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Journal of
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RESEARCH ARTICLES

- Paradigm Shift In Recruitment Process Through Critical Incident Interview Method: A Review
- Subliminal Advertising: Is It For Real or Is Only Deceptive
- Role Of State In Infrastructure Development For Sustainable Retail Sector Growth
- Indian Cities Need Waste Management !
- Consumer Awareness & Intention To Purchase On Organic Food Products: A Study Conducted In Kolkata
- Cloud Computing Approach For Blood Bank Management System
- Experiential Marketing: Impact of Brand Experience On The Consumers
- Re-engineering Management Education In India For A Borderless World: Issues And Challenges
- Factors influencing Selection of Hospital for Medical Tourist in Delhi and NCR
- The Impact of Abilene Paradox and Management of Agreement (with reference to Cross Culture Leadership Dynamics.)
- A Study on the Role of Social Media for Higher Engagement of Employees (With special reference to Bareilly Region)
- Performance Analysis of Public Sector Mutual Funds and Private Sector Mutual Funds
- Sustainability Makes Business Sense
- Mobile Money As A Catalyst For Cashless Economy and Facilitator To Boosting Financial Inclusion

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- Winner of Academic Excellence Award of UPTU for MBA, B.Tech and B.Pharm in 2009

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About FMS

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UP has been offering its prestigious management programme since 1996. MBA from this college is known for its quality & perfection and recognized by industries for its practical orientations. The alumni of MBA course from this college are working at leading positions in the companies of repute. The Faculty of Management Science department also conducts various value addition activities such as Campus Outreach Programmes, Management Development Programmes, Faculty Development Programmes & Interdisciplinary Seminars.

MBA from this college is ranked No 1 in the affiliating university since the beginning and awarded with Academic Excellence Awards of the university. A high degree of interaction is maintained with industries for imparting practical training. The department offers comprehensive management education blended with Entrepreneurship development, Case study, Economic policy analysis etc. Certification courses in Finance, Insurance, International Business, Project management & HR Management provides extra edge to the students of SRMS Bareilly & they are ready by to move from campus to corporate.

The department is having well equipped Class Rooms, Computer Lab, Seminar Halls, Team Rooms etc. to provide best required infrastructure for effective teaching and learning process. In order to promote research, the department publishes management journal Bizcraft (ISSN: 2231-0231,

RNI No: UPEGN/2007/19207) and its newsletter 'Enterpriser'.

About Journal

Bizcraft, the Journal of Management Sciences (SRMS FMS) is a bi-annual, peer reviewed journal with national circulation.

It publishes original communications of research that advances, illuminates Management science and that educates the journal readers.

Manuscripts dealing management aspects will be considered for publication, provided. They contain results of original investigations. Articles need to be of general interest - e.g., they cross the boundaries of specialties or are of sufficient novelty and importance that the journal's readers, whatever their specialty, should be made aware of the findings.

Research papers reporting original research, review articles, correspondence on published articles will also be considered. Papers of routine nature which are merely records of interesting cases as also those dealing with modifications of routine methodology will not be encouraged.

The SRMS FMS prefers the original research work done by Faculties or Management for their research work.

The SRMS FMS strongly discourages duplication/reduplication of data already published in other journals. If and when duplication is detected after publishing in SRMS FMS, the journal will be forced to 'retract' such articles.

All papers submitted to SRMS FMS are subject to peer review process. All accepted papers will be suitably edited before publication.

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Editor's Profile



Prof. Dr. Mamta Gaur

Prof (Dr) Mamta Gaur is Professor in Shri Ram Murti Smarak College of Engineering and Technology, Bareilly. She was Dean and PGP Chair in Vel tech Business School, Vel Tech University before taking up current assignment . Dr. Gaur has rich and a vast experience of 16.9 years in teaching. She is also recipient of

Teaching and Research Excellence Award – by GRABS Educational society in 2017 and Best Teacher Award in Financial Management (Vijayavani National Educational Leadership Award) in 2015 during Asia pacific HRM Congress from 11-12 September 2015.

She is also reviewer, editor and member editorial Board in various prestigious journals like JAST (Journal of Agricultural Science and Technology), Pezzottaite Journals , Academic Journals Online - Commerce & Economics (www.academicjournalonline.co.in), AR Research Publication and Conference World, International Journal of Environmental Technology and Management (IJETM) (Inderscience Journal), International E-Journal on Innovative trends in Science and Technology and BIZCRAFT (The Journal of Contemporary Management Perspective), FMS, SRMSCET, Bareilly

She has received her Master in Business Administration from IMS, Jhansi and Doctorate in Management from Bundelkhand University, Jhansi. Prior to joining Vel Tech Business School, Dr. Gaur was associated with Galgotias University, IILM-GSM as a Associate Professor of OB & HR. She has served Institute of Management Studies and Institute of Economics and Finance, Bundelkhand University as a Assistant professor for 6 years. She carried out both Academic and Administrative roles. She has Research Gate Score of 3.49 (15 Percentile). She has published 28 papers and 19 articles in the well known national and international journals and conferences. She also has 3 case study publications and 3 books to her credit.

Editors Message

Dear Readers,

It is a great honor for me and my team to work in the area of publication and we feel glad to accomplish our task of coming up with next issue of BIZCRAFT Journal of Contemporary Management Perspective for our readers.

Welcome to the BIZCRAFT Journal of Contemporary Management Perspective. BIZCRAFT is a bi annual, peer reviewed, broad-scope publication aiming to publish high-quality research and expert knowledge on topics that guarantee the functionality of the building stock throughout management domain for the enhancement of research in different areas of management. The aim of the BIZCRAFT is to give a highly readable and valuable addition to the literature which will serve as an indispensable reference tool for years to come hence strong emphasis on interdisciplinary issues has been given as we're conscious that many complex problems in the management require multi-disciplinary solutions. .

We are pleased to publish the Volume 11 Issue 1, which includes different issues of Innovation and Integration of Management Practices & Technology for Global Competitiveness and Domestic Trends that are relevant for contemporary debate. Nowadays, supply chain integration, innovation and technology transfer has become the most important source of economic growth and development. No one who has passed from the 20th to 21st century can deny that the world today has become significantly more competitive. With the advent of instantaneous communications and relatively fast transportation systems, there is truly a global manufacturing base where products can be sourced at competitive prices. It is essential that companies embrace these changes in the business environment to ensure their growth or, in some cases, survival.

Innovation is an idea, concepts, practice or object that is perceived as new by an individual or other unit of adoption. Innovation is also seen as a process of idea creation, a development of an invention and the beginning of a new product, process, technology, systems or service to the market so as to solve problems to the community. Currently innovation is an essential element for economic progress of a country and competitiveness of manufacturing industry. This provides, the appropriate degree of integration and collaboration and a core catalyst for better performance in the supply systems. However,

Dr. Gaur has conducted workshop, international Conferences / seminars in emerging trends in Management, communication skills, training and development, joyful organizations, leading India in Management Education, and knowledge management and MDPs for various organizations such as Madhya Pradesh Electricity Board, UP Jal Nigam, SBI- Jhansi and City Hospital-Farrukhabad. She has been associated with Sanjeevani (NGO), Qutub institutional Area, New Delhi for imparting Training in Counseling Skills . Has done programmes for managers in private and public sectors on issues in people management strategies, diversity management and employee relations. She commands in teaching Business taxation, Financial Management ,Strategic Human Resource Management and Organizational Behavior through innovative teaching methods. The other interest areas of teaching are International Business Management , Global HRM, Diversity Management , Performance management system, Compensation management , Strategic Change through People Management Strategy, leadership development, New Industrial Relations, and Social Security Issues for Organized as well as Unorganized Sector Workforce and Employment Law. Her major areas of research and consulting are Financial Management and Performance Management System, Compensation Management, HR as Service concept, Creating role directory, Strategic Change through People Management Strategy, Joyful Organization, Strategies for Flexibility and Change.

the process of innovation, knowledge is an essential element and in the present competitive environment innovations help gains an advantage over other organizations. Since innovations are and will surely continue to be a means for organizations to survive in today's turbulent and highly competitive environment. Innovations are a key source of a competitive advantage that determines the economic success of each organization. Also organizations wish to survive and grow in today's turbulent environment, they have to make every effort to introduce an innovative approach and creativity,

As the Editor-in-Chief of the BIZCRAFT, I take this opportunity to express my sincere gratitude to authors who have chosen the BIZCRAFT to disseminate their research. Further, I would like to thank Managing Editor and other supporting staff at Shri Ram Murti Smarak College of Engineering and Technology, Bareilly for the success of this Journal.

Too often we forget that a journal, even a scientific journal, can survive only if it meets the expectations of its readers and is fruitful to them. However, authors, before being authors, were readers; and every new work is – and shall be – inspired by a thorough literature search. New results shall always be validated by comparing them with the already existing ones. Moreover, today's readers will probably be tomorrow's authors. If we offer them a qualified, broad insight on the most innovative works in the management field, we not only serve them, but we also contribute to educate new generations of authors, thus ensuring a bright future for this journal.

We are more than happy to receive contributions for our next issue from academicians, scholars and practitioners to ensure the consistency and the success of the Journal. We welcome comments and suggestions that would advance the objectives of the Journal and help in progressing and improving to meet target of quality. I hope that these Issues will help us to better serve our readers.

We are very much grateful to our friends and all involved and contributed a lot in accomplishing this piece of work to be a successful one. All this can be achieved through constant feedback from our readers. So, please, do not hesitate to contact me with your comments, complaints and suggestions. They will surely help me in making this Transaction more and more useful and desirable.

We look forward to welcoming your submissions.

With best wishes,
Prof. (Dr.) Mamta Gaur

Leadership Challenge: Managing the organizational Agility



Dr. Anant Kumar Srivastava
Editor-in-Chief

If we analyse the organizational expenditures we could find that in most of the cases human capital is typically among the largest financial expenditure most organizations make. The organizational leaders for best performing companies have learned that the human capital must be managed strategically and efficiently. The process is complex as it requires understanding of motivational factors of the workforce. The engagement and reward system for the employee need to be carefully developed to meet strategic vision of the organization. Hence, the HR managers and senior business leaders work together to develop a system of performance management through which they can justify the recommendations for pay increases, incentive plans, employee-benefits programs and investments in nonfinancial rewards such as career development, recognition and organization climate improvement.

In recent years, senior executives have placed more importance on human capital in terms of optimizing productivity and cost effectiveness, engaging employees, developing and retaining talent and aligning the rewarding of human capital with business strategies. For a sustainable and performing organization everyone agreed that it's important to reward such employees who meet or exceed performance standards. By acknowledging the contributions of the employee and the impacts of those contributions, organizations are showing their value to the team, department and company also.

There are two general types of rewards that motivate people, intrinsic and extrinsic. Intrinsic motivation is internal to the person in that it is perceived to offer something to them and is driven by personal interest or enjoyment in the work itself. Because intrinsic motivation exists within the individual, achieving it does not depend on others. Some people believe that the most powerful rewards come from inside a person.

At this stage it is a thought provoking question that what should be the acceptable established basis for such reward. The recognition system must be balanced within intrinsic and extrinsic rewards. Further, it should be simple, appears fair and equitable to all involved, and encourages continued, similar behavior from that person and other employees. It must have be oriented in such a way the, no one sets out to be a discouraged. The philosophy of recognition and reward system is based on the notions that everyone wants to do a good job, learn how to improve if they have missed the mark, and earn a reward the next time around. So, an employee performance evaluation gives employees who aren't meeting expectations a baseline to learn how to improve in order to be viewed as successful in the future.

Generally speaking, employees want to do well and be appreciated for their hard work. The employee performance evaluation is the tool that provides the measurement for creating a pay-for-performance culture within an organization. This practice will go far in creating a workforce that is engaged, productive and loyal.

A motivated workforce can be a significant factor in organizational success. When employees are motivated to work at higher levels of productivity, the organization as a whole runs more efficiently and is more effective at reaching its goals. This is in contrast to an unmotivated workforce, who can negatively disrupt an organization and distract employees from their work. For this reason, it is imperative that senior managers must understand the power of reward systems and how they are used to influence employee behavior.

The sense of accomplishment and value of the recognition to be felt by the employee are to be perceived the senior managers to ensure the positive impacts of the reward systems. Intrinsic motivation provides that personal pat on the back or natural high that reflects a person's ability, competency, growth, knowledge and self-control over their endeavors. Employees who are intrinsically motivated tend to work at higher levels of productivity and strive to develop professionally. Intrinsic rewards include things such as: personal achievement, professional growth, sense of pleasure and accomplishment.

Extrinsic motivation on the other hand is based on tangible rewards. Unlike intrinsic motivation that is self-administered, extrinsic motivation is external to the individual and is typically offered by a supervisor or manager who holds all the power in relation to when extrinsic rewards are offered and in what amount. Extrinsic rewards are usually financial in nature, such as a raise in salary, a bonus for reaching some quota or paid time off. However, extrinsic rewards can also be as simple as getting the better office, verbal praise, public recognition or awards, promotions and additional responsibility. These material rewards can be motivating to employees because pay, time off, advancement and recognition are important to most workers. An extrinsically motivated person will work on a task that they do not particularly care for simply because of the anticipated satisfaction that will come from that also.

In today's era the greatest asset an employee can offer an organization is their intelligence, experience, problem solving ability and change-savvy persona. According to Herzberg, intrinsic rewards should be much stronger than financial rewards in increasing employee motivation. This is not to say that employees will not seek financial rewards in addition to intrinsic rewards, rather it just means that money is not enough to maximize motivation in most employees. People want to feel like their contributions matter. To help employees with their intrinsic motivation, managers should provide meaningful work and allow the workforce to make choices through a high level of autonomy. It must be intended to provide opportunities for employees to show their competence in areas of expertise and facilitate professional development so that employees can expand on their level of knowledge. It should also be oriented to offer frequent opportunities for employees to reward themselves and allow employees the opportunity to connect with those with whom they serve to obtain valuable feedback. It will ultimately give them a path to monitor their progress with milestones along the way.

Hence, a balance between intrinsic and extrinsic rewards are required to keep the workforce motivated within the organizations.

Dr. Anant Kumar Srivastava

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PARADIGM SHIFT IN RECRUITMENT PROCESS THROUGH CRITICAL INCIDENT INTERVIEW METHOD: A REVIEW

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Assistant Professor

SRMSIBS, Lucknow

Abstract

In the era of Liberalization, Privatization and Globalization where all the professional organizations are competing well to ensure their sustainable presence in the market globe by defeating each other. The organizations in the race are trying to absorb the most eligible and efficient workforce in them so that their sustainability in the market would be for more time in all aspects.

So the responsibility on the shoulders of the Recruitment Manager in the organization has been doubled to go for such selections at his end so that the absorption, induction and retention of the employee will be in the company for much reasonable time period to develop higher Return on Investment (ROI) of Recruitment and Selection process.

The present paper focuses attention on the Need and Prospects of Shifting towards Competence based recruitment from older Knowledge based recruitment through Critical Incident Interview Method as the most effective tool to ensure sustainability in the process.

Keywords: Liberalization, Privatization, Globalization, Competency, Induction, Return on Investment (ROI)

Introduction

Key to any effort to recruit and select individuals is a valid and reliable assessment of the individual social and emotional competencies demonstrated by superior performers in a given role or department. The Critical Incident Interview (CII) is the core tool used in competency needs assessment and individual assessment and is ideally suited to detect differences between individuals in the key areas of social and emotional intelligence. The CII protocol asks people to describe, in considerable "short story" narrative detail, the most critical incidents (the 5% which account for 95% difference of their performance results) on their jobs.

The studies of Sir Francis Galton are said to have laid the foundation for the Critical Incident Technique, but it is the work of Colonel John C. Flanagan, that resulted in the present form of CIT. Flanagan defined the Critical Incident Technique as 'A set of procedures used for collecting direct observations of human behavior that have critical significance and meet methodically defined criteria'. These observations are then kept track of as incidents, which are then used to solve practical problems and develop broad psychological principles. A critical incident can be described as one that makes a contribution—either positively or negatively—to an activity or phenomenon. Critical incidents can be gathered in various ways, but typically respondents are asked to tell a story about an

experience they have had.

CIT is a flexible method that usually relies on five major areas. The first is determining and reviewing the incident, then fact-finding, which involves collecting the details of the incident from the participants. When all of the facts are collected, the next step is to identify the issues. Afterwards a decision can be made on how to resolve the issues based on various possible solutions. The final and most important aspect is the evaluation, which will determine if the solution that was selected will solve the root cause of the situation and will cause no further problems. The Critical Incident interview method may include Behavioral Patterned Description Interviews (BPDIs), Behavioral Events Interviews and Criterion Referenced Interviews.

The Literature Review

The literature study on Interview methods with respect to Critical Incident Interviews (CII) is limited as this concept of recruitment process has been into the picture since few years back only.

All employers are searching for the very best employees available, but very few know exactly how to increase their odds of finding just the right person (Mills, 2007). Human resources are critical for effective organizational functioning (Griffin, 2006). Its importance stems from increased legal complexities, the

recognition that human resources are valuable means for

improving productivity, and the awareness today of the costs associated with poor human resource management (Wright and McMahan, 1992). The interview is an extremely common selection method and has a high predictive validity for job performance (Robertson and Smith, 2001), indicating many factors that are relevant for the communications job, including cognitive ability (Huffcutt et al., 1966), oral skills (Campion et al, 1988), social skills (Searle, 2003) and person-organisation fit (e.g. Harris, 1999).

Allport (1937) identified key attributes of interviewers as Breadth of experience and from diverse backgrounds, above average intelligence and have self-insight and understanding of others, emotionally stable, well-adjusted, with good social skills, ability to be detached, similar in some way to interviewee and last but not least the expertise in role.

There are many factors in which can bias interviewers, including gender, race, age, appearance, attitude, non-verbal behaviour, physical setting and job market factors (Avery and Campion, 1982), bias towards positive information and even primacy and recency and contrast effects in the ordering of candidates (Asch, 1946), Miller and Campbell (1959) and (Anderson and Shackleton, 1993).

The other contributions to the field can be better understood by the below chart:

CIT- A Five-Step Process

CIT offers a clearly defined, systematic and sequential research process. As envisaged by John Flanagan (1954) it consists of the five following steps:

1. Establish the general aims

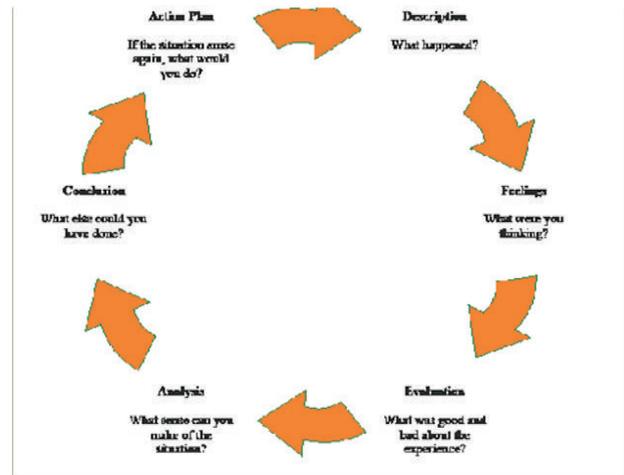
Researcher	Sample	Major focus
Bejou et al. (1996)	Customers and employees of Swedish and US airlines	Identified factors from negative incidents and classified them into causes, processes and results
Bitner et al. (1990)	Customers of airlines, hotels and restaurants	Identified major groups of employee behaviours that contribute to the outcome of service encounters
Bitner et al. (1994)	Staff in tourism and hospitality businesses	Used role and script theory to analyse incidents
Callan (1996)	Guests in UK accommodation	Grouped incident themes according to operational categories
Chell and Pittaway (1998)	Business owners in restaurants and cafes	Identified actions associated with successful entrepreneurial activity in restaurants
Chung and Hoffman (1998)	Guests in hotels	Grouped negative incidents according to operational categories
Edvardsson and Strandvik (2000)	Guests in hotels	Examined outcomes of critical incidents in hotels
Gilbert and Morris (1995)	Business travellers and hotels and airlines	Listed themes contributing to dissatisfaction
Johns and Lee-Roes (1997)	Guests in small hotels	Coded episodes using existing lists of service quality dimensions
Johnson (2002)	Gamblers	Used themes in incidents to suggest service quality factors for gaming establishments
Liden and Skalen (2003)	Customers in hotels	Examined the impact of service incidents and service guarantees on customer behaviour
Rutherford and Umbreit (2002)	Meeting planners perceptions of hotels	Identified key themes associated with positive interaction between

2. Establish plans and specifications
3. Collect the data
4. Analyze the data
5. Interpret and report the data

Critical Incident Interview Model

Critical Incident Interview Method - An Ideal tool for Human Resource Planning

1. Hiring must be based on a valid assessment of competencies most closely associated with objective



performance and not based on intuition.

2. Poor selection decisions cost organizations dearly in terms of productivity, morale, and wasted resources
3. Competency-based promotions and placements increase the likelihood of good job and person fit that lead to superior performance
4. Understanding the process of competency modeling ensures HR applications such as recruitment, selection, and training focus on the specific competencies that account for superior performance
5. Executives, HR officers, and Executive Education experts can use competencies to identify skill gaps and training needs that can be measurably improved
6. Coaches and Mentors need assessment techniques that take into account aspects of the context in which their coaches operate. Assessments based on Critical Incident Interviews provide an engaging methodology which allows you to understand competencies in the context of specific roles
7. Competencies naturally lend themselves to Return on Investment (ROI) evaluation and allow you to quantify the contribution of HR programs to the

strategic objectives of the organization.

Critical Incident Interviews: An ideal assessment of competencies and other situational factors

1. What was the situation (what do superior v. average performers consider “critical” situations?).
2. How the interviewees become involved in the incident (proactive, took initiative to make something happen or reactive, responded to situation presented).
3. Who else was involved in the incident (i.e. just self, direct reports, other teams or top management, customers, contractors, government officials, external professional organizations)
4. What the interviewee observed, paid attention to, sought information about.
5. What the interviewee wanted to accomplish in the situation.
6. How the interviewee felt (e.g. self-confidence, self-control, optimism v. depression, challenged vs. overwhelmed-- and how these feelings were dealt with).
7. What the interviewee thought about what they observed.
8. What the interviewee actually did in response to specific situations.
9. What outcomes did the interviewee consider critical or significant.

Behavioral Event Interviews : The Highly preferred CII Method

The purpose of the Behavioral Event Interview is to assess the personal capabilities and characteristics - abilities, traits, motivations - of the person being interviewed in order to guide him/her to a job, career, training, or educational opportunity that matches his/her capabilities. To meet this objective it is necessary to find clear evidence that the person has been able to demonstrate the capabilities and characteristics necessary in past situations.

Both research and common experience tell us that *the best predictor of how a person will behave in the future is how he or she has behaved in the past*. The interview, by getting the person being interviewed to focus on "high points" from the past, helps us get a good picture of a person's capabilities and of the kinds of situations that are likely to encourage or discourage the demonstration of these capabilities in the future.

In order for you to be sure an individual has the capabilities that will be needed; you should try to get some degree of proof that he/she demonstrated these capabilities in the past. Ideally, we would like the opportunity to see the person in a

real situation and see how he/she handles it, noting what he/she does and says. This is not only unrealistic, but it does allow you to know about two very important aspects of a person's activity which are not directly observable: his/her thought processes and feelings.

The Behavioral Event Interview is the next best thing to direct observation of a person in a real setting. It pushes the person being interviewed to recall in detail what he/she *did* and *said* in key situations as he/she was re-living them. And the interview is *better* than direct observation in that it allows you to review what the person was *thinking about* and *feeling* during the situation itself.

The Behavioral Event Interview is designed to help you get the kind of detail that makes it seem as if you were present at the time things actually happened. It allows you to gather evidence for critical capabilities in a way that is most likely to ensure that a person both possesses these capabilities and is likely to demonstrate them in situations that require them in the future.

Critical Incident Interview: The Advantages

1. The ability to identify and understand the unique expression of competencies in any cultural or organizational context. By contrast, survey instruments only find what their items ask about.
2. Ability to see the expression of competencies in the context of specific tasks associated with key roles within the organization. In this way, the process provides insight into how individual competency profiles might fit changing roles and responsibilities.
3. The process produces compelling qualitative information which can be incorporated into executive summaries to promote understanding of how competencies manifest. Specific vivid stories provide powerful examples for communication of what situations and competency behaviors are like in an organization's specific environment and make for excellent content for case studies and simulations to be used in training and developing specific competencies.

Critical Incident Interview: The Disadvantages

1. A first problem comes from the type of the reported incidents. The Critical Incident Technique will rely on events being remembered by users and will also require the accurate and truthful reporting of them. Since critical incidents often rely on memory, incidents may be imprecise or may even go unreported.
2. The method has a built-in bias towards incidents that happened recently, since these are easier to recall.
3. Respondents may not be accustomed to or willing to take the time to tell (or write) a complete story when describing a critical incident.

4. Since this method is based on incidents it does not say anything about the everyday situation so it is not very representative.

Critical Incident Interview Method- Some Relevant Questions by Recruiters

1. Can you walk me through a typical work-day?
2. When you think about your job, what are some of the problems you encounter?
3. Can you tell me a specific personal example about a time you experienced this problem? Whose problem was it? What is a possible solution?
4. When you think about your job, what are some of the successes you encounter?
5. Can you tell me a specific personal example about a time you experienced this type of success?
6. Some people think that service workers never have to think during their job. Do you agree or disagree with this idea? Can you tell me a specific personal example from your own working life?
7. Some people think that service workers are lazy. Do you agree or disagree with this idea? Can you tell me a specific personal example from your own working life which backs up your interpretation of this idea?
8. Some people think that service workers are dishonest. Do you agree or disagree with this idea? Can you tell me a specific personal example from your own working life which backs up your interpretation of this idea?
9. Some people think that service workers don't have any pride in their work. Do you agree or disagree with this idea?
10. Can you tell me a specific personal example from your own working life which backs up your interpretation of this idea?

Conclusion

Since Critical Incident Interview Method has shown the recruiters a new style of Recruitment and Selection and for sure it has come up with less complexity and better output in complete mechanism. By this method the recruiter is saving much of his time, the money and getting the right employee for his job station without many intricacies. Since this method of recruitment is more based on behavioral aptitude and situational contingencies and so the much justified output can be expected in comparison to conventional types of interview methods.

Overall, we can conclude this method of recruitment as more scientific, more logical, providing better Return on Investment and proved absolutely as the need of an hour.

