.

Environmental Impact

The rural people can learn to develop the healthy environment with proper sanitation, roads, electricity, telecommunication etc for better living on one side on other side the tourist can exploit natural resources and have a heavy impact on the environment.

Positive Environmental Impact

The rural people will learn how to lead healthy and hygienic life from the urban people visitors.

- Infrastructure development will lead to healthy tourism.
- The impact of rural environment can improve the state of body and mind.
- Help in create and maintain the natural park.
- Learn the importance of preservation of natural resources.
- They will learn to develop healthy environment with proper sanitation, roads, electricity, telecommunication, etc.
- They will learn to use modern tools and technology.
- They will learn to preserve the natural habitats, bio-diversity historical monuments.

Negative Environmental Impact

The visitors may overexploit natural resources and it can have a heavy impact on the environment. In addition, rural tourism will require infrastructure, transportation and other facilities which can cause environmental distortion.

- Development of infrastructure may distort the natural beauty.
- Tourist activities like trekking and camping can cause environmental pollution.
- Huge number of visitors may exploit the natural resources
- Hunting can affect the wild life population.
- Natural ecology will be disturbed.
- Over population can spoil the scenic beauty.
- High rise building for tourist can spoil the scenic beauty.

Socio-cultural Impact

Since the income from tourism is much higher than what rural people can earn from agriculture, tourism has been accepted willingly in many rural areas in spite of its negative effects. It is widely recognized that such negative impacts on rural communities have become stronger, and that rural tourism must be modified to give rural people its benefits. Poorly planned tourism can mean that villages are invaded by foreign visitors with different values, disrupting rural culture. The higher standards of living in urban tourist destinations have caused emigration from nearby rural neighbours, resulting in changes in the demographic structure and possible culture shock. Furthermore, employment and education can have a negative social impact. The younger generation may gain better prestige than their elders as they gain experience, jobs and money from tourism.

Positive Socio-cultural Impact

The rural people will learn the modern culture. They will learn to come out of their traditional values and beliefs. They will adopt different practice of modern society. Since the income from tourism is much higher than what rural people can earn from agriculture and other allied services.

- Education and health of the rural community will improve.
- Provide higher standard of living or the rural people.

- Cultural understanding through fairs and festivals.
- Exchange of cultural beneficial for both.
- Foreign tourist will bring cultural change faster.
- Demand for education will increase.
- Reduce migration of rural people to urban areas.
- Market for agro products and handicrafts will develop in rural areas farmers and artisans will develop a direct contact with the customers.

Negative Socio-cultural Impact

Poorly planned tourism can affect the villagers. It can disrupt the rural culture. It may affect the traditional and cultural practices, agriculture and other allied activities.

- Can create disharmony in development
- Modernization can affect their traditional values and cultural practices.
- Traditional products will be replace by modern products
- Traditional houses are replaced by modern buildings.
- Can increase the rate of crime
- Sexual harassment.
- Overcrowding in schools.
- Rural people may shift from traditional business to tourism activities.
- Rural people try to copy tourist can affect their daily life.
- Decline in participation in rural traditional and cultural practices follows.

CHALLENGES IN RURAL TOURISM

The major challenges are need to preserve the environment and natural resources, the need for education, proper understanding for both tourists and local people, and the need to generate a democratic movement which helps people at all levels to participate in tourism development. These are some major challenges are-

- **FLOOD-** Flood is one of the most prominent problem in this area. So, Government should take some desired steps to control the flood in the area. Village should be barricaded across the banks so that the it would not be affected by the flood.
- **LACK OF BASIC EDUCATION** -Lack of literacy is a major problem in rural tourism. The villagers are mostly illiterate. They should be given education to at least that they can read, write and communicate in Hindi.
- **LANGUAGE PROBLEMS** -Although Hindi is an official language, but in many parts of India people do not understand it. There should be the training of the villagers for the different language, or may the government should deploy the translators for this purpose.
- **LEGISLATION PROBLEMS** -The rural tourism should have a tax holiday or it should be tax free so that it can encourage both tourist and the host to Show positive interest.
- **INSUFFICIENT FINANCIAL SUPPORT** -Central government and State government should encourage rural tourism by providing financial support to start the project. Because it will create employment in rural areas and it will also help in flow of fund from urban to rural. It can help in preventing the migration of people from rural area to urban areas.
- **LACK OF TRAINED MANPOWER** -The trained people in hotel management may not be interested to go to rural area to work. The rural people who will be appointed are required to be trained for discharging

their duties. Decorating the cottages or suites and maintain them. The success of rural tourism totally depends on the quality of service provided to the tourist.

- **UNDERDEVELOPED PEOPLE** -Majority of the rural populations are uneducated and literate; they are bounded by the traditional values and customs. Their culture, religion, superstition have a strong influence on their attitudes and behaviors. They are now being exposed to different technology by provided through government or non-government initiatives.
- **LACK OF PROPER PHYSICAL COMMUNICATIONS** -Nearly half of the village do not have all-weather roads and most of the cemented road are being washed away by the flood. For developing in tourism in any rural area we not only need all-weather roads but we also have arrange safe drinking water, electricity, telephone, safety and security, etc.
- **BUSINESS PLANNING SKILLS** -To do any business, villagers require technical knowledge and skill to organize and maintain it. With the help of government or non-government organization they can prepare business plan. If some outside is preparing a project for rural tourism, the villagers should participate in developing and implementing the project, otherwise it will not going to give much benefit to the rural people. Advertisement and sales promotion will play a very important role in creating awareness and attracting the customers.
- **TRAINED TOURIST GUIDE** -The guide plays a very important role in attracting tourists. Some of the respondents pointed out that the guide should be from local community who have thorough knowledge about the place and he or she should able to generate interest in the mind of tourist to visit the site. The guide can show the album, video film, brochure to give knowledge about the places. The guide should give what he promise during booking.
- **COMMUNICATION SKILLS** - communication will be a major problem. The people of village communicate in Hindi and Angika. Language and education is the basic hindrance in communication. The ability to communicate effectively is essential. Much of success will depend on your ability to give warm welcome to tourists. They have to understand the tourist wants and needs.

CONCLUSION

The village Tikarampur has a huge potential to develop as one of the most desirable destination for rural tourism including wellness tourism and pilgrimage tourism. The village along with the vast and untouched beauty of the landscape signifies to be developed as an ecotourism hub also, and should be developed sustainably so that it can give the desirable result. Also the rural people will also get benefited from such activities as it will lead to employment generation along with prosperity of the village. The village will also encourage community participation which can put examples to other villages. We have to make them understand that the overall development is only possible, if each and every individual will put his best effort in the destination development.

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SERVICE PERFORMANCE MEASURES THAT INFLUENCE SERVICE DELIVERY IN UNIVERSITIES IN KENYA: A STUDENTS' PERSPECTIVE

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ABSTRACT

This study sought to establish effective performance measures that influence service delivery in universities in Kenya. Five performance measures were identified based on the modified HEdPERF model by Firdaus (2006). These measures are non-academic aspects, academic aspects, reputation, programme issues and access factor.

Primary data was obtained by use of a questionnaire administered to 630 university undergraduate students from selected universities in Kenya. The questionnaire was first piloted on 30 university student before a full-scale survey was carried out. The data obtained was subjected to factor analysis, correlation and regression analysis.

The study established that non-academic aspects, academic aspects and access factor influence service delivery in universities in Kenya significantly. Reputation and programme issues do not play an important role in this regard.

The study recommends that the management of universities in Kenya should put greater focus on non-academic aspects, academic aspects and the access factor at the universities for improved service delivery. This is likely to impact directly on student satisfaction and loyalty and hence profitability.

Key Words: Universities, Service delivery, Students, Performance measures.

INTRODUCTION

The demand for university education has increased at a higher rate than the resources available for universities to offer the required services. In Kenya, the demand for university education has continued to rise with university enrolment increasing tremendously over the last four decades. This growth calls for an investigation to find out the impact of this expansion on service delivery in universities. Kenya has thirty-nine fully-fledged universities that have been accredited by the Commission for University Education (as at 31st March 2013). Twelve others are operating with interim letters of authority (ILO). This development has created competition amongst universities and, as a result, necessitated the development of strategies to ensure survival in this changing environment. The review of existing literature on this subject has established that service delivery is a service differentiator and therefore could be utilised by universities to gain a competitive advantage and therefore enhance their overall performance. Based on this background, this study sought to establish the service performance measures that influence service delivery to students in universities in Kenya.

Service delivery

Kotler and Keller (2009:366) describe service delivery as the process in which a service or product is brought to the customer; it involves issues of speed, accuracy and care throughout the process. Ho and Zheng (2004) note that service organisations have increasingly been competing for market share on the basis of delivery times. Speed of service delivery, waiting times or lengths of queues are of essence, in this regard, and improvement in these areas can give an organisation a competitive advantage.

Service delivery is about customer service; an aspect that is best defined by the customer himself or herself. Fogli (2006:4) explains that customer service is about those transactions that are aimed at meeting the needs and expectations of the customer, as defined by the customer. In the case of students, the university would need to meet the expectations of students who already have ideas on how best they want to be served. The student would judge the quality of the service he or she receives based on the expectations that he or she has for the given service.

Students, like other customers, want convenience. Customers not only want to access core products at their convenience but they also want easy access to supplementary services (Lovelock & Wright, 1999:209). These complementary services for students include information about their programmes, term dates, and feedback on their queries and prompt responses to their complaints.

Service evaluation models

A number of models to measure service performance in organisations have been developed. Evaluated Performance (EP) Model measures the gap between perceived performance and the ideal amount of a feature (Teas, 1993:44 & 45). HEdPERF (Higher Education Performance - only) is a new and more comprehensive performance-based measuring scale that attempts to capture the authentic determinants of service quality within the higher education sector (Firdaus, 2006a:575). The Modified HEdPERF scale has the relevant attributes for service in higher education. An empirical analysis was carried out which found the modified HEdPERF model to be a better fit for performance measurement in higher education (Firdaus, 2006b:43; Firdaus, 2005:319).

The performance measures were adapted from the modified HEdPERF model developed by Firdaus (2006). These dimensions are explained by Firdaus (2006, in Brochado 2009:177) as follows:

Non-academic aspects are items that are essential for students to fulfil their study obligations. They relate to the duties carried out by non-academic staff of the university.

Academic aspects are the responsibilities of the academic staff of the university.

Reputation refers to the items that suggest the importance of universities.

Access factors relate to issues such as approachability, ease of contact, availability and convenience.

Programme issues stress the importance of offering a wide range and reputable programmes within flexible structures.

Methodology

A survey was conducted to collect information on the influence of service performance measures on service delivery from university undergraduate students in Kenya. Use of survey is supported by the fact

that survey results can be used to test hypotheses or to add weight to a theory (Wellington &Szczerbinski, 2007:95).

For the purposes of this study, a 49-item questionnaire was designed with 6 of these items relating to the demographic profile of the respondents. The items were adapted from Firdaus (2006), as cited by Brochado (2009:188-190). Additional sources on these dimensions include Seale (2006), Kayastha (2011), Gamage, Suwanabroma, Ueyama, Hadaand Sekikawa, (2008) and Nasser et al. (2008). The service delivery items used in the current study are based on studies carried out by Rust and Chung (2006), and Janssen and Klievink (2009).

Hypotheses were generated based on the purpose of the study. The alternative hypotheses concerning the students' perceptions are stated below:

H¹⁻¹: There is a relationship between non-academic aspects and service delivery at the university.

H¹⁻²: There is a relationship between academic aspects and service delivery at the university.

H¹⁻³: There is a relationship between reputation and service delivery at the university.

H¹⁻⁴: There is a relationship between programme issues and service delivery at the university.

H¹⁻⁵: There is a relationship between access factor and service delivery at the university.

Validity of the Research Instrument

The most common method of testing the validity of a questionnaire is by conducting a pilot study (Lind, Marchal, &Wathen2010:310). In this study, a preliminary questionnaire was piloted on 30 undergraduate students. It was noted that the students took between 20 to 30 minutes to complete the questionnaire. This was informative to determine if the survey was feasible in terms of the time and money available for the study, and whether the items were relatively clear to the respondents.

After the pilot study, the draft questionnaire was subjected to expert evaluation that advised on some changes before engaging on a full-scale survey. After the adjustments, the final questionnaire had 49 statements that required the respondents to address.

The data collection for the current study was done in the month of July 2013 using the face-to-face method of data collection. After gaining the necessary authorisation from the university management, questionnaires would be distributed to undergraduate students to complete them as the researcher (or university staff member) waited. This gave the respondents a chance to ask for any clarifications and it increased the chances of getting back the questionnaires. A total of 630 questionnaires were distributed to the students and completed.

Data Analysis

After the data cleaning, a factor analysis was done to establish construct validation (Harrington, 2008:5). Cronbach reliability coefficients were obtained to determine the reliability or internal consistency of the research instrument. The Cronbach alpha coefficient represents the internal consistency of the study and it demonstrates whether the different items converge (Zikmundet *al.*, 2010:306).

A multiple linear regression analysis was done to test the hypotheses. Among the uses of multiple linear regression is the testing and explaining of causal theories (Cooper & Schindler, 2008:547). The results obtained provide information on the statistical significance of the independent variables, the strength of the association between one or more of the predictors and the criterion, as well as a predictive equation for future use (Cooper & Schindler, 2008:573).

A correlation analysis was also carried out to determine the degree of association between service delivery and the variables (Panneerselvam, 2004:366). Correlation analysis is the most popular technique for indicating the relationship of one variable to another (Zikmund *et al.*, 2010:559). The correlation coefficients obtained indicate the strength and direction of the relationships (Mugenda&Mugenda, 2003:133).

Reliability: Cronbach's alpha values

Reliability was evaluated by calculation of Cronbach's alpha values. The results obtained are indicated in Table 1 below. From the Table, it is clear that Cronbach's alpha values obtained are above 0.8. The value >0.8 was considered to represent a sufficient standard of reliability in this study. Zikmund, Babin, Carr, and Griffin (2010:306) explain that measures with Cronbach alpha coefficients that fall within the range 0.80 and 0.95 are considered to have very good reliability. A high coefficient indicates that the items are highly correlated among themselves and it is a sign that there is consistency among the items measuring the concept of interest (Mugenda&Mugenda, 2003:99).

Table 1: Cronbach alpha values of measuring instruments: Theoretical model

Measuring instrument	Final value
Non- Academic Aspects (NNA)	0.84
Academic Aspects (AA)	0.83
Reputation (REP)	0.83
Program Issues (PI)	0.86
Access Factor (AF)	0.82
Service Delivery (SD)	0.89

Source: Author's calculations

The influence of service performance measurements on service delivery

Table 2 below shows the results of regression analysis performed on the data obtained. It indicates that R^2 of (0.534) points out that 53% of variability in the model is explained by service delivery. Table 2 also shows that non-academic aspects (NNA) exert a positive influence (SP) on service delivery ($b = 0.265$, $p < 0.000$). This implies that students perceive that their universities offer well-managed research programmes and extra curricula activities. This also implies that staff members are actively engaged in community service and have good knowledge of the university system and procedures in dealing with complaints.

Table 2 further reveals that academic aspects (AA) are positively related to service delivery ($b = 0.287$, $p < 0.000$). This indicates that students perceive of academic staff members as treating students with respect and courtesy. This also implies that members of staff communicate well with students and allocate sufficient and convenient times for student consultation.

The results further indicate that the access factor (AF) is positively related to service delivery ($b = 0.401$, $p < 0.000$). This finding implies that the universities provide updated websites with current information as well as standardised and simple service delivery procedures, which are readily available.

Table 2 shows that ‘reputation’ ($r = 0.027$, NS) and ‘programme issues’ ($r = 0.040$, NS) do not exert a significant influence on ‘service delivery’.

Table 2: Regression analysis Results: The influence of service performance measurements on service delivery

	REGRESSION SUMMARY FOR DEPENDENT VARIABLE: SERVICE DELIVERY					
Parameter	Beta b*	Std Error	B	Std Error	T value	P-value
Non-Academic Aspects (NNA)	0.247929	0.035399	0.265762	0.037945	7.00381	0.0000***
Academic Aspects (AA)	0.241555	0.033050	0.287175	0.039292	7.30879	0.0000***
Reputation (REP)	0.026502	0.034948	0.033984	0.044815	0.75832	0.448548
Programme Issues(PI)	0.040222	0.037187	0.051244	0.047377	1.08163	0.279834
Access	0.376023	0.034382	0.400518	0.036622	10.93654	0.0000***
R	R ²		F		Std Error of estimate	
73%	.53429322		143.18		1.0318 p< .00000	
* = p< 0.05 ** = p< 0.01 *** = p< 0.001						

Correlation analysis of the hypotheses

Correlation refers to the degree of association between two variables and is represented in terms of correlation coefficients (Panneerselvam, 2004:366). It is the most popular technique for indicating the relationship of one variable to another (Zikmund *et al.*, 2010:559). The correlation coefficients (r) range between -1 and +1 depending on the direction and strength of the relationship between the two variables. The correlation coefficient indicates the strength and direction of association between variables (Mugenda&Mugenda, 2003:133).

The sign of the correlation coefficient provides an indication of the direction of the relationship while the number is an indication of the strength of the relationship (Cooper & Schindler, 2008:510). A negative sign shows that the variables are inversely related.

In this study, correlation coefficients between variables are shown in Table 3.

Table 3: Analysis of the correlations

	Mean	StdDev	NNA	AA	PI	AF	REP	SD
NNA	4.522	1.405	1.000	0.449	0.562	0.481	0.434	0.572
AA	4.941	1.267	0.449	1.000	0.411	0.383	0.484	0.527
PI	5.492	1.182	0.562	0.411	1.000	0.535	0.524	0.494
AF	4.758	1.414	0.481	0.383	0.535	1.000	0.462	0.622
REP	5.593	1.174	0.434	0.484	0.524	0.462	1.000	0.446
SD	4.203	1.506	0.572	0.527	0.494	0.622	0.446	1.000

According to Table 3, above, AF is positively correlated to SD with a coefficient of 0.622; the table further reveals that NNA is positively correlated to SD with a coefficient of 0.572. According to Table 3, AA is positively correlated to SD with a coefficient of 0.527 and PI is positively correlated to SD with a coefficient of 0.494. Table 3 further indicates that SD is positively correlated to REP with a coefficient of 0.446.

Findings on the set of hypotheses:

$H^{1.1}$: *There is a relationship between non-academic aspects and service delivery at the university.*

Tables 2 and 3 reported a statistically significant positive relationship between the non-academic aspects and service delivery ($p < 0.000$). This means that there is a significant positive correlation between the non-academic aspects and service delivery, with a correlation coefficient of 0.572. Therefore, $H^{1.1}$ is accepted.

$H^{1.2}$: *There is a relationship between academic aspects and service delivery at the university.*

Tables 2 and 3 reported a statistically significant positive relationship between the academic aspects and service delivery ($p < 0.000$). There is therefore a significant positive correlation between the academic aspects and service delivery, with a correlation coefficient of 0.527. $H^{1.2}$ is therefore accepted.

$H^{1.3}$: *There is a relationship between reputation of a university and service delivery at the university.*

Tables 2 and 3 indicated that although reputation has a correlation coefficient of 0.446, it is not significantly related to service delivery ($r = 0.026$, NS). This means that there is a weak relationship between the reputation and service delivery. Therefore, $H^{1.3}$ is rejected. The alternative hypothesis is thus accepted.

