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Sr. No.	ARTICLES	Page No.
1	An Empirical study of Direct Marketing in Hadapsar Vegetable Market <i>Dr. S.N.Nanaware</i>	1
2	Opportunities and Challenges of E-Marketing in India <i>1. Avantika Lawrence 2. Dr.M.D.Lawrence</i>	7
3	Social Media Marketing - An effective tool for generating online traffic <i>1.Sadia Shaikh 2. Dr.Shaila Bootwala</i>	17
4	Multi-Level Marketing Business Via Digital Marketing <i>Shahjahan Shaikh</i>	23
5	Digital Marketing: The Role of Customer Relationship Management (CRM) <i>Shaikh Farzana Valiuddin</i>	33
6	Fruits & Penalties of Customer Service <i>Dipraj Sankla</i>	39
7	Impact and Trends of Online Marketing <i>Dr.Bhosale Satish Arjun</i>	45
8	Digital Marketing <i>1. Dhumal Sujata Ramkrishna 2. Kapse Ankita Bhimrao</i>	52
9	Role of Social Media Advertising <i>Jadhav Sonali Laxman</i>	64
10	A Study of skill Development Through NYK (Nehru Yuva Kendra) <i>Shivanand S. Pirgonde</i>	73
11	Positive and negative factors of Smart Phones on Youths <i>1. Abdul Samad Riyaz A. K. 2. Mohsin Tamboli</i>	81
12	Digital Marketing-Trends and Impact <i>Marium Bhala</i>	84
13	Digital Advertising In India <i>Amol Haridas Bobade</i>	89
14	Role of Knowledge Management Small & Medium Sized Enterprises in India <i>Ranjana Bansode</i>	98
15	Smart City Mission: a solution for Problems of Indian Cities- "A study of the need for developing Exiting Cities into Smart Cities" <i>1. Aqueel Ahmed 2. Dr.AtikAsgarShaikh</i>	103
16	Application of Morlet Wavelet Transform for analysis of Business Practices of Foreign Banks in India <i>1. Dr. Ashok Edurkar 2. Dr.AtikAsgarShaikh</i>	112
17	Emerging Scenario in HRM of Corporate Sector <i>Avantika Lawrence</i>	126
18	The Emerging Challenges in HRM <i>Dr. Sunil Zagade</i>	134
19	Co-relation between employee involvement and organizations performance in Gits food Products Manufacturing company in Pune <i>Anil D. Zende</i>	138
20	E-Commerce For Development: Challenges And Opportunities <i>1. Fauzia Salam Ansari 2. Dr.AtikAsgarShaikh</i>	145
21	Artificial Intelligence and Human Life <i>1. Priya Jaysing Nimbalkar 2. Aparna Sanjay Kadam</i>	150
22	Human Capital Trends in New Millennium <i>Dr.AnitaSatishSathe</i>	158
23	Business Ethics and Human Values: An Indian Perspective <i>Dr.M.D.Lawrence</i>	164
24	Human Resource Strategy: A Tool of Managing Change for Organizational Excellence <i>K.UdayKiran</i>	177
25	A Study of Knowledge Management <i>Dr.Shivanand B. Bhanje</i>	187
26	Application of HR Analytics to overcome the Emerging Challenges of HR <i>RutujaShinde</i>	195
27	Role of CSR in Economic Development of India <i>MehnazKausharShaikh</i>	200
28	The Impact of Human Resource Management Practices on Employees Performance and the significant elements that determine the best utilization of HR in higher Educational Institutions <i>Sheikh ShirinNaaz A</i>	205
29	A Study of Human Resource Accounting Methods and Practices in India <i>Dr.ShamraoThorat</i>	213
30	A Critical study of Challenges and opportunities before E-Commerce Industry in Oman <i>Amjad Al-Shaqsi</i>	217

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Dear Readers,

This is a special edition of Cosmos; it is a compilation of the Research papers presented at the BCUD Sponsored International Conference entitled “Strategies for Managing VUCA (Volatility, Uncertainty, Complexity and Ambiguity: Challenges and Opportunities” on 12-13 January 2018. The conference witnessed four technical sessions. This issue of Cosmos contains papers presented in third and fourth Technical Session. The Third Technical session covered Managing Business Complexity, IT and IT Enabled Services, Digital Marketing-Trends and Impact, Impact and Trends of Online Marketing, Role of Social Media Advertising, Virtual Collaboration Environment, Make in India and fourth Technical session dealt with Managing Ambiguity, Emerging Challenges of HR, Ethics, Compliance and Operational Risks, Ecommerce, Knowledge Management, Artificial Intelligence, Changing Laws and Business Practices, Corporate Governance, Employment Creation and its Challenges. Cosmos, a biannual publication of the M.C.E Society's Abeda Inamdar Senior College of Arts, Science and Commerce, is one of the premier refereed scholarly Interdisciplinary journal of Commerce, Management and Economics discipline. Since its inception, Cosmos has played a significant role in the dissemination of knowledge grounded in scholarly research, as well as in shaping the content and boundaries of the discipline.

The conference received an overwhelming response from the Academia and Industry. Representing the Academicians we had Deans, Professors, Associate Professors and Assistant Professors from India as well as abroad and delegates from Industry from all over India.

Our journal is truly global source journal, which is reflected in the varied national and cultural origins of the contributors, as well as the topics and case studies covered. The main objective of Cosmos is to provide an intellectual platform for the National and International scholars. Cosmos aims to promote interdisciplinary research in Commerce, Management Studies and economics and become the foremost journal in inter disciplinary sciences in the world.

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Managing Editor
Head, Dept. of Business Economics
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Content

Technical Session III

Sr. No.	Title of the Paper	Authors	Page No.
1	An Empirical study of Direct Marketing in Hadapsar Vegetable Market	Dr. S.N.Nanaware	1
2	Opportunities and Challenges of E-Marketing in India	1. Avantika Lawrence 2. Dr.M.D.Lawrence	7
3	Social Media Marketing – An effective tool for generating online traffic	1.Sadia Shaikh 2. Dr.Shaila Bootwala	17
4	Multi-Level Marketing Business Via Digital Marketing	Shahjahan Shaikh	23
5	Digital Marketing: The Role of Customer Relationship Management (CRM)	Shaikh Farzana Valiuddin	33
6	Fruits & Penalties of Customer Service	Dipraj Sankla	39
7	Impact and Trends of Online Marketing	Dr.Bhosale Satish Arjun	45
8	Digital Marketing	1. Dhumal Sujata Ramkrishna 2. Kapse Ankita Bhimrao	52
9	Role of Social Media Advertising	Jadhav Sonali Laxman	64
10	A Study of skill Development Through NYK (Nehru Yuva Kendra)	Shivanand S. Pirgonde	73
11	Positive and negative factors of Smart Phones on Youths	1. Abdul Samad Riyaz A. K. 2. Mohsin Tamboli	81
12	Digital Marketing-Trends and Impact	Marium Bhala	84
13	Digital Advertising In India	Amol Haridas Bobade	89
14	Role of Knowledge Management Small & Medium Sized Enterprises in India	Ranjana Bansode	98
15	Smart City Mission: a solution for Problems of Indian Cities- “A study of the need for	1. Aqueel Ahmed 2. Dr.AtikAsgarShaikh	103

Technical Session IV

Sr. No.	Title of the Paper	Authors	Page No.
1	Application of Morlet Wavelet Transform for analysis of Business Practices of Foreign	1. Dr. Ashok Edurkar 2. Dr. Atik Asgar Shaikh	112
2	Emerging Scenario in HRM of Corporate Sector	Avantika Lawrence	126
3	The Emerging Challenges in HRM	Dr. Sunil Zagade	134
4	Co-relation between employee involvement and organizations performance in Gits food	Anil D. Zende	138
5	E-Commerce For Development: Challenges And Opportunities	1. Fauzia Salam Ansari 2. Dr. Atik Asgar Shaikh	145
6	Artificial Intelligence and Human Life	1. Priya Jaysing Nimbalkar 2. Aparna Sanjay Kadam	150
7	Human Capital Trends in New Millennium	Dr. Anita Satish Sathe	158
8	Business Ethics and Human Values: An Indian Perspective	Dr. M. D. Lawrence	164
9	Human Resource Strategy: A Tool of Managing Change for Organizational	K. Uday Kiran	177
10	A Study of Knowledge Management	Dr. Shivanand B. Bhanje	187
11	Application of HR Analytics to overcome the Emerging Challenges of HR	Rutuja Shinde	195
12	Role of CSR in Economic Development of India	Mehnaz Kaushar Shaikh	200
13	The Impact of Human Resource Management Practices on Employees Performance and the	Sheikh Shirin Naaz A	205
14	A Study of Human Resource Accounting Methods and Practices in India	Dr. Shamrao Thorat	213
15	A Critical study of Challenges and opportunities before E-Commerce Industry in	Amjad Al-Shaqsi	217

An Empirical study of Direct Marketing in Hadapsar Vegetable Market

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Abstract

The present study is an attempt to analyze economic benefits of direct marketing of agriculture produce to farmers and traders. For this purpose, the survey has been conducted to collect data from farmers and traders by providing questionnaires. After analyzing the data so collected, it is revealed that the direct marketing of agriculture produce is economically more benefited to framers as well as traders. Besides, it is also enhancing financial status of Hadapsar vegetable market in Pune district and therefore, this market being one of the leading markets especially in agricultural produces in the state.

Keywords: - Direct marketing, Weighmen, Bargaining, Stakeholders etc.

Introduction

Agricultural marketing is considered as an integral part of agriculture, since its inception. It involves in its simplest form the buying and selling of agricultural produce. This definition of agricultural marketing may be accepted in olden days, when the village economy was more or less self-sufficient, when the marketing of agricultural produce presented no difficulty, as the farmer sold his produce directly to the consumer on a cash or barter basis. Now in modem days, marketing of agricultural produce is different from that of olden days. In modem marketing, agricultural produce has to undergo a series of transfers or exchanges from one hand to another before it finally reaches the consumer. Accordingly, agriculture marketing has gone radical changes in the country and advance systems of marketing systems have been emerged to provide verity of benefits to the stakeholders. Direct marketing of agro products is one of the emerging arenas in the agriculture marketing. This system is now proving more fruitful to the farmers and traders in the present scenario. In this connection the present study is conducted to find the actual position of direct marketing in the Hadapsar vegetable market in Pune District,

Objectives of Study:

The present study covers the following objectives

1. To review the marketing framework of Hadapsar vegetable market.
2. To outline the price determination process of agriculture-produce
3. To analyze the effectiveness of direct marketing of agriculture produce
4. To suggest certain possible means to boost the direct marketing in the market.

Research Methodology:

The study is based on the primary data collected with the help of structured questionnaire from the farmers and traders. For actually in the trading activities of direct marketing in the Hadapsar Vegetable market. The sample size of the study is selected 10% of the total respondents that is 120 farmers & 100 Trader. Besides, the personal discussion has also been made authorities of the market.

Hypotheses:

The study specifically persuades the following hypotheses:

- 1) Farmers and traders are benefited by direct marketing of agro-product.
- 2) Direct marketing of agriculture produce in the Hadapsar market is efficiently carried out.

Profile of the Hadapsar Market:

Hadapsar vegetable market is the first and foremost vegetable market in the state in which direct marketing of agriculture produce initially emerged in Pune District. Later on, it grown very faster and faster and catering the increasing needs of farmers relating to direct marketing eastern area of Pune District. This is a submarket of District Agricultural Produce Market Committee, Pune and regulated by the committee itself. However, the day to day trading of vegetable marketing is especially run in the interest of the farmers and traders in the region.

The organization setup of market is very simple and only trading transactions are recorded without making any interference farmers and traders. One supervisor, thirteen attendants, fifty seven weighmen and seventy five collies are looking after the market affairs. A supervisor is the apex authority in the market that is ultimately accountable to the main market committee. Beside all the traders' weighmen and collies are authorized licensees and those only can allowed entering in the marketing activities in the market. Trading in the market is done by open auction. After the bargaining between the farmers and traders and the rates vegetables are agreed by them. Thereafter, the produce is weighed by the weighmen and weighing slips is furnished to the party and records are maintained. According the spot payment is made to the farmers by the traders under the supervision of apex authority.

The market committee raises its revenue through the collection of market fees from framers and traders on the basis of sales taken place in every day. The market fee is the prime source of revenue to the market.

Analysis and Interpretation:

Benefits to Farmers from direct marketing (Total Respondents 120)

Sr. no.	Benefits	Strongly Agree	Strongly Disagree	Total
1	Reduce loss by selling perishable produce before it	90	30	120
2	Make plan of agriculture produce according to market	90	30	120
3	Avail benefits of demand	100	20	120
4	Reduce transportation cost	105	15	120
5	Avoid unnecessary deductions	110	10	120
6	Make Cash Transactions	120	0	120
7	Statutory Transactions are made	120	0	120
8	Sales Record available for	120	0	120
9	Obtain benefit of auction of	115	5	120
10	Grievances are settled before they are late	105	15	120
		1075	125	1200

Results of T-test (level of significance- 5%)

T- Statistical Value	18.3016
	One-tail
P(T<=t)	2.21E-13
t Critical	1.734063592

From the table and results of t-test with the assumption of both the population of both the variables are normal and their population variances are unknown and equal, it can be inferred that the t-statistic = 18.3016 and P-value = 0 is less than the level of significance at 5% since the population means of two variables are highly significant. On the whole analysis, it can conclude that the majority of farmers are agreed that they have been obtaining significant benefits from the use of direct marketing.

Advantages to Traders from direct marketing: (Total Respondents 100)

Sr. no.	Probable Questions	Completely Agree	Completely Disagree	Total
1	High Quality goods from	95	5	100
2	Smooth, easy & transparent	90	10	100
3	Minimize their administrative	90	10	100
4	Transportation Cost	80	20	100
5	Minimize Expenses on	95	5	100
6	Cash Payment	100	0	100
7	Avoid unnecessary deductions	96	4	100
8	Obtain benefit of auction of	100	0	100
9	Sales Record available for	100	0	100
10	Statutory Transactions are	100	0	100
11	Benefits of market Trend	95	5	100
	total	1041	59	1100

Results of T-test (level of significance-5%)

T- Statistical Value	34.209591
	One-tail
P(T<=t)	1.59243E-19
t Critical	1.724718218

From the table and results of t-test with the assumption that the population of both the variables are normal and their population variances are unknown and equal, it can be inferred that the t-statistic = 34.209591 and P-value =0 is less than the level of significance at 5 % since means of two population are highly significant. Hence, it can conclude that the majority of Traders are agreed that they have been obtaining significant benefits from the use of direct marketing.

Conclusions and Suggestions:

On the whole analysis of data and inferences derived wherefrom, following conclusions have been drawn:-

1. Due to this local regulated market farmers in the Hadapsar area and nearby villages sell their perishable agricultural produce before it is spoiled.
2. Farmers sell their farm produce directly to traders. There are no middlemen; hence farmers get more profit margins.
3. Farmers receive price of farm produce in cash. There are almost no chances of losses –non payments by traders.
4. Farmers are directly involved in marketing process.
5. Traders purchase farm produce directly from farmers due to this, expenditure on purchases (like commission, unnecessary deductions) are decreased so traders get good profit margin.

After having the above conclusions, some important suggestions would have to be made in order to boost the efficiency of direct marketing;

1. The Market Committee should give wide publicity of this market, so maximum farmers and traders avail benefits of direct marketing of agricultural produce.
2. The Market Committee makes a necessary arrangement for unsold agricultural produce.

Reference-

- i) An introduction to marketing, by D.Amarchand, B.Vardharajan.*
- ii) Indian Economy, by S.K.Mishra and V.K.Puri.*
- iii) Annual report of Market Committee, Pune.*
- iv) Primary data collected through questionnaire.*

Opportunities and Challenges of E-Marketing in India

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Abstract

Evolution of e - Marketing has been one of the most important and influential trends in the field of business, marketing and information technology over the recent years. E Marketing helps selling of goods and services using digital technologies. These technologies are creating a competitive advantage to the brands and companies while the traditional marketing methods are still followed. The basics of marketing remain the same - creating a strategy to deliver the right information to the right people at the right time. It has revolutionized the process of marketing the goods and services with the advent of social media to reduce gap between the consumers and businesses. The paper discuss the opportunities and challenges of E- marketing in India, a systematic review on the present changes, the strategies implemented by marketers with the development of electronic environment in India, discussing about the drawbacks. Finally some suggestions are made to the Indian marketing companies for the improvement of E - marketing.

INTRODUCTION

As Internet becoming more widely available and used, Electronic commerce and e marketing have become most popular. Well over one third of consumers who have Internet access in their homes report using the Internet to make purchases. E-Mail marketing, as the word itself suggests marketing through electronic mails, is becoming more predominant in recent times for most of the companies as they are using it for their benefit. It is a form of direct marketing for commercial communicating or fund raising messages to audience. The core of e-mail marketing concenter very email sent to potential customers or a targeted client.

E marketing means using digital technologies to help sell you goods or services. Email marketing is a form of direct marketing that allows the brand to connect with a huge database of audiences. It is more effective and inexpensive mode of communication. These email communications could contain everything from promotional information to advertisements, offers, deals, announcements and links.

The development of e marketing has been one of the most important and influential trends in the field of business marketing and information Technology offer the past decade. It has revolutionized the manner in which certain businesses market their products and the advent of social media offers the potential to revolutionize the manner in which business and

consumers interact in the future. The benefits of using Internet marketing are for different company sizes. It is a new medium for advertising and PR (Public relationship) and a new product distribution channel. In addition to this, Internet marketing offers new opportunities for developing new international markets without the existence of representative or sales offices and agents. The Internet also provides new methods to improve customer services and is considered as the most cost-effective marketing tool as it reduces paper works and number of staff as well as by passes operating offices.

E-MARKETING IN INDIA

Growth of E Marketing in India

With more than 198 million Internet users, India was the third-largest online market ranked only behind China and the United States and declaring itself as a market not to be ignored on the global stage. Of the millions of Internet users in India, come from the 25-34 age brackets of those who use the Internet at home or at work what makes the 38 percent usage of internet, a percentage that was higher than any other age group surveyed. Additionally, men dominated internet usage with 61 percent to women's 39 percent. 5.1 hours, it is the average daily online usage in the country amongst internet users.

One opinion whereby, as of second quarter 2015, India shares the characteristics of other global Internet users is its passion for social media, with Facebook being the most popular social networking site with a 53 percent active reach. Other popular networks include Google+, Twitter and LinkedIn. Social media and communication also proved popular with mobile phone users in the country with the number of monthly active users of WhatsApp reaching 70 million. India has been the last 5 years in a great journey reference to online growth. In 2011 till 2014 the online users in India doubled from 120 million to 278 million users. Mobile also showed amazing progress with 900 million mobile connections and 220 million smartphone shipments in India in 2014. Happily, three signs of growth are evident that could break the slow progress of Internet marketing in India and could lead into a promising future. You can see this through the existence of small sites, the role of social media, and innovative ideas. The development of small websites is an integral part in the strategy to promote businesses online. Advertising products and services turns easy through this means. Potential customers are readily accessible through the Internet

Definitely the Cost-effectiveness and interactivity its the most striking aspect of future digital marketing in India. Also, there is easy accessibility – a benefit considering that traditional Indian marketing had to face the huge obstacle of reaching out to Indian masses in the most resource-effective way. The additional difficulties, which Indian audiences have is the linguistic differences – something that digital marketing can choose to stay away from. The future of digital marketing in India seems bright and beautiful. Future Media is a Digital Marketing Agency in India that makes simple to reach your target audience with

distinctive online marketing strategy. The future of digital marketing will be rooted in how marketers and platforms create ways for new and traditional media to play together.

Now, India's rapidly economic improvement made the country one of the world's fastest growing economies. It's large and growing and can quadruple GDP and catapult India to the unity, of developed economies over the next decade.

Internet has been the biggest contributing factor in this growth. With a growth percentage of 30% in the year gone by, it is unarguably the sector with highest growth rate in India. By needing of skilled Internet marketing workforce, jobs continue to be created. We need to recognize new opportunities and prepare the supply side.

STRATEGIES IN E-MARKETING BY INDIAN COMPANIES

When entering an Internet marketing zone, a company should identify some important issues such as different target customers, another way to contact customers, Internet security, new competitors, etc. According to Chaffey et al. (2006, 20), to be successful in Internet marketing, the main strategic approach is needed to manage the risks and deliver the opportunities available from online channels. In a wide range of companies, based on their experiences of strategy definition they suggest a process for development and implement Internet marketing with different separated steps: Defining the online opportunity, selecting of the strategic approach and delivery result online. The authors also affirmed that the key strategic decisions including selecting target customer groups, specifying how to deliver value to these groups, for E-marketing are the same as strategic decisions for traditional marketing. Segmentation, targeting, differentiation and positioning are all keys to effective digital marketing.

In the 21st century for most people running a company, Internet marketing strategies are an indispensable part of the business plan. While small businesses such as local shops may require some form of web marketing, any business that wants a broad customer reach should research the potential of a solid Internet marketing strategy. As commerce continues to go global, companies that lack an easy-to-find, accessible website – the cornerstone of web marketing – it will be hard to reach customers that don't live in the same town or have never heard of the company. Companies such as Thumbs up or Life style, businesses that aren't household names of global visibility begins on the Web. Having a sound Internet marketing strategy ensures the best chance of success.

VOICE OF INDIAN RETAILERS

As per the study conducted by **ActoneGo.com** along with **Retailer association of India (RAI)** in the year of 2015, 3rd annual Retail e-Marketing unified voice of Indian retailers. The extensive Indian Retail e-Marketing study has been prepared by the ardent participation from more than 80+ retailers across India. The data was collected over a period of 30 days from 20th April to 19th May 2015, comprising responses from the industry rule setters to

budding startups operating as Single or Multi brands in online and offline domains. The study encompasses feedback and opinion from 63% of senior managers, which includes CXOs, Directors and VPs.

PRESENT SITUATION OF E-MARKETING IN INDIA

According to the research done by OCTANR RESEARCH

- **Digital India: State of Online Marketing in India 2016**
- **Customer Acquisition:** The primary focus for marketing activities to be carried out in 2016 formajority (58%) of India Marketers is Customer Acquisition.
- **For 50% India Marketers, e-Marketing revenue contribution is above 10%:** 85% of theMarketers are tracking revenues generated through e-Marketing activities for their business. 50% of Respondents report that e-Marketing activities are contributing more than 10% of share of their revenues.
- **Integrated Campaigns increase Conversion Rates:** 80% of India Marketers believe thatintegrated campaigns (Email, Social and Mobile) can result in moderate to significant increase in conversion rates.
- **Maximum Customer Engagement is achieved through Social Media updates:** For achievingmaximum customer engagement (46%) followed by email campaigns (28%) Social Media updates were the top choice.
- **Top Marketing Activities for 2016:** As being planned for 2016 Social Media (66%) tops the listof marketing activities. Email marketing is voted by 53% of India Marketers. More than 50% of the Marketers are planning to increase investment in marketing activities.
- **Online Budget for Email Marketing:** India Consumers where 45%, respond positively to emailoffers (which are 3x of US Consumer). For 2016, we see a jump of almost 50% of India Marketers who will be increasing their investments by 31%-50% in Email Channel.
- **Influences of Social Media on Email Marketing:** In 2016, India Marketers are expecting aconsiderable impact of Social Media on Email Programs. The acceleration in growth of subscribers is expected by 31% of marketers, a 500% increase from 2015.
- **Email Marketing Segmentation Techniques: For Email Marketing Segmentation, India**

Marketers show an increasing preference for Purchase History to be axis.

LATEST E-MARKETING TRENDS IN INDIA

According to the research conducted by Octane to understand the latest developments in Email Marketing, India Marketers have realized the potential of Email Marketing (53%), Social Media Marketing (66%), Websites (54%) have voted these e-Marketing activities in

top three. Search Marketing (52%) and Mobile/SMS Marketing (45%) not left behind, reported a latest study done by Octane Research – State of Online Marketing in India 2016.

Despite this the report also highlights that there is a rise in the attention that marketers are giving to the digital space but, approximately 36% of India Marketers are not willing to spend more than 10% of their budget on e-Marketing. —46% of the India Marketers stated that E-Marketing generates 30% or more of revenue for them. This is a slight decline from last year, but 25% of the marketers reported that e-Marketing contributed between 10-30% their revenue. □

The report has been revealed post an active participation from 450+ Indian marketers from 400+ Brands. The report also highlights the Email Marketing Trending Data, apart from the India e-Marketing Trends. Listed below are major Email Marketing trending data that are useful for marketers; for a complete data set download the report.

Opportunities of E-marketing in India

Empowering effect

One of the advantages of online marketing is associated with its enabling outcome mainly on the small businesses, since "internet can extent market reach and operational efficiency of small and medium enterprises (SMEs)"(Dholekia and Kshetri, 2004: 311). Indeed Internet has created a kind of democratized atmosphere in which marketing has been modernized in such a way that even small businesses are given a good chance to promote and brand their products on a much more larger scale (Jobber, 2001; Tapp, 2008). It should be, for that reason, stressed, "internet has created extraordinary opportunities for small businesses to engage in national and international marketing campaigns which could have been high-priced due to the huge amount of resources required" (Poon and Jevons, 1997: 29). Email marketing, bogging, launching web-sites, etc are among the easily affordable inter-fostered channels than can provide small business with the ability to survive and compete.

The reason why Internet marketing has become so popular is because they provide three major benefits to potential buyers:

1. Convenience: Customers can order products 24 hours a day wherever they are. They don't have to sit in traffic, and a parking space, and walk through countless shops to find and examine goods.
2. Information: Customers can find reams of comparative information about companies, products, competitors, and prices without leaving their office or home.
3. Fewer hassles: Customers don't have to face salespeople or open themselves up to persuasion and emotional factors; they also don't have to wait in line.

Internet marketing also provides a number of benefits to marketers

1. **Quick adjustments to market conditions:** Companies can quickly add products to their offering and change prices and descriptions.
2. **Lower costs:** On-line marketers avoid the expense of maintaining a store and the costs of rent, insurance, and utilities. They can produce digital catalogues for much less than the cost of printing and mailing paper catalogues.
3. **Relationship building:** On-line marketers can dialogue with consumers and learn from them.
4. **Audience sizing:** Marketers can learn how many people visited their on-line site and how many stopped at particular places on the site. This information can help improve offers and ads. Clearly, marketers are adding up on-line channels to discover, attain, communicate, and sell.

E-marketing has at least five great advantages.

- First, both small and large firms can afford it.
- Second, there is no real limit on advertising space, in contrast to print and broadcast media.
- Third, information access and retrieval are fast, compared to overnight mail and even fax.
- Fourth, the site can be visited by anyone from any place in the world.
- Fifth, shopping can be done privately and swiftly.

CHALLENGES IN E-MARKETING

Problem of integration

one of major problems with marketing campaigns is that they take up several offline and online promotional channels such as press, brochure, catalogue, TV, cell phone, e-mail, internet, social media etc, while lack a comprehensive, harmonizing marketing structure. Each item is used separately and accomplished as a different task not as a part of an integrated campaign aiming at the realization of specified and particular objectives. This deficiency can be compensated for by taking a holistic come up to which synchronizes the different traditional and internet age modes of marketing communication as moments of an integrated organization. With respect to the practical, online component of an integrated marketing what is "also worth noting (or reminding) is that like offline marketing, all aspects of online marketing are inextricably connected- and in many cases mutually dependent.

Lack of face-to-face contact

Internet dealings involve no alive, personal interaction and that is why some customers consider electronic modes of providing customer service impersonal and enjoy the experience of shopping in a bricks and mortar, physical store. They like better to talk to store personnel in a face to face conduct, touch the related product with their hands, and socialize with other customers. Virtual marketplace cannot provide for this function of offline shopping and lacks personal interaction. To be more specific "for the types of products that rely heavily on building personal relationship between buyers and sellers such as the selling of life insurance, and the type of products that requires physical examination, Internet marketing maybe less appropriate.

Security and Privacy

It is clear enough that now adays customers' data can easily be shared with other companies without asking for their authorization. Moreover their more crucial personal data such as usernames and passwords are not protected from hackers (Lantos, 2011: 74).

Lack of trust

"online trust includes consumer perceptions of how the site would deliver on expectations, how believable the site's information is, and how much confidence the site commands" (134). These days in spite of the rapid growth of online dealings a number of people still suspect electronic methods of paying and still have doubt whether the purchased items will be delivered or not. On the other hand occurrence of online fraud has made customers hold negative or doubtful attitudes towards online transactions.

SUGGESTIONS TO IMPROVE E-MARKETING

Catering to consumer interest

According to Urban Glen (2006, 24-29, 10), when a company advocates for its customers, the customers will in turn advocate for the company. In order to be successful, a company has to apply any means to satisfy its customer's interests. He proved that many firms of different sizes and business fields were using many techniques to fulfill customer's needs and interests, by using variety of examples. Despite that, factors such as costs, quality and diversification of commodities should be taken into consideration to have a precise picture of how to advocate customers in general.

Focus on gender

Chiu Yu Bin, Lin ChiehPeng and Tang Ling Land (2005, 416-435) in their work named "Gender differs: assessing a model of online purchase intentions in e-tail service" figured out how important the role of gender was in online retailing. They concluded that female consumers tended to give lower evaluation to the effortlessness of online purchasing than

male consumers. It means that if a company wants to retain and increase number of male customers, it should pay attention on user-friendliness seriously. According to Chiu et al. (2005, 416-435), the right products should be offered to male consumers whenever they order them and companies should respond to inquiries in a timely fashion. This will more or less strengthen the male customers' attitudes and intentions of purchasing. To increase a number of female customers, companies should provide them with a fashionable user guide, for instance, they can attract these target customers with the effectiveness of visual effects and wonderful background music.

The purchasing habits of male customers are partially different from female customers. This is also true in e-commerce. Male consumers prefer fast loading speed websites, secured websites (their privacy is better protected). Meanwhile, female customers have confidence to purchase via the Internet mostly because they listen to other females. This can be considered as a big difference between males and females in perceiving Internet marketing.

Consumer privacy

In an effort to understand New Zealand consumers more, Chung W. and Paynter J. (2002, 2402-2411), based on their work, drew a conclusion that it was a must for companies to have privacy policy statements under their website to protect consumer privacy information, to make sure that their customers' information cannot be misused. Some solutions were also discussed in this study to protect customers' privacy. For the authors, solutions such as legislation, self-regulation and technical solutions had be combined together to maximize its effectiveness.

The fact is that any consumer is influenced by different factors. According to George Joye F (2002, 165-180), many customers feel confident to make an order only when they have made a few purchases. They are afraid their privacy can be revealed and misused without their acknowledgment. If buyers do not trust the company which provides online sales services, they will never want to make any online buying decisions. Beside that e marketing helps consumers to have more different means to search for products' designs, functions, features, specifications, prices etc. so they can compare and contrast products and services before giving their final decisions. Davidson Alistair and Copulsky Jonathan (2006, 14-22) found out that online customers would purchase via the Internet with web maven reviews influencing their mind set. Kim D.J, Kim W.J and Han J.S (2007, 591- 603) with their study about online travel agency service came to conclude that the top priority factor which affected customers' decision making in purchasing was lowest price, security, ease of navigation of the website and fast loading time of the website

How consumers evaluate companies in the Internet

The participants in Cheung Christy M K and Lee Matthew K O (2006, 479 - 492) work evaluated Internet merchants based on integrity, competence through professional websites and security. External factors such as third party recognition also are very important. A company and its website can gain customers' trust easily if a recognized third party certifies that the website is secured. In addition, guarantee terms also contribute to build trust in customers' minds. However, the study can bring more precise results if the participants come from different group ages.

Factors preventing consumers from enjoying Internet marketing

According to Liebermann Yehoshua and StashevskyShmuel (2002, 291-300), the factors which can prevent customers from using and believing in e-commerce include: Internet credit card stealing, fear of supplying personal information, pornography and violence, vast Internet advertising, information reliability, lack of physical contact, not receiving Internet products purchased, missing the human factor when Internet purchases are made, Internet usage addiction. The participants for this study come from different genders, group ages, high/low education background, and different marital status. Other variables are also examined for example Internet user/non user, bought online/not bought online and heavy/light Internet user.

CONCLUSION

The paper clearly shows that E-marketing impacts in various number of ways upon businesses. When used effectively, e-marketing campaigns and strategies have the potential to reach customers in a speedy and low-cost manner and can provide promotion to a wide range of products and services. The development of e-marketing and social media advertising has led to many businesses opportunities in recent years. Despite globalization speed and the extent of information that can be gained from E-marketing will surely help the business to develop, when implemented properly. On the other hand the technology driven approach of E-marketing leaves certain businesses vulnerable and overly dependent upon technology. It also empowers dissatisfied consumers to a far greater extent than ever before and can lead to bad reviews that have the potential to greatly destabilize certain e-marketing campaigns and operations. However, despite these problems it is reasonable to conclude that E marketing is on the whole a positive development for businesses and that despite certain dangers. Its impact upon businesses has been largely positive.

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Social Media Marketing – An effective tool for generating online traffic

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Abstract

The online marketing industry is complex and volatile, but an exciting one for anybody who stays up on modern trends. Each year, new hardware, new software, new companies, and new user preferences dictate a host of sweeping changes that either get adopted or ignored by the businesses of the world. Early adopters get a leg up on the competition, appealing to new markets or cementing their reputations as industry leaders, while those lagging behind miss out on a key opportunity to retain their positions.

Social media is one of the Web's largest growth sectors, in terms of time spent and individuals engaged on various social networking sites. Social media is also the most interactive online arena, allowing users to comment, share and build upon conversations, ideas and media. For businesses, that means social media is a channel that can't be overlooked. Each social media platform offers users and businesses unique benefits of participation depending on the platforms common usage, participation and advertising or promotional opportunities. A well-designed SMM strategy identifies those social media platforms that offer the best return on investment for a particular, whether by community building, branding and visibility, or ad-driven website visits or sales. Furthermore, SMM is used to monitor a business's online reputation, ensuring a positive presence supported by constructive conversation.

Keywords: Online Marketing, Marketing Strategies, Digital Marketing, Social Media Marketing.

Introduction

Social media marketing refers to the process of gaining traffic or attention through **social media** sites. **Social media** itself is a catch-all term for sites that may provide radically

different **social** actions. For instance, Twitter is a **social** site designed to let people share short messages or “updates” with others.

Over the past 40 years, there has been a radical shift in how business is conducted and how people cooperate. The preface of private computers, the Internet, and e-commerce have had a great impact on how businesses function and promote. The preface of social media technology is accelerating and it can expect it to have a similar impact on businesses now and into the prospect. As new technologies become existing, business that learn to use innovative technologies increase great reimbursement. Some of the best-known examples include technology-driven companies such as Microsoft, eBay, Amazon and Google. Finally' the explosive growth of the smart phone market and mobile computing is affecting the strategy, as social media connectivity is becoming easier and is helping social media glow even faster.

Social media is being widely used by almost all and even the companies, in spite of their size have started using social media to advertise and promote themselves. Big brands make use of the social media to convey their strong existence and friendly customer relationship. Big brands like IBM, Dell and Burger King have made use of the social media to a greater extent. IBM owns more than 100 different blogs, a dozen islands in the virtual world, several official Twitter accounts, and a accepted forum called Developer Works. It publishes a machine series on youTube, and several employees upload presentations to the media-sharing-site SlideShare. Dell has tapped the power of social media with its hugely popular Idea Storm website, where users add thoughts for new creation lines and enhancement, choose them up or down, and comment on submission. Because of the site, Dell has ongoing to ship computers with Linux install, and has added community carry. Starbucks has also started to use this representation to some success with its MyStarbucks Idea Site. Burger King has made headline time and time again with its innovative and viral social marketing campaigns. The burger chain offered Facebook users a free Whopper coupon if they would "unfriend" 10 of their social network connections.

Objectives of the Study:-

- To study the various Social Media Practices adopted by the Online Marketers to tap online traffic.
- To understand the role and importance of Social Media Marketing

Research Methodology

Secondary method of data collection was adopted to evaluate and analyse the current literature available in the related field.

Social Media Marketing Practices adopted by Online Marketers

Social Media includes various platforms like Web logs, social blogs, microblogging, wikis, podcasts, video and many more. Social media, like all media, focuses on bringing information, photos, video and other content to an audience that wants to learn and be entertained. It is a conversation with the participants ascertaining their views, comments and ratings. Many business houses today are using social media because this is where the consumers are playing, chatting and viewing or uploading content.

Use of Social Media Strategies

- Brand Perception Management

Social media monitoring and participation are important because company or individual executive reputations can be lost in a matter of hours online. The communities can make or break a reputation within hours. The companies need to proactively manage their brand images online and become an authentic participant in the online conversation about them.

- Blog

Marketers use blogs to draw users to their Websites. The companies can become involved in blogs without starting their own. They can find influential bloggers in one's industry and follow their posts and also engage in important conversations and project them as experts in the industry.

- Microblogs

A recent trend is blogs that hold micro content – very small posts, such as hyperlink, image, or sentence comment. Users can form groups or follow each other’s frequently updated posts. Many companies use Twitter to talk about what is happening in the company and gain feedback and ideas from followers.

- Customer Engagements

It means involving the customers and providing them with a chance to interact with the brand online through uploading the video, rating the products, e-mailing or through chatting. The Company owned websites can engage customers by offering content downloading and uploading, web page personalization and one-to-one contact opportunities.

A survey undertaken by Social beats on Digital Marketing envisions the use of Social Media in widening the customer base and increasing online traffic to the companies web portal.

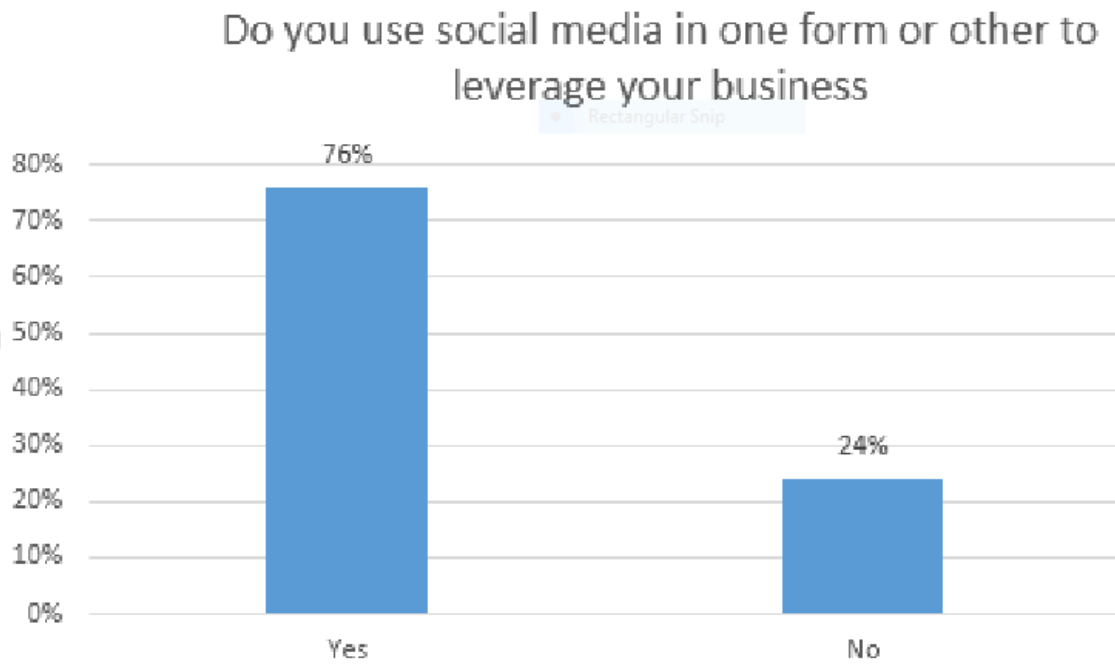
The respondents were 100 marketers spread across different industry verticals undertaking online marketing.

Table no. 1

Verticals of business adopting online marketing

Ecommerce		19.23%
Education		7.69%
Healthcare		7.69%
Hospitality / Travel		1.92%
Media and Entertainment		17.31%
Retail		5.77%
Others		40.38%

Table no.2



76% of the marketers agreed to use some form of social media platforms to conduct their online marketing activities.

Table No.3



Facebook is the most preferred platform followed by twitter to market the online business.

However the quick rise of Youtube as a medium of digital marketing emphasises the changing trend from “Look & Feel” to “Watch & Experience”.

Conclusion

Social media isn't about money or institutions. It isn't about stockholders making billions of dollars. It isn't about corporate ownership. Social media is about ordinary people taking control of the world around them and finding creative new ways to bring their collective voices together to get what they want. Social Media Marketing (SMM) is primarily internet-based but has similarities with non internet-based, marketing methods like word-of mouth marketing. SMM is the way of promoting a website, brand or business by interacting with or attracting the interest of current or prospective customers through the channels of social media. Facebook, Twitter and Youtube are the most popular social media that are widely used by the companies and the celebrities in promoting themselves and their brands. With the number of users rising each day in Facebook and other social networking sites, it is bound to bring in more customers for the business and much more promotions and marketing thus making social media, the better platform for marketing.

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MULTI-LEVEL MARKETING BUSINESS VIA DIGITAL MARKETING

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Abstract

“The man who stops advertising to save money is the man who stops the clock to save time.”

Marketing is a strategy used by companies to communicate with the consumer and make them knowledgeable about the various features of their products and services. It is an essential part of attracting the target buyers to a particular product and companies use various innovative or tried and tested techniques to stay ahead of their competitors and make their place in the market.

This is a wide term which refers to the technique where companies communicate directly with the customer through direct selling of product and services.

Organizational innovation adoption has received increasing attention in the marketing and management literature over the past two decades. Insight into adoption processes, its inhibitors and stimulators helps suppliers of innovations to market their new products more effectively. The objective of this paper is to discuss the main findings on organizational adoption and integrate them within a framework. The framework that we propose addresses the adoption decision at two levels, i.e. the organizational level and the individual adopter within an organization. We integrate research on innovation adoption and technology acceptance that have emerged in the marketing and management literature and identify several research issues that need further attention.

Digital marketing is one of the finest and innovative methods for making awareness of one's product and later on making popularity for a consistent marketing business. An extra segment called “people's review” makes the customers comfortable enough to fall in love with organization's trending products

Keywords :- Multi-Level Marketing, Digital Marketing, Essential of effective MLM selling, Dimensions of Best Practices, Innovative Practices In pyramid selling,

INTRODUCTION:-

Of all the consumer goods on the market, those sold by multilevel, or network, marketing companies have their own following in terms of a customer base. Many of these products –

from cosmetics to home decor to wines – are made with the best quality in mind and a unique business model. This is just part of what makes them successful without the use of traditional media advertisements.

Direct selling is a dynamic, vibrant, rapidly expanding channel of distribution for the marketing of products and services directly to consumers

What is direct selling simply put, it is assisting the increase in sales of products of a company through word of mouth, and getting paid for it. Something which we have been doing throughout our life, but never got paid.

Paper's – the only way to precede every business and believe us it's heavy and a little bit unorganized. Technology changes its nature from nothing to everything. History tells that the Multi-Level Marketing (MLM) hits the market during the quarter of 90's and was a little bit complicated with a high priority for human errors. Later on the impact on products in market took over by such a system as it helps in good earnings. When the internet became a revolution MLM business starts to rise up and dominate both offline as well as online marketing. The stats got increased even though most of the law system tagged this under *illegal* business. Introduction of MLM software makes it as a globally accepted concept with more and more people started investing on the MLM business.

OBJECTIVES:-

- To understand the concept & scope of multi-level marketing & Digital marketing.
- To understand the current Innovative Practices in Multi-Level Marketing & Digital marketing.

LITERATURE REVIEW:-

Multi-level marketing, or MLM, is a form of direct sales home business in which independent representatives sell goods and services from a company to an end consumer. The multi-level aspect refers to each representative's ability to recruit and train other representatives, and earn a commission on their reps' sales.

Income earned in MLM comes from the commission earned on personal sales, as well as a percentage of the sales earned by other reps recruited by you.

Network marketing is one of the globally accepted marketing techniques to promote one's product business and thereby generating leads. Leads are primitive organization goals, if no leads, no sales, then no growth and ends up saying "We're done!" Well, the necessity of

MLM business comes right in this matter. By sponsoring distributors and creating network, business gets a steady growth and sales values rocket up!

The multi-level marketing hits the market with a traditional way of selling products hand-hand and this left business enterprises with a certain difficulty in controlling and follow-up difficulties. The introduction of software in MLM industry changed this tradition and moved on with a well-developed planning & execution. The plan works with a user who gradually adds members to his network and there-by creating a tree of limited or unlimited branches. The priority has been set by business giants for maximizing their output each and every year. The efforts and techniques are always determined but lack the ability to handle business effortlessly. The software revolution helps to made-up a mind palace for such big efforts with a bug-free business nature.

Essential of effective MLM selling:- There are six perquisites of effective selling:-

know your company

Know your product

know your competitors and their products

know your customers

know the process of selling,

Know yourself.

MLM Terms to Know:-

The Plan: Most MLM reps refer to their program as "the plan" which outlines their marketing and compensation plans.

Sponsor: The sponsor is the representative who directly recruits another person into the business. For example, MLM member A recruits member B. Member A is the sponsor and is responsible for training member B.

Recruit: A recruit may also be referred to a team member. It's a person brought into the business by a sponsor as a new member.

Downline: Your downline contains the recruits brought in below you. This can include members you've recruited as well as those your recruits have brought into the business.

Upline: The upline consists of the representative sponsors who came in before you. For example, if rep A recruited rep B, who recruited rep C, who recruited you, your upline is C, B, and A.

Compensation Plan: Similar to the plan, this outlines all the ways reps earn money.

To be legal and not a scam, the focus needs to be on the sales of products and services, not on recruitment of new members. Along with commissions on sales made by you and your team, many companies pay bonuses and increase commission splits based on volume of sales.

Network Marketing: Multi-level marketing is sometimes referred to as network marketing as well.

DIGITAL MARKETING:-

Digital marketing is the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium

Digital marketing methods such as search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, data-driven marketing, e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, and optical disks and games are becoming more common in our advancing technology. In fact, digital marketing now extends to non-Internet channels that provide digital media, such as mobile phones (SMS and MMS), callback, and on-hold mobile ring tones.

Digital marketing became more sophisticated in the 2000s and the 2010s, when the proliferation of devices' capability to access digital media at almost any given time led to great growth. Statistics produced in 2012 and 2013 showed that digital marketing was still a growing field.

Digital marketing is often referred to as 'online marketing', 'internet marketing' or 'web marketing'. The term *digital marketing* has grown in popularity over time, particularly in certain countries. In the USA *online marketing* is still prevalent. In Italy, digital marketing is referred to as *web marketing*. In the UK and worldwide, however, *digital marketing* has become the most common term, especially after the year 2013.

Digital media growth is estimated at 4.5 trillion online ads served annually with digital media spend at 48% growth in 2010. An increasing portion of advertising stems from businesses employing Online Behavioural Advertising (OBA) to tailor advertising for internet users, but OBA raises concern of [consumer privacy](#) and data protection.

INNOVATIVE PRACTICES IN PYRAMID SELLING

Use online networks

MLM Home Business Success Tips

Navigating an MLM Business Can Be Tough -- Follow These MLM Success Tips

- Share
- Flip
- Pin
- Email

Contrary to popular belief, many successful network marketing companies believe in building relationships before making sales. According to one business trade magazine, the objective is to gain repeat sales instead of one-time transaction. This is part of why some company representatives hold an event where people are allowed to casually mingle, participate in a raffle or interactive games, and enjoy light refreshments. While live demonstrations are performed, event guests are allowed to ask questions about the product as well as career opportunities.