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“SUBLIMINAL ADVERTISING: IS IT FOR REAL OR IS ONLY DECEPTIVE”

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Abstract

Promotional Messages the recipient is not aware of, such as those played at very low volume or flashed on a screen for less than a second is what we refer to as Subliminal Advertising. Its effectiveness is not supported by scientific evidence, and its use is considered a deceptive business practice in some jurisdictions. Those who believe in the power of subliminal advertising would argue that if you'd seen those words flashed at you for a fraction of a second, without your conscious awareness that you ever saw them, you'd be more likely to do as they say. The claim is that our brain has picked up the message even if we haven't. Advertising can manipulate our emotions, with or without making the process hidden. To balance out the tremendous power of advertising, a person can aim to consider and question how the company is trying to position the product and then weigh whether he really needs what is being sold. This is a big part of why subliminal advertising is considered deceptive. When something is below our level of perception, we miss out on the opportunity to consider the message being communicated to us.

Keywords: *Subliminal, Subliminal stimuli, Subvisual messages, Subaudible messages, Backmasking.*

Introduction

Imagine you are in a theater, waiting for the movie to start. The previews begin, and, all of a sudden, you are extremely hungry! You rush to the concession stand to buy some popcorn and, thankfully, make it back in time to catch the start of the show. After the movie ends, someone in a lab coat with a clipboard comes up to you and asks if you happened to notice the words 'eat popcorn' on the screen during the first preview. You don't remember seeing them, but do remember that you suddenly became very hungry when the previews began. Do you think you were the victim of subliminal advertising? The term subliminal message was popularized in a 1957 book entitled *The Hidden Persuaders* by Vance Packard.

“Subliminal Marketing” is a mode of promoting messages by stimulating unconscious mind of the recipient, without him/her even knowing about it. Subliminal advertising is a kind of marketing where a message is intentionally embedded within an image or sound. Many people might not be consciously aware about being exposed to such implications but will often change their actions and attitudes after viewing/listening to the advertisement.

Our senses are constantly being bombarded with enormous amount of information, only a small percentage of data reaches our consciousness, however our subconscious mind absorbs almost everything.

Subconscious mind is fed the information and it absorbs like a sponge.

Today an average supermarket contains varied options of consumable items and billions are spent on advertising each year, with figures growing exponentially. To separate the best from the rest, advertisers have come up with this novice concept of subliminal marketing. It's a technique of exposing the consumers to images of the product, brands, without the consumers being consciously aware of. Once the customers are exposed to such stimulus, the brain of the customer is believed to decode the information by itself and act upon it without the power to acknowledge a communication stimulus.

A successful subliminal advertisement is one that inconspicuously entices consumers to buy and use various products and services.

There are three identifiable means of subliminal simulation for which strong behavioural effects have been claimed.

- First involves very briefly visual stimuli presented for a very brief duration.
- Second is the use of accelerated speech in low volume auditory messages.
- Third is the embedded and hidden erotic imagery in print advertisements.

History of Subliminal Advertising

In the 1950s, a researcher named James Vicary coined the term to describe what he claimed he found in his popcorn experiment. He argued that sales of concessions had increased based on the split-second flashing of visual stimuli suggesting people make these purchases. Vicary

later retracted his claim, but the thought was an intriguing one for the public. Can we be made to take actions based on information received below our conscious awareness? People thought the obvious: How scary is that?

Years later, when a 1973 ad for a board game named *Husker Du* included the flashing of the words 'Get It,' the ad was removed from the air. The incident led to the Federal Trade Commission's official stance against the ads. The Commission saw these ads as deceptive and banned the practice of using subliminal ads, even though there wasn't definitive research to prove the effects. Even now, the question of whether we are affected by subliminal marketing is up for debate.

Subliminal Messages

The use of **subliminal messages** - hidden words or images that are not consciously perceived but may influence one's attitudes and behaviors - has been controversial for decades. Although the idea of using subliminal influence in an audio recording to help lose weight or stop smoking is appealing to many, the idea of it being used to make us buy something or do something we would not otherwise do is appalling. But, do subliminal messages really work? Is subliminal advertising a valid persuasion technique, capable of changing our attitudes and even our behavior? Let's look at the evidence gathered from research, both inside and outside of a laboratory.

A subliminal message is a signal or message designed to pass below (sub) the normal limits of perception. For example, it might be inaudible to the conscious mind (but audible to the unconscious or deeper mind) or might be an image transmitted briefly and unperceived consciously and yet perceived unconsciously. This definition assumes a division between conscious and unconscious which may be misleading; it may be more true to suggest that the subliminal message (sound or image) is perceived by deeper parts of what is a single integrated mind.

Subliminal Messages in Advertising

A form of subliminal messaging commonly believed to exist involves the insertion of "hidden" messages into movies and TV programs. The concept of "moving pictures" relies on persistence of vision to create the illusion of movement in a series of images projected at 23 to 30 frames per second; the popular theory of subliminal messages usually suggests that subliminal commands can be inserted into this sequence at the rate of perhaps 1 frame in 25 (or roughly 1 frame per second). The hidden command in a single frame will flash across the screen so quickly that it is not consciously perceived, but the command will supposedly appeal to the subconscious mind of the viewer, and thus have some measurable effect in terms of behaviour.

A recent review of functional magnetic resonance imaging (fMRI) studies shows that subliminal stimuli activate specific regions of the brain despite participants being unaware. Visual stimuli may be quickly flashed before an individual can process them, or flashed and then masked,

thereby interrupting the processing. Audio stimuli may be played below audible volumes or masked by other stimuli.

Types of subliminal messages:

1. **Subvisual messages** – visual cues that are flashed so quickly (generally a few milliseconds) that people don't perceive them.
2. **Subaudible messages** – low volume audio cues that are inserted into a louder audio source, such as music.
3. **Backmasking** – an audio message that is recorded backwards, with the intention of playing it forward to disguise the reversed message.

Real-World Evidence by James Vicary and its conclusions

- Various types of studies of subliminal perception have been conducted. For example, of whether anaesthetized patients are completely unaware whilst apparently completely asleep/unconscious. Although the patients themselves report no knowledge of events whilst they are anaesthetized, more indirect methods of examining what they can recall confirm that information is perceived without any conscious awareness.
- First, the scenario is where there was 'eat popcorn' flashing on the screen is a real-world example of a strategy used by James Vicary in the late 1950s. He claimed that he flashed the messages 'drink Coca-Cola' and 'eat popcorn' on the screen during the previews and that sales at the concession stand dramatically increased as a result. However, the results could never be replicated.
- On 12 September, 1957, James Vicary at a studio in New York, called a press conference. James Vicary astonished the assembled reporters by announcing that he'd repeatedly flashed the slogans "Drink Coca-Cola" and "Eat popcorn" throughout a movie, too fast for conscious perception. As a result, he claimed, sales of popcorn had risen 18.1% - and Coke by 57.7%. This, he declared, was "subliminal advertising".
- Vicary thought his fellow Americans would cheer this prospect - annoying cinema and TV ads could now be replaced with his imperceptible flashes.
- His story took a more serious blow when the manager of the cinema involved told *Motion Picture Daily* that the experiment had had no impact. In 1962, Vicary finally confessed that he hadn't done enough research to go public and that he regretted the whole thing.
- One company that tried was the Canadian Broadcast Corporation, who subliminally flashed the message 'phone now' more than 350 times during a popular TV show. However, this subliminal message had no effect whatsoever on the number of calls received. In

fact, when viewers were asked to guess the message displayed, not a single person responded correctly.

- A few years after both of these experiments, Vicary's original claim was discovered to be a hoax. There is actually no evidence to support any claims of successful subliminal advertising. The numerous studies that have been conducted since the '50s confirm that the types of subliminal messages encountered in everyday life have absolutely no influence on people's behavior. Unfortunately, hidden commands do not make us line up at the concession stand or make calls more than we usually do, nor do they make us lose weight or quit bad habits.

Experiments of Johan Karremans, Jasper Claus and Wolfgang Stroebe

- At the University of Utrecht in 2006, a team of experimental social psychologists, Johan Karremans, Jasper Claus and Wolfgang Stroebe, did manage to make subliminal advertising itself work - in strict laboratory conditions, provided a series of limiting factors are in place.
- They replicated their results, and published their findings in the Journal of Experimental Social Psychology.
- Working under the guidance of Stroebe, an experiment was devised in which 98 participants volunteered to take part. Stroebe and his colleagues' research suggested that if we knew subliminal advertising is at work, it was ineffective, so it was only afterwards that what was being tested was revealed.
- Also, the Dutch research indicated that advertising a specific drink brand with subliminal flashes was only effective if the audience actually wanted a drink. So it had to be a brand that was perceived as thirst-quenching.
- So a pre-test survey was conducted to find a drink brand that might work. As with Stroebe's pre-test, the responses suggested that Lipton Iced Tea fitted the bill.
- When the volunteers arrived, they were given crisps in an attempt to make them thirsty. They were made to sit in a theatre and divided into two groups, half with red blindfolds and half with black.
- They were shown the same three-minute clip from the BBC/Kudos drama Spooks twice, but each time one group wore the blindfolds. The clip watched by the group with red blindfolds contained a 10-millisecond flash, every five seconds, of the word "Lipton", using a technique developed by BBC Research and Development
- The participants, members of the audience of Radio 4's science show The Infinite Monkey Cage, were

then offered a choice of two drinks - Lipton Iced Tea or a brand of mineral water - and asked to complete a questionnaire.

- Strikingly, there was no significant effect.
- For all participants, a few more people in the test group picked Lipton, but not enough to be statistically significant. When we removed those likely to have been immune to the subliminals - i.e. those who would have picked Lipton anyway, and those who dislike it and would never pick it, slightly more people in the control group picked Lipton, but this difference was not significant either.
- Their work suggested that subliminal advertising was only effective with products that people knew of and somewhat liked. The flashes made the brand name more "cognitively accessible", their theory went, so it wouldn't work with very high-profile brands - you couldn't make a brand like Coca-Cola much more familiar to people than it already is.

Limitations as concerning Subliminal Advertising

- Limitation with presenting subliminal stimuli is to take into account the varied threshold level of each individual. In order to preclude detection by those with relatively low threshold level, the stimulus would have to be so weak that it would not reach viewers with high threshold level.
- Another constraint lies in the fact that integration of subliminal stimuli into ongoing supraliminal material is not an easy task because of the timing of the blank interval, before and after the supraliminal material. Too short interval will result in masking of subliminal message by supraliminal and too long interval will lead to subject inferring the presence of stimuli.
- The various experiments and tests done by various scientists over the matter do not shed much light on the effects of subliminal stimuli. Thus scientifically, subliminal advertising is not a proven method for marketing.
- Subliminal messages used in advertising, are most of the time consisting of brief visual or audio messages that our brain does not consciously register what it has seen or heard. Most of the time, there is less than 25% chance that the message will be noticed by the conscious mind, and is used to provide stimulus for action.

Conclusions

- Subliminal Advertising does exist. In actual fact, very little marketing agencies endeavor to insert such message due to the strong impact that they can exert on the audience, which would lead to overwhelming bad press that would be received if the subliminal

message was found out. This puts off any likely advantages that the subliminal advertising may bring.

- Many psychologists believe that our day-to-day actions are sometimes governed by our unconscious and subconscious selves. It has been suggested that advertisers use subliminal messages to persuade us to purchase the products they are trying to sell.
- Subliminal messages can be tailored to our specific positive affirmations that we want our subconscious mind to absorb. Then they can be embedded behind music, sounds, or white noise so that we can go on doing what we need to consciously do, such as work, study, or concentrate on driving, but still penetrate our subconscious mind that is always listening.
- While it is yet to be sufficiently proven that the brief subliminal messages can affect our behaviour without our knowledge, it is still arguable that subliminal advertising can be more effective than normal means of promotional communications which people are consciously aware of.
- Aging anxiety about the supposed power of subliminal advertising has never gone away. Ever since the 1957 panic, it has been banned in the UK. So is all this anything more than a hangover from sci-fi-style Cold War worries about mass brainwashing?
- Psychologists have long agreed that flashing words too quickly for the conscious mind to register can have some limited effects in the lab.
- over the years there have been literally hundreds of studies"...these studies show that considerable information capable of informing decisions and guiding actions is perceived even when observers do not experience any awareness of perceiving".
- Various work done by the social scientists suggested that subliminal advertising was only effective with products that people knew of and somewhat liked. The flashes made the brand name more "cognitively accessible", their theory went, so it wouldn't work with very high-profile brands - you couldn't make a brand like Coca-Cola much more familiar to people than it already is.
- Those who believe in the power of subliminal advertising would argue that if you'd seen those words flashed at you for a fraction of a second,

without your conscious awareness that you ever saw them, you'd be more likely to do as they say. The claim is that our brain has picked up the message even if we haven't.

- The argument goes that you'd feel more compelled to consume the tasty treats as a result of these subliminal visual stimuli. And the weird part is, you wouldn't even know why you were craving them because the messages were below the threshold of your perception.
- Our consumption can be influenced without our awareness, be it due to exposure to stimuli we don't detect or stimuli we do detect but which influence us outside awareness.
- Subliminal advertising is notorious form of marketing that has been in use for a long time and it has been made illegal in some countries as well. Most people in India are not aware about the subliminal advertising. It is one of the devious methods in marketing that is used to attract the consumer by practise of triggering response in them by surpassing the conscious faculty of mind. This makes it easier for the brands to infiltrate information, personal choices, habits and trends.
- Subliminal stimuli contrary to supraliminal stimuli or "above threshold", are any sensory stimuli below an individual's threshold for conscious perception.
- But the final and crucial question, raised by Vicary's dubious claims, and never finally settled, is this - can we take all this out of the lab, beyond its strict controls, and reproduce it in the messiness of real life, on a mass scale?
- Whilst it is not yet sufficiently proven that the brief subliminal messages can influence our behaviour without our knowing, it is still arguable that subliminal advertising can be more effective than normal means of promotional communications which people are consciously aware of.

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ROLE OF STATE IN INFRASTRUCTURE DEVELOPMENT FOR SUSTAINABLE RETAIL SECTOR GROWTH

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Abstract

For a decade the business sentiment in India has grown considerably centered on the fundamental economic plotting as the business man from India and from other parts of world is taking risk to explore the different business models and the retail sector, the age old highest employer is a buzz word for them. The organised retail in India has gone many steps ahead making it one of the lucrative sectors for big business houses to take their chance in this sector. Though the retail sector no doubt is the biggest and most promising field which can give Indian economy a good boost might face biggest crisis in the future of the basic requirement of the sector will not be given priority. Hence for the sustainable and continuous growth of the retail sector there is a need of the government's role in providing adequate infrastructural back up. This research paper examines the role of Role of State in Infrastructure Development in Recovering Economy for the Sustainable Growth in Retail Sector. In this paper we have used standard differentiation technique where we observed the role of state in infrastructure development for Sustainable Growth of Retail Sector is maximum in a recovering economy.

Key Words: Organised Retail, Sustainable Growth, Recovering Economy, Standard Differentiation, Infrastructure Development.

Introduction

For a decade the business romanticism in India has grown considerably centered on the fundamental economic plotting as the business man from India and from other parts of world is taking risk to explore the different business models and the retail sector is one of the most talked about sector today. It is the fundamental principle of nature that the opportunity births out from the culture and nature of the people who live in. Traditionally the Indian economy is based on 33% Vaishya or people who are primarily business man and out of them more than 70% were local business class who believes in providing service to local people from rich to poor, and retailing hence is the prime business for then who were earlier known as sahuksars.

Retail can be defined as the sale of products categorized under goods and services from individuals or businesses to the end-user and these retailers are the part of integrated system popularly known as the supply chain. A retailer purchases goods in large quantities from the respective manufacturers directly or through an agent known as wholesale, and then sells in smaller numbers to the final user i.e. the consumer for a profit. Retailing is a process can be carried out in either fixed locations like stores or markets, door-to-door or online delivery. The retailing is divided in two major parts one is organized retailing another is unorganized retailing. The penetration of organized retailing is higher in developed world where as in developing world the footprint of organized retaining is quite low and insignificant limited to somewhere 7% in

upcoming economies like India. In the late 2000s, an amassed amount of retailing is done using online websites, electronic payment, and then delivered via a courier or via other services. The term "retailer" is also applied to the service providers also. Retailing that jostle around the availability of shops that may be available on residential streets, streets with few or no houses or in shopping malls, whereas the shopping streets that in many cases found in tourist destinations may be for pedestrians only. Sometimes a shopping street has a partial or full roof to protect customers from precipitation. Online retailing, a type of electronic commerce used for business-to consumer (B2C) transactions and mail order, are forms of non-shop retailing. Here it can be concluded that shopping generally refers to the act of buying products, and it is a part of retailing activity.

India's retail market is expected to cross 1.3 trillion USD by 2020 from the current market size of 500 billion USD. Modern retail with a penetration of only 5% is expected to grow about six times from the current 27 billion USD to 220 billion USD, across all categories and segments. 2013 and 14 was little different for the Indian consumers for the first time they were experiencing deals and discounts on their mobiles and smart phones as an alert. To appeal customers, retailers these days have found out newer way and they are now sending personalized messages via SMS or E-mails. As per the report of PWC "the Indian retail landscape is evolving from the brick-and-mortar model to adopt technology for connecting with consumers". The aim is to

attain a complete whole and continuous customer involvement. It's a new world for both retailers and the customers where the latter is treated as the king. It is found that the young Indians spend 25.2% of their time on social networking websites. As we move from the world of skeptics to early adopters to ultimately the tacticians, online retailing and mobile retailing are the new modes of growth.

Literature Review

Monet in 2001 defined sustainable development as: "Sustainable development means ensuring dignified living conditions with regard to human rights by creating and maintaining the widest possible range of options for freely defining life plans. The principle of fairness among and between present and future generations should be taken into account in the use of environmental, economic and social resources. Putting these needs into practice entails comprehensive protection of bio-diversity in terms of ecosystem, species and genetic diversity, all of which are the vital foundations of life". Allen Prescott also viewed "Sustainability is just another way of saying "the good life" as a combination of (a) a high level of human well-being, and (b) the high level of ecosystem well-being that supports it". These two definitions imply "Sustainable Development (SD) implies economic growth together with the protection of environmental quality, each reinforcing the other. In 2005 Spangenberg viewed sustainable development as "A country can develop economically, while maintaining its stock of natural capital and the wellbeing of its population in a healthy state. In this sense, economic sustainability is described as the need to maintain a permanent income for humankind, generated from non-declining capital stocks". Sustainable Development, thus, is "keeping a balance between the human need to improve lifestyles and feeling of comfort, well-being and happiness on one hand, and on the other hand conserving natural resources and ecosystems by safeguarding and maintaining with participatory movement, on which we and our future generations depend".

Rapid infrastructural growth is possible only when the state or the government emphasises on the continuous and healthy growth keeping the demand and supply in mind. With the private players participate in the infrastructural growth the culture and the mind-sets to maximise profit for meeting the investors' wish they exploit the limited resources and this hinders the sustainable growth. The growth in infrastructure development helps in improvement in the living conditions of the people in the region. The healthy living condition raises the interest and harmony in buying behaviour of the people those live in. The ability to purchase raises the tendency of impulsive ness in buying behaviour and this is the reflection of a sound demand driven market and this kind of market witnesses the growth

in retail sector. When an economy is in the process of revival and its movement is found in the positive direction everyone tries to fill the gap between the demand and the supply and to keep this momentum in a steady form there is the requirement of heavy investment in basic facilities so that the consumption appetite of the people should not go down, rather it should grow in slow but in steady way. The sustainable retail sector growth is only possible only when the government will keep its eye on the growth and development of the infrastructure development. Economic progress is the result of continuous growth in production fuelled by growth in capital stock, population growth and technical progress. The economic progress is only possible when the government works for the benefit of the people with the maximum utilisation of capital available with it. The progressive society in a progressive economy is the reflection of the growth or progress in the organised retail sector. The pace of growth can only be maintained with the help of progress in the development in the infrastructure. The sustainable retail sector growth is an input for the sustainable economic growth.

While dealing with sustainable development overall the environmental impacts on human needs need to be taken care of. Phillips in 2009 offered an elaborate model of sustainability, as follows

$$S(t) = E(t) - HNI(t)$$

Where,

$S(t)$ = Sustainable Development at time t

t = Time

E = the environment at time t and

HNI = Human Needs

Each term of the model has further been suitably expanded and differential equations are used to examine the dynamic relationships between human society and the environment. This present paper also uses the simple differential equation to find out the dynamism in the relationship between the sustainable retail sector growth and the role of state infrastructural development.

The Model and Methodology

The above literature suggests that a simple mathematical model could be a valuable tool for providing a theoretical understanding of sustainable development. The model that follows therefore emphasises on following specific sustainable development concepts:

1. What is development and how can it be measured?
2. The three capitals, i.e. social, economic, and environmental, and their role in development
3. What influences the sustainable growth in retail sector?

4. How the state plays the main role in infrastructural development?
5. The relationship between the Role of State in Infrastructure Development and Sustainable Retail Sector

Growth Let us start with the first question what is development and

how it is measured?

Development is a process in which something passes by degrees to a different stage and the simple equation to measure the development is:

$$D = f(P)$$

Where,

D=Development and

P=Factors that Affects Development

If the same function we will use in the present situation it will look like

$$\text{Development in retail sector growth (D)} = f(\text{factor(s) contributing in the retail sector growth})$$

Now to define sustainable development we can write a simple zero-order differential equation with the further assumption that D is a function of time and the equation will be....

$$dD / dt = 0$$

Here in this research we had taken following assumptions:

1. There is stable political condition.
2. Venality and corruption is at lower level
3. Political will power to bring growth in economic condition is at highest point
4. Inflation is at stable condition.
5. The slope is always positive.
6. The income level increases more than the inflation level consecutively for at least 8 years.
7. There is no existence of natural calamities.
8. The cause and effect relationship will be calculated only with the monetary value.
9. Government's policy initiates are reaching to the bottom levels.
10. Increase in government's expenses in social infrastructure.

In any of the recovering economy the possibility of stable government is always a question. The government in every recovering economy tries to maximize the investment in the social infrastructure by trading off in capital infrastructure. Social infrastructure is that which adds value in the capital formation in an economy where as the capital infrastructure

generates level of revenue in an economy. Expenses in setting up primary schools will help the increase in the level of generation of knowledgeable workforce whereas the investment in the roads and ports will help the economy to attract business and it indirectly helps its people in getting employment in many forms increasing the flow of money within and increase the level of consumption pushing the retail sector towards north.

In this research paper we had only considered the case of State's participation in Infrastructure Development and its effect on the sustainable development in the retail sector

$$SD_{RTS} = f(SINVIDV)$$

Let

$$SD_{RTS} = f(SI, NV, ID, V)$$

Here,

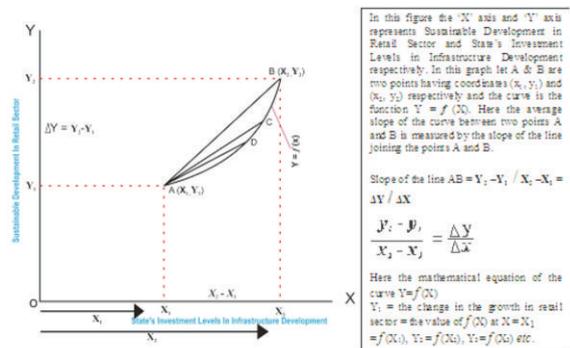
SDRTS = Sustainable Development of Retail Sector, Let Y.

SINVIDV = State's investment in infrastructure development, Let X.

Differentiation is the process of finding the rate at which a variable quantity is changing. To express the rate of change in any function, we have the concept of the derivatives which involves a change in the dependent variable with reference to small change in independent variable. The term derivative is a generalized expression for measuring the rate of change or slope of a function. Since in this research we had tried to find the relationship between Sustainable Retail Sector Growth and State's role in Infrastructure Development we will here find the quantity of change in the retail sector growth in relation to the change in the state's investment levels in infrastructure development and the level of policy change related to infrastructure development. In this research there is an existence of cause and effect relationship between retail sector growths and the change in the state's investment levels in infrastructure development.

Now,

$$= f(X_2) - f(X_1) / X_2 - X_1$$



When $X_2 > X_1$ let us assume $X_2 = X_1 + \Delta X_1$

$$\frac{\Delta Y}{\Delta X} = \frac{Y_2 - Y_1}{X_2 - X_1} \text{ Small Change in } X_1$$

$$f(X_2) = f(X_1 + \Delta X_1)$$

$$\Delta y / \Delta x = f(x_1 + \Delta x_1) - f(x_1) / \Delta x_1$$

If we keep on making Δx_1 smaller and smaller, we will reach at a point 'A' and if a line is drawn then it will touch the curve only at point 'A'. This line is the tangent to the curve at point 'A'.

$\Delta y / \Delta x$ as $\Delta x \rightarrow 0$ is the slope of the curve at point 'A'.

$$\text{Slope at A} = \lim_{\Delta x_1 \rightarrow 0} \left[\frac{f(x_1 + \Delta x_1) - f(x_1)}{\Delta x_1} \right]$$

$dy / dx =$ Rate of change in y with respect to change in x

$$\lim_{\Delta x \rightarrow 0} \left[\frac{f(x + \Delta x) - f(x)}{\Delta x} \right]$$

Results / Findings

This expression tells the increase in the level of investment by the government or the state will have positive impact on the sustainable growth in the Indian retail sector. We had carried research in three cities in Orissa Bhubaneswar, Cuttack and Rourkela. The organised retail sector has come up in last ten years and it is still growing. But the main problem in maximum retail outlets and at malls we found is the problem of parking facility. The parking facilities in the malls are due to the unplanned township planning and the government's lack of foresightedness in providing adequate spacious road facility along with the setting up of malls in newly developing residential areas. We had encountered the maximum number of malls we found are about five to six km in average distance. Since the malls have been developed by the private players they have prioritized to open them in crowded market areas having the view to attract the more customers into these malls. In the process they are succeeding also. But the biggest problem arises with the population that is living little outer part of the cities. The state thus needs to take care of providing basic amenities to the real estate developers so that the viability of the project will have chain effect on the customers as well as on the economic growth ultimately. The sustainable retail sector growth mainly depends on the government's intervention in providing them the wide and jam free roads, better connectivity facility by public transport system, uninterrupted electricity supply, providing education facility so that the students can be employed by the retailers. Apart from the investment should be made in providing adequate security facility in and around the malls. Since these are the areas these days the terrorists are eyeing to create disturbance in the country. The model tells the change in state's investment in infrastructure development

has positive impact on the growth in the retail sector. Since the government works towards providing social benefits to its people the investments those are made by the government are mainly targeted towards bringing socio-economic change in the economy. The government's investment in infrastructure maintains the idea sustainable development is the linkage between the well-being of the current generation and the well-being of future generations. To make this happen the government or state adopt "Capital Approach", where the government's role is to invest in basic infrastructure so that this will help different sectors to grow effectively.