$H^{1.4}$: *There is a relationship between programme issues and service delivery at the university.*

Tables 2 and 3 show that 'programme issues' are not significantly related to service delivery ($r = 0.04$,

NS). This means that there is no significant correlation between programme issues and service delivery, with a correlation coefficient of 0.494. $H^{1.4}$ is therefore rejected. The alternative hypothesis is thus accepted.

$H^{1.5}$: *There is a relationship between access factor and service delivery at the university.*

Tables 2 and 3 reported a statistically significant positive relationship between the access factor and service delivery ($p < 0.000$). This means that there is a significant positive correlation between the access factor and service delivery, with a correlation coefficient of 0.621. Therefore, $H^{1.5}$ is accepted.

Discussion of Results

The empirical results of this study indicate that non-academic aspects, academic aspects and access factors have a strong influence on service delivery at the university.

Non-academic aspects make one of the important measures of service performance measurement in universities. Students view student support, in terms of both financial and social assistance, as important measures of service delivery. Gamageet *al.* (2008:185) and Nasser, Khoury and Abouchidid. (2008:88) support this notion.

The *academic aspects* of the university, as another factor, are viewed by university students as an important measure of service delivery. The dedication and positive attitude of academic staff towards their work and the assistance they provide towards their students' academic performance count when evaluating service delivery. Nadiri (2006:125) also supports this notion.

The *access factor* is an important dimension in Kenyan universities. The availability of an updated website and simple service delivery procedures are important attributes that university students consider. It is important that information regarding the facilitation of university services, rules, regulations and simple standardised procedures be available online for students. Nasser *et al.* (2008:87) support this view.

The study established that reputation and 'programme issues' are not related to service delivery and therefore do not influence service delivery in universities in Kenya. However, Hess Jr (2008) observed that reputation offers an organisation a 'buffering effect' from the negative consequences of service delivery failures.

Conclusion

From the results of this study, it can be concluded that non-academic aspects, academic aspects and the access factor are the performance measures that influence service delivery in universities. Improvements in non-academic aspects, academic aspects and the access factor would lead to improved service delivery at the university.

It is, therefore, important for university management to formulate their strategies based on these findings, in order for them to realise improved service delivery. This study provides the top management of universities in Kenya and other developing countries with crucial information for decision-making with regard to service performance measurement and service delivery. Focusing on the right performance measures would improve service delivery in these universities which would translate into increased student satisfaction and loyalty and overall profitability of the particular university.

This study also informs the Government of Kenya, through the 'Commission for University Education',

on how to promote student welfare and increased performance in universities in Kenya. The theoretical model developed in this study can also be utilised by other tertiary education institutions in Kenya and other developing countries to formulate strategies on how to improve performance in those institutions.

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A STUDY ON EFFECT OF FOREIGN DIRECT INVESTMENT ON PERFORMANCE RELATED PAY IN INDIAN AVIATION INDUSTRY

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ABSTRACT

Foreign direct investment (FDI) in India has shown an excellent growth of 35% USD in last year. During January-June 2012, the country had received USD 10.1 billion of FDI which was increased to USD 13.6 in first half of 2013. The Government of India has liberalised the FDI regime in about a dozen sectors amongst them one is Civil Aviation. Etihad, Air Asia, Singapore airlines are few major players coming to India. In India Aviation industry is compensating their staff by relating their pay with their performance, which is known as Performance Related Pay (PRP).

The paper aims at analyzing the impact of foreign players on performance related pay of the employees of Indian aviation industry; also to analyze the positive and negative aspects of the entry of foreign companies in Indian aviation, on the salary, wages, compensation & incentives of employees of Indian companies operating in aviation sector.

Nature of the study is secondary and is totally based on literature reviewed from various sources viz. research papers, official websites of Ministry of Finance, Government of India and news papers.

Findings of the study were categorized into two sections: Hopes & Challenges. Hopes depict the positive aspects of FDI on PRP whereas challenges enlist the pitfalls of the same.

Key Words: Performance Related Pay, Indian Civil Aviation Industry, Foreign Direct Investment, Hopes and Challenges, FDI inflow

INTRODUCTION

Foreign investments provide a great impetus for growth to Indian economy. The continuous upsurge in foreign direct investments (FDI), allowed across the industries and sectors, has proven that foreign investors have faith in the resilience of Indian markets. A wise policy regime and positive business environment have also played catalytic role to ensure the continuous inflow of foreign capital in the Indian markets.

According to statistics released by the Department of Industrial Policy and Promotion (DIPP), India Inc witnessed a year-on-year upsurge of 24.2 per cent in FDI to touch US\$ 3.95 billion in April-May 2013 as against US\$ 3.18 billion during the same period in 2012. During 2012-13, India attracted FDI worth US\$ 22.42 billion. Hotels and tourism, pharmaceuticals, services, chemicals and construction received the highest amount of FDI. The major contributors to the Indian FDI were Singapore, Mauritius, the Netherlands and the US. Figure 1 depicts the percentage of FDI inflow to India from various countries.

The Government of India has liberalised the FDI regime in about a dozen sectors, including civil aviation, telecom, power etc.

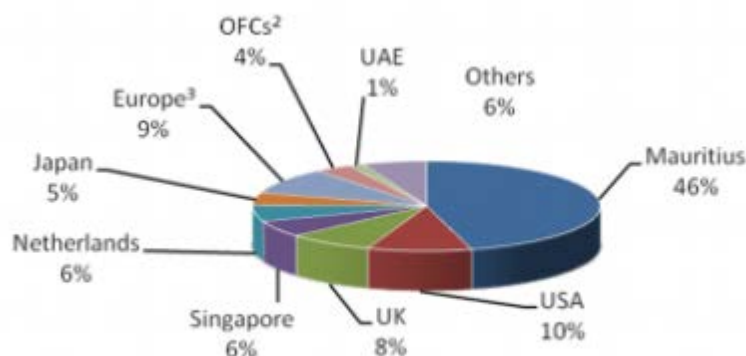


Figure 1. Share of Total FDI Inflows to India (Percent) by Country of Origin.
Source: Ministry of Commerce and Industry, Department of Industrial Policy and Promotion (DIPP), India

The Civil Aviation sector, inter-alia, includes Airports, Scheduled and Non-Scheduled domestic passenger airlines sector, cargo airlines, Helicopter services/Seaplane services, Ground Handling Services, maintenance and Repair organizations, Flying training institutes, and Technical training institutions. The present policy of FDI in the Civil Aviation sector covers all services mentioned above. (Source: Aeronautical information services, Government of India).

In 1994 India's Air Corporation Act of 1953 was repealed giving private airlines the opening to schedule serviced flights. Following this repeal, a host of new airlines have sprung up to meet India's need for air travel. India still remains notably underpenetrated in the civil aviation sector: at present there are only 0.52 departures per 1,000 people in India and less than 2% of Indians travel by air each year. However this creates a huge opportunity as India has 1.2 billion people and an intensifying and upwardly mobile middle class. Domestic passenger traffic crossed the 60.7 million mark at the end of 2011. Domestic passenger growth year-on-year was 17.2%, in-line with the year-to-year increase expected from a rapidly growing emerging economy with a relatively small passenger base. India's domestic passenger growth is estimated to boost by roughly 15% per year by 2020. This growth rate, if sustained, would put domestic air travel at over 210 million domestic passengers per year by 2020. Despite these encouraging demographics, the Indian carriers have failed to translate the demand for air travel into profits. For the year ended March 2012, 5 out of the 6 major airlines in India were loss making. (<http://www.ibef.org/india-at-a-glance/foreign-direct-investment.aspx>).

Civil aviation is the field where foreign players can enter through Greenfield projects or Existing projects and can have 100% FDI and also the entry route is automatic (Nilanjana Kumari, 2013). Etihad, Air Asia, Singapore airlines are few civil aviation giants coming to India. (<http://timesofindia.indiatimes.com/topic/FDI-in-aviation/news/>)

Pay represents by far the most important and contentious element in the employment relationship, and is of equal interest to the employer, employee and government. Traditionally wages and pay have been determined through government regulation, minimum wage determination, negotiation with unions, decisions of arbitration or labour courts and the individual contract of employment. The factors or criteria which have influenced pay and pay increases include profit (but generally unrelated to individual or group performance), job evaluation, seniority, cost of living, manpower shortage or surplus, negotiating strength of the parties and skills. Performance measures such as productivity or profit related to the performance of

a group have been of less importance in determining pay increases. Though skills have been reflected in pay differentials, pay systems have been seldom geared to the encouragement of skills acquisition and application.

Industrialized countries have built their competitive advantage not around low wages, but around clusters of competitive industries in which high earnings and standards of living have been sustained through improved technology, productivity and quality. Many Asian countries now recognize that high technology; productivity and low earnings cannot be combined and sustained over a long period of time. Many Asian employers are now seeking to sustain their competitiveness through pay increases which are more related to performance measures as a way of absorbing increased labour costs, while at the same time rewarding and motivating employees.

Various foreign companies are coming to India and they will increase the competition in the field of civil aviation also the customers of the country will get benefitted. But one most important factor is salary structure of the aviation staff. Will there be any change in it or not? Will the staff be more facilitated in terms of compensation or not? These few obvious questions give us a platform to conduct this research.

Research Objectives

The research aims at analyzing the impact of foreign players on performance related pay of the employees of Indian aviation industry; also to analyze the positive and negative aspects of the entry of foreign companies in Indian aviation on salary structure of employees of Indian companies operating in aviation sector.

Research Methodology

Research design for the study was descriptive. As the study is purely based on secondary data, hence there was no need of sampling design. Secondary data was collected from various sources such as journals, magazines, books, news papers, Government Websites and official websites of Airport Authority India, the details of the same is given at bibliography.

Review of Literature

The Indian Aviation Industry has been going through a turbulent phase over the past several years facing multiple headwinds – high oil prices and limited pricing power contributed by industry wide over capacity and periods of subdued demand growth. Over the near term the challenges facing the airline operators are related to high debt burden and liquidity constraints - most operators need significant equity infusion to effect a meaningful improvement in balance sheet. Improved financial profile would also allow these players to focus on steps to improve long term viability and brand building through differentiated customer service. Over the long term the operators need to focus on improving cost structure, through rationalization at all levels including mix of fleet and routes, aimed at cost efficiency. At the industry level, long term viability also requires return of pricing power through better alignment of capacity to the underlying demand growth.

While in the beginning of 2008-09, the sector was impacted by sharp rise in crude oil prices, it was the decline in passenger traffic growth which led to severe underperformance during H2, 2008-09 to H1 2009-10. The operating environment improved for a brief period in 2010-11 on back of recovery in passenger traffic, industry-wide capacity discipline and relatively stable fuel prices. However, elevated fuel prices over the last three quarters coupled with intense competition and unfavorable foreign exchange environment has again deteriorated the financial performance of airlines. During this period, while the passenger traffic growth has been steady (averaging 14% in 9m 2011-12), intense competition has

impacted yields and forced airlines back into losses in an inflated cost base scenario. To address the concerns surrounding the operating viability of Indian carriers, the Government on its part has recently initiated a series of measures including (a) proposal to allow foreign carriers to make strategic investments (up to 49% stake) in Indian Carriers (b) proposal to allow airlines to directly import ATF (c) lifting the freeze on international expansions of private airlines and (d) financial assistance to the national carrier. However, these steps alone may not be adequate to address the fundamental problems affecting the industry. (Source: www.icra.in)

While the domestic airlines have not been able to attract foreign investors (up to 49% FDI is allowed, though foreign airlines are currently not allowed any stake), foreign airlines may be interested in taking strategic stakes due to their deeper business understanding, longer investment horizons and overall longer term commitment towards the global aviation industry. Healthy passenger traffic growth on account of favorable demographics, rising disposable incomes and low air travel penetration could attract long-term strategic investments in the sector. However, in our opinion, there are two key challenges: i) aviation economics is currently not favorable in India resulting in weak financial performance of airlines and ii) Internationally, too airlines are going through period of stress which could possibly dissuade their investment plans in newer markets. (Source: www.icra.in)

Since the Arvind Mayaram panel submitted its report on easing off caps on foreign direct investment (FDI) in select sectors last week, there has been considerable confusion over whether Civil Aviation was one of the sectors mentioned in this report. Only nine months ago, the Government reversed its 1996 decision and allowed foreign airlines to buy up to 49% stake in Indian carriers. Why would it want a second wave of reforms in such a short time, especially when only two foreign airlines have made commitments in all this time? Etihad Airways wants to acquire 24% stake in Jet Airways while AirAsia wants to set up an airline from scratch in partnership with the Tatas and Telestra Tradeplace. So most babus in the ministries of commerce, finance and even aviation thought this is a mistake and aviation perhaps is not included in the list. Some pointed out that perhaps the move is to align FDI in different aspects of aviation but not raise that for foreign airlines any further. Now, today's Business Standard speaks of the Government proposal to allow foreign airlines up to 74% stake. If this is correct, it is rather foolhardy. Reuters First, what is the point of opening up the sector partially and in multiple steps? If the intent is to liberalise, why not go whole hog and allow foreign airlines to own 100% in Indian carriers? Because 74% will give the management control but also make sure they need an Indian partner to comply with the cap. Second, even if the cap on FDI is set at 74%, how will it benefit foreign airlines wanting to come in unless other silly rules, framed by the babus to keep a tight leash on airlines and potential investors, are also eased? 1) India does not have an open skies policy so it signs bilateral air services agreements with countries where it wants reciprocal flights to operate. The ASAs are between two Governments and their modalities are handled by the Ministry of Civil Aviation. Why not abolish ASAs and like USA and other western markets, allow any carrier to fly in or out with minimal permissions? 2) If FDI by foreign airlines is allowed up to 74%, many global airlines will want to set up subsidiary companies in India and may not necessarily seek out existing Indian airlines. Just like the AirAsia proposal, the foreign carriers may opt for roping in any Indian, non-aviation investor for the mandatory 26% Indian shareholding and begin an airline from scratch. This will also allow them to use the Indian bilaterals in addition to the rights they already have as foreign carriers. (Source: <http://pib.nic.in/newsite/erelease.aspx?relid=65073>)

According to Annual Report and Accounts of British Airways 2009-10, despite the tough economic environment and challenging industrial relations. We saw huge commitment to the success of British Airways right across the Company, including high levels of volunteering to support the operation through

disruption. In 2010-11 we will look to build on this in a number of ways we will work to boost the engagement right across the Company rallying our colleagues with a drive towards ever greater customer service. We will continue to make targeted investments to improve the way we manage our talent, with the focus this year on the development of our front line leaders. And we will embed our customer centric outlook into our reward framework, and increasingly use performance related pay.

Findings:

Overall findings, based on literature review, were categorized into hopes and challenges.

Hopes of FDI on PRP of Indian Aviation Industry:

- In a competitive aviation sector, the Company has to continuously strive for minimizing the cost of controllable inputs so that the cost of the services remains economical. In the light of the adverse financial position which confronts the Company, the existing policy of incentives and allowances needs an urgent review. So there is a drastic need of FDI in aviation sector in India, so that the sector may be recovered from heavy losses and also the employees gets benefitted in terms of salary and other benefits.
- The Indian aviation sector likely to see investments totaling USD12.4 billion during the Twelfth Five Year Plan. Of the total investment, USD9.2 billion is expected to come from the private sector. Success of PPP and FDI formats will raise investment in existing and Greenfield airports.
- Huge potential to develop India as an MRO (Maintenance, Repair and Operations) hub. The Indian Aviation Industry aims to boost MRO business in India, which is currently worth US\$500 million and is estimated to grow over US\$1.5 billion by 2020. MRO facilities are developed at Gurgaon and Nagpur. Indian airline companies spend over 13–15 per cent of their revenues on maintenance, which is the second-highest cost component after fuel. MRO is going to provide large number of employment in airport and airline field.
- The wages are higher in industries with greater foreign participation and those workers in industries with greater foreign participation also experience faster wage growth.
- Government of India has allowed 49% FDI in civil aviation, there can be a huge scope for incorporating pilot training institutes with International quality standards in India. The pass outs of these training institutes will be in situation of demanding handsome salary and compensation which will be equivalent to aviation industry of developed countries.
- Current interest rate for lending loan from bank for aviation industry is 11%-14% (www.articles.economictimes.indiatimes.com/2012-01-16/news/31201498_1_airline-stocks-kingfisher-airlines-airline-industry), whereas in USA it is .75%. ECBs (External Commercial Borrowings) proposed for aviation sector with a cap of \$1 billion can curtail this interest rate by 5% to 7%, if their proposals are accepted. Then the airlines can save upto 5% to 7% in interest costs alone and hence it may boost up the performance related pay standards of their employees.

Challenges:

- Crude oil prices in International market and depreciated value of INR in terms of USD; high oil prices and limited pricing power given to aviation companies by Government of India, has shrunk the profit margins of aviation industry of India. These are the reasons why employees of Indian civil aviation industry are not getting the salary on time and also they were unable to grab the salary according to International standards followed at developed countries.

- Indian Civil Aviation Industry is operating of LCC (Low Cost Carrier) model. So it becomes mandatory for the companies to offer services to the customers at very low price. Therefore, it becomes very difficult for them to grab the profit margins and ultimately compensation of their staff gets effected.
- Even though Government has allowed FDI upto 49% in Civil Aviation, PRP is possible only if there are higher profit margins. The higher profit margins can be achieved by increasing number of domestic flights in India. This is a challenge, as at present many cities in India are not even having airport.
- The success of FDI in Civil Aviation sector is closely interlinked with FDI in other sectors such as Real Estate, Infrastructure and many more. In India one of the major problem is imbalanced regional development because of which many cities are not having industrial base. Even if air connectivity is made to the small cities the long term sustainable profits cannot be achieved, this in turn affects the PRP for employees of Civil Aviation.

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RETHINKING MARKET ORIENTATION IN THE INTERNET- MEDIATED ENVIRONMENT

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ABSTRACT

Market orientation (MO) has long been recognized as an essential concept in the marketing discipline. The Internet and its related technologies show a great potential for information acquisition, sharing and dissemination, all of which are essential processes of MO. Nevertheless, the emerging role of the Internet as a new and revolutionary way of performing MO has been patchy, with lacuna of theoretical frameworks and models. It remains unclear for both scholars and practitioners how to successfully implement MO in the Internet-mediated environment. This paper reevaluate the fundamentals of MO concept by proposing a new empirical model of an Internet-mediated MO (IMO), in which the Internet functions as a transformer of the traditional MO into a more efficient and effective way of implementing MO in the Internet-mediated environment. Based upon a survey of senior managers the findings suggest that IMO is made up of three behavioral components (market intelligence generation, market intelligence dissemination and responsiveness to market intelligence on the Internet). By conceptualizing IMO and facilitating its measurement, practitioners will be able to assess the relevancy of the use of the Internet on the MO process in today's digital economy.

Keywords: Market Orientation, Market Orientation Process, Internet, Internet-mediated Environment, Internet-mediated Market Orientation

1. INTRODUCTION

Market orientation (MO) has long been recognized as an essential concept in the marketing discipline (Marketing Science Institute, 1990). Marketing scholars define MO as the implementation of the marketing concept (Jaworski and Kohli, 1993; Matsuno and Mentzer, 2000) and address that MO consists of such activities as gathering, disseminating, and responding to market intelligence (Kohli and Jaworski, 1990). The interest on MO continues to grow, result in a dramatic increase in the number of academic papers attempting to cover different aspects of MO such as the relationship between MO and the culture, learning organization, innovation, organizational leadership and strategy. Although body of literature pertaining to MO is flourishing, still the marketing literature is unclear, vague and ambiguous in relation to the relevancy of the use of the Internet on MO process in today's digital economy. In reality, today's competitive business world Internet technologies are widely used for gathering, processing, sharing, and disseminating vast amount of information inside and outside of organizations. For example, many organizations now utilize the Internet as a reservoir of enormous information for strategic decisions (Graef, 1996). In addition, electronic mail (e-mail) and World Wide Web (WWW) could provide a great potential for information acquisition, sharing, and dissemination (Schwartz and Te'eni, 2000), all of which are essential processes of MO.