E-advertising is defined as the placement of electronic messages on a website or in E-mail to generate awareness for brand. Stimulate interest/ preference for product or services.

Provide the means to contact the people for information to make a purchase. Several options that represent the most popular areas within the E-advertising menu are Social network communities Search Engine Advertising, Rich Media, Display Ads, Pop-Up Ads Flash Floating Ad, Expanding Ad Wall paper Trick Banner pop Under, Video Ad, Mobile Ad .Business APP.

STRATEGIES FOR DIGITAL MARKETING IN MLM BUSINESS

The brunt of social media is so enormous that the internet is 20th century's king, especially considering the online marketing tool availability. E-commerce is also playing a vital role in online marketing and the best thing is that Multi-Level marketing software comes along side with such enormous options and one can't imagine how source-full it is.

Network marketing is a time –consuming process which might take plentiful amount of time to grew such a wide network. To make a substantial MLM business growth, digital marketing support is too precious and there by one can mark a milestone as “achievement unlocked”.

Let's have a look on various social media platforms to focus for a better digital marketing experience and for a rise-in lead-generation.

Facebook, a widely accepted platform and ideal for social marketing and creating awareness on the products. This helps in connecting people, creating dedicated pages, social promotion, groups etc.

Twitter, “tweet, tweet and re-tweet” is the motto behind twitter and with an active tweeting account this comes in handy. The most trending and hash tag promotions makes the product viral.

Forums, Participate in various MLM business forums to understand the new techniques and there-by building up relationship with big fishes.

LinkedIn, Business promotion and career upgrading becomes easy with this platform and for business enhancement gets a steady growth with more connections and advices.

Blogs, Blogging is too important and with a popular blog, one can make marketing and product awareness across the world.

There are certainly other platforms like snap chat, whatsapp etc. that helps in follow-up and chat help. The more you gets in to social network, the more you connect and finally an enormous tree-like network.

Be solid, Be the change!

MLM Marketing aka Multi-level Marketing is more like dense package where things are a bit thicker and heavily concentrated in wild competition. It's an interesting story, business without leads is a failure and need to improve the status as quick as possible. So, what can one do attract more users to visit your website and thereby increase traffic? Is your strategy perfect enough to extract these traffic into potential leads? How can a lead capture page use for such purpose?

Talking about Lead capture page first one has to understand its purpose, "*Lead Capture Page*" is a co-acting page like a forum to attract users. The page is a dedicated part of marketing with enough and enough of sharing and publicizing. The page reflects the marketing product with a short note and leads have to be effectively made out from this particular region or display page. The page contains a section where a visitor information entry felids are available and the visitor have entered the details. This is actually the main need of having the page, to get information of the visitor and then follow-up them for best results. So, the main three aspects that cultivate lead plant will be as follows,

Demand and Accolade --> Eye-catching design with limited content --> Amend the optimization.

Connecting these aspects, the demand always creates supply and with an eye-catching design this can be easily implemented. This is well enough to avoid a situation where the visitors come and go without staying in the selective space. Optimize the content to the best

way with the proper amendment of optimization, and well an attractive three fields are enough in the form filling area. Certainly, an attention-grabbing heading is always essential and make them in stay in page.

NAVIGATE THE POSSIBILITY OF PROMOTION TO NEXT LEVEL

Navigate the possibility for promotional touch and the main goal is to get a visitor and then convert into leads. The form position of the concerned page has to be decisive and to remove perplex nature. Shorter is good and it does help to sell or promote the business a lot, however more the filling fields more chance of agenuine lead generation. An MLM Software does come with such an extensive feature to make marketing world equipped with your brand awareness and thereby, improve the strength of the business.

Navigate the marketing world to unleash..!

Business enhancement is always a complex task to perform and if the business is tagged under “multi-level marketing”, then only the best promotion can bring the light. There are certain exceptional ways to keep things under your belt; “promotional banners” does give a big hope in such manner. Let us take a look at this particular and how does it helps to acquire new clients and keep things busy.

Branding is the constraint of every business entrepreneurs, and for best results online banner promotion is implemented. Online advertising is essential and mostly these banners create the best awareness among the global market, sharing these fabulous design banners on social media keeps a wider network reach. Suppose you might have started a new firm, but what if there are already many competitors in the existing market there comes the importance of these online sharing banners. This is a big deal by the way why because there are certain online spaces where you can share these banners and the regular readers goes through the making them aware of your brand, even they might be helpful with your branding and later on become your customers or become referrals. That is why we can call this feature as “*Client booster*”.

MULTI-LEVEL MARKETING SOFTWARE FOR ONLINE BRANDING

Multi-level marketing Software is rich with many features and the online branding appraisal through promotional banners makes it even attractive and keeps customers love what network marketing organization/individuals offers. Creating new promotional banners and then sharing through social media, featured in Epixel Multi-level marketing software gains attention over other competitors.

MARKETING RIVALS: TRADITIONAL V/S NETWORK MARKETING

Marketing is always a rough patch to move on with, one have to ride on with at most care and have to ride against the wind. From the early 90’s to the present day, marketing is the

key aspect of every win and lose game. Basically the strategy kick started with the traditional way of selling one's product from place to place. Still both techniques work mostly with a face-face relationship.

Now, On the other hand the methods are too flexible with the introduction of network marketing. Direct-selling marketing platform extends one's portfolio beyond expectations. A better MLM business plan helps in boosting the product sale to cent percentage success.

“A network marketing business is based upon the leaders pulling people up, while a traditional corporate or government business is based upon only promoting a few and keeping the masses of employees content with a steady paycheck.”

—Robert T. Kiyosaki
Investor, USA

WHAT'S THE DIFFERENCE?

Traditional models system follows a regular employee-employer relationship where the organizational products directly depend on the sales and marketing team. Achieving target and then getting paid based on it with allowances and incentives. Product awareness through man power was the dictatorship method followed during that period; even now this system is under process on certain organizations. However the introduction of multi-level marketing changed this scenario upside down. With a suitable MLM marketing business, everyone is independent and works on commission basis. Expanding one's network isn't depending on the hired professional anymore; it works with in an infinite loop of levels with a global impact. Direct sales and commission level income makes the profit ratio of individual and company increased significantly. Meanwhile there are many other bonuses and compensation included in such packages which make it even more attractive.

PROS AND CONS OF NETWORK MARKETING

Popular direct-selling marketing technique with global networking structure.

Marketing process without any limits.

Different plans to choose from.

More profit and compensations.

Higher rank advancement possibility.

More free time and independent of field oriented approach.

Not everyone will be beneficial in this method.

More time consumption.

High rejection ratio.

Prior to Marketing scams.

CONCLUSION:-

Automation is the new era of this competitive world. Handling the business with man-power is becoming a narrow path and will get replaced by machine soon enough. The hardware alone cannot do this task and is always depend on a software platform for controlling and efficient working.

Pick up your ears, it's always important to handle the business to experts because it's seems to be the right idea behind every successful story. MLM business plans are efficient with software and always go on with that tag.

"Plan, Learn and Thrive for the Best"

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Digital Marketing: The Role of Customer Relationship Management (CRM)

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Abstract

Earlier previous interactions and transactions were the only means for the companies to collect information about their customers. But with the increasing popularity of social media platforms and availability of data from various other resources to the companies has largely influenced the ways of marketing and communication between companies and their customers through digital marketing CRM. It has been proved through various announcement made in near past by Facebook, a social media network, that the data provided by the users with Facebook will enable the companies to link it with their customer's data. In this way social platforms have started to be an integral part of traditional CRM strategies.

With the increasing usage of digital media by consumers, more companies are using digital marketing to reach their target markets. The purpose of this study is to examine various CRM strategies that are commonly used in digital media and their Role.

Introduction:

The term Customer Relationship Management isn't new in the business world, only the name changes from time to time.

The petty traders who engages their customers in some form of chitchat as they purchase goods from their stores, occasionally gives them freebies is practicing the simplest form of customer relationship management. This is because they makes sure their customers feel special in their own little way and they'll keep coming back to purchase more goods which will in turn increase their revenue.

Most of the times it isn't because of the excellent product a business or brand offers customers that keep them coming back, it's simply the kind of relationship a customer builds overtime with the company, business or brand that makes them not only return but never think of going to a competitor.

Building this kind of relationship is getting more difficult because there are thousand competitors in line of business; customers are getting wiser and have the ability to change their minds at just the snap of a finger.

A brand or business that does not engage its customers in some kind of relationship will have to work twice as hard as its competitors in keeping its customers as well as gaining new ones.

In this digital age where business-customer interaction is becoming more and more insufficient, this could be detrimental to the growth of many brands because CRM is more important than ever in this age.

ROLE OF CUSTOMER RELATIONSHIP MANAGEMENT (CRM):

CRM can be described as a business approach focused on customers which is based on encouraging and strengthening meaningful relationship between a brand and the business.

This concept isn't about making immediate profit, but about the lifetime value of a customer. It's about the purchases they'll make in future and how they'll spread positive news about brand as a result of loyalty.

Customers are everywhere and same goes for potential customers. Their voices can be heard on various media platforms like review sites, blogs, social media platforms. A happy customer can only tell one person at a time but word spreads faster about your brand from a dissatisfied customer.

A good CRM will enable a business to unite with customers to inform overall business strategies, drive business processes, support brand development and maximize return on investment (ROI). Digital Marketing Strengthens Customer Relationship Management Efforts.

Digital marketing plays a critical role in successful customer management strategy. Consider the four categories of capabilities to make CRM work is

1. Establish Visibility
2. Enable Employees with Relevant, Timely Insights
3. Execute Flawlessly
4. Manage for Long-Term Goals

Marketing focuses on establishing visibility, educating prospective buyers, and converting prospects. A deep understanding of buyer needs, behaviour's, pain points and sentiment helps the marketer truly personalize conversations across all channels. Good digital marketers will capture customer feedback and data through multiple channels, segment customers, and drill-down into customer experience and share that data across the enterprise.

THE IMPACT OF CRM DIGITAL MARKETING

Before discussing the impact of CRM digital marketing we must be familiar with the concept of CRM. Customer Relationship Management is a system adopted by most of the companies these days for understanding their customers closely so that they can adopt a more personalized and targeted marketing strategy to communicate with their customers.

Earlier previous interactions and transactions were the only means for the companies to collect information about their customers. But with the increasing popularity of social media platforms and availability of data from various other resources to the companies has largely influenced the ways of marketing and communication between companies and their customers through digital marketing CRM. It has been proved through various announcement made in near past by Facebook, a social media network, that the data provided by the users with Facebook will enable the companies to link it with their customer's data. In this way social platforms have started to be an integral part of traditional CRM strategies.

Digital marketing will allow the organizations to get access to the behavioural activities of the social platforms to increase their information about their customers. In this way organizations can divide their customers on the basis of their behaviour's, interests and attitude irrespective of their age group and location. This type of information will enable the organizations to communicate or send messages to their customers on the basis of their interests, attitudes and behaviours instead of their demographic location.

Thus the data received from social platforms will be integrated with the information existing with the CRM tools of the organization to become the part of its actual CRM instead of dividing various types of customers present on social media platforms. This overlaying of the information received from digital social platforms on the existing information with the organizations will provide them more personalized information about their customers.

Thus CRM digital marketing will enable companies to send more personalized messages to the interesting segments of the customers. For instance VIP treatment can be given to prestigious customers whereas people with negative attitude can be treated sympathetically to attract them towards company's products and services.

The increasing popularity of social media platforms has made it easy for companies to get more and more information about their customers and integrating it with the existing information collected by the traditional CRM tools. The improvement in the connectivity between the companies and their customers has changed the way of interaction not only for the companies with their customers but for customers also with their companies. Instead of direct marketing messages customers today want to interact with the companies. It has become possible only through CRM digital marketing instead of traditional CRM which was based on sales only

Medium sized companies, often referred to as mid-market, are the fastest growing base of CRM users as they are in the biggest growth phases and looking to establish their winning recipe for success. Large organisations and enterprises have been strong supporters of the effectiveness of CRM for years and now smaller companies looking to compete in a global marketplace are leveraging the power of CRM. Certain industries are recognising strong ROI with their CRM solution including manufacturing, wholesale distribution, financial services, public sector, healthcare, hospitality & leisure, retail, and professional services.

Organisations in the industries listed above demand solutions to help Sales, Marketing, Customer Service, and Support teams deliver great customer experiences at every touch point. CRM solutions provide capabilities each of these groups can use in their daily routine: Sales can manage leads and opportunities, Marketing can manage campaigns and responses, Customer Service can manage returns and claims, and Support can manage tickets and requests. Integration between front-office CRM and back-office ERP is very important in the industries above, enabled through powerful middleware solutions that can sync data and deliver a complete, holistic view of customer relationships.

The requirement of a mobile CRM solution is standard across the industries above and is especially critical among field sales representatives. Social Media Integration is growing in importance among Sales and Marketing groups that are engaging with prospects and customers directly across platforms like Twitter, Facebook, and LinkedIn. The ability to access CRM through popular email clients like Microsoft Outlook and Gmail is attractive to team members who spend most of their data in their inbox and prefer to work in that environment.

CRM brings structure and definition to processes across a variety of departments including Marketing, Sales, Service, and Support and serves a central hub of customer information. The motivations for acquiring CRM can be departmental requirements (for example a Sales team may require a defined sales process and opportunity tracking for reporting) or can be part of a company-wide strategy to more effectively manage customer relationships across each touch point.

RECENT TRENDS IN DIGITAL CRM:

Mobile CRM, social media integration, Enterprise application integration and business analytics are currently the biggest trends in the future for CRM. Mobile devices are quickly outpacing computers as the main device of choice and the fact is that most business professionals do a big portion of their daily work on smartphones, tablets, and mobile devices. The ability to access CRM data and functionality on a mobile device empowers the entire organisation with CRM no matter where they are in the world.

Social media is a major component of modern marketing strategies, but how to take unstructured social media content and turn it into defined tasks, leads, opportunities, and

traceable conversations? A social media capability within CRM and direct integrations to popular social platforms is quickly becoming a way to establish a competitive advantage with greater reach to your customers.

Integration between CRM and other business enterprise applications is also an important trend as organisations seek to unify systems together into a cohesive system. Back-office ERP solutions manage a wealth of customer information that can be synchronized with front-office CRM to deliver for total customer relationship visibility across the organisation. Analytics solutions that help analyse performance and help anticipate what's next are imperative for strategic decision making. When analytics, reports and dashboards are part of CRM solution then the data can become tangible, provide true insight, and guide decision making at every level.

SOCIAL CRM:

Conversations have shifted from phone call and emails to tweets and posts. Conversations with customers, prospects and partners can occur across a variety of technologies and platforms. Social media platforms, including Facebook, LinkedIn, and Twitter, are becoming ever-important channels of one-to-one and group conversations and communications with customers.

The ability to take an unstructured tweet and turn it into a defined task or opportunity changes the game for Sales and Marketing professionals who want to make real connections with real people and leverage that effort and information to establish real world objects, like a new lead or marketing touch.

Social networks are a great complement to CRM. Conversations typically do not happen directly in CRM, but the CRM solution can track those conversations as they affect the total customer relationship.

MOBILE CRM:

Mobile CRM is a requirement for most sales professionals, as well as others that are not tethered to their desk. Mobile CRM delivers core functionality to manage leads, accounts, contacts, opportunities, tasks, tickets and more through the mobile device, delivering a similar experience as the desktop version of CRM. This extends CRM globally, out in the field, without losing a step.

CLOUDY CRM:

Cloud offers the same benefits to the CRM market as it does to many other industries: low-cost, fast setup, easy maintenance, and predictable costs. The best providers offer multiple deployment offerings including on-premise, web, mobile-only, hybrid as well as cloud. This

allows the customer to choose the optimal system and deployment method for their organisation, market and industry.

Cloud will continue to be a larger portion of total CRM sales in the coming years as more and more organisations select that model for their IT solutions. There will also be an increase in hybrid environments as organisations with special security and regulatory requirements establish a mix of cloud and on-premise environments when sensitive data is involved.

CONCLUSION:

“Building and managing a CRM program doesn’t guarantee better results. It is the right strategy that separates winners from the rest.” With digital marketing best practices so aligned with the strategies that bring customer success, it’s clear the marketer is uniquely positioned to enact the well-designed customer success management program that can optimize strategy and drive success.

Thus the use of Internet technologies and communications channels to improve customer relationship management or CRM will lead to digital CRM which will influence the marketing strategies of the companies. Providing information about the habits and preference of the customers to an organization is not the only motive of digital CRM but also to make the marketing and communication with their customers more automated and personalized by using internet technologies and social media platforms. The results also established that consumers feel positive towards digital communication, get affected from other customers' reviews and express their post-purchase feelings over digital platforms.

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Fruits & Penalties of Customer Service

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Abstract

Customers are the key of success for any organization. Providing good customer service is essential for success of every profit making business house as it gives lots of fruits to business organization. One of the reasons of good businesses become great is because of the loyalty they gain from their existing customers. This loyalty ensures that the customers stay with the organization over the coming years. To reap such a loyalty from customers, organizations need to give good customer service. Customer retention is possible with best customer service, as it has great impact on customer retention. Great customer service can overcome poor marketing, but it's very difficult to replace bad customer service with even the most excellent, "wonderful" marketing. Long wait times and response times, poor attention to detail and bad communications are some of the reasons of bad customer service. Organizations which are guilty of these bad customer services often face negative penalties. The purpose of this paper is to study importance of customer retention service and penalties of bad customer service.

Keywords: Customer Service, Customer Retention, Loyalty, Penalties.

Introduction:

Customers are the key of success for any organization. Providing good customer service is essential for success of every profit making business house as it gives lots of fruits to business organization. One of the reasons of good businesses become great is because of the loyalty they gain from their existing customers. This loyalty ensures that the customers stay with the organization over the coming years. To reap such a loyalty from customers, organizations need to give good customer service. Customer retention is possible with best customer service, as it has great impact on customer retention. Great customer service can overcome poor marketing, but it's very difficult to replace bad customer service with even the most excellent, "wonderful" marketing. Long wait times and response times, poor

attention to detail and bad communications are some of the reasons of bad customer service. Organizations which are guilty of these bad customer services often face negative penalties.

Objectives:

- a. To study importance of customer retention service.
- b. To study consequences of bad customer service.

Research Methodology:

The current research paper is entirely based on secondary data collected from different research magazines, research journals and research articles which available on internet. Further secondary data was also collected through various web sites.

Research Design:

This paper is designed on customer retention services in the context of Grocery Stores & Shopping Marts.

Importance of Customer Service:

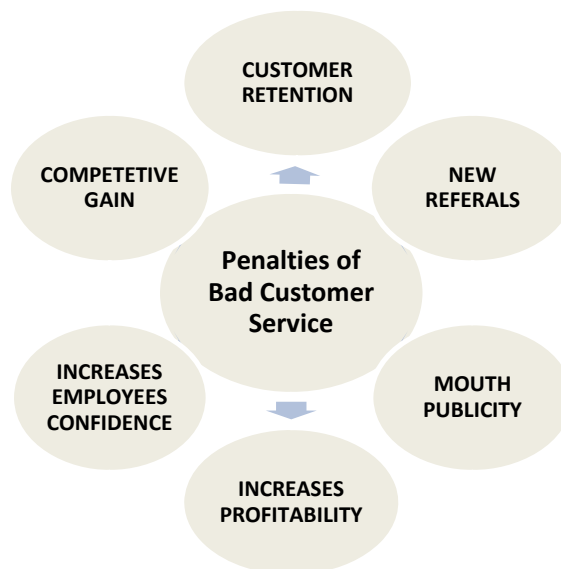


Fig. 1: Importance of Customer Service

1. **CUSTOMER RETENTION:**Customer service ensures retention of existing customers. It is possible when the customer is happy with the service provided;as they will

stick with business firm and will not move to competitors. This in itself is a great plus point in the interest of business organization as customer retention is far cheaper than customer acquisition.

2. **NEW REFERRALS:** When business organization gives good customer service, customers talk in favor of such business organization to others i.e. with friends, relatives, family members. They are likely to talk even more when they have been receiving respectable quality service over a period of time. It results into new customers for organization. These references mean more business and additional profits to organization. The more the references, the more customers acquired without spending a single penny.

3. **MOUTH PUBLICITY:** Customers that have a positive experience with a firm's customer service will likely to tell two to three about their experience, according to Consumer Affairs website. Therefore, quality customer service can be a source of advertising for business organization. Contrary to that, a customer who has a bad customer service experience will likely to tell between nine and 20 people. Mouth publicity is priceless. The word of mouth may travel to many people, but everyone will not be a customer. Nonetheless, a good customer service can generate excellent word of mouth. People are much more likely to listen to the advice of a friend than they are to notice the guidance from some advertisement or online review.

4. **INCREASES EMPLOYEES CONFIDENCE:** It is a tendency of human to work with noble & famous business organization. Employees feel proud to work with famous business organization. When a customer & people praise business organization in front of employees, it really boosts employee's morale. It increases employee's confidence. It will further empower employees to keep customers happy.

5. **COMPETITIVE GAIN:** Customer service provided by business organization becomes the most important tool in making competitive advantage over competitors. This gain over competitors will not allow them to enter in the market. It becomes almost impossible to competitors to combat with such a business house which is well known for the best customer service, as best customer service is that weapon which keeps upper edge in the battle. Business organization becomes sustainable and competitive and difficult to beat.

6. INCREASES PROFITABILITY:Last but not the least, all the above points contribute to main objective of all business organization i.e. Profit maximization. Regular customers continue to buy from same organization for long time. It ensures regular profits for the business firm. New customers with time become regular customer and keep on buying from same organization.

Penalties of Bad Customer Service:

In this research paper, researcher has discussed following penalties of bad customer service,

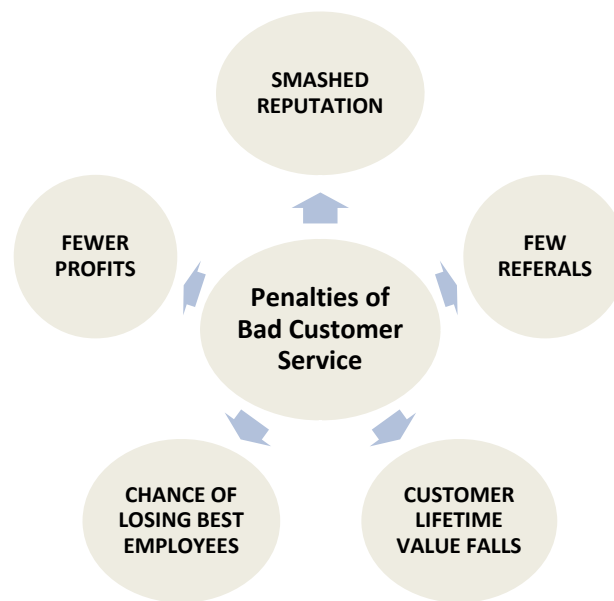


Fig. 1: Consequences of Bad Customer Service

1. SMASHED REPUTATION: Reputation in the market is important & extremely valuable and not something any business house doesn't want to lose especially today as it is an era of Internet. Today customers are very quick to write bad reviews online when they have a bad experience. In addition to leaving critical reviews, customers also opening their frustrations on social media for their friends, family, colleagues, and the entire world to see. In a recent study, 95% of respondents said they usually tell at least one other person about a bad customer experiences with a company, while 54% said they share it with at least 5 other people. Impact of this is bad publicity, decrease in sales

2. FEW REFERRALS: Rate of conversion of new customers' decreases due to leads don't convert. Bad customer service kills conversions. New customers don't stay with

organization for a long term. Although the term customer service indicates current customers, all interactions with prospects, leads, and anyone else can fall into this demesne. Due to bad publicity, potential customers frame negative opinion. It results into loss of future customers.

3. CUSTOMER LIFETIME VALUE FALLS: Acquiring new customers is usually more expensive than keeping current customers. This is one of the principal reasons delivering great customer service. 9 out of 10 customers say that they are willing to pay more to ensure a good customer experience and as much as 70% will continue to do business with the organization. While bad customer service can destroy average customer lifetime value, putting more strain on marketing budget to attract more customers, good customer service can actually savethese relationships.

4. CHANCE OF LOSING BEST EMPLOYEES: Bad customer service has negative side effects in all areas of business. Not only do it results into losing customers, but also it increases risk of losing best employees. When organization has a customer service problem, best employees are forced to pick up the slack for bad employees. This leads to burnout and dissatisfaction from the employeesorganization rely on most. If your organization develops a bad reputation, top performing employees may also jump ship when they realize things are going south.

5. FEWER PROFITS: Bad customer service can also make a downward spiral for profits. First, reputation gets damaged and organizationstartstolose new sales, (especially from new customers), and then even existing customers start to leave. At this point, organizations are forced to cut costs. But cutting cost to make up for the lack of revenue, is definitely not the answer. Still organization has to improve customer service through training or recruitment, which requires more resources. On the other hand, continuing with poor customer service in marketing might attract new customers, but the problem only gets worse with scale.

CONCLUSION:

No doubt, there are tremendous benefits to any business organization as it starts to give great customer service. Benefits can be concluded as improved customer retention, customer satisfaction, stronger customer loyalty, reduced marketing cost, competitive advantage, improved market position, staff pride and satisfaction etc. Out of all the points mentioned above three points stand out prominently i.e. Customer Retention, Mouth Publicity & competitive advantage. These points stand out because these assist in building image of a business organization in society & better firm's business and profits. Therefore organization has to undertake all those measures which can improve their customer service and ensure better image in the market which is required to gain new sales from new customers.

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Impact and Trends of Online Marketing

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Introduction

The marketing of products or services using digital channels to reach consumers is digital marketing. The key objective is to promote brands through various forms of digital media. digital marketing extends beyond internet marketing to include channels that do not require the use of **digital marketing** is the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium.

Digital marketing's development since the 1990s and 2000s has changed the way brands and businesses use technology for marketing. As digital platforms are increasingly incorporated into marketing plans and everyday life, and as people use digital devices instead of visiting physical shops, digital marketing campaigns are becoming more prevalent and efficient.

Digital marketing methods such as search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, data-driven marketing, e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, and optical disks and games are becoming more common in our advancing technology. In fact, digital marketing now extends to non-Internet channels that provide digital media, such as mobile phones (SMS and MMS), callback, and on-hold mobile ring tones.

Trends That Will Transform Digital Marketing

Social and digital marketing have hit their stride — and now that everyone is back from winter break and settling in to the new year, it's time to review the lessons learned from last year, and look forward to what's needed for your company to shine in 2017. From the evolving world of artificial intelligence to expectations of instant communications, Stacy DeBroff, CEO and founder of Influence-Central, shares her take on the social and digital marketing horizon, based on her research and work with over 350 national brands last year.

Digital Marketing Trends



1. **New Products Roll in From the Brand Revolution**

“As consumers – via social media – we all have a seat at the marketing table —by sharing our needs and priorities through direct feedback and our purchasing choices. We’ve seen the impact of the ‘brand revolution’ on key consumer-facing industries,” DeBroff says. “In the coming year, brands will become even more attuned to the needs and priorities of the consumer, and increasingly shape their product offerings around the latest lifestyle trends.”

2. **A.I. Solutions Point to a Brave New World**

2017 will be the year when we will look more to artificial intelligence to lend a helping hand. “This current trend with start-up brands, as well as data analytics, identifies applicable A.I. solutions as a way for consumers to navigate in an increasingly complex world,” DeBroff notes. “From advanced electronics applications, to pinpoint analytics that predict consumer needs as they arise, A.I. is on the way, in a big way.”

3. **“Instant” Speeds up as the New Normal for Gen Z**

What happens when you grow up surrounded by social media and technology? Expectations of instant communications and entertainment become inevitable. Generation Z consumers gravitate to instantaneous social channels such as Snapchat, Instagram, and the new social app Musical.ly. “The downside?” DeBroff explains, “This generation has grown up with instant response as its *baseline* expectation. We can count on at least three platforms we’ve never heard of rising to social prominence next year that embrace faster, more pictorial, and more spontaneous ways for rising Gen Z to bond.”

4. **Niche Curation Sorts Information Overload**

“We find ourselves awash with more information than has ever been available to us as humans, and we simply can’t process it,” DeBroff concludes. “As a result, we’ve increasingly come to rely not just on curated information, but on the people we most trust to curate this information for us in a way that resonates with our lifestyle, interests, and values. In 2017, consumers will be on a mission to find peer specialists with niche expertise to filter recommendations that meet their needs in a customized way.”

5. Mobile Devices Forge On-the-Go Consumerism

In 2017, DeBroff predicts we will see the emergence of a new “electronics evolution” with innovative technology and apps for the mobile phones we keep tethered to our sides. “As these devices offer up smarter, faster, and more intuitive information, they will become even more ingrained into our daily patterns and connected culture — and dramatically influence consumers at the point of purchase. Mobile devices will emerge as shoppers’ most valued shopping partner, as consumers check them for recommendations from their network of trusted advisors while fact-checking product attributes and using online coupons,” DeBroff says

6. Social Influencers Diversify, Specialize, and Grow Exponentially

“We’ve never had more on-call peers to advise us — from peer advisors to specialists and trend-spotters,” DeBroff notes. As we move into 2017, she predicts we will “entrench ourselves more deeply within the social web, immersing ourselves in increasingly diverse and broadening circles of discerning opinions. These influencers will powerfully inform and guide us in our consumer decisions.”

7. Influencer Marketing as a Fundamental Brand Strategy

Many brands now recognized Influencer Marketing as the industry’s hot “go-to” strategy, but they struggle on how best to leverage it and measure it from the perspective of business results and attribution modeling. “As we head into 2017, influencers will entrench as defining voices in consumer marketing, as brands concede advertising control and look to passionate brand advocates to sway consumers on social media,” says DeBroff.

8. Consumer Resentment of Intrusive Marketing Deepens

Op-ups, banner ads, and disruptive brand messages are all falling out of favor. Today’s consumers don’t want brands aggressively pushing their way into social media feeds, whether on Facebook, through promoted Pins or Tweets, or paid-for Snapchat stories. “As consumers seek to learn more about new products on their own time, expect continued resentment over intrusive marketing to deepen in 2017. Consumers will continue to vote with their feet ... “walking” away from social platforms that inundate them with brand marketing,” DeBroff notes. Similarly, the tone and content of ads needs to be geared to the new Gen Z paradigm: fast, smart, sassy, and relevant.

Digital Marketing Strategy

➤ Planning Digital marketing system

Digital marketing planning is a term used in marketing management. It describes the first stage of forming a digital marketing strategy for the wider digital marketing system. The

difference between digital and traditional marketing planning is that it uses digitally based communication tools and technology such as Social, Web, Mobile, Scannable Surface. Nevertheless, both are aligned with the vision, the mission of the company and the overarching business strategy.

Stages of planning

Using Dr Dave Chaffey's approach, the Digital Marketing Planning (DMP) has three main stages; Opportunity, Strategy and Action. He suggests that any business looking to implement a successful digital marketing strategy must structure their plan by looking at opportunity, strategy and action. This generic strategic approach often has phases of situation review, goal setting, strategy formulation, resource allocation and monitoring.

2. Opportunity

To create an effective DMP a business first needs to review the marketplace and set 'SMART' (Specific, Measurable, Actionable, Relevant and Time-Bound) objectives. They can set SMART objectives by reviewing the current benchmarks and Key Performance Indicators (KPIs) of the company and competitors. It is pertinent that the analytics used for the KPIs be customised to the type, objectives, mission and vision of the company.,

Companies can scan for marketing and sales opportunities by reviewing their own outreach as well as influencer outreach. This means they have competitive advantage because they are able to analyse their co-marketers influence and brand associations.

To cease opportunity, the firm should summarize their current customers' personas and purchase journey from this they are able to deduce their digital marketing capability. This means they need to form a clear picture of where they are currently and how many resources they can allocate for their digital marketing strategy i.e. labour, time etc. By summarizing the purchase journey, they can also recognise gaps and growth for future marketing opportunities that will either meet objectives or propose new objectives and increase profit.

3. Strategy

To create a planned digital strategy, the company must review their digital proposition (what you are offering to consumers) and communicate it using digital customer targeting techniques. So, they must define online value proposition (OVP), this means the company must express clearly what they are offering customers online e.g. brand positioning.

The company should also (re)select target market segments and personas and define digital targeting approaches. After doing this effectively, it is important to review the marketing mix for online options. The marketing mix comprises the 4Ps - Product, Price, Promotion and

Place. Some academics have added three additional elements to the traditional 4Ps of marketing Process, Place and Physical appearance making it 7Ps of marketing.

4. Action

The third and final stage requires the firm to set a budget and management systems; these must be measurable touchpoints, such as audience reached across all digital platforms. Furthermore, marketers must ensure the budget and management systems are integrating the paid, owned and earned media of the company.^[63] The Action and final stage of planning also requires the company to set in place measurable content creation e.g. oral, visual or written online media.

After confirming the digital marketing plan, a scheduled format of digital communications (e.g. Gantt Chart) should be encoded throughout the internal operations of the company. This ensures that all platforms used fall in line and complement each other for the succeeding stages of digital marketing strategy

How do brands define digital marketing?

I received responses from a great mix of business marketing leaders from very large corporations like IBM, Dell, AOL, and Bank of America as well as a few local companies (large and small) including: Capella University, Optum, Uponsor, Chief and Carlson Rezidor Hotel Group.

So how did these marketers from companies of all sizes define “digital marketing”?

➤ “The simple response would be that Digital Marketing leverages electronic devices (PC, Tablet, Phone, digital OOH) to provide an experience that influences a desired audience to take an action. However, that sounds too easy when it’s significantly more complex than that. In my reality, Digital Marketing is the tip of the spear when engaging with a desired audience. It is not simply the channel of delivery, but the way in which an experience comes to life, across channels and in all channels. Digital is now the first touch point for the consumer and a channel where the consumer has greater control over what they see and when they see it. In a world where the intended target has limitless choices, it’s up to Digital Marketers to understand the customer journey, customer expectations and desired outcomes from a myriad of scenarios.

Digital Marketing is the tip of the spear when engaging with a desired audience.

➤ Digital Marketing is similar to modern architecture in many ways. Form follows function. An object can take several different shapes and be adorned with a variety of different elements, but it’s up to the marketing architect to understand what will be

acceptable to the masses and meet social expectations. If we go too far, we can be seen as interrupting, invasive and oversaturate the market. If we don't go far enough, then we will not meet the expectation of our target audience, which is to provide them the value and utility they are looking for at the right time and in the right place.”**Kevin Green Executive Director, Marketing at Dell .**

➤

➤ “Webster’s dictionary defines digital marketing as... nope, not going to do that. For me digital marketing is any way that we, as marketers, use digital media to influence users. Whether that’s the free stuff – search, social, etc. – or the paid stuff – PPC, display advertising, social ads, in game advertising, etc. across all available technologies and platforms. The real trick to effective digital marketing is using the right platform / technology / tactic to reach the audience that will buy your product / read your articles / engage with your content.”**Simon Heseltine Senior Director, Organic Audience Development at AOL.**

➤ “Engaging customers and prospects in digital channels, including mobile and social, where they are increasingly seeking information. We employ a number of strategies including offering informative content from a trusted source that is accessible across all digital devices, platforms and channels and which we believe empowers customers to make informed decisions that will help them improve their lives.”**Scott Gardner Senior Vice President, SEO and Content Channel Lead at Bank of America .**

➤ “Anytime you use connected devices to reach people with your content, you’re engaging in digital marketing.”**Becky Ewert Content Marketing Strategist at Capella University .**

➤ Although I’ve had similar responsibilities in different organizations over the past 15 years, my department names have been a moving target – internet marketing, e-marketing, e-productivity, ecommerce, interactive marketing, and digital marketing. All the while, I’ve tried to maintain a tether to the “integrated marketing” and “marketing mix modeling” concepts birthed in the 90’s. They’re so dreamy, right? In 2014, I’m now comfortable calling that Digital Marketing. The digital threads of data and attribution allow us to build multi-faceted, measurable, and flexible plans that have the ability to adjust to the co-variability of business priorities and customer preferences.”**RyanArnholt Director, Digital Marketing at Optum.**

➤ The unique thing about marketing through digital channels is that it goes way beyond messaging. Given all the ways brands can connect with consumers online, whether in social environments, via mobile apps, paid media, blogs, etc., each interaction leaves an impression of your brand. So in many respects, digital is marketing.”**RachaelMarret ,SVP, Customer Engagement at Carlson Rezidor Hotel Group.**

PEOPLE (influencing behavior change internally while creating a compelling call-to-action or experience for the targeted audience)

PROCESSES (investing in continuous improvement/change management to evolve the marketing platform)

TECHNOLOGY (disciplined approach to technology adoption)”**Jon Orton Director, Marketing Operations at Uponsor.**

“Digital marketing starts with really rich content that people actually care about – including killer images. Then it’s delivering that content when and where your customers want it in hopes they like it and tell all their friends and followers. And make sure they can see it on a device that they use everyday, especially the one attached to their hip. But above all, don’t overwhelm people with your sales pitch. Keep it simple and teach them something so they consider you a valuable resource not just a company pushing product.”
Laurie Englert , Vice President, Marketing at Chief Manufacturing.

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Digital Marketing

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Abstract

As digital culture continues to exert its dominance over business and commerce, millennials and other digital-oriented consumers will wield increasing influence over marketers' success. Plenty of businesses are actively executing on this reality, to the point that "millennial" has become one of the top buzzwords in business, especially in marketing.

Often, marketers speak about millennials and their value in absolute terms, with specific channels or tactics that marketers can use to better engage these elusive young consumers. This is nothing outside the realm of norm, as marketers need actionable insight at every possible turn. However, the abstract concepts of social media and digital etiquette are often lost in this line of business pragmatism.

Keywords- Digital Marketing, Implementation

PURPOSE:

Digital marketers monitor things like what is being viewed, how often and for how long, sales conversions, what content works and doesn't work, etc. While the Internet is, perhaps, the channel most closely associated with digital marketing, others include wireless text messaging, mobile instant messaging, mobile apps, podcasts, electronic billboards, digital television and radio channels, etc.

INTRODUCTION

Businesses use technology for marketing.^[2] As digital platforms are increasingly incorporated into marketing plans and everyday life,^[3] and as people use digital devices instead of visiting physical shops,^{[4][5]} digital marketing campaigns are becoming more prevalent and efficient.

Digital marketing methods such as search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, data-driven marketing^[6], e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, and optical disks and games are becoming more common in our advancing technology. In fact, digital marketing now extends to non-Internet channels that provide digital media, such as mobile phones (SMS and MMS), callback, and on-hold mobile ring tones.

DEFINITION

The **marketing** of products or services using **digital** channels to reach consumers. The key objective is to promote brands through various forms of **digital** media. **Digital marketing** extends beyond internet **marketing** to include channels that do not require the use of the internet.

Digital marketing is the marketing of products or services using digital technologies, mainly on the Internet, but also including mobile phones, display advertising, and any other digital medium.

TYPES OF DIGITAL MARKETING :

The concept of Digital Marketing is very broad. It brings together all forms of marketing, operating through electronic devices (i.e. online, on mobile and on-screen). Have a glance at some of the **most common digital marketing types** used;

- **SEARCH ENGINE OPTIMISATION (SEO)**

SEO is one of the first and still strongest types of digital marketing you'll come across. 94% of all the clicks in search results go to organic listings – not PPC. The methods have changed over the years; but the aim is still generally the same. Get you higher up in the list when your customers do Google searches.

What is it?

SEO is a type of marketing which main goal is to get you to rank higher up in Google searches.

Who's it for?

Most businesses will need it – **some more than others**.

You can find out if it's worth it for your business by doing a little keyword research – use the Google Adwords Keyword Planner tool for free and find out how many searches are being done for keywords around your business. If you're a local business you might be able to do some yourself.

How much is it?

Depends on the competition in your industry – but a good SEO agency is likely to charge upwards of £1000 – £2000 per month.

What should I look out for?

Look for a couple of things – do they have a decent/large blog themselves? Do their tactics include content marketing?

Content marketing is the *only* way to do SEO these days – be wary of anyone who offers guarantees and claims to be able to rank your website highly without adding pages and text. They may well be using black hat techniques.

- **PAY PER CLICK ADVERTISING (PPC)**

When people refer to pay per click advertising, they are likely talking about the ‘sponsored’ links you often see in Google searches; however they may also be referring to ads in other search engines too, like Yahoo or Bing.

They’re one of the only types of digital marketing that is **completely short term** – when you stop paying, the ad ceases to exist.

They are links to your website that you pay to get ranked above or alongside the ‘organic’ listings shown in a search. SEO is about ranking highly long term in the organic listings – PPC is usually about simply paying a search engine directly to be up there.

What is it?

The ‘sponsored’ links you’ll see in many search engine results. They’ll usually have a note somewhere to let you know they are sponsored.

They can also be picture ads featuring on other websites.

Who’s it for?

Just about anyone can use PPC and profit.

Approach with extreme caution however – it can be a ruthless money pit if you don’t know what you’re doing.

Couple of quick tips – choose to keywords that you think are very relevant searches to your products. Make sure you optimise your page content for those keywords – this can reduce the cost of your ads. Monitor the traffic coming in and sales/leads too closely; so you can cut out any ads or keywords that are losing you money.

How much is it?

Varies considerably. A click may cost 30p in the canine food industry and upwards of £100 per click in the insurance industry. It depends how much a click is really *worth* to you and what profits it’s bringing in.

An average ad is likely to cost between £2 – £3 per click.

An agency can cost anywhere from a few hundred per month to a few thousand, depending on the size of your business and complexity of your campaigns.

What should I look out for?

I'd look for a Google Certified agency if you're going down the Google route; I would completely avoid large companies like Yell.com who offer cheap setup and monitoring and claim to be Google Certified partners.

I've seen many clients who've had *astonishingly bad experiences with this* – you'd be much better off saving your £100 per month, doing it yourself and putting that money into your budget instead. I have literally seen them set up ads for a business who didn't even *sell* the products they had put up advertising for. It's because they work at high volume and don't take the time to find out anything about your business. They literally hadn't spent the time to check the products they sold in this case. And, many times they charge you to monitor the ads monthly – but do *nothing* for that money.

- **PUBLIC RELATIONS (PR)**

Public relations *cannot* be overlooked – and although it's not *strictly* just a type of digital marketing, I had to include it because it can have a huge impact on your digital marketing results.

Of all the types of digital marketing; PR is most likely to result in the most exposure quickly (apart from maybe viral marketing – but more on that later.)

What is it?

PR is all about exposure – whether that's in a news article or giving a talk at an event, it's aim is to get your business well known out there and in the right places.

Who's it for?

Again, I'd recommend it for everyone, but *particularly* new businesses. One of the biggest hurdles is getting noticed when you start out – so PR is a great way to start.

How much is it?

Varies widely – but the average cost per hour has been found to be \$125 (or £96). However, **you can do some of your own PR for free**. (I will be writing on that soon – sign up to the POP Content email list if you want to make sure you don't miss the article!)

What should I look out for?

Look for the *results* people have produced – where have they managed to get their previous clients into? How popular were the articles? Did they bring in leads?

Also – find out **what *types* of businesses they've worked with**. Often PR agencies will *specialise* in certain industries and will have better connections with your industry if you pick the right one.

Social Media Marketing

Social media marketing is a great way to get exposure and connect with your customers. Talking with your customers directly is a great way to get them to know, like and trust you – **which is ultimately the best way to make a sale**, and maybe even a brand advocate.

If you're considering all the different types of digital marketing – this is likely the one that will help you grow your relationship with your customers fastest.

What is it?

Social media marketing covers everything that you might do to drum up business on your social media channels – from Facebook and Twitter to Snapchat and LinkedIn – where ever you're connecting with your customers socially – it's social media marketing.

Who's it for?

Most people can benefit but especially if you are a B2C company or you're just starting out in general

How much is it?

Again, if you want it done well, you'll be looking at a few hundred pounds a month at a minimum. However, if you're a small business and you have 20-30 minutes a day – **it can be much more profitable to simply do it yourself**.

Get involved in the conversations going on and remember not to be totally self promotional – **no one likes to follow an advert**.

What should I look out for?

Follow count isn't *always* the best indicator of success – basically there's some dirty tactics you can play, like buying followers, that could suggest a social media marketer is good when really they have a lot of fake accounts following them. Saying that, I'd be nervous to hire someone who only had 20 followers themselves.

Instead, I would check out their clients accounts – look at their following and try to see if their content is being interacted with. You can also find reviews if they have any from real clients. It'll be a much better indicator as to whether their work has brought in sales and leads.

- **CONTENT MARKETING**

Content marketing is the ultimate type of digital marketing – because it includes all the best stuff, working in harmony.

It mixes great content on your website, SEO, PR and Social Media Marketing in tandem.

Using all the methods together can make your business a *serious* success.

Because it's a combination of lot's of the other types of digital marketing – **it's definitely my favourite.**

What is it?

Content marketing is a method of digital marketing that uses good content that your customers want to read to encourage new sales and leads online. It can be content anywhere – from YouTube to podcasts, tweets to infographs – but most often it's blog content on your website, driving new traffic through search engines like SEO.

Who's it for?

I would say everyone! But I'm biased. Also – it's for everyone. If you want to get ahead of the competition before they tap into your content marketing secrets – get going now.

It might already be too late.

How much is it?

The cost of a website, good domain name and hosting – probably £20-£50 a year. If you can do it yourself.

Honestly though, **it does take some serious time, skill and dedication** – if you do hire out, the monthly cost is the same as SEO companies – upwards of £1000-£2000 per month.

However, you can also choose to go on courses or learn from a consultant like myself and save a lot more in the long term by doing a lot of it in house.

What should I look out for?

I personally believe in being honest and open – so **somewhere showing their pricing is always a good indication that you won't get ripped off**. Although I know it can be a tricky one to price as content marketing work can vary depending on the competitiveness of your industry.

Look for an agency with a good blog, which posts useful stuff regularly and one that has decent reviews.

If they're only charging a few hundred per month for a full service – it's likely not content marketing – or it won't get you anywhere fast.

Simply put, there's *so* much work to put in from writing, to editing for search engines, to content promotion, website optimisation/alterations and PR work for the business in general – a few hundred wouldn't cover the cost of anyone good at what they do.

Although it can be one of the most expensive types of digital marketing – you get out what you put in, and I'd advise everyone to do it.

Even if it's a bit of DIY, some content done well is better than none!

- **AFFILIATE MARKETING**

Affiliate marketing is where you sit back and relax – and let someone else do the marketing for you. The only catch is, if they bring in a sale – you share the profits.

The great thing is, unlike the other types of digital marketing – **there's no cost upfront**.

What is it?

Affiliate marketing is where you recruit 'affiliates' for your business, and they draw in leads. Affiliates are like sales people that you pay on commission. The 'commission' is determined entirely by you; some organisations offer a percentage of the sale made, others offer a flat rate per product.

You can even outsource setting up the system to places like 'shareasale'.

Who's it for?

I've mainly seen it used for B2C, e-commerce businesses, simply because you have to be able to track the direct sales and where it comes from for it to work well. Any website with a direct sale made online could work though.

How much is it?

That's the awesome thing – **it doesn't have to cost you a penny!**

Be wary though; it does mean giving control of your brand over to strangers. It's usually only a good thing, but might depend on your product. You want to avoid the system being abused. Make sure you set out clear terms and conditions before you dive in.

What should I look out for?

Make sure you set the boundaries of what is and isn't allowed; what happens when there's a return made? How often will the affiliate be paid? Are there certain words or website's you don't wish your brand to be connected with?

Obviously you want to make the deal worth an affiliate's time to get involved – but you don't want to be taken advantage of either.

- **VIRAL MARKETING**

Viral marketing is amazing – if you can get some content of yours to go viral, it could turn your business into an overnight success.