From the above methodology we can assume that 'A' and 'B' are two points on the straight line with coordinates (x_1, y_1) and (x_2, y_2) respectively, then

$$Y_1 = mx_1 + c$$

$$Y_2 = mx_2 + c$$

$$Y_2 - y_1 = m(x_2 - x_1)$$

Where $m = (Y_2 - y_1) / (x_2 - x_1)$, is a slope

Slope can be positive or negative. Slope is positive when dependent variable growth in retail sector i.e. Y increases or decreases as state's investment in infrastructure development which is an independent variable ' X ' increases or decreases.

Conclusion

Thoughtful sustainable development linkages and attains the requisite policy trade-offs across the environmental, economic and social spheres requires novel methodologies based on new types of statistical approaches. The challenge in measuring sustainable development in any particular sector is dependent on the sustainable development policies adopted by the state accurately reflects the complexities of real world scenarios. The present research considerably has the relevance in depicting the relation between the state's investment in infrastructure development and the growth of retail sector. The research shows the positive relationship between the state's investment in infrastructure development and the growth of retail sector.

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INDIAN CITIES NEED WASTE MANAGEMENT

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Introduction

My perspective of Waste Management in India is as follows -

We need to reduce our Waste generation at Homes, Offices, Factories, Schools, Restaurants & Hotels etc. to make Waste Management more manageable. We also need to see Waste as a Resource & process it ourselves.

In last six months or so I have got Rare Insights on Waste in Cities, Villages, Gated Open Colonies. I have also looked at public places like Markets, Railway Stns, Roads, & Parks.

What we need to do in India is as follows -

1. Introduce Govt. sponsored programmes for Waste Management Solutions at Mohalla, Village, Town & City level.
2. Have Assessment done for Best & Worst City, Village, Town & Districts. Assess performance of a DC, Municipal Commissioner, CM & the Minister concerned by the success of these programmes & results of the Assessment.
3. **Once the entire Govt. Machinery gets going in this direction, the Mindset of Citizens towards Waste generation as well as cleanliness will change.**
4. Each city can have it's own Waste Management

programmes so that they can have a competition for the Best Gated Society, open colony, Township, Road, Sector, Office, Building & Mall etc.

5. Govt. can start with conducting Seminars on Waste Management on a regular basis to educate the citizens & Residents.
6. **An ongoing programme to Facilitate NGO s, Citizens, Service providers who have contributed to excellence in Waste Management will be a shot in the Arm.**
7. Big Corporate Houses can adopt Villages, Colonies, Railway stns, Parks, Public Roads, Metro stns. & Pillars to initiate Beautification & Waste Management **utilising their CSR Funds & Mandates.**
8. Last but not the least While enjoying my Holiday at Chamba last week , It dawned on me How this Beautiful little Quaint place has changed in last 20 years or so & **I understood How it needed a Waste Management programme to regain it`s old glory once again.**

I am sure a lot more Hill stations like Chamba are crying for Waste Management Solutions.

What I mean by this is that we can improve the quality of life for Citizens by ensuring that we focus our efforts on delivering a cleaner and greener city with stronger and safer communities through our work to make it more sustainable and prosperous for a long time.

First & Foremost is the efforts to Reduce Waste which can be called Prevention.

Secondly We have to segregate the waste at source.

Thirdly we should treat Waste as a resource for an economic activity.

For this to happen we have to make our Processing &

Recycling systems very efficient ensuring that no waste goes to the Landfill anymore.

New Buildings & Societies should have Waste Management Infrastructure included in the planning itself.

Existing Building & Bulk Waste generators should be given Incentive as well as stiff penalties should be imposed for not adhering to rules on Waste management.

It `s time to realise that there is a Massive Economic opportunity inherent in Waste of a City.We have to exploit it fully.

Thus if we do all this we can see Greener & cleaner cities with strong & safer communities which are sustainable & Prosperous.

If you are living in a Gated community or an open colony or even a Township,Kindly seize an opportunity to speak to your RWA members/Maint. company & convince them to go for decentralised Composting solutions inside your Premises.

If you are working in an office Building, Hospital, School, Mall,Golf course,University or a Hotel , You need the solutions as suggested above.If you are owner of a Pub, Banquet hall, Marriage Palace or a restaurant you need to manage your Waste yourself.

If you are working in a Corporate Office in a Leadership position or you working for an International Property Consultant like JLL, Cushman & Wakefield, Colliers, Sodexo,CBRE or even a Big Facilities company like PSIPL having Pan India presence then you owe it to yourself & your esteemed clients to suggest them to go for Waste Management Solutions ASAP.

Why do I suggest this ?

1. We owe it to our Mother Earth to give back more Nutrients than we take from it.
2. We need to do our bid & strengthen the Swachh Bharat campaign of our Honourable Prime Minister.
3. We owe it to our next generation to leave our

planet Greener & cleaner for them.

4. We can clean our surroundings by doing this & inhale improved quality of Air.
5. We can make our own Organic Compost which can be used in our Gardens.
6. We can engage our Employees to make them Environment friendly.
7. **This can start a process of more initiatives which can increase their Happiness Quotient & Quality of work Life.**

There are a very few service providers working in this segment. Be very careful to choose one who has the proven Technology & who can provide End to End Holistic solutions customised to your needs & Requirement.

Remember Waste is a resource if managed at source.

Waste Management policies of Govt. also need Bulk generators to process their waste inside their own premises if they are in an area of 5000 Sq metre or more.

Now it is a compliance issue too which Govt. is going to enforce soon.

Now If you agree that It`s wise to manage your waste Wisely, then call us for an onsite assessment of your Waste & proposed customised solutions.

We have Innovated & Integrated Technology to provide Holistic & scientific solutions to our Customers by using Environment friendly cost effective methods.

IF NOT US THEN WHO ELSE ? IF NOT NOW THEN WHEN ?

There is indeed a massive economic opportunity inherent in a City's waste which we must realise to its full potential.

There is also of course a real environmental imperative to stop sending rubbish to landfill or discarding items that can be used again or recycled, but we can also reap huge monetary benefits and create jobs if we make better use of our waste material.

What I mean by this is that we can improve the quality of life for Citizens by ensuring that we focus our efforts on delivering a cleaner and greener city with stronger and safer communities through our work to make it more sustainable and prosperous for a long time.

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It `s time to realise that there is a Massive Economic opportunity inherent in Waste of a City.We have to exploit it fully.

The need of the hour is to go forward & change our Mindset.

We as citizens need to take the preliminary steps towards a Change which is inevitable.

Don` t try to stop the wheels of Progress in our journey towards becoming Responsible citizens but hasten it`s speed.

Checklist for Citizen`s Engagement which is necessary for a city to become Smart

1. Citizens council.
2. Regular seminars by Govt. NGOs & Corporates to create awareness on Way Ahead.
3. Recognition of Citizens & RWAs as well as NGOs who have done exemplary work.
4. Transparency in Govt. spending.
5. Eagerness in action to Adopt Smart Tech & solutions.
6. Encouragement of Solutions providers & hand holding of start ups.
7. Replicating best practices from across Indian & Global cities.
8. Transparency in Govt. plans e.g. No planning for Pedestrians & Cyclists.
9. Periodical Reports & score cards on Civic issues concerning Urban development, Waste management, Revival of water bodies, Street hawkers, Diesel Autos, Public transport, Pre monsoon checks, Greening projects, Sanitation, Drainage & day to day concerns of common citizens.
10. The ability of a Municipal corporation to act depend directly on level of citizens Engagement.

CONSUMER AWARENESS & INTENTION TO PURCHASE ON ORGANIC FOOD PRODUCTS: A STUDY CONDUCTED IN KOLKATA

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Abstract

The green concept and the developing of organic food are still in the infant stage in India. Therefore, there is a need to gain knowledge about the consumer's behavior towards organic food products. Specifically, this study attempts to examine consumer's perception, purchase intentions and actual purchase behavior and the interrelationship between them in the context of organic food products. Based on the literature review, 19 items of six dimensions were constructed to measure the consumer's awareness and intention to purchase organic food products. Data was collected from various markets and supermarkets of Kolkata, India. A total of 240 completed questionnaires were gathered, representing 96% response rate, using convenient sampling method. The result indicated that intention to purchase organic food was significantly influenced by the consumer's awareness level and the awareness level has been influenced by Promotional initiatives, Competitive edge, Issues & challenges and Initiatives by Government and private organizations. The findings of the study explains that promotional initiatives, competitive edge and Initiatives by Government and private organization positively influencing the awareness of organic food products whereas issues & challenges negatively influencing the awareness of organic food products in Kolkata.

Key words: Consumer awareness, Purchase intention, Competitive edge, Organic food products.

Introduction

There is no common definition of "organic" due to the fact that different countries have different standard for products to be certified "organic". In simplest words organic foods are minimally processed to maintain the integrity of the food without artificial ingredients, preservatives or irradiation. Organic products are obtained by processes friendly to the environment, by cultivation techniques that consider both the attributes of the final product and the production methods. A wide range of consumers of organic food and non organic food were addressed and scrutinized to obtain their observations and visions towards organic food. All organic food consumers are not having the same method of approach towards organic food. Subsequently the statistical process guides us to comprehend the relation and the model of the consumer behavior trends in organic food in India. The word "Organic" explain an ecological management production system that promotes and enhances biodiversity, biological cycles and soil biological activity. It is based on the minimal use of off-farm inputs and on management practices that restore, maintain and enhance "ecological harmony" (National Standards Board of the US Department of Agriculture (USDA)).

The Government of India has implemented the National Programme for Organic Production (NPOP). The national

programme involves the accreditation programme for certification bodies, norms for organic production, promotion of organic farming etc. The NPOP standards for production and accreditation system have been recognized by European Commission and Switzerland as equivalent to their country standards. Similarly, USDA has recognized NPOP conformity assessment procedures of accreditation as equivalent to that of US. With these recognitions, Indian organic products duly certified by the accredited certification bodies of India are accepted by the importing countries.

India is bestowed with lot of potential to produce all varieties of organic products due to its various agro climatic regions. In several parts of the country, the inherited tradition of organic farming is an added advantage. This holds promise for the organic producers to tap the market which is growing steadily in the domestic market related to the export market.

Review Of Literature

Annelies Verdurme, et al (2002), found that quantitative market research indicate that this is not the case. Based on attitude towards GM food, three consumer segments are identified: the opponents; the proponents; and the neutrals. Only about 40 per cent of the organic consumers, namely the opponents, reject the use of genetic modification in organic

food production. The neutrals are neither against nor in favour of GM food, while the proponents support GM in food production. Besides attitude towards GM food, the proponents differ from the other two segments in terms of beliefs, general attitudes and purchase intentions.

Joris Aertsens (2011), revealed that objective knowledge regarding organic vegetables is high. Attitudes towards the consumption of organic vegetables are generally positive. The strongest motivations for consuming organic vegetables are that they are produced without synthetic pesticides, are better for the environment, healthier, of higher quality and taste better. The strongest perceived barriers are overly high prices and lack of availability.

Justin Paul, Jyoti Rana, (2012), the results indicate that health, availability and education from demographic factors positively influence the consumer's attitude towards buying organic food. Overall satisfaction of consumers for organic food is more than inorganic food but the satisfaction level varies due to different factors.

Christos Fotopoulos, et al, (2002), they attempt to offer more insights into the Greek organic market. It examines the organic products as “eco-products”, suitable for “green” consumers, who are ecologically/ environmentally ecology-aware and who are concerned with health and quality-of-life issues. Analyzing a countrywide sample, the survey concludes that three consumer types exist in terms of attitude towards, purchase intention and awareness of organic products: the “unaware”, the “aware non-buyers”, and the “(aware) buyers” (or simply buyers) of organic food products. After developing a detailed profile of the first two, the “aware buyers” type is segmented in terms of five groups of personality and behavioral factors, defined in the international literature as the driving forces of organic purchasing.

Anssi Tarkiainen, Sanna Sundqvist, (2005), the proposed modified model of the TPB model fitted the data better than the original model, implying that in the organic food-buying context the role of subjective norms differs from the original theory of planned behavior. In buying organic food subjective norms affected buying intention indirectly through attitude formation. In addition, results showed that the modified TPB model predicts intention to buy organic food better than the original model.

Mei-Fang Chen, (2009), found that concern for one's health and for the environment are the two most commonly stated motives for purchasing organic foods, with the former exceeding the lat-

ter in importance. In addition, the healthy lifestyle indeed exerts effective mediating effects on the positive relationships between health consciousness and environmental attitudes and the consumer's attitude toward organic foods. Therefore, a healthy lifestyle should be advocated to render the consumer's attitude toward organic foods more positive.

Objective of The Study

- To find out the consumer awareness level and intention to purchase the organic food products in Kolkata

Hypotheses

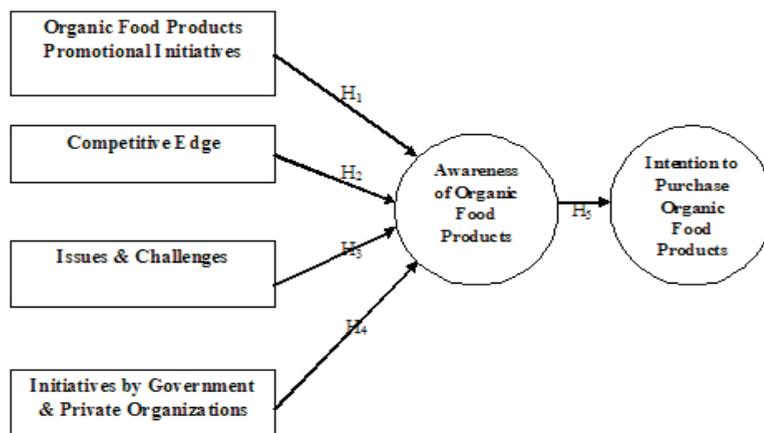
The five hypotheses has been developed from the literatures available for the study on consumer awareness and intention to purchase of organic food products in Kolkata

1. H₁: Promotional initiatives positively influence the awareness of organic food products
2. H₂: Competitive edge positively influence the awareness of organic food products
3. H₃: Issues & challenges negatively influence the awareness of organic food products
4. H₄: Initiatives by Government and private organization positively influence the awareness of organic food products
5. H₅: Awareness of organic food products will have significantly positive influence on purchase intention of organic food products

Proposed Hypothesized Research Model

The proposed hypothesized research model has been developed from various hypotheses we have framed from the various literature reviews in the study. The hypotheses

Figure 1: Proposed Hypothesized Research Model



development has been done after screening the various documents available in the form of books, reports, articles & magazines. After finding out various hypotheses for the research, the researcher has developed a proposed hypothesized research model of consumer awareness and intention to purchase of organic food products on Kolkata and the model has been shown below.

Research Methodology

The major parts of the Research Methodology are:

1. Research design

A research design provides the framework to be used as a guide in collecting and analyzing data. For this study the researchers have used **Descriptive Research** and the type of research design is **Cross-sectional**. Cross-Sectional design is a one-shot research study at a given point of time, and consists of a sample (cross-section) of the population of interest.

2. Sources of data

- a. **Primary data:** The primary data has been collected for the study through a pre-tested questionnaire. The sampling method the researcher has used is convenience sampling and the respondents were extracted from the various markets & supermarkets of Kolkata.
- b. **Secondary data:** Secondary data are those which will be collected from doctoral theses, magazines, research articles, credible sources etc. Researcher

features as that of population. In this study researchers have collected the samples from Kolkata.

- **Sampling size & design**

The study area have comprised only in Kolkata. Convenience sampling method has been used to collect various perceptions of different customers. The researcher has distributed the 250 questionnaires to different customers and around 96% response rate has been seen. At last 240 completely filled up questionnaires has been returned back to the researcher.

4. Questionnaire design

A simple, easy to understand questionnaire consisting of **close ended** questions has been used for data collection. The researcher has used 5 point Likert type scale which is ranged from “strongly agree” to “strongly disagree”, and the respondents have provided their responses according to their choice.

5. Statistics used in Research

Exploratory factor analysis (EFA) has been used with the help of SPSS 21 and after that Structure equation modeling (SEM) has been implemented with the help of AMOS 20 software to conduct the study.

DATA ANALYSIS & INTERPRETATIONS

The reliability analysis on reasons for shifting data has got

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.829
Bartlett's Test of Sphericity	Approx. Chi-Square	1988.184
	df	94
	Sig.	0.000

has collected information from different sources to conduct the study effectively.

3. Sampling plan

Samples are always subsets or small part of total number that can be studied. It is a portion selected from population/universe which should have same

the Cronbach's Alpha result of .843. From the table, we've depicted that this Cronbach's Alpha result acceptable & accordingly the researcher has conducted the further analysis.

Table 2: KMO and Bartlett's Test

The KMO Measure of Sampling Adequacy is showing

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.843	19

0.829 which is quite suitable to conduct the factor analysis. It is also showing that Bartlett's Test of Sphericity is .000 which is quite acceptable and it also proves the convergent validity of the data gathered by the researcher. So, it means it is useful to conduct the study.

variables have been divided in 6 factors. Here the researcher has used the Principal Component Analysis for extraction & Varimax with Kaiser Normalization for rotation method. The face validity and content validity have been implemented with the help of suggestions from various experts.

Table 3: Rotated Component Matrix

	Components					
	Promotional Initiatives	Competitive Edge	Issues & Challenges	Awareness on Organic Food Products	Intention to Purchase Organic Food Products	Initiatives By Government & Private Organizations
q10	.905					
q8	.889					
q9	.871					
q7	.848					
q14		.973				
q12		.952				
q11		.919				
q13		.883				
q16			.914			
q15			.909			
q17			.908			
q2				.921		
q1				.856		
q3				.782		
q5					.897	
q4					.863	
q6					.810	
q18						.846
q19						.801
Variance Explained	18.993	17.596	15.157	12.751	10.818	8.501
Cronbach Alpha	0.903	0.891	0.916	0.826	0.859	0.824

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

a. Rotation Converged in 6 Iterations

There are six factors has been identified from the study. From the above table it has been observed that all the 19

Rotated Component Matrix table explains that 1st factor is related to Promotional Initiatives, the 2nd factor explains about Competitive Edge, the 3rd factor explains about Issues & Challenges & the 4th factor explains about the awareness on Organic Food Products. The fifth and sixth factor is Intention to Purchase Organic Food Products and

Initiatives by Government & Private Organizations. These six factors explaining the total variation of 83.816% and all the factors are having the cronbach alpha value of more than 0.70 which is quite acceptable.

when dependent variable is 'Awareness of organic food products'. It also concludes that the variables are free from multi-collinearity.

The outcome of proposed hypothesized research model has

Table 4: Model Fit Summary

Model Fit	Model Values	Acceptable Ranges
CMIN/DF	4.818	< 3
GFI	.928	>0.9
CFI	.913	>0.9
NFI	.916	>0.9
AGFI	.908	>0.9
TLI	.901	>0.9
RMSEA	.041	<0.06
RMR	.039	<0.06

Confirmatory factor analysis (CFA) has been used to conduct the survey to find out the awareness level and intention to purchase of organic food products in Kolkata market.

been developed with the help of AMOS 20 software and all the unstandardised regression estimates have been shown in the diagram.

The above table shows higher item reliability because of all

Table 5: Collinearity Statistics

	Collinearity Statistics	
	Tolerance	VIF
Issues & Challenges	0.826	1.361
Initiatives By Government & Private Organizations	0.930	1.182
Promotional Initiatives	0.762	1.453
Competitive Edge	0.686	1.639

The RMSEA value indicates the amount of unexplained variance or residual is below than 0.06 & it is well accepted. GFI, CFI, AGFI, TLI and NFI value are in complete agreement & all are higher than 0.9 for acceptable model. The model fit statistics from AMOS output is shown in the table. The CMIN/DF value is also less than 3 & RMR value is less than 0.06. The goodness of fit indices (CFI, NFI and GFI are greater than 0.9) indicates the fitness of the model. All fit indices of Structural model are within the acceptable range. So it concludes a good model fit.

At the time of assessing multi-collinearity the researcher have found that the VIF (variance inflation factor) is less than 3 in all the cases and it is uder the acceptability zone. Here in this study all the VIF values are in acceptable range

Standardized Regression Estimates are greater than 0.7. Construct Reliabilities (CR) values which are more than 0.7 supports internal consistency among the items of underlying factors. The convergent validity of measurement model supports in this study where all average variance extracted (AVE) is more than 0.5 and all the CR value is greater than AVE (CR>AVE). Also discriminant validity can be evaluated by the AVE values which should be greater than corresponding squared inter-construct correlation. The conditions (CR > AVE, MSV < AVE and ASV < AVE) under Measurement model also support the convergent and discriminant validity.

From the path analysis of structural model it has been observed that 'awareness' is (t-value= 8.412) influencing

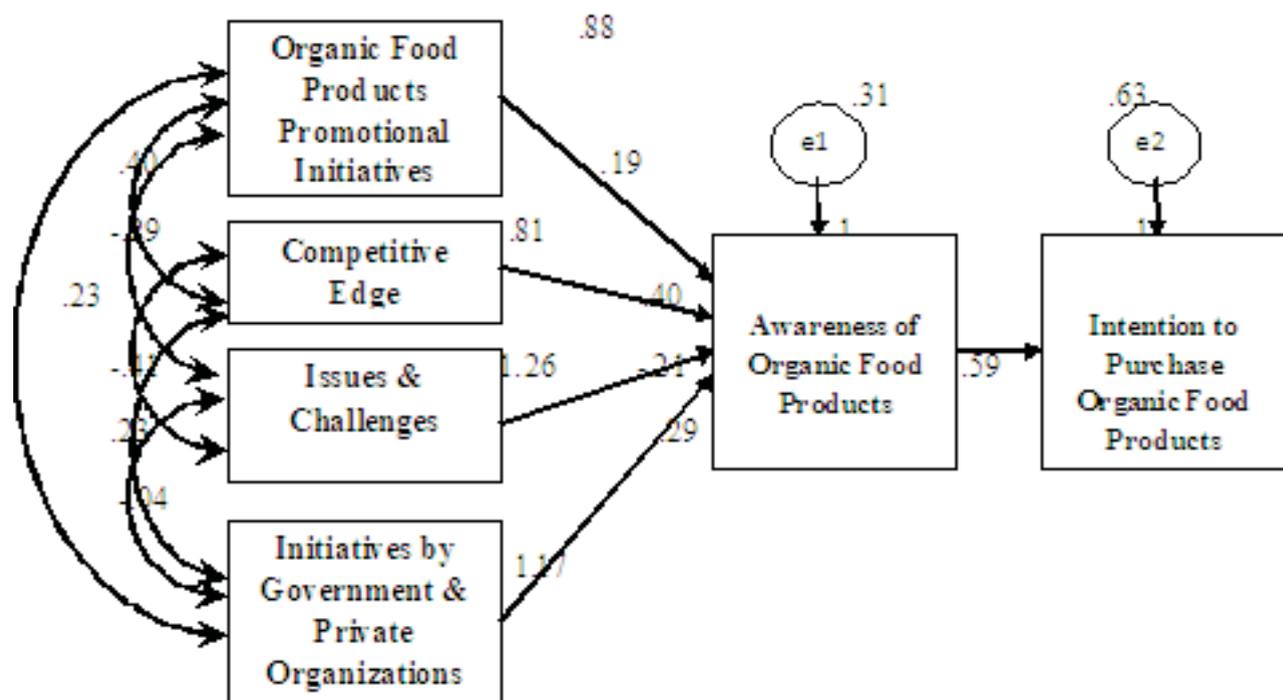


Figure 2: Outcome of Proposed Hypothesized Research Model

Table 6: Squared Correlations between factors in Measurement Model

	Issues & Challenges	Awareness	Intention to purchase	Promotional initiatives	Competitive Edge	Initiatives by Government & Private Organizations
Issues & Challenges	0.930					
Awareness	-0.476	0.884				
Intention to purchase	-0.193	0.481	0.842			
Promotional initiatives	-0.329	0.536	0.231	0.937		
Competitive Edge	-0.417	0.628	0.293	0.501	0.921	
Initiatives by Government & Private Organizations	-0.086	0.489	0.257	0.248	0.254	0.937

*Diagonal elements are AVE

Table 7: Measurement Model Result

Constructs/ Factors	Variables	Standardized Regression Estimate	Construct Reliability (CR)	Average variance extracted (AVE)	Maximum Shared Variance (MSV)	Average Shared Variance (ASV)
Awareness	Q1	0.891	0.915	0.782	0.388	0.271
	Q2	0.912				
	Q3	0.831				
Intention to purchase	Q4	0.834	0.876	0.709	0.224	0.092
	Q5	0.892				
	Q6	0.801				
Promotional initiatives	Q7	0.929	0.958	0.878	0.268	0.114
	Q8	0.937				
	Q9	0.912				
	Q10	0.981				
Competitive Edge	Q11	0.919	0.963	0.850	0.376	0.192
	Q12	0.939				
	Q13	0.867				
	Q14	0.973				
Issues & Challenges	Q15	0.933	0.947	0.866	0.234	0.111
	Q16	0.927				
	Q17	0.926				
Initiatives By Government & Private Organizations	Q18	0.947	0.939	0.879	0.234	0.086

positively the intention to purchase on organic food products in Kolkata. Initiatives by Government and Private organization are the strongest determinant (t-value- 7.319) which is influencing positively the awareness level. Competitive edge and promotional initiatives are (t-value= 7.187 & 3.685) influencing positively the awareness level of consumers whereas Issues & challenges influencing negatively (t-value=-5.289).

Result of Hypotheses Testing

- H_{A1} : Promotional initiatives positively influence the awareness of organic food products
 H_{O1} : Promotional initiatives negatively influence the awareness of organic food products Here it accepts alternative hypothesis.
- H_{A2} : Competitive edge positively influence the awareness of organic food products
 H_{O2} : Competitive edge negatively influence the awareness of organic food products Here it accepts alternative hypothesis.
- H_{A3} : Issues & challenges negatively influence the awareness of organic food products
 H_{O3} : Issues & challenges positively influence the awareness of organic food products Here it accepts alternative hypothesis.
- H_{A4} : Initiatives by Government and private organization positively influence the awareness of organic food products
 H_{O4} : Initiatives by Government and private organization negatively influence the awareness of organic food products
Here it accepts alternative hypothesis.
- H_{A5} : Awareness of organic food products will have significantly positive influence on purchase
awareness of organic food products
Here it accepts alternative hypothesis.

intention of organic food products

H₀₅: Awareness of organic food products will have negative influence on purchase intention of organic food products

Here it accepts alternative hypothesis.