On this background, this paper fills this research gap by developing a new empirical model of an Internet-mediated MO (IMO), in which the Internet functions as a transformer of the traditional MO into a more efficient and effective way of implementing MO in the Internet-mediated environment. This paper contributes to existing MO theory by explicating the link between MO and the Internet, where contributions of this nature are very scarce.

This paper is structured as follows. Following the introduction, previous literature on MO, including theoretical frameworks/ models is outlined. Then the IMO construct is presented followed next by a detailed discussion on research methodology. Next, the validated IMO model is discussed in relation to previous literature. At the end, managerial and theoretical implications and suggestions for future research are presented.

2. Theoretical Background

2.1 An Overview of MO Research

The marketing concept has been conceptualized as a business philosophy (Drucker, 1954; Felton, 1959) which suggests that the long term purpose of an organization is to satisfy customer needs for the purpose of maximizing corporate profits (Webster, 1988). However, the main constraint of the marketing concept is that it is based on an idealistic corporate policy and has limited operational value (Barksdale and Darden, 1971) and this is where the MO concept becomes important as it contrasts the philosophical value of the marketing concept with its implementation (McCarthy and Perreault, 1984). Thus, beginning from the theory of marketing concept, scholars develop the theory of MO to operationalize the marketing concept through its implementation (Ruekert 1992; Jaworski and Kohli, 1993; Matsuno and Mentzer, 2000; Lafferty and Hult, 2001).

In the 1990s two seminal articles in the *Journal of Marketing* by Kohli and Jaworski (1990) and Narver and Slater (1990) heralded a new era for the marketing discipline by establishing the MO concept firmly into the academic research. In this context, a multitude of definitions and descriptions on MO have been advanced. The most central definitions of MO in marketing literature are illustrated in Table 1.

Table 1: Definitions of MO

Definitions of MO
A company is market oriented if “ <i>information on all important buying influences permeates every corporate function</i> ”, “ <i>strategic and tactical decisions are made inter-functionally and inter-divisionally</i> ”, and “ <i>divisions and functions make well-coordinated decisions and execute them with a sense of commitment</i> ” (Shapiro, 1988)
Market orientation is the organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to it (Kohli and Jaworski, 1990)
The organization culture that most effectively and efficiently creates the necessary behaviors for the creation of superior value for buyers and, thus, continuous superior performance for the business (Narver and Slater, 1990)
The level of market orientation in a business unit is the degree to which the business unit (1) obtains and uses information from customers; (2) develops a strategy which will meet customer needs; and (3) implements that strategy by being responsive to customer needs and wants (Ruekert, 1992)
Market orientation is a combination of market intelligence, a focus on customer service and operational measures of service levels, responsiveness to the customer, and acceptance of the proposition that the customer comes first (Deshpande et al., 1993)
Market orientation represents superior skills in understanding and satisfying customers (Day, 1994)

With the variety of definitions of MO, the contemporary MO literature is dominated by the conceptualization of two sets of theories; namely the market intelligence based conceptualization by Kohli and Jaworski (1990) and the culture-based behavioral conceptualization by Narver and Slater (1990) (Lafferty and Hult, 1999).

Kohli and Jaworski (1990) define MO as the generation of market intelligence regarding current and potential customers, the dissemination of intelligence among departments, and the response to the changing market needs. Their major conceptual argument was that “a MO appears to provide a unifying focus for the efforts and projects of individuals and departments within the organization, thereby leading to superior performance”. For Narver and Slater (1990), MO is a kind of organizational culture that more effectively and efficiently creates the behavior patterns, providing greater value for the customers and contributing to long term enhanced business performance. Despite defining MO as a kind of culture, they deal with behavioral components: customer orientation, competitor orientation and inter-functional coordination. Customer and competitor orientation include all the activities involved in the acquisition of information about current and potential customers and competitors. MO also includes its dissemination among the departments. Inter-functional coordination covers the collective efforts of the various departments to create superior customer value. These components involved in intelligence generation and dissemination and in responsiveness correspond to the definition of Kohli and Jaworski (1990). Narver and Slater (1990) further suggest that organizational learning, which consist of information acquisitions, dissemination and shared interpretation of information across the departments/ functions are inseparable from MO.

2.2 Challenges to Traditional MO

As a whole, the two landmark theories of MO are quite similar and complementary. Both theories emphasize the role of market learning capability, that is, an organization’s ability to exercise MO through the management of market-related information: acquisition, dissemination and usage. Guenzi and Troilo (2007) emphasize that the market learning capability fosters superior customer value by allowing an organization to adapt its offering to meet expressed customer needs (adaptive learning) and to proactively enact latent customer needs (generative learning). Even though the concept of MO implies both generative learning and adaptive learning, in the marketing literature, traditional MO process has been blamed for merely adaptive learning due to its reactive nature (e.g. an organizations waits for responses from its customers and competitors) (Narver et al., 2004; Min et al., 2002). The accusation may be valid in consideration of the offline nature of traditional MO activities (e.g. customer surveys, customer visits, hall talks, exchange of standard documents/ memoranda) (See Table 2). Such reactive activities may not be able to offer opportunities for generative learning due to discontinuities caused by expanded, distributed supply chains in today’s complex and turbulent business environment.

2.3 The Internet

The Internet is the global network of interlinked computers operating on a standard protocol which allows data transfer between them. The Internet emerged from its predecessor the ARPAnet which was created in the 1970’s. By that time the basic functions of the Internet include support for e-mail and news services to send or broadcast messages to other users, file transfer to access and retrieve files from remote computers and telnet. The introduction of the newest component of the Internet, WWW has transformed the Internet into a popular medium due to its unique capability to blend text, pictures, sounds and video clips into multimedia documents. To date, the Internet has established as the largest commercial infrastructure in the world including the Internet, intranets, extranets and a virtual marketplace where users interact and collaborate with each other with the help of various Internet functions such as WWW, e-mail and Usenet (Min et al., 2002). Being the largest commercial infrastructure in the world, it provides wide access to content and act as a rich business intelligence platform for information dissemination among users. The Internet and its related technologies are vital for gathering information about market changes, sharing information and knowledge from various sources beyond spatial and temporal boundaries and performing target marketing, all of which are essential components of the MO process. Thus, the Internet can acts as a

transformer of the traditional MO process into a more efficient and effective IMO process in the Internet-mediated environment through both generative learning and adaptive learning.

2.4 IMO: Internet-mediated Market Orientation

Despite the mainstream adoption of the Internet for MO activities in organizations during last two decades, Min et al. (2002) was the first scholar who has come closest to a formal definition for IMO by offering the following:

“The Internet-mediated, information rich, seamless, agile, and boundary spanning process of generating, disseminating, and responding to market intelligence on the Internet” (Min et al., 2002, p. 3)

Bringing together the similarities found between the two landmark complementary theories of MO and Min et al. (2002) definition of IMO, this paper proposes an eclectic definition of IMO to reconcile the views most widely accepted in the literature as;

“The Internet-mediated, information rich, seamless, agile, and boundary spanning process of generating, disseminating, and responding to market intelligence on the Internet with the objective of creating consistent superior value for the customers over time and thereby ensuring continuous superior performance for the organization”

Thus, in amalgamated with Min et al. (2002) and Kohli and Jaworski (1990), this paper defines IMO as a multidimensional construct with three behavioral dimensions, namely market intelligence generation, market intelligence dissemination and responsiveness to market intelligence on the Internet.

IMO has several important characteristics as follows. IMO is capable of transforming the traditional ways of market intelligence generation, dissemination, and responsiveness into a solely networked computing environment, thus enabling organizations to be more responsive by effectively and efficiently interacting and collaborating with end customers as well as other stakeholders including suppliers, distributors and competitors via diverse interactive media. Moreover, IMO is an information rich boundary spanning process (Min et al., 2002). In other words, IMO allows organizations to access to a wide range of valuable information sources and collaborate with supply chain partners despite spatial and temporal boundaries. Most importantly, IMO allows organizations to proactively undertake effective target marketing activities by eliminating possible downtimes occur in the traditional MO due to manual, offline processing. The differences between traditional MO process and IMO process are summarized in Table 2 as follows.

Table 2: MO vs. IMO: How Internet transform MO to IMO

MO Activities	IMO Activities
Market Intelligence Generation Formal and informal meetings with customers Information gathering (i.e. hall talks, conferences, exchange of standard documents and/or memoranda, lunch) with industry partners In-house marketing research Surveys of market participants (i.e. customers, suppliers, distributors)	Market Intelligence Generation Direct customer contact <ul style="list-style-type: none"> • Instant chat • Online discussions Internal and external online information gathering <ul style="list-style-type: none"> • Search or access company databases and commercial databases • Information filtering Online polls/ Web polls

Internal periodic review sessions	
Market Intelligence Dissemination Internal “hall talks” regarding competitors tactics/ strategies Formal and informal inter-functional meetings Internal document circulation	Market Intelligence Dissemination Knowledge sharing through intranet, extranet and groupware Online inter-functional meetings <ul style="list-style-type: none"> • Instant chat • Video conference Online document circulation <ul style="list-style-type: none"> • Electronic publication • Electronic bulletin boards • Search/ access company database
Responsiveness to Market Intelligence Target marketing – segmentation and targeting Periodical review of new product developments Market research-initiated product development Immediate countermeasure to competitor marketing actions Listening to customer complaints and immediate corrective actions	Responsiveness to Market Intelligence Targeted responses <ul style="list-style-type: none"> • Online discussions with customers for customization of product offerings • Targeted programs to selective customers • Instant chat • Instant price updates Customer involvement-based marketing program development <ul style="list-style-type: none"> • Online forums, online discussions for Q and A, testimonials and complaints • Online ordering and order modification • Online catalogue selling Real time customer service <ul style="list-style-type: none"> • Online help centers (automated email response system and interactive voice response system) • Online order status checking • Online discussion among customer service personnel Openly coordinate beyond the organization for immediate corrective actions <ul style="list-style-type: none"> • Extranet • EDI Supply chain management applications

(Sources: Jaworski and Kohli, 1993, Min et al., 2002; Shaltoni and West, 2010)

In light of the above discussion, the following three hypotheses are developed:

H1. Market intelligence generation on the Internet is a dimension of IMO

H2. Market intelligence dissemination on the Internet is a dimension of IMO

H3. Responsiveness to market intelligence on the Internet is a dimension of IMO

3. Methodology

3.1 Scale Development & Refinement

IMO was conceived as a multidimensional construct with three key components. The IMO scale was different to previous MO scales, thus an explanatory research design was utilized at the IMO operationalization stage. Following the guidelines of Churchill (1979), the IMO domain was specified and a comprehensive list of items was drawn up based upon a comprehensive literature review. An experience survey was then conducted involving three marketing academics and two marketing managers who served as a panel of judges to evaluate the content/face validity of the items. The five judges were asked to appraise each item (on a measurement scale from 1 to 5) for its representativeness of the IMO construct and clarity of construction. A consensus among the judges (4 or above) was sufficient to admit items into the final item pool which contained 29 items.

The proportional reduction in loss (PRL) measure (Rust and Cooil, 1994) was then used to explore the reliability of their judgments on specific items. PRL can be viewed as a direct extension of Cronbach's alpha to data collected via qualitative methods. The PRL measure generated a result of (0.91), which indicated high reliability. Next, a pre-test was conducted before the main wave of the questionnaires was sent out. The questionnaires were hand delivered to a purposive sample of fifteen managers who were responsible for marketing activities in their hotels. The role of this group was to offer their expert opinions on the nature and structure of the questionnaire. Nine complete and suitable responses were returned. The respondents expressed no difficulties in answering the questions and only minor modifications were suggested.

3.2 Research Setting, Sample & Data Collection Method

Having ascertained the validity and reliability of the scale items, a self completion questionnaire was sent out to 250 hotels that were randomly selected from the Accommodation Guide published by Sri Lanka Tourism Development Authority. Sri Lankan hotel industry was used as the research setting of this paper due to its concrete effort to strategically position Sri Lanka in the international markets through its online initiatives. It was decided to regard the marketing managers as key informants. The selection of key informants was guided by three criteria: (1) the informants' knowledge of the research area (2) the respondents' willingness to complete the survey and their ability to adapt and respond to market changes, and 3) the capacity to implement a significant market project; these approaches had been previously used in empirical studies on MO such as Jaworski and Kohli (1993). However, in the cases of unclassified hotels, boutique hotels and villas, general managers or owners were contacted because they are generally responsible for marketing decisions in particular. A total of 63 valid responses were received, representing a net response rate of 25%—an acceptable response compared to previous studies on MO.

4. Data Analysis

Focusing on the respondents, 57% were in top management and 38% in marketing/sales. Thus the key informants targeted in the survey provided the overwhelming majority of the sample (95%). In terms of hotel type, 64% of the sample comprised of classified hotels, 27% comprised of unclassified hotels, and remaining 9% comprised of boutique hotels and villas.

4.1 Assessing IMO Construct

As IMO was a new scale, the variables needed to be assessed separately. Exploratory factor analysis was conducted on 29 variables using SPSS version 17.0 with varimax rotation. The Kaiser-Mayer-Olkin measure of sampling adequacy was acceptable (0.897) and Bartlette's Test of Sphericity was significant,

indicating that the items were correlated and suitable for factor analysis (Hair et al., 1998). The results of the factor analysis produced three prominent dimensions: market intelligence generation on the Internet (MIG), market intelligence dissemination on the Internet (MID) and responsiveness to market intelligence on the Internet (RMI) explaining 56% of the variance. Chin and Newsted (1999) suggest that the standardized factor loadings should be greater than 0.7, however, a loading of 0.5 or 0.6 may still be acceptable in exploratory research (Chin, 1998). In amalgamated with Chin (1998), factor analysis refined the items, retaining those that achieved a factor loading of 0.6 or more; removing 7 items with a factor loading of 0.6 or less. Of the IMO variables, 22 were retained, including 8 items for MIG, 6 items for MID and 8 items for RMI. These measures are illustrated in Table 3.

The correlations between the composite variables are shown in the lower triangle in Table 4. All of the correlations were significant, thus supporting the nomological validity of the dimensions. Convergent and discriminant validity was assessed by calculating the average variance extracted (AVE) (See Table 3). All AVE values were well above 0.5 and therefore it can be stated that the dimensions display a high degree of convergent validity (Fornell and Larcker, 1981). Furthermore, high discriminant validity was demonstrated by the fact that the square root of AVE of each dimension is higher than the correlation between that dimension and any other dimension in the model. The square roots of AVE for dimensions are reported on the diagonal in Table 3. Thus, the dimensions are both conceptually and empirically distinct from each other (Fornell and Larcker, 1981).

Table 3: Measurement items, exploratory factor analysis results & composite reliability

Construct	Factor loadings	Items and their sources
Market Intelligence Generation on the Internet AVE= 0.63 Cronbach α = 0.93	Adapted from Jaworski and Kohli (1993) and Min et al. (2002) Our hotel.....	
	0.71	Directly contacts customers through Internet technology (e.g. email/ online discussions/ instant chat)
	0.74	Does a lot of in-house research about technological advancements
	0.75	Conducts online polls/ Web polls at least once a year to assess the quality of our products/ services
	0.77	Integrates customer touch points with the use of Internet technology to provide better customer service
	0.66	Uses Inter-organizational systems (e.g. extranet/ EDI/ SCM) to share information with all stakeholders
	0.63	Follows technological developments using several secondary sources (e.g. industry magazines/ commercial databases)
	0.74	Periodically reviews the likely effect of technological changes in our business environment on customers
	0.75	Holds several virtual meetings yearly to prepare business plans
Market Intelligence Dissemination on the Internet AVE= 0.64 Cronbach α = 0.96	Adapted from Jaworski and Kohli (1993) and Min et al. (2002) In our hotel, with the use of Inter-organizational systems, we.....	
	0.61	Conducts online inter-functional meetings at least once a quarter to discuss market trends and developments
	0.70	Do periodic online document circulation to share information
	0.76	Facilitate smoothen flow of information throughout the hotel
	0.69	Shares data on customer satisfaction with all departments on regular basis
	0.80	Encourage employees to share knowledge and improve individual learning depending on their electronic contributions
	0.71	Do minimal online communication between marketing and other

		departments concerning market developments
Responsiveness to Market Intelligence on the Internet	Adapted from Jaworski and Kohli (1993) and Min et al. (2002) Our hotel.....	
AVE= 0.77 Cronbach α = 0.88	0.82	Is quick to provide online targeted responses to customers (e.g. automatic generation of personalized offers/ instant chat)
	0.84	Business plans are driven more by technological advances than market research
	0.86	Sought inputs from all departments in preparing business plans
	0.89	Develops customer involvement-based marketing programs (e.g. online forums/ online discussions for Q & A/ online catalogue selling)
	0.77	Provides real time customer service (e.g. online help centers/ online booking status checking/ interactive voice response system)
	0.82	Uses an online customer complaint and feedback management system to improve customer service
	0.79	Ensures better customer service by openly coordinate beyond our hotel for immediate corrective actions
	0.87	Is slow to adapt technological trends

Table 4: Correlation matrix and square roots of AVE

Construct	1	2	3
1. Market Intelligence Generation on the Internet	0.79		
2. Market Intelligence Dissemination on the Internet	0.408	0.8	
3. Responsiveness to Market Intelligence on the Internet	0.294	0.327	0.88

Note: Square roots of AVE are reported on the diagonal. All correlations are significant at the 0.01 level (2-tailed).

Reliability was estimated by assessing the internal consistency of the scale items using Cronbach's α . The alpha values were all above 0.7 exceeded the recommended standard of 0.7 suggested by Nunnally (1978) (See Table 4).

4.2 Hypotheses Testing

The results of the hypotheses testing are shown in Table 5 illustrating support for all three hypotheses. The results in Table 5 indicate that MIG (H1: $r=0.36$; $t=15.20$), followed by MID (H2: $r=0.34$; $t=19.74$) and then RMI (H3: $r=0.31$; $t=19.86$) make the greatest significant contribution to the IMO construct. The weight allows to determine the extent to which the dimension contributed to the development of the construct (Sambamurthy and Chin, 1994) and the critical ratios (t-values) determine their significance, which is above 1.96 (Chin, 1998). The results indicate that there is sufficient support for all hypotheses, thus confirm IMO as a three dimensional construct. This new construct extends the work of Kohli and Jaworski (1990) by taking into the relevancy of the use of the Internet on the three underlying MO processes (1) market intelligence generation, (2) market intelligence dissemination and (3) responsiveness to market intelligence.