To make your next marketing campaign can take a combination of a number of the other types of digital marketing – such as content marketing, PR and social media marketing – but it can also lead to some amazing results for your business.

What is it?

Viral marketing is when you do something either incredibly weird, hilarious or “on trend” in a current popular topic, which gets you noticed and shared – a lot. It usually causes a big spike in traffic to your website over a short period of time.

Who's it for?

Viral marketing can help any business out there – however – I've mainly seen big wins with B2C businesses. Mainly because consumer goods going to reach a much bigger audience than a business service...like insurance. Not impossible, just harder.

However I've even used some forms of viral marketing with success myself – not resulting in millions of views, but if you reach a few hundred of the right kind of customer it can mean big things for your bottom line.

How much is it?

Some companies offer viral marketing services – I'd argue I'd use these same methods in a content marketing service.

If you're looking for something as big as the dollar shave club – it cost them about \$4,500. However, you'll have to take the time to think of a good idea, something completely new – and hopefully hilarious.

Remember to work on promoting your video after too – because it could be the best video in the world, but if only your mum sees it – not many customers are going to sign up.

What should I look out for?

Be wary of any companies offering guarantees – like I say, even if you had the best video, it doesn't mean it's going to get noticed by the right people. If you're looking to work with a video company – come to them with an idea of how you want it to come across – bring along videos you like.

Of all the types of digital marketing, this one can be the riskiest – but it can also have one of the biggest payoffs.

And check out their portfolio first; sometimes film-makers have a certain style, and if it doesn't fit with what you have in mind – probably go somewhere else.

- **INFLUENCER MARKETING**

Influencer marketing is relatively new – but it's a very *exciting* type of digital marketing.

It's vastly different from the other types of digital marketing, but can be equally as effective.

What is it?

Influencer marketing is where you drive sales by striking a deal with someone who already has a following and “influences” your target market. It's a bit like how Pepsi might sponsor Britney Spears as it's spokes person. If your target market was other entrepreneurs for example, you might try to get Richard Branson on board to help market your business.

But these days, with social media, it goes even further than that. You can strike a good deal with a popular instagrammer and get her to wear your brand of clothes in a couple of photos – and spend a few hundred pounds in order to reach millions of your target market.

Who's it for?

Mainly B2C eCommerce business owners, but not solely. For example, I could attempt to get an influencer in my industry to tweet about me – and this would also count as influencer marketing and be great exposure.

How much is it?

Depends entirely on your industry, the influencer and what you're looking for. Sometimes you can offer a product for free in return for a blog article about it. Other times you need to pay people to wear your products – reach out to people and be friendly – if you don't ask, you don't get.

What should I look out for?

Look out for dodgy looking social accounts – check out their followers to see if they're legitimate people and not spam. And if a blogger is claiming a certain percentage of traffic per month, ensure you get them to verify it by sending you their google analytics stats.

- **DIGITAL/ONLINE/WEBSITE MARKETING**

Digital, online, website marketing – these are all the same things. And they cover any of the above. It's an 'umbrella' term. So I would make sure you figure out which of the services you *really* want in the above list before going to an agency that does this, so you know exactly which types of digital marketing you should ask for.

What is it?

It's an umbrella term for all of the above; it doesn't usually include PR but often includes a mishmash of any of the above.

Who's it for?

Everyone who wants to be successful online – whatever you do – don't just invest in a website and let it sit!

How much is it?

Depends entirely on how much you do yourself and which services you'd like to use. See different costs for above services.

What should I look out for?

Check out which types of digital marketing agencies have on offer and that they offer the ones you're looking for. Doing it all doesn't mean they do it *well* though; get in touch with past clients and ask the agency as many questions as you need to feel comfortable. Sometimes it's better to go to a few different specialists instead of an all in one.

Obviously, don't expect them to giveaway all their knowledge for free; but asking how they do things and what kind of tactics they use is completely legitimate. The last thing you want is to get blacklisted by Google or ruin your customer fan base by using the wrong digital marketing agency.

Summary of the 9 types of digital marketing

Here's a quick summary of the **main goals** of each of the 9 different types of digital marketing, in case you're still not sure which is right for you:

SEO: Increase traffic from search engines

PPC: Increase traffic from search engines

PR: Increase exposure for business

Social Media Marketing: Build customer relationships

Content Marketing: Increase traffic from search engines, exposure, sales & leads

Affiliate Marketing: Increase sales & leads

Viral Marketing: Increase exposure – short term

Influencer Marketing: Increase exposure – targeted

Online/Website Marketing: Coverall term; could include any of the above methods/goals

ADVANTAGES OF DIGITAL MARKETING

Digital marketing is a broad term that allows you to market your products and services using digital technologies, mainly on the internet. It is quite evident that internet users are immensely increasing day by day. Internet has rapidly become a part and parcel of our lifestyle and we can't think of doing without it even for a day.

Some specific benefits of digital marketing include:

1. **Cost-efficient:** You can easily plan a successful *online marketing strategy* within your budget by the use of digital marketing that offers an inexpensive technique in comparison to other advertising channels such as radio, TV and more. A well-panned and well-managed *digital marketing campaign* can reach a large audience at a lower cost than the traditional marketing methods.

2. **Better exposure:** Reach numerous prospects by switching to a *digital marketing campaign* within a small investment. Be found where your audiences are looking for you. You will notice long term results by using digital marketing.
3. **Save Time:** Digital marketing provides real time results within no time. Time is precious for all of us, so why waste even a Nano second. **Digital marketing** gives you an opportunity to see the number of visitors to your site, what is the conversion rate, what is the peak trading time, how many subscribers have added you in a day and more.
4. **Social currency:** Digital marketing gives you a chance to create *engaging campaigns* using different types of media. These campaigns can go viral on social platforms, passing on from one person to another, hence gaining social currency.
5. **Brand Building:** Brand building is what every business tries to accomplish and *digital marketing* helps develop your brand by promoting it on several platforms, the more viral your brand goes, the more reputation your brand will earn in the eyes of search engines as well as users.

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Role of Social Media Advertising

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Abstract

Social Media, today, is among the ‘best opportunities available’ to a brand for connecting with prospective consumers. Social media is the medium to socialize. These new media win the trust of consumers by connecting with them at a deeper level. Social media marketing is the new mantra for several brands since early last year. Marketers are taking note of many different social media opportunities and beginning to implement new social initiatives at a higher rate than ever before. Social media marketing and the businesses that utilize it have become more sophisticated. One cannot afford to have no presence on the social channels if the competitor is making waves with its products and services. The explosion of social media phenomenon is as mind boggling as that and the pace at which it is growing is maddening. Global companies have recognized social media marketing as a potential marketing platform, utilized them with innovations to power their advertising campaign with social media marketing. This paper discusses about the concepts of social media and social media marketing and other aspects like 1 the growth and benefits, role and relevance of social media in marketing, social media marketing strategies. It also presents an overview on social media marketing in India.

Purpose – To provide information to the customer. To provide identity about companies & the product & services that they offer.

KEYWORDS: social media, social media marketing, growth and benefits of social media

INTRODUCTION:

Social media is effectively a platform for conversation and sharing, powered by services such as the ones mentioned above. While one of the major uses of social media is keeping in touch with friends and relatives around the world, it is also a platform for customers, investors and employees to communicate with one another, and this is where the enormous and ever-growing industry of social media marketing comes in. From this point forth, we will refer to social media marketing by its popular abbreviation, SMM.

Today, there are more than 1.28 billion active users on Facebook alone, currently the world's most popular social network. Twitter, LinkedIn, Google+ and various other social media sites have hundreds of millions of active users as well.

DEFINITION:

Social media is a forms of electronic communication (such as websites for social networking and microblogging) through which users create online communities to share information, ideas, personal messages, and other content (such as videos)

Role of Social Media in Advertising:

Social media is now increasingly becoming an ingrained aspect of political campaigns, national defense strategies, public policy, public relations, brand management and even intra company communication. Since the major task of marketing as tool used to inform consumers about the company's products, who they are and what they offer, social marketing plays an important role in marketing. • Social media can be used to provide an identity about the companies and the products or services that they offer. • Social media helps in creating relationships with people who might not otherwise know about the products or service or what the companies represent. • Social media makes companies "real" to consumers. If they want people to follow them they need not just talk about the latest product news, but share their personality with them. • Social media can be used to associate themselves with their peers that may be serving the same target market. • Social media can be used to communicate and provide the interaction that consumers look for.

Different Types of Social Media Advertise Platforms:

- Social networking (Facebook, LinkedIn, Google+).
- Microblogging (Twitter, Tumblr).
- Photo sharing (Instagram, Snapchat, Pinterest).
- Video sharing (YouTube, Facebook Live, Periscope, Vimeo).

TABLE OF CONTENTS

1. Facebook Advertising
2. Instagram Advertising
3. Twitter Advertising
4. Pinterest Advertising
5. LinkedIn Advertising
6. Snapchat Advertising

Examples of social media:

Facebook

Facebook is a popular free social networking website that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues. According to statistics from the Nielsen Group, Internet users within the United States spend more time on Facebook than any other website.

Twitter

Twitter is a free microblogging service that allows registered members to broadcast short posts called tweets. Twitter members can broadcast tweets and follow other users' tweets by using multiple platforms and devices.

Google+ (pronounced Google plus)

Google+ is Google's social networking project, designed to replicate the way people interact offline more closely than is the case in other social networking services. The project's slogan is "Real-life sharing rethought for the web."

Wikipedia

Wikipedia is a free, open content online encyclopedia created through the collaborative effort of a community of users known as Wikipedians. Anyone registered on the site can create an article for publication; registration is not required to edit articles. Wikipedia was founded in January of 2001.

LinkedIn

LinkedIn is a social networking site designed specifically for the business community. The goal of the site is to allow registered members to establish and document networks of people they know and trust professionally.

Reddit

Reddit is a social news website and forum where stories are socially curated and promoted by site members. The site is composed of hundreds of sub-communities, known as "subreddits." Each subreddit has a specific topic such as technology, politics or music. Reddit site members, also known as, "redditors," submit content which is then voted upon by other members. The goal is to send well-regarded stories to the top of the site's main thread page.

Pinterest

Pinterest is a social curation website for sharing and categorizing images found online. Pinterest requires brief descriptions but the main focus of the site is visual. Clicking on an

image will take you to the original source, so, for example, if you click on a picture of a pair of shoes, you might be taken to a site where you can purchase them. An image of blueberry pancakes might take you to the recipe; a picture of a whimsical birdhouse might take you to the instructions.

Social media is becoming an integral part of life online as social websites and applications proliferate. Most traditional online media include social components, such as comment fields for users. In business, social media is used to market products, promote brands, connect to current customers and foster new business.

Social media analytics is the practice of gathering data from blogs and social media websites and analyzing that data to make business decisions. The most common use of social media analytics is to mine customer sentiment to support marketing and customer service activities.

Social media marketing (SMM) takes advantage of social networking to help a company increase brand exposure and broaden customer reach. The goal is usually to create content compelling enough that users will share it with their social networks.

One of the key components of SMM is social media optimization (SMO). Like search engine optimization (SEO), SMO is a strategy for drawing new and unique visitors to a website. SMO can be done two ways: by adding social media links to content such as RSS feeds and sharing buttons, or by promoting activity through social media via status updates, tweets, or blog posts.

Social CRM (customer relationship marketing) can be a very powerful business tool. For example, establishing a Facebook page allows people who like your brand and the way you conduct business to Like your page, which creates a venue for communication, marketing and networking. Through social media sites, you can follow conversations about your brand for real-time market data and feedback.

From the customer's perspective, social media makes it easy to tell a company and everyone else about their experiences with that company -- whether those experiences are good or bad. The business can also respond very quickly to both positive and negative feedback, attend to customer problems and maintain, regain or rebuild customer confidence.

Enterprise social networking allows a company to connect individuals who share similar business interests or activities. Internally, social tools can help employees access information and resources they need to work together effectively and solve business problems. Externally, public social media platforms help an organization stay close to their customers and make it easier to conduct research that they can use to improve business processes and operations.

Social media is also often used for crowdsourcing. Customers can use social networking sites to offer ideas for future products or tweaks to current ones. In IT projects, crowdsourcing usually involves engaging and blending business and IT services from a mix of internal and external providers, sometimes with input from customers and/or the general public.

On the other hand, the integration of social media in the business world can also pose challenges. Social media policies are designed to set expectations for appropriate behavior and ensure that an employee's posts will not expose the company to legal problems or public embarrassment. Such policies include directives for when an employee should identify himself as a representative of the company on a social networking website, as well as rules for what types of information can be shared.

Advantages of Social Media Advertisement

- Social media marketing helps in:
- Generating exposure to businesses.
- Increasing traffic/subscribers.
- Building new business partnerships.
- Rise in search engine rankings.
- Generating qualified leads due to better lead generation efforts.
- Selling more products and services.
- Reduction in overall marketing expenses.

For Entrepreneurs

To some entrepreneurs, social media marketing is the “next big thing,” a temporary yet powerful fad that must be taken advantage of while it’s still in the spotlight. To others, it’s a buzzword with no practical advantages and a steep, complicated learning curve.

Because it appeared quickly, social media has developed a reputation by some for being a passing marketing interest, and therefore, an unprofitable one. The statistics, however, illustrate a different picture. According to Hubspot, 92% of marketers in 2014 claimed that social media marketing was important for their business, with 80% indicating their efforts increased traffic to their websites. And according to Social Media Examiner, 97% of marketers are currently participating in social media—but 85% of participants aren’t sure what social media tools are the best to use.

This demonstrates a huge potential for social media marketing to increase sales, but a lack of understanding on how to achieve those results.

The ways social media marketing can improve your business:

1. Increased Brand Recognition

Every opportunity you have to syndicate your content and increase your visibility is valuable. Your social media networks are just new channels for your brand's voice and content. This is important because it simultaneously makes you easier and more accessible for new customers, and makes you more familiar and recognizable for existing customers. For example, a frequent Twitter user could hear about your company for the first time only after stumbling upon it in a newsfeed. Or, an otherwise apathetic customer might become better acquainted with your brand after seeing your presence on multiple networks.

2. Improved brand loyalty.

According to a report published by Texas Tech University, brands who engage on social media channels enjoy higher loyalty from their customers. The report concludes "Companies should take advantage of the tools social media gives them when it comes to connecting with their audience. A strategic and open social media plan could prove influential in morphing consumers into being brand loyal." Another study published by Convince&Convert found that 53% of Americans who follow brands in social are more loyal to those brands.

3. More Opportunities to Convert.

Every post you make on a social media platform is an opportunity for customers to convert. When you build a following, you'll simultaneously have access to new customers, recent customers, and old customers, and you'll be able to interact with all of them. Every blog post, image, video, or comment you share is a chance for someone to react, and every reaction could lead to a site visit, and eventually a conversion. Not every interaction with your brand results in a conversion, but every positive interaction increases the likelihood of an eventual conversion. Even if your click-through rates are low, the sheer number of opportunities you have on social media is significant. And as I pointed out in my article, "The Four Elements of Any Action, And How To Use Them In Your Online Marketing Initiative," "opportunity" is the first element of any action.

4. Higher conversion rates.

Social media marketing results in higher conversion rates in a few distinct ways. Perhaps the most significant is its humanization element; the fact that brands become more humanized by interacting in social media channels. Social media is a place where brands can

act like people do, and this is important because people like doing business with other people; not with companies.

Additionally, studies have shown that social media has a 100% higher lead-to-close rate than outbound marketing, and a higher number of social media followers tends to improve trust and credibility in your brand, representing social proof. As such, simply building your audience in social media can improve conversion rates on your existing traffic.

5. Higher Brand Authority.

Interacting with your customers regularly is a show of good faith for other customers. When people go to compliment or brag about a product or service, they turn to social media. And when they post your brand name, new audience members will want to follow you for updates. The more people that are talking about you on social media, the more valuable and authoritative your brand will seem to new users. Not to mention, if you can interact with major influencers on Twitter or other social networks, your visible authority and reach will skyrocket.

6. Increased Inbound Traffic.

Without social media, your inbound traffic is limited to people already familiar with your brand and individuals searching for keywords you currently rank for. Every social media profile you add is another path leading back to your site, and every piece of content you syndicate on those profiles is another opportunity for a new visitor. The more quality content you syndicate on social media, the more inbound traffic you'll generate, and more traffic means more leads and more conversions.

7. Decreased Marketing Costs.

According to Hubspot, 84% of marketers found as little as six hours of effort per week was enough to generate increased traffic. Six hours is not a significant investment for a channel as large as social media. If you can lend just one hour a day to developing your content and syndication strategy, you could start seeing the results of your efforts. Even paid advertising through Facebook and Twitter is relatively cheap (depending on your goals, of course). Start small and you'll never have to worry about going over budget—once you get a better feel for what to expect, you can increase your budget and increase your conversions correspondingly.

8. Better Search Engine Rankings

SEO is the best way to capture relevant traffic from search engines, but the requirements for success are always changing. It's no longer enough to regularly update your blog, ensure optimized title tags and meta descriptions, and distribute links pointing back to your site. Google and other search engines may be calculating their rankings using social media

presence as a significant factor, because of the fact that strong brands almost always use social media. As such, being active on social media could act as a “brand signal” to search engines that your brand is legitimate, credible, and trustworthy. That means, if you want to rank for a given set of keywords, having a strong social media presence could be almost mandatory.

9. Richer Customer Experiences.

Social media, at its core, is a communication channel like email or phone calls. Every customer interaction you have on social media is an opportunity to publicly demonstrate your customer service level and enrich your relationship with your customers. For example, if a customer complains about your product on Twitter, you can immediately address the comment, apologize publicly, and take action to make it right. Or, if a customer compliments you, you can thank them and recommend additional products. It’s a personal experience that lets customers know you care about them.

10. Improved Customer Insights.

Social media also gives you an opportunity to gain valuable information about what your customers are interested in and how they behave, via social listening. For example, you can monitor user comments to see what people think of your business directly. You can segment your content syndication lists based on topic and see which types of content generate the most interest—and then produce more of that type of content. You can measure conversions based on different promotions posted on various social media channels and eventually find a perfect combination to generate revenue.

These are the benefits of sustaining a long-term social media campaign, but if you’re still apprehensive about getting started, consider these points:

Your Competition Is Already Involved.

Your competitors are already involved on social media, which means your potential social media traffic and conversions are being poached. Don’t let your competitors reap all the benefits while you stand idly by. If, somehow, your competition is not involved on social media, there’s even more of a reason to get started—the field is open.

The Sooner You Start, the Sooner You Reap the Benefits.

Social media is all about relationship building, and it tends to grow exponentially as your followers tell their friends, and their friends tell their friends, and so on. The sooner you start, the sooner you’ll be able to start growing that audience.

Potential Losses Are Insignificant.

Realistically, you don't have anything to lose by getting involved in social media. The amount of time and money it takes to create your profiles and start posting is usually minimal, compared to other marketing channels. Just six hours a week or a few hundred dollars is all it takes to establish your presence.

Conclusion

The longer you wait, the more you have to lose. Social media marketing, when done right, can lead to more customers, more traffic, and more conversions, and it's here to stay. If you're interested in getting started but aren't sure where to begin—head over to my Resource Library or leave a comment below!

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A Study of skill Development through NYK (Nehru Yuva Kendra)

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Abstract

Various countries have achieved the target of worldwide initial learning also others are moving in front of this with building a channel of youth who anticipate continuing contribute secondary and tertiary education be converted into major as does way in to technical and professional education. According to National Youth Policy-2003, 'youth' was defined a human being of age between 13-35 years is about 41 percent. Villages are playing an essential role in the country's economic development. Creation of youth clubs is to provide community support through developmental initiatives involving activities with particular focus on youth contribution.

The Nehru Yuva Kendra was launched on 14th November, 1972 as a part of the silver jubilee year celebration of India's independence. To involve the rural youth in nation-building activities, to develop such skills and values these are objectives of Nehru Yuva Kendra Sangathan (NYKS) are two-fold.

Foundation skills, transferable skills, Life skills, Negotiating skills, Soft skills, Hard skills, Self-management, Social skills, Interpersonal skills, Problem solving skills, Communication skills, Teamwork skills, Technical and vocational skills, Employability Skills, Decision-making skills, Generic skills, Nontechnical skills These are the Types of Skill.

In this paper we have Study the NYKS gives helping hand for non-student youth through volunteer club and it arrange lot of programmes.

Keywords: NYKS: Nehru Yuva Kendra Sangathan, NYK: Nehru Yuva Kendra

“YOGAHA KARMASU KOUSALAM”: Doing a work with 'skill' is yoga, the path for salvation - **Bhagavad Gita (2:50)**

Informal learning on the job, structured apprenticeships and further enterprise-based training, along with government and non-governmental training programs, education, learning, skills and training to progress their opportunity for employment and higher earnings. Among youth previously employed or seeking work, persist to demand and supply to upgrading of skills to able them to continue through structural changes in the financial system brought look upon to by urbanization, technological, cultural, economic,

social change. India is adding about 12 million to the job market every year, only 3% of the workforce has undergone skill training of any form

According to National Youth Policy-2003, 'youth' was defined a human being of age between 13-35 years is about 41 percent and of the total youth population in the country, 69.67 percent are in rural areas and More than 70% of the total Indian population is lower than the age of 35 years. India's man power is at the heart position of the world. With an expected population of 1.3 billion by 2020, 60% of which would be in the working age group (15-59 years) India is the powerhouse in the coming decade Villages are playing an essential role in the country's economic development. Creation of youth clubs is to provide community support through developmental initiatives involving activities with particular focus on youth contribution. In this paper we have Study the NYKS gives helping hand for non-student youth through volunteer club and it arrange lot of programmes. The implementation of programmes and activities of youth clubs is based on local needs and requirements by mobilizing resources from various government departments and other agencies, which include both national, State level and multilateral institutions.

Objectives of the study

- 1) To recognize the Nehru Yuva Kendra.
- 2) To know the types of skill.
- 3) To understand the skill development by NYK

Data Collection

This paper is based on only secondary data i.e. Book, Magazine, News paper and various websites.

Review of Literature

According to Evaluation of Nehru Yuva Kendra scheme - a quick study, march 1991, In this study to evaluate development programmes and building up an organizational set up , development programmes taken up by other departments.

According to Sweta Patel "Nehru yuva Kendra: An umbrella for youth cooperatives in India" (Jan,2005) She said the Nehru yuva Kendra sangathan is an autonomous organization of the department of youth affairs and sports, central Government, India. The national yuva cooperative (NYC) was developed to encourage economic ventures by young people reflecting the spirit of self- help, participation, and co-operation. It is based on the vision of a modern, powerful, and technological India. In fact, India is considered an ocean of co-operatives are available more than half a million co-operative societies and 250 million members. Many of our youth are not in the mainstream of national development.

Nehru yuva Kendra is significant because of the largest grass root level organization in the world; having nearly 2 million networks of youth level youth clubs in the country. **NYKS** is best to provide employment to rural youth by providing vocational training in different

trades. **Skill development** will important to provide counselling and finances as well as institutional and infrastructure support to youth to help them gain self-employment. NYKS has undertaken to provide all possible support to launch youth co-operative in the country.. Workshops were organized during the years 1999 and 2000 with the help of national co-Operative Development Corporation.

Membership is open to individual young people, youth club of Nehru Yuva Kendra, Nehru Yuva Kendra Sangathan and Government of India and State Government, Also Associate Membership. NYKS offices have in 500 districts. NYC works under the NYKS network. More than 6.4 Million rural female and male enrolled in 179,000 village- based youth clubs. NYKS in collaboration with national AIDS Control Organisation

According to Dr. V. V. Devasia(2002) Entitled Evaluation of Nehru Yuva Kendra Sangathan scheme in the states of Andhra Pradesh, Gujarat, Karnataka, Maharashtra, and Tamilnadu -a research study report. In this study the effectiveness of the organizational structure of the NYKS. Assess the strength and weakness of the organizational setup youth, the progress of NYKS towards involvement of weaker section of youth and women, the contribution of NYKS in the progress of youth empowerment, role of NYK providing training to non-student rural youth with necessary skills to take up leadership. Also to review the programmes of NYKS in the field of employment, income generation, discuss the role of NYKS eradication of evils, awareness about AIDS .In this study all the district NYKS are continuation of their work. And evaluate the linkage of NYKS with other development department to make programmes and study about the involvement community polytechnics and NGO,s in programmes organized by NYKS and assess the utilization of funds which sanctioned by the government for the scheme In above the studies repeated the all scheme of Nehru Yuva Kendra, hence my study the focus over the skills development of youth

NEHRU YUVA KENDRA

During 1960's Government of India visualized an included youth services programme to generate a concentrated come up to for the resource enlistment of youth. Therefore 1966, the planning commission constituted a working group for preparing a widespread National Plan for Youth. Having realized the forceful requisite of organized the non-student youths, the national advisory board on youths in its meeting held in December, 1970. Programme for non-student rural youth with one district level youth centre and to block level centres in each district. The board suggested pleasing up a National programme of non-student youths. It also recommended setting up of "one district youth centre" in every district. The Nehru Yuva Kendra was launched on 14th November, 1972 as a part of the silver jubilee year celebration of India's independence. The district collectors were appointed as chairpersons. Yuva Kendra Sangathan, an autonomous body during 1987 by modifying the 'Nehru Yuva Kendra Scheme' to co-ordinate and 25 step up rural youth activities is a major step by government during this plan period. By 1987, the number of Kendras had gone up to 247. The principal objective of the scheme was to allow the target group to take action as a channel and front line in

the procedure of development in rural areas and popularization of countrywide usual values. In furtherance of these objectives, Nehru Yuva Kendra, organised various activities such as non-formal education, vocational training, social service Programmes (work camp), sports and games, recreational and cultural activities, youth leadership training programmes, help to yuvakmandals and mahilamandals, encouragement of nationwide integration etc...

THE OBJECTIVES OF NEHRU YUVA KENDRA SANGATHAN (NYKS) ARE TWO-FOLD:

1. To involve the rural youth in nation-building activities.
2. To develop such skills and values in them with which they become responsible and productive citizens of a modern, secular, and technological nation.

Nehru Yuva Kendra Sangathan has been working on various fronts for youth development with a range of youth programmes of the Ministry of Youth Affairs; and certain special programmes in coordination with and the cooperation of other ministries. Its main focus has been on developing values of good citizenship, secular thinking and behaviour, skills development and supporting to youth to develop productive attitudes.

NYKS PROGRAMMES

1. Environment Conservation:

This is a major area of focus for NYKS activities. NYKS has undertaken an ambitious programme for plantation of saplings all over the country through members of youth clubs/ mahilamandals. In all, 42.24 lakh saplings have been planted by NYKS volunteers.

2. Blood Donation:

NYKS volunteers have been in the forefront of organising blood donation camps and donating blood. NYKS volunteers have donated 26,656 units of blood in blood donation camps organised in various parts of the country.

3. Skill Development:

Skill Development is a priority area for NYKS. NYKS has organised 1,161 Skill Upgradation Training Programmes for women youth members of youth clubs/ mahilamandals in which 21,177 women were enrolled for undergoing Skill Upgradation Training in various need-based vocational skills. NYKS also sponsored 34,303 youth for undergoing Skill Development Training through various Vocational Training Providers

4. Youth Leadership and Community Development:

NYKS has organised 407 Training Programmes on 'Youth Leadership and Community Development', with the objective of enhancing capacity of young people to take leadership to help others to live a meaningful life and contribute towards nationbuilding. In all, 16,666 youth club members have participated in these Programmes.

5. Theme-based Awareness and Education Programmes:

NYKS organised 451 Theme-based Awareness and Education Programmes with the objective of creating awareness among youth about the importance of health & family welfare, sanitation, environment conservation and other issues of social concern. In all, 44,940 youth club members participated in these Programmes.

6. Promotion of Sports:

NYKS places a lot of emphasis on development of sports culture among the rural youth. NYKS provides assistance to youth clubs for purchase of sports material. During current year, the

7. Promotion of Adventure:

NYKS has been working for promoting the spirit of adventure and risk-taking amongst youth and building capacity of the youth to tackle situations during national calamities. NYKS organised 82 adventure camps, in which 2,138 youth participated.

8. National Integration Camps:

NYKS organises National Integration Camps with the objective to promote national integration by bringing together youth from different parts of the country on common platform and giving them opportunity to understand cultural heritage of the country. 113 Programmes were organised with participation of 4,757 adolescents.

9. Drug Abuse Programme

Drug is killer of human life. NYKS is implemented, jointly with UNFPA, an Adolescent Health, and Development Project under which adolescents are organised in Teen Clubs and the extension work is done through trained Peer Educators. 1,483 Teen Clubs were organised, 7,440 Peer Educators were selected, of which 6,880 have been trained, and extension work has started.

10. Disaster Relief:

NYKS volunteers have played an important role in rescue, relief, and rehabilitation efforts during natural calamities, including the recent floods in Assam and Jammu & Kashmir.

SKILL:

Skill is a special ability which is conceptualized as a set of competencies an employee brings to his workplace

Types of Skill

1) Foundation skills:

Covers basic literacy and numeracy and these skills are said to be acquired in primary and lower secondary education, ideally of good quality. (UNESCO, 2012: 1722 Foundation skills are mentioned more than 181 times in the Report).

2) Transferable skills:

These are referred to a good deal less than foundation skills but they cover what are elsewhere called soft or interpersonal skills. These are the skills of problem-solving, communication, and teamwork;(UNESCO, 2012: 1722 transferableskills 56 times).

3) Life skills:

According to World Health Organization “the abilities are adaptive and positive behaviour that enable individuals to deal effectively with the demand and changes of everyday life.”

4) Negotiating skills:

It includes self-realization that enables an individual to understand one’s values, goals, strengths, and weaknesses. Thus, negotiating skills need to be enhanced at two levels – within oneself and with others.

5) Soft skills:

Soft skill is an intangible skill put which is all about how people learn and think. They are basically traits, behaviour, personality, attitude, preferences, personal integrity, communication style, leadership aptitude, and style. Soft skills are more difficult to quantify and measure than hard skills.

6) Hard skills:

“Correspond to the skills in the technical and administrative categories (Weber et al., 2009, p. 354). Dixon et al. (2010) posited a similar definition of hard skills, but added that hard skills can be quantified and measured.

7) Self-management:

The ability to conduct “assess self accurately, set personal goals, monitor progress, and exhibit self-control” (Bates & Phelan, 2002, p. 125).

8) Social skills:

It includes appreciating/validating others; building positive relationship with peer groups and family; listening and communicating effectively; taking responsibility; and coping with stress.

9) Interpersonal skills:

The skills that influence how one relates to other people by using human skills effectively; it involves effective communication, listening, and comprehension (Kar, 2011, p. 38).

10) Problem solving skills:

“The ability to find the cause of a problem, understanding it, and establishing a solution to it” (Kar, 2011, p. 42).

11) Communication skills:

“Verbal, written, and listening skills that encourage effective interaction with a variety of individuals and groups to facilitate the gathering, integrating, and conveying of information” (Evers, Rush, & Berdrow, as cited in Arensdorf, 2009, p. 13).

12) Teamwork skills:

Teamwork skills refer to the ability to work with others from diverse backgrounds (Griffin & Annulis, 2013; Raftopoulous, Coetzee, & Visser, 2009, p. 120).

13) Technical and vocational skills:

The skills, which are also known as occupationally specific skills that workers must possess in order to function in specific occupations (Guy, Sitlington, Larsen, & Frank, 2008, p. 40). Omar et al. (2012) described technical skills as the skills needed to perform

specific tasks (p. 473). Hargis (2011) stated that technical skills are also known as hard skills, (UNESCO, 2012: 1722, technical and vocational skills only 22 times).

14) Employability Skills

Employability skills are often otherwise termed as generic skills, transferable skill, core skill etc.

15) Decision-making skills:

It includes the ability to solve the problems, getting correct information, and making the right decision (Kar, 2011, p. 38).

16) Generic skills:

Generic skills, according to Badcock, Pattison, and Harris (2010), incorporate critical thinking, problem solving, and interaction skills, in addition to written communication skills.

17) Nontechnical skills:

Skills categorized as nontechnical skills are creativity, problem solving, and teamwork, (Boahin&Hofman, 2013, p. 390); Jackson and Hancock (2010) included “initiative, enterprise, decision management, critical thinking, ethical behavior, emotional intelligence, and work ethic” (p. 58).

Table. 1 NYKS Programmes and Skill development

Types of Skill	Programmes
Foundation skills	Theme-based Awareness and Education Programmes
Transferable skills	Youth Leadership and Community Development
Life skills	Youth Leadership and Community Development
Negotiating skills	Drug Abuse Programme
Soft skills	Youth Leadership and Community Development
Hard skills	Skill Development
Self-managemnt	Youth Leadership and Community Development
Social skills	Youth Leadership and Community Development
Interpersonal skills	Youth Leadership and Community Development
Problemsolvingskills	Promotion of Adventure
Communication skills	Youth Leadership and Community Development
Teamwork skills	Promotion of Sports
Technical and vocational skills	Skill Development
Employability Skills	Skill Development
Decision-making skills	Promotion of Sports
Generic skills	Youth Leadership and Community Development
Nontechnical skills	Youth Leadership and Community Development

Conclusion

NYKS is grass root skill manager. Because manage the all programmes by higher level(NYKS DELHI) and youth clubs are implement ground level or village level It is helping to non student youth in the country. Many schemes are implementing by the Govt. of India. Various programmes are through the NYKS.

Many programmes are arranged by the NYKS But each programme get directly or indirectly a one or more than one skill.

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Positive and negative factors of Smart Phones on Youths

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Abstract

Mobile phone has become necessity of every human being. One can't imagine the life without it. Being a part of today's technological world, chances are quite high that you also own a mobile phone. Just like everything, mobile phones have both positive and negative effects. Have you ever taken time to think about those effects? Not? No problem! Do think about it now! By the way, you don't need to think or research about it yourself, as I have done that for you. This paper describes positive and negative effect of smart phone on young generation.

Keyword: Smart Phone, Tablets

II. INTRODUCTION:

A smartphone is a mobile phone that can do more than other phones. They work as a computer but are mobile devices small enough to fit in a user's hand. Because smartphones are small computers, they run an operating system that is often common between devices to ensure compatibility. The majority of smartphones run on Apple iOS or Android but others use Windows Phone or BlackBerry OS. Most can do multitasking, running more than one program which helps the user do things quicker, faster and easier. Users can get more programs, Applications called as mobile apps, from the manufacturer's app store, such as the Apple App Store and Google Play which can help them complete special tasks. These Apps make the human work much easier as ready software is available.

Positive and Negative Effects of Mobile Phones

Positive Effects of Mobile Phones

1) Communication Convenience

Mobile Phone is the best way to communicate with anyone across the world. We can stay in touch with our loved ones anywhere, anytime, just because of mobile phones.

All thanks to their small size, lightweight, that make them portable, reliable. Communication can take place on a single command given on the smart phones.

2) Useful in Studies and Business

Mobile phones are quite useful in studies and business. In both fields, the mobile phone has become like compulsory gadget. Students can access Internet on their mobile phones while on the go, and thus can get knowledge of any topic they wish to. There are multiple options available like Pdf, PPT etc due to which study is easy and simple. The business persons can keep updated with the markets up and downs can stay in touch with their employees and clients.

3) Work as Boon in Emergencies

Just consider any emergency situation in which you want to talk to your friend, relative or anyone else? Mobile Phone is what works as boon in such situations. You might have faced any emergency situation in which mobile phone helped you, have you? Whether you have faced it or not, it's quite easy to understand the role of mobile phones in emergencies. Boon is what we can call the mobile phones in such situations, right? Live traffic status can be seen through smart phones which can make the travelling time much easier.

Negative Effects of Mobile Phones

1) Bad Impact on Studies

The students are just addicted to mobile phones. They can be seen playing games, chatting, and talking to their friends on their mobile phones most of the times. This is the reason why they don't get time for studies. In fact, students are more interested in wasting their time on mobile phones, rather than spending it on studying. Mobile phones have just become an addiction

2) Accident and Health Issues

Most of the accidents that happen daily arise because of mobile phones. The mobile phones have resulted in dangerous driving, whose direct impact can be seen in increasing number of accidents. Apart from accidents, mobile phones have bad impact on health as well. Several researches conducted by the health experts have proved the bad impact of mobile phones on health.

Conclusion

In conclusion, Smart phones in general have advantages and disadvantages on people, depending on the way other people intend to subject it. People should use it for a better that will benefit them in many different ways such as jobs, schools, social events, and emergencies. Smart phones use should not be used in a harmful matter such as texting while driving where one can cause harm to not only themselves, but others as well. Also, Smart phones should not be used for bullying through texts, calls or in general for that matter. It would possibly, and most likely, lead to suicide, violence, depression, and many more. Parents should monitor their children's text messages to make sure they are using it properly. Parents should also advise their children to not text and drive at the same time because it is a law violation as well as a harmful act to themselves and others as well.

In my opinion, companies that offer Smart phones services should implement a program that can monitor texting to the point where they can just make sure that no one is harming others since few parents are unaware of what their children do on their phones. Therefore, cell phones has a major part on the way we communicate with each other. Now a phone call is not worth making, text message and social networking has taken over phone calls, and e-mails. Pretty soon everyone will have a Smart phones and no one will have a home phone, I believe in the near future that the home phone will become obsolete and there will be nothing but Smart phones everywhere.

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Digital Marketing-Trends and Impact

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Abstract

Paid advertisement is an anachronism across most of the internet. With ad blockers and remarkably low engagement, the world of digital marketing is quickly shifting towards a new era of engaging and innovative digital marketing strategies.

In order for your business to stay on top of its online marketing, your team will need to keep up with the latest trends and techniques for reaching new leads in the virtual marketplace. This report is designed to help your digital marketing team understand some of the latest and greatest techniques in the world of online marketing.

CONTEXT

The growth of social media marketing platforms has become a major part of building social signals that are very important in any SEO digital marketing campaign. Perhaps you are unaware that the emergence of different social media channels offer internet marketers like you a wider marketing opportunities in building brand visibility over the web. How your website rank on the search engine can make a big impact regarding your customer and lead acquisition and conversion rate for your site.

Social media marketing integrated with search engine optimization strategies is effective in building a website organic traffic. There are different social media marketing trends that will definitely affect the way digital marketers will undertake their search engine optimization campaign to boost their lead generation process and website conversion rates this year.

From the insights of digital marketing experts, here are some of the social media marketing trends that can impact the growth and success of your digital marketing and search engine optimization campaigns. Are you ready to embrace these trends to integrate them to your internet marketing structures?

INVESTING IN SOCIAL MEDIA – A NEED MORE THAN A WANT

Online marketers now view the value of social media marketing for their business on a different perspective. There is a significant explosion in the number of consumers who are using socials as a means of finding products and services that they need. According to prestigious social consumer statistics:

- Social networking is used by about 76% of businesses in order to achieve their marketing objectives.

- Business retailers experience about 133% increase in revenues after marketing their business in the mobile market that promotes social media marketing value for their business.
- 40% of online shoppers from the US use the Smartphone for in-store shopping.
- About 71% of the consumers respond according to the feedback and recommendation of social users regarding a particular brand.
- Consumer reviews are regarded by shoppers as trustworthy than the marketing promotion coming directly from the brand site.
- The majority of successful brands have a social media page in order to widen their marketing coverage of making their brand more accessible among the social media users.

Among the benefits of using social media channels in promoting a brand include:

1. Growing social signals

Social signals can significantly boost your search engine optimization efforts. The more people in the social media community share, like, recommend and talk about your business the more the search engine finds your website relevant thereby increasing the chance of your web pages to acquire a higher position to the search engine results page.

2. Promote company branding and awareness

Social media users can always recommend to their social media circles significant quality about your brand. This can be a good marketing boost to your brand image and in growing the number of people becoming more interested about your brand reputation and to become a follower of your brand.

3. Word of mouth advertising is powerful

Word of mouth advertising tends to have a higher trust rating from the consumers than the product descriptions that your company promotes from your site. Whenever your web page gains more likes and shares from the social media community, the wider your audience reach and influence becomes to your target customers.

Integrating social media to your digital marketing campaign is thus crucial in order to attain your marketing goals. From becoming a mere luxurious means of marketing business online, social media marketing becomes an important pillar in SEO with the need of integrating it to digital marketing in an effort of making small to medium businesses at par and competitive with their competitors.

THE SOCIAL ADVERTISING TREND BECOMING INDISPENSIBLE IN DIGITAL MARKETING

Digital marketers are being lured towards social media advertising due to the trend in the shopping behavior of the consumers. Social media surveys reveal that a big percentage of the consumers spend an average of 37 minutes a day on popular social

media channels like Facebook and Twitter and 10% of the internet users are spent on social media sites. Imagine the potential market gain that social media can offer to online marketers.

In 2013, about 53% of digital marketers are already positioning their brand in the social media market and by 2014 social advertising investment will continue to grow. If your business is not taking this marketing step to grow your market coverage by now your competitors are probably taking advanced steps with a better and large market opportunity to play around.

In order to leverage on social advertising to your business advantage, it is essential to implement the following:

- Define measurable goals for your business
- Integrate social advertising to your search engine optimization strategy to optimize your marketing efforts and results.
- Identify your target customer behavior, needs and activities by using SEO analytics. This will help measure the potential effectiveness on the kind of social advertisement approach to use when engaging your target audience.
- Optimize the landing pages of your website by combining SEO and social media marketing strategies. Don't underestimate the influence of social media buttons in making your landing pages more engaging to your website visitors.

IMAGE CENTRIC CONTENT FOR SOCIAL MEDIA MARKETING

Social media users are becoming more engaged in sharing images and liking them. For an internet marketer this is a good opportunity to grow the social signals that will give their brand a better search rank. Image content can be very enticing among the social media users that offer a good online exposure of a brand. The image centric content has become one of the social media marketing trends embraced by Atlanta's social media marketing companies that are likewise integrated to their search engine optimization campaigns under the principle that images are known to boost a brand's exposure to the search engine users.

Social integration to email marketing

Email marketing is viewed by digital marketers as one of the pillars for a successful lead conversion. The widespread use of email marketing remains to be prevalent despite the latest trend in digital marketing and marketers are taking the initiative of integrating social media marketing to further strengthen their business lead conversions. By using social media, your leads will find it easier to make a buying decision if they see your brand within their friends' social feeds. Social media marketers usually employ the process of updating their email marketing content in their social media status updates which effective in promoting brand marketing updates. (Bowden, Jason)

IMPACT OF ARTIFICIAL INTELLIGENCE ON DIGITAL MARKETING

Intelligent software, capable of reasoning, analyzing, deciding, executing and even predicting are emerging fast. Businesses want to laser-target their audience with precision to save expenses. Users wish for precise results. Artificial intelligence is already powering global search engines like Google. Changing the digital marketing landscape is the next big thing on AI's list of applications. Social media networks have adopted AI to make their advertising solutions more effective. For instances, LinkedIn's sponsored InMails and matched audiences features are being powered by AI to ensure better targeting. If you are targeting B2B audience, then you must adjust your LinkedIn strategy to take maximum advantage of AI and boost your ROI.

Here are 3 Ways AI will Impact Digital Marketing

1. 'Predicting' the online market

Users leave crumbs of personal data when they interact online. Whether they shop, post or browse, data is collected at every step. Now, AI applications are crunching these vast numbers and learning 'online behavior' and 'digital identity' of the users. Spooky as it may sound, such intelligent engines can predict a user 'X's behavior, needs, patterns and possible actions. Many companies are already running AI-powered predictive analytics. Be it marketing or insights on user trends, this engine does it all. Others use such an application for prediction of possible online fraud. They promise the banks to save their millions! 2018 will see a spike in companies utilizing AI for customer profiling and trend analysis.

Quick look:

- Data analytics enables predicting user behavior intricately
- Social media and professionals networks will be target hotspots for such data

2. See it and buy it!

Bombing a user with whatever he/she wants to see precisely is another beautiful application of AI. Visual search platforms like Pinterest & CamFind have already turned the tables. The whole point here is to give accurate image results from the web combined with best possible suggestions. In fact, Camfind allows you to take the colored picture of an object, and it returns all the details about it with closest search results. It promises digital marketing in shortening the 'sales' cycle. The idea is to leverage the motivation of the user's interest in an item. AI can help gauge the enthusiasm of a user and 'trigger' the Interest/sales conversion switch at the right time.

Quick look:

- Visual search engines return accurate image results

- Shorter sales cycles will enable increased conversion rate
- Leveraging the interest and motivation in an item is the crux here

3. Spend less, advertise well!

Algorithms powering search engine results will change forever. SEO tools might become obsolete. With AI enabling personalized ads targeted to the most relevant users, digital marketing will minimize human factor & employ machine learning. Target Corporation, for example, stands out for doing so. They 'learn' from the data of a user and use it to sell precisely what they want. All this is delivered in a highly personalized setting. They are even famous for 'knowing' teen pregnancies before their parents do! Businesses will be paying for 'result' driven ads rather than guess works like banner placement & vague TV commercials.

Quick look:

- Machine learning will enable precise ads targeting
- Traditional online marketing tools like SEO will become obsolete
- Will save cost and time for companies and users

A disruptive technology like AI is sure to change the traditions of digital marketing. Allowing for an optimum decision making, 'predicting' possible action by users and cutting down lengthy processes, AI will bring boosted benefits for companies as well as users. (Bergs, Anthony)

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Digital Advertising in India

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Abstract

Twenty years ago, digital advertising was just a bunch of banners placed prominently on websites. They were annoying, you clicked on one in every 100, and they became the victims of "banner blindness." Today, digital advertising is vast, with many different types of online ads being produced based on target audience, website content, and call to action. According to the ASSOCHAM-KPMG joint study, Digital advertising spend in the country is likely to rise to Rs 13,000 crore (\$2 billion) by December 2018. The digital advertisement industry is growing rapidly as there is a growth in digital communication devices around the world, and the increase in Smartphones, tablets is enabling advertisers to reach a wider audience. The digital advertisements are flexible and can be adapted for any kind of device like television, laptop, tablet or Smartphone.

Key words: Online, digital, Digital advertising, marketing

INTRODUCTION

Digital advertising may be defined as promoting goods, ideas or services to targeted consumers using internet as medium. It refers to marketing media that is digitally displayed. Digital advertising technology exists on the Internet, on smart phone and hand-held media devices, and even on automobiles and billboards. Internet has inculcated various new and exciting dimensions to advertising providing advertisers with tools to capture attention of target audiences with greater accuracy and efficacy. The most important dimension that internet has added to advertising is that of 'measurability'. That is, the feedback to any advertising campaign on internet can be measured fairly accurately, rendering it possible for advertisers to ascertain productivity of their investment in the campaign objectively. One of the main advantages of internet advertising is the ability to publish information instantaneously with the convenience of modifying the content according to requirements without bothering about constraints of time and geography. Online advertising is highly apposite for 'consumer-segmentation', a process that helps in

creating well defined consumer groups making it easier for advertisers to create specially designed messages for specific consumer-segments. There are immense opportunities in the field of internet advertising for advertisers but there are plenteous obstacles as well that need to be eradicated before full potential of internet advertising can be realized.

EXAMPLES OF DIGITAL ADVERTISING

Electronic Billboard

Electronic billboards are the digital version of traditional billboard advertisements. These billboards display a variety of digital advertising messages. They are targeted because they provide advertisers with the opportunity to change advertising messages throughout the day. Digital billboards are cost-effective because several advertisers share the expense with rotating advertisements. They are flexible because new designs and advertising messages can be changed within a day or two.

Web-Based Marketing

Another example of digital advertising is web-based marketing. This form of advertising targets Internet users while they visit websites. Pop-up advertisements appear as a new window and display an advertising message for a product or service usually related to the original website. Video advertisements are another form of digital web-based advertising that plays brief "commercials" before the video loads, during a break in the video or at the conclusion of the video. Major search engines offer video media options to advertisers.