Findings

The findings of the study explains that promotional initiatives, competitive edge and Initiatives by Government and private organization positively influencing the awareness of organic food products whereas issues & challenges negatively influencing the awareness of organic food products in Kolkata. Now the researcher is also interested to know that which promotional initiative is the more effective one. To find out the answer researcher have

Conclusion

India has tremendous potential, largely untapped, for a major breakthrough in organic agriculture. With the effort of government to streamline regulatory mechanisms for improve of organic produce and awareness among local consumer for domestic consumption will pave way for faster development of organic farming. And all give assistant to farmer to grow the organic product. Consumer behaviour is playing the major role while buying not only organic product any product. So the organic shops and product supply is limited but demand for it is more so farmer and all so government are think to improve or increasing production of organic product as well as good packaging, quality and market system it helps to improve the standard of living farmer and all it healthy to environment and all so it

Table 9: Friedman One-Way ANOVA for Mean Rank

Test Statistics (Friedman Test)		Items	Mean Rank
N	240	q 7 (Hoardings or Electronic Board)	2.18
Chi-Square	86.487	q 8 (Print Media)	2.69
Df	4	q 9 (TV Advertisement)	2.56
Asymp. Sig.	.000	q 10 (Internet)	2.87

used the Friedman one way ANOVA for Mean rank

From the particular study the researcher has provided the ranks to various items and it has been found that Internet is the most powerful media in organic food products promotion following by Print media, TV advertisement and Hoardings respectively. It is also evident from the research that awareness of organic food products will have significantly positive influence on purchase intention of organic food products.

Limitations

- The sample size of 240 is small
- The sample was limited only to Kolkata.
- Some significant articles possibly may have been overlooked and as a result some new factors could not be enlightened in this study

helps to government. The marketers of organic foods need to be innovative and dynamic in order to complete with the changing purchase behaviour in the Organic food products market among urban residents.

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Annexure

Constructs	Questions
Awareness on Organic Food Products	Q1: Organic food products are more nutritious compare to ordinary food products
	Q2: Organic food is testier & fresher than ordinary food products
	Q3: Organic food products are natural products without artificiality and it is free from pesticides or chemical
Intention to Purchase Organic Food Products	Q4: Intend to purchase organic food products because I am an environmentally conscious person
	Q5: Intend to purchase organic food products because these are against animal testing and I am concerned about animal welfare
Organic Food Products Promotional Initiatives	Q6: Intend to purchase organic food products because I believe that organic food products will keep me healthy
	Q7: Seen organic food products advertisements on electronics board or hoarding.
	Q8: Seen organic food products advertisements in Print Media
	Q9: Seen organic food products advertisements on T.V.
Competitive Edge	Q10: Seen organic food products advertisements on Internet
	Q11: Organic food cannot be supplemented by ordinary food because products are grown in harmony with nature
	Q12: Organic products does not have any side effects compare to other products because it is free from preservatives
	Q13: Organic food products have more health related benefits than ordinary food
Initiatives By Government & Private Organizations	Q 14: Organic food products are having good value for money
	Q15: Government & private organizations are doing enough for the development of organic food products
	Q16: Government regulatory bodies are acting properly to deal with any market issues on organic food products
Issues & Challenges	Q17: Unethical business activities have not been observed on organic food market
	Q18: Organic food is comparatively expensive than conventional food
	Q19: Organic food does not offer too much variety

CLOUD COMPUTING APPROACH FOR BLOOD BANK MANAGEMENT SYSTEM

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Abstract

Blood is the important aspect for all living things. It proves to be a lifesaving component in case of emergency requirement. Blood bank is a place where blood bag that is collected from blood donation events is stored in one place. The term "blood bank" refers to a division of a hospital laboratory where the storage of blood product occurs and where proper testing is performed to reduce the risk of transfusion related events. In today's scenario a number of blood bank databases are available; which are available for communication between blood bank and hospitals. However none of them offers the capability for the direct contact between the donor and the recipient. This is a major drawback particularly in cases where there is an urgent need of blood. Our work aims to overcome this communication barrier. The present paper proposes the concept of the formation of cloud system by creating a blood bank cloud database that contains entire details and collected from various sources like Blood banks, NSS, NGO's, hospitals and through web interface. The data collected will be maintained in a cloud server. This cloud server will be directly associated with a Toll free number which is used to connect to the recipient.

Key Word: Cloud Computing, Blood Bank, Blood Bank Management System, Service, Blood Transfusion, Client.

Introduction

Blood is universally recognized as the most precious element that sustains life. It saves innumerable lives across the world in a variety of conditions. This paper is focused on improving conventional working of blood bank management system using the concept of cloud computing. A blood bank is a place designed especially for the storage of blood and blood products. The term "blood bank" typically refers to a division of a hospital laboratory where the storage of blood product occurs and where proper testing is performed to reduce the risk of transfusion related events. This part of the introduction includes the brief details about the conventional blood bank management system, services provided by blood bank and some information about the cloud computing system, its facilities and terminology used in blood management system.

a. Conventional Blood Bank Management System

In any Blood Bank, Blood Donation conventional system can be divided into four main steps, as: collection, transportation, storage and utilization. First, the blood is collected; donors are checked in blood centers to assess their eligibility and, if eligible, they make the donation. Once the blood is gathered, tests are independently performed on each individual's blood in order to prevent infectious diseases

(screening process). Afterwards, the blood is transported and stored. Components are then distributed to the hospitals based on their inventory needs. Finally, it is transferred to the final users for transfusion.

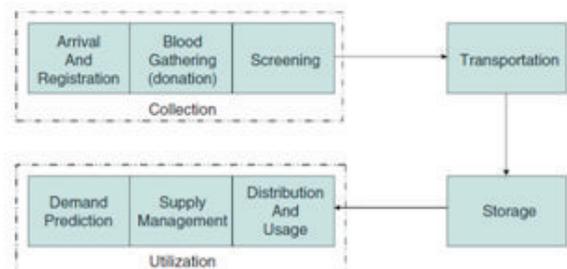


Figure1: Phases of the life cycle of Blood bag

a. Service Provided By Blood Bank

The term "blood bank" typically refers to a division of a hospital laboratory where the storage of blood product occurs and where proper testing is performed to reduce the risk of transfusion related events.

Blood Bank accepts the donated blood, only if donor satisfies all of the following conditions:-

- (i) If the donor are between age group of 18-60 years.
- (ii) If the donor's weight is 45 kgs or more.

- (iii) If the donor's hemoglobin is 12.5 gm% minimum.
- (iv) If the donor's last blood donation was 3 or more months earlier.

Blood Bank does not accept donated blood, if donors have any of the following conditions:-

- (i) Cold/fever in the past 1 week
- (ii) Under treatment with antibiotics or any other medication.
- (iii) Cardiac problems, hypertension, epilepsy, diabetes (on insulin therapy), history of cancer, chronic kidney or liver disease, bleeding tendencies, venereal disease etc.
- (iv) Major surgery in the last 6 months etc.

b. Cloud Computing System and its facilities

Cloud computing has been attracting much attention since its birth, because it can reduce the cost and the power required to do routine computing tasks and computationally intensive research problems. There are many cloud providers and each of them provides cloud services at different layers of the cloud which are referred to as service models in the NIST National Institute of Standards and Technology (NIST) definition. The service models include:

a) Software as a Service (SaaS): Customers are able to make use of applications that are running in cloud environments, usually by means of a web browser. The customer does not have the rights to control or manage the cloud infrastructure that is running the software.

b) Platform as a Service (PaaS): In this case, customers are provided with programming and execution environments through which they can run and access applications of their own choice. Similar to the SaaS model, customers cannot control the underlying cloud infrastructure but have control over the applications they create and to ascertain degree, configuration settings of the hosting environment.

c) Infrastructure as a Service (IaaS): This is

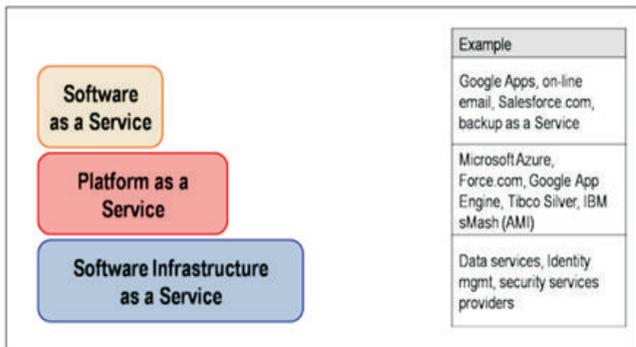


Figure2: Layered View of Cloud System

where computing services such as storage, processing and networks are provided by the IaaS provider for the customers to deploy and run their applications. IaaS gives a customer the flexibility to control and run software over the computing environment.

1. Literature Survey

According to WHO, it is estimated that blood donation by 1% of the population can meet a nation's most basic requirements for blood (WHO, 2010), which means India currently needs around 12.8 million units of blood. During January 2015 to December 2015, the annual blood collection from 1101 blood banks (39.8%) out of 2760 blood banks in the country was 6,828,055, of which 80.5% (5,499,823) units were through voluntary blood donations and the remaining from replacement donations. Blood banks with component separation facility (n=427) collected around 70% of blood units (4,788,493) and the remaining (2,039,562) were collected by blood banks without component separation facility (n=674). Besides, blood banks with component separation facility collected 79.8% of the total collection through voluntary blood donation whereas, blood banks without component facility collected slightly higher percentage (82.3%) though voluntary blood donation.[9]

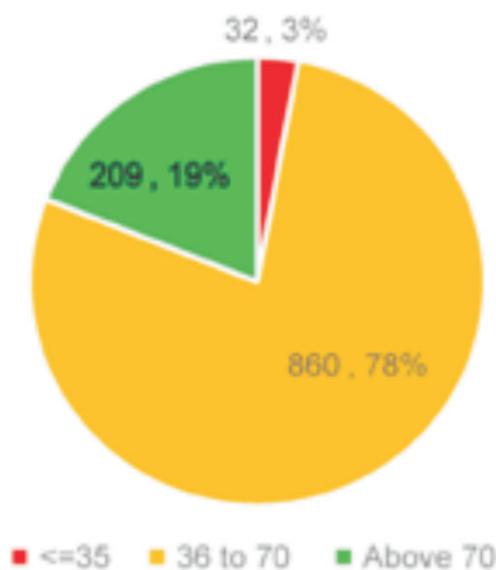


Figure3 : Annual Collection and Voluntary Donation

Eighteen states have recorded more than 80% voluntary blood donation which is above the national average of 80.5%. States such as Dadra Nagar Haveli, Tamil Nadu, Arunachal Pradesh, Maharashtra, Haryana, Madhya Pradesh, Uttarakhand, Daman and Diu and Kerala reported more than 90% voluntary blood donation. States such as Meghalaya, Manipur, Delhi, Chhattisgarh, Jammu & Kashmir, Puducherry, Uttar Pradesh and Assam reported less than 60% of voluntary blood donation during January to December 2015[9]. Transfusion transmitted infections (TTIs) are major problems associated with blood transfusion [12],[13]. Screening for TTIs such as, HIV 1, HIV 2, Hepatitis B, Hepatitis C, Malaria, and Syphilis is

mandatory in India. Due to the concerted and active efforts, the prevalence of TTIs has come down significantly over the years. At the country level, 64.34% of blood units collected by blood banks with component facilities were used for component preparation [3] [9].

As mentioned above, the blood banks were assessed and categorized based on the scores obtained. Adequate importance and weight were given to technical aspects and adherence to quality management systems also. At the national level, the majority of blood banks (78%) scored between 36 to 70; 19% scored above 70 and 3% scored less than or equal to 35. The mean score was 60.27 (SD: 12.05) [9].



sixteen states in the country scored more than the national average of 60.27, of which, states such as Chandigarh (80.6), Delhi (70.7) and Gujarat (70.2) scored more than 70. Nineteen states in the country scored less than the national average, of which, Arunachal Pradesh (40), Bihar (45.4), Chhattisgarh (47.9) and Daman and Diu (49.3) scored less than 50. The number of blood banks (by state) that scored less than or equal to 35 most of them were in Uttar Pradesh (11), followed by Bihar (7) and Odisha (3) [9]. The mean assessment score of NGO/Trust/Charitable owned blood banks (67.27; SD: 11.21) was found to be higher than the public sector blood banks (58.38; SD: 11.57). It was also found that there were more public sector blood banks (29 blood banks) in the less than or equal to 35 category compared to only 3 blood banks from NGO/Trust/Charitable owned blood banks.

Today the world is become a Global village where

everything is online. There are so many web based solutions provided in the market for the comfort of the human being, but without blood human being is non-living. Vikas Kulshreshtha and S. Maheshwari [1] introduce in his paper the review of the main features, merits and demerits provided by the existing Web-Based Information System for Blood Banks. This study shows the comparison of various existing system and provide some more idea for improve the existing system.

“Android Blood Bank” by Snigdha et. al. describes about the android application which timely updates the information regarding donors where the admin accesses the whole information about blood bank management system. The app provides list of blood banks depending upon the user's location.

The Blood Donation Management System is a 24x7 system which is essential for different kinds of people like blood donation system personnel, doctors, donors, recipients and other general users. K. M. Akkas Ali et. al. [6] focused on Blood Donation Management System which is a web application with supporting mobile application aimed to serve as a communication tool between patients (who need blood) and blood donor. In this paper author reduces the complexity of the system to find blood donors in an emergency situation.

In today's world a number of online blood bank databases are available; however none of them offers the capability for the direct contact between the donor and the recipient. This is a major drawback particularly in cases where there is an urgent need of blood [4]. Selvamani K. and Rai, A. K. [8] provide the solution to overcome this communication barrier by creating a blood bank database that contains entire details and collected from various sources like Blood banks, NSS, NGO's, hospitals and through web interface.

Blood module can manage the types, quantity and expiry dates for each category of blood that stored in blood transfusion unit. With reference article [15] India total blood collection is 7.5 million units yearly, 2% of blood is discarded (minimum) due to various reasons. If we deduct 2% of discarded blood, the total usable whole blood or red cells will be 6460,000 units in India. For blood components, let us take a conservative estimate that only 25% blood is separated into components. In that situation, we will have about 1,365,000 components for patients. Now to find out the total revenue generation across the country, let us take the service charge ceiling laid down by the National AIDS Control Organization (NACO). NACO has prescribed Rs. 850 per unit of whole blood or RBC and 6460,000 units will

generate Rs.549,1000,000. On the other hand, components will attract revenue of Rs.68,2500,000 (@ Rs.500 per component on an average). Total revenue generated by whole blood/ red cells and components is Rs.617,3500,000. We have four types of blood banks/centers (from the administrative point of view) in India. They are managed by the public (government) sector, Indian Red Cross Society (IRCS), nongovernment organizations (NGOs, on not for profit basis) and corporate or commercial sectors.

2. Problem Definition

In every hospital there is own system, rules and limitations. The coordination between hospitals and blood banks is practically lack due to their basic conditions. Also the efficiency and quality of blood banks are low due to low no. of donors and more no. of blood banks. One of the reasons behind is awareness for blood donation. This resulting is wastage of blood and blood components. The challenges in the present scenario are:

- In urban areas there are lots of blood banks but number of donors is less where as in rural area not have sufficient amount of blood banks.
- In rural areas not have a good facility for collection, processing and storage of blood lesion?
- Some of private hospitals are having individual blood banks.
- Some of the govt. and private hospitals are not having blood banks.
- Donors do not have any record of their donations or information related to their blood diseases.

To overcome these challenges, we propose the efficient blood bank management system using the concept of cloud computing.

3. Proposed Solution

In this paper I am introducing call on based blood bank management system which is direct connect to cloud server

located in other location with the aim of ensuring that every patient has access to an adequate quantity of safe blood in a centralized manner. Because in rural area blood bank management system not have a sufficient facility for storing a blood in long time, this approach is helpful to provide a way to reduce the corruption involve in this Good work .With the help of this new concept we also improve the facilities of blood bank management system in the Rural Area also. The management system should solve the issue of demand and wastage and lead to self-sufficiency in blood requirement. This should encourage new donors and retain old donors to donate blood.

In our proposed cloud architecture seeker firstly demand the certain group of blood to blood bank. It's possible that in the blood bank certain group of blood is not available. In that case seeker dials the toll free no. and mentioned the asked details as <City Name>, <Area>, <Hospital>, <Required Blood Group>. After filling the details server directly connected to the person though are available in nearest to that area in which seeker required the blood for donation. Obviously this technique will help to save life in less time as compared to traditional ways.

4. Conclusions

In today's scenario of technology and communication where the world is heading towards the rapid growth and development, the increase in knowledge of mankind has certainly changed the gap of time interval as compared to ancient times which required more amount of time to carry out same work. So this approach reduces the gap between the need or requirement of blood and the availability of blood timely and this would come out to be life savior. The main objective of this approach is more of places blood bank not have a good facilities for storing the blood unit in bank for large time period, but using this concept blood bank have to provide a blood to any time and any situation to seeker. Apart from that seeker is also able to direct call the donor for blood in emergency.

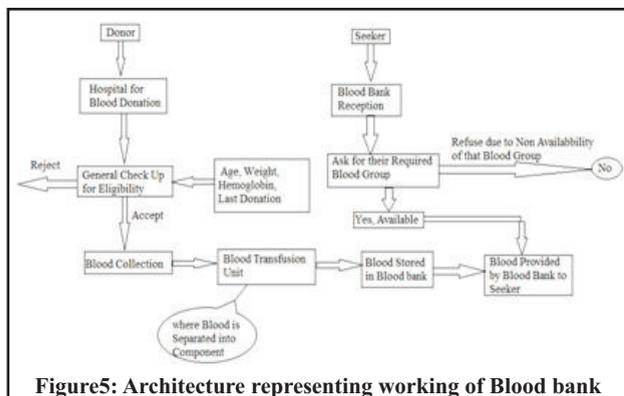


Figure5: Architecture representing working of Blood bank

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EXPERIENTIAL MARKETING: IMPACT OF BRAND EXPERIENCE ON THE CONSUMERS

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Abstract

Engagement marketing/ experiential marketing/ event marketing/ on-ground marketing/ live marketing/ participation marketing, or special events is a marketing strategy that directly engages consumers and invites and encourages them to participate in the evolution of a brand or a brand experience. Rather than looking at consumers as passive receivers of messages, engagement marketers believe that consumers should be actively involved in the production and co-creation of marketing programs, developing a relationship with the brand. The purpose of this research paper is to review the concepts of brand experience in relation to experiential marketing. Traditional marketing views consumers as rational decision-makers who are more concerned with the product's features and benefits, whereas experiential marketing views consumers as rational and emotional human beings who are concerned with experiencing the brand. The paper aims to highlight the best practices and industry insights related to both offline and online unconventional customer engagement tools and campaigns.

Key Words: *Engagement marketing, Customer Engagement Tools, Experiential Marketing*

Introduction

Engagement marketing, sometimes called "experiential marketing", "event marketing", "on-ground marketing", "live marketing", "participation marketing", or "special events" is a marketing strategy that directly engages consumers and invites and encourages them to participate in the evolution of a brand or a brand experience. Rather than looking at consumers as passive receivers of messages, engagement marketers believe that consumers should be actively involved in the production and co-creation of marketing programs, developing a relationship with the brand.

Experiential marketing is a form of advertising that focuses primarily on helping consumers experience a brand. While traditional advertising (radio, print, television) verbally and visually communicates the brand and product benefits, experiential marketing tries to immerse the consumers within the product by engaging as many other human senses as possible. In this way, experiential marketing can encompass a variety of other marketing strategies from individual sampling to large-scale guerrilla marketing.

Experiential marketing is a cross-media promotional activity which encourages two way interaction and direct physical immersion into a brand. Experiential marketing is a relatively young marketing discipline, but is growing rapidly because it ticks a lot of the right boxes. Compared to mass media campaigns, experiential events tend to communicate on a much more personal level, generate a deeper level of emotional engagement, and result in better conversion rates, and all at relatively low cost. Experiential

marketing activities can range from high profile invite only events to tasters at a local farmer's market.

The goal of experiential marketing is to form a memorable and emotional connection between the consumer and the brand so that it may generate customer loyalty and influence purchase decision.

Objectives of the Study

The objectives of this study are as follows:

- To highlight benefits of experiential marketing.
- To examine the issues in the execution of experiential marketing.
- To suggest recommendations and suggestions drawn there from.

Data and Methodology

This study is an observatory study based on secondary data. The data has been collected from various published sources, books and websites.

Literature Review

Schmitt (2003) distinguishes between five types of experience that marketers can create for customers to include; sensory experience (sense), affective experience (feel) , creative cognitive experience (think), physical experience, behaviors and lifestyles (act),and social-identity experience, all relating to a reference group or culture (relate). These experiences are the base for devising the experiential marketing strategies.

According to Pine and Gilmore (1999), economic

development is generating a new and dynamic era of experiences, which challenge the traditional sales approach focusing on product sales and service offering. In order to enhance consumers' emotional connections to the brand and provide a point of differentiation in a competitive oligopoly, retailers have turned their attention to creating memorable retail experiences, which try to appeal to consumers at both physical as well as psychological levels.

According to Brakus et al. (2009) most of the research on experiences to date has focused on utilitarian (usefulness) product attributes and category experiences, not on experiences provided by brands. When consumers search for, shop for, and consume brands, they are exposed to utilitarian product attributes. However, they are also exposed to various specific brand-related stimuli, such as brand-identifying in the branding literature.

Alsem and Kosteljik(2008) explained the concept of brand identity and defined it as a unique set of brand associations that a firm can create or maintain. It may involve a value-proposition with functional, emotional or self-expressive benefits. It does not matter whether the associations are tangible emotional/symbolic or both. For example, colors (Bellizzi and Hite, 1992; Gorn et al., 1997; Meyers-Levy et al., 1995), shapes (Veryzer Jr and Hutchinson, 1998), typefaces, background design elements (Mandel and Johnson, 2002), slogans, mascots, and brand characters (Keller, 1987). These brand-related stimuli appear as part of a brand's design and identity (e.g., name, logo, signage), packaging, and marketing communications (e.g., advertisements, brochures, Web sites) and in environments in which the brand is marketed or sold (e.g., stores, events). These brand-related stimuli constitute the major source of subjective, internal consumer responses, which we refer to as "brand experience."

As with every age group, generation Y has its own viewpoints, beliefs and habits, causing challenges for marketers. As the older generations age, marketers have to shift their attention to the new consumer group and decide their approach in order to create loyalty and engage the consumers in their products. This task seems to have become more difficult to accomplish with all the available communication channels. Other than that, these youngsters have had access to all the information they needed through the internet since their teen years. Therefore, marketers have stay up-to-date with this quick pace of technology, and the phenomenon of new trends as they occur, As a result it is crucial that the marketers keeps up with this fast-developing world and ever-increasing demands of consumers.

Therefore, Williams and Page (2010) concluded that given the selective nature of the Millennial generation, this generation values "experience", therefore, the Internet alone is not sufficient enough to capture their attention. Informing them what they should like or what to do is an ineffective way to break through to them. The Millennials want to experience the world firsthand and pass their own judgment, and they like to do so with their peers. Marketers must become involved with the experiences of the Millennials in order to be taken seriously and respected enough for them to buy the product or service (Williams and Page, 2010). Hence from the above mentioned reasons this study intends to zoom on Gen Y or the Millennials as the population of the study.

Therefore, since this research focuses on the relationship between brand experience and brand equity among the Millennial generation. Hence, Williams and Page, (2010) concluded that given the selective nature of the Millennial generation, this generation values "experience", therefore, by getting to know the Millennial high-tech savvy consumer electronics companies can learn how to meet the customers' expectations by providing positive brand experiences to the Millennial high tech buyers, high tech products such as ; i-phones, i-pads, i-tabs...etc.

Consumers will continue to purchase these electronic devices after they have had a positive brand experience with a certain electronic gadget of this kind. As a result, positive brand experiences will enable electronic industries to successfully build strong brand equity among the Millennial population which is estimated to account for 2 billion customers worldwide. The sheer size of this generation and their spending power require companies, producers, marketers and advertisers to reconsider their business and marketing models(Michael Rendell et al., May 2011)

Yang (2009) explored in experiential marketing the various constructs of "sense marketing", and discovered using regression model, the correlations between the variables of "repurchase intention" and "customer satisfaction". It was concluded that the sense of experiential marketing is a crucial factor and significant correlation between repurchase intention and consumer satisfaction was also shown by each construct of sense marketing.

Significance

According to Jack Morton's 2009 survey, majority of

marketers believed “experiential marketing builds customer relationships for the long term”. They also agreed that it generates sales and leads in the short term, increases awareness of the product, drives word of mouth and can align internal audiences with business goals. Experiential marketing can be used successfully to:

- Build relationships
- Raise awareness
- Increase loyalty
- Establish relevance
- Encourage interaction and product trial
- Create memories
- Stimulate positive word of mouth
- Change the mind of dissatisfied customers
- Create product desire
- Verify the target audience
- Increase return on marketing investment

Role of Experiential Marketing in Competitive Marketing Strategy

The principle of competitive plan is to achieve a sustainable competitive advantage and thereby improve business performance. One of the main goals of marketing strategy is to improve the firm's long-term financial performance. Therefore, the competitive marketing strategy helps in improving the firm's financial performance by the way of Sustainable Competitive Advantages (SCA).

For a resource to become a source of SCA, there are four essential requirements. It must be valuable, imperfectly imitable, and exceptional among competitors and for this resource skill there must not be any parallel substitutes. These sources result in positional competitive gain i.e., differentiation of the product and its low cost, which in turn leads to greater long-term market and financial performance. Creating competitive marketing strategies also involves, understanding relationships between the marketing mix elements as well as finding out the impact of competitive and market surroundings on marketing mix formulation. In relation to this, a model has stated the relationship between prices, promotion expenditures and product quality levels and to review how industry structure impacts the formulation of marketing mix.

Here are few examples:

1. Coke Zero's multi-channel drinkable advertising campaign

Coke Zero usually likes to promote how it tastes, but the

brand's newest round of multichannel marketing aimed at millennials is largely focused on how the drink sounds. In a continuation of a campaign marketed to those who have never tried the zero-calorie drink, Coke Zero has launched a new spot in partnership with ESPN College Game Day and Shazam. In the ad, created with Ogilvy & Mather, the Game Day cast walks viewers through how to use music-identification service Shazam to receive a free Coke Zero at 7-Eleven, Domino's, QuikTrip and Speedway. According to Coca-Cola, 85 percent of millennials have not tried Coke Zero, but nearly 50 percent of those who try it go on to become monthly drinkers. So, the "drinkable" marketing campaign is aimed at getting consumers to sample the product.