Table 5: The result of IMO model

Exogenous	Endogenous	Hypothesis	Factor loading	Beta value	Critical ratio
MIG	IMO	H1	0.83	0.36	15.20
MID		H2	0.89	0.34	19.74
RMI		H3	0.89	0.31	19.86

5. Discussion & Conclusion

The results of this paper confirmed the initial conceptualization of IMO, thus achieving the purpose of this paper, reevaluating the MO concept in the Internet-mediated environment. Min et al. (2002) postulate that the Internet has transformed traditional MO into more efficient and effective MO process in the Internet-mediated environment. According to them, IMO consists of three components, namely market intelligence generation, market intelligence dissemination and responsiveness to market intelligence on the Internet. Following their thoughts, all hypothesis which suggested that IMO represents a synthesis of market intelligence generation, market intelligence dissemination and responsiveness to market intelligence on the Internet, were empirically proven. The components of IMO are equally consistent with Kohli and Jaworski (1990) view of MO. For example, IMO includes activities related to gathering information from different sources and dissemination of information across departments with the use of the Internet and installing new technologies and implementing Internet initiatives to respond changing market conditions. These activities correspond to organization wide generation of market intelligence, dissemination of the intelligence among the departments of the organization and responsiveness to market intelligence.

6. Managerial & Theoretical Implications

6.1 Implications for Theory

This paper contributes to MO literature by operationalizing and empirically testing IMO construct. Mentzer and Flint (1997) propose that positivistic theoretical research is inherently a process of induction, leading to deduction, leading to induction. According to Mentzer and Flint (1997), this paper is at the deduction stage where previous literature and theories from related fields were used to induce a broad theory of IMO followed next by an empirical investigation of the theory with proper measures for solid deduction. Thus, future research is needed to build a scientifically refined theory through more qualitative methods such as in-depth interviews and case studies.

6.2 Managerial Implications

This paper does not argue that IMO is the only of implementing the marketing concept, but rather describes as an emergent and revolutionary way of implementing MO using the technologies of today's digital economy. Practitioners should not treat IMO as a simply one of the new, touchy, feely information technology fads. Instead, they should perceive IMO as a new way of implementing MO solely in the Internet-mediated environment for efficiency and effectiveness reasons. If practitioners considers the Internet only as a simple gateway of emails and/or as a platform to accommodate e-tailing outlets, the Internet strategy should be reconsidered, recognizing that the Internet plays a major role in transforming traditional MO into a more efficient and effective IMO process.

7. Limitations & Future Research Directions

There are a number of limitations to this paper. First, the IMO construct may not be easily generalized to other context due to the limited sample size. A cross-sectional analysis of a large number of companies in different industries is appropriate for developing a generalizable IMO construct. Another limitation is related to the key respondents. Marketing and top managers were considered to be the most appropriate source of information. Yet it would be interesting to examine perceptions about IMO from other managers, particularly information technology managers and users at different organizational levels. Having different perceptions will minimize any potential bias in the data resulting from the informants' position. Finally, it would be useful to replicate this study in different research settings (i.e. non-profit organizations and developed countries) or through using qualitative methods (i.e. in-depth interviews,

content analysis of internal company memos, annual reports). Such expansions and replications can, over time, develop into a body of theory specifically related to IMO and its impact on organizational performance.

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CONSUMER BEHAVIOUR: UNDERSTANDING THE RURAL AND URBAN CONSUMERS

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ABSTRACT

The Indian rural market with its vast size offers a huge opportunity with 128 million households and the rural population is nearly three times the urban. India today has about 6.4 lakh villages. All except about 15,000, have a population below 5000. Looking at marketer defined classification, most companies in the FMCG sector would define any area with primarily agriculture based occupation and with a population of less than 20,000 as rural. Rural areas exhibit several distinctive characteristics that are different from the urban areas. Literacy levels, family structure, occupational patterns, social customs and norms, and several other features are unique to rural India. A complex set of factors influence rural consumer's behavior. Social norms, traditions, castes, and social customs have greater influence on the consumer behavior in rural areas than in urban areas. A survey by NCAER shows that the rural market is growing faster than the urban market in several products. These include packaged tea, detergent powder, washing soap and detergent cake. Growth in motor cycles too has been more in rural market than the urban market. This paper described the Consumer understanding of Rural and Urban Consumers.

Key words:-Consumer Behavior, Rural and Urban Consumers

INTRODUCTION

The area of consumer behaviour consists of a diverse set of persons interested in narrating, understanding or forecasting behaviour by consumers. Comparing to the most academic fields, consumer behaviour is very young. The first book appeared in the mid 1950's which was like a focus with consumer behaviour. The first major text book did not come across till 1968. Most of the colleges and universities did not even offer this course up to 1970's. Before 1970's, the area of consumer behaviour had not been received much more attention out of the research scholars. This area which was in 1970's itself, had clearly arrived as a significance area for the study. As of 1980 and afterwards the field keeps on to flourish.(William L.Wilkie, Consumer behaviour, John Wiley and Sons, Gainesville, Florida,1986 pp 6-9).

Thus, the area of consumer behaviour of comparison to other subjects had received a little attention and could not provide much literature for the review. However, a trial is made in the present chapter to review some studies on the following aspects:

- A. Consumer motivation
- B. Consumer buying preferences and patterns
- C. Consumers brand as well as store selection and
- D. The collision of family members and peer group or an equal group on the buying behaviour of consumers.

Understanding Indian Rural and Urban Consumers:

Rural market is dynamic and has stood for centuries on its own. Nobody can ignore rural India which comprises one tenth of the world population. A revolution is sweeping the Indian countryside which has

compelled companies to go rural. The rural consumer is discerning and rural markets are vibrant. The Indian rural market with its vast size offers a huge opportunity with 128 million households and the rural population is nearly three times the urban. Rural India has a large consuming class with 41 percent of India's middle-class and 58 percent of the total disposable income. According to a study by Chennai based Francis Kanai Marketing Planning Services Pvt. Ltd. the rural market for FMCG is Rs 65000 crore, for durable Rs 5000 crore, for tractors and agri-inputs Rs 45000 crore and two and four – wheelers Rs 8000 crore. In total a hopping Rs. 123000 crore. There is no official definition of what constitutes a rural area. However, an urban area is defined as per the census of India as "all places with a municipality, corporation, cantonment or a notified town area" and "all other places satisfying the following criteria:

- a) Minimum population of 5000
- b) At least 75 percent of male working population in non-agricultural pursuit, and
- c) Density of population of at least 400 persons per square kilometer.

Therefore, an area that does not satisfy the criteria specified above can be considered a rural area. Taking on from the above, a habitation is defined as rural if It has a population density of less than 400 per sq. Km. At least 75 percent of male working population is engaged in agriculture related activities, and There is, in the location, no municipality or municipal board. India today has about 6.4 lakh villages. All except about 15,000, have a population below 5000. Looking at marketer defined classification, most companies in the FMCG sector would define any area with primarily agriculture based occupation and with a population of less than 20,000 as rural. The construct called rurban is the overlap between rural and urban, with physical features closer to urban areas and proximity to large urban centers, but with deep rural social moorings.

Characteristics of Rural Markets

Rural areas exhibit several distinctive characteristics that are different from the urban areas. Literacy levels, family structure, occupational patterns, social customs and norms, and several other features are unique to rural India. Some of the features having important implications for marketers are:

Demographic Characteristics of Rural India

There are 6, 39,000 villages in India with a total population of 743 million people, accounting for about 72 percent of India's population. This population, however, is distributed across a large number of villages, where many are sparsely populated. In *table 1*, is given the distribution of population in villages.

Table 1 Distribution of Population in Villages in India

Population (Number)	No. of Villages	Proportion of Total Villages (%)
Less than 500 people	236,004	37.00
Between 500 and 999	158,124	25.00
Between 1000 and 4999	221,040	35.00
Between 5000 and 9999	15,058	2.00
More than 10,000	3,976	1.00
Total	634,202	100.00

Source: Census of India

About 62 percent of villages have a population below 1,000 and only 3 percent of the villages above 5000. Most villages with less than 500 people do not have any shops. These characteristics point toward the complexities of distribution and logistics management.

Characteristics of the Rural Economy

Income levels in the rural areas have increased over the years. About 67 percent of the rural households had an annual income of less than Rs. 35,000 in 1990-1999 whereas by 1999-2009, this proportion decreased to about 58 percent. Proportion of households with an annual income of above Rs. 70,000 constituted about 9 percent in 1990-1999 and by 1999-2009; this proportion had increased to about 37 percent. Thus, the households belonging to the middle-income and above categories that constitute the bulk of the consuming class had been increasingly steadily over the years. The fact is that the urban consumers have to incur a higher cost of living while the rural population has higher levels of disposable income for the same levels of income. For marketers this is an encouraging fact. The consumption patterns of the rural consumers are also undergoing a shift. In 2003, the per capita consumption expenditure in rural areas was Rs. 850 per month whereas it was Rs. 1050 in the urban areas. In 2010, the per-capita monthly expenditure increased to Rs. 1486 in rural areas and to Rs. 1855 in urban areas. Moreover, there is a shift in the expenditure pattern of rural consumers. In 2003, about 66 percent of the per capita consumption expenditure was on food and, by 2010, this proportion declined to about 59 percent. This trend indicates that while incomes as well as expenditure in rural areas have increased, their spending on nonfood items has also increased. The increasing demand for many products can be accounted for this by changing pattern. However, the rural income is seasonal in nature and to a great extent influenced by non-controllable factors such as draughts and floods, crop failures due to pests, and similar factors. For the working class in rural areas, wages are distributed daily, weekly, or fortnightly and come in small installments. Demand for many products in rural areas, thus, is seasonal in nature.

Social and Cultural factors

Social hierarchy, traditions, social norms and customs play significant roles in determining individual and collective behavior in rural India. One of the most important determinants of social hierarchy in the rural areas is the caste system. The Caste system determines the social status of the individuals and families, and this has important implications for individual and social behavior. However, within the caste system itself, there are sub-castes, religious groups and sub-groups, making the social hierarchy more complex. Manifestation of social hierarchy is exemplified by the pattern of household settlements. While in the urban areas, household settlements are often referred to as low-income group (LIG), middle-income group (MIG), or high-income groups (HIG), in many parts of rural India, geographic demarcation of household settlements is based on caste affiliations. In some parts of India, these settlements are known as harijan basti (harijan colony) or thakur gaon (village of the upper-caste Thakurs). Social interactions and norms of behavior are governed by considerations in rural areas. In some rural areas, even the common facilities like well water or grazing land is demarcated based on caste. People belonging to some castes are prohibited from accessing common facilities demarcated for other caste groups. Any violation of these norms can lead to social tensions. Unlike in urban areas, these behavioral norms are strictly implemented in rural areas. Traditions are rigidly followed in rural areas. For example, in many rural areas (and even in some sections of the urban society), women are expected to cover their head with the end portion of their sari as a mark of pious behavior. Talking directly to men who do not belong to the immediate family is not considered to be good behavior.

Consumer Behavior in Rural Areas

A complex set of factors influence rural consumer's behavior. Social norms, traditions, castes, and social customs have greater influence on the consumer behavior in rural areas than in urban areas. The seasonality of agricultural production influences the seasonality of rural consumers' demand. Given the fact that the landless laborers and daily-wage earners get their income in installments, their purchasing is restricted to small quantities of products at a time, mostly on a daily basis or once in two or three days.

Purchase-decision processes and preferences also show certain characteristics that implication for marketers. Exhibitions and road shows act as some of the key triggers for information-search behavior. Opinion leaders and people who are perceived to be knowledgeable play an important role as information providers and advisors. Word of mouth has more significance in purchase decisions of rural consumers. Family members, relatives, and friends are consulted before making purchase decisions of higher-value products. However, as the exposure to mass media and information technology is increasing, rural consumers are becoming more informed about products and services, and their dependence on traditional reference groups is gradually waning. As a result of the increasing role of self-help groups and other government institutions involved in developmental activities, professionals working for such agencies act as reference sources. They tend to exhibit greater trust in products and services endorsed by the government and its agencies. Rural consumers also tend to be more loyal as brand switching has greater perceived risk. Compared to the urban counterparts, rural consumers have different interpretations of colors, symbols, and social activities. Rural consumers show a preference for bold, primary colors; red color connotes happiness and auspiciousness, and green color prosperity. Ownership of a large tractor, large house (pucca house), telephone and other higher-value consumer durables, and education of children in cities are considered as status symbols.

Marketing Infrastructure in Rural Areas

Although rural areas offer attractive opportunities to marketers at an aggregate level, about 68 percent of these markets remain untapped mainly due to inaccessibility. It is uneconomical to access a large number of small villages with a very low population density spread over a large geographic area. Factors such as limited physical access, low density of shops, limited storage facilities, need for a large number of intermediaries in the distribution channel to reach the end customers, and low capacity of intermediaries to invest in business (investments for keeping stock, storage facilities, vehicles for distribution) make the tasks of reaching rural consumers very complex. It is in this context we need to understand the importance of alternative means of reaching rural consumers through periodic village markets (or haats), agricultural markets (mandis), and rural fairs (melas). Haats are a "public gathering of buyers and sellers of commodities, meeting at an appointed or customary location at regular intervals. Most of these periodic markets are held once a week. Haats function as physical markets for selling agricultural surplus as well as retail points for buying daily-use items and supplies for farming activities. The number of haats in rural areas in India is about 42,000. On an average, one haat covers 20 to 50 villages, has about 300 outlets, and is visited by more than 4,500 people. Mandis or agricultural markets are set up by the state governments for facilitating exchange of agricultural produce (providing information on prices and arrivals of produce, meeting of buyers and sellers) and for procurement of food grains by the government agencies. There are about 6,800 mandis in India, each catering to about 0.14 million people. Companies use mandis to promote their brands by setting up "stalls" for carrying out sales promotion activities and for gathering market-research information. Melas or fairs are an integral part of human life. There are different types of fairs: commodity fairs, cattle fairs, and fairs in connection with religious festivals. Although there are more than 25,000 fairs, about 90 percent of them are held in connection with religious festivals and, hence, have limited marketing value. But the remaining fairs are used by companies to promote their products and brands.

Characteristics of Rural Consumer Group

A scattered market: The rural market of India is a geographically scattered market. Whereas the urban population of India is concentrated in 3200 cities and towns, the rural population is scattered across 570000 villages. And of them, only 6300 villages, or less than 1.1 per cent have a population of more than 5000 each.

Socio-economic position: By and large, rural consumers continue to be marked by low purchasing power/low per capita income. Similarly, they continue to be tradition-bound community, with religion, culture and tradition strongly influencing their consumption habits. A sizeable segment of rural consumers defy this description. Nearly 60 per cent of rural income comes from agriculture. More than half the households are in the income category of less than Rs 25000 per annum, but about 14 per cent of the households have an annual income that exceeds Rs 50000 per annum.

Culturally a diverse and Heterogeneous market: The diversity is manifest in a more intense manner among the rural segments. It can be said that heterogeneity is the No 1 hallmark of the rural market-5, 70,000 villages, half a dozen religion, 33 languages, 1,650 dialects and diverse sub-cultures characterize the market.

State to state variation in extent of development: There is also a great deal of difference between different states in extent of development. A recent study conducted by IMRB provides development index points for each state, after collecting village-level data on various parameters, such as availability of health and education facilities, availability of public transport, electricity, TV transmission, banks, post offices, water supply and so on. According to the study, while the average village in India has 33 development index points, villages in Kerala had an average of 88 points while those in Bihar had just 22; M.P, Rajasthan and UP were close to Bihar; and states like Maharashtra, Haryana, Karnataka had points ranging between 40 and 50.

Literacy Level: It has been estimated that rural India has literacy rate of 28 percent for the whole country. The rate is certainly on the low side. However, such statistics do not reveal the whole picture. Year-to-year too, there is a change. Every year about eight million people get added to rural India's literate population. The adult literacy programmes launched in the rural areas are bound to enhance the rural literacy rate in the years to come. In absolute numbers, already there are more literate people in rural India (16.5) in urban India (16 crore).

Lifestyle: By and large, the rural consumers are marked by a conservative and tradition-bound lifestyle. But, what is striking today about this matter is not the basic conservative characteristic, but the fact that the lifestyle is undergoing is significant change.

Lifestyle undergoes major change: The lifestyle of a sizeable segment of rural consumers has already changed significantly in recent years, and that of a much larger segment is currently going through the process of change. As such, the earlier practice of bracketing all rural consumers as people with a tradition- bound lifestyle does not hold goods in the new context.

The change can be attributed to several factors such as:

- Growth in income and change in income distribution
- Growth in education
- Enlarged media reach (particularly television)
- Growth interaction with urban communities
- Marketer's efforts to reach out the rural market

SWOT ANALYSIS OF RURAL MARKETING

STRENGTHS

- According to National Council for Applied Economic Research (NCAER) survey the number of middle and high income households in rural India is expected to grow from 80 million to 111

million by 2007. In urban India, the same is expected to grow from 46 million to 59 million. Thus, the absolute size of rural India is expected to be double that of urban India.

- There has been a phenomenal improvement in rural incomes and rural spending power. Successive good monsoon has led to dramatic boost in crop yields. Tax exemption on rural income too has been responsible for this enhanced rural purchasing power.
- Rural consumers normally do not make brand discrimination but once induced to buy and use a product, he becomes loyal to the brand provided he is satisfied about its functional utility, such a loyal user may even make efforts to get the whole village use it.
- Few business houses like Hindustan Lever, Lipton, ITC, Tatas, Coca-cola, LG etc are capitalizing the marketing opportunities in rural sector.
- A survey by NCAER shows that the rural market is growing faster than the urban market in several products. These include packaged tea, detergent powder, washing soap and detergent cake. Growth in motor cycles too has been more in rural market than the urban market.
- According to an NCAER survey, against seven consumer durables owned by urban households on an average, rural households own three. Rural India's market for consumer durables is estimated at Rs 4500 crore with an average annual growth rate of 8 per cent.
- According to IMRB survey the rural market share is above 50% in respect of washing cakes, bathing soaps, batteries, razor blades, radios and bicycles. While for glucose powder, tea, torch lights, premium soaps and washing powders its share is 25% to 50% and it is 10% to 25% in respect of milk powder, antiseptic liquids, toothpaste, hair oils, tooth powder and talcum powder, etc.
- The literacy level in rural India according to the 2001 census was 51.2 per cent. It has gone up to 69.4 per cent in 2011.

WEAKNESSES

- About 62 percent of villages have a population below 1,000 and only 3 percent of the villages above 5000. Most villages with less than 500 people do not have any shops. These characteristics point toward the complexities of distribution and logistics management.
- It is uneconomical to access a large number of small villages with a very low population density spread over a large geographic area. Factors such as limited physical access, low density of shops, limited storage facilities, need for a large number of intermediaries in the distribution channel to reach the end customers, and low capacity of intermediaries to invest in business (investments for keeping stock, storage facilities, vehicles for distribution) make the tasks of reaching rural consumers very complex.
- Usually rural consumers are price conscious and they purchase simple and low priced goods. Further, the brand loyalty is very low in rural areas.
- Adequate roads have not been developed in rural areas. Even today about 36% of the villages in the country do not have roads and over 65% of our villages are without an all-weather roads. Further, road conditions in rural areas are worst during rainy season.
- In rural areas, banking and credit facilities are not extensive. It is estimated that for every 16 villages there is one bank. Due to lack of credit facilities retailers in rural areas cannot carry adequate stocks and which, will in turn, affect consumer credit.

- There are communication problems with regard to the marketing information to the rural consumers. The level of literacy among rural people is low. Further, there are different languages in different areas. The low literacy and different languages pose problems in promotion and advertising of goods in rural areas.

