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EFFICIENCY OF RFID IN SUPPLY CHAIN MANAGEMENT: STRATEGIC CHALLENGES BENEFITS

By: Prof. (Dr.) Milind A.Kulkarni

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Abstract:

We examine the appropriate business processes to apply RFID, required planning and testing for successful implementation as well as the many potential impacts on effectiveness and efficiency of supply chain management. In particular, we highlight the many potential strategic business benefits that can be gained by implementing RFID by first addressing RFID as part of a comprehensive supply chain strategy. We used an existing supply chain framework, surveyed managers on RFID use in their firms, and present the current stage of RFID development in firms. The survey shows that RFID can be used in various functions in firms and that all firms that were surveyed are looking at RFID in their SCM efforts

Keywords: RFID, Supply Chain Management, Efficiency, Strategic Benefits, Challenges

Introduction:

Radio Frequency Identification (RFID) is one of the newly emerging wireless technologies that has great potential in improving efficiencies and effectiveness in supply chain solving problems. The application of RFID ranges from manufacturing and distribution of physical goods such as automobiles and its various components to minting bank notes, oil exploration, shipping and port operations and pharmaceutical package processes, among others [1]. RFID is a type of Automatic Identification and Data Collection (AIDC) technology. The AIDC technology has been constant part of our daily business and personal lives. Smart cards, electronic toll road tags, toll collection devices, proximity-access security cards, etc. are all examples of RFID technology. RFID has the potential to transform an industry and fully prepare firms to accelerate business performance and build market leadership. While the RFID technology has been in the market for some time, its widespread adoption to date has been a slow process due to insufficiency in supply chain infrastructure. Because of the volume of information transmitted by RFID readers and tags, an enterprise needs to do considerable upfront planning and testing, and to enhance existing

operations and build a framework for integrated, adaptive supply networks to support RFID in order to successfully implement and integrate the technology.

Historically, the drive toward adopting RFID is being enhanced by mandates from large retailers such as Wal-Mart and Target, and the US Department of Defense, who require all suppliers to implement this technology within the next few years. Initial savings and benefits estimated to accrue to Wal-Mart include \$6.7 billion in reduced labor costs (no bar-code scanning required), \$600 million in out-of-stock supply chain cost reduction, \$575 million in theft reduction, \$300 million in improved tracking through warehousing and distribution centers, \$180 million in reduced inventory holding and carrying costs [2]. The U.S. Department of Defense, with 43,000 suppliers is planning to overhaul its entire supply chain because it believes that RFID will reduce losses due to lack of information. The General Accounting Office substantiated the need in a December 2003 report that showed a \$ 1.2 billion discrepancy between the material shipped and the material received in Iraq by the Army [6].

In this study, we examine the appropriate business processes to apply the technology, required planning and testing for successful implementation as well as many potential impacts on effectiveness and efficiency of supply chain management. In particular, we will highlight the many potential strategic business benefits that can be gained by implementing RFID by first addressing RFID as part of a comprehensive supply chain strategy.

Supply Chain Infrastructure and RFID Technology:

Supply chain management is recognized as an effective practice that will take a business organization to higher levels of performance.

Companies are searching for all the hidden values that had eluded them and their partners across the extended supply chain. Supply chain management can be viewed in a sequence of highly visible initiatives that have led to better performance, lower costs, higher profits and a greater measure of customer satisfaction.

Supply chain is viewed as a process management concept [7]. Companies have developed and presented various supply chains to serve their strategic alliances and partnership with upstream and downstream companies. In essence, no two companies' supply chains look alike. There are many supply chain models, and these models only effectively deliver on their promise when aligned with their strategic plan and the

company wants to go to market. Furthermore, most companies don't merely have one chain. They have many, and several of them are actually networks. Based on AMR's research, there are 16 basic forms of supply chains/networks in use. According to a survey conducted among supply chain professionals from 142 companies by Computer Sciences Corporation and Supply Chain Management Review, the supply chain evolution progress can be divided into five levels [5]. In general, business enterprises move through five levels of evolution on its way to the most advanced stage of supply chain management, as illustrated in Figure 1. In the first two levels of the evolution, businesses require breaking down their traditional functional and business unit silos. They can achieve high levels of efficiency across the internal supply chain process by getting the house in order. During the third level, businesses need to enhance their relationships with a few trusted suppliers and moving together toward their attracting targeted customers with a network business model. Based on the survey, most of the companies today are somewhere between levels II and III.