2. Volkswagen - Piano Staircase

Though known for being a car company, Volkswagen has been known for extending their brand beyond the automotive industry. One way they were able to do so was by creating a concept called “the fun theory” in which they attempt to pivot people's behavior by adding an element of fun. For this experiential marketing example, the Volkswagen team cleverly created “piano” stairs in a subway stop in Germany, right next to the escalator. This led commuters to choose the stairs, playing their own tunes as they went up and down each step. As a result, 66% more people chose the stairs as opposed to the escalator. On the surface, it may seem very odd for a car company to use musical steps as a marketing tactic. However, the reason this experiential strategy worked so well was because it resonated with a simple human emotion: having fun. When a company is able to associate their brand with an emotion as pure as fun, they've already won over the customer.

3. Zappos: Google Cupcake Ambush

As shown by the above examples, partnerships can play a significant role in successful experiential campaigns. In some cases, even unintentional partnerships can have a meaningful impact. In 2015, Zappos thought of an extremely clever way to capitalize on a Google's own experiential campaign. Google was giving out cupcakes to anyone who shared a picture using their photo app. Zappos brilliantly took advantage of the opportunity by setting up their own “free stuff” giveaway that required simple one-time donation—a cupcake. Zappos set up a mysterious cardboard box right next to Google's cupcake truck and each time someone would offer their cupcake to the box, the box would return cool gear such as a watch, gloves, and of course, shoes.

4. Home Shop : TV 18

Homeshop 18?—a TV shopping channel turned into an online e-commerce site?—started India's first virtual, mobile-aided shopping experience at Terminal 3 of New Delhi's Indira Gandhi Airport. Passengers can interact with a virtual wall and shop for products by scanning the products' QR codes on their mobile phones. A simple idea with a resonating brand connect for an e-retailer.

5. One Plus :

The Chinese Smartphone producer, One Plus recently made a gigantic build-up amid the launch of its flagship gadget, One Plus 3. The brand even carried out a number of customer engaging exercises like fan meets, popup, photo-walks, and so forth to enable users to encounter the handset directly.

Conclusion

Experiential marketing is a promotional strategy that involves creating an interactive experience to get customers talking about your product. It's a unique take on attracting customers, as it relies heavily on creativity to not only capture attention, but to motivate people to experiment with and refer your products to others. Costs can be variable, but are usually high in time spent -- this is definitely a guerilla tactic at heart and will rely more on thinking outside the box than shelling out the kind of money that's required for traditional advertising.

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RE-ENGINEERING MANAGEMENT EDUCATION IN INDIA FOR A BORDERLESS WORLD: ISSUES AND CHALLENGES

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Abstract

Abstract: The best business managers and leaders can be created only by a successful synthesis of academic theory and business practice or industrial experience. The business education should be based on practical or simulated and effective case studies by quality faculty, latest ICT facilities and infrastructure. If the educational infrastructure is sound then one can expect a strong superstructure in future. There is need of convergence of these components into one and then only delivery of it can be made to all its stakeholders effectively. The model of I-S has been proposed to combat the ongoing battle of quality and employment considerations of its stakeholders.

Keywords: Pedagogy, Accreditation, Academic industry interface, faculty exchange

Introduction

Introduction: India has more than 3359 Business schools accredited by All India Council for Technical Education (AICTE) and produces management graduates seven times than that of United Kingdom. But we could not produce the best business leaders and managers across the world from our B Schools. We often glorify frequently about our quantity of management education but not about the quality. Presently Harvard University stands first in the top US list of B schools and INSEAD stands first in the non-US list of B schools in the world. Unfortunately none of our B schools stands in the top 100 list. It is high time for introspection of actual practices and the delivery system to all its stakeholders.

The US dominates the business school ranking with 71 top business schools, an impressive 29 of which are in the global top 100. Outside the five institutions featured in the top 10

above, other high-ranking US business schools are North western (14th) and the university of California, (16th). New York University and the university of Chicago are also in the top 20, sharing 17th place, having previously shared 19th place last year. Canada meanwhile claims 14 of the world's top business schools, including three in the top 50. These are the University of Toronto (35th), the University of British Columbia (38th), and McGill University (48th).

In India, except some top business schools like the government run IIMs and other few, most of 5,500 B schools in the country are producing sub-par graduates who are largely unemployable resulting in these pass-outs earning less than Rs 10,000 a month, if at all they find placements, an ASSOCHAM study has pointed out. India has at least 5,500 B-schools in operation now, but including unapproved institutes could take that number much higher. The ASSOCHAM report says that only 7 per cent of the

**Top 10 Universities for Business & Management
Based on the QS World University Rankings by Subject 2017**

1.	Harvard University	USA
2.	London Business School	UK
3.	INSEAD	France
4.	Massachusetts Institute of Technology (MIT)	US
5.	University of Pennsylvania	US
6.	Stanford University	US
7.	University of Oxford	UK
8.	University of Cambridge	UK
9.	London School of Economics & Political Science (LSE)	UK
10.	University of California, Berkeley (UCB)	US

SN	Admission Year	Seats available per 1, 000 candidates	Total number of CAT applicants	Total number of seats
1.	2010-12	11.00	2,41,000	2650
2	2011-13	13.50	2,04,000	2750
3	2012-14	14.37	2,05,000	2946
4	2013-15	15.00	1,94,514	3220
5	2014-16	17.02	1,95,943	3335
6	2015-17	16.60	2,18,664	3635
7	2016-18	15.60	2,32,434	3635
8	2017-19	-	-	4060

MBA graduates are actually employable.

Management Institutions and MBA: The MBA degree has its brainchild of American educational system and in early fifties Indian Institute of Management (IIMs) have been established in India to provide management education. Ever since, IIMs have become the official, authoritative and commendable institutions in India. Every year more than

also diversifying their programs to attract the world market and thus contributing to this transformation process as they are run in a businesslike fashion. Right now there are 1.25 lakh full time students and one-lakh distance education students pursuing MBA. There are more than 3359 B-schools approved by the AICTE in various categories excluding the IIM, University Departments and autonomous private institutes. However, the sudden spurt in

Year	Total institution	Faculties	Total Intake	Enrollment	Students Passed	Placement	New Institutes	Closed Institutes
2012-13	3882	40438	444479	237144	179546	95166	321	73
2013-14	3759	51988	452148	234493	185831	103111	19	62
2014-15	3609	60457	456419	248680	186305	104503	45	42
2015-16	3474	58586	433050	250179	185750	101805	24	66
2016-17	3359	56613	413128	232502	NA	91461	39	76
2017-18	3264	55879	394775	NA	NA	NA	48	23
							496	342

two lakh MBA aspirants take part in Common Admission Test (CAT). It is treated as the most prestigious institution for management education in India. On the basis of total number of seats available in 20 IIMs and number of applicants, it is apparent that seats availability per 1000 candidates have increased which goes in favour management aspirants but at the same time AICTE approved affiliated institutions are in dearth of applicants for admissions.

Source: <http://indiatoday.intoday.in/education/story/cat-2014-registrations>

The institutions are in a great hurry to create managers in quantity but not quality. Students are also, in general, find it fancy to go for such courses so as to have firm foothold in their career.

Business Schools in India

In line with the changing economic scenarios, B-schools are

these B-schools has also raised concerns about quality and the need for regulatory mechanisms among academia and industry leaders. In India, ranking surveys come out with different sets of rankings for B-schools but it does not make any sense for the most of the students on the part of their accessibility, and concerns.

Source: AICTE 2017, 9 August

Around 220 B-schools had shut down in the last two year in cities such as Delhi-NCR, Mumbai, Kolkata, Bangalore, Ahmedabad, Lucknow, Hyderabad, Dehradun etc. And at least 300 more are expected to wind up in 2017. Low education quality coupled with the economic slowdown, In the last five years, the number of B-school seats has tripled. In 2015-16, these schools offered a total of 5,20,000 seats in MBA courses, compared to 3,60,000 in 2011-12. Only 7 percent of MBA graduates from Indian business schools, excluding those from the top 20 schools, get a job straight after completing their course, adds the findings of the report.

Weaknesses in Present Management Education: B schools teach the theoretical concepts and aspects, which will help the people to get tuned with the corporate terminology right from the school itself and also the meanings of the related concepts. The tools and techniques, which were taught in school, help them equip to take over the managerial/leadership roles in the corporate world. In fact B schools' objective is to groom the business leaders for tomorrow.

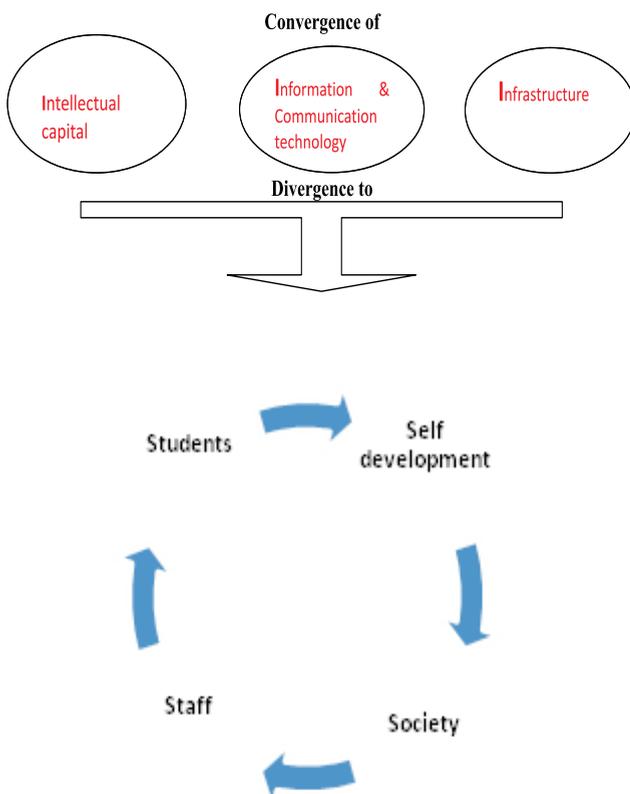
It is always a well-admitted fact that there is vast chasm between theory and percept. The B school product when he finds himself in the hot seat in the industry, he finds himself suffocated as he finds vast gap in his dreams and realities. He needs to get his hands dirty in the real organizations, which he might have fantasized, from a totally different perspective.

Lack of quality control and infrastructure, low-paying jobs through campus placement and poor faculty are the major reasons for India's unfolding B-school disaster.

A. Institutional Problem:

- There is need to update and re-train faculty in emerging global business perspectives which is practically not done in many B-schools.

Framework for Effective Higher Educational Institution -



- The faculties in private institutions are not encouraged for academic assignments rather they are just treated as staff who can be assigned any job like multi tasking staff by the so called higher authorities and owners.
- The faculties are encouraged not for teaching and research but for getting admissions and counseling to fill the seats in the institutes. Some times their job is at stake if they are not able to attract admissions. The number of faculty is shown as per norms given by regulatory bodies but actual number of faculty is less than the required numbers. The faculties are recruited on the basis of least salary offer and not on the basis of quality of the candidate.
- The directors are appointed on the basis of their length of time spent in institutions but not on their academic output. No research or academic achievements are counted for being director in the private institutions.
- Lack of Research Culture - It is generally seen that top B-schools around the world have a very strong research base and flavor with their deep impact on industry and society. Publication of high quality research in prominent internal journals is a prerequisite for a B-school to be considered an international institution. It is no wonder that there is a dearth of good role models in business management research in the country. One may be happy to see that business schools and businesses are slowly realizing the need to strengthen research.

B. Course Curriculum Problem

- Mismatch between required and existing course contents: The course contents are not updated regularly by the affiliating universities. The Universities do not pay much attention to management courses especially due to myopic vision of the members of board of studies comprised of only academic members. No expert member from industry is put on the board of studies in the universities and academic council. The academic ritual is completed by inviting outdated professors with limited homework so that no extra effort may be required by them in teaching. The redundant syllabus and no input from industry lead to create one more syllabus with change in date of Board of studies and academic council is served to the management students for study. There is limited role or negligible representation of affiliating institutions in course content decisions.
- Lack of entrepreneurial skills inputs: The present

system does not encourage entrepreneurial skills and abilities. B schools do not teach entrepreneurial skills and risk taking abilities. They teach about soft skills and communication skills, which can best be experimented in the battleground of corporate life and can be perfected. If the tools of efficiency are taught in B schools, the tricks of effectiveness are learnt in corporate world.

- Imaginary Teaching pedagogy: It is not able to inculcate or cultivate industry or sector specific skills. There are set of skills required for each sector, segment and industry. The inability to focus on the same became a major area of weakness. Real industrial problems are neither thought nor taught.
- It does not focus on TQM where teams are forged and motivated to contribute their best without any egoistic considerations.
- It is devoid of multicultural experience. It is highly commercialized and commoditized. It is like a shop where goods and services are offered in exchange for money.
- The ability to deal with the people can not be taught in B schools and even if it was taught, it is very difficult to implement, as there would be so many bottlenecks. B schools only teach how to do but the corporate world only, indeed, teaches the practical way of learning. It is like learning how to swim, i.e. whatever the person learnt such as tools and techniques by way of theoretical explanations in school, he can only learn when he gets into the deep waters of the corporate world.
- The books and B schools have certain limitations. The efficiency and efficacy can be learnt only by involving oneself in real like situation. However the case studies one might have come across by way of thorough reading in school, the real life is total different from fantasized reel life. Traits like diplomacy and tactfulness and emotional intelligence can be learnt only by practical experience.
- The concepts like brainstorming, reverse brainstorming, lateral thinking, vertical thinking, out of the box thinking, emotional intelligence, change agents, mind mapping, morphological analysis, six thinking hats, synectics, Type A and Type B personality could be better understood and felt in the real corporate life.
- B schools equip tons of information, data, knowledge,

and case studies, which can help to get tuned with the real problems in the organizations to some extent. But it can not be summed up altogether that they produce the best managers in the industry.

- Management institutes do not teach much about building relations. Whatever the little so taught becomes too little in the practical life. B schools do highlight on evolutionary approaches but not revolutionary. But the practical business mostly talks of revolutionary approaches.

Strengths: The present management education survived for nearly five decades in India and struggling to expand beyond national and geographical boundaries. With the boon of rapid changing technology and communication, the educational system is undergoing drastic changes although the pace is slow. The students in B schools develop the ability to network and grow fast. The alumni links may serve as strong launching pad.

Critical gaps needs to be filled: There is a strong need to lay stress on the Indian-industry oriented management education. This does not mean to do away with the American methodology of concepts and teachings. What is now needed is glocal approach i.e. the combination of global and local approach. The visiting faculty usually teaches in more than one institution and teaches more than one subject. As a result their approach is short term oriented and less focused. Whereas the permanent faculty works under one roof in the same system and subjects resulting in staying highly focused in his approach. These people tend to have long term orientation and it pays off heavily for the students.

- There is vast chasm between the salaries of academic and non-academic professions. At the industries, pay and perks are heavy and the best brains are naturally going to non-academic line. This does not mean totally that those who work in academic profession do not possess brighter talents and skills. There may be a segment of brains that would like to work in academic line because of their taste for teaching. The vast gap between these two in terms of salaries needs to be narrowed down and addressed. Sometimes, the teaching faculty may work outside on part time basis to generate more income. This again contributes in less concentration in teaching. There is no hesitation to say that exploitation of faculty is also one of the factors for deterioration in quality of management education. Some of the private business institutes hire the faculty not on the basis of their academic

attainments but their qualities to attract the students for admissions in their institutes. There is no attention of the institutes for their academic achievements during their tenure in the institute.

- Recruiting the faculty who possess diversified academic back ground, experience and expertise will bring quality of education as these people can combine their multiple skills learnt from academics alongwith the industrial experience. There are regulatory bodies like UGC and AICTE but there is need of self-regulation of ethics on the part of management of business schools.
- Similarly industries must come forward to encourage the trainee management graduates to do project work in their organizations which will enhance competency and confidence.

Industry Problems

- The present management education refers to many case studies related to other countries. Although it is good to have a feel of the case studies of foreign land, there is an element of nativity lost in teaching. It is necessary to generate our own case studies and explain the concepts or topics with native examples for understanding and enhancing the qualitative education. The need of the hour is to create global mindset in the minds of management graduates. Indian B schools must evolve its own tools and techniques in teaching and tune its Business schools as the battlegrounds to create global management gurus.

Fig.1- I to S model for development of higher institutions proposed by Pandey A.C. (2011)

As per the above proposed model for effective higher educational and research institution there is an urgent need to address these critical gaps. It is to be formulated with the help of apex body of the educational Institutions. There is need to emphasize on its intellectual capital in which quality and their research considerations especially in the context of higher educational institutions for management. The ICTs are medium of delivery of inputs to its clients in the system whereas technology reflects the manner in which organizational inputs are transformed into outputs. It deals with the information, process, techniques and equipments required to achieve transformation. all these three inputs of institutions converge to deliver its output in terms of output as skilled professionals. The professional development of faculty as well staff is also required on the part of process

and total system of functioning of the organization as whole. The fruits of skill development, new research and better employment opportunities will thus prove to be better delivery of services and modified processes by these institutions. Self development refers to the development of organization to meet the expectations of the stakeholders of the educational institutions. There should be focused attention towards the efficiency of organizations which may be termed as convergence of inputs to delivery to its stakeholders. Hence the effectiveness can be judged on the basis of its stakeholder's parameters. The cycle of staff, students, organizations and finally society will also serve as marketers to the institutions.

I am having serious apprehension about expecting the educational institutions as placement agencies rather higher educational institutions should cater to all academic and professional need of the society and should serves as guide to the path where not only an employable professional can be made but a responsible, ethical citizen as well as positive thinker can also be produced.

Institution-Industry Interface- Management experts forecast that businesses in the 21st century will be composed of groups of specialists who work together on a specific project and then disband. Management education offers all the necessary tools to handle successfully various business and management related issues in a fast changing global economy.

Job placement is the impetus for Indian B-school rankings. For top B-schools 'placement is the excuse they have found to create hype and cover their weakness as they have made little contribution to management theories. On the same coin, they use public grants but cater to a niche market of capitalists and multinational enterprises.

"The placement mania makes MBA students regard jobs and salaries as the be-all and end-all of things. This attitude is inculcated in very bright, young and impressionable students, right from the time they enter into the B-schools. Instead of imbibing a spirit of idealism and developing a strong desire to change the world for the better, students leave their B-school after graduating totally obsessed with making money and progressing in their career. Some leading B-schools have a good rapport and interface with industries but on the other hand there is a problem of management students graduating from Business department of universities lack the same kind of opportunities like campus recruitment. Although some of them also receive sponsored projects, consultancy assignments and internship for their students but in totality the ratio is not very encouraging.

Need to broaden the specialization:- According to Prof. Goutam G.Saha "There are some businesses which are context specific to India. For example: agricultural services, infrastructure management, Contract research, hospital management & NGO are rapidly growing areas in business. These businesses need customized management education. Curricula customization, Specific material development & faculty specialization are some of the neglected factors that led to poor Quality of management education in India. No doubt some of the B-schools have introduced MBA, program, focused on telecom, financial services & infrastructure management but still it requires more efforts on customization in order to broaden the Specialization.

Conclusion: Certain critical issues face Indian B-schools in their quest to mold students using a holistic and fully integrated approach based on academic rigor, building character, and nurturing values and a curriculum for meeting industry expectations and the external environment." The key ingredients to be a world-class institution are, faculty commitment to research and teaching excellence; a committed professional staff who understand higher education, quality of students admitted; financial resources and leadership of the professional head. If any one of these components is missing, becoming a recognized world-class institution is not in the cards." There is urgent need of the hour to make a balance between *'what*

management institutes teaches' as well as *'what one learns in organizations'* because the combination of both will lead to create a complete corporate personality.

There is need of transformational change in the present changing corporate world. AICTE and UGC have a pivotal role to play in streamlining and overhauling Indian management education system with sincere checks and balances. It is the responsibility of all stakeholders of higher educational institutions imparting management education that new identity should be made in which they can be named for excellence in solving business problems. The business and industry insights along with stimulated and simulated case studies can bring out the best results in quality of management education in India.

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FACTORS INFLUENCING SELECTION OF HOSPITAL FOR MEDICAL TOURIST IN DELHI AND NCR

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Abstract

An immeasurable review of the current literature reveals that non –discriminatory theoretical frame work for the entire study of medical tourism industry exists. The study, therefore aim to fill this gap by proposing an integrated model for the investigation of this flourish tourism field .It is developed with a view to capturing the current situation of medical tourism in a given country and region fro demand and supply and demand prospective. Both qualitative and quantitative techniques are suggested as systematic tool to test validate the model.

Medical tourists are consumers as well as all medical tourists have been to utilized the services for infirmities ranging from acute, chronic and congenital illness like cardiovascular diseases to advanced medical treatments like bone marrow transplant, cardiac , eye surgery, hip replacement etc. As we know that many option available for medical tourist in other countries like Malaysia and Thailand etc .The purpose of this paper is to investigate how some factors like advanced medical facilities like Popularity and competency of doctor, cost of treatment , Pre-procedural, stage, procedural stage, post procedural stage, visa experience in Delhi NCR hospitals to attract medical tourist .

In the present paper a study of Factors influencing selection of hospitals for medical tourist in Delhi NCR have been made. The data has collected information through a structured questionnaire from 100 inbound patients from 22 nations visiting 16 big hospitals in Delhi for medical treatments. 60 % of the earning come from Bangladesh ,Iraq ,Pakistan and the Maldives , India's major trade partner ,the US and EU 14% from United states and 11% from European Union. Medical tourism has been the largest contributor to India total health services export , accounting 70 % total revenue of \$ 890 million earned in 2015-2016 according to the first comprehensive survey on the sector complied by Director General commercial intelligence and statistics under the commerce ministry Asian countries led by Bangladesh ,Iraq ,Pakistan and the Maldives accounted more than 60%of foreign exchange earning of health service The key competitive strengths reported are economy in costs, big brand hospitals, qualified doctors, availability of all kinds of medical treatments, high tech procedures, online consultancy, less waiting time for treatment, good infrastructure and hygiene and cleanliness. However, patients faced challenges in finding good interpreters /translators, obtaining visa, getting insurance covers, problems are also faced by them in respect of follow ups and monitoring care, behavior of tour operators, corruption, differential pricing policies and inadequate lodging arrangements.

Introduction

Medical Tourism in India is a prospering business, drawing loads of international patients. Medical Tourism industry is an organizational entity . The development of technology and infrastructure facilities largely contributes for employment opportunities and increase of national income .India is a growing one of the developing countries which has growing destination for medical tourism. The climatic condition together with the varieties of medical herbs and plants and advancement in medical science provide the

scope for medical tourism. Alternative medical system in India, providing treatments like Ayurveda, Naturopathy and Homeopathy facilitate medical tourism. The major medical tourism hubs are India, Cuba, Argentina, Malaysia, South Africa, Thailand and Jordan. India is placed among the top three medical tourism industry in the Asia and other two countries are Thailand and Singapore .” These three countries together accounted for about60 % of total Asian revenue in 2012”the report medical value travel in India by KPMG and Ficci said. Medical tourism is patient movement from highly developed nations to other areas of

the world for medical care, usually to find treatment at a lower cost.

Medical tourism is different from medical travel where patient's journey from less developed nations to major medical centers in highly developed countries for medical treatment that is unavailable in their own countries.

Medical Tourism is a growing sector in India. India's medical tourism sector is expected to experience an annual growth of 30% making it a \$10 billion industry by 2020. Many factors which make India a destination for visitors, seeking health care services. It include well trained medical Practioners , well number of English speaking medical staff, a well mix of allopathic and alternative system of medicine, the availability of specialty centers, technically advanced and diagnostic equipment and availability of services at comparatively less cost. India is turning out estimated 20,000 – 30,000 highly skilled doctors and medical consultants every year. High reputation and goodwill for Indian doctors exists in the world. Medical assistance providers and agents also play a significant role.

A number of hospitals which is fast emerging have hired language translators to make patients more comfortable while at the same time helping in the facilitation of their treatment. Many doctors and Nurses are fluent in English. Language is not a barrier in India as a large section of people can understand and speak international languages particularly the English .Good medical facilities and talented and experienced pool of professionals in the medical field, the high rate of investment in medical research in India and its history of subsidized medical tourism have created some of the most efficient medical professionals in the world. Many of such talented medical professionals have years of experience in treating patients in the western countries.

Hence, they are well acquainted with the medical problems of people there; they use their experience and expertise sitting in India to treat international patients.

Best private hospitals are situated in India with the latest technology. Some have affiliation with John Hopkins and Harvard School. Hence; they have the set up to take care of international patients who are conscious about quality treatment. The most popular treatment sought in India by medical tourist is alternative medicine, bone-marrow transplant, cardiac bypass, eye surgery and hip replacement. India is known for in particular for heart surgery, hip replacement, surfacing and other areas of advanced medicine. Kerala for Ayurvedic treatment, Chennai for Eye treatment, Delhi, Mumbai and Bangalore for heart, cosmetic, Dental and Neurosurgery etc.

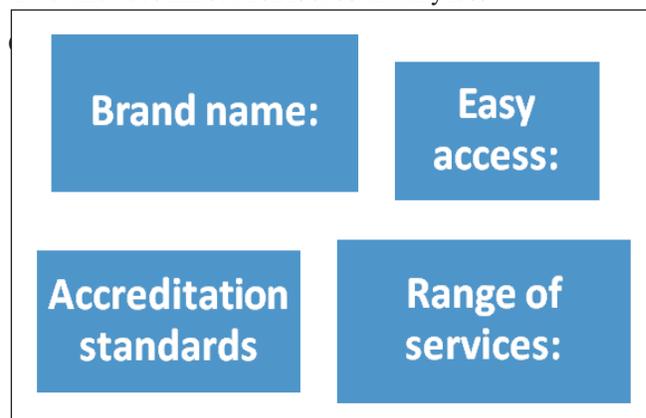
The biggest benefit of medical tourism in India is the cost.

Medical treatment in India is offered at a lower cost in the world. Their air ticket expenses and accommodation expenditure, even if they are put up in luxury hotel will not be more than their expenses in USA or UK. Patients will be able to save at least 60% of their cost if they choose India over other developed countries. An estimated Foreign patient travelling to India to seek medical treatment 592,217 (171021 in 2012,236898 in 2013,184298 in 2014 of those travel to India for lower priced healthcare procedure every year,The world travel and tourism council calculated that medical tourism generated Rs 14.02lakh cr by October 2015.