OPPORTUNITIES

- The Indian rural market with its vast size offers a huge opportunity with 128 million households and the rural population is nearly three times the urban. Rural India has a large consuming class with 41 percent of India's middle-class and 58 percent of the total disposable income.
- The increased income/ purchasing power of the rural consumer and the improved income distribution have enhanced rural demand for several products. Better access to many modern products/brands has added to this growth.
- The heat of competition in the urban market actually serves as the strong driver behind the growing interest of Corporate in the rural market. The fact that the rural market is still largely an untapped and virgin market and the fact that the early entrants can tap it without having to face intense competition as in the case of urban market, makes the rural market all the more attractive to them. For example, penetration level for toothpaste in the urban market has now reached close to 80 per cent. In contrast, it is below 30 percent in the rural market. Obviously, any substantial further growth in the product can come only from the rural market.
- In the FMCG category, half of the revenue of Hindustan Lever and Colgate comes from the rural market. It can also be seen that about one-fifth of Pharmacy sales occur in rural India. In respect of high-priced durables, about one fourth of the television sales happen in rural India; Kinetic sells about 30 per cent of its scooters, Toyota nearly half of its vehicles and Hero Honda 40 per cent of its bikes.
- At the moment, radio transmission is available to almost 100 per cent villages while TV transmission covers about 87 per cent territory of the country. According to the national readership survey 2002 about 28.5 rural households in the country own T.V sets, and 34 per cent of TV homes also have cable connections.
- Contrary to the popular belief, the R-panel found that the rural demand is not overwhelmingly unbranded. In categories such as shaving products, toothpastes, toilet soaps, biscuits, the share of branded products is higher than the unbranded or local products.
- According to ORG-MARG data 90 per cent of all shampoo and about 65 per cent packaged tea sales in rural areas comes sachets/small packs.

THREATS

- Rural demand is more seasonal compared to urban demand. The pre-dominance of agriculture in the income pattern is one main reason for this. The relatively greater influence of marriages and festivals on the purchase pattern is another.
- Besides being seasonal, rural demand is somewhat irregular as well. The pre-dominance of agriculture in the income pattern is again the main reason for this.
- The share of unbranded products is higher in necessity items, mainly food products.

BUYING BEHAVIOR:

- **Influence of Culture:** Culture and tradition influences perception and buying behavior. For example, the preference in respect of color, size and shape is often the result of cultural factors.
- **Geographic Location:** Rural consumer behavior is also influenced by the geographic location of the consumers. For example, nearness to feeder towns and industrial projects influence the buying behavior of consumers in the respective cluster of villages.
- **Exposure to urban lifestyles:** Extent of exposure of rural consumers to urban life styles also influences their buying behavior.
- **The way the consumer uses the product:** The situation in which the consumer utilize the product also influences their buying behavior. Since rural consumers cannot use washing powders/ detergent powders that much, as they wash their clothes in streams or ponds, they go in more for washing bars and detergent cakes.
- **Place of Purchase:** Buying behavior of rural consumer also varies depending on the place of purchase. Different segments of rural buyers buy their requirements from different places/outlets. Some buy from the village shopkeepers; some from village markets/hats/melas; others buys from town that serves as the feeder to the rural area.
- **Involvement of others in the purchase:** In the past, the head of the family used to make purchase decision all by himself. In contrast, the involvement of the other members of the family in the purchase decision has been growing in recent years. An increase in literacy coupled with greater access to information has resulted in this development.
- **Buying Behavior Undergoes Major Change:** The buying behavior of rural consumers has been undergoing a change. We need to exercise care even in contrasting the buying behavior of rural consumers in a general manner from that of the urban consumers. In recent years, some convergence in aspirations seems to be taking place between the urban and rural markets.

CONCLUSION:

It is said India lives in villages. Rural market with 70% of the total population of country offers opportunities and challenges for marketers. The opportunity is to tap vast rural market with right kind of product, price, place and promotion. The challenge is that majority of villages are thinly populated compelling marketers to think about innovative ways to reach rural consumers. Melas, Haats and self help groups are one of the way to reach rural markets cost effectively.

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SOCIAL AUDIT AND RATING OF PUBLIC (GOVERNMENT) OFFICES/INSTITUTIONS-AN EXPERIENCE FROM KERALA

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ABSTRACT

This paper aims to study the experience and the impact of introducing Social audit and Rating-an initiative in the field of sanitation especially in the Public (Government) Office/institutions. Kerala Government has been conducting Intensive Sanitation Campaign through out the state since 2006, as a part of this; a campaign has been introduced in all Governmental institutions to improve their overall sanitary conditions. In 2009, the Government also introduced a new initiative to recognise the activities conducted by the Public institutions as part of Public Office Sanitation Campaign; it was Rating of institutions on the basis of sanitation facilities and activities undertaken by the public office/institutions. Accordingly the institutions will be labelled as three stars, two stars and one star on the basis of performance in sanitation activities. Rating will be done on the basis of Self Evaluation, Social Audit, Inspection and Evaluation by various committees consisting of officials, experts, elected representatives, customers/public etc. The major concepts in this study are Public office sanitation, Social Audit and Rating. The study is of qualitative in nature. The paper was prepared on the basis of reports from the Government institutions that participated in the Public Office sanitation Campaign in all 14 districts of Kerala and interviews with the officials. Sources like related Government orders and materials prepared by Suchitwa Mission-a nodal agency in the field of sanitation, various reports of news papers was used to ensure the authenticity of this study.

Key words: - Public Office/institution, Rating, Sanitation and Social Audit

INTRODUCTION

In order to strengthen the activities in sanitation sector, the Government of Kerala in 2007, has adopted a detailed action plan namely Malinya Mukta Keralam (Clean Kerala Programme) for realizing the goal of Clean Kerala by the end of XI Five Year Plan. This action plan proposes various activities with specific outputs and time-frame to achieve an outcome of improved health and general well-being, economic gains, better aesthetic surroundings and overall environmental upgradation. Clean Kerala Programme (Malinya Muktha Keralam) has been introduced to improve the overall sanitary conditions of Kerala State, ie, sanitation in households, public places and governmental institutions

The action plan, released by Her Excellency, the President of India, on November 1, 2007, has been envisaged to be implemented in an integrated manner through a well defined operational strategy, mission mode action plan, organizational reform and resource pooling to achieve specific outputs and outcome. The Clean Kerala Mission (CKM) was enabling the urban and rural local bodies in establishing solid waste management systems. In order to implement the action plan and to avoid duplication of efforts and tackle the existing and emerging challenges in various sanitation aspects for an overall health and environmental outcome, it was felt necessary to have a professional institution. Accordingly, the above Missions were integrated as *Suchitwa Mission*, which started functioning since April 2008. This institutional reform has enabled the up scaling of initiatives envisaged in the Malinya Mukta Keralam Action Plan.

Public Office Sanitation Campaign

Kerala Government has been organizing intensive sanitation campaign throughout the state since 2006. As part of this, a campaign has been introduced in all Governmental institutions to improve their overall sanitary conditions, which is called Public Office Sanitation Campaign. Components of Public Office Sanitation Campaign are Environmental Upkeep of Premise, Toilet/s Urinals, Waste Management Facilities- (Liquid waste), Waste Management Facilities- (Solid waste), Availability of Drinking water, Beautification, Keeping of Office records / Record room and Front Office / Information Centre. Later Government also introduced a new initiative to recognise the activities conducted by the Public institutions as part of the Public Office Sanitation Campaign, ie, rating the institutions on the basis of the sanitation facilities and activities undertaken by public office/institutions.



On the basis of the performance in sanitation activities, the public institutions had been labeled as *three stars*, *two stars* and *one star*. *Rating* had been done on the basis of *self evaluation*, *social audit*, *inspection and evaluation* by various committees consisting of officials, experts, elected representatives, customers, public etc. For the effective function a calendar was prepared in the beginning itself.

Table no.1 **Performance Calendar**

Activities	Period
Institutional level meeting	03.10.09
Core committee formation	03.10.09
Self evaluation (examination) as per checklist	15.10.09
Action plan formation	15.10.09
Completion of short term action plan	01.11.09
Intermediate evaluation	15.11.09
Completion of action plan	01.01.10
Self evaluation	15.01.10
Social auditing, labeling	31.01.10

The major activities in the campaign were

Action plan formation

Action plan has prepared on the basis of collaborative effort of the staff and core committee. Frequent meetings were held to identify and understand the actual sanitary conditions of the institutions.

Action plan formation has done keeping in mind the short term and long term objectives of the campaign. Up keeping of the office surroundings, improving the public sanitation condition and environment, solid&liquid waste management, ensuring drinking water availability etc were the activities planned in the action plan. It also ensured the provisions for improving the basic facilities involved in the sanitation area by assessing the toilet facilities and basic amenities in the office premises.

Action plan consisted of two plan programmed such as short term plan and long term plan. Short term plan was completed on 1.11.09 as per the schedule. Long term plan of action had completed at the end of December 2009. Core committee formed for the purpose of evaluation performed their duty and gave suggestions for improving the shortfalls during the previous period of performance.

In order to implement the action plan into action, resources were needed. For this purpose, assistance from various other departments was sought. Attitudinal changes of the staff were equally important along with the financial resources. In order to make changes in the attitudes of the staff and public, awareness programmes, exhibitions, street drama, shows etc were conducted. Private sponsors were also took collaborative hand with the Mission to achieve the target (Malabar Gold). Chief Secretary in Circular No.58760/DC1/09/LSGD dated 26.9.09 clearly gave instructions to PWD to make arrangements for the repair and maintenance of public office. It has been instructed to allocate fund from the Non Road Maintenance Plan to the institutions which were engaged in Sanitation Campaign programme. Circular instructions have been issued to utilize the MP/MLA fund for the purpose. Rural Development Commissioner in his Circular No. 2943NREG Cell/09/CRD dated 12.10.09 has also instructed to utilize the fund from the National Employment Reassurance Scheme(MGNREGA) for conducting the work related to office sanitations. It has been instructed to collect the contribution from the office staff in addition to the other fund in case of emergency. For the effective completion of the project, all these resources were utilized. District Co-ordinators of the Sanitation Mission were contacted frequently for availing technical assistance during the course of action.

Self Evaluation

For ascertaining the progress of the sanitation campaign, periodical self evaluation has been done by the institutional level committee. Separate Performa have been prepared for the purpose. While assessing the grade, level up to which the office premises have been kept clean was taken into consideration. From the self explanatory checklist contained in the proforma, the committee could evaluate the level of sanitation and grade obtained. Those institutions interested to participate in rating process have to submit the self evaluation form at respective Local Self Government Institutions.

Social Audit

A social audit is a way of measuring, understanding, reporting and ultimately improving an organization's social and ethical performance. A social audit helps to narrow gaps between vision/goal and reality, between efficiency and effectiveness. It is a technique to understand, measure, verify, report on and to improve the social performance of the organization.

Social auditing creates an impact upon governance. It values the voice of stakeholders, including marginalized/poor groups whose voices are rarely heard. Social auditing is taken up for the purpose of enhancing local governance, particularly for strengthening accountability and transparency in local bodies.

Social auditing has been done on the basis of verification of self evaluation forms submitted by the respective *Public (Government) Offices/Institutions*. Local Self Government Institutions has the responsibility to form the social audit team and conduct the Social audit. Those *Public (Government) Offices/Institutions* got more than 5 marks (out of 10) will be considered for social audit. The social audit team comprised of the voluntary members from different arena of society. The team including

- Elected Representatives,
- Social Workers and
- A Retired Govt. official as convener

The social audit team visits those *Public (Government) Offices/Institutions* and conducts social audit. In order to familiarize the social audit format, procedure and marks, District Suchitwa Mission office conducted the training for conveners of Social audit teams at the district level. Then social audit team has to hand over the report and list of eligible *Public (Government) Offices/Institutions* to the inspection team at the Taluk level.

Inspection and Evaluation at Taluk and district level

Based on the social auditing report, an inspection team had been appointed at the Taluk level for inspecting and verifying those *Public (Government) Offices/Institutions* got more than 40 marks in social audit. The inspection team consists of

- Thehsildar-chairman
- Social worker
- Block Development Officer-Convener.

Then a final inspection and evaluation has done at the district level fixed by District Collector, which consists of

- Additional District Magistrate-Chairman
- Social Worker
- Technical Support Group Chairman of TSC
- District Co. ordinator-Total Sanitation Campaign- convener
- One member should be a woman

Above team will forward the inspection report to a committee consists of District Panchayath President, District Collector, DD(Edn), District Social Welfare Officer, Technical Support Group Chairman of TSC, Press Club Sec/chairman and District Co. ordinator-Total Sanitation Campaign as convener . This committee will finalize and announce the award and rating. District Collector will issue the proceedings for rating

Sanitation Rating

On the basis of the performance in sanitation activities, the public institutions had been labeled as three stars, two stars and one star. Rating had been done on the basis of self evaluation, social audit , inspection and evaluation by various committees consisting of officials, experts, elected representatives, customers, public etc. For the effective function a calendar was prepared in the beginning itself. According to the performance appraisal, institutions have been labeled as very good, good and satisfactory.

Three star grade has been given to the institution with **marks more than 80**. **Two star** was given to the institutions having good performance level in the campaign, ie, **marks between 61 - 80**. The institutions which got satisfactory remarks, ie **marks between 50 -60** by the Inspection committee have been awarded with **Single (One) star** grade. Follow up actions were done to enhance the grade and all the institutions were instructed to display the grade in front of the office/public place. Rating has been issued as the proceedings of District Collector.

LSGD have organized programmes to honour the office/public institutions which have also given cash awards to two offices/public institutions at the Taluk/District level sanitation campaign.

Findings

- Based on the reports and discussions with State and district Suchitwa Mission officials, it is understood that more than **90 percent** of the **Public (Government) Offices/Institutions** were participated in the Public Office Sanitation Campaign in 2009.
- Public Office Sanitation Campaign Seems to be successful with the participation and voluntary initiative and support from the part of staff, even from the service organizations.

Table no.2 **Status of institutions participated in sanitation rating & conducted social audit at district level**

Sl no	Name of District	No. of institutions participated in sanitation rating & conducted social audit	No of offices awarded three star	No of offices awarded two star	No of offices awarded one star
1	Kasargod	54	5	13	14
2	Kannur	72			
3	Wayanad	16			
4	Kozhikkode	231			
5	Malappuram	26			
6	Palakkad	61	6	16	9
7	Thrissur	12	1	6	1
8	Idukki	23	4	4	8
9	Kottatyam	165	2	8	14
10	Eranakulam	68	11	27	13
11	Patahanamthitta	96			
12	Alappuzha	232	1	13	70
13	Kollam	40	3	13	11
14	Trivandrum	36	3	7	13
	Total	1132	36	107	153

Source: Report - Public Office Sanitation of 14 districts.: Suchitwa Mission, Govt. of Kerala

- A total of **1132 Public (Government) Offices/Institutions** were eligible for participating in Rating and Award process on the basis of self evaluation form submitted by institutions. **Social Audit** had conducted in all those eligible **1132 Public (Government) Offices/Institutions** by the Respective Social Audit team with the initiative and support of Local Self Govt. Institutions.
- After the inspection, verification and evaluation at Taluk and district level by the respective teams, **36 Public (Government) Offices/Institutions** graded under **3 star** category, **107** graded under **2 star** category and **153** under **one star** category.

- Out of **14** districts in Kerala, **all districts** except **5** were completed the **Rating and award** process.
- Participation in sanitation rating is not made compulsory, so participation is not that much buoyant, even then being a new initiative in the field of sanitation, it is encouraging.

Limitations of the Project

- 1) The participation of the office/institutions was not adequate to generalize the success of the sanitation rating. Reduced level of participation was because of the nature of the campaign. The Malinya Muktha Keralam (Clean Kerala programme) was not a forced one, but a voluntary programme to enlighten the consensus of the public.
- 2) Attitudes of the staff were not much encouraging and positive to the extent as expected especially in case of participation in Sanitation rating process because of the presence of the components like Social Audit, Inspection and evaluation from external people.
- 3) Public accountability was not much encouraging
- 4) Social auditing has been done by the external persons. The mindset and attitudes of the external people towards the office/institutions have a role in the appraisal of the performance of the campaign.
- 5) As a new initiative in the field of sanitation, there is no specific model to copy.

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PRICE SPREAD IN MARKETING OF ONION IN NALANDA DISTRICT OF BIHAR STATE

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Onion (*Allum cepa*) is an important and indispensable item in every kitchen as condiment and vegetable in India. It is an important crop in all continents and is commercially cultivated in various countries. However, about three fourth of global production is accounted for by 24 countries in the world, the important countries are china, India, USA, Russia, Spain, Iran, Turkey, Brazil and Japan.

The demand for onion is world-wide and is not limited to any particular climate and nationality. Highly industrialized nations such as United Kingdom and Germany are leading importers of onion. China ranks first in area and second in onion production in the world. The area under onion in India was 301.390 ha and its production was 163 lakh MT in 2012-13. It is grown in three seasons of the year (i) Kharif (ii) late Kharif and (iii) Rabi.

Onion crop has a very important place in the economy of Bihar It has destination of largest contributor accounting for nearly 30 per cent to the national productions with only 24 percent of the area under onion in India. The principal onion growing districts in the Bihar are occupying about 89 per cent of area under onion in the state particularly in Sheikhpura, Nalanda & Nawada region of the about 100 ha area is under onion crop in rabi season. In view of this, an attempt in this study is made to study profitability and resource productivity in onion production in Nalanda district (Bihar).

Methodology

A sample of 100 onion growers was selected randomly from 10 villages in Nalanda district. Where onion cultivation is concentrated. The disposal pattern and price spread in different channels of marketing for onion were studied for the year 2012-13 by collecting data from selected onion growers and important market functionaries in the study area. The selected cultivators were classified into three categories viz. (i) small group upto 0.17 ha (ii) medium group upto 0.18 to 0.27 ha. And (iii) large group 0.28 ha and above on the basis of area under onion cultivation. This stratification was done with the help of mean and standard deviation. The standard cost concepts were used to study the objective.

Marketing Efficiency (ME)

The ratio of the total value of good marketed to the total marketing cost is used as a measure of efficiency. Higher the ratio the higher the efficiency and vice versa.

Shepherd's equation is,

$$ME = \frac{V}{I} - 1$$

Where

ME= index of marketing efficiency

V=value of goods sold (consumer's price)

I=total marketing cost.

RESULTS AND DISCUSSION

General information

Table 1 indicates that the size of operational holding for sample farms of onion was increased from 9.72 ha. In small group to 1.14 ha in large group with an overall average of 8.89 ha. The average cropping intensity was 127.91 per cent for sample farms. The per farm area under onion was 0.09 ha in small group, 0.23 ha in medium group and 0.33 ha in large group with 0.17 ha area under white onion at the overall level. The productivity per hectare of white onion ranged between 140.89 q to 150.36 q with the overall average of 144.91 q nearly one fourth (23.32%) of the capital investment on the farms was on irrigation structure.

General indicators of sample farms of onion.

Sl no	particulars	small	medium	large	overall
1.	Total operational holding(ha)	0.72	1.03	1.14	0.89
2.	Gross cropped area (ha)	0.62	1.03	1.28	0.86
3.	Area under onion in rabi season	0.62 (111.42)*	1.03 (131.92)*	1.28 (139.35)*	0.86 (127.91)*
4.	Productivity per ha. (Q)	140.89	143.21	150.36	144.91
5.	Per farm investment on irrigation structure (Rs.)	64182 (26.80)+	54487 (21.31)+	68130 (23.46)+	57856 (23.32)+

- Figure in parenthesis indicate cropping intensity.
- Figure in parenthesis indicate proportion to gross cropped area.
- Figure in parenthesis indicate proportion to per farm investment in as-sets.

Disposal of produce

The per hectare disposal of produce is given in table 2. It was that out of total production 14.32 per cent produce was consumed at home in small group, 4.87 per cent in medium group, 3.41 per cent in large.