Viral Marketing

Viral marketing is a form of digital advertising businesses use to spread the word about their brand. Advertising messages are spread digitally through email and other online media. This form of advertising encourages existing customers to tell others about a product, service or company. The intent is for word to spread like a "virus" to others within a social group or network.

Audio Advertising

Audio advertising is a form of digital advertising that targets consumers through Podcasts, Internet radio and live streaming digital radio. Podcasts are digital audio files such as an MP3 that users download to a computer or personal media player. Internet radio and

live streaming digital radio play "sponsor" messages that advertise products and services to consumers while they listen to the radio online.

ADVANTAGES OF DIGITAL ADVERTISING

Cost: Compared to newspaper placements or TV spots, online banners are still relatively inexpensive.

Measurement: There are countless ways to track the success or failure of an advertising campaign, and with digital, it has never been easier to connect the dots from an ad buy to the impact on the bottom line.

Instant gratification: Your customers can see your ad, shop and buy (if you sell products online) without leaving home. That sort of convenience is hard to beat.

Testing: If you create a brochure, you have to print and distribute it before you are able to measure response. On the Internet, response (or lack of response) is lightning fast. Also, since it's relatively simple to switch out banner ads, online advertising gives you the ability to test creative campaigns and fine tune messaging. This can help increase effectiveness of your campaign and enhance results.

Geo-targeting: Online advertising gives you the ability to geo-target your ads, ensuring that they are only viewed, and clicked, by your intended geographic and niche audience. This allows you to create localized messages that appear on national sites.

Constant exposure – your online ad works 24 hours a day, 7 days a week.

DISADVANTAGES OF DIGITAL ADVERTISING

Advertising overload: every advertiser wants consumer attention, and often there is simply too much information to digest. The solution is to develop creative campaigns that will cut through the clutter and strike an emotional connection with your target audience.

Too much data: The statistics you are able to gather on your online advertising campaign are so immense that they can often become paralyzing. That's why it's important to determine at the onset of your campaign how you will measure success – is it impressions, click through or sales?

Scope: While the vast majority of Americans are active online, there are still a number of people out there who are relying on traditional forms of advertising as a means to gather

information on products and services. That's why, in most cases, online advertising campaigns should run in tandem with other marketing efforts.

Too many choices: there are so many websites out there that it can be hard to identify the ones that will most effectively target your audience. Make sure you take the time to research the appropriate niche sites for your product or service.

OBJECTIVES OF THE STUDY

1. To study the growth of digital Advertising in India.
2. To study the advantages and disadvantages of Digital Advertising in India

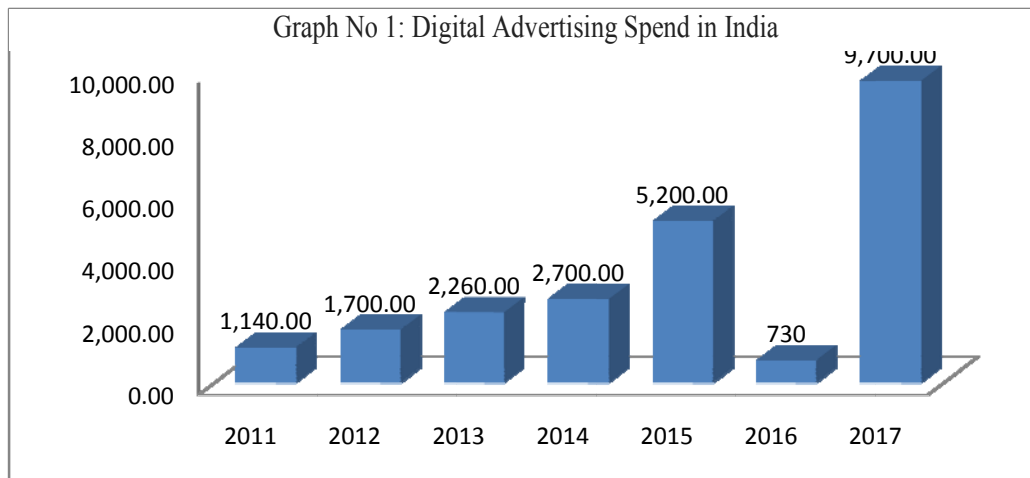
METHODOLOGY

The study is mainly depends upon secondary data. Researcher has collected data from various websites, newspapers, books and journals. Tables and graphs have been used to show the growth and performance of online advertising in India.

ANALYSIS AND INTERPRETATION OF DATA

Table 1
Digital Advertising Spend in India

Sr. No.	YEAR	Rs.Rs in Crore
1	2011	1,140.00
2	2012	1,700.00
3	2013	2,260.00
4	2014	2,700.00
5	2015	5,200.00
6	2016	730.00
7	2017	9,700.00



The digital advertising spend in India is expected to grow at the rate of 33% to touch Rs. 9,700 crore by December 2017. The market was estimated to be around Rs.7,300 crore at the end of 2016, growing at a rate of 40% over 2015, said a report titled 'Digital Advertising in India', published by the Internet and Mobile Association of India (IAMAI) and IMRB Kantar. According to the report, the digital advertising spend is about 14% of the total advertising spends in the country. "In terms of volume, e-commerce leads the digital advertising spends with around Rs. 1,361 crore, followed by FMCG, Consumer Durables and BFSI," said the report.

**Table 2: Mobile Internet advertising Spend in India
From 2011 to 2017**

Sr. no	Year	RS in million
1	2011	300.00
2	2012	540.00
3	2013	1,020.00
4	2014	2,125.50
5	2015	3,828.50
6	2016	6,489.00
7	2017	11,731.70

Graph 2: Mobile Internet advertising Spend in India

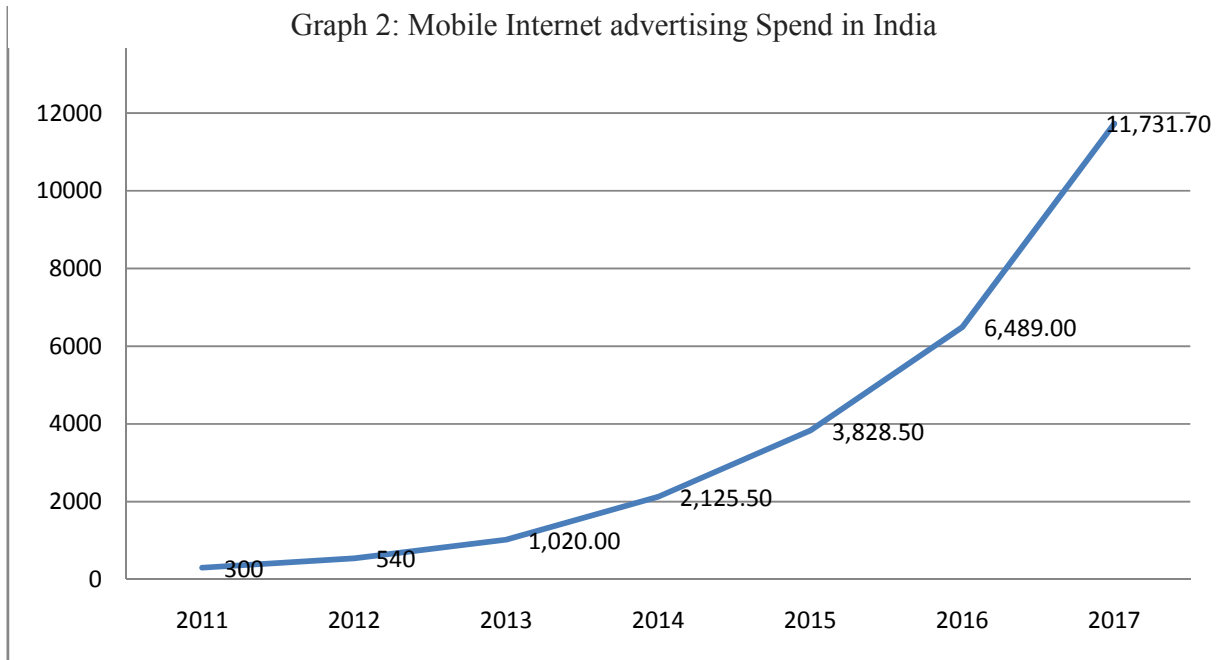
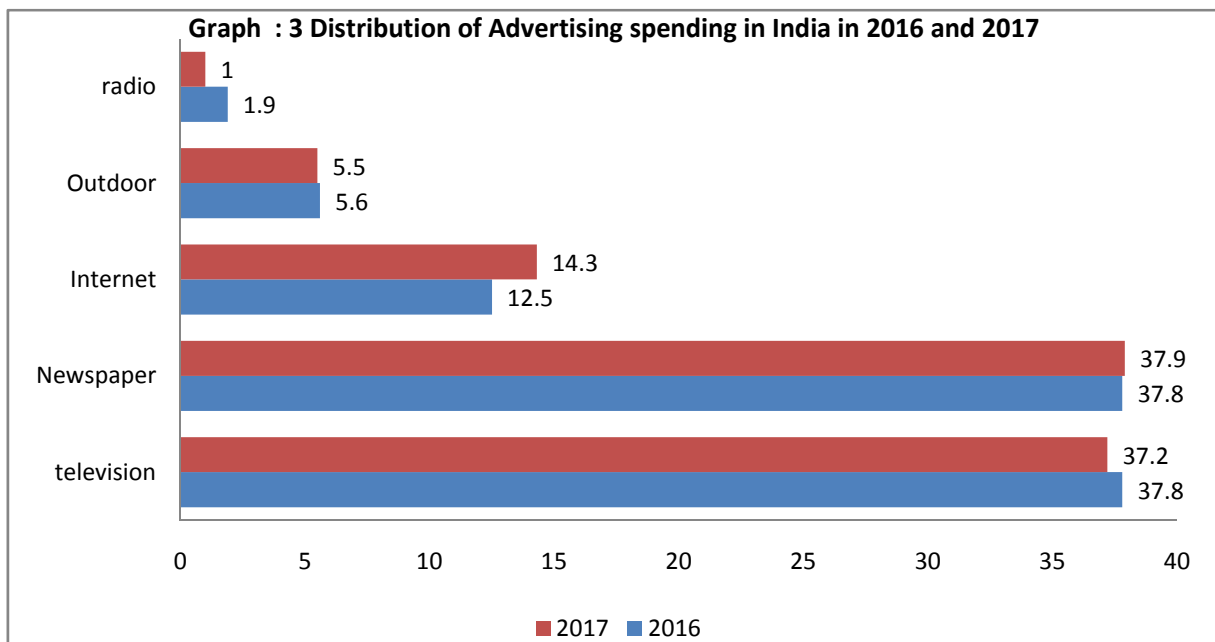


Table : 3 Distribution of Advertising spending in India in 2016 and 2017

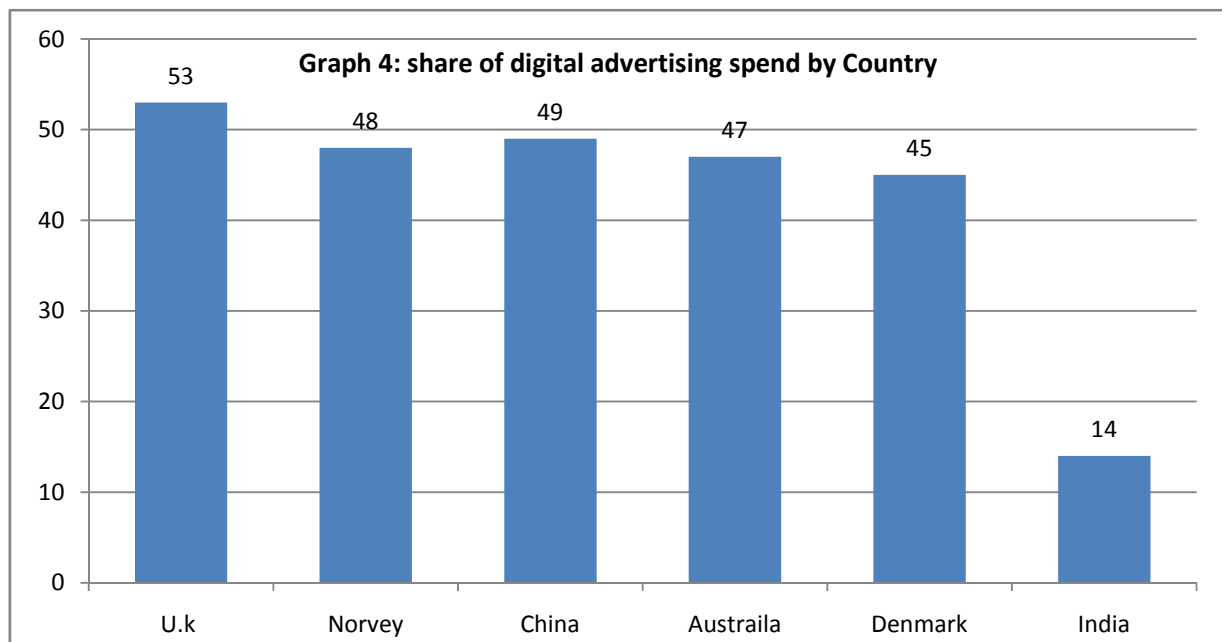
Sr. no	Medium	%	
		2016	2017
1	television	37.80	37.20
2	Newspaper	37.80	37.90
3	Internet	12.50	14.30
4	Outdoor	5.60	5.50
5	Radio	1.90	1.00



Print contributes a significant portion to the total advertising revenue, accounting for almost 41.2 per cent, whereas TV contributes 38.2 per cent, and digital contributes 11 per cent of the total revenue. Outdoor, Radio and Cinema make up the balance 10 per cent. India's digital advertisement market is expected to grow at a compound annual growth rate (CAGR) of 33.5 per cent to cross the Rs 25,500 crore (US\$ 3.8 billion) mark by 2020. The Internet's share in total advertising revenue is anticipated to grow twofold from eight per cent in 2013 to 16 per cent in 2018. Online advertising, which was estimated at Rs 2,900 crore (US\$ 435 million) in 2013, could jump threefold to Rs 10,000 crore (US\$ 1.5 billion) in five years, increasing at a compound annual rate of 28 per cent.

Graph 4: share of digital advertising spend by Country

sr. no	Country	%
1	U.k	53
2	Norvey	48
3	China	49
4	Austraila	47
5	Denmark	45
6	India	14



Television will always remain at the top position among the media that influences people and businesses. But, by the year 2020, there could be a variation in this position being replaced by mobile. More number of people will have access to mobile devices and internet by 2020. E-commerce sites will be more secure and user-friendly, by 2020.

CONCLUSION

The Indian advertising industry has evolved from being a small-scaled business to a full-fledged industry. The advertising industry is projected to be the second fastest growing advertising market in Asia after China. It is estimated that by 2018, the share of ad spend in India's Gross Domestic Product (GDP) will be around 0.45 per cent.

The Indian government has given tremendous support to the advertising and marketing industry. Advertising expenditure is likely to increase in the financial sector, driven by Reserve Bank of India (RBI) policies which could result in a more favorable business environment. Also, proposed licenses for new banks and better market sentiments render the advertising and marketing industry in India a fertile space.

The advertising and marketing sector in India is expected to enjoy a good run. Growth is expected in retail advertisement, on the back of factors such as several players entering the food and beverages segment, e-commerce gaining more popularity in the country, and domestic companies testing out the waters. The rural region is a potentially profitable target. For instance, in the automobiles sector, the focus of two-wheelers on rural areas could mean more launches and more advertising spends. The telecom sector could see growth as well, driven by better Smartphone penetration and service providers cutting down on prices. All this implies that mobile is the next new thing in the world of digital marketing.

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Role of Knowledge Management Small & Medium Sized Enterprises in India

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Abstract

This paper is highlighted on the completion, technological and performance measurement & benchmarking issues and challenges about KM in Indian SMEs. KM is a sensible instrument for some organization. .challenges for managing knowledge acquisition, Knowledge Modeling, Knowledge Retrieval, Knowledge Reuse, Knowledge Publishing and Maintenance. Strategies of km are Knowledge Attic, Knowledge Sponge, Knowledge Publisher, and Knowledge Pump.

Indian SMEs sector is also one of the best ever rising sectors of Indian financial system. In this paper to know the steps regarding implement and their challenges of KM in Indian SMEs for civilizing competitiveness of SMEs in worldwide promote.

Keywords: KM; Knowledge Management, SME: Small and Medium Enterprises

Introduction

The regard of KM has improved quickly, mostly as 1995, and it has befallen a vital issue of management philosophy also a management tool. In organize to recognize the concepts and practices; let us first define knowledge, KM and SME. Knowledge like a entire set of inkling, logic, insights, experiences related to technology, products, processes, customers, markets, competition and so on that enable effective action. And KM as a ,systematic, organized, explicit and deliberate ongoing process of creating, disseminating, applying, renewing and updating the knowledge for achieving organizational objectives (Pillania, 2004a, 2005b). It is psychological, management science, organizational science, sociology, strategy, computer sciences, production engineering and so on. Most definitions are, however, similar on one point; they take a very practical approach to knowledge, that is, how knowledge can contribute to organizational effectiveness (Hlupic et al., 2002).

SMEs are clear with a numeral of factors and criteria, such as location, size, age, structure, organization, number of employees, sales volume, worth of assets, ownership through innovation and technology (Rahman, 2001).present is differences of opinions on major SMEs athwart the world. But, following is the definition used in India. A micro enterprise is an enterprise where the investment in plant and machinery should not exceed Rs. 25 lakh. A small enterprise is an enterprise where the investment in plant and machinery is more than Rs.25 lakh but

does not exceed Rs.5 crore; and a medium enterprise is an enterprise where the investment in plant and is more than Rs.5 crore but does not exceed Rs.10 crore (Ministry of MSME, Government of India, 2010).

Pfeffer and Sutton, 1999; Ruggles and Holtshouse, 1999). KM is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks, which hinder knowledge flows to the point of use. It protects intellectual assets from decay, seeks opportunities to enhance decisions, services and products through adding intelligence, increasing value and providing flexibility.

Review of Literature

Pugh & Hickson (1976) write: 'In terms of size, this means that bigger organizations are very likely to be highly structured in their activities i.e. to have the fullest extent of specialist offices, procedures, paperwork, and hierarchy constituting a bureaucratic framework'. Small firms, on the other hand, have a flat structure and an organic, free-floating management style that encourages entrepreneurship and innovation. They tend to be informal, non-bureaucratic and there are few rules. Control tends to be based on the owner's personal supervision and formal policies tend to be absent in SMEs (Daft, 2004).

Chen et al. (2006) have given emphasis on importance of external knowledge, knowledge transfer, knowledge transfer activities, social and electronic network and have find out that all are related to business performance of SMEs in UK.

Beijerse (2000) found out in a study of 12 SMEs in the Netherlands that there was no explicit policy that was targeted at strategic KM. Most of the firms treated KM on an operational level – at the level of systems and instruments. Many such instruments were found within the firms, but they were often not seen as an instrument for KM within the companies.

Objectives of the study

- 1) To know the concept of K
- 2) To know the components of KM
- 3) To understand the Steps for KM completion in Indian SMEs

Methodology

This paper is totally based on secondary data like Books, Research Articles, Magazine, and other source which is related to secondary data.

Definitions

Small Medium Enterprises

A micro enterprise is an enterprise where the investment in plant and machinery should not exceed Rs. 25 lakh. A small enterprise is an enterprise where the

investment in plant and machinery is more than Rs.25 lakh but does not exceed Rs.5 crore; and a medium enterprise is an enterprise where the investment in plant and is more than Rs.5 crore but does not exceed Rs.10 crore (Ministry of MSME, Government of India, 2010).

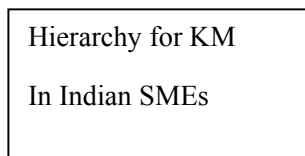
Knowledge Management:

According to the above definition of knowledge, KM is the overall task of managing the processes of knowledge creation, storage and sharing, as well as the related activities. Generally speaking, this has to include the identification of the current state, the determination of needs, and the improvement of affected processes in order to address these needs. Consequently, KM projects are improvement projects. Three main aspects have to be taken into account in these projects. The first is the management of general conditions in an organisation (the cultural environment and the KM processes). The second is the provision of assistance for the direct, inter-human KM processes, i.e., communication. The third is the management of generation, distribution, access and use of knowledge coded into artefacts (documents, training, videos etc.), i.e., information management. Due to KM ranging under these different dimensions, it has to take into account or incorporate such activities as Business Process Re-engineering (BPR), Document Management Systems (DMS), Human Resource Management (HRM), Quality Management (QM), Product Data Management (PDM), and Information Management (IM), which all relate to KM.

Steps for KM In Indian SMEs

1) Strategic Issue

2) Implementation Issue



3) Technological issue
Benchmarking issue

4) Performance measurement &

Challenges for knowledge management for SME, s

Nearly all frequently knowledge lies within an organisation implicitly, out of sight, undervalued and underused. Often, it leaves the building when the employees walk out of the company along with them. Managing the flow of knowledge around an organisation, as depicted in Figure 2, is a challenge. The KM process normally face six challenges at each stage of the process flow (Shadbolt&O’Hara, 2003), and failing to meet any of these challenges can derail an organisation’s ability to use its knowledge assets to its best advantage. The six challenges are as follows:

a) Knowledge acquisition: The challenge here is to get hold of the information that is around, and turn it into knowledge by making it usable. This might involve,

for instance, making tacit knowledge explicit, identifying gaps in the knowledge already held, acquiring and integrating knowledge from multiple sources (e.g. different experts, or distributed sources on the WWW), acquiring knowledge from unstructured media (e.g. natural language or diagrams). Knowledge acquisition (KA) is a field which has reached a certain level of maturity. It began as part of the drive to build knowledge-based systems, and was a line of research devoted to developing methods and software tools to provide knowledge content for such systems.

b) Knowledge Modeling: Modeling bridges the gap between the acquisition of knowledge and its use. Knowledge model structures must be able to represent knowledge so that it can be used for problem-solving. One important knowledge modeling idea is that the anthologies, which are specifications of the generic concepts, attributes, relations, and axioms of a knowledge base or domain. Anthologies can act as placeholders and organising structures for acquired knowledge, while also providing a format for understanding how knowledge will be used.

c) Knowledge Retrieval: When a knowledge repository gets very large, finding a particular piece of knowledge can become very difficult. There are two related problems to do with knowledge retrieval. First, there is the issue of finding knowledge again once it has been stored, understanding the structure of your archive in order to navigate through it efficiently. And second, there is the problem of retrieving the subset of content from the repository that is relevant to a particular problem. This second problem, the dynamic extraction of knowledge from a repository, may well set problems for a knowledge retrieval system that alter regularly and quickly during problem-solving.

d) Knowledge Reuse: One of the most serious impediments to cost-effective use of knowledge is that often knowledge bases or systems are constructed afresh. It is unusual for problem-solving experience or domain content to be acquired and then reused, partly because knowledge tends to require different representations depending on the problem-solving that it is intended to do. Understanding the use and application of knowledge would enable more leverage to be gained from the knowledge already at hand, thereby increasing the returns on the investment in those knowledge assets.

e) Knowledge Publishing: The challenge of publishing or disseminating can be described as getting the right knowledge, in the right form, in the right place, to the right person, at the right time. Different users will require knowledge presented and visualized in different ways, and the quality of such presentation is not merely a matter of preference, but can radically affect the value of the knowledge to the user. Getting presentation right will involve understanding the different perspectives of people with different agendas, while an understanding of knowledge content will help to ensure that important related pieces of knowledge get published at the appropriate time.

f) Maintenance: The last challenge is to keep the knowledge repository functional. This may involve the regular updating of content as content changes (e.g. as price lists are revised). But it may also involve a deeper analysis of the knowledge content. Some content has a considerable longevity, while other knowledge dates very quickly. If a repository of knowledge is to remain active over a period of time,

it is essential to know which parts of the knowledge base must be discarded and when. Other problems involved in maintenance include verifying and validating the content, and certifying its safety.

CONCLUSIONS

KM is associated to SMEs increase; Paper those SMEs who want to grow quick should relate KM-related activities in a complete and fair system cover every aspect of their intangible resources, pretty as free separate actions. SMEs are not follow any complete construction on KM in India . This paper has to identify KM steps and those Challenges in Indian SMEs. SMEs are allowing for all aspects of organization concert and approach. More research work will be necessary in order to legalize this framework. The complete frame can be legalized by more than a few hypotheses based on the analysis of empirical research. This acts as benchmarking of process and performance for continuous improvement for Indian SMEs.

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“Smart City Mission: a solution for Problems of Indian Cities”.
(“A study of the need for developing Existing Cities into Smart Cities”)

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Abstract: *Government of India announced to develop 100 Smart City in 2015. The Mission of Government of India is the Smart solutions for the problems of population of Indian cities face today and in future also because of insufficient/Improper Urban Planning. Developing Existing Indian Cities into Smart cities which have become the urgent and immediate need and attention because of Present scenario of India. With the growth of population the basic needs becoming more challenging and which includes such as drinking Water availability, Electricity availability, Traffic Management for avoiding road accidents , increasing Urban Slum areas creating another problems, Waste Management, etc. Smart cities connotefor Smart Management of above services using smart ways making lives of citizens happy hence improving quality of living in the Cities of India. Smart Cities also play important role in Country's GDP Growth. These Cities have huge potentiality in future such as generating at around 70% Contribution in GDP,85% in total Tax collection, creating around 70% New employment opportunities in future in Inida. Without developing these cities Indian cities are not livable. Smart cities are really Smart solutions for futures problems of India.*

Key words: Problems of Indian Cities, Smart City, better quality of living, Citizens, etc.

1. Introduction Urbanization of India (Increase in Population in Cities and Towns in India): India's urbanization pace is 2nd in the world recently. The scale of urbanization is unparalleled with 590 million people expected to be living in Indian Cities by 2030. The another study says India's urban population is expected to increase to 843 million by 2050 accounting for about 50% of the population. The present state of urban infrastructure in India cannot withstand the population Pressures of tomorrow's urban India. Therefore, it requires quick attention and rethinking from all stakeholders.

Definition of Smart City

There is no universally accepted definition of a Smart City .It means different things to different people. Depending on the level of development, definition of Smart city changes from city to city and Country to Country:

1) Smart Cities are defined by extensive use of technology to make life simpler and more comfortable, while being friendly to the environment. They are a solution to problems that residents of Indian cities face due to poor planning and maintenance.

"In a smart city, infrastructure and amenities such as water, sanitation, energy, transport, public safety, education and health care are integrated and managed through technology for efficient governance and delivery".(Abhilesh Babel, joint-CEO, Realty and Social Infrastructure, www.businessstoday.in)

2) The core infrastructure elements in a Smart City would include:

1) Adequate Water Supply 2) Assured Electricity Supply 3) Sanitation, Including Solid Waste Management, 4) Efficient Urban Mobility And Public Transport 5)Affordable Housing, Especially for the Poor 6) Robust IT Connectivity And Digitalization7) Good Governance, Especially E-Governance and Citizen Participation 8) Sustainable Environment 9) Safety And Security of Citizens, particularly Women, Children and the Elderly, 10) Health and Education.**Ministry of Urban Development (www.smartcities.gov.in)**

In 2015 Government of India launched **Smart Cities Mission** which is an urban renewal and retrofitting program for improving the quality of living of citizens of India. In this mission government decided to develop 100 Smart Cities all over India in next few years. The Prime Minister's 'Smart Cities Mission' is part of the overall strategy to accommodate the massive urbanization that is expected in the future.

As per government plan, each proposed Smart City will have to create a Corporate company headed by a full-time CEO to implement the Smart Cities Mission while The execution of projects may be done through joint ventures, subsidiaries, public-private partnership (PPP), turnkey contracts, etc will be sources to execute the project. The company has to raise additional fund from the financial market as a debt or equity .

A total of Rs98,000 crore (US\$15 billion) has been approved by the Indian Cabinet for the development of 100 Smart Cities and rejuvenation of 500 others. Rs 48,000 crore (US\$7.5 billion) for the Smart Cities Mission and a total funding of Rs 50,000 crore (US\$7.8 billion) for the Atal Mission for Rejuvenation and Urban Transformation (AMRUT) have been approved by the Cabinet. Since Indian cities will be developed either under Smart City Mission or AMRUT Mission.

2. Literature ReviewThe researcher reviewed following the Literature.

“Measuring and Managing the Smartness of Cities” (A Framework for Classifying Performance Indicators)”(Roberta, Pellegrino, Luigi Ranieri)(2013):The Researchers described different performance indicators on the basis of which a city can be called as

Smart City. The researchers classified performance indicators into two categories.

1) **Objective Indicators** : Share of housing fulfilling minimum standards, availability and Smart use of water, Smart use of electricity, availability of Transport ,Crime Rate, Traffic Management , Green Space share, air quality, Life expectancy, Employment Opportunities, GDP Growth , availability of government services ,Educational Institutes, Universities,etc.

2) **Subjective Indicators** :Satisfaction with personal Housing situation, Satisfaction with availability of Water, Satisfaction with Electricity availability ,satisfaction with transport means available, satisfaction with quality of Health system, attitudes towards immigration, opinion on protection of Environment, etc.

3. Objectives 1) To study the situation of Indian cities from the past with respect to Basic Amenities.2) To Study the theoretical framework of Smart City3. To study the potentiality of development of Indian cities.

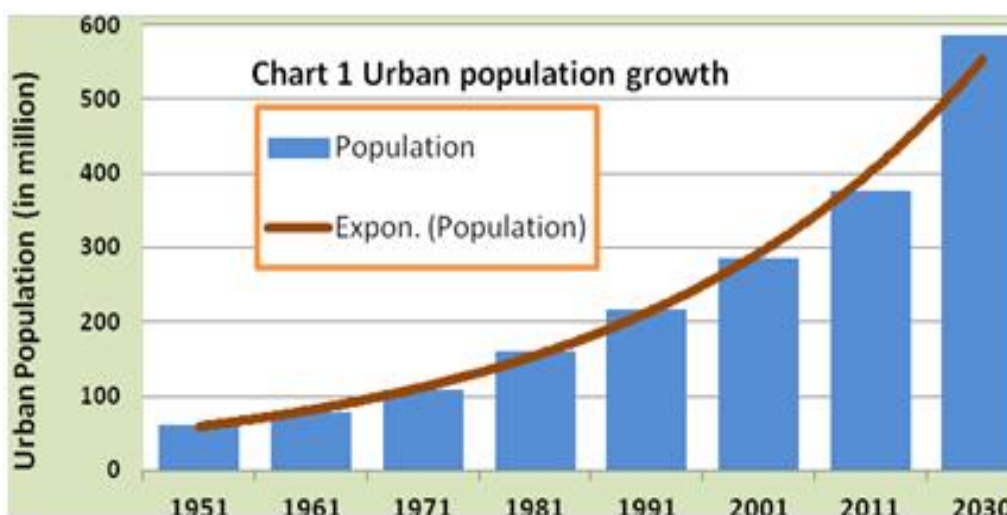
4. Limitations The Research Paper is based on Secondary data only .The study is related to some selected parameters for Smart City, all the parameters of Smart Cities are not taken into consideration. The study is related to Upcoming Smart Cities of India.

5. Methodology and Sources of Data Collection

Data collected from Secondary Sources such as special web portals such as Ministry of Government, Smartcities.gov.in, Punsmartcity, articles published in leading Newspapersand International and National Journal,etc.

6) Problems of Upcoming Indian Smart Cities

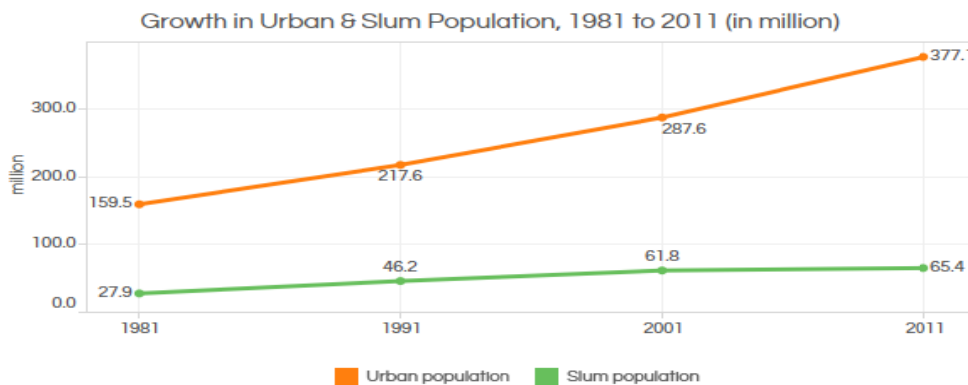
6.1) Urban Population Growth



(www.4thmedia.org/2012/05/indias-urban-slums-inequalities-poverty-and-homelessness4thmedia.org,ArunShivastava)

If we study the above graph, we can conclude that India's urban population has been growing continuously. It has grown slowly from 1951 to 1991 but after 1991 growth was fast. It was around 62 million in 1951 which increased to 377 million up to 2011 and it is expected that 590 million Population to be living in Indian Cities by 2030. Urbanization will grow around 4% per year as per some estimates adding over 15 million persons every year.

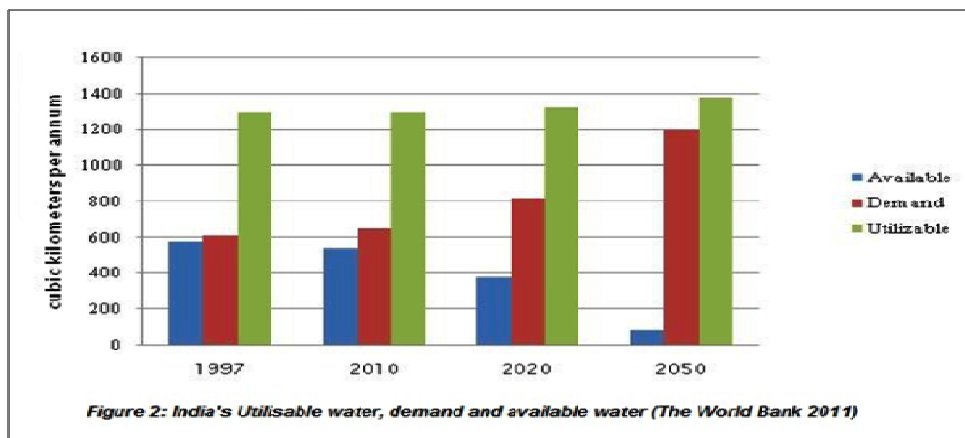
6.2) Growth of Urban Slum Population of India:



(www.indiaspend.com/cover-story/indias-city-slums-can-house-all-of-italy, Prachi Salve)

If we study the graph, we can say that Slum population of India has rising trends with growth of Urban Population from 1981. It was around 28 million in 1981 which increased by around 65% and became around 46 million in 1991 and increased around 236%, became around 65 million up to 2011 in 30 years.

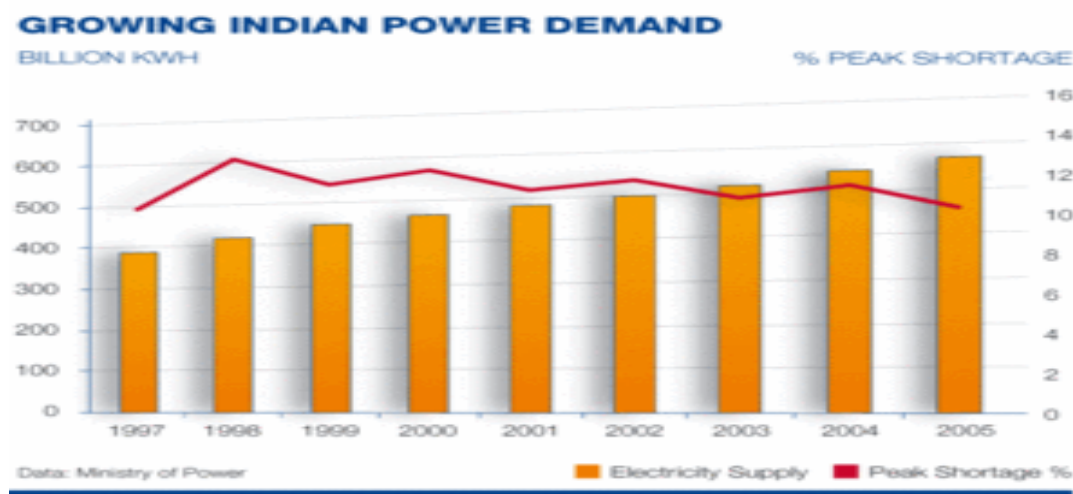
6.3) Shortage/Scarcity of Water



The above graph showing Available Water, Demand Water and Utilizable Water. There has been a gap between Available Water and Demand Water from 1997 and it was low very low in 1997 which is increasing and up to 2020 and 2050 it would be very high showing Scarcity of Water in India. According to Food and Agriculture Organization of United Nations's Aquastat, 80% of India has an annual rainfall of 50mm or more. One of the important challenges for India is water Security because of mismanagement and limited storage facilities. India's per capita water storage capacity is 200m³, well below the world average of 900m³ per capita. It is estimated about 65% of India's rainwater flows out to sea uncaptured. It shows a huge opportunity for improving the situation by capturing those water flows.

The current average per capita availability of water is 1,600m³ per year. Population growth predicting showing that by 2050 this average will be reduced to approximately 1,000m³ per year. According to UN, Water Scarcity occurs when per capita water availability is below 1,000m³ per year. The overexploitation of groundwater, a lack of storage capacity and increasing levels of pollution in a business-as-usual scenario, will greatly increase the risk of severe water insecurity across India.

6.4) Shortage/Scarcity of Electricity



(www.quora.com/What-are-the-reasons-for-power-cuts-especially-in-India, Soumen,Ranjan)

The graph indicates Electricity (Power) Supply and Peak Shortage in India from 1997 to 2005.

In Our country the Demand of Electricity per head is more than Generation of Electricity (Supply) which can be observed by the Graph. Up to Dec, 2011, over 300 million Indian citizens had no access to electricity. (Source: Electricity sector in India).

Since population is growing so the demand also increasing but generation of electricity is not increasing with the Electricity Demanded. Due to this there is always a gap between the supply and demand, there is cutting in power/Electricity. Even during the peak hours (at evening) the demand is at its peak, so to satisfy the need of important divisions/city, supply has to cut in less important areas and villages. If the Electricity Board wants to supply all the connected loads even in this power deficit situation, Due to low voltage there is extra

pressure on the transformers resulting in damage of transformers. Low voltage also reduces the efficiency of other electrical equipments and load.

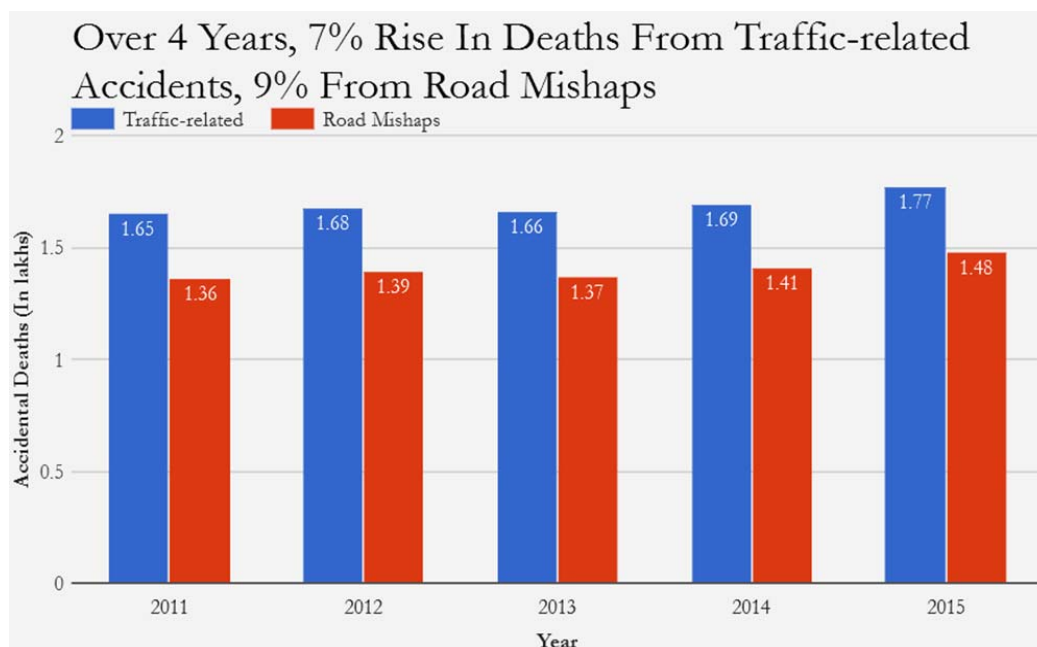
6.5) Public Transport Accessibility

India’s transport network is one of the largest while roads rank 3rd in terms of length, next only to China and the United States. In terms of density India’s roads are similar to the United States and far denser than those in China or Brazil.

India’s current road network is increasingly not sufficient to support rapid growth in the economy. Most roads are generally in poor condition, urban traffic is clogged, public transport is unreliable and unsafe, and intra-regional connectivity is inadequate.

Buses are the most common & suitable mode of transportation in Urban Cities while more than 1.6 million buses are registered in India. Public Bus Sector operates 170,000 buses carrying roughly 70 million people per day. However, Bus Transportation has not been able to cater to the growing travel demand. There are only 30,000 buses serving the city areas, out of which approximately 3,500 buses are operated under a public-private partnership agreement there While Rail and Inland waterways are more cost-effective and environment-friendly than roads, their enormous potential has yet to be realized. Despite the existence of an advanced IT industry, advanced Intelligent Transport Systems (ITS) technologies and applications have not been widely utilized in the transport sector in India.

6.6) Rise in Death because of Traffic and Road Accidents



(www.scroll.in/article/826264/three-killed-every-10-minutes-road-accident-deaths-in-india-up-9-in-4-years,DevanikSaha)

The above chart shows death in India because of Traffic related Accidents and Accidents due to Road Mishap (An unfortunate Accident) from 2011 to 2015.

According to New National Data, in 2015, there were 9 road accidents that killed 3 people every 10 minutes, an increase of around 9% over four years.

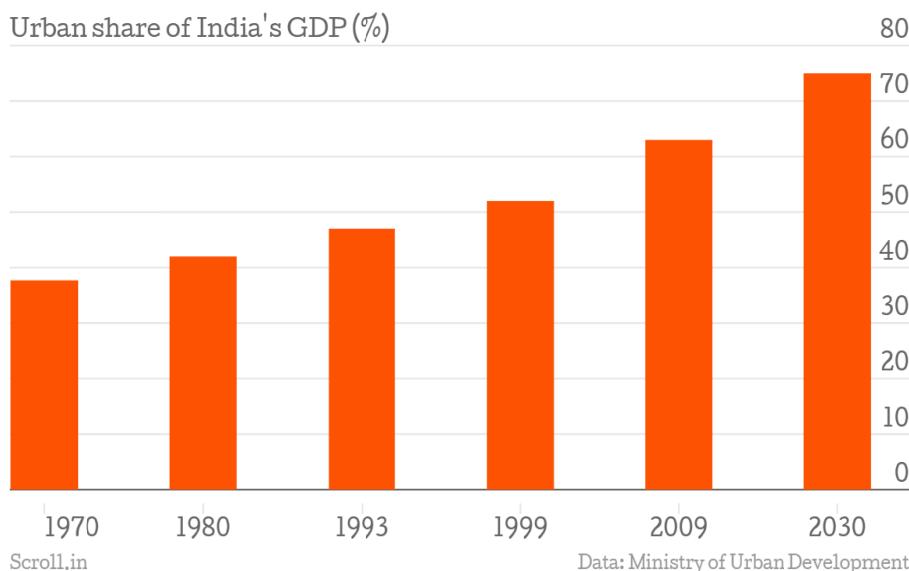
Road accidents killed 148,000 people in 2015 compared to 136,000 in 2011, according to the Accidental Deaths and Suicides in India report released by the National Crime Records Bureau.

Similarly, Death from Road Mishap (An unfortunate Accident) were 1, 65,000 in 2011 which rose to 1,77,000 in 2015 around 7% increase over 4 years.

Road accidents accounted for 83% of all traffic-related deaths in India and 43% of all accidental deaths in 2015.

In spite of National Road Safety strategy and laws on “Speed Limits, Wearing Helmets and Seat Belts and Drunk-Driving, World Health Organization rating India’s enforcement as 3 out of 10 on speed limits, 4 out of 10 on wearing Motorcycle Helmets, 4 out of 10 on drunk-driving, and 4 out of 10 on wearing Seat Belts.

6.7)Share of Indian Cities in GDP



(www.scroll.in/article/724297/everything-you-wanted-to-know-about-narendra-modis-100-smart-citiesRohan,Venkataramakrishnan)

The graph indicating relationship between Share of Urban Cities of India in GDP Growth from 1970 and there is rising trends of GDP growth with passage of time. From 1970 to 1980 GDP growth was increasing slowly but after 1980 it was fast.

McKinsey Global Institute study estimated that Urban Cities would generate around 70% of the new Employment opportunities by 2030, produce more than 70% of the Indian GDP and drive a fourfold increase in per capita income across the country.

Another Study says that Indian Cities would contribute 85% of Total Tax to Government by 2030.

Finance Minister ArunJaitleytold Exiting Indian cities would be livable only if they are developed.

Hence to solve these problems and to capture opportunities government of India announced to develop 100 Smart cities which are being developed all over India.

Solution of the Problems: Solutions of the above problems is “Developing Existing Indian Cities into Smart Cities.

Status of Smart Cities in India:

Government announced list of 98 Upcoming Smart Cities which are as follows.

List of all 98 Upcoming Smart Cities of India



(www.indiatvnews.com/news/india/know-all-100-upcoming-smart-cities-of-india)

6. Conclusion:

Smart Cities are the Smart Solutions of different and diverse problems of Indian Existing Cities. Government of India has found out the solutions with the growth of urban population the form of Smart City Mission and AMRUT (Atal Mission for Rejuvenation and Urban Transformation Mission). There are so many parameters of Smart Cities which show level of Smartness. Developing Existing Indian Cities into Smart Cities is a very difficult and challenging task in terms of funding, Skilled Man force, use of technologies, involvement and cooperation from Political leaders, Urban Planners, Architect/Builders/ Developers, General Public as ready to accept the change, cooperation among departments of Central Government, state Government and Local Government, etc. Use of Smart Technologies in India such as use of Smart Meter in Water Supply, use Smart Grid to save energy, Smart management of Waste, Smart Traffic Management, Smart building reducing energy Consumption, Smart Street light Management, which are not developed well in India. The measures taken by Government of India are better solutions for the problems of Urban India and developing India but it will require a long journey to go with constant efforts, diligence and support from all the stakeholders.

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Application of Morlet Wavelet Transform for analysis of Business Practices of Foreign Banks in India

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Abstract

This research paper aims to study business practices of foreign banks operating in India during the period 2006-07 to 2015-16 (Ten years observation period). The aforesaid target is achieved by application of Morlet Wavelet Transform analysis supported by cluster analysis yielding three distinct business practices models consisting of minimal variation in Morlet wavelet transform. Based on data for the period 2006-07 to 2015-16 (Ten years observation period) for variables related to financial performance of 24 foreign banks operating in India, time series data were created. These time series data were further used to yield Morlet wavelet transform data for financial variables related to financial performance of the selected foreign banks. Cluster analysis is further performed using mean values of standard deviation related to Morlet Wavelet Transform for selected 6 financial variables in the form of critical ratios namely Credit to Deposit (CDR), Investment to Deposit (IDR), Business per Employee, Capital adequacy, Net NPA as a percentage of Advances and Return on Assets, yielding three distinct business practices models namely Model-A, Model-B and Model-C consisting of minimal variation in Morlet wavelet transform. It is concluded that business practices Model-C is superior business practices model as it consists of the least variation in standard deviation related to Morlet wavelet transform of these critical financial variables so far as aforesaid financial variables are given due weightage for financial performance of foreign banks operating in India.