Review of Literature

The key selling points of the medical tourism industry are its cost effectiveness, growth of modern technology with international advancements and the simple yet attractive idea of tourism. Several tourism partners offer appealing treatment methods through various spa and wellness facilities. Renowned hotels also pitch in with quality packages at affordable prices. Highly skilled and experienced physicians and healthcare specialists are easily available. Quality nursing facilities available for medical care meet the highest global standards. Well trained interpreters and facilitators. Favorable exchange rates and cheaper international air travel. Emergence of super specialty hospitals in major cities.

There are many well qualified doctors and hospitals in India. Medical procedures often cost much less in India compared to the US. Europe and other western countries. Even the cost of travel and accommodation is substantially less.



Brand Name

a) Indraprastha Apollo Hospitals New Delhi, India

The Apollo Group is the largest corporate healthcare provider in Asia offering first-world facilities in third-world locations. Apollo Hospitals are the first JCI-accredited facilities in India JCI Hospital Program Accredited since 18 June 2005 and have grown to several world-class facilities including hospitals in

Bangalore, Chennai, Hyderabad, New Delhi, Punjab and Kolkata. The Apollo Group is also affiliated with the Johns Hopkins Medicine International.

b) Fortis Hospitals Noida, Gurugram, Delhi and NCR, India

Fortis Healthcare operates more than 10 hospitals in different locations in India, including New Delhi, Mumbai and Chennai. Four Fortis hospitals are JCI accredited, and most of them are modern, high quality medical facilities

c) Columbia Asia Hospitals Ghaziabad, Uttar Pradesh, India

A healthcare group with several hospitals in India as well as other Asian countries. Their flagship hospital in India is the Columbia Asia Referral Hospital in Bangalore, which is accredited by the NABH.

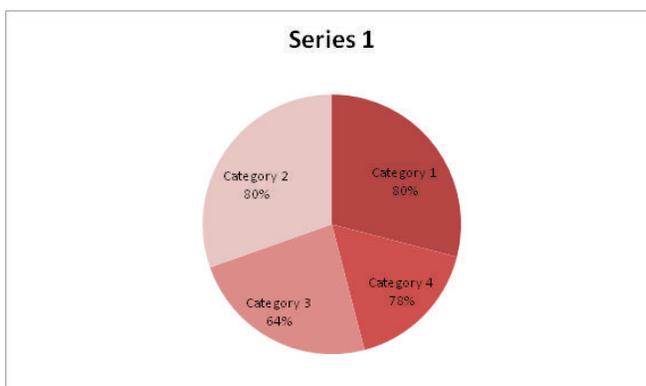
From	To India
Algeria	10
Angola	10
Congo Republic	09
Ethiopia	08
Kenya	10
Sudan	10
Uganda	09
Afghanistan	06
Saudi Arabia	05
Bangladesh	2
Pakistan	2
Oman	3
UAE	4

d) Max Health care Super specialty Hospital, Delhi and NCR, India

A unit of Deviki Devi Foundation located in Press Enclave road Saket, New Delhi designed by internationally architect Mr. Richard Wood and constructed in accordance with globally accepted standard for hospitals, quality is top priority .2600 beds and world class doctors,

e) Medanta the medicity Gurgoan, Haryana, India -

The Medanta the Medicity is one of India's largest multi-super specialty institutes located in Gurugram, a bustling town in the National Capital Region. Founded by eminent cardiac surgeon, Dr. Naresh Trehan, the institution has been envisioned with the aim of bringing to India the highest standards of medical care along with clinical research, education and training. Medanta is governed under the guiding principles of providing medical services to patients with care, compassion, commitment.



f) Moolchand Hospital New Delhi India

Moolchand hospital is located at Lajpat Nager south Delhi well known as a Cardiac care

e) Artemis Hospital (a unit of Artemis Medicare Services Ltd.) Gurugram Haryana, India

JCI Hospital Program Accredited Since 12 January 2013

Artemis Hospital is located at sector 51 Gurugram Haryana India, Well Known as Neurology, Oncology, Orthopedics surgery and Gynecology.

Easy access

- a) All Embassies located in Delhi
- b) Hotels up to seven star level
- c) IGI Airport available for direct connectivity to across the

Reasons	Out of 100 %
Low cost of medical procedures	80
Low cost of travel and stay	80
Quality of medical procedures	64
High profile and competence of doctors and paramedical staff .	78

world .

d) Other Government super specialty hospital like AIIMS, Sir Ganga Ram Hospital ,

Ram Manohar Lohia Hospital ,GB Pant Hospital ,Lok Nayak Hospital for super expert opinion.

Traveling to India

Average estimated travel time in hours

Accreditation standards are controlled locally by the Indian Healthcare Federation, the Indian Medical Tourism Council and the Indian Ministry of Health. Accreditation of hospitals and other healthcare facilities are handled locally by the NABH (National Accreditation Board for Hospitals and Healthcare Providers), which is the constituent board of the QCIN (Quality Council of India). Some hospitals also have international accreditation by the Joint Commission International, the International Organization for Standardization (ISO), the British Standards Institute, or are affiliated with healthcare organizations and insurance companies in the US and the West.

Range of services

The following are cost comparisons between Medical procedures in India and equivalent procedures in the United States of America and United Kingdom.

Entry and exit requirement in India

Except for citizens from Nepal and Bhutan, all foreigners from other countries, including the European Union, United States and Canada, require a visa to enter India. In 2014 India has introduced "visas on arrival."Requirements to obtain a visa include: a passport valid for a minimum of 190 days, the visa fee, passport photographs and a completed application form. Supporting documents may be necessary to determine or justify the required length of stay, but for medical cases, a multiple entry for a period of 6 months to one year may be provided.

Statistics for medical tourism in India

It is expected that by 2020, India's medical tourism industry

will reach 10 billion U.S. dollars, with a projected growth rate of 30% per year and 3,200,000 medical tourists arriving in the country for treatment with compounded growth rate of 15% . Recently, the Indian medical industry has been expanding its outreach with the Gulf countries by working directly with airlines to improve travel for medical travelers from the region. The country has also been ranked as one of the top three medical tourism destinations in Asia.

Conclusion

As expected at the completion of the research, there will be many points and outcome. Competence of doctors was the most important factor for the inbound medical tourists. Skills and qualifications of the doctors beyond their expectations we will find that outpatient services have elicited problems like overcrowding, delay in consultation; proper behaviors of the staff etc. administrative staffs will quite concern towards the patients expectation. They will serve the suggestion box for patients and make sure respond to the suggestion satisfactorily .In this way how can promote medical tourism in India Thus, the growth of Medical Tourism in India contributes for the development of infrastructure in medical facilities, Medical science, national income, employment opportunities and urbanization. The policies are required to minimize or reduce the adverse effects of Medical Tourism. Likewise, the administrative measures are needed to eradicate the inequality between the rich and poor and disparity between the urban and rural areas arising out of the medical tourism sector.

Medical Procedures Price Comparison with the USA (United States Of America)			
Procedure	USA Hospitals	India	Average Savings
Coronary Angioplasty	\$55,000 - \$57,000	\$10,000 - \$12,000	78% - 81%
Spinal Fusion	\$60,000 - \$62,000	\$7,000 - \$8,000	85% - 88%
Heart Bypass	\$120,000 - \$130,000	\$9,000 - \$11,000	91% - 95%
Heart-valve Replacement	\$150,000 - \$160,000	\$9,000 - \$10,000	94% - 96%
Laparoscopic Gastric Bypass	\$28,000 - \$30,000	\$10,000 - \$12,000	60% - 64%
Hip Replacement	\$41,000 - \$43,000	\$8,000 - \$10,000	76% - 80%
Mastectomy	\$39,000 - \$41,000	\$7,000 - \$8,000	80% - 82%
Knee Replacement	\$38,000 - \$40,000	\$8,000 - \$9,000	87% - 88%
Bone Marrow Transplant	\$240,000 - \$260,000	\$68,000 - \$70,000	72% - 73%
Liver Transplant	\$290,000 - \$310,000	\$68,000 - \$70,000	75% - 77%

Plastic and Reconstructive Surgery			
Procedure	USA Hospitals	India	Average Savings
Face Lift (Rhytidectomy)	\$7,000 - \$9,000	\$4,000 - \$5,000	42% - 44%
Breast Augmentation	\$5,000 - \$8,000	\$3,000 - \$4,500	40% - 44%
Breast Reduction	\$4,000 - \$6,000	\$2,000 - \$3,000	48% - 50%
Complete Liposuction	\$4,000 - \$6,500	\$2,000 - \$3,500	46% - 50%
Nose Surgery (Rhinoplasty)	\$5,500 - \$6,500	\$1,500 - \$2,500	61% - 72%
Gluteal Augmentation	\$8,000 - \$10,000	\$4,000 - \$5,000	50% - 52%

Eye / Ophthalmology			
Procedure	USA Hospitals	India	Average Savings
Cataract surgery	\$1,500 - \$2,500	\$1,000 - \$1,500	33% - 40%

General and Cosmetic Dentistry			
Procedure	USA Hospitals	India	Average Savings
Root Canal	\$600 - \$1,000	\$100 - \$150	83% - 85%
Porcelain Crown	\$600 - \$1,000	\$80 - \$100	87% - 90%
Porcelain Metal Bridge	\$1,000 - \$1,800	\$250 - \$350	75% - 81%
Dental Implant	\$2,500 - \$3,500	\$500 - \$800	77% - 80%

Medical Procedures Price Comparison with the UK(United Kingdom)			
Procedure	UK Hospitals	India	Average Savings
Coronary Angioplasty	\$13,000 - \$15,000	\$10,000 - \$12,000	20% - 23%
Hip Replacement	\$13,500 - \$14,500	\$8,000 - \$10,000	31% - 40%
Knee Replacement	\$16,000 - \$17,000	\$8,000 - \$9,000	47% - 50%
Plastic and Reconstructive Surgery			
Procedure	UK Hospitals	India	Average Savings
Face Lift (Rhytidectomy)	\$11,000 - \$12,000	\$4,000 - \$5,000	65% - 75%
Breast Augmentation (Mammoplasty)	\$7,000 - \$8,000	\$3,000 - \$4,500	50% - 60%
Breast Reduction	\$8,000 - \$9,000	\$2,000 - \$3,000	67% - 75%
Liposuction (lipoplasty)	\$5,000 - \$6,000	\$2,000 - \$3,500	42% - 60%
Nose Surgery (Rhinoplasty)	\$5,500 - \$6,500	\$1,500 - \$2,500	61% - 73%
General and Cosmetic Dentistry			
Procedure	UK Hospitals	India	Average Savings
Root Canal (per canal)	\$300 - \$400	\$100 - \$150	62% - 67%
Dental Implants	\$3,000 - \$4,000	\$500 - \$800	80% - 83%

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THE IMPACT OF ABILENE PARADOX AND MANAGEMENT OF AGREEMENT (WITH REFERENCE TO CROSS CULTURE LEADERSHIP DYNAMICS.)

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Abstract

Prof. Jerry Harvey describes that Abilene Paradox is a very common phenomena in almost many of the organizations. It occurs when a group of people in the organization collectively decide to undertake a task which is contrary to the preferences and willingness of many individuals in the group. Under this situation organizations frequently take actions in contradiction and get defeated the very purpose which they are trying to achieve.

Abilene Paradox clearly indicates the inability to manage agreement of the group selected for the specific task. Quite often than not, it is seen that in the organization when the top boss throws an idea, the group immediately agrees. This is because everyone in the group thinks in the self proactive ways. The reason of doing so is simple as everyone in the group thinks that if anyone will volunteer the opinion contrary to the idea of the boss would look stupid and create unnecessary embarrassment. This mental attitude leads the group to decide on "YES" when "NO" would have been the personal response of the majority. The characteristics of Abilene Paradox are that it creates an atmosphere where people are afraid to speak freely. The group on a mission or task will not evaluate alternative choices nevertheless address the potential problems. The group does not carry out the mission by heart but forcefully pretend to carry out the mission with disagreement. Individual member of the group takes it upon themselves to protect his/her job and remain silent in expressing the personal views and opinions when differences occur in the group. The individual group members provide misleading information which generally are more vulnerable to inflict more damage to the organization. The group at the larger extent develop their unquestioned belief and loyalty without any morality and disregard ethical warning which harm to the organization despite knowing that the chances of success is really bleak.

Key words: - *Abilene paradox, Leadership, Group, Success, Bleak.*

Introduction

Prof. Jerry Harvey first encountered the paradox and experienced a funny situation – When he his wife and her parents agreed to take a four hour trip through extremely hot Taxes heat in an un-air conditioned car in 1958 just to eat dinner in Abilene (Abilene is a suburb of a mainland continent). It was only after returning home when all were felling hot, tired and cranky - the group discovered that no one wanted to go. But each had assumed since others are agreed hence should not voice opinion in contradiction and acted against his or her better judgment. "I just went along because three of you were so enthusiastic about going. Jerry's mother in law said after they returned home. Jerry's wife also said the same thing. Hence all started expressing their contrary opinion about this trip

and the trip became a beleaguer experience to all instead.

This also happens in the corporate world. "The inability to manage agreement.

Prof. Jerry Harvey explains that Abilene Paradox occurs when a group of people collectively decide on a course of action that is contrary to the preferences and willingness of many of the individuals in the group.

"Organizations frequently take actions in contradiction to what they really want to do and therefore defeat the very purpose which they are trying to achieve".

Quite often than not, it is seen that the behavior of the group members in such situation becomes adverse in the interest of the organization. Under this situation,

instead of doing good to the organization, unwillingly the group does contrary in the interest of the organization knowing in advance the outcome of the task. The reason of this situation is primarily in the organization there is lack of leadership and superiors work more or less somewhat on tyrannical ways. They do not believe on the ability of their own group employees but impress upon them by their own decision without taking the opinion of the group members. Even group members remain reticent on such occasion as they know that their voices will not be heard and fear of being unacceptable loom large in their minds. Therefore, the group members prefer to keep silent and do not volunteer their frank opinion in the interest of the organization albeit they know the end result quite well. Beside above, there is a strong tendency that most of the group members who have been assigned some task adopt the tendency to follow the instructions without realizing its importance and replicate the same as other will do mindlessly. They develop this tendency over time to follow the herd aimlessly due to poor administrative ability of the leader. Such group members stay put at the back foot and unenthusiastically follow trends without due diligence and outcome. Nevertheless, at times their own cynicism marred with pessimistic skepticism which refrain them to initiate to lead due to psycho-fear of annoying the senior authorities due to their taking extra efforts which they are not suppose to do. More over the group members believe that some traditions have been in existence in the organization and they fear to break them and prefer to remain silent on the crucial issues. Quite often than not it is also seen in the organization where the bosses lack leadership traits and work in much autocrat modes thus predominantly become condescending due to their own snobbish attitude. Under this situation the group members of the organization too become indifferent and stop thinking out of the box on the matter of interest for the organization. Much this attitude is marred with their own sycophant nature which they want to keep the bosses pleased without caring the interest of the organization. The group members think first about themselves rather than the organization first.

In nut-shell, the group employees pretend to be concerned about the task and feign their utmost attention and sincerity albeit actually understand that the task will not yield the desirable objectives due to certain short comings but prefer to remain quite due to some reasons as

encapsulated above.

Research Methodology

The research is a qualitative research based on primary data and secondary data. The primary data have been collected by way of personal interview from the selective group of employees from educational institutional and industry employees within local region of Bareilly districts based on convenient sampling. The size of the selected respondents was 70 which were chosen from above organizations. Out of 70 respondents 20 were from senior level and rest 50 were from junior management level. The 20 senior level respondents were the owners, senior employees and their group members of the organization selected for the study. The analysis of the respondents views are analyzed by applying simple statistical tool of factor analysis and t-test to prove the hypothesis thus set about. Factor analysis is used to get the factors from the 50 respondents regarding their willingness and forced attitude towards work. The secondary data is collected from the research papers, articles, magazines, periodicals and different websites etc. which have already been written and published on the subject matter.

Hypothesis

H0- Management of Agreement has no association with the growth of the organization.

H1- Management of Agreement has association with the growth of the organization.

Result Analysis

Factor analysis has been used to identify important factors regarding the perception of employees toward the management. Questionnaire were given to all respondents in the academic & commercial organizations of the region, and their responses were collected.

Herein, factor loading above 0.50 has been considered for factor analysis.

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization. To conduct a Factor Analysis, we have started from the “Analyze” menu. This procedure is intended to reduce the complexity in a set of data, so we choose “Data Reduction” from the

Rotated Component Matrix

	Component	
	1	2
1).Do you think that senior management open to your suggestions?	.099	.932
2).Do you feel that senior management only gives you instructions & do not give due considerations on to your opinion?	.764	.328
3).Do you get agree on all suggestions of your senior management despite knowing that the results would be negative?	.967	.085
4).Does the senior management discuss the reasons of success of the task and reward you reasonably with appreciation?	.179	.922
5).Do you have free and frank discussions with your senior management without fear or losing the job?	.048	.447
6).Do you feel scared from your senior management and remain silent on the matter of importance?	.946	.073
7).Do you think that the senior management respects your suggestions and incorporate them while executing the plans?	.596	.509
8).Do you feel your senior management is arrogant and do not receptive to the suggestions?	.099	.932
9).Do you feel that almost all important meetings are one sided affairs to pass on the instructions but not for seeking suggestions?	.967	.085
10).Do you think that if opportunity is given to you then you can put your view before the senior management without fear and frankly?	.309	.798

Factor list

Convenient samples of the respondents under study from the respective aforementioned respondents were taken to know the perception of management toward the employee's participations. The following is the statistic of the responses

From the above table since all the significance value $<.05$ we reject the null hypothesis and accept the alternative hypothesis.

Therefore, the findings of the researcher are based on the above data interpretation which has been well

encapsulated in a proper sequence in chronological manner in the respective chapter. Moreover, the tests confirms that less frank opinion is extended by the subordinates to their seniors at many occasions due to various reasons which have been highlighted properly which have been as per the results of the work.

Findings

1. The major impact of Abilene Paradox in the organization is ineffective decision making process. The leader or seniors are not able to communicate the purpose successfully to their

Factor 1	Authoritarian approach	<p>2).Do you feel that senior management only gives you instructions & do not give due considerations on to your opinion?</p> <p>3).Do you get agree on all suggestions of your senior management despite knowing that the results would be negative?</p> <p>6).Do you feel scared from your senior management and remain silent on the matter of importance?</p> <p>7).Do you think that the senior management respects your suggestions and incorporate them while executing the plans?</p> <p>9).Do you feel that almost all important meetings are one sided affairs to pass on the instructions but not for seeking suggestions?</p>
Factor 2	Submissive Approach	<p>1).Do you think that senior management open to your suggestions?</p> <p>4).Does the senior management discusses the reasons of success of the task and rewards you reasonably with appreciation?</p> <p>5).Do you have free and frank discussions with your senior management without fear of losing the job?</p> <p>8).Do you feel your senior management is arrogant and do not receptive to the suggestions?</p> <p>10).Do you think that if opportunity is given to you then you can put your views before the senior management without fear and frankly?</p>

group members with the result they are not able to establish the connect between them.

decisions of the management the debacle is imminent without any justification.

2. In such organization, the process of training and development work is not properly implemented with the result Ineffective learning amongst employees become prevalent in the organization.
3. The biggest drawback of Abilene Paradox is that the employees or group members to whom the tasks in entrusted upon do not contribute and think out of the box. They pretend to be involved with all sincerity by heart not the fact is contrary.
4. Soon employees lose respect for the authorities and start taking the management decision lightly without much concern. This situation is extremely dangerous for any organization. When the very employees stop respecting the
5. Hurt the organization interest – This is the situation in which the organization interest is always hurt. The people work for the betterment of the organization and the same people when involved in any task without any attachment, the very purpose of the organization task get hurt and all efforts become failure.
6. The management put the entire blame to the organization without realizing that the employees were given the task without their fair and frank consent resulting disturbance in harmonious environment of the organization,
7. Nevertheless, each employee of the group start blaming the other employee and thus the conducive atmosphere of the organization

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Do you take the opinion of your subordinates before taking a decision?	20	1.50	.827	.185
Do you think that your subordinate staffs give you their frank opinion?	20	2.60	.821	.184
Do you think that your subordinate staff gives you their opinion to please you but not on the merits?	20	1.80	1.005	.225
Do you ever find that after the completion of task your subordinate staff expressed their opinion against you in the event of failure?	20	1.40	.821	.184
Do you think that your subordinate staff feels scared of you?	20	1.35	.745	.167
Do you encourage your subordinates to express their views without fear?	20	1.80	1.005	.225
Do you get annoyed on your subordinates for not giving you their views in important matters?	20	2.00	1.026	.229
Do you feel sycophancy in your subordinates to jeopardy your efforts of success?	20	1.50	.827	.185
Do you threaten your subordinates for consequence in the event of failure of the task?	20	1.30	.657	.147
Do you reward your subordinates in the event of successful completion of the task?	20	1.45	.826	.185

become vitiated.

organization.

8. It is a fact that half hearted involvement of the employees in the task can never bring any fruitful results and thus become fail in every endeavor.

Remedies & Suggestions

The situation of Abilene Paradox can be avoided should the following remedies are strictly applied before entrusting the task to any group in the

1. The group head must encourage participation from all members to speak and give free and frank opinion with the critical views so that the group may understand the possible hazards which may become the deterrent in the success of the task.
2. Give each member a right to speak freely. This is the only way to create confidence in each member of the group. When each member

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Do you take the opinion of your subordinates before taking a decision?	8.110	19	.000	1.500	1.11	1.89
Do you think that your subordinate staffs give you their frank opinion?	14.166	19	.000	2.600	2.22	2.98
Do you think that your subordinate staff gives you their opinion to please you but not on the merits?	8.008	19	.000	1.800	1.33	2.27
Do you ever find that after the completion of task your subordinate staff expressed their opinion against you in the event of failure?	7.628	19	.000	1.400	1.02	1.78
Do you think that your subordinate staff feels scared of you?	8.102	19	.000	1.350	1.00	1.70
Do you encourage your subordinates to express their views without fear?	8.008	19	.000	1.800	1.33	2.27
Do you get annoyed on your subordinates for not giving you their views in important matters?	8.718	19	.000	2.000	1.52	2.48
Do you feel sycophancy in your subordinates to jeopardy your efforts of success?	8.110	19	.000	1.500	1.11	1.89
Do you threaten your subordinates for consequence in the event of failure of the task?	8.850	19	.000	1.300	.99	1.61
Do you reward your subordinates in the event of successful completion of the task?	7.855	19	.000	1.450	1.06	1.84

- perceives that their opinion means some value they feel elated and contribute properly in the work.
3. The leader has not to be brash and arrogant. This is very essential quality to put a check on the situation of Abilene Paradox. Should the leader or boss will be arrogant no member of the group will come up to express his/her view and the command will come from single handedly from the arrogant leader thus sure failure of the task.
 4. The leader must understand that everyone has a different opinion, hence hear out their opinions before pronouncing the decision.
 5. Promote communication and interaction between the team members
 6. Motivate to each team member to give written opinion as many of the employees feel wary in expressing their views in public. This way they will feel that voice is heard too.
 7. Take review from the employees after any task that was agreed upon by them. This way it will become easy to recognize that fake consensus exists in the organization.
 8. Accept and respect all the critical reasoning of the employees or group members.
 9. Respect the critics and pay attention to their opinions.

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A STUDY ON THE ROLE OF SOCIAL MEDIA FOR HIGHER ENGAGEMENT OF EMPLOYEES (WITH SPECIAL REFERENCE TO BAREILLY REGION)

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Abstract

Social media can be described as an information-based system that uses various technologies to share information and helps in increasing the pace of communication with internal and external audiences. Social media includes various channels among which the popular one are Facebook, Whatsapp, LinkedIn, Instagram, Twitter, YouTube, Google+, Blogs, Slideshare account etc.

The rapid growth of social media has brought dramatic changes in the way we communicate, and had also created greater opportunities for businesses. In the present scenario, various social media platforms are being used by both the Owners and the HR for enabling various HR practice and processes. Companies are using social media platforms to improve employee engagement by connecting employees to each other and to corporate information.

The use of social media can provide employees and leaders in an organization with opportunity to be heard, answered, and are engaged. Some companies or organization have made an Enterprise Social Network that could connect employees of different departments, making it a common platform where exchange of ideas/information can take place in an easy manner.

Blogs are one of the most widely used tools for social networking and can be excellent informal discussion channels. Blogs can help employees to engage in conversations with teammates and expand understanding around difficult processes, or provide employees with informal techniques for handling customer issues.

In a nutshell we can say that in the recent years, social media have emerged as a powerful tool for engaging the employees and connecting them to workplace in an efficient and effective manner.

Key Words: Blogs, Channels, Communication, Engagement, Facebook, Instagram, LinkedIn, Twitter, Whatsapp.

Introduction

Employee engagement is defined as “A workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

Our workforce in office is changing both nationally and internationally. Our current generation is much more technologically sound and advanced than earlier ones.

The best way to keep up with the current generation and to boost engagement is by implementing social

media and other social tools for making internal communication.

Sharing and posting messages, tweeting, blogging, tagging, posting videos and photos are the most common methods for social media communication and ignoring these methods, when communicating with employees, will significantly limit the reach towards employees.

Adapting the concept of using social media at workplace for engaging employees can open new channels for innovation, dialogue and insight.

Literature Review

The literature review was conducted to provide conceptual framework on the basis of which the

research was planned and organized and the results were interpreted. The literature review consists obtaining recent and relevant literature and the presentation of this material in a qualitative manner. The main purpose was to gain knowledge and ideas based on the previous establishment and get to know what their strength and weakness were in order to further enhance and upgrade the integration.

Colbert, Mount, Harter, Witt, and Barrick (2004, p. 603) have associated engagement with "high internal motivational state.", whereas Dvir, Eden, Avolio, and Shamir (2002, p. 737) characterized active engagement as "higher levels of activity, initiative, and responsibility." Wellins and Concelman (2005, p. 1) define engagement as "an amalgamation of commitment, loyalty, productivity and ownership." They also consider engagement as "illusive force that motivates employees to higher (or lower) levels of performance". In similar context Macey and Schneider (2008) posit a comprehensive model for employee engagement that simultaneously embraces the psychological state and the behavior it implies. Previous researches such as by Harter et al., (2002) and Burke (2005) also indicate a direct linkage between employee satisfaction and engagement. They have also mentioned the study done by Towers-Perrin (2003) which establishes tie up of emotional factors with the people's personal satisfaction at workplace. However Rai (2011) describes that engagement is over and above simple satisfaction; engagement is related to passion and commitment that an employee has to help the employer succeed. Aon Hewitt in a report on 2012 Trends in Global Employee Engagement defines engagement as "the state of emotional and intellectual involvement that motivates employees to do their best work".