Table Per hectare disposal of white onion.

Sl no	Particulars	Small group		Medium group		Large group		Overall	
		Quantity	Value (Rs.)	Quantity	Value (Rs.)	Quantity	Value (Rs.)	Quantity	Value (Rs.)
A.	Bulbs								
i.	Production	140.89	128773.46	143.21	101106.26	150.36	136075.80	144.91 (100.00)	1186681.29
ii.	Disposal								
	i.home Consumption	20.17 (14.32)	18435.38	6.98 (4.88)	4927.88	5.13 (3.41)	4642.65	9.08 (6.26)	7436.52
	ii.gifts to relatives	5.38 3.81	4917	1.76 (1.23)	1242.56	2.01 (1.34)	1819.05	2.86 (1.97)	2342.34

	iii.marketing	110.16 (78.15)	100386.2 4	131.84 (92.06)	93079.04	140.84 (93.67)	127460.2	129.31 (89.23)	105904.8 9
	Total	135.71 (96.32)	124038.9 4	140.58 (98.16)	99249.48	147.98 (98.42)	133921.9	141325 (97.47)	115683.7 5
	Iv loss in storage and transport Losses(%)	5.18 (3.68%)	4734.52	2.63 (1.83%)	1856.78	2.38 (1.58%)	2153.9	3.66 (2.53%)	2997.54
B .	Seed production	13.31	8306.45	11.48	6941.48	11.69	7117.11	12.01	7337.73

it was observed that losses in storage and transport in small size farms were 3.68 per cent, in medium size farms 1.83 per cent and 1.58 per cent in large size farm of the total production. At the overall level, the losses were observed to the extent of 2.53 per cent. This has showed that post-harvest losses in white onion were reduced with in-crease in farm size.

Total marketed surplus was 110.16 quintal per hectare (78.19%) in small group 131.84 quintal per hectare (92.06%) in medium group and 140.84 per hectare (93.67%) in large group. The marketed surplus at the overall level was 129.31 q per hectare (89.23%) group, where it was 6.26 per cent at the overall level. It was observed that with the increase in farm size quantity of produce sold also increased form 110.16 quintal (78.19%) in small group to 140.84 q (93.67%) in large group. This has resulted into generation large marketed surplus of white onion with increase in farm size.

Out of total production very small quantity was used as gift to relatives/ friends which was 3.81 per cent, 1.23 per cent and 1.37 per cent in small, medium and large group respectively.

In was observed that seed production in small group was 13.31 kg per hectare, in medium group 11.48 kg per hectare and in large group 11.69 kg per hectare with the 12.01 kg per hectare at overall level. Farmers took production of seed considering their own requirement. Hence the quantity was very low.

Marketing of Onion

The marketing system for white onion in nalanda district is without interface of the government at any stage of marketing. Cultivator choose the channel as per their convenience their produce in the study area.

Table 3 White onion sold to agencies

1.	Consumer	0.92	7 (14.00)	--	-	--	--	0.92	7 (7.00)
2.	Retailer	4.75	26 (52.00)	10.03	10 (30.90)	--	--	14.78	36 36.00
3.	Wholesaler	3.68	17 (34.00)	20.01	23 (69.70)	45.98	17 (100.00)	69.57	57 (57.00)
4.	Total	9.35	50 (100.00)	30.04	33 (100.00)	45.98	17 (100.00)	85.37	100 (100.00)

It is observed from table 3 that out of 50 cultivators in small group maximum i.e 26(52%) growers preferred to sell their produce through retailers, while 17 (34%) growers preferred to sell their produce through wholesalers and remaining 7 (14%) growers preferred to sell their produce directly to consumers. In medium group, out of 33 sample cultivators, maximum i.e (69.70) growers preferred to sell their produce through wholesalers while 10 (30.90%) growers sell their produce through retailers. While in large group all i.e 17(100%) growers sell their produce through wholesalers only. At the overall level, out of 100 cultivators maximum i.e (57%) growers sell their produce through wholesalers, 36 (36%) through retailers and 7 (7%) growers directly to consumers.

Based on quantity marketed through different functionaries, it was revealed that the maximum quantity was marketed through wholesalers (channel IV). The next important functionary was sale through retailers (channel III) and lowest quantity was sold directly to consumer. Thus, marketing of white onion was in the hands of marketing functionaries to the extent of 93.00 per cent. The channel-wise distribution of white onion growers and quantity marketed is given in the table 4.

Table 4 Channel-wise distribution of white onion marketed

Sl no	Channel	No of growers	Qty marketed (Qtls)
1.	producer-consumer	7	0.92 (1.07)
2.	producer-wholesaler-consumer	10	12.48 (14.62)
3.	producer-Retailer-consumer	36	14.78 (17.32)
4.	producer-wholesaler-retailer-consumer	47	57.19 (66.99)
		100	85.37 (100.00)

It is observed from the table that the maximum quantity of white onion was passed through channel IV(66.99%) followed by channel II (17.32%), channel II (14.62%) and channel I (1.07%). The white onion growers were observed to use different channels viz., produce-consumer, producer-wholesaler-consumer, producer-retailer-consumer and producer-wholesaler-retailer-consumer respectively.

Marketing channels for white onion

In the marketing system for assembling and distribution of onion agencies involved were accounted as white onion cultivators, wholesalers, retailers and consumers. The commodity passed through four different channels of trade namely,

- I. Producer→consumer
- II. Producer→ wholesaler→ consumer
- III. Producer→retailer→ consumer
- IV. Producer→ wholesaler→retailer→ consumer

Operational efficiency in marketing of white onion

Operational efficiency can be measured by cost benefit ratio. The various marketing functions performed by different agencies, and comparison of cost incurred can give a appropriate measure of efficiency which is presented subsequently.

(1) Marketing cost

The per quintal cost on marketing of onion incurred by different agencies is given in table 5. The detail break up of other costs incurred by retailers and wholesalers are given in appendix IV.

Table 5 Cost of marketing incurred per quintal of white onion by different agencies

Sl no	Cost item of	Producer	Retailer	Wholesale
1.	Assembling(AC)	--	1.11	2.23
2.	Grading (G.C)	0.50	2.18	1.54
3.	Transport (T.c)	7.00	10.52	11.94
4.	Losses (SL)	1.00	9.21	25.93
5.	Other (OCWS)	1.50	35.54	10.85
	Total	10.00	58.56	52.49

It is observed from table 5 that the per quintal cost of assembling was RS. 1.11 for retailers, Rs.2.23 for wholesalers. The cost of grading was Rs. 0.50 for producer, Rs. 2.18 for retailers and Rs. 1.54 for wholesalers. In case of transport it was Rs.7.00 for producers Rs. 10.52 for retailers and Rs. 11.94 for wholesalers. Retailers and wholesalers used various modes of transport such as bullock cart, tempo, truck etc. for transport of white onion.

The losses were Rs.1.00 for producers Rs.9.21 for retailers and Rs. 25.93 to wholesalers. The share of other costs was Rs.150. for producers Rs. 35.54 and Rs. 10.85 for retailers and wholesalers, respectively. The average marketing cost incurred by producer was Rs. 10.00 retailer was Rs. 58.56 and by wholesalers Rs. 52.49.

Market margins and price spread

The price spread refers to the difference between the price paid by the consumer and the price received by the producer for an equivalent quantity of farm produce. This spread consists of marketing cost and margins of the intermediaries, which ultimately determine the overall effectiveness of a marketing system. The price spread will be helpful in studying the efficiency of the marketing system. The cost and margin for each agency in various channels was estimated and their share in different channels is given in table 6.

(i.) Share of producer

The producer share in consumer rupee was the highest (98.95%) in channel I and it was lowest (65.60%) in channel II. The producers share in consumers rupee in other channels varies as 70.73 per cent in channel III and 68.60 per cent in channel IV.

Table 6 Per quintal price spread and returns of white onion obtained through different channels

Sl no	Particulars	I	II	III	IV
(1)	Net price realized by producer	840 (98.85)	823.27 (65.60)	845.18 (70.43.43)	823.27 (88.60)
(2)	Wholesalers net margin	---	324.24 (27.02)	--	125.24 (10.44)
(3)	Retailers net margin	--		296.26 (24.69)	110.44 (9.20)

(4)	Cost of marketing	10 (1.15)	52.49 (4.37)	58.56 (4.88)	110.95 (9.24)
(5)	Consumers price	850 (100.00)	1200 (100.00)	1200 (100.00)	1200 (100.00)
(6)	Gross market margin	10 (1.15)	376.73 (31.39)	354.82 (29.57)	346.88 (28.88)

The producer's share was highest (98.85%) in channel I, in which they had disposed of their marketed surplus directly to the consumer. This higher share was made possible due to the total elimination of middlemen intervening between producers and consumers. The producers share in consumer rupee in channel II, III, IV was lower than channel I because the producers marketed their produce through the wholesaler and retailer who reaped away large amount from the consumers rupee.

Nest to channel I (i.e, direct sale), channel III (i.e sale through retailer) was comparatively profitable channel for sale of onion in the study area.

(ii) Share of wholesalers

The net margin share of wholesaler's a counted for 27.02 percent of consumers rupee in channel II, and t was 10.44 percent in channel IV. It was also noticed that the volume of commodity handled by this agency was very large.

(iii) Share of retailers

This agency was final link between the wholesalers and consumers and played an important role in delivering the goods and services at the desired time and place.

The net margin of retailers in consumer rupee was worked out to 24.69 per cent in channel II and IV, respectively,

(IV.) Gross market margin

The percentage hare of marketing margins in consumers price paid was 1.15,31.39,29.57 and 28.88 per cent in channel I,II,III and IV, respectively. The marketing margin was highest in channel II, while it was lowest In channel I due to absence of market functionaries.

Marketing efficiency (ME) estimated in marketing of white onion crop is presented in table 7.

Table 7 Marketing efficiency (ME) in marketing of white onion

Sl no	Particulars	Marketing channels			
		I	II	II	IV
1.	Value of the produce sold (consumers price Rs./q)(V)	850	1200	1200	1200
2.	Marketing cost (I) (Rs./q)	10	376.73	354.82	346.63
3.	Marketing efficiency	84	2. 19	2.38	2.46
	v				
	(ME= --- -1)				
	1				

It was noticed from table 7 that the marketing efficiency (ME) was much higher in channel I (84) than that of channel II (2.19), channel II (2.38) and channel IV (2.46), this revealed that the higher marketing margins were taken away by the market intermediaries in the channel II, III and IV resulted in the poor efficiency in the marketing of white onion.

Storage of white onion

The growers were asked about reasons for storing white onion and to maintain advantages of storage and causes of storage losses. The information is presented in table 8.

Table 8

Storage of white onion

Sl no	Particulars	Proportions of respondents (N=100)
(A)	Reason for storing white onion 1. Top reap benefits of higher price 2. For home consumption 3. Non availability of time to dispose of produce after harvest	93 99 27
(B)	Advantage of string white onion 1. Higher price realize 2. Protection against decline in prices	60 07
(C)	Methods of storage 1. Heap method 2. Hanging the wreaths on bamboo structure for storage of long durion	40 60
(D)	Causes of storage losses 1. Losing of the onion form wreaths 2. Decaying in storage (heap method) 3. Inadequate space for string of white onion 4. Lack of knowledge about proper method for storage of	60 40 50 100

it is observed from the table 8 that the reason for storing white onion by respondents were to reap benefits of higher prices (93.00%) for home consumption (99.00%) and non availability of time to dispose of produce after harvest (27.00%). However, they hand mainly higher price realization (60.00%) and protections against decline in prices (7.00%). Forty per cent were following heap method for storing white onion and sixty per cent were having the wreaths on bamboo structures for long duration storage. However growers gave different reason for losses in storage viz., losing of the white onion form wreaths (60.00%) , decay in storage particularly in heap method (40%) , in adequate space for storing of onion (50.00%) , lack of knowledge about proper method of storage (100.00%). On the whole, growers of white onion need scientific knowledge about proper method of storage (100.00%).

Conclusion

It was observed that the production of white onion on sample farms was 144.91 quintal per hectare, of which 89.23 per cent was marketed surplus. The marketing system for white onion was in the hand s marketing functionaries to the extent of 93 percent. The maximum quantity of white onion was passed

throughout channel IV i.e. producer wholesaler-Retailer-Consumer (66.96%) followed by channel II i.e producer-Retailer-Consumer (17.32%) channel II i.e producer-Wholesaler-Consumer (14.62%) and channel i.e producer-Consumer (1.07%).

The producer share in consumer's rupees was the highest in channel I (98.85%) and it was lowest (65.60%) in channel II. The percentage share of marketing margins in consumer price paid was 11.56,31.99,29.57 and 28.88 per cent in channel I, II, III and IV respectively. The marketing efficiency (ME) was much higher in channel I (84%) than that of channel II (2.19) and channel II (2.38) and channel IV (2.46). the white onion cultivators should streamline marketing strategy to minimize the role of marketing functionaries to harness better form white onion cultivation.

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A STUDY ON STOCK MARKET INTEGRATION AND FINANCIAL CRISIS WITH SPECIAL REFERENCE TO G7 COUNTRIES

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ABSTRACT

In a globalized world, knowledge of international stock market organizations is necessary for investors, investment companies and policy makers. Understanding the information linkages and relations between markets are important to have an accurate estimate of the degree and nature of correlation among the returns across the global stock markets. The impact of Sub Prime Crisis of 2008 on stock market of G7 countries has been evaluated. With the help of descriptive statistics, co-integration and test of causality the author has tried to measure the dependence between the US index and each of the remaining indices of G7 countries. The indices considered for the study include London Stock Exchange (UK), New York Stock Exchange (NYSE) of the U.S., Tokyo Stock Exchange called Tosho (TSE) of Japan, Toronto Stock Exchange (TSX) of Canada, Frankfurt Stock Exchange of Germany, Euronext Stock Exchange (Euronext N.V.) of France and Italian Stock Exchange informally known as Piazza Affari.

Keywords: International Stock market, Sub Prime Crisis, G7 countries, Correlation, Causality
Cointegration

INTRODUCTION

World economies have seen many bumps and turbulence over the recent past. That is the main reason why G7 countries have gained importance in the eyes of worldwide investors. The burst of the US mortgage bubble, in August 2007, is pointed out as the moment when international financial markets were stroked by the subprime crisis. Notwithstanding the almost generalized interventions by central banks, suggesting that the impact could be global, until then the effects of the crisis were somewhat confined to the US. The present study is a modest attempt in this direction and examines the interdependence among G7 economies.

REVIEW OF LITERATURE

Bhatt, Kaushal (2012) tried to discuss the emergence of US subprime crisis in United States of America affecting the entire world. The study also focused on the stages of Subprime crisis and its main causes. In the later part of the paper negative effects of subprime crisis on Indian economy has been explained and at last the paper also shows some of the constructive steps taken by RBI and SEBI to minimize the Subprime effect on Indian Banking sector and Indian Capital Market respectively.

Murtagh, James P. (2012) in his study examined the changes in risk, return and cross-market correlation in the G7 national equity indices before, during and after the 2008 global financial crisis. The study considered the pre-crisis period as January 2006 through September 6, 2008, from 2008 to March 2009 as crisis period and from 2009 to March 31, 2010 as post-crisis period. It was found that the US exhibits the lowest standard deviation of returns of the individual countries studied in the pre-crisis and crisis recovery periods. During the crisis period, Japanese returns showed the lowest risk, even though Japan had the highest standard deviation in the pre-crisis period. Canadian returns were found to be the riskiest in the crisis and recovery periods. The average returns of all indices are found to be normally distributed (Jarque-Bera) over the full period and each subperiod.

Paulo Horta, Carlos Mendes, Isabel Vieira (2008) assessed whether capital markets of developed countries reflect the effects of financial contagion from the US subprime crisis and, in such case, if the intensity of contagion differs across countries. The results suggest that markets in Canada, Japan, Italy, France and the United Kingdom display significant levels of contagion, which are less relevant in Germany. Canada appears to be the country where the highest intensity of contagion is observed.

BarariMahua, Lucey, Brian M. and VoronkavaSvitlana (2006) tried to find co-movements among G7 equity markets with the help of iShares data. Applying recent time-varying methodology for the analysis of short-and-long-term co-movements, a detailed analysis of the dynamics of the equity market linkages over the period 1996-2005 is provided. An evidence of increasing conditional correlations and significant time varying long-run relationships between the U.S. and the majority of other G7 markets since 2001, as measured by iShares was found.

Morelli, David (2000) examined whether the capital markets of the G7 countries are integrated or not. Capital market integration was examined under the joint hypothesis of an international multifactor asset pricing model. International factors were extracted from a world portfolio using both maximum likelihood analysis and principal component analysis. Results show that international common factors exist, some of which are priced and equal across some countries, however, the international pricing model does not hold for all G7 countries.

OBJECTIVES OF THE STUDY

The present study is proposed to carry out the following objectives.

- To do a comparative analysis of stock indices pre crisis (Jan 06- Feb 08), crisis (March 08- March 09) & post crisis (April 09- May 11) period for G7 countries.
- To measure the dependence between the US index and each of the remaining indices of G7 countries.

METHODOLOGY

This study is based on the data collected from various secondary sources in relation to the daily movement of selected stock indices of G7 countries.

The Sample: Sample consists of secondary data for the period of Jan 06 to Feb 08 (pre-crisis), March 08 to March 09 (crisis) and April 09 to May 11 (post crisis) periods for G7 countries.

DATA ANALYSIS

Descriptive statistics, Co-integration, & causality test has been used for the purpose of study. Tool used for data analysis is Eviews7.1.

Considering the objectives stated above, the following hypothesis have been formulated.

H01: No co integration among G7 stock indices.

H02: No causality is found between G7stock markets.

RESULTS AND FINDINGS

Table 1: Correlation Matrix PRE-CRISIS PERIOD (Jan'06- Feb'08)

	CAC 40	DAX	DOW JONES	FTSE	FTSE MIB	NIKKIE	S_P_TSX
CAC 40	1.000000	0.795163	0.818140	0.947192	0.890100	0.666360	0.783406
DAX	0.795163	1.000000	0.966830	0.860471	0.503644	0.287110	0.957222

DOW JONES	0.818140	0.966830	1.000000	0.871763	0.567145	0.335347	0.950580
FTSE	0.947192	0.860471	0.871763	1.000000	0.795184	0.556674	0.859164
FTSE MIB	0.890100	0.503644	0.567145	0.795184	1.000000	0.783221	0.525412
NIKKIE	0.666360	0.287110	0.335347	0.556674	0.783221	1.000000	0.326787
S&P TSX	0.783406	0.957222	0.950580	0.859164	0.525412	0.326787	1.000000

Johansen Co- integration Test
Sample (adjusted): 6 531

Included observations: 526 after adjustments

Series: CAC40, DAX, DOW JONES, FTSE, FTSE MIB, NIKKIE, S&P TSX

Unrestricted Cointegration Rank Test (Trace)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.116634	170.5223	125.6154	0.0000
At most 1 *	0.071244	105.2900	95.75366	0.0094
At most 2	0.043581	66.41383	69.81889	0.0907
At most 3	0.027165	42.97580	47.85613	0.1332
At most 4	0.023494	28.48938	29.79707	0.0702
At most 5 *	0.018836	15.98414	15.49471	0.0422
At most 6 *	0.011308	5.982041	3.841466	0.0144

Trace test indicates 2 cointegratingeqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

Hypothesized No. of CE(s)	Eigenvalue	Max-Eigen Statistic	0.05 Critical Value	Prob.**
None *	0.116634	65.23229	46.23142	0.0002
At most 1	0.071244	38.87622	40.07757	0.0678
At most 2	0.043581	23.43803	33.87687	0.4972
At most 3	0.027165	14.48642	27.58434	0.7876
At most 4	0.023494	12.50524	21.13162	0.4987
At most 5	0.018836	10.00210	14.26460	0.2118
At most 6 *	0.011308	5.982041	3.841466	0.0144

Max-eigenvalue test indicates 1 cointegratingeqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

First part of the co-integration results, the trace test, indicated that there exists co-integration among the G7 countries at 5% level. Second part of the co-integration results, the Maximum Eigen Value test, also indicates the same result.