Key Words: Foreign Banks, Business Practices, Wavelet Transform, Morlet Wavelet Transform

1 Introduction:-

In recent years the relationship between entry of foreign banks, subsequent financial development and economic growth, especially manufacturing, service sector plus trade

growth has become an issue of extensive analysis. The business practices of foreign banks operating in India can be studied with the application of various financial tools and techniques like financial ratio analysis, correlation analysis of financial variables etc. It is observed that financial variables like Deposits, Investments, Advances, Net NPA, and Net Profits etc. do not indicate steady growth in a streamline format equations but indicate presence of spurts or random waves with respect to time depending upon various dynamic factors present in financial system. Wide fluctuations in the primary values of financial variables over a period of time has become a common phenomenon at present and financial working of foreign banks operating in India, is also no exception to these ups & downs creating wave like events. Hence, through understanding of wavelets present in time series of critical financial variables namely Credit to Deposit (CDR), Investment to Deposit (IDR), Business per Employee, Capital adequacy, Net NPA as a percentage of Advances and Return on Assets, indicating financial performance of a foreign bank becomes necessary for study of business practices of these foreign banks.

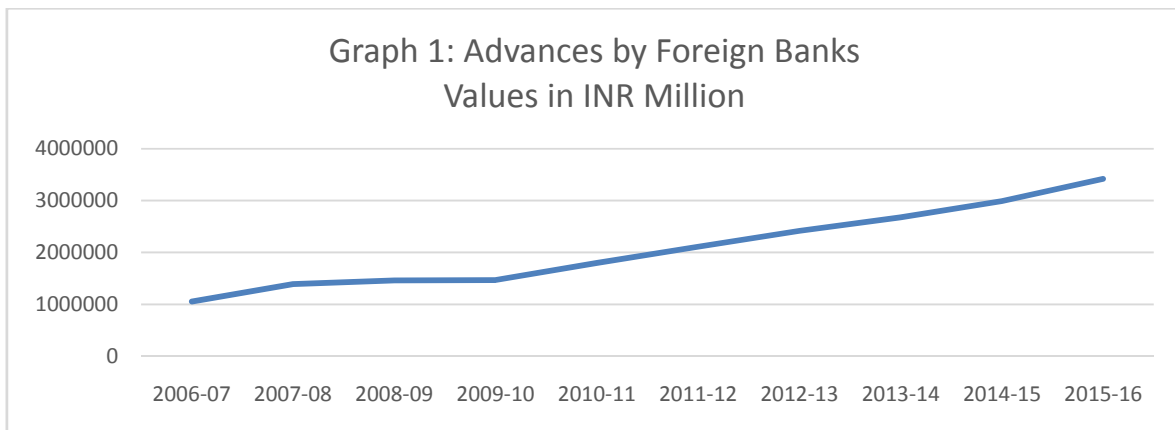
This research study would have been simple and quickly possible, using available information related to various theoretical business practices models like interest model, investment model, retail banking model, profitability model etc. However foreign banks operating in India are not using any specific theoretical business practices model for carrying out their financial operations. World over no bank is confined to a specific theoretical business practices model. The 24 foreign banks operating in India, are not relying on any specific theoretical business practices model but making use of best of all business opportunities available. This is also on account of RBI Guidelines to all scheduled commercial banks including foreign banks for Priority Sector Lending for carrying out financial operations in India. Hence for this research, application of Morlet wavelet transform analysis and cluster analysis is considered to derive specific business practices models related to working of 24 foreign banks mainly on account of absence of clear self-defined model at foreign banks end.

2 The Morlet wavelet: - The Morlet wavelet is the most popular complex wavelet used in practice. The complete Morlet wavelet is defined as

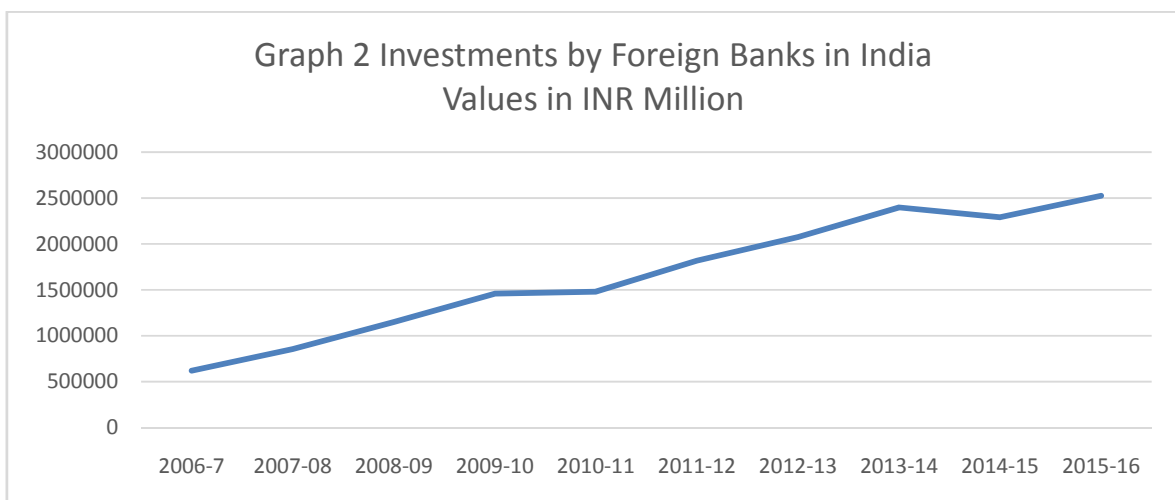
$$\psi(t) = \frac{1}{4} \sqrt{\pi} (e^{i\omega_0 t} - e^{-\omega_0^2 t^2}) e^{-t^2}$$

Where ω_0 is the central frequency of the mother wavelet. The second term in the brackets is known as the correction term, as it corrects for the non-zero mean of the complex sinusoid of the first term. In practice it becomes negligible for values of $\omega_0 > 5$. Previous investigators have concentrated on wavelet transforms with ω_0 in the range 5–6, where it can be performed without the correction term since it becomes very small. In this case, the Morlet wavelet becomes $\psi(t) = \frac{1}{4\sqrt{\pi}} e^{i\omega_0 t} e^{-t^2/2}$. This truncated Morlet wavelet is almost invariably used in the literature and often referred to as simply the Morlet wavelet.

3 Foreign Banks Operating in India: -As on 31st March 2016, there were 47 foreign banks operating in India. The graph 1 below indicates advances given by foreign banks while operating in India.



The graph 2 below indicates Investments made by foreign banks while operating in India.



Out of 47 foreign banks operating in India as on 31st March 2016, during the year 2006-07 to 2015-16 (ten years observation period) there are only 24 of foreign banks operating consistently in India. By the word “Consistently”, we mean that these 24 foreign banks’ name appear in “Profile of Banks” provided by annual publication by RBI. Foreign bank whose name does not appear in “Profile of Banks” published by RBI is not taken into account for this research study. These 24 foreign banks are selected for this research to yield business practices models of foreign banks using Morlet wavelet Transform analysis followed by cluster analysis. The data are retrieved from RBI sources: www.rbi.org. Here publication section is referred for profile of banks and data related to variables like deposits, advances, investments etc. are collected.

List of variables considered for this research is under: -

1 Deposits 2 Investments 3 Advances 4 Total Assets 5 Gross NPA 6 Net NPA 7 Interest Income

8 Other Income 9 Total Income 10 Interest Expended 11 Operating Expenses 12 Total Expenditure

13 Operating Profit 14 Provisions & Contingencies 15 Net Profit 16 Credit Deposit Ratio

17 Investment Deposit Ratio 18 Spread as % of Assets 19 Operating Expenses as % to Total Expenses

20 Return on Assets (%) 21 Capital Adequacy Ratio Basel III 22 Net NPA as % to Net Advances

23 Business per employee 24 Profit per employee

A representative sample for the foreign bank- HSBC is as under:-

Table 2: HSBC

Name of Bank: HSBC (Case 24) Variable: CDR-Credit to Deposit Ratio											
Year	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15	2015-16
Data	67.36926	66.45201	70.25856	55.21019	80.75214	75.64852	57.81563	62.79446	56.05345	54.6794	62.50612
Time Series		-0.91725	3.806552	-15.0484	25.54194	-5.10362	-17.8329	4.978829	-6.74102	-1.37405	7.826718
Morlet Wavelet Transform		-0.02716	2.58E-07	3.5E-99	-4E-284	2.38E-12	2.7E-139	8.76E-12	-6.6E-21	0.063256	1.91E-28
Mean (%)		-6.3E-08									
Median (%)		-9.2E-15									
Standard Deviation%		4.21E-07									
Kurtosis		4.758752									
Skewness		-1.43853									
Minimum		-0.00012									
Maximum		5.1E-05									

Data related to variables pertaining to 24 foreign banks is collected in the same format.

From 24 variables we have chosen 6 variables as critical variables which are as under: -

- 1 CDR- Credit to Deposit Ratio
- 2 IDR- Investment to Deposit Ratio
- 3 BPE- Business per Employee
- 4 CAR- Capital Adequacy Ratio
- 5 NNPA- Net NPA as a percentage of Advances
- 6 ROA- Return on Assets

The cluster analysis was performed using IBM SPSS version 22. This analysis attempts to identify relatively homogeneous groups of cases (or variables) based on selected characteristics. For this research study, cluster analysis is carried out as follows:-

- 1 Case (Foreign bank) wise computation of values of Time Series related to critical variables.
- 2 Case (Foreign bank) wise calculation of values of Morlet Transform related to critical variables
- 3 Case (Foreign bank) wise calculation of values of standard deviation related to Morlet Transform covering variables in tabular format. This serves as an input for cluster analysis. Table 3 shows values of standard deviation related to Morlet Wavelet Transform for above mentioned 6 critical variables. These values are used as input for performing cluster analysis.

Table 3: -

Values of Standard Deviation related to Morlet Wavelet Transform which is used as Input for Cluster Analysis							Return
Name of the Bank	Case No	CDR	IDR	Business f	CAR	Net NPA as a % of Asvances	on Assets
AB Bank Limited	1	0.000477	0.001057	0.001933	0.001268	0.001852	0.000672
Abu Dhabi Commercial Bank Limited	2	4.05E-06	0.00145	0.000272	0.000809	0.003558	0.002356
Antwerp Diamond Bank N.V.	3	0	0.000167	0.002	0.00201	0.002395	0.002137
Bank of America NA	4	0.000817	0.000774	0.000488	0.002098	0.000315	0.002181
Bank of Bahrain and Kuwait B.S.C.	5	0.000892	0.001424	0.000161	0.001217	0.001983	0.001928
Bank of Ceylon	6	1.4E-09	0.000375	0.001036	0.000809	0.002291	0.001605
Barclays Bank PLC	7	3.51E-22	0	1.09E-45	0.002466	0.002786	0.002518
BNP Paribas	8	0.000428	0.001033	2.11E-10	0.001715	0.00269	0.003271
CTBC Bank Co.,Ltd.	9	7.5E-77	1.48E-06	5.32E-05	0.001114	0.001622	0.001377
Citibank N.A.	10	0.000494	0.001195	4.16E-06	0.002049	0.002325	0.002294
DBS Bank Ltd.	11	0.000347	1.35E-07	3E-99	0.001827	0.002599	0.00106
Deutsche Bank AG	12	1.47E-07	0.001449	3.7E-06	0.001849	0.003211	0.002621
JPMorgan Chase Bank	13	0.000259	0.000428	0.000125	0.002154	0.003096	0.002165
Krung Thai Bank Public Company Ltd.	14	0.000269	0.000483	0.001017	5.45E-05	0	0.002071
Mashreqbank psc	15	5.19E-05	3.69E-05	2.83E-06	0.000149	0	0.001773
Mizuho Bank Ltd.	16	2.15E-21	4.01E-06	2.93E-06	0.00016	0.002747	0.002183
Shinhan Bank	17	4.12E-12	0.000549	5.51E-17	4.98E-05	0	0.002863
Societe Generale	18	3.54E-06	1.29E-05	2.28E-32	0.000917	0	0.002581
Sonali Bank Ltd.	19	0.000149	0.000624	0.001189	0.000862	0.001798	0.002234
Standard Chartered Bank	20	0.000468	0.001173	0.001048	0.002657	0.002706	0.002138
State Bank of Mauritius Ltd.	21	5.4E-05	0.001542	4.04E-06	8.64E-07	0.002214	0.001906
The Bank of Nova Scotia	22	2.54E-63	4.15E-06	0.000102	0.001555	0.002866	0.003161
The Bank of Tokyo-Mitsubishi UFJ, Ltd.	23	1.08E-07	2.94E-05	0.000171	0.000177	0.002741	0.002631
The Hongkong and Shanghai Banking Corpn.Ltd.	24	0.000215	0.001037	0.000548	0.001836	0.002276	0.002918

The IBM SPSS menu selection opens the Hierarchical Clustering Analysis main dialog window.

After processing the data for Cluster Analysis using SPSS, the output obtained is as under:-

Table 4 Case Processing Summary^a

Cases					
Valid		Missing		Total	
N	Percent	N	Percent	N	Percent
24	58.5%	17	41.5%	41	100.0%

a. Rescaled Reversed Absolute Squared Euclidean Distance used

Table 4 for Case Processing Summary shows that there are 24 valid cases present for cluster analysis, there is no missing case and all 24 cases are analyzed.

We have opted for Centroid Linkage Clustering, wherein a vector is assigned to each pseudo-item, and this vector is used to compute the distances between this pseudo-item and all remaining items or pseudo-items using the same similarity metric as was used to calculate the initial similarity matrix. The vector is the average of the vectors of all actual items (e.g. genes) contained within the pseudo-item. Thus, when a new branch of the tree is formed joining together a branch with 5 items and an actual item, the new pseudo-item is assigned a vector that is the average of the 6 vectors it contains, and not the average of the two joined items (note that missing values are not used in the average, and a pseudo-item can have a missing value if all of the items it contains are missing values in the corresponding row/column).

Table 5 Agglomeration Schedule shows the procedure followed by cluster analysis at Stage 1 is to cluster the two cases that have the smallest squared Euclidean distance between them. Then SPSS will re-compute the distance measures between all single cases and clusters (there is only one cluster of two cases after the first step). Next, the 2 cases (or clusters) with the smallest distance will be combined, yielding either 2 clusters of 2 cases (with remaining cases un-clustered) or one cluster of 3 (with remaining cases un-clustered). This process continues until all cases are clustered into a desired number of clusters.

Table 5 Agglomeration Schedule

Stage	Cluster Combined		Coefficients	Stage Cluster First Appears		Next Stage
	Cluster 1	Cluster 2		Cluster 1	Cluster 2	
1	16	23	1.000	0	0	17
2	6	19	.963	0	0	16
3	8	24	.960	0	0	15
4	2	12	.956	0	0	13
5	7	13	.954	0	0	11
6	17	18	.951	0	0	14
7	9	11	.912	0	0	17
8	10	20	.908	0	0	15
9	14	15	.887	0	0	14
10	4	5	.857	0	0	18
11	7	22	.672	5	0	19
12	1	3	.635	0	0	16
13	2	21	.620	4	0	20
14	14	17	.418	9	6	22

15	8	10	.413	3	8	18
16	1	6	.386	12	2	21
17	9	16	.295	7	1	19
18	4	8	.210	10	15	20
19	7	9	.169	11	17	21
20	2	4	.040	13	18	23
21	1	7	-.031	16	19	22
22	1	14	-.041	21	14	23
23	1	2	-.069	22	20	0

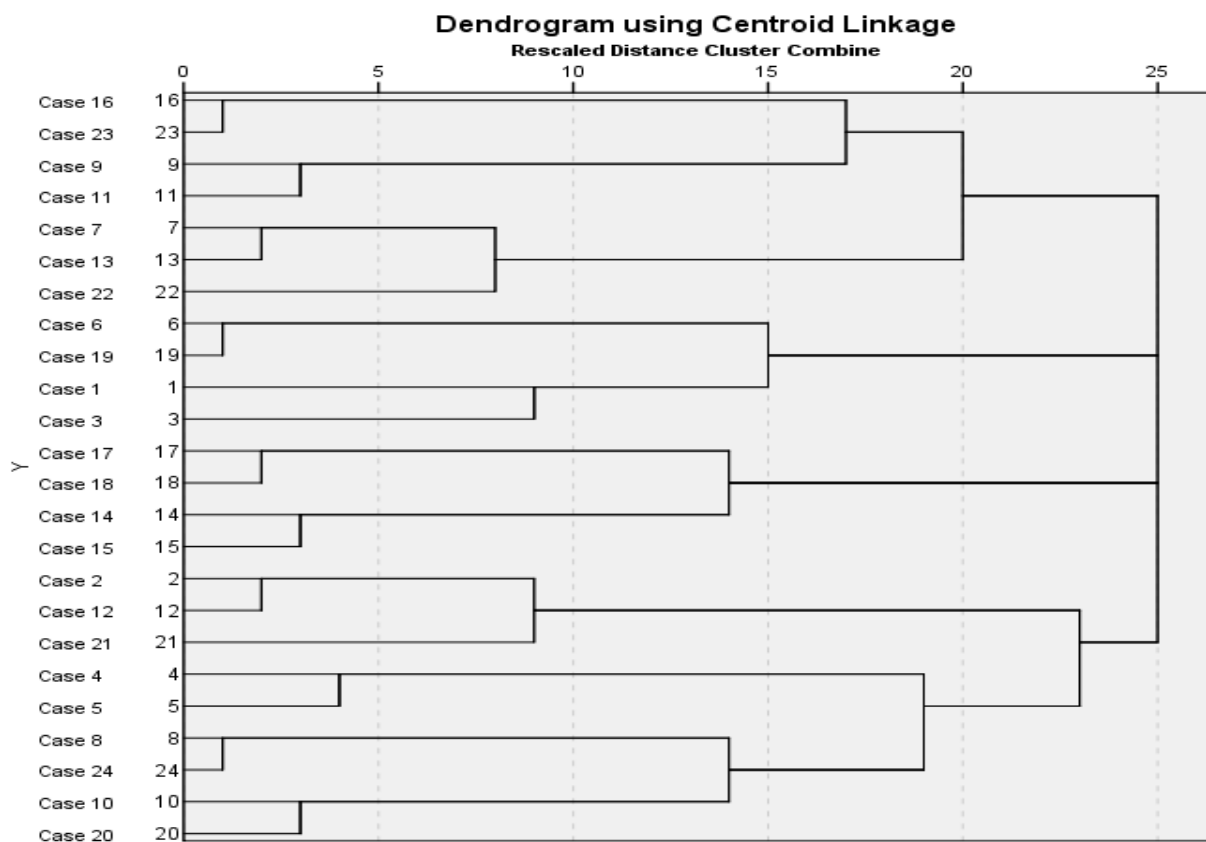
Table 6 ClusterMembership

Case	3 Clusters
1:Case 1	1
2:Case 2	2
3:Case 3	1
4:Case 4	2
5:Case 5	2
6:Case 6	1
7:Case 7	1
8:Case 8	2
9:Case 9	1
10:Case 10	2
11:Case 11	1
12:Case 12	2
13:Case 13	1
14:Case 14	3
15:Case 15	3
16:Case 16	1
17:Case 17	3
18:Case 18	3
19:Case 19	1
20:Case 20	2
21:Case 21	2
22:Case 22	1
23:Case 23	1
24:Case 24	2

Table 6 for Cluster Membership shows to which cluster a particular case is belonging. For example, case number 17 is in cluster number 3, case number 13 is in cluster number 1 and case number 24 is in cluster number 2.

Horizontal Icicle is similar to a dendrogram. Here, the plot is read from right-to-left and selection of cases is done on the basis of Euclidian distance. In the subsequent steps, the closest variables (or clusters) are combined.

Graph 3: Dendrogram



Graph 3 shows “Dendrogram”. In Greek language the word ‘ Dendro’ means tree. Here the cases in 3 number clusters are presented in a ‘Tree shape’ or called as a Dendrogram.

Characteristics of - 3 Models: - Now we determine and discuss specific characteristics of the three models derived by the application of Morlet Wavelet Transform analysis and cluster analysis. The specific characteristics of models are expressed in terms values of

standard deviation related to Morlet Wavelet Transform which are at either high, medium or low level.

Model A: - This is basically cluster 1. It includes 11 cases out of 24 cases analyzed during the research. Table 7 indicates 11 cases along with values of standard deviation related to Morlet Transform with respect to specific case covering six critical variables. This table also shows mean value of standard deviation related to Morlet Transform for 11 cases involved in Model-A.

Table 7: Model-A

Model A(11 No.Cases)					Net NPA	Return
Case No.	CDR	IDR	Business F	CAR	as a % of	on
					Net	Assets
					Asvances	
1	0.000476538	0.001057	0.001933	0.001268	0.001852	0.000672
3	0	0.000167	0.002	0.00201	0.002395	0.002137
6	1.4021E-09	0.000375	0.001036	0.000809	0.002291	0.001605
7	3.51048E-22	0	1.09E-45	0.002466	0.002786	0.002518
9	7.49701E-77	1.48E-06	5.32E-05	0.001114	0.001622	0.001377
11	0.000346586	1.35E-07	3E-99	0.001827	0.002599	0.00106
13	0.000258539	0.000428	0.000125	0.002154	0.003096	0.002165
16	2.14758E-21	4.01E-06	2.93E-06	0.00016	0.002747	0.002183
19	0.000148773	0.000624	0.001189	0.000862	0.001798	0.002234
22	2.53719E-63	4.15E-06	0.000102	0.001555	0.002866	0.003161
23	1.08094E-07	2.94E-05	0.000171	0.000177	0.002741	0.002631
Mean	0.000142357	0.000274	0.000682	0.00063	0.000404	0.00058

Model B: - This is basically cluster 2. It includes 9 cases out of 24 cases analyzed during the research. Table 8 indicates 9 cases along with values of standard deviation related to Morlet Transform with respect to specific case covering six critical variables. This table also shows mean value of standard deviation related to Morlet Transform for 9 cases involved in Model-B.

Table 8: Model-B

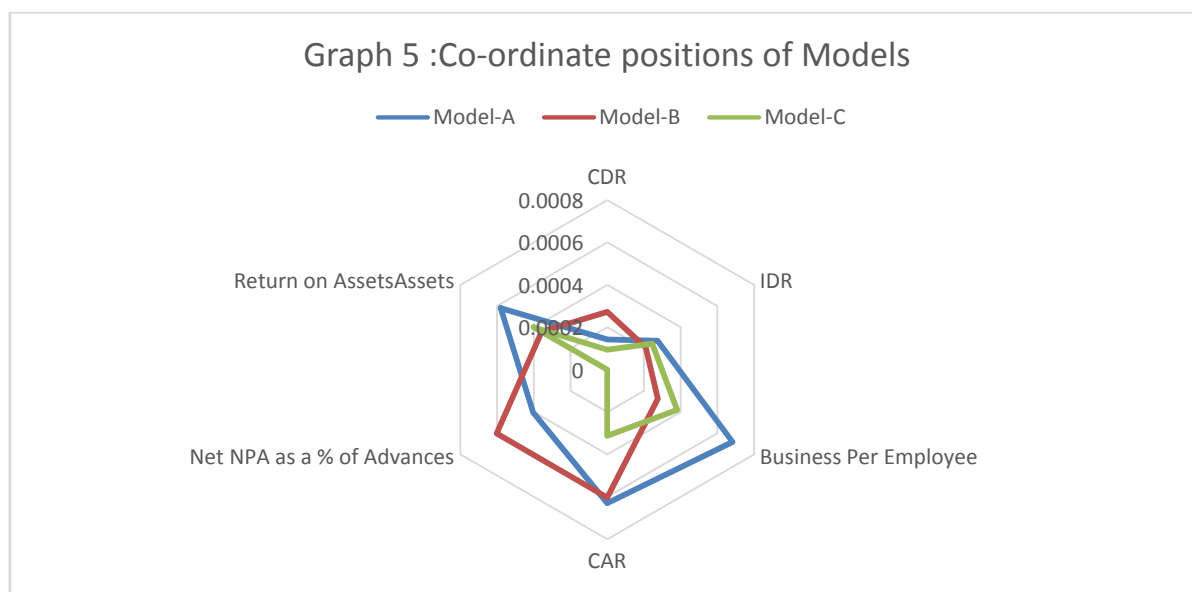
Model B (9 No.Cases)					Net NPA	Return
					as a % of	on
Case No.	CDR	IDR	Business F	CAR	Net	Assets
2	4.04976E-06	0.00145	0.000272	0.000809	0.003558	0.002356
4	0.000817076	0.000774	0.000488	0.002098	0.000315	0.002181
5	0.000892031	0.001424	0.000161	0.001217	0.001983	0.001928
8	0.000427581	0.001033	2.11E-10	0.001715	0.00269	0.003271
10	0.000494198	0.001195	4.16E-06	0.002049	0.002325	0.002294
12	1.46947E-07	0.001449	3.7E-06	0.001849	0.003211	0.002621
20	0.000468181	0.001173	0.001048	0.002657	0.002706	0.002138
21	5.40421E-05	0.001542	4.04E-06	8.64E-07	0.002214	0.001906
24	0.000214679	0.001037	0.000548	0.001836	0.002276	0.002918
Mean	0.000272387	0.000209	0.000276	0.000604	0.000602	0.000357

Model C: - This is basically cluster 3. It includes 4 cases out of 24 cases analyzed during the research. Table 9 indicates 4 cases along with values of standard deviation related to Morlet Transform with respect to specific case covering six critical variables. This table also shows mean value of standard deviation related to Morlet Transform for 4 cases involved in Model-C.

Table 9: Model-C

Model C (4 No.Cases)					Net NPA	Return
					as a % of	on
Case No.	CDR	IDR	Business F	CAR	Net	Assets
14	0.000269137	0.000483	0.001017	5.45E-05	0	0.002071
15	5.19132E-05	3.69E-05	2.83E-06	0.000149	0	0.001773
17	4.11855E-12	0.000549	5.51E-17	4.98E-05	0	0.002863
18	3.5363E-06	1.29E-05	2.28E-32	0.000917	0	0.002581
Mean	9.3995E-05	0.000246	0.000381	0.000312	0	0.0004

Graph 5. Radar type graph indicating co-ordinate position of models:-



Graph 5, indicate co-ordinate position of Model-A, Model-B and Model-C. As shown by this graph, Model- A covers maximum or highest area, Model-B covers area at moderate or medium level whereas Model-C covers the minimum or lowest area on the graph. This is mainly because of descending order of values of standard deviation related to Morlet Wavelet Transform analysis of these models.

Table 10: Comparison amongst models:-

	Model-A	Model-B	Model-C		Model-A	Model-B	Model-C
CDR	0.000142	0.000272	9.4E-05		Medium	High	Low
IDR	0.000274	0.000209	0.000246		High	Low	Medium
Business P	0.000682	0.000276	0.000381		High	Low	Medium
CAR	0.00063	0.000604	0.000312		High	Medium	Low
Net NPA as	0.000404	0.000602	0		Medium	High	Low
Return on	0.00058	0.000357	0.0004		High	Low	Medium

Table 10 indicates that Model-C consists of 3 low values and 3 medium values for standard deviation related to Morlet Wavelet Transform for critical variables. It has low values for standard deviation related to Morlet Wavelet Transform for critical variables namely CDR-

Credit to Deposit ratio, CAR- Capital Adequacy ratio, Net NPA as a % of Advances whereas it has medium values for standard deviation related to Morlet Wavelet Transform for critical variables namely IDR-Investments to Deposits ratio, Business per Employee ratio and Return on Assets ratio. This indicates that foreign banks adopting business practices model as per Model-C have the **least variation** for standard deviation related to Morlet Wavelet Transform for critical variables while carrying out financial operations in India with specific business practices giving stress on critical variables.

Conclusions:-The objective of this research was achieved by identifying the most important models which could affect the financing by foreign banks operating in India. Another objective was achieved by developing three models using Morlet Wavelet Transform analysis and cluster analysis in the absence of self- defined models. On the basis of the study, we conclude that only Model-C possesses lower values for standard deviation related to Morlet Wavelet Transform for critical financial variables namely CDR-Credit to Deposit ratio, CAR- Capital Adequacy ratio, Net NPA as a % of Advances IDR-Investments to Deposits ratio, Business per Employee ratio and Return on Assets ratio for financing by foreign banks operating in India during the observation period. This trend is followed by Model-B and further by Model-A with substantial increase in values for standard deviation related to Morlet Wavelet Transform which indicates that there is no consistency while performing financial function by foreign banks in Model-B or Model-A during the observation period. It is also concluded that this research is helpful to the foreign banks to become more competitive and compatible in the light of RBI's guidelines and roadmap for foreign banks operating in India.

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Emerging Scenario in HRM of Corporate Sector

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Abstract

Since 1990, viewpoint of management towards its employees, began to change, role & contribution of human resources as a talent pool also become so vital that most of organization started to focus their vision & mission on the people who work for them. The role & responsibilities of human resource management are transforming due to change in govt. policies, unions, labor legislations & technology. Now organizations need to place greater emphasis on attracting human capital rather than financial capital. Companies having the ability to foresee the business needs with their workforce needs will gain the decisive competitive advantage. This paper attempts to know the functions performed by HRM in corporate sector, role of HRM in current scenario, future challenges before managers and the emerging HR trends in India.

Keywords: Human Resource Management, Globalization, Liberalization, Organization.

Introduction:

The term 'Human Resource' refers to the individuals which comprises the workforce of an organization. Human Resource Management (HRM) deals with recruiting, managing, developing and motivating people including specialized support and managing system for regulating compliance with employment and human rights standards. The origin of HRM function arose in those organizations which introduce welfare management practices. HRM has witnessed many changes in last 2 decades. Economic liberalization in 1991 created a hyper competitive environment. As International firms entered the Indian market bringing with them innovative and fierce competition, which forced the Indian Companies to adapt and implement Innovative changes in their HR practices. The management of Human resources has now assumed strategic importance in the achievement of organizational growth & excellence. Increasing globalization forces the organization to participate in the matter of emerging issues in management of people.

HR function may set and develop policies and strategies in the following areas:-

- (i) Recruitment & Selection.
- (ii) Training & Development
- (iii) Compensation, Rewards & Benefits Management
- (iv) Organizational Design & Development
- (v) Business transformation & change management.
- (vi) Performance, Conduct & Behaviour Management
- (vii) Industrial & Employer relations.
- (viii) Workforce Analysis & Management of Workforce personal data.

HR professionals play a key role to help the company in achieving CSR objectives. They are facing many challenges in present business scenario, like Globalization, workforce diversity, technological advances and changes in political and legal environment, changes in information technology. All these challenges imposing pressure on HR professionals to attract, retain and nurture talented employees. They can't ignore these challenges rather they have to execute innovative mechanism of developing skill and competencies of HR to prepare them to accept the emerging challenges.

FUNCTIONS / ACTIVITIES PERFORMED BY HRM IN CORPORATE SECTOR

An efficient HR department can provide the organization a structure and ability to meet business needs through managing the company's most valuable resources i.e. its employees. It plays an important role in equipping the organization to meet the challenges of an expanding and increasingly competitive sector. HRM plan, develop and administer the policies and programmes for expeditious use of organization's human resources. It is that part of management which is concerned with people at work and with their relationship with an enterprise. Its functions can be grouped as follows:-

- 1) HR Planning:** In HR planning function, HR department collect and analyse the information in order to forecast human resources supplies and predict human resource needs.
- 2) Job Analysis:** In job analysis, HR department describes the nature of Job and specify the human requirements such as skills and experiences needed to perform it. Here, Job description tells about the work duties and activities of employees.
- 3) Recruitment:** This is most basic HR function. There are several elements of this task like

job-description, advertising the job postings, screening applicants, conducting interviews, making offers and negotiating salaries and benefits.

- 4) **Selection:** In the selection function, the most qualified applicants are chosen from the list of those who attracted to the organization by recruiting function. On selection, HR functioning decide which applicants to select and which to reject for the given job in developing and administering methods.
- 5) **Orientation:** Orientation helps the new employee to adjust himself to the new job and the organization. It covers the aspects like new job, including pay and benefit programme, working hours and company rules and expectations.
- 6) **Training & Development:** Training is provided to the new employees to help them transit into new organisational culture. Many HR departments also provide leadership training and professional development. Leadership training is for newly hired and promoted supervisors and managers on performance management and employee relation matters. Professional development opportunities are for employees looking for promotional opportunities.
- 7) **Benefits and Compensation:** Compensation and Benefits function can be handled by one HR specialist with dual expertise. It covers the aspects like competitive pay practices, health insurances, retirement saving fund, incentive and premium plans, bonus policy etc.
- 8) **Career Planning:** Career planning is related with the desire of many employees to grow in their jobs. It assesses the Individual employee's potential for growth and advancement in the organization.
- 9) **Ensuring Legal Compliances:** HR has to be aware regarding all the mandatory laws and policies of employment practices, working condition, tax allowance, required working hours, overtime, break time, minimum wage etc. as non-compliance can affect productivity and ultimately profitability of the company.
- 10) **Labour Relations:** HR Manager is intended to reduce strifes, promote industrial peace, provide fair deal to workers and establish industrial democracy with the help of sufficient communication system and co-partnership. It includes negotiating with unions regarding wages, serving conditions, solving disputes and grievances.
- 11) **Record Keeping :** In record keeping, the personnel manager collects and maintain information concerned with the staff of the organization. It includes application forms, health and medical records, seniority lists, earning and hours of work, absence, turnover and other employee data.

12) Safety: One of the main functions of HR is to support workplace, safety training and maintain federally mandated logs for workplace injury and fatality reporting. In addition, HR safety and risk specialists often work closely with HR benefits specialists to manage the company's workers compensation issues.

13) Motivation: HR department has to evaluate employee performance and devise an appropriate rewarding system to maximize the employee retention statistics and instill a sense of bonding among the organization and its employees.

ROLE OF HR MANAGER IN CURRENT SCENARIO

In Current Scenario, Human Resource Management has to face a great revolution. Many traditional practices have been thrown out e.g. Hierarchies are vanishing and trend has been change into flat organization, which requires a great deal of specialization, and skill. It means to upgrade the norms and standards of work as well as performance.

The new role of HR manager is much more strategic than before. Some of the new directions of role of HRM can be summed up as follows:-

- To develop thorough knowledge of corporate culture plan and policies.
To maintain and develop HR policies.
- To act as internal change agent and consultant.
- To act as a mediator by balancing the aspirations and requirements of company and individuals.
- To focus upon employee retention.
- To actively involve in company's strategy formulation.
- To try to get things to happen better, faster & cheaper
- To make effective communication between individuals and groups both.
To assess the impact of HRD practices & programmes
- To provide support to managers in case of disciplinary issues by counseling and guidance.
- To help employees to assess their competencies, values and goals so that they can identify, plan and implement development plans.
- To coordinate the implementation and administration of HR policies.
To enable the individual to work in new situation.
 - To provide counsel and assistance to employees at all levels.

- To design and develop structured learning programs and material to help to accelerate learning for individuals and groups.
- To administer all employee benefit programs with conjunction with the Finance & Administration Department.
- To create commitment among the employees who help the organization to meet the customer need
- To ensure a motivational climate in the organization by providing opportunities for career growth & development.
- To recommend long term strategies to support organizational excellence and endurance.
- To diagnose the problems and find out the solution in area of Human resources.
To relate people and walk to achieve the objectives successfully.

FUTURE CHALLENGES IN HR

Before 20th century, there was non-existence of HR function. In 21st century HR function has to go through the radical changes due to fast changes in technology and emergence of global economy. This situation creates challenges for HR staff like:-

- (1) Change Management:** Change management represents a particular challenge for HR Managers. An intensified focus on training may be needed to develop added competencies to deal with change management.
- (2) Globalization:** Globalization has extend the talent pool to almost every nook of the globe. HR professionals recruit candidates from various countries who speak different languages and practice customs differently. This brings challenge to HR policies regarding different concerns such as cultural and ethic sensitivity.
- (3) Increasing size of workers:** Due to increase in size of organization, No. of people working in organization has also increased. Management of increasing workforce might create new problems as workers are becoming more conscious about their rights.
- (4) Attracting & Retaining Talent:** Today, IT companies are facing a shortage of knowledge workers because the rate at which they lose employees almost double the rate at which they hire. A major proportion of the turnover issue is attributed to the movement of manpower to the “land of opportunities” - USA. The average stay of a software consultant of IT company has dropped to one year.
- (5) Leadership Development:** Across the globe leadership development has been identified, which expects that managers are equipped to take on leadership roles of the future. So that,

the organization is viable in the long run.

(6) Conducive work environment: Creating a work environment that boost employee morale and improves performance will continue to be a challenge for HR. HR staff have to be fully involved in the business and must be cognizant with team needs to be changed & improved.

(7) Political Environment: Greater govt's interference in business to safeguard the interests of workers, consumers and public at large creates challenges for HR professions. Govt. may restrict the scope of private sector in certain areas in public interest.

(8) Empowering Employees: Empowering is creative distribution of power. It is shared responsibility. Empowering enables people to use their talents and capabilities, foster accomplishment, invest in learning, find the spirit in an organization and build effective relationships, informs, leads, coaches, serves, creates & liberates. Becoming an empowering manager therefore, involves both who you are and what you do.

9) Challenges of Merger & Acquisitions: Merger & Acquisition are being accepted as one of the most effective technique to gain competitive advantage over other organizations. HR professionals have to perform certain activities like creating transition teams, managing the learning process, recasting the HR department itself, identifying and embracing new roles for HR leaders, identifying and developing new competencies.

10) HR Effectiveness Measurement: How can improvement happen without the right tools to measure HR effectiveness? As with many other areas of profession, this profession has also need to be able to measure results in terms of positive influences on business.

11) Management of human relations: Management of human relations in the future will be more complicated than it is today. Many of the new generation employees will be more difficult to motivate than their predecessors. This is due to change in value system coupled with rising educational levels. Unquestioning acceptance of rules and regulations will be less likely.

EMERGING HR TRENDS IN INDIA

According to Kamal Karanth, "With increase in investments in manufacturing sector in India, the demand for talent is mounting. Most organizations look for trained manpower at all levels of operations and in today's context, the demand-supply gap is on the rise. Though technical manpower by volume is higher in India. It's employability that is question for many organizations."

The manufacturing sector in India is sweeping back in the national economic space. The

current surge in this sector is extremely promising as new manufacturing opportunities are slated to be more skill intensive. India has figured among the top ten manufacturers among the world in 2010 in International year book of Industrial Statistics 2011 published by United Nations Industrial Development Organization. India provided trained manpower at competitive cost making India a favored global manufacturing hub. India has witnessed increase in jobs in mining & construction sector by 46% and 44% respectively in the first quarter of the year, 2011. There will be a high demand for experienced professionals to manage operations in manufacturing sector. According to research close to 30 lakh jobs across levels will be created by 2015. Shortage of talent in construction sector has been a long term problem and is likely to continue to push up project costs and risks. Flow of talent into construction sector and power sector has been gradually drying up as candidates have sought an alternative and often more lucrative career options. Education system is often not delivering the required no. of specialists across project management, engineering, estimating, surveying and contract management. Salary hike will be of an average between 9%-12%. The average salary increase in manufacturing industries like automobiles, construction and engineering has witnessed 13% year on year and this trend is expected to continue. Companies should invest time and money to conduct programmes such as internship and apprenticeship that reach out to specific individuals already considering manufacturing career.

About 90000 jobs would be created in manufacturing sector. Apart from using regular channels to recruit companies are also starting to hire Alumni network to rehire former employees.

CONCLUSION

The recognition of human resource capability to global business growth has changed Indian HRM culture in recent years. Rapid globalization has made companies realize people are key to growth. Now HRM is not merely personnel management i.e. maintaining records and ensuring statutory compliance but it has diverted towards human resource planning, job design, motivation, recruitment, skill development & employee relations.

Now companies are using their innovative HR practices to keep up with time in the wake of rapidly developing labour landscape. To face the recent challenges, HRM has to implement effective strategies. Hence, the role of HRM will be more significant in future due to emerging scenario.

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THE EMERGING CHALLENGES IN HRM

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Abstract

Human, as the main elements of organizational development, play a great role in the framework of their group

And organizational activities, today the organization of growth and development depends on correct application of human resource. Human resource management is essential in any organization. For a smooth and hassle free working of any organization a proper functioning HRM is essential. Human beings are the most important resource in an organization. A firm's success depends on the capabilities of its members. Most problem challenges, opportunities and frustration in an organization are people related.

Keywords: HRM, emerging challenges, HR Challenges

INTRODUCTION

Managers of human resource are situation alike globalization, workforce diversity technological advances and changes in political and legal environment change in information technology. The great challenge of HRM is to attract retain and nurture talented employees.

OBJECTIVES

1. To study the major emerging challenges of HRM
2. To study the challenges of HRM in modern management
3. To suggest to overcome the challenges
4. The proposed study focuses upon the secondary data like the journal, books and website resources

METHODOLOGY

The analysis of this paper is totally depends upon secondary data like journal books and various website from the internet.

MAJOR EMERGING CHALLENGES OF HRM

- 1) Globalization – organizations are no more limited within national boundary. They are extending business up to global market; organization cannot utilize various resources. This has created a big challenge to HRM. Innovation of new technology has more added more challenges to make updated information system.
- 2) Technological Change -leading global in technology innovation new technology has changed the way of doing the things as well as reduces the cost of the product significantly. At one hand, human resources management need to work for making employees ready to accept change at the other hand it needs to work hard to retain its employees.
- 3) Work Forces Diversity- Organization need large numbers of manpower ,skilled, semi skilled, and unskilled manpower ,need to hired at large number, large global organizations hire employees from different countries. Work force obtained from different ethnicity, caste,religion, socio-economic background etc. create challenge to manage HRM is responsible to understand their heterogeneous needs and plan for the common motivating tools to satisfy them.
- 4) Detaching behavior of employees- most of the employees are driven by individual objectives rather than organization objectives . they may refuse their responsibilities in many cases .they always search for better opportunities .employees never let to know their plan to management so, organization should compromise to handle HR.
- 5) Temporary workforce- Temporary workface can be easy for financial planning bur such employees cannot be trusted for the organizational crisis. In critical situation organizations face shortage for human resources. Training and development programs becomes financial burden .and employees can quit their job at any point of time, Any planning for such employee becomes worth less.
- 6) Change Management- Most of the HR refuse change in their job, HRM has to entire business environment .competent and committed employees in the organization need to be used for the organizational need.
- 7) Ethic and Social responsibilities – ethic and social responsibilities are the growing concern of HRM. Is to know how to groom them for organizational productivity.HRM is responsible to use bet leadership guidance for cultural training to employees to maintain ethical behaviourand social responsibility.
- 8) Complexitiest organizations are getting bigger day by day .they are extending product organizations so large number of job centers need to be added which creates complexity in managing the organizational structure.

CHALLENGES OF HRM IN MODERN MANAGEMENT

1. Human beings are the most important resource I an organization. A Firm's success depends on the capabilities of its members, most problems, challenges, opportunities and frustrations in an organizations are people

related. Human resources are the blood of an organization. The enterprise depends highly on its HR for success and survival.

2. Create and implement policies – It should be written and communicated to all employees through circulars or the employee handbook.
3. The employee must be given adequate training and knowledge regarding his job and responsibilities, which includes technical knowledge, decision making, skills and group process skills.
4. HR management Activities – The central focus for HRM must be on contributing to organizational success. The key to enhancing organizational performance is ensuring that HR activities support organizational efforts, focusing on productivity, service and quality.
5. To maintain consistency – consistency is particularly important in compensation and promotion decisions. The management delegates as much power and authority as possible to low level employees to enable them to make their own decisions and participate in the managerial decision making.
6. HRM is a multidisciplinary subject. It includes the study of management psychology, communication, economics and sociology. It involves team spirit and team work. HRM plays an important role in creating an organization and helping them survive.
7. Strategies for changes – HR professionals should and must focus on cultural change. Think globally act locally. HR should sponsor a model of change, which will help the employees and adopt to and be comfortable with changes.
8. Development – we must concentrate following development issues. i.e. (1) Cross cultural training of HR (2) Motivate Professional personnel (3) HR should adopt the changes at internet speed (4) shifting HR strategy with changing economy. (5) Training and development
9. HR manager needs to be mindful and may employ a think global, at local approach in most circumstances
10. To prepare them to accept the emerging challenges – the environment faced by HR management is a challenging one. Changes are occurring rapidly across a wide range of issues.
11. To perform toughest duties- HRM is one of the toughest duties of a manager. He has to concentrate the attitude of employees, values, aspirations, motivations, assumptions, psychology and goals. HR managers are the guardians of the key asset of the organization. They are counselors and protectors of employees and directly responsible for productivity.

SUGGESTION TO OVERCOME THE CHALLENGES

1. Cross cultural training of HR personnel
2. Motivate professional personnel more so that do not change organization more frequently

3. Provide financial motivation
4. Non- Financial motivation like encouragement, training of the employee, job satisfaction
5. Technical changes in the work place often require the implementation of additional training for worker
6. Proper performance evaluation system and proper career development plans should be use in organization to reduce professional mobility
7. Encouraging openness among employee and respecting everybody's opinions and inputs.
8. Shifting HR strategy with changing economy
9. Training of HRIS – human resource information system should given to the HR managers

CONCLUSION

HR practice is becoming more and more challenging day by day .they are facing many problem like retention ,attraction of employee dealing with different cultural people managing work force diversity proper performance evaluation system and proper career development plans should be use in the organization to reduce the professional mobility.

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Co-relation between employee involvement and organizations performance in Gits food Products Manufacturing Company in Pune

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ABSTRACT

This research aims to study the Co-relation between employee involvement and organizations performance in Gits food Products manufacturing Company in Pune. Global business environment started to become more competitive in the 1980s major focus shifted towards the productivity and economic performance of the organizations. Organizations, employees engaged in the company's decision making were more productive, customer focused, profitable and more willing to stay and develop within the organization. TQM is the company wide effort of continuous quality improvement of all processes, products and services through total employee involvement, that result in increasing customer satisfaction and loyalty and improved business results. With the help of total employee involvement the business would achieve the TQM objectives.

Key Words: *Employee involvement, organization performance.*

Introduction

1. Employee involvement

Employee involvement means the direct participation of staff to help an organization fulfill its mission and achieve its goals by applying their own ideas, expert opinions as well as efforts towards solving problems and decision making. Total employee involvement is a system for direct participation of employees to organizational success by letting them take responsibilities. It enables everyone deeply involved using own brain power, in problem solving, learning, continuous improvement activities and systematic search for opportunities.

1.1 Forms of employee involvement

- Direct involvement
- Indirect involvement

Direct employee involvement means that employee have an immediate influence on the decision making processes within the company for e.g. employee surveys, team briefings, autonomous working groups or suggestion schemes.

Indirect employee involvement means that a specific group which represents all employees involved in the decision making processes within the company. Common forms of indirect involvement are board representations, work councils or task forces.

1.2 Employee involvement clarified in to 3 groups

- Informative
- Consultative
- Delegative

2. Organization performance

The term organization as an organized group of people coming together for a particular objective. Performance is nothing but the action or process of performing a task or function seen in terms of how successfully it is performed. Organizational performance is the comparison between the budgeted outputs with the actual final output. Organizational performance assessment is a systematic process for obtaining valid information about the performance of an organization and the factors that affect performance.

2.1 Organizational performance encompasses three specific areas of firm outcomes.

1. Financial performance

In the sense of profits, return on assets, return on investments etc.