Social media consists of a set of tools that enables users to become aware of and react to real-time information and evolving content. Kaplane and Haenlein (2010, p.61) describe this scenario as "a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content." The number of social media users is growing rapidly and, for example, as of January 2014, Facebook had a total of 1.19 billion active users monthly with an annual growth rate of 18 percent (Aichner and Jacob, 2015). A mere 18% of managers believe social media is important for their business today, whereas over 63% predicted that social media will be an important part of their business within

three years (Kane et al., 2014). Jennings, Blount and Weatherly (2014) indicated that 73.3% of 262 participants, who were employed in a wide range of US industries, used social media for business related purposes; 100% of these same participants reported that they used social media for personal purposes. These statistics indicate that internal social media use is extensive for business purposes but not up to the same level as for personal use. Beyond standardization, social media platforms facilitate transparency and both active and passive participation (Tierney and Drury, 2013). However, the use of social media within the workplace has seen a slow start and many organizations initially took measures to limit its use. Fifty-four percent of 1,400 Chief Information Officers of various organization confirmed that their organizations were banning access to social media within their organization (Duban and Singh, 2010). Reporting on a survey conducted by the Society for Human Resource Management, Buttrick and Schroeder (2012) concluded, among other things, that 43% of companies surveyed blocked access to social media platforms on company computers and hand-held devices because of potential risks created by employee use. Parker, Harvey and Bosco (2014) state that social media use within the workplace was seen as disruptive and to negatively impact productivity and blocking social media sites could be the solution. According to Dougherty (2013), 77% of employees who have Facebook spend at least an hour using this social medium during work hours. Diercksen et al. (2013) report that UK employees spend an average of 40 minutes on social media every day. With 57% of the surveyed employees using social media for personal use in work hours, this could cost companies over \$2.5 billion. Chui et al. (2012) indicate that the average interaction worker spends an estimated 28% of the workweek managing e-mail and nearly 20% looking for internal information or tracking down colleagues who can help with specific tasks. Potential risks associated with the employees' use of social media during work hours may include wasting time at work, behaving unprofessionally, leaking/disclosing of confidential information (Silnicki, 2007), and posting negative comments about the company. Jennings, Blount and Weatherly (2014) report the 76% of 141 public and private companies surveyed indicated that they do not have a social media policy. Cairo (2014) advises that, to ensure correct use of social media and prevent lost productivity, organizations must develop a social media policy, engaging employees in the process. Parker, Harvey and Bosco (2014) recommend

developing a social media policy that may include limiting using social media for personal purposes.

Research Methodology

To understand the role of social media in higher employee engagement, a descriptive research methodology approach was adopted. In addition to a small number of demographic variables, respondent perceptions were gathered regarding the frequency of use of social media, the level of employee engagement. An online survey was developed, reviewed, piloted, revised, and sent to 600 employees of Bareilly region working in various sectors. Total responses were 524, with 504 being usable. A ten question survey was used to gather data and was administered electronically using both google docs and the SurveyMonkey.com website. All questions were close-ended: five-point Likert-type scale was used.

The following questions were included on the survey:

1. Do you get regular updates by your seniors on various social media platforms like Facebook, Whatsapp, LinkedIn, etc?
2. Do you regularly update the information of your seminars/workshops/any event occurs at your organization on social media?
3. Does your organization/department runs an official page for flow of information on any social media platform?
4. Does your department/organization say you to spread the awareness of your brand in society by using the social media platform?
5. Does your organization/department trains you for posting the departmental/organizational updates on social media platforms?
6. Do you get some incentives on posting updates on social media platforms?
7. Does your organization/department have social media guidelines for posting the updates on social media platforms?
8. Does your company use social media as a tool for building effective relationship among the employees?
9. Do you get the solution of your queries related to your organization by using social media platform like Whatsapp, Facebook etc?
10. Does your company provide an online tool interact and share your knowledge and skills?

Data Collection

An email was sent to 600 employees from various preselected business areas. The email included background information, relevant instructions, contact information and a link to the survey instrument. The survey was made available via Google docs and SurveyMonkey.com. Reminders were sent on two occasions and the data were collected over a three-week period. Employees who did not have access to the internet were provided a paper version of the survey. Upon completion of the data collection, all data were coded and input into a spreadsheet for further analyses.

Limitations Of The Study

The time duration of research, area covered and the sample size taken for the study is very small therefore we cannot generalize the results of study on pan India level as it may be possible that many aspects would have remained untouched in the study. Since the research was done on the basis of convenient sampling therefore there is always a possibility of suspected results. During the period of data collection many respondents were not very active and enthusiastic for filling up the questionnaire hence the information can have flaws in it.

Study Impact And Suggested Future Research

Future research studies should focus on actual usage rather than reported usage. Social media tracking can be used to determine how often and for how long a particular app/tool is used by an employee but some provisions must be made to ensure that the rights of the individual are not violated. Evidence of employee engagement such as the number of sick days used, individual performance ratings, and the number of suggestions for improvement provided by the employee, when coupled with self-reported engagement, would improve the validity of the measurement of this construct. Companies should consider identifying ways to encourage more use of Social media platforms and exploring how effectively the posted information should be managed. To promote adoption, future research may explore more business activities that can be supported within (or within extensions of) social media platforms. More research is also needed to explore better ways to govern activities within these platforms. For example, better support for user needs such as privacy management, security, and dispute resolutions would be beneficial.

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PERFORMANCE ANALYSIS OF PUBLIC SECTOR MUTUAL FUNDS AND PRIVATE SECTOR MUTUAL FUNDS

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Abstract

Mutual Fund Industry is among fastest growing industries in India. The rapid growth of Mutual Funds during past few decades has appealed a profound analysis of performance of Mutual Funds, taking into account the return ability of mutual fund schemes, expectations of investors, risk involved, etc. This in turn facilitates investors to evaluate how much returns have been yielded by fund managers and what risk level was assumed in generating such funds. Similarly, Fund Managers also need to identify their performance of various investment schemes over the time. The study on performance evaluation also helps a device for identifying strengths and weaknesses of Fund Managers in the investment process in different market conditions, which help them to take corrective actions. Many studies have been conducted to analyze the performance of Mutual Funds using different models and variables. Only few studies have evaluated the performance of Mutual Funds by using more variables for the purpose of predicting accurate result. Hence the present study is an endeavor to analyze performance analysis taking into consideration the consistency of returns, risk adjusted performance, outperformance and underperformance with respect to the market returns of public sector funds and private sector funds during the study periods by using different measures.

Keywords: *Public Sector funds, Private sector funds, Performance analysis, Adjusted performance, Outperformance and underperformance. LinkedIn, Twitter, Whatsapp.*

Introduction

Mutual Fund Industry is among fastest growing industries in India. The rapid growth of Mutual Funds during past few decades has appealed a profound analysis of performance of Mutual Funds, taking into account the returnability of mutual fund schemes, expectations of investors, risk involved, etc. This in turn facilitates investors to evaluate how much returns have been yielded by fund managers and what risk level was assumed in generating such funds. Similarly, Fund Managers also need to identify their performance of various investment schemes over the time. The study on performance evaluation also helps a device for identifying strengths and weaknesses of Fund Managers in the investment process in different market conditions, which help them to take corrective actions. Many studies have been conducted to analyze the performance of Mutual Funds using different models and variables. Only few studies have evaluated the performance of Mutual Funds by using more variables for the purpose of predicting accurate result. Hence the present study is an endeavor to analyze

performance analysis taking into consideration the consistency of returns, risk adjusted performance, outperformance and underperformance with respect to the market returns of public sector funds and private sector funds during the study periods by using different measures.

Review of Literature

Sharad Panwar and Dr. R. Madhumathi (2005) studied and compared sample of public-sector sponsored & private-sector sponsored mutual funds of varied net assets to investigate the differences in characteristics of assets held, portfolio diversification, and variable effects of diversification on investment performance. The study found that public-sector sponsored funds do not differ significantly from private-sector sponsored funds in terms of mean returns. However, there is a significant difference between public-sector.

sponsored mutual funds and private-sector sponsored mutual funds in terms of average standard deviation, average variance and average coefficient of variation (COV).

Denis O. Boudreaux (2006), examined the annual risk-adjusted returns using Sharpe's Index for ten portfolios of international mutual funds for the period September 2000 through September 2006. The international funds were analyzed by combining the funds into individual portfolios based on sector, geographic and company size. During this period, nine out of ten of the international mutual fund portfolios outperformed the U.S. market. The portfolio that contained all International Mutual Funds (IMF) significantly outperformed on a risk-adjusted basis the fund that was made up of all of the U.S. stock mutual funds, (All U.S. Stock Funds- USSF).

Melih Alp (2009) reviewed the most recent studies in the field of mutual funds (2005-2009). As the mutual fund industry has developed rapidly over the past 20 years, there has concomitantly evolved a rich plausible academic literature consisting of numerous topics. While earlier studies lay emphasis on the straightforward performance measures and bench marking, this focus on performance dimension seems to have changed from performance-based studies to style based studies which also present information regarding persistence in fund performance, fund characteristics, behavioral patterns, stock-picking and timing abilities of managers.

Objectives of The Study

The main objective of the proposed study is to compare the performance of sector funds and diversified funds for the period of from 2012 to 2016. In order to attain the main objective following sub objectives have been framed:

1. To study and compare performance of public sector funds and private sector funds in terms of stability of return.
2. To evaluate and compare the risk adjusted performance of public sector funds and private sector funds.
3. To study the out performance and under performance of public sector funds and private sector funds over the market returns.

Hypotheses of The Study

The following hypotheses are proposed to be tested during the period from 2012 to 2016 on the sector funds and diversified Funds of selected mutual fund players in India.

H01A: There is no difference in the performance of

Table 1: Mean Returns of Public Sector Funds

S. No.	Scheme Name	Mean Return	t- Value	p-value
1	UTI Banking Fund	22.17	3.34	0.29
2	UTI Pharma Fund	23.47	2.78	0.49
3	UTI Equity Fund	17.61	1.43	0.225
4	UTI Midcap Fund	30.35	1.16	0.31
5	LIC MF Equity Fund	14.09	1.82	.141
6	LIC MF Gov Securities Fund	8.08	2.01	.115
7	LIC MF Infrastructure fund	12.83	1.91	0.128
8	LIC MF Growth Fund	15.04	1.82	0.141
9	SBI FMCG Fund	24.11	1.48	0.211
10	SBI Magnum Equity Fund	21.08	1.56	0.193
11	SBI Pharma Fund	27.45	1.79	0.148
12	SBI Small and Midcap Fund	34.45	2.3	0.081

public sector funds in terms of stability of return.

H01B: There is no difference in the performance of private funds in terms of stability of return.

H02A: There is no difference in the risk adjusted performance of public sector funds.

H02B: There is no difference in the risk adjusted performance of private sector funds.

H03A: There is no difference in the outperformance of public sector funds over the market return.

H03B: There is no difference in the out performance of private sector funds over the market returns.

Table 2: Mean Return of Private Sector Funds

S. No.	Scheme Name	Mean Return	t-value	p-value
1	BSL Const maturity fund	8.348	1.329	.255
2	BSL Infrastructure Fund	23.52	1.901	0.130
3	BSL Equity Fund	19.894	1.914	0.128
4	BSL Small and midcap fund	23.81	1.83	0.14
5	ICICI Pru Banking Fund	31.234	1.541	.198
6	ICICI Pru Infrastructure Fund	21.58	2.920*	.043
7	ICICI Pru Midcap Fund	28.97	1.489	0.211
8	ICICI Pru Technology	21.19	1.84	0.14
9	Reliance Banking Fund	24.112	1.791	0.148
10	RelianceEquity opportunity	21.084	1.85	0.16
11	Reliance mid and small cap	27.45	1.745	0.156
12	Reliance Pharma Fund	22.792	1.329	0.255

Table 3: Sharpe Ratio of Public Sector Funds

S. No.	Scheme Name	Sharpe Ratio
1	UTI Banking Fund	0.92
2	UTI Pharma Fund	1.39
3	UTI Equity Fund	0.85
4	UTI Midcap Fund	0.52
5	LIC MF Equity Fund	0.61
6	LIC MF Govt Securities	1.51
7	LIC MF Infrastructure	0.62
8	LIC MF Growth Fund	0.73
9	SBI FMCG Fund	0.75
10	SBI Magnum Equity	0.88
11	SBI Pharma Fund	0.74
12	SBI Small and Midcap	1.68

Table 4: Sharpe Ratio of Private Sector Funds

S. No.	Scheme Name	Sharpe Ratio
1	Birla Sun Life Constant maturity fund	1.71
2	Birla Sun Life Equity Fund	1.21
3	Birla Sun Life Infrastructure fund	0.95
4	Birla Sun Life small and midcap fund	1.41
5	ICICI Prudential Banking and Financial services	1.23
6	ICICI Prudential Infrastructure Fund	0.8
7	ICICI Prudential Midcap Fund	1.27
8	ICICI Prudential Technology Fund	0.12
9	Reliance Banking Fund	0.7
10	Reliance Equity opportunities fund	1.23
11	Reliance mid and small cap fund	0.74
12	Reliance Pharma Fund	0.99

Table 5: Alpha ratio of Public Sector Funds

S. No.	Scheme Name	Alpha
1	UTI Banking Fund	2.07
2	UTI Pharma & Healthcare Fund	-0.11
3	UTI Equity Fund	4.83
4	UTI Midcap Fund	16.81
5	LIC MF Equity Fund	1.69
6	LIC MF Government Securities Fund	1.01
7	LIC MF Infrastructure fund	2.49
8	LIC MF Growth Fund	3.21
9	SBI FMCG Fund	5.77
10	SBI Magnum Equity Fund	5.08
11	SBI Pharma Fund	4.73
12	SBI Small and Midcap Fund	25.07

Sources And Method Of Data Collection

This proposed study is based on Secondary data. The relevant information and statistics will be collected from

the valid Secondary sources mostly from the publications such as AMFI Publications, SEBI Annual report, BSE, NSE and mutualfundsindia.com ,

Table 6: Alpha Value of Private Sector funds

S. No.	Scheme Name	Alpha
1	Birla Sun Life Equity Fund	12.44
2	Birla Sun Life Infrastructure fund	10.26
3	Birla Sun Life small and midcap	17.95
4	ICICI Prudential Banking Fund	9.53
5	ICICI Prudential Infrastructure	7.5
6	ICICI Prudential Midcap Fund	15.11
7	ICICI Prudential Technology Fund	4.64
8	Reliance Banking Fund	3.46
9	Reliance Equity opportunities fund	4.45
10	Reliance mid and small cap fund	15.35
11	Reliance Pharma Fund	3.34

Table 7: Comparison of Performance of Midcap in Public and Private Sector Funds

Pharma Funds	Mean Return	S.D.	Alpha Value	Sharpe Ratio
UTI Midcap Fund	30.5	36.9	4.83	0.92
ICICI Prudential Midcap Fund	28.97	24.48	15.11	1.27

Table 8: Comparison of Performance of banking funds in Public and Private Sector Funds

Banking Funds	Mean Return	S.D	Alpha Value	Sharpe Ratio
UTI Banking Fund	22.17	37.3	2.07	0.92
ICICI Prudential Banking	31.23	20.45	9.53	1.23

Table 9: Comparison of Performance of Pharma funds in Public and Private Sector Funds

Pharma Funds	Mean return	S.D.	Alpha value	Sharpe Ratio
UTI Pharma Fund	23.47	24.9	-0.11	1.39
Reliance Pharma Fund	22.79	30.18	3.34	0.74

valueresearchonline.com. Information Statistical data collected from the aforesaid sources relating to various aspects of Performance evaluation of Mutual Fund in India will also be processed through the appropriate statistical tools such as ratios, percentages, trend analysis etc.

Sample Size: The study is carried out on top performing 12 selected public sector fund schemes and 12 selected private sector fund schemes of 3 mutual fund players in India in terms of their asset size, namely - UTI Mutual Fund, SBI mutual fund, LIC mutual fund, ICICI Prudential, Birla Sun life mutual fund, Reliance Mutual funds.

Period Of Study: The study is subjected to the performance evaluation of the selected Public sector and Private sector funds of India, for the period 2012 to 2016.

Data Analysis

Table 1: Mean Returns of Public Sector Funds

Findings

- Also, there are two public sector fund schemes i.e. UTI Pharma & Healthcare fund (t value = 5.17, p-value = 0.007), LIC MF Government Securities Fund (t-values = 2.92, p-value = 0.043). Which have their p-values less than 0.05. It means for both the funds, the null hypothesis that there is no significant difference between the returns of these funds during the study period. It shows that there is significant variation between the returns of these funds during the study period at 95% confidence interval.
- Whereas, for UTI Banking Fund (t-value = 1.19, p-value = 0.128), UTI Equity Fund (t value = 1.83, p-value = 0.14), UTI Midcap Fund (t value = 1.54, p-value = 0.198), LIC MF Equity Fund (t value = 1.48, p-value = 0.211), LIC MF Infrastructure fund (t value = 1.84, p-value = 0.14), SBI FMCG Fund (t value = 1.79, p-value = 0.148), SBI Pharma Fund (t value = 1.85, p-value = 0.16) and SBI Small and Midcap Fund (t value = 1.329, p-value = 0.255) null hypothesis is accepted at 5% significance level.
- UTI Banking Fund (α - value = 2.07), UTI Equity Fund (α - value = 4.83), UTI Midcap Fund (α - value = 16.81), LIC MF Equity Fund (α - value = 1.69),

LIC MF Government Securities Fund (α - value = 1), LIC MF Infrastructure fund (α - value 2.49), LIC MF Growth Fund (α - value = 3.21), SBI FMCG Fund (α - value = 5.77), SBI Magnum Equity Fund (α - value = 5.08), SBI Pharma Fund (α - value = 4.73), SBI Small and Midcap Fund (α - value = 25.07) are outperforming the benchmark.

- For all the private sector funds, it is clear that Birla Sun Life Constant maturity fund (t-value = 1.329, p-value = 0.255), Birla Sun Life Equity Fund, Birla Sun Life Infrastructure fund (t-value = 1.901, p-value = 0.130), Birla Sun Life small and midcap fund (t-value = 1.914, p-value = 0.128) ICICI Prudential Banking and Financial services Fund (t-value = 1.839, p-value = 0.140), ICICI Prudential Infrastructure Fund (t-value = 1.54, p-value = 0.198), ICICI Prudential Midcap Fund (t-value = 2.92, p-value = 0.043) ICICI Prudential Technology Fund (t-value = 1.48, p-value = 0.211) Reliance Banking Fund (t-value = 1.79, p-value = 0.148) Reliance Equity opportunities fund (t-value = 1.85, p-value = 0.16) Reliance Pharma Fund (t-value = 1.745, p-value = 0.156), Reliance mid and small cap fund (t-value = 1.329, p-value = 0.255) have no significant difference in the returns from their average return during the study period at 5% level of confidence.
- Birla Sun Life Equity Fund (α value = 12.44), Birla Sun Life Infrastructure fund (α value = 10.26), Birla Sun Life Infrastructure fund (α value = 17.95), Birla Sun Life small and midcap fund (α value = 9.53), ICICI Prudential Banking and Financial services Fund (α value = 7.5), ICICI Prudential Infrastructure Fund (α value = 15.11), ICICI Prudential Midcap Fund (α value = 15.11), ICICI Prudential Technology Fund (α value = 4.64), Reliance Banking Fund (α value = 3.46), Reliance Equity opportunities fund (α value = 4.45), Reliance mid and small cap fund (α value = 15.35), Reliance Pharma Fund (α value = 3.34) are outperforming their benchmarks.
- Birla Sun Life Constant maturity fund (Sharpe Ratio = 1.77), Birla Sun Life Equity Fund (Sharpe Ratio = 1.21), Birla Sun Life small and midcap fund (Sharpe Ratio = 1.41), ICICI Prudential Banking and Financial services Fund (Sharpe Ratio = 1.23), ICICI Prudential Midcap Fund (Sharpe Ratio =

1.27), Reliance Equity opportunities fund (Sharpe Ratio = 1.23) has the sharpe Ratio greater than one. It shows that they provide more return as compare to the risk.

- UTI Pharma fund (Mean Return = 23.47, Std Deviation = 24.9, Alpha Value = -0.11, Sharpe Ratio = 1.39) perform better compared to Reliance Pharma Fund (Mean Return = 22.79, Std Deviation = 30.18, Alpha Value = 3.34 & Sharpe Ratio = 0.74).
- UTI Midcap fund (Mean Return = 30.5, Std Deviation = 36.9, Alpha Value = 4.83, Sharpe Ratio = 0.92) provide better return as compared to ICICI Prudential Midcap Fund (Mean Return = 28.97, Std Deviation = 24.48, Alpha Value = 15.11, Sharpe Ratio = 1.27).

Suggestions

1) Suggestions For The Investors:

- Investor should firstly decide about their investment objective. Accordingly they should then select the mutual fund schemes according to their risk appetite and return ability keeping in view the fit between there short term as well as long term financing and investment needs.
- There are 100% sample private sector funds and 87% sample public funds which provide stable return therefore risk averse investor should consider the past performance of mutual funds in terms of stability of return and should invest only in those private sector funds and public sector fund schemes which provided significantly consistent return over the years so that their risk of investment can be reduced.
- Also, since the average returnability of sample public sector funds is less than that of sample private sector funds during the study period. So the rational investor should invest in private sector fund schemes as compare to public sector funds.

2) Suggestions For Fund Managers

- Mutual fund companies exist because of the confidence and trust of ordinary investors on the professional management of mutual fund managers.

Therefore, mutual fund managers should manage the money of ordinary investment in such a way that their return can be maximized.

- Also, the mutual fund managers should diversify the portfolio of investment in the equity share of the portfolio of investment in the equity share of all the sectors in such a manner that the diversifiable risk associated to diversified equity funds could be minimized.
- The market fluctuations (upward and downward) affect the performance of mutual funds. Therefore mutual fund manager should adjust their portfolio to cope with the market conditions.
- Public sector funds and private sector fund managers should consider various factors affecting performance of a particular industrial sector and according allocate the fund's portfolio.

Conclusion

Investor should firstly decide about their investment objective. Accordingly they should then select the mutual fund schemes according to their risk appetite and return ability keeping in view the fit between there short term as well as long term financing and investment needs. There are 100% sample private sector funds and 87% sample public funds which provide stable return therefore risk averse investor should consider the past performance of mutual funds in terms of stability of return and should invest only in those private sector funds and public sector fund schemes which provided significantly consistent return over the years so that their risk of investment can be reduced. Also, since the average returnability of sample public sector funds is less than that of sample private sector funds during the study period. So the rational investor should invest in private sector fund schemes as compare to public sector funds.

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MOBILE MONEY AS A CATALYST FOR CASHLESS ECONOMY AND FACILITATOR TO BOOSTING FINANCIAL INCLUSION

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Abstract

The proliferation of affordable mobile based technology has made mobile phone as facilitator of various services. Mobile money is a term describing the services that allow electronic money transactions over a mobile phone. It has gained immense popularity particularly in developing countries post its successful implementation in Africa.

This concept also holds maximum relevance today in India, post demonetization has been announced by the Government. With the shortage of currency notes and a vision of cashless economy, there is a tremendous emphasis on use of electronic payments as medium of exchange. Financial Inclusion has been an important agenda of the present government in India. Prime Minister JanDhan Yojana which focused on leveraging untapped bottom of the pyramid Indian Banking market though has increased the account penetration to 53% still a percentage of them being active is quite low.

The number of smart phone users in India is expected to reach 520 million by 2020, as projected in Boston Consultancy Group Google Digital Payment 2020 report 2016. This factor can be a major facilitator for successful leap into the cashless economy by ensuring ease of money transaction through touch of buttons.

The paper focuses to study the facilities provided by different mobile money service providers easing a Cashless scenario and also its contribution in active and increased usage of the bank account, acting as a catalyst to improved financial Inclusion on the basis of facts and data provided by various secondary sources.

The study concluded that various factors such as lack of cheaper internet access, relevant policy and laws, awareness and improper infrastructure act as impediment for the same.

Keywords: *Mobile money, financial Inclusion, Cashless economy, e-money,*

Introduction

Mobile phone technology has been the most accepted and ubiquitous of all technologies in recent times. In a remarkably short period of time, internet and mobile technology have become a part of everyday life for some in the emerging and developing world. Cell phones, in particular, are almost omnipresent in many nations. People around the world are using their cell phones for a variety of purposes, especially for calling, texting and taking pictures, while smaller numbers also use their phones to get political, consumer and health says the survey report of Pew Research Center, spring 2013, Emerging Nations Embrace Internet, Mobile Technology.

This has led to reduction in the cost of communications to the extent of them being trivial with respect to the erstwhile rates. The adoption of mobile phones has occurred at perhaps the fastest rate and to the deepest level of any consumer-level technology in history.

Technology innovation and new transaction types are

changing the mobile money landscape, and opening up opportunities for a range of industry participants. The contactless system is poised to take off, offering multiple service capabilities and a unified platform to generate greater convenience for users.

This rapid growth in the mobile money industry, in particular, has led to increased access for the less privileged and the disadvantaged population to affordable financial services not only within, but also across borders. As per the data collected through recent survey report in Global Adoption Survey 2015 published by GSMA, Mobile money is reaching more than 411 million people globally. Moreover, it is available in 85% of countries where the vast majority of the population lacks access to a formal financial institution. This is an extraordinary achievement, demonstrating the power of mobile, underpinned by the critical role mobile network operators have played in building this industry.

There is no limit to the range of services for which mobile money could be eventually used, hence has an immense opportunity for facilitating economic activity

across the globe.

Objectives Of Study

1. To understand the concept and various dimensions of mobile money.
2. To study the linkage between mobile money and financial inclusion.
3. To study usage of mobile money in facilitating cash less economy

Research Methodology

The present study is descriptive in nature .It makes use of secondary data which has been collected from reports of World Bank, United Nations, CGAP, World Economic Forum, Ministry of Finance , GoI , various reputed journals, news paper and websites.

What Is Mobile Money ?

The definition of mobile money varies across the industry as it imbibes various services.

Mobile Money Transfer (MMT) are services whereby customers use their mobile device to send and receive monetary value - or more simply put, to transfer money electronically from one person to another using a mobile phone. Both domestic transfers as well as international, or cross-border, remittances are money transfer services.

Mobile money is a transformational service that uses information and communication technologies (ICTs) and non-bank retail channels to extend the delivery of financial services to clients who cannot be reached profitably with traditional branch-based financial services.