Therefore, both tests indicate that stock markets across the world are company- integrated, that is, they are trending together.

Further, the evidence that the co-integration results are significant at the 5% level which could hint at that there may exist three types of long term co-integration relationship between prices of stock market across the world. It is important to note that co-integration reflects only co-movements between two time series over a period of time among variable under study but does not represent the correlation among them. Hence, through the co-integration tests, one can conclude that by and large stock price indices across the world move together.

Interpretation: The stock market of G7 countries are co-integrated at 5% level of significance as trace test value is more than critical value which rejects the null hypotheses.

Pairwise Granger Causality Tests

Sample: 1 552

Lags: 5

Null Hypothesis:	Obs	F-Statistic	Prob.
DAX does not Granger Cause CAC40	544	56.0573	8.E-47
CAC40 does not Granger Cause DAX		4.02317	0.0014
DOW_JONES does not Granger Cause CAC40	538	9.43323	1.E-08
CAC40 does not Granger Cause DOW_JONES		1.71018	0.1304
FTSE does not Granger Cause CAC40	542	13.6131	2.E-12
CAC40 does not Granger Cause FTSE		1.86334	0.0991
FTSE_MIB does not Granger Cause CAC40	547	24.7969	2.E-22
CAC40 does not Granger Cause FTSE_MIB		6.54296	6.E-06
NIKKIE does not Granger Cause CAC40	526	3.71827	0.0026
CAC40 does not Granger Cause NIKKIE		1.27596	0.2728
S_P_TSX does not Granger Cause CAC40	540	5.91534	2.E-05
CAC40 does not Granger Cause S_P_TSX		0.93476	0.4579
DOW_JONES does not Granger Cause DAX	538	2.00249	0.0768
DAX does not Granger Cause DOW_JONES		14.2672	4.E-13
FTSE does not Granger Cause DAX	542	4.91947	0.0002
DAX does not Granger Cause FTSE		35.3596	3.E-31
FTSE_MIB does not Granger Cause DAX	544	2.74788	0.0183
DAX does not Granger Cause FTSE_MIB		39.8153	9.E-35

NIKKIE does not Granger Cause DAX	526	3.40595	0.0049
DAX does not Granger Cause NIKKIE		0.40454	0.8457
S_P_TSX does not Granger Cause DAX	540	1.75691	0.1200
DAX does not Granger Cause S_P_TSX		7.75498	5.E-07
FTSE does not Granger Cause DOW_JONES	538	3.20055	0.0074
DOW_JONES does not Granger Cause FTSE		20.0578	2.E-18
FTSE_MIB does not Granger Cause DOW_JONES	538	1.61246	0.1549
DOW_JONES does not Granger Cause FTSE_MIB		15.7826	2.E-14
NIKKIE does not Granger Cause DOW_JONES	526	0.18627	0.9678
DOW_JONES does not Granger Cause NIKKIE		2.05344	0.0699
S_P_TSX does not Granger Cause DOW_JONES	538	14.6847	2.E-13
DOW_JONES does not Granger Cause S_P_TSX		8.68168	6.E-08
FTSE_MIB does not Granger Cause FTSE	542	2.64605	0.0224
FTSE does not Granger Cause FTSE_MIB		27.6782	6.E-25
NIKKIE does not Granger Cause FTSE	526	3.00377	0.0110
FTSE does not Granger Cause NIKKIE		0.24798	0.9408
S_P_TSX does not Granger Cause FTSE	540	14.5379	2.E-13
FTSE does not Granger Cause S_P_TSX		2.41624	0.0351
NIKKIE does not Granger Cause FTSE_MIB	526	3.29592	0.0061
FTSE_MIB does not Granger Cause NIKKIE		0.44734	0.8153
S_P_TSX does not Granger Cause FTSE_MIB	540	13.9997	7.E-13
FTSE_MIB does not Granger Cause S_P_TSX		1.67893	0.1379
S_P_TSX does not Granger Cause NIKKIE	526	0.16178	0.9764
NIKKIE does not Granger Cause S_P_TSX		1.05820	0.3828

It can be inferred from the above table that no stock market is playing a very dominant role, as the direction of the Granger causality is following i.e. Granger causality exist among G7 stock markets pre subprime crisis.

Interpretation:

Since Granger Causality exists during the period, this shows that null hypotheses of Granger Causality is rejected and the stock markets play dominant role in other stock markets of G7 countries.

Table 2: Correlation Matrix CRISIS PERIOD (March' 08- March'09)

	CAC 40	DAX	DOW JONES	FTSE	FTSE MIB	NIKKEI	S&P TSX
CAC 40	1.000000	0.988284	0.988221	0.988218	0.990488	0.933761	0.958387
DAX	0.988284	1.000000	0.990392	0.981855	0.986733	0.957490	0.975404
DOW JONES	0.988221	0.990392	1.000000	0.977978	0.992520	0.947798	0.966205
FTSE	0.988218	0.981855	0.977978	1.000000	0.977630	0.924055	0.956464

FTSE MIB	0.990488	0.986733	0.992520	0.977630	1.000000	0.936176	0.955625
NIKKEI	0.933761	0.957490	0.947798	0.924055	0.936176	1.000000	0.973930
S&P TSX	0.958387	0.975404	0.966205	0.956464	0.955625	0.973930	1.000000

Johansen Co- integration Test

Sample (adjusted): 6 265

Included observations: 260 after adjustments

Series: CAC 40, DAX, DOW JONES, FTSE, FTSE MIB, NIKKEI, S&P TSX

Lags interval (in first differences): 1 to 4

Unrestricted Cointegration Rank Test (Trace)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.238445	165.7461	125.6154	0.0000
At most 1	0.113885	94.92412	95.75366	0.0570
At most 2	0.106813	63.48790	69.81889	0.1442
At most 3	0.058850	34.11860	47.85613	0.4954
At most 4	0.050267	18.34891	29.79707	0.5404
At most 5	0.018550	4.939457	15.49471	0.8152
At most 6	0.000273	0.071062	3.841466	0.7898

Trace test indicates 1 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

Hypothesized No. of CE(s)	Eigenvalue	Max-Eigen Statistic	0.05 Critical Value	Prob.**
None *	0.238445	70.82202	46.23142	0.0000
At most 1	0.113885	31.43622	40.07757	0.3348
At most 2	0.106813	29.36930	33.87687	0.1572
At most 3	0.058850	15.76969	27.58434	0.6852
At most 4	0.050267	13.40945	21.13162	0.4153
At most 5	0.018550	4.868395	14.26460	0.7584
At most 6	0.000273	0.071062	3.841466	0.7898

Max-eigenvalue test indicates 1 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

First part of the co-integration results, the trace test, indicated that there exists co-integration among the G7 countries at 5% level. Second part of the co-integration results, the Maximum Eigen Value test, also indicates the same result.

Therefore, both tests indicate that stock markets across the world are company- integrated, that is, they are trending together.

Further, the evidence that the co-integration results are significant at the 5% level which could hint at that there may exist six types of long term co-integration relationship between prices of stock market across the world.

Interpretation: The stock market of G7 countries are co-integrated at 5% level of significance as trace test value is more than critical value which rejects the null hypotheses.

Pairwise Granger Causality Test

Sample: 1 552

Lags: 5

Null Hypothesis:	Obs	F-Statistic	Prob.
DAX does not Granger Cause CAC_40	270	185.030	3.E-83
CAC_40 does not Granger Cause DAX		0.29963	0.9128
DOW_JONES does not Granger Cause CAC_40	268	38.4589	2.E-29
CAC_40 does not Granger Cause DOW_JONES		2.04670	0.0726
FTSE does not Granger Cause CAC_40	269	3.06485	0.0105
CAC_40 does not Granger Cause FTSE		1.05530	0.3857
FTSE_MIB does not Granger Cause CAC_40	269	67.6585	6.E-45
CAC_40 does not Granger Cause FTSE_MIB		3.93279	0.0019
NIKKEI does not Granger Cause CAC_40	260	4.57604	0.0005
CAC_40 does not Granger Cause NIKKEI		0.32029	0.9005
S_P_TSX does not Granger Cause CAC_40	267	12.8503	4.E-11
CAC_40 does not Granger Cause S_P_TSX		1.25416	0.2844
DOW_JONES does not Granger Cause DAX	268	22.4421	1.E-18
DAX does not Granger Cause DOW_JONES		1.10982	0.3555
FTSE does not Granger Cause DAX	269	0.88182	0.4938
DAX does not Granger Cause FTSE		42.7760	5.E-32
FTSE_MIB does not Granger Cause DAX	269	13.8486	5.E-12
DAX does not Granger Cause FTSE_MIB		1.11020	0.3553
NIKKEI does not Granger Cause DAX	260	7.94233	6.E-07
DAX does not Granger Cause NIKKEI		0.81473	0.5401
S_P_TSX does not Granger Cause DAX	267	6.60499	8.E-06
DAX does not Granger Cause S_P_TSX		1.07840	0.3727

FTSE does not Granger Cause DOW_JONES	268	1.49325	0.1924
DOW_JONES does not Granger Cause FTSE		41.3700	4.E-31
FTSE_MIB does not Granger Cause DOW_JONES	268	4.50585	0.0006
DOW_JONES does not Granger Cause FTSE_MIB		11.0391	1.E-09
NIKKEI does not Granger Cause DOW_JONES	260	4.71683	0.0004
DOW_JONES does not Granger Cause NIKKEI		1.54702	0.1758
S_P_TSX does not Granger Cause DOW_JONES	267	3.85452	0.0022
DOW_JONES does not Granger Cause S_P_TSX		3.10895	0.0096
FTSE_MIB does not Granger Cause FTSE	269	60.8522	1.E-41
FTSE does not Granger Cause FTSE_MIB		3.42860	0.0051
NIKKEI does not Granger Cause FTSE	260	5.25727	0.0001
FTSE does not Granger Cause NIKKEI		0.64256	0.6674
S_P_TSX does not Granger Cause FTSE	267	19.5109	2.E-16
FTSE does not Granger Cause S_P_TSX		0.58840	0.7089
NIKKEI does not Granger Cause FTSE_MIB	260	3.88449	0.0021
FTSE_MIB does not Granger Cause NIKKEI		0.99569	0.4209
S_P_TSX does not Granger Cause FTSE_MIB	267	5.58888	7.E-05
FTSE_MIB does not Granger Cause S_P_TSX		3.02992	0.0112
S_P_TSX does not Granger Cause NIKKEI	260	1.95556	0.0858
NIKKEI does not Granger Cause S_P_TSX		11.9399	2.E-10

It can be inferred from the above table that no stock market is playing a very dominant role, as the direction of the Granger causality is following i.e. Granger causality exist among G7 stock markets pre subprime crisis.

Interpretation: Since Granger Causality exists during the period, this shows Granger Causality Hypotheses is rejected and the stock markets play dominant role in other stock markets of G7 countries.

Table 3: Correlation Matrix POST CRISIS PERIOD (April'09- May'11)

	CAC 40	DAX	DOW JONES	FTSE	FTSE MIB	NIKKEI	S&P TSX
CAC 40	1.000000	0.788540	0.808559	0.839931	0.689939	0.354547	0.757212
DAX	0.788540	1.000000	0.947334	0.909662	0.196271	0.169431	0.952374
DOW JONES	0.808559	0.947334	1.000000	0.962481	0.278159	0.270811	0.969553
FTSE	0.839931	0.909662	0.962481	1.000000	0.340278	0.340173	0.935930
FTSE MIB	0.689939	0.196271	0.278159	0.340278	1.000000	0.373940	0.196442
NIKKEI	0.354547	0.169431	0.270811	0.340173	0.373940	1.000000	0.227091
S&P TSX	0.757212	0.952374	0.969553	0.935930	0.196442	0.227091	1.000000

Johansen Co- integration Test

Sample (adjusted): 6 528

Included observations: 523 after adjustments

Series: CAC 40, DAX, DOW JONES, FTSE, FTSE MIB, NIKKEI, S&P TSX

Unrestricted Cointegration Rank Test (Trace)

Hypothesized No. of CE(s)	Eigenvalue	Trace Statistic	0.05 Critical Value	Prob.**
None *	0.182632	187.7597	125.6154	0.0000
At most 1	0.052992	82.28823	95.75366	0.2922
At most 2	0.045119	53.81212	69.81889	0.4697
At most 3	0.030301	29.66590	47.85613	0.7358
At most 4	0.019942	13.57341	29.79707	0.8637
At most 5	0.005388	3.038320	15.49471	0.9651
At most 6	0.000406	0.212602	3.841466	0.6447

Trace test indicates 1 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

Unrestricted Cointegration Rank Test (Maximum Eigenvalue)

Hypothesized No. of CE(s)	Eigenvalue	Max-Eigen Statistic	0.05 Critical Value	Prob.**
None *	0.182632	105.4714	46.23142	0.0000
At most 1	0.052992	28.47611	40.07757	0.5281
At most 2	0.045119	24.14622	33.87687	0.4449
At most 3	0.030301	16.09249	27.58434	0.6579
At most 4	0.019942	10.53509	21.13162	0.6933
At most 5	0.005388	2.825718	14.26460	0.9577
At most 6	0.000406	0.212602	3.841466	0.6447

Max-eigenvalue test indicates 1 cointegrating eqn(s) at the 0.05 level

* denotes rejection of the hypothesis at the 0.05 level

**MacKinnon-Haug-Michelis (1999) p-values

First part of the co-integration results, the trace test, indicated that there exists co-integration among the G7 countries at 5% level. Second part of the co-integration results, the Maximum Eigen Value test, also indicates the same result.

Therefore, both tests indicate that stock markets across the world are company- integrated, that is, they are trending together.

Further, the evidence that the co-integration results are significant at the 5% level which could hint at that there may exist six types of long term co-integration relationship between prices of stock market across the world.

Interpretation: The stock market of G7 countries are co-integrated at 5% level of significance as trace test value is more than critical value which rejects the null hypotheses.

Pairwise Granger Causality Test

Sample: 1 557

Lags: 5

Null Hypothesis:	Obs	F-Statistic	Prob.
DAX does not Granger Cause CAC_40	551	17.9462	2.E-16
CAC_40 does not Granger Cause DAX		8.98366	3.E-08
DOW_JONES does not Granger Cause CAC_40	541	5.31074	9.E-05
CAC_40 does not Granger Cause DOW_JONES		1.42069	0.2150
FTSE does not Granger Cause CAC_40	539	9.79317	6.E-09
CAC_40 does not Granger Cause FTSE		1.08495	0.3677
FTSE_MIB does not Granger Cause CAC_40	551	62.0164	5.E-51
CAC_40 does not Granger Cause FTSE_MIB		1.27993	0.2710
NIKKEI does not Granger Cause CAC_40	523	3.52281	0.0039
CAC_40 does not Granger Cause NIKKEI		0.79314	0.5549
S_P_TSX does not Granger Cause CAC_40	538	4.26286	0.0008
CAC_40 does not Granger Cause S_P_TSX		0.72061	0.6082
DOW_JONES does not Granger Cause DAX	541	7.53858	7.E-07
DAX does not Granger Cause DOW_JONES		0.22756	0.9505
FTSE does not Granger Cause DAX	539	4.96402	0.0002
DAX does not Granger Cause FTSE		0.61095	0.6916
FTSE_MIB does not Granger Cause DAX	551	112.263	3.E-81
DAX does not Granger Cause FTSE_MIB		0.30214	0.9116
NIKKEI does not Granger Cause DAX	523	2.33437	0.0411
DAX does not Granger Cause NIKKEI		1.51165	0.1844
S_P_TSX does not Granger Cause DAX	538	6.48246	7.E-06
DAX does not Granger Cause S_P_TSX		1.34759	0.2428
FTSE does not Granger Cause DOW_JONES	539	43.6352	1.E-37
DOW_JONES does not Granger Cause FTSE		1.89842	0.0929
FTSE_MIB does not Granger Cause DOW_JONES	541	1.59327	0.1602
DOW_JONES does not Granger Cause FTSE_MIB		4.21791	0.0009

NIKKEI does not Granger Cause DOW_JONES	523	0.79398	0.5543
DOW_JONES does not Granger Cause NIKKEI		2.06356	0.0686
S_P_TSX does not Granger Cause DOW_JONES	538	21.7893	7.E-20
DOW_JONES does not Granger Cause S_P_TSX		2.78564	0.0170
FTSE_MIB does not Granger Cause FTSE	539	1.18854	0.3135
FTSE does not Granger Cause FTSE_MIB		3.73561	0.0025
NIKKEI does not Granger Cause FTSE	523	1.13666	0.3398
FTSE does not Granger Cause NIKKEI		1.04065	0.3929
S_P_TSX does not Granger Cause FTSE	538	6.40865	9.E-06
FTSE does not Granger Cause S_P_TSX		3.36000	0.0054
NIKKEI does not Granger Cause FTSE_MIB	523	2.66326	0.0217
FTSE_MIB does not Granger Cause NIKKEI		0.56995	0.7231
S_P_TSX does not Granger Cause FTSE_MIB	538	1.56658	0.1678
FTSE_MIB does not Granger Cause S_P_TSX		1.20567	0.3051
S_P_TSX does not Granger Cause NIKKEI	523	1.16786	0.3238
NIKKEI does not Granger Cause S_P_TSX		1.41283	0.2180

It can be inferred from the above table that no stock market is playing a very dominant role, as the direction of the Granger causality is not following i.e. Granger causality does not exist among G7 stock markets pre subprime crisis.

Interpretation: Since Granger Causality does not exist during the period, this shows Granger Causality Hypotheses is accepted and the stock markets does not play dominant role in other stock markets of G7 countries.

FINDINGS AND CONCLUSION

1. FTSE MIB is most volatile stock indices as it has the highest standard deviation in pre-crisis, crisis and post crisis.
2. FTSE has the lowest standard deviation in pre-crisis being least volatile to market where as CAC 40 has the lowest standard deviation during the crisis and post crisis period.
3. During the pre-crisis period, Germany's stock market showed strong positive correlation with US market where as Japan stock market showed weak positive correlation with US stock market.
4. During the crisis period, Italy's stock market showed strong positive correlation with US market as well as other markets of G7 countries. Also other stock markets also showed a positive high correlation with US stock market.
5. During the post crisis period, Canada's stock market showed strong positive correlation with US market where as Italy stock market showed weak positive correlation with US stock market.
6. Italy initially had the strongest positive correlation with US stock market but it gradually decreased to the weakest point.
7. During pre-crisis, crisis and post crisis period there exists strong co-integration among G7 countries indicating long term relationship among them.
8. Granger Causality exist during pre-crisis and crisis period where as it doesn't exists in the post crisis period.
9. The major cause of crash in US stock market in 2008 was the Housing Bubble Burst as well as the lending rate of interest charged by the banks.