They simply haven't been able to get through the big cultural wall that exists between today [3] and each one brings relative strengths and weaknesses and they are varying degrees of complexity these two levels. In the fourth level, businesses partners begin collaborating with each other to enhance the value chain. They start to leverage e-commerce, the Internet, etc. in order to gain advantage in communication, online inventory visibility, cycle time, and optimized processing. In the last level of supply chain evolution, full network connectivity is established, and an industry or market advantages is built. This is achieved by integrating systems in a way that all the supply chain partners are benefited. We need to examine how RFID will fit into the existing supply chain infrastructure and how companies should use it, from the introduction of the technology to more mature deployments.

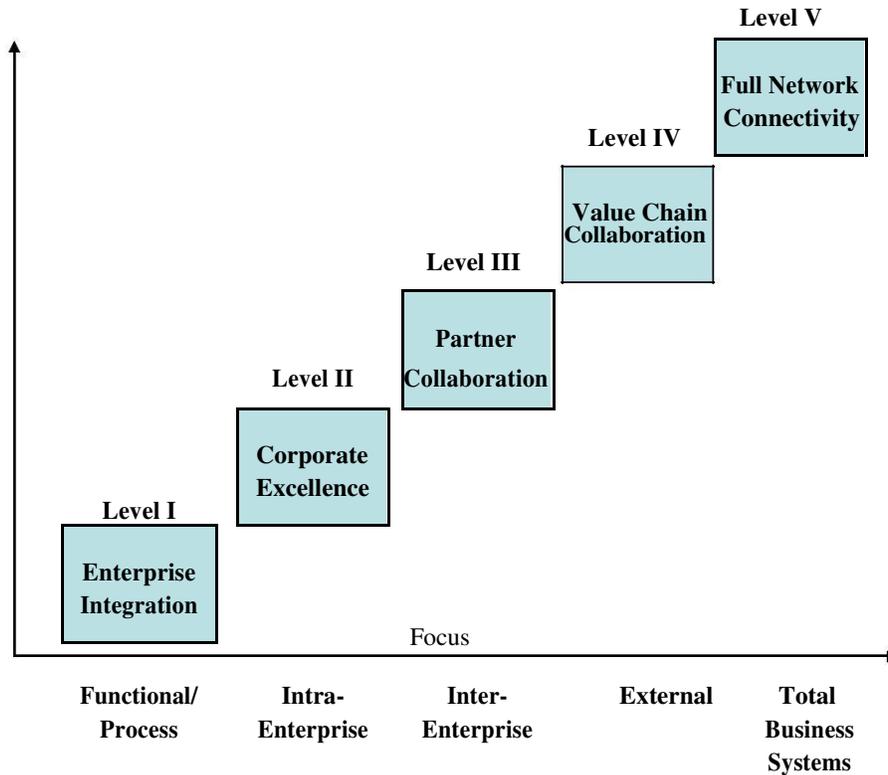


Figure 1. Five levels of SCM evolution

Current Stage of Development in Firms:

We used this framework of SCM evolution to test current position of RFID implementation in firms. In order to evaluate the current position of RFID development in firms, a survey with questions asking the respondents of what stage of RFID development their firms were positioned in three functional areas. The respondents include professionals who help with the evaluation of current supply chain technology usage and the level of integration of business applications. The solicitation was primarily through mail and email based on membership directories, mailing lists, and Individuals contacted, 151 participated in the study yielding a response rate of about 50%. Each participant completed one survey, and the survey captured the perceptions of their RFID development experience.

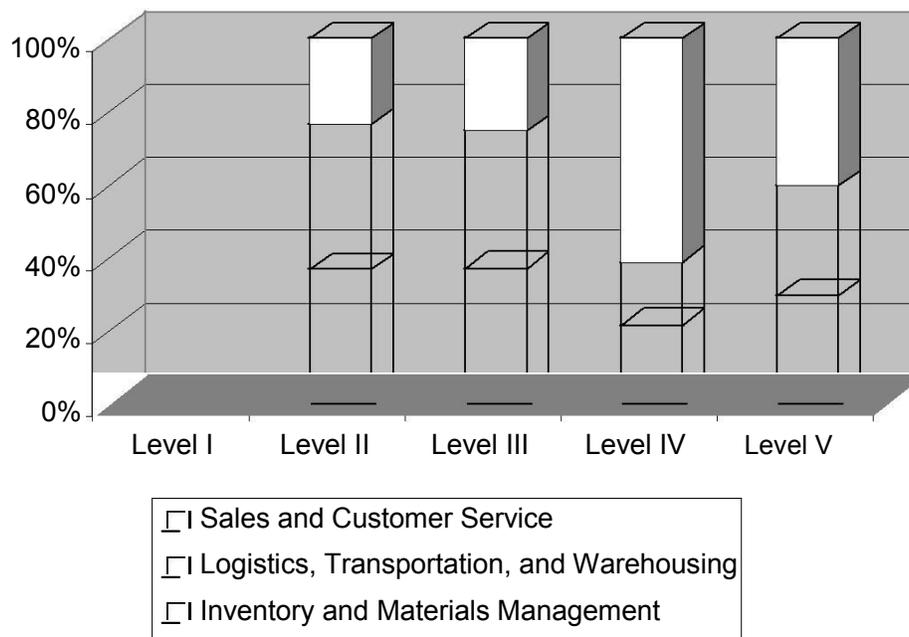
We used three functional applications to include 1) sales and customer service, 2) logistics, transportation, and warehousing, and 3) inventory and materials management. These functions and where they are positioned currently with respect to the five levels of evolutions is shown in Figure 2.