In other words, the transfer involves the usage of mobile as an interface to send receive money, without physically visiting a bank branch, this transfer can be either a domestic transfer or international remittance transaction. The various other services which can facilitated through mobile money can be in the form of credit disbursement, bill payments, business payments and collections, receipt of subsidies/ pensions.

Various Methods For Conducting Mobile Cashless Transactions

There are numerous enablers in the mobile payment space, the most popular of these models of mobile payments are described below.

1. **Mobile Banking** — use of a mobile phone to remotely access a bank account, primarily for account balance checkup and bill payment services.
2. **Mobile Money Transfer** (remittance) — a peer-to-peer application making use of a mobile phone to send money to family or friends, primarily across international borders

3. **MOBILE COMMERCE** (payment)— use of a mobile phone to perform financial transactions for purchases or sales, either remotely or on-site, retrieve promotion information or coupons, and deliver gift items

Mobile Banking is majorly availed in developed economies unlike the developing economies due to low level of financial inclusion

This term of also confused with and taken as synonym to “mobile money” whereas, mobile banking is only one type of mobile money service , which allows the people to access their accounts and perform transfers of funds and hence can be used only by those people who have a bank account with them. This can also be undertaken through useage of mobile wallets or mwallets/ e-wallets which are linked to the bank accounts via debit or credit card.

Various Methods For Conducting Mobile Cashless Transactions In Developed Countries.

Mobile Wallets

Mobile Wallets enable consumers to make 1-click payments via a mobile phone because the user's card information has already been stored securely in the cloud. In this model, a consumer only has to enter their credit card/ debit card information once. Some of the major players in this space include PayTM, Apple Pay, Android Pay or Google Wallet, Paypal, Samsung Pay, Square Wallet, and Capital One Wallet.

Mobile Banking Apps

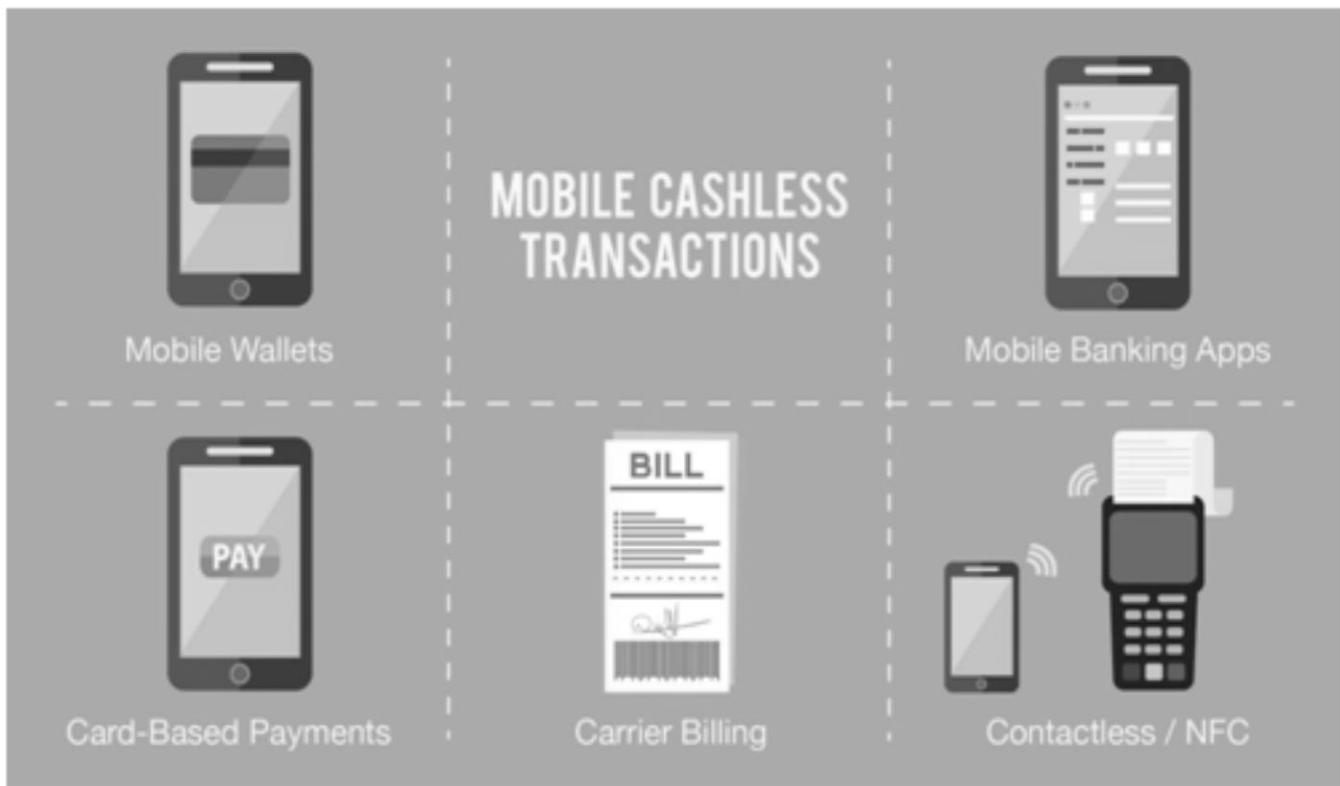
Most of the larger banks offer mobile banking apps on popular mobile platforms like iOS, Android, Windows Phone, etc. In addition to enabling consumers to view their balance and transaction history, transfer money between accounts, and make credit card payments, these apps also allow consumers to pay their utility bills and generate One-Time-Password (OTP) for some online purchases. These apps also have some useful features like locating banks or ATMs, contacting banking personals, changing PINs, etc.

Card-based Payments

In this model, retailers offer a mobile app that integrates with payment gateways (e.g., PayPal, Authorize.net, Securepay, etc.) and enables consumers to enter their credit card details to make purchases. The drawback of this model is that when a consumer has to enter details onto a mobile phone, it can reduce the success rate (conversion) of payments. If a payment vendor can automatically (and securely) recall a consumer's card information, it provides the customer with a simple click-to-buy experience, which increases conversion rates for additional payments. Most of the eCommerce mobile apps support this model.

Carrier Billing

Consumers can also make purchases on an eCommerce or



mobile app using mobile billing, or carrier billing. Based on a two-factor authentication process involving a PIN and an OTP, carrier billing charges purchases to the consumer's account (i.e., the carrier pays the charges and passes along the charges to the consumer's next mobile service bill). Since carrier billing does not involve credit/debit cards or even pre-registering a consumer's banking details with an online payment vendor like PayPal, it is a true alternative payment method (and very prevalent in Asia).

Contactless / Near Field Communications (nfc)

With contactless payment, a consumer inputs their credit card information into their smartphone (e.g., Apple Pay), where it is securely stored on the embedded smart chip for future use. When the consumer wants to make a purchase at a store, they simply hold up their phone to the mobile payment reader at the point-of-sales (POS) terminal. The smart chip on the consumer's phone connects to an antenna, and the POS terminal emits a high-frequency radio wave that facilitates communications between the reader and the phone. When the phone is in range, a wireless communication protocol links the terminal and the phone, which exchange information and conduct a secure transaction. All of this occurs in a fraction of a second.

The Scenario In Developing Countries

In the case of developing countries, other mobile money services are mostly used by people who do not have personal bank accounts. The customers use “mobile payment” and “mobile transfer” services, which are available from their

mobile phones without the need for a bank account. In practical terms, these two services are accessible from an electronic account, linked to the SIM card in the mobile phone.

This electronic account is known as “mobile wallet” and is protected by a personal identification number (PIN), with accounts debited or credited as soon as the transaction takes place. To transact, mobile phone users need to deposit cash into their mobile wallet at the outlet of an agent of a local mobile telecommunications company.

The agent will get the money from the customer and transmit it to the company through his/her own mobile phone. If mobile phone users wish to withdraw cash from their mobile wallet, they also need to go to a mobile money agent outlet. In the framework of these mobile money services, the sender's and receiver's mobile wallets are not linked to their individual bank accounts but to their SIM cards. The balances of all their mobile wallets are maintained by the mobile network operator

In practical terms, the customer must first deposit cash into his mobile wallet. Then, on the phone menu, the customer selects the option Send Money, and enters the recipient's phone number, the amount he wishes to send and his 6-digit Security PIN. The sender can confirm that all the information entered is correct. The receiver will get a text message that he can show to a local mobile company agent to receive the money in cash. Until now, mobile money services were mainly used to send or receive remittances to provide financial support to family members living in different households.

Mobile money concept without having a bank account has

already been implemented in various countries, m-pesa in Africa being one of the most popular examples for the same. Easy paisa(Pakistan),T-cash (Haiti), Globe cash(Philippines) are few other examples in the series

The Role of Mobile Money In Global Cashless Economies

In 2015, the number of payments made without cash grew by 11% worldwide, the fastest growth in the past decade. These transactions were facilitated by a half-century of investment in cashless infrastructure, spearheaded by a dense network of card readers controlled by corporations such as Visa and Mastercard. In Asia, cashless transactions increased 43% from 2014 to 2015. In all emerging economies, cashless transactions went up by 21.6% during the same period.

The use of mobile money has advantages of reducing the risk of dealing with cash and provides wide coverage through the use of a communications infrastructure that is used by millions of people (Jenkins, 2008)

Mobile phone has paved way for few economies and helped elevated the level of cash less transactions in the country.

Kenya

Kenya is of the finest and pioneering example in this arena .

M-Pesa, a mobile banking service, gives the users of mobile phone operator Safaricom to maintain cash balance that can done using sim card as balance maintaining medium. The withdrawal or deposit of cash in M-Pesa account can via the Saafaricom retail outlets located throughout the country or can be transferred from one person to other using phone sim as a medium and for other payments such a bill etc too.

Here's how it works

- The M-Pesa agent network consists of a multitude of small shop owners and retailers.
- A customer pays the agent cash, and the agent loads the customer's phone with virtual credit, often referred to as “cash-in.”
- The credit can then be transferred to another mobile for either purchasing goods or sending money to friends or family.
- The process of sending payments is similar to sending a text or SMS message.
- A recipient can choose to either store the virtual cash on their phone or go to an agent, who exchanges the text message code for the physical cash (“cash-out”).

M-Pesa statistics are incredible, with 21.8 million registered M-Pesa users in Kenya making payments person-to-person (KSh 106 billion), person-to-business (KSh 23.5 billion), and business-to-person (KSh 27.8 billion) per month . In fact, Economist Intelligent Unit reports that the transactions that flow through M-Pesa amount to 60% of the country's GDP.

China

Alipay is a third-party online payment platform that was launched in China in 2004 by Alibaba Group. . Alipay is the market leader in China's third-party online payment market with a 54.1% share in the fourth quarter of 2016.

It is supported by Alibaba, Taobao, Tmall, and an increasing number of independent online stores Here's how it works:

- The buyer chooses a product and pays the seller via Alipay.
- Instead of transferring the money to the seller's Alipay account immediately, Alipay keeps the money as escrow and informs the seller that the buyer has made the payment. At this time, the money is neither directly controlled by the buyer nor the seller.
- The seller sends the product to the buyer.
- Upon receiving the product, the buyer confirms receipt in their Taobao or Alipay account.
- Once Alipay receives the buyer's confirmation, it sends the money to the seller.

According to an analyst research report, Alipay has the biggest market share in China with 400 million users. As of late 2016, it controlled just under half of China's online payment market. According to Credit Suisse, the total value of online transactions in China grew from an insignificant size in 2008 to around RMB 4 trillion (US \$660 billion) in 2012.

U.S.A

The report on Consumers and Mobile Financial Services 2016 by Federal Reserve Bank gives the following data:

- Approximately 53% of smart phone owners with a bank account used mobile banking between March 2015 – 2016.
- Approximately 43% of all mobile phone owners with a bank account used mobile banking between March 2015 – 2016.
- the three most common mobile banking activities among mobile banking users were:
- Checking account balance or recent transactions (94%)
- Transferring money between individual's own accounts (58%)
- Receiving alerts (e.g., text message, push notifications, e-mail) from their bank (56%)
- Approximately 24% of mobile phone owners reported having made a mobile payment between March 2015 – 2016.
- The three most common mobile payment activities among mobile payments users with smart phones were:

- Paying bills through a mobile phone web browser or app (65%)
- Purchasing a physical item or digital content remotely using a mobile phone (42%)
- Paying for something in a store using a mobile phone (33%) India
- India is primarily a cash transaction based economy and only 22% of the transactions are non cash in nature and there is an immense scope of digitalization of payments making the transactions cashless. Mobile money via the means of increase smart phone usage and increased Internet penetration can help in the cause.
- Around 90% of all devices will be Internet-enabled by 2017, and the number of Internet users will touch 650 million by 2020 from 300 million in 2015, predicts a 25 July report by Google and Boston Consulting Group (BCG).
- The number of mobile wallet users is already three times the number of credit cards issued in the country (24 million in 2015-16), according to the Google-BCG report. In India, neither credit cards nor checks are well developed. Rather than develop a soon-to-be-outdated technology, it is logical to transition immediately to the next form of payment. This is what happened with telephones. Many developing countries transitioned to cellular faster than the U.S. The U.S. had landlines and the need for cellular was not as acute as in countries where landlines had not been fully deployed.”
- The Digital India program is a flagship program of the Government of India with a vision to transform India into a digitally empowered society and knowledge economy. “Faceless, Paperless, Cashless” is one of professed role of Digital India. There are various modes for the same -mobile banking; mobile wallets USSD, UPI are few amongst the many modes which are interlinked with each other.

U.S.S.D- This service allows mobile banking transactions using basic feature mobile phone, there is no need to have mobile internet data facility for using USSD based mobile banking. It is envisioned to provide financial deepening and inclusion of under banked society in the mainstream banking services. The fund transfer limit is Rs 5,000/day and Rs 50,000/annum.

U.P.I-Unified Payments Interface (UPI) is a system that powers multiple bank accounts into a single mobile application (of any participating bank), merging several banking features, seamless fund routing & merchant payments into one hood. It also caters to the “Peer to Peer” collect request which can be scheduled and paid as per requirement and convenience. Each Bank provides its own UPI App for Android, Windows and iOS mobile platform(s). The fund transfer limit is 1 lakh /

transaction..“Apart from making payments easier, UPI enables micro-credit. This will help the currently underserved small traders and businesses. The visibility into transactions provided by UPI apps enables financial institutions to evaluate the credit worthiness of its users. .BHIM

- The extent of useage of mobile wallets has also increased in the country particularly after demonetization of currency was declared by the Government in November 2016. Mobikwik, Oxigen, mRuppee, Airtel Money, Jio Money, SBI Buddy, itz Cash, Citrus Pay, Vodafone M-Pesa, Axis Bank Lime, ICICI Pockets, SpeedPay are the few active mobile wallets in the country with Paytm being the market leader with subscriber base of approximately 250 Mn registered users followed by Mobikwik
- The report by Google and Boston Consultancy Group on digital payments 2020 says that digital payment industry size in India will approximately touch \$500 billion by 2020, contributing 15% to India's gross domestic product (GDP).It also talks about the non-cash (including cheques, demand drafts, net-banking, credit/debit cards, mobile wallets and UPI) contribution in the consumer payments segment will double to 40% in the same period.

The Government of India's additional initiatives like Mobile Seva and reward schemes like Lucky Grahak Yojana and Digi Dhan Vyapar Yojana are supplementing the use of mobile in a cashless economy. Mobile Seva provides a fully operational mobile payment gateway, incorporating various channels for making electronic payments through mobile devices. Government departments and agencies can integrate the gateway with their applications, so that citizens and businesses can make payments for various government services through their mobile devices.

Mobile Money As A Facilitator Of Financial Inclusion

Almost 2 billion people, 40% the world's adult population, lack one of the most basic amenities of modern life: a bank account. They are among the worlds poorest, struggling to obtain the money they need to feed their families. This is most obvious in fragile states and conflict and crisis situations: financial sectors function less effectively and vulnerable people need access to delivered financial aid just to stay alive. The International Finance Corporation, the World Bank's investment arm, estimates that more than 200 million formal and informal enterprises in developing economies are either unserved or underserved in terms of their financing needs.

The reasons behind the exclusion of such a large number of people are related to barriers such as cost, travel distances and documentation requirements for opening a bank account in developing countries.

The access to financial services has always been difficult for

the vulnerable groups, that is, low income earners and the unemployed the world over. These groups have become excluded from participating in the financial sector as financial institutions compete and end up closing some remote branches due to viability challenges making those areas no go areas for financial institutions

However, of the world's 7 billion people, there are now 6 billion phone subscribers: over one billion of the unbanked people in the world have access to a mobile phone

According to the Consultative Group to Assist the Poor (CGAP), roughly 1 billion people have a mobile phone but no bank account. Providing them access to mobile financial services will involve difficult implementation that is unlikely to succeed quickly.

In addition to extending financial services to the poor, mobile money is expected to improve productivity by increasing the efficiency and lowering the cost of transactions, improving security, generating new employment opportunities, and creating a platform on which other businesses can grow.

According to World Bank data on global financial inclusion, mobile money services are available in 85% of countries where the number of people with an account at a financial institution is less than 20%.

Mobile money is often successful because it is considerably cheaper than other alternatives to cash. In an international comparison of 26 banks, McKay and Pickens (2010) found that branchless banking (including mobile money) was 19 percent cheaper on average than alternative services. At low transaction amounts or for informal money transfer options, this difference more than doubled. The speed and liquidity of mobile money are also key benefits. The limited assets the poor own often take the form of valuable objects (such as livestock or gold), which are relatively illiquid. In times of crisis, such assets can be difficult to realize quickly, and their value may decline if the Mobile Money for Financial Inclusion.

Limitations of The Study

- There is shortage of time to conduct the study. Due to the shortage of the time, it was not possible to observe every aspect of interlinkage and relationship between mobile money, cashless state of economy and Financial Inclusion Program.
- Understanding a linkage and role mobile money would play would better analyzed if more data was available particularly in Indian context
- The study is descriptive in nature and hence the analysis can also be subjective.

Conclusion

Mobile money can play a crucial role in acting as a catalyst towards boosting cashless, efficient, transparent and inclusive economy particularly in wake of increased mobile phone usage world wide. There have been successful models of mobile money implementation in various countries both developing and underdeveloped and one major point that gets highlighted is that for boosting financial Inclusion through mobile money as a catalyst, new deployments must convince both agents (supply) and customers (demand) to sign up for the service in sufficient quantity to be viable. The creation and incentivisation of agent network for mobile money is no small task and maintaining liquidity in case of non bank account based transfers via the agent retail outlet can prove to be a constant challenge. In developing countries, the aspect of scoring the customer trust and security based issues are of primary importance. Mobile money would sustain well if the industry keeps scaling in number as otherwise the operator faces a tradeoff between cost and operational success. There's also a greater need for the banking and the telecom industry to make coordinated efforts towards educating potential customer base and help them in mobile money adoption swiftly.

Similarly the government has to play an equally crucial role by adjusting their legal and regulatory framework ensuring a support ecosystem for the same in the form of employing supportive licensing norms and customer due diligence to promote financial inclusion and adopting of mobile money while ensuring curb on anti money laundering activities i.e. outdated and ineffective regulations should be updated, giving preference instead to ex post review and enforcement.

Mobile Money as mode of financial services has a lot of advantages such a low cost, reach, convenience and safety for both segments those are not financially included as well those already availing banking services, its absolute success will ultimately depend upon how well multiple stakeholders cooperate, collaborate and invent a customer centric solution leading to boost in state of cashless and financial inclusive economies.

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SUSTAINABILITY MAKES BUSINESS SENSE

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Abstract

The world has been witnessing increasing demands for corporate governance, ethics, corporate social responsibility (CSR) and sustainability in the field of business. These demands have been raised not only by NGOs but also by the corporate houses. Companies around the world have been facing mounting pressure to adhere to high levels of social responsibility while doing business. Research studies across the globe have indicated that customers would prefer to shift to brands from companies who establish benchmarks in CSR and sustainability. With community groups closely scrutinizing the sustainable initiatives undertaken by businesses, a number of companies are finding that merely talking about sustainability and not “walking the talk” is doing no good.

It is in this scenario that many companies have started looking at sustainability seriously. While many companies practiced social responsibility as philanthropy, there were companies who look at these as an investment, and hence these companies were looking for a return on investment. This made such companies to evolve a sustainable development framework.

Indian companies have been rather slow in adopting sustainability initiatives. Its time they realized that sustainable development is becoming a necessity to survive in a globalized market place.

Keyword: Sustainable development, Business, Social responsibility, ROI.

Introduction

During the last 20 years, a relatively small but growing number of companies have begun to voluntarily integrate social and environmental issues in their business models and organizational processes (i.e., their strategy) through the adoption of related corporate policies. The integration of such issues into a company's strategy raises a number of fundamental questions for scholars of organizations. Are there organizations that compete by focusing on sustainability? Does the governance structure of this type of companies differ from that of other companies and, if yes, in what ways? Do such companies have distinct stakeholder engagement processes and adopt different time horizons in their decision-making? In what ways are their measurement and reporting systems different? What are the performance implications of integrating social and environmental issues into a company's organizational processes?

Companies are increasingly realizing that shareholder value is not created only by increasing next quarter's share price. The real value of a company is determined by an array of assets including the quality and utility of the products it makes, its intellectual capital, the reputation of the company, its brand equity, the ability to

innovate, and especially, the ability to attract the best talent.

Peter Drucker wrote in the Economist, “In the next society, the biggest challenge for the large company-especially for the multinational- may be its social legitimacy: Its values, its missions, its visions.”

The Positive Business Impacts of Sustainability

As the world continues to pursue conservation and environmental projects to protect our planet, businesses and their projects are now using these methods to play their role in its conservation and use. As businesses focus on “going green,” they enforce sustainability on their organization to reduce energy use, costs, waste, and other environmental factors. Sustainability principles and methods may have a positive effect on organizations that are already doing what they can to help the community and the environment. For example, many businesses are already recycling or lowering their emissions. Many consumers and stakeholders increasingly expect to see sustainability initiatives; as such, sustainability has become a new part of the strategic, tactical and operational environment of many businesses. This raises some interesting questions. Why should you adopt these principles and methods alongside your other ongoing programs, projects and operational work? Aren't you busy

enough already?

I think that sustainability principles and methods should be adopted and integrated into more than one aspect of your business and across many levels of your organization. Sustainability includes consideration and involvement of the community as well as conserving the environment; however, it can also be successfully used when developing new initiatives or projects. According to a great book I recently read, “The Business Guide to Sustainability” by Darcy Hitchcock and Marsha Willard, some of the benefits of adopting sustainability methods in business and projects include:

- Reducing energy, waste, and costs
- Differentiating yourself from your competition
- Getting one step ahead of the regulatory curve
- Promoting creative innovations for new products or processes
- Expanding to new markets by promoting more cost effective way to develop and sell products.

Sustainability and the drive to “go green and conserve” enables an organization to attract new employees, shareholders and customers who share these same values. This can improve the public's view of your business and your products, and be a positive impact to your bottom line over time. The impact of sustainability on your projects and your processes can also be positive in both the short- and long-term.

Relationship between sustainability and brand value

It is undeniable that sustainability is a new way of doing business; in the same way “re-engineering” or “just in time” were in the late 1980s. Sustainability is not an asset that can be bought or sold; rather it's becoming an integral part of many a company's philosophy. Just as company management practices influence business value, so do sustainability initiatives. Therefore, the question is: How does it create value?

Moral motivations to invest in sustainability are not in dispute: climate change, poverty, you name it. But what companies don't know yet is what level of investment they should make and what is the measurable benefit of investing. When the benefit is not clear enough to justify investments on economical grounds, managers easily turn to initiatives that guarantee short-term results and everyone's jobs, especially with recession knocking on the door.

There are some direct benefits, such as: compliance with an increasingly rigorous legislation; cost savings derived from optimization of production lines and supply chains to reduce energy consumption; reduction in CO2 emissions; desire for more ethical products; and simply satisfying an emerging and

cynical green consumer. But most importantly, incorporating sustainability as a business practice will not only increase companies' brand value, but also guarantee a long life for the business.

Although it's hard to find consistency among definitions of sustainability, it is common sense that it incorporates companies' relationships with the natural environment, social causes, and corporate governance. In boardrooms, this translates to the “triple bottom line,” i.e., a company's initiatives must consider environmental, social, and financial impacts. Yes, financial impacts. That means companies must make investment decisions that will benefit the environment and society, and guarantee the sustainability of the project itself. We are not talking about charitable causes – but ethical products and services that will change consumers' behavior and help them to live a more “sustainable” life.

Brands enter the debate right about here. A leading brand translates to customers what is relevant in today's world, influencing buying behavior. It also develops a strong relationship with customers because of its distinct offerings, leading to repeated purchasing. In other words, a brand creates value in two ways: generating demand, and reducing risk and securing future earnings for the business. A sustainability program that is consistent with a brand's positioning will create value for companies by creating more value for its brands.

Understanding a company's social impact is crucial to sustainability

Sustainability has three dimensions: environmental, economic and social which are all inter-linked. Survival of society needs a supportive natural environment, not one ravaged by climate change. But neither will happen unless we manage scarce resources at our disposal more successfully in both financial and environmental terms, and in terms of social impact.

Companies also impact on communities. Particularly those that have a significant direct impact on the natural environment, such as mining or oil extraction, agriculture or heavy manufacturing. It matters greatly to those living near their operations how they are carried out and what degree of care is taken over impacts on health for example.

Human rights and labour relations also matter. Companies of all kinds have a role to play in ensuring that there is no discrimination in the way their staff are managed, promoted and trained, and that they have decent conditions of work.

All these impacts are much easier to identify than measure. Measurement of social impact is hard because to reduce human experience to numbers is to fail to capture some part of it. This does not mean that any kind of measurement is useless. But it does mean that complacent reliance on a set of numbers is

bound to seem unsatisfactory.

Nevertheless companies don't run our lives. Or do they? One of the stakeholder relationships that companies cultivate with great care is that with government and the state. This can be legal or illegal. In countries where corruption is most prevalent, the distortion of economic life has some of the most devastating social consequences possible.

But where it is legal, and takes the form of lobbying, it raises questions about the role of companies in society. In a democracy, one would expect that people, rather than companies, should be the key influence on government. Yet the very phrase 'corporate citizenship' challenges that assumption.

Changing the rules by which society operates leverages social impact beyond measure.

Companies have always been part of society. They should not be seen as a separate power that must be 'balanced' with society in a zero-sum kind of way in order to achieve sustainability. They should be seen more as the locus of productive activities that must be harnessed for the greater good of society as a whole. Understanding their social impact is an essential step in that process.

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