Interdependency among G7 stock markets is studied primarily through co-integration and the Granger causality. This study is a continuation of research on the issue of growing interdependency among the stock markets. It is observed that stock prices among these countries are trending together. Furthermore; it suggests that no stock market is playing a dominant role in influencing other markets post subprime crisis. If the results of this study, regarding the influence of the one market on other markets, are compared with the previous studies in the literature, it can be concluded that stock market integration and causation between different markets have changed over time.

In brief, it can be concluded that the interdependencies among the stock markets in the world has increased and no clear direction of relationships exists in the sense that Granger Causality indicate the fact that the influence of a few markets has eroded over a period of time as compared to pre-crisis and crisis period.

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GREEN MARKETING : A STUDY OF BUYING BEHAVIOUR OF MALE YOUTH TOWARDS HERBAL PRODUCTS

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ABSTRACT

The term Green Marketing is the buzzword used in industry which is used to describe business activities which attempt to reduce the negative effect of the products/services offered by the company to make it environmentally friendly. As society becomes more concerned with the natural environment, businesses have begun to modify their process in an attempt to understand the changing buying behaviour of the consumers. From the last decade consumers pay much attention towards green products, so there is a sudden increase in the demand of herbal products as health care and beauty care not only among the females but also among the male youth. The present study is an attempt to understand the buying behaviour of male youth towards the herbal products. Both primary and secondary data were used for conducting study. For primary data 320 questionnaires were distributed among the males of three boys hostels of Jammu University, but only 310 responses were derived, giving the response rate of 96.8%. Secondary data were collected using internet and journals. Raw data from 310 respondents was purified using factor analysis and analysed using regression and correlation test. It is found that male youth are giving importance to the brand along with the performance of the herbal products. It is suggested that marketers should properly promote the herbal products among the male youth through advertisements and periodical awareness campaigns, fix reasonable price for the herbal products considering the disposable income of the various classes, periodic upgradation of product attributes in accordance with the demands of the male youth, introduce more herbal products with positive health features etc.

Keywords: Green marketing, Buying behaviour, Evaluation of alternatives and Purchase decision.

1. INTRODUCTION

In the last two decades, consumers have become more enlightened on environmental issues. Green marketing refers to selling product or rendering services based on environmental benefit. It came into existence in late 1980s and early 1990s. During the last two decades the burgeoning environmental movement was named as the “green movement”; environmentally aware consumers called the “green consumers”, product designed to protect the environment called the “green products” and marketing that



uses the environmental claims called the “green marketing”. Green marketing is growing rapidly and consumers are willing to pay a lot for green product. For this, the study of buying behaviour is very important to the green marketers because it enables them to understand and predict buying behaviour of customers in the marketplace, it is concerned not only with what consumers buy but also with why they buy it, when and where and how they buy it and how often they buy it and also how they consume and dispose it. Increasing consciousness towards green marketing has made new generation more inclined towards herbal products for health and beauty care, resulting in growth in sales of companies like Himalayan herbal, dabur, ayur etc. The World Health Organization (WHO)

estimates that 80 percent of the population of world presently uses herbal products for some aspect of

primary health care because they are inexpensive ,culturally acceptability, better compatibility with the human body and minimal side effects.The women herbal care industry is growing since a long time but the men grooming market is the new emerging market. Now a day men are more conscious about their looks and health and constantly using the herbal products as these products have no side effect on health.



1.1 OBJECTIVE OF THE STUDY

- To understand the buying behaviour of male youth towards herbal products to have a better picture of their unpredictable buying behaviour.
- To help in developing a suitable marketing strategy by herbal companies for the male youth.

1.2 NEED OF THE STUDY

Several years of thriving sales in herbal industry due to green marketing have pushed innovations, expansion and diversification into product area in an effort to exploit as much potential opportunity as one can in order to compete in the market and catering its customers. Health factors, changing lifestyle and income growth are the drivers for the fast growth of this sector. Consequently, business community has always attempted to separate consumers into clearly defined generational categories in order to better understand their buying behaviour in the marketplace (Lester et al., 2005). Generation Y is large, fast-growing segment of the consumer audience and is very different from previous generational groups. It is important to be able to characterise it and provide some purchase behaviour information to marketers who target this particular audience (Syrett and Lammiman, 2011). The youth market has been characterised as one of the most coveted segment because of its spending power, ability to be trendsetters, receptivity to new products and tremendous potential for becoming lifetime customers (Bush et al., 2010). Traditional marketing does not work with this group of young customers (Morton, 2012). As this generation represent a significant behavioural shift, it becomes necessary for marketers to know their purchase choice. To develop such a marketing strategy, more information is necessary to characterise young consumers' purchase intention. Thus, this study endeavours to understand buying behaviour of male youth towards herbal products to have a better picture of their unpredictable buying behaviour.

1.4 REVIEW OF LITERATURE

Gan Christopher et al. (2010) suggested that the marketers must integrate green marketing strategies into company strategic plan by producing high quality products, pricing competitively and adopting a better marketing mix in order to change consumers' negative perceptions towards green products.

Aryavikrant et al. (2012) studied the attitude and behaviour of consumers towards herbal products and found that the scientific knowledge of the herbal drugs has to be transmitted out in systematic manner to compete in international market and provide consumer satisfaction.

Maksudunov (2009) investigated the influence of family on consumer purchasing behaviour and showed that there exists no relationship between the level of education of the participants and their decision making process.

Tgongruang, Charlee (2011) studied the consumers purchase behaviour toward herbal medicines. He suggested that the products with complete labels and long-term health effects were the factors influencing the consumer's decision to purchase herbal products.

Rajagopal (2012) analysed the arousal and satisfaction as behavioural drivers which influences buying decisions of young consumers and establish that major factors affecting arousal are product attributes and services, brand and perceived values.

1.5 HYPOTHESES VARIFIED

On the basis of reviewed literature the following hypotheses were drawn:

Consumers often use surrogate indicators or signals such as the product availability and product features of well known brands when they ascertain a product's attributes or performance level (Chang and Wildt, 2010) and Boulding and Kirmani, 2003). Consumers may sometimes want to be committed to the easy availability of product (Swanepoel, 2012; Kaynak, 2010 and Cateora and Graham, 1999). Conscious consumers with environmental awareness tend to prefer the healthy and eco-friendly products (Babaogul and ozgun, 2008). Consumers have started protecting the environment by using their purchasing power and with their post consuming responsibilities. They tend to use environmentally friendly products containing materials which are not harmful to environment and human (Naturalhaber, 2010). Hence it is hypothesised that

Hyp1: Product availability, family views, eco-friendly contents and product features have significant impact on evaluation of alternatives of herbal products by the consumers.

The results of step-wise multiple regression analysis (Table A) for the above hypothesis enticed family views, product features and easy availability of product as important predictors influencing the evaluation of alternatives stage in the purchase of herbal products. Thus, the hypothesis, 'Product availability, family views, eco-friendly contents and product features have significant impact on evaluation of alternatives of herbal products by the consumers' stands accepted.

Consumer tend to choose to buy the product by considering characteristics such as long-term health effects, price assortment personnel, peer group influence etc. (Boone and Kurtz, 2006). In executing a purchase intention, there are five purchase sub decisions, which consumers may make up which are product choice, brand choice, dealer, purchase timing, and purchase amount (Kotler, 1996). In order words, consumer may answer the question of which product to buy, or might as well form a purchase intention to buy the most preferred brand. Sometimes consumers may have to choose which dealer or store they will go for purchase. In some cases, consumers may be willing to accept high prices for products if the quality of the product is perceived to be of high quality. Thus, the next hypothesis is

Hyp 2: Herbal product purchase decision stage is closely associated with long-term health effects, consumers' budget and peer group influence.

The result of correlation coefficient (Table B) for this hypothesis indicated that all factors i.e. long-term health effects, consumers' budget and peer group influence are positively and significantly correlated with dependent variable i.e. herbal product purchase decision. Thus, the hypothesis, 'Herbal product purchase decision stage is closely associated with long-term health effects, consumers' budget and peer group influence' is accepted.

2. RESEARCH METHODOLOGY

Research is a scientific and systematic search for pertinent information on a specified area to solve the research problem. It involves gathering, recording and analysing critically relevant facts about any problem along with logic behind them. The present research is undertaken to assess the impact of buying behaviour of male youth with regard to herbal products. The sequential steps followed in the present study are:

2.1 STUDY DESIGN

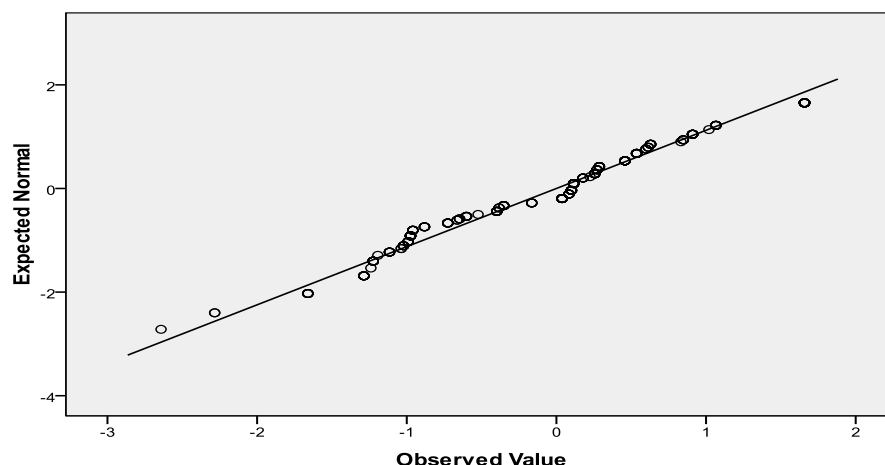
Both primary and secondary sources relevant for gathering requisite information pertaining to the research problem in hand have been used. Primary data were collected from the male students residing in three boys' hostels namely, Nehru Hall Hostel, Swami Vivekananda Hostel and Baba Jitto Hostel of Jammu University through self developed questionnaire. It was distributed among 320 students using census method and respondents were contacted on convenient basis. Secondary data have been extensively used for reviewing the pertinent literature generated from books, journal, viz., Journal of Marketing, Journal of Consumer Research, Journal of Consumer Marketing, and International Journal of Research in Marketing etc. Internet has also been used to substantiate primary information.

2.2 UNIT ANALYSIS

Normality of data is assessed by two ways: Graphically and Numerically (Park 2008). Under graphic method, the output of Q-Q plot (quantile-quantile plot) is used to determine normality. In Q –Q plot, if the data are normally distributed then the data points fall approximately on a diagonal straight line, which indicates high correlation and if the data points strayed away from the diagonal line then data are not normally distributed (Field 2009). As evident from Fig.1.1, all the data points are closer to the straight diagonal line and no point is strayed outside, which indicates that data is normally distributed. Under numeric method in SPSS, Skewness and Kurtosis are some of the easiest tests (Mardia 1970) and as per rule of thumb, the data become normal when its Skewness and Kurtosis have value between -1 and +1 or closer to zero (Gao, Mokhtarian, and Johnston, 2008). With the help of SPSS (17.0 version) Skewness and Kurtosis tests are performed and the value of Skewness was .272 and kurtosis was -.387, which is as per rule of thumb between -1 and +1. This shows that data is normally distributed.

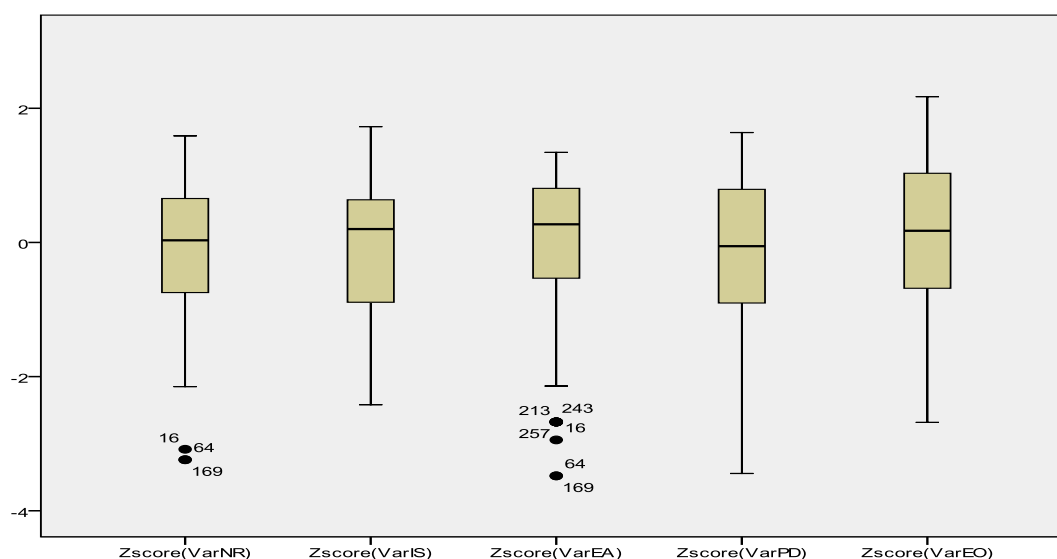
Fig.1.1: Normal Q-Q Plot

Normal Q-Q Plot of VAR00001



For checking outliers, box plot is considered as the most objective and quantitative approach (Mendenhall, Reinmuth, and Beaver, 1993). Outliers are identified and deleted through Box plot by calculating Z-scores of all the constructs individually with the help of SPSS (17.0 version). In box plot those points which are outside the end of the whiskers are outliers. As displayed in Fig 1.2, there are 9 outlier observations, which were deleted from the data sheet.

Fig.1.2 Results of Box Plot



The raw data obtained from 310 respondents is purified and reduced through factor analysis on SPSS (Version 17.0) and the Principal Component Analysis (PCA) with Varimax rotation (Kahati and Dhar, 2002), being the best rotation procedure which minimizes the number of items with high loading on one factor, thereby enhancing the interpretability of the factors (Malhotra, 2002). The test of appropriateness of a factor analysis has been purified through KMO measure of sampling adequacy, where the value greater than 0.5 is accepted, values between 0.5 & 0.7 are mediocre, 0.7 and 0.8 are good, 0.8 and 0.9 great and value 0.9 superb (Malhotra, 2002). Further Bartlett's Test of Sphericity, which is also called zero identity matrix, has also been used to determine correlations among the variables (Hair et al., 1995 and Field, 2000).

Reliability and validity of the constructs was also checked. Reliability was checked through Cronbach Alpha and convergent validity was assessed through the correlation among the items within each construct.

3. FINDINGS

Evaluation of alternatives of herbal products

- The results showed that male youth preferred contents of the product rather than brand before buying herbal products.
- Features like health benefits, price, availability of product etc. should be incorporated in the promotion mix.

- Male youth give preference to eco-friendly contents during purchase of herbal products.
- The results showed that male youth do not only look for brand image but also look for price, quality and store location during evaluation of alternatives for herbal product.
- Mere reputation of brand cannot make the educated male youth to buy the herbal product.

Purchase Decision for herbal products

- Advertisements of herbal products help the male youth to make the purchase decision.
- Easy availability of herbal product influences the purchase decision of male youth.
- The results indicated that price, performance, location, and eco-friendly contents are also influencing factors during purchase decision apart from product reputation and image.
- Male youth preferred reputed brand name than the low price of the herbal products.

4. SUGGESTIONS

- ❖ To ensure more usage of herbal products, marketers must placed emphasis on product performance along with brand.
- ❖ Product brand building and brand loyalty strategy must be innovative to cater the brand consciousness of male youth.
- ❖ Marketers should place emphasis on add on benefits such as quality, health benefits, and availability of herbal products as they influence product evaluation and selection among male youth.
- ❖ New and more herbal products with eco-friendly contents should be developed so as to attract all strata of the society.
- ❖ Intensive channel strategy must be followed by the herbal manufacturer so that the product is available at convenient location for the users.
- ❖ Herbal product companies should build good public relations so that positive image of the product is created among public.
- ❖ Marketers should adopt suitable warehousing strategies, so that product is readily available when demanded by the customers.
- ❖ To meet the product performance expectations of the customers, herbal products must be upgraded by the companies by enhancing R&D budgets or through collaboration with reputed national and international research centers.
- ❖ To cater impulsive purchase instincts among male youth, store location, store ambience, store design and store personnel be paid more attention.

- ❖ To enhance purchase of herbal products among male youth, product demonstration in areas where male youth resides and frequently visit should be carried by the manufacturers of herbal products.

5. LIMITATIONS

All the possible efforts have been made to maintain objectivity, validity and reliability of the, yet certain limitations have emerged which restrict its applicability. These are as follows:

- ✓ Due to restricted resources and time constraints, the scope of the study is limited to male students living in the hostels of the University of Jammu only. This makes it unrealistic to generalise its conclusion on overall male youth segment.
- ✓ The scope of study is confined only to male youth and female youth are excluded to become the respondents for the study.
- ✓ The element of subjectivity might have not been completely checked as the students might have responded on the basis of their own experience and perception regarding the items in the questionnaire.
- ✓ Due to paucity of time, sometimes students were found to skip or casual about answering some statements. In such case, the researcher relied on judgements to elicit the requisite information.

**TABLE A: REGRESSION MODEL SUMMARY (WITH COEFFICIENTS) OF EVALUATION OF ALTERNATIVES
VARIABLES AS DEPENDENT (STEP-WISE MULTIPLE REGRESSION METHOD)***

Model	R	R ²	Adjusted R ²	Std. error of estimation	F(ANOVA)	Sig. level	β	t	P value	Durbin Watson
1	0.19	0.03	0.03	0.75	11.00	.001	0.07	1.34	.001	2.02
2	0.24	0.06	0.05	0.74	9.76	.000	0.16	2.84	.000	
3	0.28	0.08	0.07	0.73	8.60	.000	0.15	2.47	.000	

a. Predictors I: (Constant), FV

b. Predictors II: (Constant), FV, PFT

c. Predictors III: (Constant), FV, PFT, EAP

d. Dependent variable: Family views and various other factors like reputation of brands, eco-friendly products, price and health influence the selection of best alternative.

*Source: Survey

TABLE 4.32: CORRELATION BETWEEN HERBAL PRODUCT PURCHASE DECISION AND LONG-TERM HEALTH EFFECTS, CONSUMERS' BUDGET & PEER GROUP INFLUENCE***

S.No.	Statements	PD1	PD2	PD3	PD4	PD5	PD6	PD7	PD8	PD9
PD1	Peer group influences my purchase decision • Pearson Correlation	1								
PD2	Products regularly advertised & promoted are generally purchased • Pearson Correlation	.255**	1							
PD3	Budget remains a vital part in actual purchase • Pearson Correlation	.054	.132*	1						
PD4	Product reputation & image direct purchasing • Pearson Correlation	.151**	.245**	.110*	1					
PD5	Product purchasing depends upon product performance • Pearson Correlation	.151**	.098*	.128*	.338**	1				
PD6	Product is purchased at convenient location • Pearson Correlation	.293**	.147*	.274**	.024*	1				
PD7	Low price is more important than brand name • Pearson Correlation	.142*	.006**	.222**	.047*	.177**	.544**	1		
PD8	Long term health effects of product are taken into consideration • Pearson Correlation	.135**	.234**	.116**	.276**	.300**	.109**	.321**	1	
PD9	Various factors like product promotion, product image, price, peer group and long-term health effects influence your purchase • Pearson Correlation	.274**	.140**	.252**	.014**	.029**	.332**	.089**	.357**	1

**Correlation is significant at the 0.01 level (2-tailed)

*Correlation is significant at the 0.05 level (2-tailed)

***Source: Survey

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