2. Product market performance

Sales market share

3. Shareholder return

Total shareholder return

3. AboutGits Food Manufacturing Company

Gits is a popular instant food products manufacturing company which producing the different variety of instant food products in the Indian market. Established in 1963, Gits pioneered the convenience packaged food segment in India. It is also the first food product manufacturing companies in India to obtain ISO 9001 – 2008 (Quality Standard) ISO 22000 (Food Safety). Authorized Capital – Rs. 30,000,000 and Paid up capital - Rs. 29,760,000.

4. Objectives of the study

1. To study the strategy related to the employee involvement in the instant food product manufacturing company.

2. To ascertain awareness about the workers participation in management.
3. To analyze the impact of employee involvement towards the organizations performance.

5. Research Hypotheses

This study will test the following hypotheses:

“Employee involvement strategy will be highly beneficial for the development of the Gits food product manufacturing company”.

6. Research Methodology

- **Area of study:** The area of study to respondents from Pune city.
- **Research instrument:** Structured questionnaire.
- **Sample size:** 113 workers respondents.
- **Sampling Technique:** Convenient & Random Sampling Technique

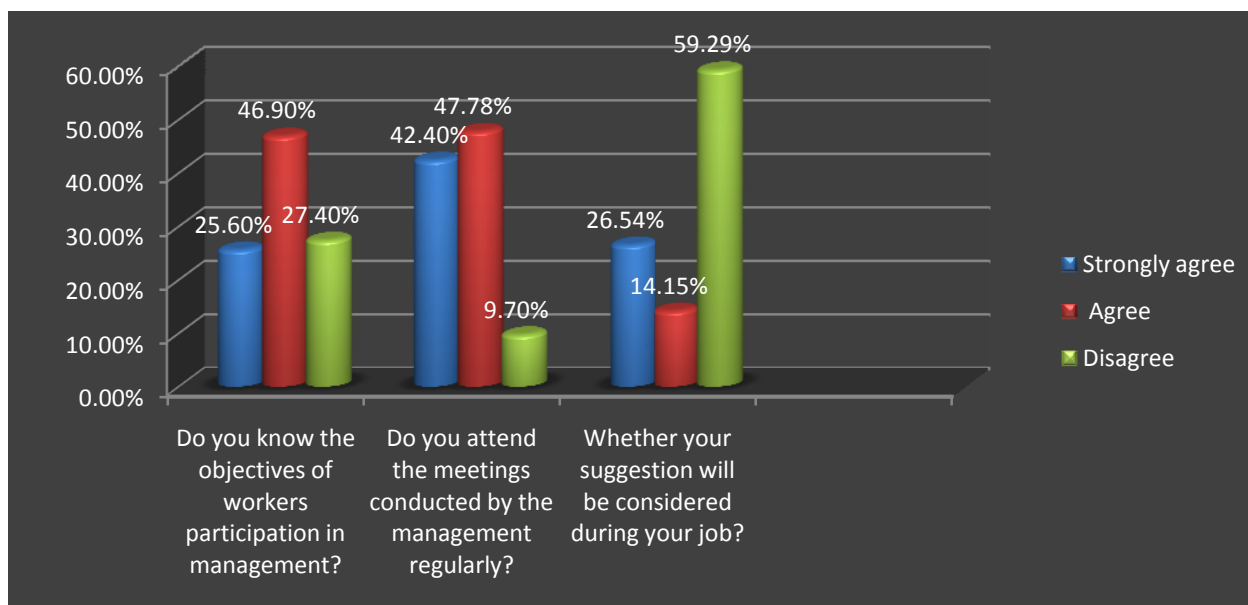
Data Collection: The Primary Data has been collected through questionnaire and interview and the Secondary Data has been collected with the help of journals, magazines, books and internet.

Analysis of Data: Once the data has been collected through questionnaire and interview then the simplest and most revealing devices for summarizing data is the statistical table. A table will be systematic arrangement of data in column and rows. The purpose of a table will be simplifying the presentation and to facilitate results

7. Data analysis & inference

Particulars (Questions related to workers and managers)	Categories	Number of respondents	Percentage
Workers Do you know the objectives of workers participation in management?	A) Strongly agree	29	25.6%
	B) Agree	53	46.9%
	C) Disagree	31	27.4%

Do you attend the meetings conducted by the management regularly?	A) Strongly agree	48	42.4%
	B) Agree	54	47.78%
	C) Disagree	11	9.7%
Whether your suggestion will be considered during your job?	A) Frequently	30	26.54%
	B) Rarely	16	14.15%
	C) Occasionally	67	59.29%
<u>Managers/ Supervisors</u> Are you taking employee approval before making absolutely any changes to their working conditions or role, even if just for a day?	A) Disagree	00	00%
	B) Neutral	02	25%
	C) Agree	06	75%
Are you consulting a variety of employees when making decisions and they tend to agree with your original idea any way?	A) Disagree	00	00%
	B) Neutral	02	25%
	C) Agree	06	75%
Whether employee involvement technique is beneficial for the organization?	A) Disagree	01	12.5%
	B) Neutral	00	00%
	C) Agree	07	87.5%



As per the constructed diagram me 46.9% of the workers were agreed that they know the objectives of workers participation in management. 27.4% of the respondents were disagreed about the same. The 25.6% f the respondent workers were strongly agreed about the same. In case of the workers attendance in the meetings conducted by the management 47.78% workers were agreed the statement. 42.4% respondents were strongly agreed about the same statement. And only 9.7% of workers were disagreed about the same. 59.29% respondent workers were argued that their suggestions will be considered during job. 26.54% of workers were said that frequently their suggestions would be utilized. Only 14.15% were opined that using their suggestions very rarely.



As per the constructed diagram me 75% of the managers agreed that they were taking employee approval before making any changes to their working conditions or role. 25% respondent managers were neutral about the same. No single managers were disagreed about the same. 75% of the respondents manager were agreed about they take the consultation from their employees for the final decision of the company. 25% of the managers were again neutral about the same and none of the manager were disagreed bout the same. In case of the employee involvement is beneficial for the company 62.5% of the managers agreed that its really beneficial for the organization.37.5% respondent managers were disagreed about the same because of the some critical reasons.

8. VERIFICATION OF HYPOTHESIS

The hypothesis formulated for the purpose of the study has been verified in the following manner.

H1 - Employee involvement strategy will be highly beneficial for the development of the Gits food product manufacturing company.

As per the general observation of the researcher and his interpretation of data collected it has been found out that employee involvement strategy will be highly beneficial for the development of the Gits food product manufacturing company.

Hence the hypothesis of the study has been verified positively.

9. SUGGESTIONS

1. As per the observation from the above study the researcher point out that there is a positive co-relation between employee involvement and organizations performance.
2. Employee participation leads to higher job satisfaction and increased lab our productivity as well as to lower staff rotation. These factors also determine organizations success.
3. Employee involvement influences organizational effectiveness and to examine the extent to which employee involvement influences profitability, productivity and market share.
4. The co-relation study was conducted as a cross sectional survey. Research questionnaire were administered and interviews were held with managers in the organizations studies.
5. For the purpose of better organizational performance it is mandatory that organization should provide there workers to active participation in the managerial decision.

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E-Commerce for Development: Challenges and Opportunities

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Abstract

The use of electronic commerce by business in developed countries has grown considerably in the past few years. While the private sector appears to be benefiting from this low-cost means of reaching consumers worldwide, the question remains: can e-commerce be used effectively by other sectors to generate revenue? With the sharp decline of financial aid to developing countries over the past five years, many Non Governmental Organizations (NGOs) are looking for alternative means to fund their development activities. This paper examines how e-commerce applications employed in the commercial sector can be used by NGOs to generate revenue to supplement their funding base. The findings from this paper demonstrate both the challenges NGOs face in using e-commerce in developing countries and the opportunities emerging from this new Internet platform for development. If the projections for the upcoming years concerning the growth of e-commerce are true, then it is important for NGOs to realize the opportunities available for generating revenue online.

In developing countries, thousands of NGOs have gone online over the past five years, realizing the importance of the Internet for the exchange and distribution of information. With the rise in e-commerce over the Internet and the subsequent decline in development aid over the past five years, NGOs may be able to tap into this new business modality to offset their operating costs. Many NGOs already produce and sell products, such as publications, publicity materials, and locally made handicrafts through "traditional" means of marketing and distribution. As NGOs are nonprofits organizations, the revenue generated is plugged back into projects and activities, offsetting costs. Marketing and selling their products online could mean wider distribution of development material and diversification of revenue sources.

Introduction

The explosion in the use of electronic commerce (e-commerce) by the business sector has been tremendous since its inception only a few years ago. From governments to multinational companies to one-person start-ups, e-commerce is increasingly viewed as a key business modality of the future. Ease of transaction, widening markets, and decreased overheads are factors that make e-commerce solutions more and more attractive, as evident with the growth of online sales.

The Organization for Economic Cooperation and Development (OECD), in a paper on the economic and social impacts of e-commerce, points out that due to a combination of both regulatory reforms and technological innovation in the past three years, the barriers to entry have fallen dramatically for many e-commerce businesses. Their estimates have put the level of e-commerce traffic at US\$ 1 trillion by 2003 to 2005. If these projections hold true, then the online business community stands to benefit considerably from this new form of conducting business. Combined, these encouraging factors lead to the question of whether e-commerce can move beyond the commercial sector to be used effectively by other sectors to generate revenue.

Thousands of development organizations have gone online in the past five years, having realized the importance of the Internet for the exchange and distribution of information. With the rise in e-commerce activities over the Internet, and the subsequent decline in development aid over the past five years, development organizations may be able to tap into this new business modality to offset their operating costs.

Methodology

This paper begins by providing an overview of nonprofits development organizations. It makes a link between declining levels of donor-assisted funding and the need to find new methods of sustainable funding development activities and projects. It looks specifically at tapping into the intellectual outputs that these organizations could sell online. The rise in the use of the Internet by development organizations is further highlighted.

The issues surrounding this latest Internet phenomenon are examined by drawing from the experiences of development organizations that have been selling goods online for the past three years with the Pan Asia initiative. The issues that arise from PanAsia can provide experience for formulating strategic approaches to the use of e-commerce by development organizations. Specifically, this paper discusses the challenges that arise for development organizations, and how these issues can be addressed. It concludes by presenting new methods of support .

Non-profit development organizations: An overview

Post-World War II saw the emergence of nongovernmental organizations (NGOs) as providing services to marginalized groups, filling the void often left by state and market forces. The United Nations Development Program (UNDP) notes that, "In the early 1980s, one rough estimate suggested that NGO activity 'touched' 100 million people in developing countries: 60 million in Asia, 25 million in Latin America and some 12 million in Africa. Today the total is probably nearer 250 million -- and will rise considerably in the years ahead" NGOs and donor agencies based in developed countries became one means of disseminating Official Development Assistance (ODA) funding from OECD countries to developing countries .Southern, or developing country, NGOs receive ODA based on their needs, affiliations, and programming goals. In the late 1970s the level of funding to Southern NGOs increased thanks to a growing awareness of the need to encourage local capacity-building and an acknowledgement of the limitations Northern NGOs face in

implementing programs at the local level. NGOs receive approximately 15 percent of overall ODA. Total funding is basically divided between 50 percent ODA transfers and 50 percent volunteer contributions (whether capital or noncapital).

Resource Expansion

One of the ways in which development organizations have expanded the resources available for their activities, while disseminating pertinent development information is through the sale of publications. For years, development organizations have produced goods for sale (including products such as locally made textiles and handicrafts) as a means of fund-raising.

The Pan Asia Networking Initiative

Pan Asia Networking is a pioneering initiative of Canada's IDRC. Pan Asia was established in 1995 to promote electronic networking in Asia; the use of ICTs; the development and sharing of information resources; and the research and development of Internet systems, technologies, and policies. It looks at new and innovative ways of using ICTs for the promotion of sustainable development among Asian organizations.

E-commerce as a means of resource expansion

As mentioned above, growth in e-commerce use and applications, combined with the lowering of barriers to entry and the increasing use of the Internet by development organizations, could provide one means of experimentation with new forms of resource expansion by development organizations to offset pressures from declining ODA. The OECD notes the sectors that will benefit most from e-commerce revenue generation will be those that transmit information. As development organizations use their intellectual outputs for the production of publications and documents for the dissemination of information, they are a logical retailer group. E-commerce could allow development organizations to tap into the world marketplace and effectively generate revenue to offset operating costs.

Pan Asia Networking's early online selling activities

As early as 1996, the management of Pan Asia realized that the possibility existed for development organizations to expand their funding resources from online sales. Several organizations that would be interested in selling their publications online were identified and selected to become "Pan Partners." This activity was initiated as an experimental use of e-commerce facilities in the development sector. As noted by Randy Spence, IDRC Regional Director of the Asia Regional Office, "we saw that the business applications of the Internet were the fastest growing (at the time, in 1996)."

Operationalizing online selling for development

The Pan Asia hub in Singapore hosts the basic infrastructure for its online selling activities. In the early stages, a simple CGI (common gateway interface)-script form was provided on the development organization's website, allowing potential customers to place an order for the goods they wished to purchase. The customer had the option of paying by check or

money order, sent to the organization, or receiving an invoice. As no credit card numbers were processed in the transaction, security features were not used at this time. This method was seen as supporting ease of function, processing of orders, and updating of the products available on the site. Once the form was completed, the software system automatically generated e-mail copies of the order form which were then sent to both the Pan Asia office in Singapore and the Pan Partner. Responsibility for fulfilling the order rested solely with the Pan Partner selling the goods.

Identifying the issues

Online selling activities by Pan Partners have been very experimental to date, with not a sufficient amount of data generated to provide conclusive results. However, important issues have emerged that can be identified for the purpose of promoting future discussion and analysis. These issues vary according to the organization in question, the type of products it sells online, online selling patterns, online customer base, approach to online selling, and resource expansion.

E-commerce strategy

It may be useful for development organizations to consider the many issues involved before embarking on an e-commerce initiative, in relation to the organization's mandate, development goals, and organizational structure.

Pan E-Commerce: Supporting new directions for online development products

The IDRC, through Pan Asia Networking, recognized the growth of e-commerce and its capacity for supporting development goals and activities. After reviewing its online sales from 1996 to mid-1998, Pan Asia felt that there was enough potential from online sales for resource expansion and the dissemination of intellectual outputs to embark on a second phase of its e-commerce initiative. With aid from a grant from the Singapore government's S-One scheme, Pan Asia decided to develop a full e-commerce platform to provide the necessary framework and support for development organizations. In the three years since Pan Asia began supporting online sales, e-commerce has grown in size and complexity to incorporate advanced methods of payment, security, and accounting. According to Randy Spence, Pan Asia recognized the "need to expand and improve operations in order to do e-commerce properly, including security issues, automated payment, and credit card [processing]."

The S-One grant to IDRC provided the necessary funding to Pan Asia to tap into broadband network for the development of multimedia capabilities. This includes streaming technology, object relational database management system, multimedia technology (audio, video, Shockwave), and an e-commerce platform. Pan E-commerce began to be developed in April 1998, with the Grameen Bank as its first "virtual shop" in July of that year. The Pan E-commerce site offers virtual goods, through the On-Web Shop, including text-based publications and digitized graphics, audio, and video. The Off-Web Shop contains physical goods, such as printed publications, textiles, and handicrafts. The On-Web goods are

delivered in digitized form with Web-based access, while the Off-Web goods are shipped to the customer.

Levels of support

Pan E-commerce supports development organizations by providing a readily accessible platform for selling goods and services online. The site has been developed as an online shopping mall for development goods, where online customers can find a variety of different products from a number of sources. Pan E-commerce provides support for development organizations wishing to sell goods and services online through a variety of means, cutting costs, and as an extension, training the "shopkeepers" in how to successfully approach e-commerce. The support extends to development organizations at various levels:

Conclusion

The encouraging growth in e-commerce activity in the private sector over the past three years leads to the question of whether these experiences can be extended to other sectors of society. Development organizations are potential users and beneficiaries of e-commerce because of declining ODA funding and the need to find alternative sources of resource expansion to support project activities. Development organizations typically produce products based on development topics or issues. Furthermore, Internet use by development organizations has been rapidly increasing, making entry into e-commerce a logical step.

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Artificial Intelligence and Human Life

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Abstract

This paper is about Artificial Intelligence. It is the science and engineering of making intelligent machines, especially intelligent computer programs. It is related to the similar task of using computers to understand human intelligence, but AI does not have to confine itself to methods that are biologically observable. Intelligence is the computational part of the ability to achieve goals in the world. Varying kinds and degrees of intelligence occur in people, many animals and some machines. The problem is that we cannot yet characterize in general what kinds of computational procedures we want to call intelligent. We understand some of the mechanisms of intelligence and not others. Intelligence involves mechanisms, and AI research has discovered how to make computers carry out some of them and not others. If doing a task requires only mechanisms that are well understood today, computer programs can give very impressive performances on these tasks. Such programs should be considered "somewhat intelligent".

Keywords-AI, Expert system, Human knowledge, IQ, Intellectual abilities

INTRODUCTION

Computer programs have plenty of speed and memory but their abilities correspond to the intellectual mechanisms that program designers understand well enough to put in programs. Some abilities that children normally don't develop till they are teenagers may be in, and some abilities possessed by two year olds are still out. The matter is further complicated by the fact that the cognitive sciences still have not succeeded in determining exactly what the human abilities are. Very likely the organization of the intellectual mechanisms for AI can usefully be different from that in people.

Whenever people do better than computers on some task or computers use a lot of computation to do as well as people, this demonstrates that the program designers lack understanding of the intellectual mechanisms required to do the task efficiently.

After WWII, a number of people independently started to work on intelligent machines. The English mathematician Alan Turing may have been the first. He gave a lecture on it in 1947. He also may have been the first to decide that AI was best researched by programming computers rather than by building machines. By the late 1950s, there were many researchers on AI, and most of them were basing their work on programming computers.

Many researchers invented non-computer machines, hoping that they would be intelligent in different ways than the computer programs could be. However, they usually simulate their invented machines on a computer and come to doubt that the new machine is worth

building. Because many billions of dollars that have been spent in making computers faster and faster, another kind of machine would have to be very fast to perform better than a program on a computer simulating the machine.

Some people think much faster computers are required as well as new ideas. My own opinion is that the computers of 30 years ago were fast enough if only we knew how to program them. Of course, quite apart from the ambitions of AI researchers, computers will keep getting faster. Technology moves at breakneck speed, and we now have more power in our pockets than we had in our homes in the 1990s. Artificial intelligence (AI) has been a fascinating concept of science fiction for decades, but many researchers think we're finally getting close to making AI a reality. NPR notes that in the last few years, scientists have made breakthroughs in "machine learning," using neural networks, which mimic the processes of real neurons.

This is a type of "deep learning" that allows machines to process information for themselves on a very sophisticated level, allowing them to perform complex functions like facial recognition. Big data is speeding up the AI development process, and we may be seeing more integration of AI technology in our everyday lives relatively soon. While much of this technology is still fairly rudimentary at the moment, we can expect sophisticated AI to one day significantly impact our everyday lives. Here are 6 ways AI might affect us in the future.

1. Automated Transportation

We're already seeing the beginnings of self-driving cars, though the vehicles are currently required to have a driver present at the wheel for safety. Despite these exciting developments, the technology isn't perfect yet, and it will take a while for public acceptance to bring automated cars into widespread use. Google began testing a self-driving car in 2012, and since then, the U.S. Department of Transportation has released definitions of different levels of automation, with Google's car classified as the first level down from full automation. Other transportation methods are closer to full automation, such as buses and trains.

2. Cyborg Technology

One of the main limitations of being human is simply our own bodies—and brains. Researcher Shimon Whiteson thinks that in the future, we will be able to augment ourselves with computers and enhance many of our own natural abilities. Though many of these possible cyborg enhancements would be added for convenience, others might serve a more practical purpose. YokyMatsuka of Nest believes that AI will become useful for people with amputated limbs, as the brain will be able to communicate with a robotic limb to give the patient more control. This kind of cyborg technology would significantly reduce the limitations that amputees deal with on a daily basis.



3. Taking over dangerous jobs

Robots are already taking over some of the most hazardous jobs available, including bomb defusing. These robots aren't quite robots yet, according to the BBC. They are technically drones, being used as the physical counterpart for defusing bombs, but requiring a human to control them, rather than using AI. Whatever their classification, they have saved thousands of lives by taking over one of the most dangerous jobs in the world. As technology improves, we will likely see more AI integration to help these machines function.

Other jobs are also being reconsidered for robot integration. Welding, well known for producing toxic substances, intense heat, and earsplitting noise, can now be outsourced to robots in most cases. Robot Worx explains that robotic welding cells are already in use, and have safety features in place to help prevent human workers from fumes and other bodily harm.

4. Solving climate change

Solving climate change might seem like a tall order from a robot, but as Stuart Russell explains, machines have more access to data than one person ever could—storing a mind-boggling number of statistics. Using big data, AI could one day identify trends and use that information to come up with solutions to the world's biggest problems.

5. Robot as friends

Who wouldn't want a friend like C-3PO? At this stage, most robots are still emotionless and it's hard to picture a robot you could relate to. However, a company in Japan has made the first big steps toward a robot companion—one who can understand and feel emotions. "Pepper" the companion robot went on sale in 2015, with all 1,000 initial units. The robot was programmed to read human emotions, develop its own emotions, and help its human friends stay happy. Pepper goes on sale in the U.S. in 2016, and more sophisticated friendly robots are sure to follow.



6. Improved elder care

For many seniors, everyday life is a struggle, and many have to hire outside help to manage their care, or rely on family members. AI is at a stage where replacing this need isn't too far off, says Matthew Taylor, computer scientist at Washington State University. "Home" robots could help seniors with everyday tasks and allow them to stay independent and in their homes for as long as possible, which improves their overall well-being.

Although we don't know the exact future, it is quite evident that interacting with AI will soon become an everyday activity. These interactions will clearly help our society evolve, particularly in regards to automated transportation, cyborgs, handling dangerous duties, solving climate change, friendships and improving the care of our elders. Beyond these six impacts, there are even more ways that AI technology can influence our future, and this very fact has professionals across multiple industries extremely excited for the ever-burgeoning future of artificial intelligence.

APPLICATIONS OF AI

GAMEPLAYING

You can buy machines that can play master level chess for a few hundred dollars. There is some AI in them, but they play well against people mainly through brute force computation-looking at hundreds of thousands of positions. To beat a world champion by brute force and known reliable heuristics requires being able to look at 200 million positions per second.

SPEECH RECOGNITION

In the 1990s, computer speech recognition reached a practical level for limited purposes. Thus United Airlines has replaced its keyboard tree for flight information by a system using

speech recognition of flight numbers and city names. It is quite convenient. On the the other hand, while it is possible to instruct some computers using speech, most users have gone back to the keyboard and the mouse as still more convenient.

UNDERSTANDING NATURAL LANGUAGE

Just getting a sequence of words into a computer is not enough. Parsing sentences is not enough either. The computer has to be provided with an understanding of the domain the text is about, and this is presently possible only for very limited domains.

COMPUTER VISION

The world is composed of three-dimensional objects, but the inputs to the human eye and computers' TV cameras are two dimensional. Some useful programs can work solely in two dimensions, but full computer vision requires partial three-dimensional information that is not just a set of two-dimensional views. At present there are only limited ways of representing three-dimensional information directly, and they are not as GOOD AS WHAT HUMANS EVIDENTLY USE.

EXPERTSYSTEMS

A "knowledge engineer" interviews experts in a certain domain and tries to embody their knowledge in a computer program for carrying out some task. How well this works depends on whether the intellectual mechanisms required for the task are within the present state of AI. When this turned out not to be so, there were many disappointing results. One of the first expert systems was MYCIN in 1974, which diagnosed bacterial infections of the blood and suggested treatments. It did better than medical students or practicing doctors, provided its limitations were observed. Namely, its ontology included bacteria, symptoms, and treatments and did not include patients, doctors, hospitals, death, recovery, and events occurring in time. Its interactions depended on a single patient being considered. Since the experts consulted by the knowledge engineers knew about patients, doctors, death, recovery, etc., it is clear that the knowledge engineers forced what the experts told them into a predetermined framework. In the present state of AI, this has to be true. The usefulness of current expert systems depends on their users having common sense.

HEURISTIC CLASSIFICATION

One of the most feasible kinds of expert system given the present knowledge of AI is to put some information in one of a fixed set of categories using several sources of information. An example is advising whether to accept a proposed credit card purchase. Information is available about the owner of the credit card, his record of payment and also about the item he is buying and about the establishment from which he is buying it (e.g., about whether there have been previous credit card frauds at this establishment).

Branches of AI

Here's a list, but some branches are surely missing, because no-one has identified them yet. Some of these may be regarded as concepts or topics rather than full branches.

LOGICAL AI

What a program knows about the world in general the facts of the specific situation in which it must act, and its goals are all represented by sentences of some mathematical logical language. The program decides what to do by inferring that certain actions are appropriate for achieving its goals. The first article proposing this was [McC59]. [McC89] is a more recent summary. [McC96b] lists some of the concepts involved in logical AI. [Sha97] is an important text.

SEARCH

AI programs often examine large numbers of possibilities, e.g. moves in a chess game or inferences by a theorem proving program. Discoveries are continually made about how to do this more efficiently in various domains.

PATTERN RECOGNITION

When a program makes observations of some kind, it is often programmed to compare what it sees with a pattern. For example, a vision program may try to match a pattern of eyes and a nose in a scene in order to find a face. More complex patterns, e.g. in a natural language text, in a chess position, or in the history of some event are also studied. These more complex patterns require quite different methods than do the simple patterns that have been studied the most.

REPRESENTATION

Facts about the world have to be represented in some way. Usually languages of mathematical logic are used.

INFERENCE

From some facts, others can be inferred. Mathematical logical deduction is adequate for some purposes, but new methods of *non-monotonic* inference have been added to logic since the 1970s. The simplest kind of non-monotonic reasoning is default reasoning in which a conclusion is to be inferred by default, but the conclusion can be withdrawn if there is evidence to the contrary. For example, when we hear of a bird, we may infer that it can fly, but this conclusion can be reversed when we hear that it is a penguin. It is the possibility that a conclusion may have to be withdrawn that constitutes the non-monotonic character of the reasoning. Ordinary logical reasoning is monotonic in that the set of conclusions that can be

drawn from a set of premises is a monotonic increasing function of the premises. Circumscription is another form of non-monotonic reasoning.

COMMON SENSE KNOWLEDGE AND REASONING

This is the area in which AI is farthest from human-level, in spite of the fact that it has been an active research area since the 1950s. While there has been considerable progress, e.g. in developing systems of *non-monotonic reasoning* and theories of action, yet more new ideas are needed. The Cyc system contains a large but spotty collection of common sense facts.

LEARNING FROM EXPERIENCE

Programs do that. The approaches to AI based on *connectionism* and *neural nets* specialize in that. There is also learning of laws expressed in logic. [\[Mit97\]](#) is a comprehensive undergraduate text on machine learning. Programs can only learn what facts or behaviors their formalisms can represent, and unfortunately learning systems are almost all based on very limited abilities to represent information.

PLANNING

Planning programs start with general facts about the world (especially facts about the effects of actions), facts about the particular situation and a statement of a goal. From these, they generate a strategy for achieving the goal. In the most common cases, the strategy is just a sequence of actions.

EPISTEMOLOGY

This is a study of the kinds of knowledge that are required for solving problems in the world.

ONTOLOGY

Ontology is the study of the kinds of things that exist. In AI, the programs and sentences deal with various kinds of objects, and we study what these kinds are and what their basic properties are. Emphasis on ontology begins in the 1990s.

HEURISTICS

A heuristic is a way of trying to discover something or an idea imbedded in a program. The term is used variously in AI. *Heuristic functions* are used in some approaches to search to measure how far a node in a search tree seems to be from a goal. *Heuristic predicates* that compare two nodes in a search tree to see if one is better than the other, i.e. constitutes an advance toward the goal, may be more useful. [My opinion].

GENETIC PROGRAMMING

Genetic programming is a technique for getting programs to solve a task by mating random Lisp programs and selecting fittest in millions of generations. It is being developed by John Koza's group and here's a tutorial.

CONCLUSION

It is difficult to determine where this technology might create new jobs in the future, yet easier to see which tasks AI might take from humans. It's likely that any routine, repetitive task will be automated. This shift to automation has happened for centuries, but what is different today is that it affects many more industries. It's likely that we will adapt to technological changes by inventing entirely new types of work, and by taking advantage of our uniquely human capabilities.

Historically, automating a task has made it quicker and cheaper, which has increased demand for humans to carry out tasks around those which can't be automated. In addition, rather than replacing jobs altogether, technology has changed the nature of some jobs, along with the skills required to do them. As the workplace, jobs and tasks change, knowledge will need to be updated, and skills will need to adapt. 'Soft' skills, such as collaboration, flexibility and resilience, will become increasingly important. The challenge will be to develop our skills as quickly as the technological advancements are being made. Therefore, we may need to ask ourselves, what the health and safety risks might be if the technology advances faster than skills required for working with it?

In the future, if over-reliance is placed on technology people could become disconnected from the process. They may cease to understand how things work (become de-skilled) or fail to appreciate how bad things are when they go wrong.

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Human Capital Trends in New Millennium

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Abstract

In the changing business scenario human resource practices have undergone a drastic change. HR leaders are sizing up a handful of challenges that they weren't yet facing till 2016. We are set to see some dramatic changes in the workplace regarding Human Capital. With the changing times, practices are changing. Logically then, it is wise to gear oneself and face the wave head-on. Human Resource is turning its focus to strategic and tactical models soon, reducing functional work to avoid complexities and implement automated approach that can be integrated with the core business processes. The objective of this paper is to

- *To know the recent trends in human capital practices of the companies*
- *To find out new model of human capital in which the companies have to work.*

The paper is based on the secondary data and focuses on some of the practices the companies have adopted and will be adopting to sustain global competition. These practices will definitely mould a new culture in an industry.

Key words: Human, Capital, New, Trends

1.1 About human capital:

For an organization to accomplish anything some level of human knowledge and skills is necessary. The staffing function of human resource management searches recruits and acquires employees with the human capital necessary for the organization's needs. Individuals who spend maximum part of their day contributing towards the success of an organization are its most crucial resource. Employees can either make or break an organization, truly making them an organization's lifeline. Human capital management is important for: Hiring the right talent, Orienting him/her to the organization, Making a new employee feel comfortable, Training employees in order to constantly upgrade their skills, Retaining employees, Making employees self sufficient and prepare them for adverse conditions. In the changing scenario human resource practices have undergone a drastic change. HR leaders are sizing up a handful of challenges that they weren't yet facing till 2016.

Two thousand and eighteen – a big sounding year where we are set to see some dramatic changes in the workplace regarding Human Capital. Times are changing and in tandem, so are the practices. Logically then, it is wise to gear oneself and face the wave head-on. Human Resource is turning its focus to strategic and tactical models soon reducing

functional work to avoid complexities and implement automated approach that can be integrated with the core business processes.

1.2 The objective of this paper is

1 To highlight the recent trends in human capital practices of the companies

2 To find out new model in which the companies have to work.

1.3 Some of the key **aspects** that bring swift management in HR are:

▪ **Welcome to generation ‘Z’.**

Generation ‘Y’ has powered the companies during the last few years but now it is the time to welcome the next generation. Gen ‘Z’ers, on the other hand, are now just starting to enter the workforce as interns and even entry-level employees .In 2017, the oldest members of generation Z will be turning 21–23. In the meantime, those on the older end of the millennial spectrum are already in their mid-30s. Many have been in the workforce for over a decade, having served as managers, VPs, startup founders, and CEOs for quite some time. This will present new challenges for HR leaders looking to figure out how this new generation brings something fundamentally different to the workplace. Companies are also thinking about what it may take to prepare millennials to lead them.

▪ ***Culture and Ethics Get A Much-Needed Refresh***

Companies are making efforts to inculcate ethical culture. A 2011 report from the Ethics Resource Center found that "ethics cultures are eroding and employees' perceptions of their leaders' ethics are slipping." Employees are experiencing increased retaliation against whistle-blowers as well as more pressure to break rules. (Sep 19, 2012).Now, HR leaders and executives have been talking more regularly about culture in recent years, so some shifts in the right direction may already be underway. But what’s also clear is that creating an ethical work culture requires companywide input—it can’t just come from the top. HR teams are directed to find ways to have those conversations with *all* of their employees more meaningfully and more often.

▪ ***Steering Teams Evolve /Rise of comprehensivism***

New teams have evolved to accommodate contingent workers. A study by Fieldglass revealed that in 2015 the average company’s workforce consisted of 54% traditional, full-time employees, 20% contingent workers (freelancers, interns, and contractors), and 26% that existed in a gray area somewhere between the two (including remote and part-time workers). The researchers predicted that by 2017, the share of “nontraditional” workers would grow to 25% contingent, 34% gray area, and 41% traditional workers.

The impact on job titles and responsibilities, how teams work together, and much more is already proving enormous. With over half of the workforce working in nontraditional positions, HR managers have their work cut out for them. They'll need to focus more on developing innovative ways to engage and integrate this new workforce into their organizations' cultures.

There is the spread of cross-functional, ad hoc, and steering teams, which in many cases replace or supplement the work of a traditional, full-time team of people all working onsite together in the same department. Similarly, traditional job descriptions are going out the window. These new types of teams are utilizing the full skill-set of each employee, rather than limiting them to a narrow range of tasks and skills demanded by a conventional department. This means that an employee with a passion for Public Relations and a talent for graphic design may be able to do both as a project's needs evolve. Some call it the rise of "comprehensivism."

For HR leaders, performance management will need to become more fluid as a result. Whether or not a given employee has one manager, several, or none at all, they still need to get feedback—including, increasingly, from their peers—in order to keep learning and improving. To do that, they'll also need to feel free to ask for it from whomever (and whenever) they want. The shift toward self-steering learning and development is already underway, and it's up to forward-thinking HR professionals to smooth the way for it.

- **Frequent Skill up-gradation**

In an article published last year for the World Economic Forum, Stephane Kasriel, chief executive officer, Upwork, a global freelancing platform, said that "no matter how much training is on offer, companies probably won't have all the tools they need and freelancers will begin filling those gaps". Kasriel believes that to be relevant, employees will need to keep renewing their skills as often as every five years.

- **Ensure workplace wellness**

The perfect example to illustrate this is to look at all the 'young-natured' MNCs and startups alike. They spend a great deal of effort to make sure their employees are happy and healthy. Whether it's providing sports and recreation activities, a comfortable and inviting work space or a vast array of meal options. The psychology behind this is to lure the employee come to work. Companies are trying to maintain work-life balance so that a positive association gets created between the employees and the company.

- **Dynamism of benefits**

Apart from the usual competitive pay that is universal amongst all age groups, the newer generations demand more. The employee of today looks at extensive healthcare cover and above all else, flexibility of work. The work-from-home option is catching on and in many cases, is a make or break factor for a job-seeker. Unlike our forefathers who stuck to a job for decades, studies reveal that the average period a person spends in a job is around three to five years. In the fast-paced world of today, this is the new and accepted

norm. Employees are constantly looking to up their game and have a thirst for challenge. So in order to retain good talent, help your employees grow. This can be done by offering financial assistance for higher studies or additional courses or by simply keeping the work dynamic and fun. No room for idle minds.

- **Keep it informal**

The attire has taken a complete 180 degree angle. The suits and ties are replaced by jeans and a shirt. Employees world over, prefer to come to work dressed casually. This is perhaps the very first step to align to the overall shift in 2018 - employee centric. An employee who is comfortable in what he/she is wearing is happier and more likely to perform better.

- **Rethink over performance reviews**

Performance reviews are obsolete. They're still very important for development of the employee and in turn, the business. That being said, people are now far more impatient than before. They don't want to wait a whole year to hear how they performed and could more than likely lose interest midway. Companies are considering either weekly, monthly or quarterly reviews. It doesn't need to be too extensive as that would be tedious for both. It could be something as small as a pat on the back, a word of appreciation or similar. Studies have found that more than monetary incentives, positive reinforcement has stronger and longer lasting results on employee performance. After all, self-esteem is a primary need and catering to it can only yield positive results.

- **Staying relevant**

Organizations have traditionally trained their employees, but now, the responsibility will shift to employees, believes RituparnaChakraborty, co-founder of staffing firm TeamLease. "While skilled people will be good at certain roles, companies will have to look at people who are curious to learn. These are the ones who can seamlessly move from one role to the other," she explains. Chakraborty suggests a mix of apprenticeships as well as massive open online courses or certifications to stay relevant in the rapidly changing professional scenario.

- **Redefining diversity**

T.K. Srirang, senior general manager and head of HR, ICICI Bank is of the opinion that Diversity won't just be demographic. "The approach to diversity is likely to become more nuanced where organizations need to look at harnessing thought diversity as an important aspect of workforce diversity. The focus is on harnessing the full potential of people by acknowledging and encouraging each person's unique perspective and ways of thinking."With the practice of people spending almost their entire working lives in one company coming to an end, the freelance industry will get a boost. A diverse workforce

will now mean a mix of full-time and freelance employees, young and old, and all genders. “Diverse workforce is a trend we can see, but it will make employee engagement more complex,” says Bernard Martyris, chief of HR for the outsourcing firm VFS Global.

- **Changes in work ‘space’**

According to a study by US-based furniture manufacturer Steelcase, lack of privacy is the foremost complaint among employees. Not many offices have been able to juggle collaboration with privacy. Now, organizations will have to reconcile people’s needs for both types of settings. “Instead of providing only open-plan work settings, organizations should create settings in which people have a mix of both open and structured spaces,” says Praveen Rawal, managing director, Steelcase India.

It is not just workplace layout that will undergo change, but the space itself. “Work (out) places, working from home, pop-up workplaces will come into prominence, backed by improving infrastructure around IT bandwidth and cloud-based solutions,” quotes Chakraborty.

- **Focus on data analytics**

The extent of data available and to be processed with the HR team will go beyond the date of joining and remuneration increase. Take the purchase process, for instance. If an employee is good in the first few operations, but data shows he is taking too long in the storing arrangements then, companies could offer training for storing function. Not just training, data analytics will also enable HR to correlate reasons, and take redressal measures.

According to Ashutosh Telang, chief human resources officer, Marico Ltd, a consumer goods company, “We will see an onslaught of even more digitization, artificial intelligence, augmented reality and robotics at the workplace in the coming year. Data analytics will facilitate sharper people insights and predictive analytics for proactive and better-quality HR decisions.”

1.4 Conclusion

A human capital strategy is the determination of the right mix of human capital for the short-term and projected needs of the organization based on workforce planning data and talent management systems and programs. The new millennium will bring in ‘hybrid model’ of human capital management which will be a mix of common resource pool model and unique skill set model. In hybrid model, employees are multiskilled and have diverse set of experiences and backgrounds. Hybrid model employees come from varied backgrounds and have a generalist profile. In a layman’s language hybrid model of human capital management includes diversified human capital which will bring in more efficient management.

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Business Ethics and Human Values: An Indian Perspective

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Abstract

The field of ethics involves systematizing, defending and recommending concepts of right and wrong behavior. In any organization, from top management to employees at all levels, ethics is considered as everybody's business. It is not just only achieving high levels of economic performance, but also to conduct one of business's most important social challenges, ethically, at the same time simultaneously.

“The more one knows ethics, the more it is used and the more useful it becomes”-Plato, the quote by Plato is a reminder to just how important ethics is and how important it is to educate you on proper ethical practices. Many Indian companies now have recognized the importance of integrity, transparency, and open communications. They believe that the goodwill resulting from adopting and successfully implementing a code of business ethics will, in the long run, translate into economic gains. Human values refer to the orientation towards what is considered desirable or preferable by people living in a society.

This paper takes an interdisciplinary approach to provide a theoretical overview of how business ethics deals with the values and significance of ethical values for business success. The paper also indicates the Ethical Consciousness in Business along with a case study to support and understand this approach.

Most companies started ethics programs to be compliant with the Guidelines. Over the past 10 years, it has evolved from a reactive to a more proactive approach to corporate ethics. In the past year, with the recent failure of many global companies due in large part to ethics violations, it has become obvious that proactively managing corporate ethics is good business, and directly affects the bottom line. An effort has been made to explain the practical implementation part of ethics and values in the Indian corporate world in the later part of the paper. Ethical issues will dominate with more technological development; hence ethical codes have to be formulated in all corporate entities. The concluding part of the paper throws light on enhancing ethical environment in the organizations.

Key Words: Ethics, Business Ethics, Values, Human values and Ethical Codes

1. Introduction:

Recently, there has been an increasing awareness, and more importantly increasing interest in the field of business Ethics. This is indeed a very welcome trend! In fact, perhaps, there has not been any time in the history of business development when the concepts and an understanding of the nature of business ethics has been so urgently needed, so urgently felt, never before had the need for ethical practices business so widely felt.

After the epoch making effects of the Industrial Revolution on business and the subsequent framing of labour legislations for protecting employees and the laying down of their rights and duties in legal terms, there has been one area which has caused concern repetitively to both business academicians and business practitioners alike, and that has been the ethical way of conducting business.

Previously, it as thought that business ethics is a contradiction of terms. The popular concept was that if it is business, then it cannot be ethical, and if it ethical at all, it does not represent business. Fortunately, there were people in the world, even at that time, significant people, who disagreed with this philosophy-the notable amongst them being our very own J. R. D. Tata-and it is mainly due to the efforts of these significant people that Business Ethics has reached the proper place in business that is due to it.

Business today far from being a profit making institution is largely looked upon as a social institution pursuing a social mission and having a far reaching influence on the way people live and work together. Modern corporate do not operate in isolation. The resource they make use of are not limited to those of the proprietors and the impact of their operation is felt also by many a people who are in no way connected with the business. The shareholders, the suppliers of resources, the consumers, the employees, the local community and the society at large are affected by the way an enterprise functions.

The successful functioning of a firm requires social sanction. No business can exist without the acceptance and sanction of the society in which it carries out its activities. The organization is so dependent on its social environment that it's very existence, survival and growth depends on its acceptance and approval by the society. Way back in 1963 Peter.F.Drucker the renowned management guru in his book entitled "The practices ofManagement" stated that the relationship between business and society is "like the relationship between a ship and the sea which engirds it and carries it, which threatens it with storm and shipwreck, which has to be crossed but which is yet alien and distant, the

environment rather than the home of the ship. But the society is not just the environment of the enterprise. Even the most private to private enterprise is an organ of the society and serves a social function. Given the mutual relationship between the business and the society, Business cannot and should not be allowed to conduct itself in a manner that may be detrimental to the interest of the society. How the business should conduct its multidimensional activities in order to pursue its social obligations in a transparent manner forms the subject matter of corporate ethics.

2. Ethics is not a recent discovery. Over the centuries philosophers in their struggle with human behavior have developed different approaches to ethics, each leading to different conclusion. The word “Ethics” which is coined from the Latin word ‘Ethics’ & Greek word ‘ethikos’ pertains to character. Ethics is thus said to be the science of conduct. As a matter of fact it deals with certain standard of human conduct and morals.

The field of ethics involves systematizing, defending and recommending concepts of right and wrong behavior. Ethics is a mass of moral principles or set of values about what is right or wrong, true or false, fair or unfair, proper or improper what is right is ethical & what is wrong is unethical .

There is growing recognition that good ethics can have a positive economic impact on the performance of firms. The statistics support the premise that ethics, values, integrity and responsibility are required in the modern workplace. For consumer groups and society at large, research has shown that good ethics is good business.

Ethical Behavior means getting the right kind of behavior from people as individuals and groups. Ethical Behavior is activity that results in the right thing being done. But what is the right thing? Sometimes it is dictated by our culture. In our rapidly changing world there are many situations in which no absolutely clear, indisputable course of ethical action exists.

Factors Affecting Ethical Behavior

The factors that influence the ethicalness of behavior in organizations are individual, social, and opportunity.

Several individual factors influence the level of ethical behavior in an organization.

12) With a greater quantum of knowledge regarding an object or situation, a decision-maker may take steps to avoid ethical problems, while a less informed person may

unknowingly takes actions that lead to an ethical dilemma.

13) One's moral values and attitudes (that are associated with these values) clearly influence his or her business behavior.

14) A person's behavior in the workplace is, to some degree, determined by cultural norms that vary from one culture to another.

15) The actions and decisions of coworkers is another social factor that is believed to shape one's sense of business ethics.

16) The moral values and attitudes of significant others can affect an employee's perception of what is ethical and unethical behavior in the workplace. Opportunity refers to the amount of latitude that exists in an organization that allows an employee to behave unethically.

14) In some organizations, company policies and procedures are used to reduce opportunity to be unethical.

15) The existence of an ethical code and the importance placed on this code is another determinant of opportunity.

The degree of enforcement of company policies, procedures, and ethical codes is a major force affecting opportunity.

3. Business Ethics is the study and evaluation of decision making by businesses according to moral concepts and judgments. By Cater Mcnamara- “ Business ethics is generally coming to know what is right or wrong in the workplace and doing what is right- this is in regard to effects of products/services and in relationship with stakeholders”.

Ethical questions range from practical, narrowly defined issues, such as a company's obligation to be honest with its customers, to broader social and philosophical questions, such as a company's responsibility to preserve the environment and protect employee rights. Many ethical conflicts develop from conflicts between the differing interests of company owners and their workers, customers, and surrounding community. Managers must balance as an ideal against the practical—the need to produce a reasonable profit for the company's shareholders with honesty in business practices, safety in the workplace, and larger environmental and social issues. Ethical issues in business have become more complicated because of the global and diversified nature of many large corporations and because of the complexity of Government regulations that define the limits of criminal behavior. The company must decide whether to adhere to constant ethical principles or to adjust to the local rules to maximize

profits. As the costs of corporate and white-collar crimes can be high, both for society and individual businesses, many business and trade associations have established ethical codes for companies, managers, and employees. Government efforts are in to encourage companies and their presidents to adhere to ethical standards. Business ethics defines how a company integrates core values - such as honesty, trust, respect, and fairness -- into its policies, practices, and decision-making. Business ethics also involves a company's compliance with legal standards and adherence to internal rules and regulations. As recently as a decade ago, business ethics consisted primarily of compliance-based, legally-driven codes and training that outlined in detail what employees could or could not do with regard to areas such as conflict of interest or improper use of company assets.

Today, a growing number of companies are designing values-based, globally consistent programs that give employees a level of ethical understanding that allows them to make appropriate decisions, even when faced with new challenges. At the same time, the scope of business ethics has expanded to encompass a company's actions with regard not only to how it treats its employees and obeys the law, but to the nature and quality of the relationships it wishes to have with stakeholders including shareholders, customers, business partners, suppliers, the community, the environment, indigenous peoples, and even future generations.

European companies especially have embraced this expanded definition of ethics. Among the most important business ethics issues faced by companies are: conflicts of interest, financial and accounting integrity, corruption and bribery, consumer and employee privacy, ethical advertising and bioethics.

Stages of Ethical Consciousness in Business

Ethical standards vary between cultures and countries these variations are more evident among entrepreneurs or corporations in a given nation. One can better understand these variations if the different levels of ethical consciousness in business are well-defined. It has been found that moral (ethical) development follows a specific sequence of stages, irrespective of cultures and countries. In the business context, the stages of ethical consciousness are as follows:

In the first stage, businesses were run on brute strength; business decisions were driven by the philosophy of “might make right.” Business ills like price fixing etc are common in this stage
In the second stage of “Anything for profit “business was ready to dany thing to make a profit.

Businesses at this stage had only one goal i.e. profit. To generate profits, businesses resort to false representation of products, bribery of government officials, tax evasion etc. Business in this stage of ethical consciousness strongly believes that “anything goes as long as one does not get caught by the law or by the customer.

In the third stage, maximizing profits in the short-term, businesses operated on the socially and generally accepted business practices. In this stage, business believed that “good business is good ethics”. The performance of businesses was measured based on short-term growth in sales and profits. The main aim of business in this stage was to maximize profits within the constraints of the law.

The fourth stage maximizing profits in the long-term saw a shift in focus from business’ to ‘ethics’. In this level of ethical consciousness, businesses acknowledge that “sound ethics is good business” in the long run. Although the interest of the shareholders remains primary concern of businesses there was equal concern for conducting business in a manner that is both ‘right’ and which will also prove to be profitable over the longer term, even if other alternatives might produce greater short term profits. At this stage of consciousness, firms created the post of an ‘ethics officers’ to supervise the ethical aspect of the business.

In the fifth stage, “stake holder’s concept,” companies concentrated on profits to have a social as well as economic mission. In this stage business objectives included profit sharing, development of community service projects, and philanthropy. The driving assumption of this concept is business wanted to strike a balance between providing service to stakeholders and working towards the good of society. The focus at this stage is on building and maintaining mutually enabling relationships, which in turn create value for others and justified the firms’ profit. Success was measured not just in financial terms but also in terms of contribution to society. Some companies have gone so far as to publish regular annual social reports similar to their annual financial reports.

The sixth stage. “Corporate Citizenship,” proposes a higher level of ethical consciousness and redefines the mission of business in society. The World Business Academy and Business for Social Responsibility both associations and networks of business leaders are among the principal proponents of this higher level of ethical consciousness. This “social responsibility” school of thought also present in Stage Five, but to a lesser degree maintains that business has a major responsibility to contribute to the necessary transformation of what they consider to be a very unhealthy society today. Their belief is based on the premise that a business can be healthy only if society around it is healthy and that no other institution in society including governments and religious institutions has the resources or the credibility to bring about this

transformation. Entrepreneurs operating on this level would seek to achieve certain social objectives such as promoting community health participating in job creation employing handicapped people and self-realization of employees as financial success of the company.

Scope for business ethics:

The framework needs to be outlined before the business activity starts.

- **Criminal behavior and legal framework** – Every business needs to have a code of ethics pertaining to criminal behavior and legal issues. The employees in a business need to be trained sufficiently regarding legalities of the business and its consequences.
- **Human values and personal behavior** – every business needs to have an ethical framework or policy for human values and behavior. Employees should be given training on how to interact with different people, be the customer, supplier or competitor. They need to be aware of how they are expected to behave with people at different levels and that inappropriate behavior will have its consequences.
- **Corporate and business ethics** – though we are discussing business ethics, this strictly pertains to the corporate ethics, ethical policies for business and actions that are going to be under check and need to be in compliance with given legal framework and standards.

Values

The Sanskrit word for value, *Ishta*, means 'the object of liking'. The term value may, therefore, be defined as "that which is desired". According to Stephen P. Robbins- Values represent -"a specific mode of conduct or end -state of existence is personally or socially preferable to an opposite or converse mode of conduct or end- state of existence". Edward Springer' - defines the values - "as the constellation of likes, dislikes, viewpoints, inner inclinations, rational and irrational judgments, prejudices, and association patterns that determine a person's view of the world." Values are the deep - seated ideas and feelings that manifest themselves as behavior or conduct. The true reflection of one's values is his/ her action. Values are what we, as a profession, judge to be right. They are more than words-they are the moral, ethical, and professional attributes of character.

Business Ethics and Human Values:

The basic problem the world faces today is centered on values and perspectives. We find that

knowledge and skills are being rewarded while human values suffer banishment. Knowledge and skills will not be as destructive if values are restored in every day life. Values and ethics are central to all organizations those operating in the national security arena are also no exception.

What exactly do we mean by values and ethics? Both are extremely construed broad terms. If we know the consequences of our action, we can convert values into rules of behavior that can be described as ethics

$$\text{Value} + \text{Knowledge} = \text{Ethics}$$

Any initiation of an action begins with an inventory of values. These get converted in to intentions for action, which then get articulated as actual behavior. All these behavior results in consequences apply to one as well as to others. They either damage or enhance the values of the affected person. Value leads to – Intention that leads to – Behavior, which leads to - Consequences. One of the important lessons to learn in ethics is to see life as it is, without our perceptions and attitudes distorting it to fit in with what we want to see it. All of us react, not to reality it self, but to our own interpretation of reality. Our behavior is affected not by particular situation but how we see and what we see in that situation. When we describe the world around us or people in it, we in effect describe ourselves, our perception, attitudes, our morality and our ethical value system.

Human values refer to orientation towards what is considered desirable or preferable by people living in a society (Rokech, 1973). So how do values relate to *ethics*, and what do we mean by ethics? "Values are what we, as a profession, judge to be right." Individually or organizationally, values determine what is right and what is wrong, and doing what is right or wrong is what we mean by ethics. To behave ethically is to behave in a manner consistent with what is right or moral.

Values and ethics have become the buzz word in business world. Ethics in business and Indian ethos has been accepted as a subject of study in big business schools across the country. It has got a strong contemporary relevance. Environmental ethics has also assumed greater importance. It is the part of environmental philosophy which considers the ethical relationship between human beings and the natural environment. In every human activity whether it is pure science, political science or environmental science we need to follow the practices which are best for the welfare of the humanity world wide.

Ethical Values for Business Success:

Ethics is based on a set of moral and ethical values. These values must be absolute - that is, you must take them seriously enough to override any human rationalization, weaknesses, ego, or personal faults. When all else fail, you will always look back to these core values to guide you. Unfortunately, life is not that easy and there's always disagreement about what values should be considered supreme. .

Luckily, in the world of business ethics, your employer helps you and his values are your values in the context of work. Your freedom to choose your own ethical values is somewhat limited. Look behind successful, honest businesses and you will see a set of values that have stood the test of time. Think about how these values are communicated in your organization and what you can do to support them.

Mahatama Gandhiji, the father of the nation strongly propagated the following values which were also advocated and most of them practiced in the companies of JRD, Tata -

Honesty: The old adage, "honesty is the best policy" is true today more than ever. It's not just lip talk. Employee manuals from most scandalized corporations are likely to contain slogans touting their commitment to honesty. Claiming to be honest in an employee manual is passé.

Integrity: Integrity connotes strength and stability. It means taking the high road by practicing the highest ethical standards. Demonstrating integrity shows completeness and soundness in your character and in your organization.

Responsibility: Blaming others, claiming victim hood, or passing the buck may solve short-term crises, but refusal to take responsibility erodes respect and cohesion in an organization. Ethical people take responsibility for their actions. Likewise, actions show the ability to be responsible both in the little and big things.

Quality: Quality should be more than making the best product, but should extend to every aspect of your work. A person who recognizes quality and strives for it daily has a profound sense of self-respect, pride in accomplishment, and attentiveness that affect everything. From your memos to your presentations, everything you touch should communicate professionalism and quality.

Trust: There's no free ride. Trust is hard to earn and even harder to get back after you've lost it. Everyone who comes in contact with you or your company must have trust and confidence in how you do business.

Respect: Respect is more than a feeling, but a demonstration of honor, value, and reverence for something or someone. We respect the laws, the people we work with, the Teamwork. Two or more employees together make a team. It is a business necessity to work openly and supportively in teams whether formal or informal.

Leadership: How many hardworking, honest employees have been ruined and lost by corporate leadership failings. Managers and executives should uphold the ethical standards for the entire organization.

Corporate Citizenship: A foundational principle for every company should be to provide a safe workplace, to protect the environment, and to become good citizens in the community.

Shareholder Value: Without profitability, there is no company. Every employee should understand how he or she fits into the profitability picture. Everyone's common goal should be to build a strong, profitable company that will last for longer period.

Conversion of Values in Business:

The real test of these values comes from the resulting action. It takes concerted, company-wide efforts, beyond inserting these words in an employee manual, to make it happen. First, management must lead by example. Good ethics should be most noticeable at the top. Every employee must be accountable to the same rules.

Secondly, a corporate values or ethics initiative must be "sold" and "marketed" aggressively throughout a company. Every forum and medium should be used to spread the good message. Of course, it will only be credible if the company is practicing what it preaches.

Thirdly, training must be provided to get everyone on the same page. It's easy to ignore a motivational speech or pass by a poster, but spending time in learning about the issues will have a lasting impact.

Fourthly, both you and the company must be in it for a long period. The ethics fervor should extend to the next generation of employees. The longer it lasts, it gives expected effect. Despite failings of some, there is plenty of room at the table for good ethics and profitable

business to reside. Together they can lay the cornerstone for a secure and prosperous society. Therefore; these values must be given proper place in employee manual.

Propagation of Human values:

The elements of ethics and their propagation shall be a fruitful exercise when the managers realize the essence of the ethics while discharging their formal obligations to the society, a true and sincere manager with high integrity considers being a successful servant in his public as well private life. He propagates the human values in the process of meeting his obligations towards the society and the society; in turn considers him to be an outstanding personality with highest appreciation.

Means of Propagating Human Values in Society:

The essence of practicing ethics by the managers presupposes certain intrinsic human qualities considered to be the means of propagating human values, such as

1. **Honesty and Integrity** being the basic principles of life, which shall decide the degree of self-respect one commands in the society.
2. **Self esteem** is the art of maintaining one's own self respect through self help shall help the individual to create confidence and also sense of pride and independence.
3. **Co-operation and teamwork** are the inter related human values of teamwork through co-operation, shall be the guiding force for rebuilding a healthy society.
4. **Simplicity and austerity** shall help the individual to lead a happy life.
5. **Transparency and accountability** are two important human value concepts which improve that quality of service and the answerability of work.
6. **Equity and equality** are essential while the individual is engaged in the process of altering to his duties in terms of a fair and reasonable treatment towards another person, considering him to be equal in his perceptions.
7. **Scientific temper and Excellence** are necessary while adapting to suit the needs of changing world of technology.

8. **Peace and communal harmony** are the basic principles of Gandhian thought of truth and non-violence and by practicing these principles the individual attains the self purification.

9. **Vision and creativity** are two important factors of propagation of human values by the individuals.

10. **Planning and decision making** have a major role to play in the art of practicing the ethical and social values in the field of management.

The essence of human values are equally important in all the fields including politics and bureaucracy, as these two fields are the guiding force of the social upliftment and economic advancement of the country. Politicians in public life preach human values with their deeds and the bureaucrats try to propagate the ethics in their actions. One group expects the other to be more faithful towards the society in terms of propagating human values; nevertheless both the groups require confidence between one another in terms of maintaining high ethical.

Conclusion:

Corporations can no longer see themselves as self-centered concerns and so, they should look into their higher self and make positive commitments to larger issues that confront the mankind. Corporations should pledge to honor their obligations to the society by becoming an economic, intellectual and social asset to each nation and each community in which they operate. Increasingly, companies around the world have adopted formal statements of corporate values, and senior executives now routinely identify ethical behavior, honesty, integrity, and social concerns as top issues on their companies' agendas. A large number of companies are making their values explicit. Ethical behavior is a core component of company activities. Most companies believe values influence two important strategic areas — relationships and reputation — but do not see the direct link to growth. Top performers consciously connect values and operations which have made learning of ethics essential in days to come. Institutions of higher learning should take a note of this and prepare themselves for the same.

Companies, whether private or public, profit making or non-profit-making, banking or trading, have to frame ethical and honest values which satisfy the needs of the vendors such as employees, customers, and other stakeholders. For example: - Infosys Leader Mr. Nagawara Ramarao Narayana Murthy says "I'm a capitalist in mind, a socialist at heart" and

is awarded the first position in value management this year. In 21st century the winners in order to stand the global competition always plan to stick to the fundamental values, no matter what the situation. It is rightly said by Shiv Khera, Management Consultant,

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Human Resource Strategy: A Tool of Managing Change for Organizational Excellence

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Abstract

Organizational excellence is at a crossroads today. The drastic change in the business scenario call for a speedy transformation of mission, vision, core values, core competence, management style, policy framework, management system, structures, process, renewal mechanism etc. of organization. Any change program would revolve around people - changing their mind set, behaviour and motivational level. Human resource (HR) strategy can play an important role in helping organizations achieve change. HR has always been central to organizations, to-day it has taken on an even more central role in building a firm's competitive advantage. Success increasingly depends on "people- embodied know-how". Thus, includes the knowledge, skills, and abilities imbedded in an organization's member. In fact, the key to a firm's success is based on establishing a set of core competencies - integrated knowledge sets within an organization that distinguishes it from its competitors and deliver values to customers. Globalised economy has resulted in new business concerns, where future and success depends on how well change is managed. The dynamic of change becomes one of the central facets of any business where the role, function and process of HR must be redefined in the context of change. HR Strategies and practices explain how to manage the transition smoothly, rapidly and successfully and make the organization competitive always. Competitiveness is the best parameter which determines the survival of enterprises and organizational excellence in this scenario.

Keywords: Strategic change management, Turnaround tool, Transition management

1. Introduction

Organization can rarely stand still for long. In highly competitive environments, where competition is global and innovation is continuous, change has become a core competency of

organization. We live in an age of transition. One of the few things of real permanent in our world is change. It has become an inescapable fact of life; a fundamental aspect of historical evolution, its pace is ever accelerating at an exponential rate, if a business remains where it is, the disconnect will soon become an unbridgeable gap.

1.1 Human Resource (HR)

Organization have come to realize, over the years, that improving technology and cutting costs, enhance performance only up to a point. To move beyond that point, the organization's people are its most important resource. In the end, everything on organization does depend on people. Low cost of high quality cars like Toyota and Saturns is not just a product of sophisticated automated machines. Instead, these are the result of committed human resource all working hard to produce the best cars at the lowest possible cost (Dessler, 2002). HR - an intellectual asset - the sum total of the knowledge, skills and competencies that an organization processes and channelizes for sustained organizational excellence. Excellence is surpassing on outstanding achievement, achievable by the use of HR strategy as tool. The future and success of every organization depends on how well manager handle change. Both success and growth serve as the means for managing change. Increased competition, high customer requirements of quality, innovation, variety and responsiveness and technological progress contribute to change in to-day's business. These standards often separate the winner from the losers in today's competitive world. Managing this is a difficult process, but indeed essential. Organization can excel and achieve sustained organizational excellence through HR, if they are able to meet the following criteria.

The resources must be of value: HR a source of organizational excellence when they improve the efficiency or effectiveness of the company. Value is increased when employees find ways to decrease costs, provide something unique to customers, or some combination of the two. Empowerment programs, total quality initiatives, and continuous improvement efforts of companies are intentionally designed to increase the value.

The resources must be rare: HR a source of achieving organizational excellence when their knowledge, skills and abilities are not equally available to competitors. Organizations invest a great deal to hire and train the best and brightest employees in order to gain advantage over their competitors.

The resources must be difficult to imitate: HR, a source of achieving organizational excellence when its capabilities and contributions cannot be copied by others. Creating a unique culture through teamwork is difficult to imitate.

The resources must be organized: HR a source of organizational excellence when their talents are combined and deployed to work on new assignments at a moment's notice. Teamwork and cooperation are two other pervasive methods for ensuring 'an organized way of achieving excellence'.

The resources must be committed to deliver: HR a source of building commitment, creating a synthesis of employees and employers goals so that employees want to do their jobs as if they own the company - takes a multipronged effort, in which HR plays the central role in achieving organizational excellence.

The resource must be responsive to market: Meeting customer expectation is essential for any organization. In addition to focusing on international issues, HR must also meet customer requirements of quality, innovation, variety and responsiveness. These standards often separate the winners from the losers in today's competitive world. How well does a company understand its customer's needs? How fast can it develop and get a new product to market? How effectively has it responded to special concerns? These standards require organizations to constantly align their processes with customer needs to enhance organizational excellence.

The resources must be strategic: HR expenditures are now viewed as a strategic investment rather than sample a cost to be minimized because skills, knowledge and abilities are among the most distinctive and renewable resources upon which a company can draw their strategic advantage for greater excellence. Strategies increasingly depend on strengthening organizational responsiveness and on building committed work teams, and these put in a central role. In a fast changing globally competitive and quality oriented industrial environment, it's often the firm's HR-who provide the organizational excellence.

Human Resource Strategy

With the changing dynamics, the HR functions becoming more strategic in nature, there is greater need for HR strategy. HR strategy means accepting the HR function as a strategic partner in the formulation of the company's strategies as well as in the implementation of those strategies through HR activities such as recruiting, retaining, motivating, rotating and rewarding personnel. Strategy formulation is concerned with making decisions with regard to

defining the organization's vision and mission, establishing long and short range objectives to achieve the organization's vision and selecting the strategy to be used in achieving the organization's objectives. Strategy implementation is concerned with aligning the organization structure, systems and processes with the chosen strategy. It involves making decisions with regard to matching strategy and organizational structure and providing organizational leadership pertinent to the strategy and monitoring the effectiveness of the strategy in achieving organization's objectives. Implementing change of strategic dimensions is likely to involve persuading employees to make changes in their working styles and methods. HR strategy greatly recognizes HR's partnership role in the strategizing process to achieve organizational excellence in all respects through a highly committed and competent workforce, preferably in a non-union environment.

HR strategy as a tool for organizational excellence - leads to new order of things, a change in the organizations HR functions, structure, systems and the overall attitudes of people. It triggers and sets into motion a cycle of continuous and dynamic change. It propels change in all aspects of the HR outlook, systems, beliefs, structure and expectation of business and serves the purpose of aligning the HR functions with the business functions. The HR strategy is interacting with business strategy lead to a movement in the organizations portion and perspective through a domino effect. A change analysis directs the HR strategy formulation and execution to incorporate the appropriate processes in tune with change. That is why it is said, HR strategy is dynamic strategy, a strategy where each year the evolution cycle needs to be repeated or may be after a few years burnt down to look at things a fresh.

HR and Corporate Strategy

The most striking change in HR's role is its growing importance in developing and implementing strategy. Traditionally strategy - the company's plan for how it will balance its internal strengths and weaknesses with external opportunities and threats in order to maintain a competitive advantage was a job primarily done for the company.

To-day things are different. Strategies increasingly depend on strengthening organizational responsiveness and building committed work team, and these put HR in a central role. In a fast changing globally competitive and quality oriented industrial environment, it's often the firm's employees themselves- it's human resources- who provide the competitive key. It is, thus, now increasingly common to involve HR in the earliest stages of developing and

implementing the firm's strategic plan, rather than letting HR just react to it. Thus, HR's strategic role can play a pivotal role to meet HR challenges for today's and future's managers. It differentiates itself from its competitors by offering superior customer service, high quality product with better features and guaranteed on time deliveries. It is the people who are behind every success. Machines do not have new ideas, solve problems, or grasp opportunities. Only people who are involved and thinking can make a difference. Every auto plant across the world has basically the same machinery. But how people are utilized and involved varies widely from one company to another.

Strategic Role of HR to Meet the Challenges

A HR strategy refers to a firm's deliberate use of human resources to help it gain or maintain an edge against its competitors in the market place (Butler, J.E., Ferris, G.R. and Napier, N.K. 1991). A strategy is a course of action chosen with a view to achieve certain objectives. HR's primary objectives are to be sensitive to the changes and challenges. Globalization has resulted in new business concerns that focus on customer satisfaction, quality, cost-consciousness, restructuring and downsizing, outsourcing, instituting pay-performance plan, reducing health care costs, retraining employees and other challenges.

Globalization has brought in a lot of opportunities and challenges for the corporate sector. Most corporations are required to operate in global markets and are therefore required to be of world class in their products, services and approach. Even if a corporation decides to operate in local markets, it has to face global competition due to opening up of markets and hence can not remain a passive local player. The corporation has to think globally in order to service competition. All HR strategies should be aligned with corporate business strategies and plans. No matter what the specific strategy of an organization is, in a global economy organizations can not escape the reality of addressing the challenges and issues and to-day it is a central responsibility of HR strategy.

HR & Strategic Business Planning (SBP)

SBP is an important tool for projecting the long-term business goals of a business. The SBP process is a detailed process in which the nature of the business is considered and appropriately projected; it is a method through which future competitiveness is planned and forecast. Resources, competencies, technological capacities, product lines, market share and

position and financial capital are all given close consideration in strategic planning. The SBP process carries out a detailed analysis of the strengths, weaknesses, opportunities and threats. The strengths and weaknesses are internal factors, while opportunity and threat are external factors affecting a business. Different aspects of business such as product, market, finance, HR, technology etc. are studied in detailed based on which the short term and long term business plans, product differentiation, market segment, financial implications etc. are worked out. Besides focusing on market, product, finance and technology, focus on HR is one of the key aspects of the SBP process. It is only the proper management of employee assets that a business can fulfill its financial, products, marketing, sales and profit goals. A well-organized, comprehensive, SBP focusing on all aspects at all levels, can lead to high employee performance.

SBP is a continuous process, business has to evolve its strategic business plans (SBPs) from time to time, learn to become competitive keeping in mind its capabilities. The capabilities of a business enable to gain an edge over its competitions. This capability is generated and developed by HR. For example, an organization wants to start a new business or expand the business of computer software then in that case it is inevitably essential to examine whether right kind of qualified and experienced software personnel are available or not. If yes, in what numbers and what kind? If all the other aspects of running a business are favorable but HR is not, the organization can not develop or maintain a growth path. Growth is integrated with HR. HR helps in preparing a sound SBP vision and value, structure and roles along with recruitment and selection, training and development, communications and concerns etc. This potential impact of HR on business environment consolidates its unique capabilities which encase its competitive advantage continually. It works towards strengthening its value addition through its competitive advantage over others. It is also necessary for a business to define itself from the impact of a continually changing environment.

A Model of HR Strategy as Competitive Advantages in Managing Change

The model is evolved through literature review of management innovations such as Quality Circle, Quality of Work Life, Total Quality Management, HR Reengineering, Kaizen and HR Six Sigma. All these align immensely the HR strategic role with business processes to achieve dramatic improvement in cost, quality, service and speed, and often separate the winners from the losers in today's competitive world. How well does a company understand its customers' needs? How fast can it develop effectively has it responded to special concerns? "Better, faster, cheaper" These standards require organization to constantly align and rapidly

respond to their processes with customer needs and competitor's moves.

This model is an eight steps sequential process integrating alternative HR practices with business processes to provide a competitive edge to the organization in the changing scenario

Step One: HR practices are now viewed as a source of competitive advantage. There is greater recognition that distinctive competencies and commitment are obtained through highly developed employee skills, distinctive organizational cultures, management processes and systems. Today, HR is heavily involved in the execution of most firms downsizing and restructuring strategies by out placing employees, flexible pay structure, contract and leasing employees, employee reference system, flexible time management, cost reduction, retraining employees etc these enrich firms' ability to create a highly committed, competent and customer oriented workforce.

Step Two: The environmental scanning process provides inputs for the designing, developing and managing of the HR practices. It is a cumulative and consolidated process calls for facilitating the analysis of the organization's internal and external environment. It needs to have a way to deal with threats and opportunities, with strengths and weakness a way to help to determine how to be winners. The external environment is the interplay of social, economical, political and technological forces, whereas the internal environment is the delicate balancing culture, structure and the HR processes and systems.

Step Three: Vision drives an organization. The HR vision is the driving force which provides a long-term direction towards building the competencies and commitment of employees to remain competitive in the business. HR vision is the transformation of beliefs to goals, culture to strategy, dreams to reality. It is the essence of organizational life.

Step Four: Once the vision is in place, the analysis and assessment of external of internal parameters and changes taking place in the environment are identified, HR should be audited to locate weak points and identify which skills need to be upgraded. All HR audits are to be viewed as proactive tools of identifying the present state of being, and the flaws and gaps in the processes marching ahead. While exploring and investigating the current HR practice, it enables to provide the information, how to bridge the flaws and gaps. The other resource audit is a stock-taking process of various dimensions of resources such as financial, physical, marketing, infrastructure etc. These give a better alignment of HR with other resources in the total development. This alignment can be used to assess and benchmark the maturity level of HR functions in organization and make it more business driven.

Step Five: Strategic planning is essentially for organizational success, and its key function is

to help the organization achieve its goals by effectively organizing its people. Despite the fact that most organizations recognize the importance of planning and plan continuously, many of them struggle to achieve their goal, largely because of a failure to link business plans with the way in which people are managed. The adequate quality and quantity of HR available at a given situation to run a business is very crucial. HR makes things happen and hence should be a focal point within the process of defining business strategy. It is necessary to link HR issues with SBP. While formulating SBP of the organization it is essential to diagnose, define and consolidate all the HR issues and integrate the results into the main HR strategy.

Step Six: Defining objectives is a planning for the fulfillment of the HR vision which is a turning point for success. The objectives provide a sustained direction to an organization's HR function and works as an important guide to HR strategy formulation by stating the long-term views of the organization towards its human resources. Once the long-term views are established, the same need to be further described in terms of what is required for the fulfillment of the HR vision. Objectives are the final outcome, which the HR function seeks to achieve through its existence and operation. Establishment, accomplishment and review of objectives are the essence of industrial success.

Step Seven: Whereas an objective denotes what is to be achieved, an action plan refers to the means for the accomplishment of the objective. The focus in action planning is on "how" the objective is to be achieved. An action plan provides a vital link between the ends and means or the objectives and activities. It specifies the methods on activities required to achieve an objective. It describes what is to be done, how, when and by whom. Action planning also increases the manager's confidence about the feasibility of an objective and clarifies accountability and contributions of different managers. Without an appropriate action plan a statement of objective is merely an aspiration.

Step Eight: HR audit is a comprehensive evaluation of the current HR strategies, styles and culture, structures, systems, skills and competencies in the context of the short and long-term business plans of an industry. It provides inputs required to assess all aspects of competitiveness and assign the HR score for the industry on a number of dimensions. Its main objective is to align the HR function with business goals or to create a business driven HR function. Since it is comprehensive, it uses a variety of methods including interviews, observation, secondary data analysis, workshops. It has to be business-driven and comprehensive. There are numerous reasons why industries go for periodically HR audit, the main ones being growth and diversification, promoting professionalism, improving HR strategies and enhancing the direct contribution of HR to business. This audit has a

tremendous impact in business in areas of strategic planning, role clarify, streamlining practices, better policies, top management styles, improvement in HR systems, focus on competence, culture and TQM interventions. Quality provides HR audit is vital in identifying the reasons for success or failure and in developing a definite plan of future action. This audit also throws up the inadequacy of organizational structure and provides guidelines for the modification of management practices and policies with a view to reinforcing the desired behaviour towards the desired outcome which is very crucial for success in the competitive world.

4. Findings and Implications

The main findings and implications of this article are, use of Strategic Business Planning (SBP) and A Model of HR strategy to take Competitive Advantages in changing business scenario while managing change. These are as follows:

- (ix) The strategic business plans are important not just on a particular occasion, but on an ongoing basis. It should be a process and not an event.
- (x) To create the right kind of market position requires a continuous process of developing the strategic options, fully exploiting the HR potential, regularly assessing and reassessing the options and finally choosing the best.
- (xi) It is useless to talk big about HR issues without linking them to the SBPs. While formulating the SBPs of the business groups it is essential to diagnose, define and consolidate all the HR issues and integrate the results into the main HR strategy.
- 4) Human resources are the most precious resources of an organization. Strategic management of HR is the need of the hour.
- 5) The success of the HR strategy lies in its effective links with the business strategy. The best way of aligning and identifying the best fit of the set of HR systems with an organization's growth is to attempt to fit the HR systems, particularly those related to recruitment and selection, training and development, appraisal and rewards with the growth stage of the organization. Their integration can be done either by considering the growth life cycle of the organization or the state of the system desired in line to the business strategy. Typically the organization's life cycle is characterized by four stages start-up, growth, maturity and decline. To each stage a particular configuration of HR systems are deemed appropriate. For example, in terms of rewards a start-up organization should meet or exceed the labour market rate to attract needed talent.
- 6) The fulfillment of the requirement of people in terms of culture, motivation and

satisfying work would perpetuate a feeling of belongingness and commitment.

- 7) A conducive environment characterized by a healthy climate, value of openness, proactive, trust, mutuality and collaboration is essential for developing human resources.
- 8) The HR function plans, monitors, coordinates, processes that are beneficial both to the individual and to the organization.
- 9) Human resources are a large reservoir of potential and can be strategically developed, utilized, and enlarged to a great extent for competitiveness and versatile organization excellence.

5. Conclusion

Industries need to align their HR strategy with their business goals in order to face the increasingly competitive environment. In the current knowledge era Human Potential Management (HPM) is considered to be the best panacea to address the problems of business competitiveness. Human resources have always been central to organizations, but their strategic importance is growing in today's knowledge-based industries. An organization's success increasingly depends on the knowledge, skills and abilities of employees, particularly as they help establish a set of core competencies that distinguish an organization from its competitors. When employees' talents are valuable, rare, difficult to imitate, and organized, an organization can achieve a sustained competitive advantage through people.

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A Study of Knowledge Management

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Abstract

The "speed of change in technologies exceeds the time to develop matter experts, training courses, and human resource interventions" KM was initially defined as the process of applying a systematic approach to the capture, structuring, management, and dissemination of knowledge through an organization to work faster, reuse best practices, and reduce costly rework from project to project (Nonaka and Takeuchi, 1995; Pasternak and Viscio 1998; Pfeffer and Sutton, 1999; Ruggles and Holtshouse, 1999). KM is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks, which hinder knowledge flows to the point of use. It protects intellectual assets from decay, seeks opportunities to enhance decisions, services and products through adding intelligence, increasing value and providing flexibility.

People, process and Technology these are the Components of KM. Total six Assets of KM is as follows Stakeholder relationships, Physical infrastructure, Human resources, Culture, Practices and routines and Intellectual Property Also discuss about the challenges for managing knowledge - Knowledge acquisition, Knowledge Modeling, Knowledge Retrieval, Knowledge Reuse, Knowledge Publishing and Maintenance. Strategies of km are Knowledge Attic, Knowledge Sponge, Knowledge Publisher and Knowledge Pump.

Keywords: KM; Knowledge Management

Introduction

The "speed of change in technologies exceeds the time to develop matter experts, training courses, and human resource interventions" [Marler 1999]. Still, not only technologies are changing earlier, but also products and product-lines, laws etc. thus, the focal point is on how to speed up knowledge creation and sharing. KM is hypothetical to be the answer to this question. Before getting to the core of this work, the KM processes, terms are defined and KM and some important factors influencing it are introduced. The reason is to present an indication of the matter and the most vital associated areas. While every organization has somehow dealt with knowledge since its commencement this does not denote that it is trouble-free to control and wrestle KM processes. "Organizations cannot really administer knowledge because it is implied or interior to individuals; yet, they can administer the environment needed for the society of practice to grow and share information that is a product of that knowledge" [Jarzombek 1999]. Knowledge can be managed - at least to a

convinced status [Stecking 2000]; a proper management of the environment, but, is an essential requirement [Davenport and Völpele 2001] The skill to manage knowledge is crucial on today's knowledge economy. The formation and dispersal of knowledge have become gradually more major mechanism in competitiveness'. More and more knowledge is being added as a costly factor that is implanted in products (especially outstanding – technology products) and entrenched in the implicit knowledge of mobile employees. Knowledge characteristics including the following, using knowledge does not consume it. Transferring knowledge does not result in losing it. Knowledge is plentiful, but ability to use it is scarce. The advent of the internet, the World Wide Web, has made unlimited source of knowledge available to us all.

KM is an audit of "intellectual assets" that highlights unique sources, critical functions and potential bottlenecks, which hinder knowledge flows to the point of use. It protects intellectual assets from decay, seeks opportunities to enhance decisions, services and products through adding intelligence, increasing value and providing flexibility. KM complements and enhances other organisational initiatives such as total quality management (TQM), business process re-engineering (BPR) and organisational learning, providing a new and urgent focus to sustain competitive position. (Grey 1996) KM is the process by which we manage human centered assets . . . the function of KM is to guard and grow knowledge owned by individuals, and where possible, transfer the asset into a form where it can be more readily shared by other employees in the company. (Brooking 1999, 154)

Objectives of the study

- 1) To know the concept of KM
- 2) To know the components of KM
- 3) To understand the strategies and challenges of KM

Methodology

This paper is totally based on secondary data like Books, Research Articles, Magazine, and other source which is related to secondary data.

Knowledge:

Knowledge is used as an overall word, with no creation a supplementary disparity among wisdom, intelligence, creativity etc. An ordinary appearance for knowledge is "information in action", i.e. information applied for a purpose. Thereby it is pointed out that knowledge is context-specific.

According to [Nonaka and Takeuchi 1995], there is a difference between tacit and explicit knowledge. Tacit knowledge is knowledge in the human mind and it is difficult to externalize or mediate. Explicit knowledge is formalized knowledge, i.e. knowledge recorded as video, in a document, etc. and usually covers part of the original tacit knowledge but is not a full

representation of it. Implicit knowledge can be transferred throughout any direct face-to-face communication between people or by transmuting it into explicit knowledge and sharing the according artifact. The transformation back to tacit knowledge takes place during the reading and understanding of explicit knowledge. Knowledge can thus have various shapes. Knowledge transfers can take place by means of a technical system or can be performed by human interaction. Throughout this document the processes cover any appropriate way of transferring knowledge, and knowledge refers to the appropriate state of knowledge, either tacit or implicit. Or, like Albert Einstein expressed it: "Knowledge is experience. Everything else is just information." [McDermott 1999].

Knowledge Management:

According to the above definition of knowledge, KM is the overall task of managing the processes of knowledge creation, storage and sharing, as well as the related activities. Generally speaking, this has to include the identification of the current state, the determination of needs, and the improvement of affected processes in order to address these needs. Consequently, KM projects are improvement projects. Three main aspects have to be taken into account in these projects. The first is the management of general conditions in an organisation (the cultural environment and the KM processes). The second is the provision of assistance for the direct, inter-human KM processes, i.e., communication. The third is the management of generation, distribution, access and use of knowledge coded into artefacts (documents, training, videos etc.), i.e., information management. Due to KM ranging under these different dimensions, it has to take into account or incorporate such activities as Business Process Re-engineering (BPR), Document Management Systems (DMS), Human Resource Management (HRM), Quality Management (QM), Product Data Management (PDM), and Information Management (IM), which all relate to KM.

Components of KM

Based on actual experiences of the leading global KM case studies, the components for KM can be broadly categorized into three classes - People, Processes, and Technology (Figure 1). While all three are critical to build a learning organisation and get business results from KM, a majority of organisations worldwide implementing KM have found it relatively easier to put technology and processes in place, whereas the "people" component has posed greater challenges.

The biggest challenge in KM is to ensure participation by the people or employees in the knowledge sharing, collaboration and re-use to achieve business results. In many organisations, this requires changing traditional mindsets and organisational culture from "knowledge-hoarding" (to keep hidden or private) to "knowledge-sharing" (share among team members) and creating an atmosphere of trust. This is achieved through a combination of motivation / recognition and rewards, re-alignment of performance appraisal systems, and

other measurement systems. A key to success in KM is to provide people visibility, recognition and credit as "experts" in their respective areas of specialization - while leveraging their expertise for business success.

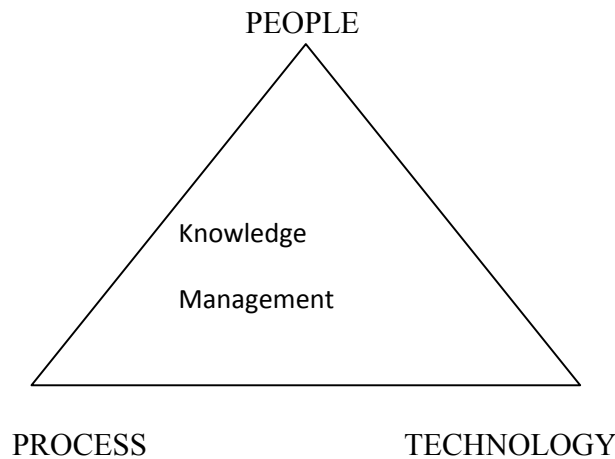


Figure 1: Components of KM

The Process component include standard processes for knowledge-contribution, content management (accepting content, maintaining quality, keeping content current, deleting or archiving content that is obsolete), retrieval, membership on communities of practice, implementation-projects based on knowledge-reuse, methodology and standard formats to document best-practices and case studies, etc. It is important for processes to be as clear and simple as possible and well- understood by employees across the organisation.

KM technology solutions provide functionality to support knowledge-sharing, collaboration, workflow, document-management across the enterprise and beyond into the extended enterprise. These tools typically provide a secure central space where employees, customers, partners, and suppliers can exchange information, share knowledge, and guide each other and the organisation to better decisions. The most popular form of KM technology enablement is the Knowledge-Portal on the Corporate Intranet (and extranets where customers, partners and/or suppliers are involved). Common technologies used for knowledge portals include standard Microsoft technologies or Lotus Notes databases. A company must choose a technology option that meets its KM objectives and investment plan. While technology is a key enabler to KM, it is important to ensure that the technology solution does not take the focus away from business issues and is user-friendly and simple to use. Many companies have made the mistake of expending a

Disproportionately high portion of their KM effort and resources on technology - at the cost of people-involvement or strategic commitment - resulting in zero or very limited business results. It is also important to remember that users of the KM system are subject-matter experts in their respective areas of specialization and not necessarily IT experts.

KNOWLWDGE MANAGEMENT ASSETS AND PROCESSES

Typically, there are six knowledge assets in an organisation (Marr, 2003), namely:

- 1) **Stakeholder relationships:** includes licensing agreements; partnering agreements, contracts and distribution agreements.
- 2) **Human resources:** skills, competence, commitment, motivation, and loyalty of employees.
- 3) **Physical infrastructure:** office layout and information and communication technology such as databases, e-mail, and intranets.
- 4) **Culture:** organisational values, employee networking, and management philosophy.
- 5) **Practices and routines:** formal or informal process manuals with rules and procedures and tacit rules, often refers to “the way things are done around here.”
- 6) **Intellectual Property:** patents, copyrights, trademarks, brands, registered design and trade secrets.

KM processes maximize the value of knowledge assets through collaboration, discussions, and knowledge sharing. It also gives value to people’s contribution through awards and recognitions. Process includes generation, codification (making tacit knowledge explicit in the form of databases, rules, and procedures), application, storing, mapping, sharing, and transfer. Together these processes can be used to manage and grow an organisation’s intellectual capital.

CHALLENGES FOR MANAGING KNOWLEDGE

Most often knowledge lies within an organisation implicitly, out of sight, undervalued and underused. Often, it leaves the building when the employees walk out of the company along with them. Managing the flow of knowledge around an organisation, as depicted in Figure 2, is a challenge. The KM process normally face six challenges at each stage of the process flow (Shadbolt&O’Hara, 2003), and failing to meet any of these challenges can derail an organisation’s ability to use its knowledge assets to its best advantage. The six challenges are as follows:

a) Knowledge acquisition: The challenge here is to get hold of the information that is around, and turn it into knowledge by making it usable. This might involve, for instance, making tacit knowledge explicit, identifying gaps in the knowledge already held, acquiring and integrating knowledge from multiple sources (e.g. different experts, or distributed sources on the WWW), acquiring knowledge from unstructured media (e.g. natural language or diagrams). Knowledge acquisition (KA) is a field which has reached a certain level of maturity. It began as part of the drive to build knowledge-based systems, and was a line of research devoted to developing methods and software tools to provide knowledge content for such systems.

b) Knowledge Modeling: Modeling bridges the gap between the acquisition of knowledge and its use. Knowledge model structures must be able to represent knowledge so that it can be used for problem-solving. One important knowledge modeling idea is that the anthologies, which are specifications of the generic concepts, attributes, relations, and axioms of a knowledge base or domain. Anthologies can act as placeholders and organising structures for acquired knowledge, while also providing a format for understanding how knowledge will be used.

c) Knowledge Retrieval: When a knowledge repository gets very large, finding a particular piece of knowledge can become very difficult. There are two related problems to do with knowledge retrieval. First, there is the issue of finding knowledge again once it has been stored, understanding the structure of your archive in order to navigate through it efficiently.

And second, there is the problem of retrieving the subset of content from the repository that is relevant to a particular problem. This second problem, the dynamic extraction of knowledge from a repository, may well set problems for a knowledge retrieval system that alter regularly and quickly during problem-solving.

d) Knowledge Reuse: One of the most serious impediments to cost-effective use of knowledge is that often knowledge bases or systems are constructed afresh. It is unusual for problem-solving experience or domain content to be acquired and then reused, partly because knowledge tends to require different representations depending on the problem-solving that it is intended to do. Understanding the use and application of knowledge would enable more leverage to be gained from the knowledge already at hand, thereby increasing the returns on the investment in those knowledge assets.

e) Knowledge Publishing: The challenge of publishing or disseminating can be described as getting the right knowledge, in the right form, in the right place, to the right person, at the right time. Different users will require knowledge presented and visualized in different ways, and the quality of such presentation is not merely a matter of preference, but can radically affect the value of the knowledge to the user. Getting presentation right will involve understanding the different perspectives of people with different agendas, while an understanding of knowledge content will help to ensure that important related pieces of knowledge get published at the appropriate time.

f) Maintenance: The last challenge is to keep the knowledge repository functional. This may involve the regular updating of content as content changes (e.g. as price lists are revised). But it may also involve a deeper analysis of the knowledge content. Some content has a considerable longevity, while other knowledge dates very quickly. If a repository of knowledge is to remain active over a period of time, it is essential to know which parts of the knowledge base must be discarded and when. Other problems involved in maintenance include verifying and validating the content, and certifying its safety.

STRATEGIES of KM

There are several possible strategies to conduct KM. In general, these can be categorized as shown in Table 1 [Liebowitz 1999]. This schema differs between input (contribution) and output (dissemination), the general parts of KM. Passive contribution means that contributions to the knowledge system are made occasionally, depending on to what extent people recognize topics worth integration. Contrary to this, active contribution means that such topics are searched for all the time (e.g. code analysis for code reuse). Passive analysis and dissemination means that any input made is accepted to the knowledge base without any validation (e.g. general common storage place) and usage of the knowledge base is not promoted ("use it or leave it"). Whereas active analysis and dissemination means that any input to the knowledge base is validated (e.g. knowledge team controlling the content) and usage of knowledge is promoted (e.g. feeding knowledge to users).

Below the table shows how KM becomes more efficient - from top to bottom (the two in the middle are alternatives):

Knowledge Attic: just provides a basis, the rest is left open,

Knowledge Sponge: improves the collection of knowledge but does not influence the use, or
Knowledge Publisher: does not influence the collection, but does facilitate the use of knowledge, and finally

Knowledge Pump: powers both, the collection and the use of knowledge.

Table 1. KM Models

Name	Contribution	Analysis & Dissemination
Knowledge Attic	Passive	Passive
Knowledge Sponge	Active	Passive
Knowledge Publisher	Passive	Active
Knowledge Pump	Active	Active

Knowledge pump is a desirable option when one wants to get the most out of KM. In accordance with this, a KM project needs to support simultaneously the active contribution and active dissemination of knowledge. To achieve this, it is predictable that a strong supportive culture is needed and that the KM activities have to be linked to other organisational processes

CONCLUSIONS

Knowledge management should be perceptive to the knowledge behavior that is by now going on in the look for implying to bear them. KM requires a holistic and multidisciplinary come near to administration processes and an accepting of the proportions of knowledge work. KM should be the progression of superior administration practices sensibly and purposively applied. KM presents a major shift in focus regarding the development and use of knowledge and information in increasing the effectiveness of any organisation.

It is true that knowledge capture of all tasks is possible, but one has to see the return of investment (ROI) point of view. It is very important to set the objectives for the system that one need to create. Based on the business goals, one can prioritize and identify critical information that can change organisational performance. The priorities might change based on changed business goals over time. The system has to be designed to cater to these changes. Therefore, it is important to think hard and plan for the long term, with short and long term objectives in mind. Instead of going directly to the search engine, one needs to look at the system in a holistic manner. For any KMS, the business objectives need to be set to ensure clarity of direction, else one can get lost in a forest of information.

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Application of HR Analytics to overcome the Emerging Challenges of HR

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Abstract

Organizations today are increasingly becoming globalised and facing VUCA (vulnerability, uncertainty, complexity and ambiguity) in the business environment. Under such conditions, making the right decisions and sustaining competitive advantage are the goals of any organization. In the early 20th Century HR role was considered more of a Caretaker and it was Employee focused and dealt with people management. In 21st Century HR is looked upon as a strategic business partner involved in the strategic business decisions and is more often looked for cost effectiveness as investment in human resources is maximum as compared to the infrastructure investment.

The management of Human Resources has now assumed strategic importance in the achievement of organizational growth and excellence. As globalization advances and we move into the information age, organizations need to adapt to the changes in technology and the changing issues in management of people. (Krishna, 2011)

Challenges to HR can be external as well as internal. The external challenges include

- a) Globalization
- b) Workforce Diversity
- c) Changes in Political & Legal Environment
- d) Changes in Economic Environment
- e) Revolution in Information Technology

Organizational Challenges are the challenges faced by the HR team within the organization. The examples of organizational challenges include

- a) competitive position and flexibility,
- b) the action of self-managed teams,
- c) the issues of downsizing as well as organizational restructuring,
- d) Development of the suitable organizational culture etc.

Introduction

Approaches to Human Resources Management are not static, in the sense that they are made one time and hold good forever, on the other hand, they are dynamic. They undergo systematic changes to meet the requirements that crop up in the future. The techniques that worked well in the past may not work well in the present and those which are operationally effective currently may need realignment to cope with future needs.

Anticipating possible changes and new requirements of the future and making prior preparations are always better strategy than waiting for the changes to catch us unaware, or remaining in complacency or involving in what is termed as “fire fighting”. Thus in the area of human resources management the practitioners should have futuristic-orientation as in the case of other functional areas, such as technology forecast, investment decisions, market analysis etc

The fact that future may pose totally new problems due to different kind of changes and pressures in the business environment and that the current strategies may prove inadequate, bring us to the awareness of so called „Emerging challenges in Human Resource Management” (Lakhani, 2011)

Organizations today are increasingly becoming globalised and facing VUCA (vulnerability, uncertainty, complexity and ambiguity) in the business environment.

Greengard (1995) defined globalization as the system of interaction among the countries of the world in order to develop the global economy. The amalgamation of economics and societies around the world is globalization. World trade and financial markets are becoming more integrated.

The impact on HRM because of this growing globalization is as below:

- a) Unfamiliarity to Laws of the countries.
- b) Language Barrier
- c) Difference in trade practices.
- d) Attitude
- e) Different styles of management
- f) Work ethics

It has contributed to a great deal of outsourcing which is one of the greatest organizational and industry structure shifts that change the way business operates (Drucker, 1998). Globalization is also seen as changing organizational structures where expenses can move up or down as the business climate dictates (Garr, 2001).

The goals of any organization are making the right decisions and sustaining competitive advantage when faced with such conditions. Business analytics has emerged as an important tool to address these goals. Application of analytics to manage human resources (HR) in an organization is minimal.

- ❑ Many organizations have **high quality HR data** (residing with a multitude of systems, such as the HRMS, performance management, learning, compensation, survey, etc.) but they fail to use it effectively to predict workforce trends, minimize risks and maximize returns.
- ❑ The **costs** of attrition, poor hiring, sub-optimal compensation, keeping below par employees, bad training & learning strategies are just too high

- ❑ **Data-driven insights to make decisions are always better than judgmental (subjective) HR practices** in terms of
 - ❑ how to recruit
 - ❑ whom to hire
 - ❑ how to onboard and train employees
 - ❑ how they keep employees informed and engaged through their tenure with the organization

Hence regular tracking and prediction of crucial HR metrics is indispensable

Human resource analytics (HR analytics) is an area in the field of analytics that refers to applying analytic processes to the human resource department of an organization in the hope of improving employee performance and therefore getting a better return on investment.

HR analytics does not just deal with gathering data on employee efficiency. Instead, it aims to provide insight into each process by gathering data and then using it to make relevant decisions about how to improve these processes.

What HR analytics does is correlate business data and people data, which can help establish important connections later on. The impact the HR department has on the organization as a whole is rightly shown with the help of metrics driven from HR Analytics. HR analytics is all about cause and effect. It studies the relationship between what the HR does and what outcomes the business gets ad basis these strategies are formulated.

- ⦿ The core of HR Analytics is the "metric"
- ⦿ **Metrics can be said as data that conveys meaning in a given context**
- ⦿ Metric is to be distinguished from numbers

- Employee turnover is 13.5% p.a.	Data
- There is a 4 percent point rise in attrition rate on a year to year basis	Metric
- Inappropriate Leadership styles of select managers resulted in higher attrition of 3% on a comparable basis	Analytic

Fig 1

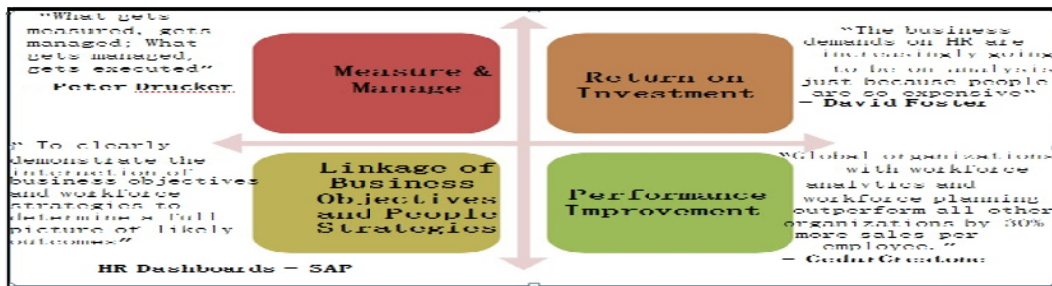


Fig 2 Why HR Analytics (Krishnan, 2015)



- ⦿ HR churns out humungous amount of data and metrics everyday.
- ⦿ HR Matrices involves personalised Compensations and Benefits, training, performance management, retention, recruitment and workforce management.
- ⦿ The organisation effectiveness can be enhanced by inculcating Analytics information .Some of the areas where hard core data driven analytics can be used –
 - ❖ Talent acquisition, retention and forecasting:
 - ❖ Headcount Management:
 - ❖ Measuring Hiring Effectiveness:
 - ❖ Compensation and Benefits:
 - ❖ Employee Satisfaction, Survey Analysis and Feedback Analysis

The growth of the organization can be predicted, resource capacity of an organization can be kept up with the help of HR Analytics.

Workforce analytics is more quantitative; it helps to develop recruiting methods and specific hiring decisions, optimizing organization structure, identify quantify factors for job satisfaction; determine the need of new departments and positions. It also helps the organization to align and motivate workforce and continuously improve the way of work .

Based on the historic data of employee records such as Educational Qualifications, work experience, age, gender and demographic details one can build a model to see which factors are likely to be most suited or effective for a certain business role. Thus hiring effectiveness can be measured and it will help in reducing attrition and overcome the challenges put forth due to globalization.

Conclusion

We have discussed the dominant challenges, issues faced by the HR. The HR manager has to adopt best practices and make use of Analytics to study the patterns in Data for arriving at strategic decisions.

By incorporating HR Analytics and widely using it for Strategic decisions, the value of human resource can be improved, organization efficiency can be enhanced, and the organization will sustain to survive

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Role of CSR in Economic Development of India

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ABSTRACT

India is widely regarded as a country in which corporate social responsibility has long played an important role. National and international nongovernmental organizations and UN agencies are involved in the public debate in the business community and the media. However, the involvement of the business community is concentrated among a few long-established family-owned companies that contribute a significant amount in the field of CSR, in both theory and practice.

Corporate social responsibility (CSR) also called corporate responsibility, corporate citizenship, responsible business and corporate social opportunity is a concept whereby organizations consider the interests of society by taking responsibility for the impact of their activities on customers, suppliers, employees, shareholders, communities and other stakeholders, as well as the environment. This obligation is seen to extend beyond the statutory obligation to comply with legislation and sees organizations voluntarily taking further steps to improve the quality of life for employees and their families as well as for the local community and society at large.

CSR is the deliberate inclusion of public interest into corporate decision-making that is the core business of the company or firm, and the honouring of a triple bottom line: people, planet, profit.

Keywords: - CSR, Public Debate, Obligations, Legislation, Local Community, Deliberate, Honouring

PURPOSE OF RESEARCH

Main purpose of this research study is to understand the main and real concept of CSR and its contribution towards the development of the society and nation. Other purpose of study is mentioned below:

- To understand the concept and role of CSR.
- To study how CSR activities are beneficial for the development of Indian Economy.
- To study contribution of CSR in India.
- To understand the outcomes of CSR activities.
- To analyse the working structure of CSR or the welfare activities of the nation.

RESEARCH METHODOLOGY USED:-

DATA SOURCES:-

The data collected for the study includes secondary data. The various sources used to collect secondary data includes research papers, journals, articles and data from the microfinance information exchange, books, journals, research articles and various other websites.

METHODS:-

The methodology of study includes collection of secondary data. The secondary data collected is further analyzed using statistical tools to draw conclusions based on the results obtained.

RESEARCH DESIGN USED: Descriptive research design is used in this research paper.

MAJOR FINDINGS OF THE RESERCH REPORT

Corporate social responsibility is necessarily an evolving term that does not have a standard definition or a fully recognized set of specific criteria. With the understanding that businesses play a key role on job and wealth creation in society, CSR is generally understood to be the way a company achieves a balance or integration of economic, environmental ,and social imperatives while at the same time addressing shareholder and stakeholder expectations. CSR is generally accepted as applying to firms wherever they operate in the domestic and global economy. The way businesses engage/involve the shareholders, employees, customers, suppliers, governments, non-governmental organizations, international organizations, and other stakeholders is usually a key feature of the concept. While business compliance with laws and regulations on social, environmental and economic objectives set the official level of CSR performance, CSR is often understood as involving the private sector commitments and activities that extend beyond this foundation of compliance with laws. From a progressive business perspective, CSR usually involves focusing on new opportunities as a way to respond to interrelated economic, societal and environmental demands in the marketplace. Many firms believe that this focus provides a clear competitive advantage and stimulates corporate innovation.

CSR is generally seen as the business contribution to sustainable development which has been defined as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs", and is generally understood as focusing on how to achieve the integration of economic, environmental, and social imperatives. CSR also overlaps and often is synonymous with many features of other related concepts such as corporate sustainability, corporate accountability, corporate responsibility, corporate citizenship, corporate stewardship, etc.

CSR commitments and activities typically address aspects of a firm's behaviour (including its policies and practices) with respect to such key elements as; health and safety, environmental

protection, human rights, human resource management practices, corporate governance, community development, and consumer protection, labour protection, supplier relations, business ethics, and stakeholder rights. Corporations are motivated to involve stakeholders in their decision-making and to address societal challenges because today's stakeholders are increasingly aware of the importance and impact of corporate decisions upon society and the environment. The stakeholders can reward or punish corporations. Corporations can be motivated to change their corporate behaviour in response to the business case which a CSR approach potentially promises. This includes:

1. Stronger financial performance and profitability (e.g. through eco-efficiency),
2. improved accountability to and assessments from the investment community,
3. enhanced employee commitment,
4. Decreased vulnerability through stronger relationships with communities, and
5. improved reputation and branding.

Corporate social responsibility (CSR) is the responsibility recognized by the companies for acting in socially responsible manner. There is no single universally accepted definition of corporate social responsibility, it has generally come to mean business decision making linked to ethical values, legal compliance, and respect for people, community, and environment. CSR expects a company to go further than required by law so as to:

- Treat employees fairly and with respect
- Operate with integrity and in an ethical manner in all its business dealings with customer, suppliers, lenders, and others
- Respect human rights
- Sustain the environment for future generations
- Be a responsible neighbor in the community and a good 'corporate citizen'.

DISCUSSIONS AND IMPLICATIONS:-

Although corporate India is involved in CSR activities, the central government is working on a framework for quantifying the CSR initiatives of companies to promote them further. According to Minister for Corporate Affairs, Mr Salman Khurshid, one of the ways to attract companies towards CSR work is to develop a system of CSR credits, similar to the system of carbon credits which are given to companies for green initiatives. Moreover, in 2009, the government made it mandatory for all public sector oil companies to spend 2 per cent of their net profits on corporate social responsibility. Besides the private sector, the government is also ensuring that the public sector companies participate actively in CSR initiatives. The Department of Public Enterprises (DPE) has prepared guidelines for central public sector enterprises to take up important corporate social responsibility projects to be funded by 2-5 per cent of the company's net profits. As per

the guidelines, companies with net profit of less than US\$ 22.5 million will earmark 3-5 per cent of profit for CSR, companies with net profit of between US\$ 22.5 million - US\$ 112.5 million, will utilise 2-3 per cent for CSR activities and companies with net profit of over US\$ 112.5 million will spend 0.5-2 per cent of net profits for CSR.

BENEFITS OF CSR ACTIVITIES IN INDIA

- Win new business.
- Increase customer retention.
- Develop and enhance relationships with customers, suppliers and networks.
- Attract, retain and maintain a happy workforce and be an employer of choice.
- Save money on energy and operating costs and managing risk.
- Differentiate yourself from your competitors.
- General innovation and learning and enhance your influence.
- Improve your business reputation and standing.
- Provide access to investment and finding opportunities.

CSR as a strategy is becoming increasingly important for India today because of three identifiable trends:

- **Changing social expectations:** Consumers and society in general expect more from the companies whose products they buy.
- **Increasing affluence:** This is true within developed nations, but also in comparison to developing nations. Affluent consumers can afford to pick and choose the products they buy.
- **Globalization:** Growing influence of the media sees any mistakes by companies brought immediately to the attention of the public.

CONCLUSION:

The concept of corporate social responsibility has gained prominence from all avenues. Organizations must realize that government alone will not be able to get success in its endeavor to uplift the downtrodden of society. The present societal marketing concept of companies is constantly evolving and has given rise to a new concept-Corporate Social Responsibility. Many of the leading corporations across the world had realized the importance of being associated with socially relevant causes as a means of promoting their brands. It stems from the desire to do good and get self-satisfaction in return as well as societal obligation of business.

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- CSR could prove to be a valuable asset in an age of M&As, as it helps firms spread their brand name - Maitreyee Handique
- Corporate Social Responsibility is no longer just an addition, it is a key Differentiator. "A Prasad Chandra, CMD, BASF South Asia
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The Impact of Human Resource Management Practices on Employees Performance and the significant elements that determine the best utilization of HR in higher Educational Institutions

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Abstract

Human Resource Management in higher education institutions determines the standard and quality of education.Planned utilization of Human Resources at higher education should focus on faculty i.e “Human Resources such as communication, team work, motivation, planning, organizing, initiation, problem solving, analysis and research, team environment, teaching, training, learning, support, knowledge and experience for improvement in the performance.The findings of this research study have reported that HR management practices (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employee’s performance. The present study mainly focuses on the impact of Human Resource Management Practices on employees performance and the significant elements that determine the best utilization of HR in higher Educational Institutions. It highlights the importance of an integrated process of human capital formation through education, particularly higher education, and suggests ways for achieving the aim.

Key words:-utilization, initiation, analysis, research, Team work, incentives, support, compensation, employee performance.

Introduction:-

Higher Educational Institutions cannot survive beyond a point unless they are continuously alert to the environment and continuously train their teachers to meet challenges. Thus, Human Resource Management is an essential process for an Institution's survival and growth. It is appropriate here to mention that, people make all the difference. it is essential to ensure that people are in possession of positive attitude towards their organization, college and the Management.

Human Resource Management: Evolution:-

Human resource management as we understand it today has come a long way from its early beginnings. The HR function had humble beginnings in the form of personnel departments began to hire someone to manage the welfare of the employees. (Dulebohn et.al, 1995)The first HR department was established in 1920. (Jamrog&Overholt, 2004). (Patrick & Hartmann,2001)Today HR departments are considered strategic partners in organization growth. According to Yeung and Brockbank (1994) this change was the result of increasing competition resulting in a pressure to reduce cost and meet the ever growing expectations of customers coupled with growth in information technology as well as globalization. This transformation was also the result of the realization that the performance of an organization basically depended on whether its employees were treated well (Ehrlich, 1997).Today organizations have realized that

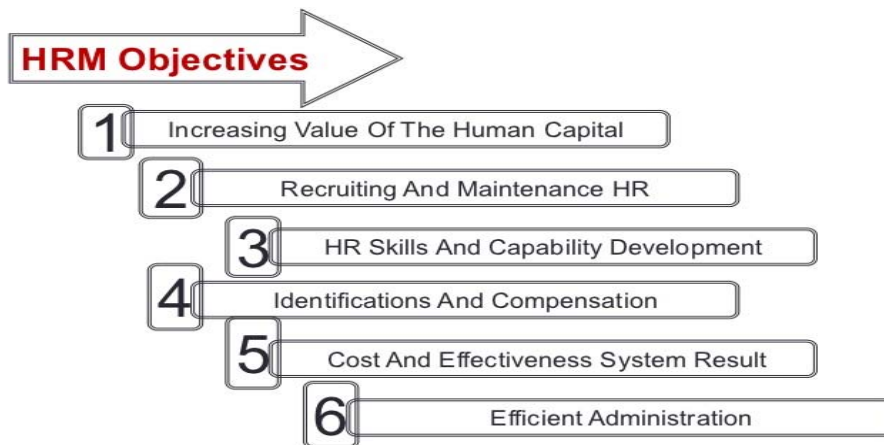
Human Resource Management ensures that human talent is used effectively and efficiently to accomplish organizational goals.

If we talk about educational institutions, Teachers are an extremely important facet of any society for a multitude of reasons. In Vedic period, education has an idealistic form, in which the teachers laid stress upon worship of god, religious, spiritually, formation of character, development of personality, creation of an interest, for the development of culture, nation, and society. Teachers are the people who educate the youth of society who in turn become the leaders of the next generation of people. Teachers are the people who are teaching children and imparting knowledge upon them in their most impressionable years, what these kids learn from their teachers at a young age will most likely stay with them in some facet for the rest of their lives. So, teachers certainly have a significant mark on the development of young children and even older children alike, as they are teaching them and helping them to develop their knowledge so that they can go on in life and be responsible and productive members of the society.

Role In Higher Education:-

However, most educational institutions in India especially those in higher education operating in the public sector have always been in a protected environment. Though privatization has started these institutions are even today cocooned in their existence because of a number of reasons. To begin with higher education in the private sphere is exorbitantly expensive given the limited paying power of the masses. Further a number of private universities and institutions are yet to make a name for them as they have not been in existence long enough. In sharp contrast to our government funded, established universities and even some colleges affiliated to them that have been around for over hundred years. These established institutions have strong alumni and are recognized as brands. Further government regulatory bodies and their rules also often deter the growth of private players in the higher education segment. However these conditions are temporary. State funded universities are already feeling the pressure of reduced government funding. In times to come other changes will further threaten them. The paying power of the middle classes will increase, already the liberal study loans given to students for higher education has made education more affordable. Simultaneously private universities will have been around long enough to make a name and establish themselves as a brand. The question is without managing their human resources effectively can the government funded institutes survive and thrive in the face of competition from private institutions. The answer is a definite 'No'.

In the context of higher educational institutions like universities, human resources are also referred to as intellectual capital, so it follows that their effective management is crucial to not only the competitive advantage of the educational institution but also the progress of the nation. The primary objective of Human Resources Management is to maximize the return on investment from the organization's human capital and minimize financial risk. HRM also aims at bringing out the best in people by creating an environment conducive to employee growth and satisfaction. Human Resources Management is seen as a requisite to improve the commitment of individuals who in turn contribute to institutional growth.



Literature Review:-

There is a growing concern based on the belief that human resource should be valued as essential assets rather than a cost for the organization and as a strategic factor which supports and source of sustained competitive advantage (Delaney and Huselid, 1996; Wright et al., 2001; Sun et al., 2007). In addition, successful HRMPs lead to an improved level of individual and organizational performance (Chang and Huang, 2005). The HRMPs were measured by 23 items consisted by 4 variables i.e(recruitment and selection, training and development). Many researchers have studied the concept of HRM and its relationship with individual and organizational outcomes. For example (Kehoe and Wright, 2013) have examined the influence of high-performance HR practice on employees' attitudes and behaviors. They revealed that that high-performance HR practice positively related to employees' attitudes and behaviors which affect the organizational commitment and fully mediate the relationship between employees' retention and HR practices. Furthermore, Vanhala and Ahteela (2011) investigated the relationship between HRMPs and trust; they found that the perceptions of the fairness and functioning of HRMPs are connected to employee's trust.

After reviewing the previous studies which have discussed the concept of HRM practices and its relationship with variant variables in the organization. The researchers concluded that HRM practices differ from firm to another and from country to another as well as the factors which affect HRMPs. These factors could be internal (e.g., organization size, organization structure, business strategy, organizational culture) or external factors (economic, technological changes, industry characteristics, national culture, legalization and regulations, competitors and globalization). These HRMPs directly or indirectly affect several variables within the

Objectives of the study:-

1. To study the Impact of Human Resource management practices on employee performance.
2. To study the significant elements that determines the best utilization of Human Resources in higher educational institutions.
3. To Study the recruitment process, qualification, experience and retention of the faculty members promotes the growth in Human resources of the Educational Institutions.

4. To Study whether Human Resource training, Promotion, motivation and facilities from the educational Institutions fetches better performance.

Research Methodology:-

The study is descriptive in nature and is confined to the study the Impact of Human Resource management practices on employee's performance and the significant elements that determine the best utilization of HR in higher educational institutions. The sources of data and information was completely based on secondary data, the sources of secondary data are books, journals, websites, research studies, etc.

Impact of Human Resource Management on Employee Performance:-

Recruitment, Selection and Employee Performance:-

Recruitment and selection are one of the most important HRMPs. It is a process of finding, assessing, and having the right people in the right job. A positive relationship has been reported among recruitment, selection, and other procedures that are used for selection of the applicants effectively which have a significant effect on the firms' profits (Hausdorf and Duncan, 2004). In addition, it is the process of searching the applicants for employment and encouraging potential candidates to apply for jobs (Jain and Saakshi, 2005). Carroll et al. (1999) have been divided recruitment process into four stages. (a) A review of the need to hire a new staff for an unoccupied post, (b) job analysis, (c) job description, (d) candidate's specifications and qualifications. This selection process affects the employees and organizational performance. The purpose of the employer or organization is to develop a large pool of candidates during recruitment process in order to select the best applicant for the available job position competitive process (Beardwell and Claydon, 2004; Rogelberg, 2006). Accordingly, ensuring good and effective recruitment and selection process by the organization leads to improved employee performance.

Training and Development with Employee Performance:-

Training is one of main HR activities in the organization and helps the firm to achieve its goals. According to Grossman and Salas (2011), training is an organized task of information, skills, and attitudes lead to enhancing performance in a particular situation. Hence, next step follows recruitment and selection is training and development of employees. This process should involve the new recruited and existed employees. However, careful selection of employees does not guarantee that the new staff will perform the tasks effectively, thus, firms should design and implement proper training programs for those employees in order to achieve the tasks assigned to them (Dessler, 2009). Training and development are designed to improve employee performance, competency level and ultimately leads to foster organizational performance.

Training and development activities allow organizations to adjust, be a competitor, advanced skills, innovate, develop, enhance employees safety, expand service, and reach firm's goals (Salas et al., 2012). Consequently, any organization strives to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce must

realize the importance of training and development and its impact on employees and organizational performance (Aguinis and Kraiger, 2009).

Compensation, Rewards, Incentives and Employee Performance:-

Compensation refers to consideration that is paid to an individual who is working for the organization. Compensation for internal employees is managed by compensation system of the organization which in turn plays an important role in fostering employees' performance and increases their productivity (Kramer and Briffault, 1991). Organization's strategy and business requirements are the main determinants of compensation practices (Boyd and Salamin, 2001). Similarly, there are different factors that may affect on the individuals' incentives based on their necessity, education, social position, or environments (Gerhart and Rynes, 2003). According to Dubrin (2008), maintaining and establishing an effective compensation system is an important function for the organization. Hence, linking employees' performance with compensation system leads to an overall firm's performance. Therefore, workers should be offered rewards, incentives, and social benefits in order to motivate them to better performance. Pfeffer (1994), has supported this view by emphasizing the influence of incentive pay on the firm's performance.

Hence, Carrier (1994) pointed to reward and compensations systems as key human resources practices that contribute effectively to individual and organizational outcomes. Another study conducted by Carlson et al., (2006), they investigated the financial, non-financial rewards in family business SMEs. They found at each level in the firm, accomplishment of sales-growth used more financial rewards.

Performance Appraisal and Employee Performance:-

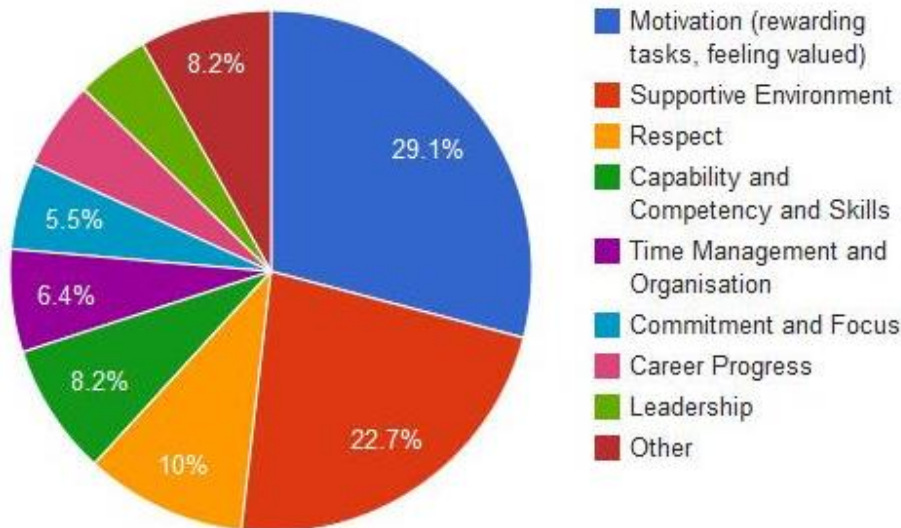
Cumming (1993), pointed out that a performance appraisal is an approach to assessing the employee's work performance in a measurable way. The objective of this assessment is to improve the efficiency of an enterprise by attempting to mobilize the best possible efforts from individuals employed in it. The primary objective of a performance appraisal is to ensure the maximum utilization of every employee's skills, knowledge, and interests (Arthur, 2008).

Measuring and fostering employees performance is a key determinant of organizational success and competitive advantage (Ployhart et al., 2006). Thus, performance appraisal has been broadly known as an essential process for the management and development of employees working in an organization (Lee, 1985; Eberhardt and Pooyan, 1988). In addition, selection and training practices might be changed based on the appraisal information with the desired behaviors and attitudes. Nevertheless, professional employees without being motivated to achieve their tasks, their efficiency will be imperfect (Sani, 2012).

Several previous studies investigated the effect of carrying out performance appraisal on individual and organizational level outcomes. For example, Murphy and Margulies (2004) in their study claimed that performance appraisal might benefit in multiple functions such as helping in employee training and for giving pay. Moreover, it is has been known that the objective of the performance system come to be a serious issue. However, numerous firms still do not consider that performance appraisal can achieve several tasks such as provide feedback, training and skill development, and right to use to information and knowledge (Kor and

Sundaramurthy, 2009). Another study held in (2011) revealed that HRMPs were correlated positively with the employee performance.

Significant Elements that determine the Best Utilization of HR in Higher Educational Institutions:-



1. Highly Communicative:

Human Resource available in any organization as a faculty should be HIGHLY communicative. Unintelligibility of expression may lead to many complications. Even oral communication of the faculty must be flawless both formally and informally with the management. It is an unquestioned need to convey the basic information clearly and accurately to draw attention as well as leave an impact. When any information connected to pursuing or any communication should be always in the most appropriate format and explain the complex and detailed information without any prejudice.

2. Motivated Team work:

Entire faculty should create an atmosphere where co-operation and co-ordination is prevailing. When they work like a team and be motivated to the core. The contribution of the faculty in the attainment of common goal should be entrained as one object. The shouldering accountability among the faculty members can be an asset in this regard.

3. Liaisoning&Networking:

There must be an element that connects a liaison with others both within & outside of the organization. Because of creating highly co-operative networking system and prevailing useful contacts the strength of the organization will be enhanced. This elements include passing information promptly among the colleges. Assuring mutual exchange of information. Influencing developments through other contacts & handling of external reputation.

4. Service:

Services delivery is the most important element that has to be handled carefully. The provisions of help & assistance is available to high standard of service to management. Visitors, members of the staff & other users of the organization. It covers reacting to request for information or advice actively offering or promoting the Services of the institution to others & setting standards of services offered.

5. Planning and organizing:

Planning and organizing is the main work which covers prioritizing items and resources. Be they human physical financial. Planning work for others on day to day tasks on projects & carrying out operational planning & the same for coming year.

6. Initiating and Problem solving:

The most important element to sophisticate human resource in higher education institutions is initiating and problems solving. It covers identifying or developing options and selecting solutions to problems which occur in drawing the role.

7. Skill Development:

Human resources in the educational institutions should cultivate the skill development and knowledge at work team. This may include to induction of new colleges. coaching and appraising any individual who are to supervised and managed by the role holders and giving guidance and advice to new peer and supervisors on work.

8. Analysis and research:

Should indulge in analysis and research to enthuse the students. This may include many standard procedures to gather and analyse data identifying and defining appropriate method of research. Collecting and analyzing a range of data from different sources and establishing new methods or models for research.

Conclusion:-

The purpose of this study is to explore the impact human resource management practices on employee performance. The findings of current research study illustrate that the human resource management practices (recruitment and selection, training and development, compensation and incentives, performance appraisal) are positively related to employees' performance. Employees are one of the critical strategic assets for any organization. Likewise, universities should strive to attract the talent, well trained and enthusiastic employees and improve their performance. Successful and good effective implementation of HRMP empowers university employees and improves their performance positively. Employees have an important and strategic role in enhancing university positioning in significant fields such as quality of research, academic reputation, and improving the quality of the academic programs. Therefore, best practices of HRM stimulate educational institutions employee's performance which in turn improves university performance. So, universities realize the importance of stimulating university employee's performance; many universities are giving more attention from the top management of HRMP. Hence, it is vital that the universities should develop their HRMP to enhance university employee performance. Therefore, a study on the employees' assessment of the

influence of HRMP on employees' performance with particular reference to Palestine context is justified.

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A Study of Human Resource Accounting Methods and Practices in India

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Abstract

It is highly complicated in the today's market find well knowledge, coached, and highly motivated people. Human resource is one the most important back office operations of any organization or business. Human skills, creativity, ability cannot be replaced by machinesqualitative. We can lose efficiency in work if no people. Human can work without machine but machine can't. Hence, industry like advertising and direct marketing for instance human talent is more valuable among other else No machine can ever come up with a unique advertising idea without the human input. Thus companies must learn to recognize and appreciate the value of their employees. It is worth and capital investments.

OBJECTIVES :

- The paper highlights the significance of Human resource valuation and methods to measures human assets value.
- The paper depicts the advantages of human resource value

HYPOTHESIS:

- There is no significance of Human Resource accounting for smooth functioning of Business Organisation

ORIGIN OF HUMAN RESOURCE ACCOUNTING:

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

WORLD DEMAND OF HUMAN RESOURCE ACCOUNTING:

- It is fact that the 21st century is era of Human demand, countries those have labor quality ruling the world with dominant technology. Countries like china and Japan forerunners in technology advancement, is all result of work force performance.
- Hence whole world realized that human resource is the real investment into business ventures that should only catch and stick the success waves. It can be say that INFOSYS, Bharat heavy Electrical Ltd (BHEL), DR.REDDY`S and Steel Authority of India Ltd (SAIL) are ever profit generators because recognized value of quality of labor and ordered peak priority so as company`s yields ripped fruits with assistance of ripped force (quality employees) and can stand against any business storm and cope up effectively

Human Resource Valuation Approaches

- **Historical Cost Method:**

It calculates actual cost incurred on recruiting, selecting, hiring and training and development of human resource (HR) which is equal to the value of workforce.

- **Stochastic Rewards Model:**(Eric Flamholtz)

It helps to determine the value of an individual to the organization. He determined the movement of employees from one organization to another.

- **Sk.chakra borty Model:**

First Indian to attempt at valuation of resources. He noticed the cost of recruiting ,learning,, training and development of each employee should considered for acquisition cost method of valuation and be treated as different revenue expenditure, this is subject to gradual written off.

- **Lev and Schwartz compensation model:**

Used for calculating value of HR used by public sector like SAIL and BHEL. Based on future earnings of an employee till his retirement. Value of human assets is estimated for a person at a given age which is the present value of his remaining future earning from his employment.



- **Human Resource Valuation by INFOSYS :**

The INFOSYS GIST-HCX model is based on a present value calculation of the increase in future earnings of employees during their employment.

According to this report, the worth of each Infosys employee in 2011 is 75 lakhs and as per 2012 it is 84 lakh.

- **Justification of Hypothesis:**

HYPOTHESIS REJECTED:

Human Resource Accounting has a great potential in the modern age of Professionalization, particularly in the case of labour-intensive service industry where human resources constitute the prime resource.

HRA information thus would be of immense help in decision making for both internal and external users. Therefore, the organisation should opt for an HRA system.

- **Suggestion**

In order to show greater progress, more needs to be done at both the theoretical and practical level. More research into valuation methods and models, and the practical implications of these, is needed together with the engagement of both human resource and accounting professionals in the debate on valuation and its implementation in practice.

- **Conclusion**

Overall, even valuing human resources appear to be important to Indian organizations, most organizations do not value their human resources and plans to implement valuation of human resources are at a very early stage. Despite the interest in valuation there will be little or moderate progress in the area over the next five to ten years. In order to show greater progress, more needs to be done at both the theoretical and practical level. More search into valuation methods and models, and the practical implication of these, is needed together with the engagement of both human resource and accounting professionals in the debate on valuation and its implementation in practice.

- **Bibilography**

www.ijemr.net

http://www.infosys.com/annual_reports

A Critical study of Challenges and opportunities before E-Commerce Industry in Oman

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Abstract

The present paper relates to conceptual framework of Electronic Commerce, its status in Oman and various challenges in success and growth thereof in India. Currently there is limited e-commerce activity by the private sector in the country. The government is actively promoting a “digital society” and “e-government” services through the Information Technology Authority (ITA). Some of the most frequently requested government services, such as business registration and customs clearance of imported goods, payment of utility bills, payment of traffic fines, etc. are being conducted on-line. In 2008 the Sultanate of Oman enacted legislation governing e-Commerce, and ITA officials have recently identified opportunities in: e-payments (secure credentialing), Arabic language e-mobile content and E-Government applications. The ITA hosts an annual cyber security conference in Muscat, which may be of interest to firms interested in entering the market. Oman Tradanet specializes in Business-to-Business services. Other sites specializing in E-commerce applications are Business Gateways International, E-Oman (Information Technology Authority) and Knowledge Oasis Muscat. According to a study by Frost & Sullivan, internet spending in the Middle East is booming with GCC countries expecting a 40 percent growth in E-Commerce by 2020 and is expected to reach \$41.5 billion. Oman is expected to have a total market share of 12 percent across the GCC countries. Internet users constitute 74.2% of the population (2015).

Key terms: E-Commerce-Government, Digital Society, Cyber Security Etc

1. Introduction: The E-commerce market in Oman accounts to only 1% of total sales. It is still a nascent market and have ample opportunities to grow in future. On the other hand, global e-commerce market is about to reach US\$ 2 trillion by 2020 and have a share of 7.8% of all sales. In developed nations, e-commerce share ranges from 45-80%. China and India have seen a revolution in e-commerce industry in past decade. Many companies are established during this time and became billion dollar companies. In Oman, More than 20% of the population made at least One (1) online purchase in 2014. Despite Oman has one of the highest smart phone usage in Middle East region, only 8% of the population did mobile shopping. Most of the items purchased

online in Oman are groceries and music. However, more than 1/4th of the population of Oman still purchases products from foreign websites. High smartphone penetration has helped e-commerce to grow in Oman and neighboring GCC countries. Oman and UAE has 2nd highest smartphone penetration in gulf region after Qatar which has 79% penetration. The biggest hurdle in e-commerce market is changing the mindset of people. Customer want to buy products directly from shops. As per the survey conducted by Mordor Intelligence, we found that customers want to touch and feel the product through which they perceive the quality of the product.

2. Review of Literature: This chapter includes a review of available literature on factors that are hindering the growth of online shopping in Oman. It focuses on consumers' attitudes towards online shopping and identifies what drives people to shopping carts and what puts them off. Absence of any reliable study on consumers' online buying behavior and online shopping in Oman makes this research a more significant one. As Oman is located in the Middle East, the researcher considered researches and reports about the MENA region (Middle East and North Africa) as reliable sources. This literature review includes references to scholarly literature available on the barriers as to why the Sultanate of Oman has not progressed the way it should have in terms of e-shopping and e-commerce, and how its essentially cautious and conservative business approach could be one of the reasons for the failure of e-commerce to gain much ground in the sultanate. This chapter describes the state of e-commerce in Oman. It discusses the factors affecting online shopping growth in the Sultanate.

- I. The literature review studies the shopping behavior in mall environment and describes the lack of local shopping portals. Then, it explains the absence of multichannel retailing (physical store and online store) in Oman. -Online shoppers prefer to buy locally. According to the latest MasterCard Worldwide Survey on Online Shopping Behavior, faster deliveries times, buying trusted and familiar brands and being able to return goods easily, drives people to shop online from local stores (**O.Carroll, 2012**)
- II. Consumer concerns on security and privacy issues, in the process of online transactions, are major obstacles in the development of e-commerce. As a correct choice can only be identified in the future, consumers are forced to deal with uncertainty, or take a risk with their choices () state that perceived risk influenced both attitudes toward online shopping and intention to shop online. **Taylor, 1974). Vijayasathy & Jones (2000)**
- III. online consumers were also concerned that online vendors may not deliver the goods ordered or that merchandise maybe inferior, incorrectly selected, or may never arrive. **Abramson and Hollingshead (1999)**
- IV. As deep-rooted traditional shopping habits prevail consumers make their purchasing decisions, after they personally see, hear, touch, taste and try the product in question. Online shopping could only provide visual and audio effects which influence consumer online buying decision. Cconsumer.s buying behaviour and the resulting purchase decision are strongly influenced by cultural, social, personal and psychological characteristics (**Kotler et al, 2003**)

- V. Customers put off online shopping by delivery procedures. Customers also get frustrated by unsuitable times of delivery and unreliable delivery services. Waiting days or weeks for goods would lead to abandon online shopping. Customers expect their orders to be home on time and without failed risks, otherwise they will not buy again .**Dennis et al. (2002)**
- VI. A survey conducted in Saudi Arabia considered the lack of individual home addresses is another significant obstacle to online shopping growth. In Oman, individuals have no uniquely identified addresses or mailboxes, and mail cannot be delivered to homes or offices. **Al-Solbi and Mayhew (2005)**
- VII. A cash culture is still prevalent in the region with consumers still favoring traditional payment methods, through concerns over the security of card payments. Although people are aware of in Oman prefer to get cash at an ATM to pay for their needs rather than using a credit card transaction facilities offered by available credit cards, they nevertheless remain dubious with using credit cards comfortably for online and offline payments. **J. F. Rodrick 2009**
- VIII. Some markets have the technological infrastructure to support e-commerce, but poor incountry dynamics such as logistics, digital laws, or cultural biases that make internet users wary of purchasing online (**At-Kearney, 2012**).

3. Objectives:

- i. To study the Conceptual framework of E-Commerce in Oman
- ii. To study the present status of E-Commerce in Oman
- iii. To study the challenges and opportunities before E-commerce in Oman

3.1. Research Methodology: the data has been collected from secondary sources, such as Government websites, Report of US Embassy and other articles published in Newspaper and magazines.

4. Conceptual framework:E-business is the application of Information and Communication Technologies (ICT) in support of all the activities of business. Commerce constitutes the exchange of products and services between businesses, groups and individuals and can be seen as one of the essential activities of any business. Electronic commerce focuses on the use of ICT(Information and Communication Technologies) to enable the external activities and relationships of the business with individuals, groups and other businesses or e business refers to business with help of internet (i.e.) doing business with the help of internet network.

The term "E-Business" was coined by IBM's marketing and Internet teams in 1996. In 1997, IBM marketing, with its agency Ogilvy & Mather began to use its foundation in IT solutions and expertise to market itself as a leader of conducting business on the Internet through the term "e-

business." Then CEO Louis V. Gerstner, Jr. was prepared to invest \$1 billion to market this new brand. After conducting worldwide market research, in October 1997, IBM began with an eight-page piece in the Wall Street Journal that would introduce the concept of "e-business" and advertise IBM's expertise in this new field. IBM decided not to trademark the term "e-business" in the hopes that other companies would use the term and create an entire new industry. However, this proved to be too successful and by 2000, to differentiate itself, IBM launched a \$300 million campaign about its "e-business infrastructure" capabilities. Since that time, however, the terms, "e-business" and "E-Commerce" have been loosely interchangeable and have become a part of the common vernacular. E-business includes E-Commerce, but also covers internal processes such as production, inventory management, product development, risk management, finance, knowledge management and human resources. E-business strategy is more complex, more focused on internal processes, and aimed at cost savings and improvements in efficiency, productivity and cost savings. Meaning of E-Business: E-Business is the conduct of business on the Internet, not only buying and selling, but also servicing the customers and collaborating with the business partners. E-Business includes customer service (e-service) and intra-business tasks.

5. Current Status of E-Commerce in Oman

The study elucidates the situation of Oman and predicts the growth of its E-commerce Industry. Report talks about growth, market trends, progress, challenges, opportunities, technologies in use, growth forecast, major companies, upcoming companies and projects etc. in the E-commerce sector of Oman. In addition to it, the report also talks about economic conditions of and future forecast of its current economic scenario and effect of its current policy changes in to its economy, reasons and implications on the growth of this sector. Lastly, the report is segmented by various types' E-commerce available in the country.

- In early 2006, Oman's government began to implement the e-Government initiative in conjunction with the provision of electronic payments (e-Payment) and in particular Internet payments. This was identified as a critical shared service in the Omani e-Government architecture and serve as a main enabler to the online delivery of Government Services and goods. The Information Technology Authority (ITA) of the Sultanate of Oman has taken up the strategic initiative to drive the development of e-Payments in Oman.

On May 18, 2008, Oman legalized electronic transactions by adopting the Electronic Transactions Law, the first law for legalizing electronic transactions in Oman. The e-transactions law consists of 9 sections and combined as 54 articles and legalizes the use of digital signatures in electronic commerce and communications through letters, emails, etc. in order to assure adequate protection to businesses and common public, this law provides for penalties in the case of electronic crimes involving e-transactions. Protection for adequate privacy in matters related to personal data held in computer systems and processes for enabling electronic transactions is assured by the new e-transactions law of Oman.

In 2016, the Central Bank of Oman launched a national debit card payment gateway infrastructure for e-commerce transactions, Oman Net Debit Card E-Payment Gateway infrastructure, which will provide safe and secure e-commerce transactions, A new law for the protection of e-payment is expected to be passed in the middle of 2017, details of which are unknown at the moment.

- **Domestic E-Commerce (B2C)**
 More than half of online shoppers in Oman use the internet to buy airline tickets, shop for clothes and beauty products, and more. Consumers in the Sultanate of Oman are now gradually exploring online shopping options, according to the 2014 Online Shopping Behavior Study conducted by MasterCard. According to the study, nearly one fifth of the respondents made at least one online purchase last year, a slight increase than 2012. 15 percent of the respondents identified Oman Air as the most commonly visited website for online shopping.
- **Cross-Border E-Commerce**
 According to the 2014 Online Shopping Behavior Study conducted by MasterCard, Google and Amazon have emerged as the next three most popular websites for online shopping in Oman. Omani residents also use websites such as eBay, Ali-express to order products, and there are instances of using vehicle-related websites in the United States to order vehicle spare parts and supplies. China remains a favorite country of origin for ordering furnishing, machinery, construction materials, etc. Omani e-shopping consumers shop mostly for clothing, airline tickets, beauty care products, and hotel reservations online.
- **B2B E-Commerce**
 Omani companies and even individuals do order products directly from foreign

companies and payment is usually made through bank transfers or money exchanges. Courier companies like Fedex, DHL are used to ship the goods.

- **E-Commerce** **Services**
 Banks, logistics companies, Ports. Oman Post is working on serving the e-commerce market and to make use of Oman Post’s branches and vehicles for deliveries.
- **E-Commerce** **Intellectual** **Property** **Rights**
 Oman does not have a data protection law that provides a detailed guideline of the obligations of organizations that collect personal data from the public. The “Protecting Your Intellectual Property in Oman” section provides a more comprehensive discussion.
- **Popular** **E-Commerce** **Sites**
 Amazon, eBay, Aliexpress, Namshi, Royal Oman Police, Invest Easy, Bayan Customs,
- **Online** **Payment**
 Payment gateways using bank cards, Money Exchanges, Bank transfers .Thirty-nine percent of Oman respondents still feel offline shopping is “more secure”, with only 24 percent considering online shopping “equally safe,” a survey conducted by YouGov has found. Across the Gulf Cooperation Council (GCC), the lack of confidence in online payment security has deterred 34 percent from shopping online, says the report. The study interviewed 2,700 participants from across the GCC, including Oman, UAE, Saudi Arabia, Bahrain, Kuwait and Qatar.
- **Mobile** **e-Commerce**
 Thawani, a start-up, unveiled its new platform that will offer new mode of e-payment, which the company said will be an alternative payment method to cash, credit and debit cards. Compatible with Android and Apple iOS mobile platforms, a user needs only to download the app from the respective app store and create an account, entering all relevant payment information linked to the app. This is a fairly new area and a potential opportunity for U.S. companies
- **Digital** **Marketing**
 The “Direct Marketing” section of Chapter 3 provides a more comprehensive discussion of the advertising outlets in Oman.
- **Major** **Buying** **Holidays**
 Online sales of airline tickets and holidays surge around the Eid holidays and school summer holidays.
- **Social** **Media**
 There is an increasing trend among businesses especially among Omani owned SMEs

and entrepreneurs to promote and sell their merchandise through social media avenues such as Instagram, Facebook, etc. With more than 2.9 million mobile Internet subscribers, the social media landscape in the Sultanate is going through a radical change. As the country is giving thrust to its tourism sector, Oman Air, the national airline, is witnessing an impressive rise in its number of social media fans. Equally surprising is the fact that YouTube is the most preferred social media channel at 63% — ahead of Instagram (51%) and Facebook (45%), per ZLOG. Companies are increasingly using “social media influencers” for store and product promotions.

6. Factors affecting Ecommerce growth in Oman; following are important factor affecting e-commerce growth in Oman

- **Privacy and Security Concerns**

Many banks in Oman offer attractive schemes to purchase credit cards, and encourage the use of it with less interest and more products, the majority of Omani consumers remain reluctant to use their credit cards and give their financial details online. According to a Payment One survey conducted by Javelin Strategy & Research released in December 2011, the majority of active online shoppers are concerned that their credit card data would be intercepted or that unauthorized parties would access the information saved in the merchant.s database (Leggat, 2011). A study has revealed that 43% of internet users in the Middle East have been put off buying products online because they do not trust online payment systems (ibid). In April 2008, the Internet Crime Complaint Center reported that online payment fraud complaints filed by consumers in 2007 reached \$239 million compared to \$198 million in 2006. The CBO (Central Bank of Oman) advises citizens and residents to take the utmost caution when carrying out electronic trading. Authorities send messages to warn and advise Omanis to take all the preventive procedures to make sure of the identity of the seller, to deal only with the authorized credit card companies, and to avoid financial transactions with unauthorized websites or individuals, as not to fall victim to scams.

- **Dominate Cash Culture**

Cash is widely used in Oman; most Omanis pay for their daily needs in cash. Doctors and hospitals often expect cash payment for health services. Many companies pay salaries in cash. Small restaurants and coffee shops accept cash only. A deep rooted cash culture is still highly influencing consumers buying behavior. A research conducted by Ernst & Young (2012) in the MENA found that 60 % opt for cash when they asked how they would like to pay when they shop online. However, only 19 % like to pay by credit card and 18 % prefer to use debit cards for online purchases. People remain reluctant to buy online due to the lack of innovative payment options. In their report, McAfee.sDo.s and Don.ts of Online Shopping, McAfee (2008) consider that consumers are rightfully concerned about providing their financial information online.

- **UnreliableDelivery**

Most online shoppers in Oman face delay in receiving their products and some do not receive anything at all. A research published by “The Independent” on January 2013 found that 60% of people shopping online last year had problems with delivery of their items (Charlton, 2013). Some of global online e-retailers do not offer shipping to certain countries, for instance, e-Bay and Tesco do not ship to Oman. Besides, many online portals charge high shipping costs to Oman which increases the total cost of the product.

- **Lack of Individual Home Address**

Lack of a door-to-door postal service has a negative impact on online shopping growth. Oman does not use a postal system that delivers to home addresses. “If you need to receive mail or packages in Oman you have to pay extra charges for alternate services which provide mail tracking and more expedient service, such as Aramex and DHL” (Oman Coast, 2012). Businesses in Oman use international shipping companies. services like Aramex to deliver safely on their contracts. Individuals use their work addresses, i.e. the address of the company they work for, if they have to receive parcels from abroad. The location of a company is easier to be identified by couriers than a home address.

- **Consumer Cognition**

In 2011, the Sultanate of Oman has introduced Information Technology studies to students in the early stages of education. It aims to develop education and raise its efficiency in the light of modern challenges and requirements of the future. This step helps Omanis to improve their computer skills in the long run.

- **Language barrier:** Although English is widely spoken in the urban areas of Oman, Arabic and Baluchi are the primary spoken languages in the rural areas. Oman's literacy rate has increased to 86.6 % as of 2008 (World Data Atlas, 2012). Oman is making strong efforts to teach English as the second language to the younger generation, and the number of providers of English language training has expanded to meet the increased demand.
- **Previous Experience:** Another cognition factor that impacts online shopping growth is consumers. Previous experience. Consumers. previous experiences with online purchases, or lack thereof, can be of significant influence on their purchasing decisions. Negative experiences increases the level of risk perception with online purchasing and hamper online shopping growth. Individual cognition and consumer behavior have great impact on online shopping.
- **Lack of Local Shopping Portals** Oman has an advanced technological infrastructure to support e-commerce and an active Internet user base; however, managers of online shopping sites say the growth in online shopping in Oman, although encouraging, is not as high as expected. “People still have a lot of questions and concerns about online payments. And so many of them just prefer to get information about products on offer and actually physically visit stores to check them out. Retail stores in Muscat do not perceive online shopping as a challenge, at least for the time being.
- **Absence of Multichannel Retailing:** Multichannel retailing allows the consumer to transact via a variety of connected channels such as in-store, online over a computer, and via a mobile site or app.. According to The Gulf (2012), growth in multichannel in the Middle East is being constrained by a lack of content, with many local retailers failing to offer online product catalogues or purchase facilities on their websites. Other barriers include a level of mistrust of local retailers, poor customer service, and absence of an established and trusted postal system. The absence of multichannel retailing (physical store and online store) in Oman is impacting online growth

7. Conclusion: There has not been research on online shopping in Oman and therefore this study is very useful for further research. Most of the studies are based on UAE and rest of the GCC countries.

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