As seen in Figure 2, managers in various industries in USA use RFID at various levels for each functional use. Of particular interest is the full network connectivity where they feel that RFID can be used in all three functions equally. Another interesting result of the survey showed that all firms that were surveyed are looking at RFID in their SCM efforts.

Potential Business Value of RFID in Supply Chain Management:

As discussed earlier, RFID technology offers implement the appropriate business processes to leverage the data collection and integration for supply chain management. However, companies must look beyond mere compliance for ways to implement these initiatives into their total supply chain strategy and harness the true business value of the technology, hastening profits.

Figure 2. Current Stage of Development for Each Type of Business Application



The ultimate benefit of RFID is not in doubt, just the timing. It represents a definite advance beyond today's ubiquitous bar codes. Some industry experts believe it's also the missing element in what has been a decades-long search for a way of actually squeezing excess inventory out of supply chains. As discussed earlier, RFID uses an antenna and a transceiver, which is often combined in a single unit, to read the RFID tag. The first advantage of RFID over bar

coding is that RFID does not require direct contact or line-of-sight scanning. Secondly, RFID is not only a data collection technology, but also a technology to help businesses further streamline their production flow. Manual scanning and data entry at each step create an interrupted flow of process. The concept of interrupted flow applies not only to a manufacturing process but also to a distribution environment for a streamlined cross-docking process or a postponement operation that adds value to a product per the customer order. The use of RFID as a process automation tool would help data move together. It help eliminates much of the systems integration required today to direct assembly operations and collect quality and production output of the process. Thirdly, RFID helps eliminates the waste and inefficiency created from process noncompliance. There are business processes in every company in which the level of process discipline required is not achievable by human working in tandem with technology. Overcoming these limitations is difficult and expensive. While the option to create a totally automated process may be available, the normal course of action is to accept the waste and inefficiency created by noncompliance to process as a cost of doing business. This is where applying RFID has proven most effective, not by marginally improving an already well-disciplined and well-performing process, but by delivering a unique capability that overcomes the barriers commonly caused by an operating environment or material characteristics.

Problems and Issues of RFID:

Despite the progress made in RFID research, development and implementations, there are still many problems existing which failed to further advance RFID adoption. First of all, the tag standard has not yet been finalized. Although some tag standards were announced, they were Version 1 standards that still need further development. Businesses will need to sort through competing and evolving tag standards, and these standards still face considerable risk of obsolescence. Secondly, the reliability of chips is still questionable. Based on the limited experience in the field, tags are only functional at 80% success rate. Thirdly, the cost of chips is still considerable high due the new technology. The Auto-ID Center recently published some data that assumes market volume of 30 billion units per year would result in a tag cost of 3 to 4 cents with a sale price of 5 cents. The chip itself would cost 1 penny and would be 3000 microns in size. However, the Electronic Product Code (EPC) Group is estimating the chips would be cost somewhere between 15 to 50 cents, which is very costly, over the next few years. Furthermore, this small chip has limitations in the amount of data that can be placed on it. More

information can be placed on the chip, but it will cost additional money and require Object Name Service (ONS) to point to that data. Finally, there is a long list of hurdles each implementation must overcome, many involving the physics of radio frequency technology.

Due to the immaturity of the technology and all the problems discussed above, very few Consumer Packages Goods (CPG) manufacturers are actively implementing RFID and many are worried about complying with their customers' mandates. In addition, for many retailers and consumer goods manufacturers, RFID is a new comer on the scene, and it comes with more questions and problems than answers and results. For example, Schiff Nutrition International, a Salt Lake City-based maker of vitamins and nutritional supplements, is in the middle of an RFID pilot intended to help the midsize company deploy the technology in order to continue doing business with Wal-Mart [4].

Recommendations for RFID Implementation:

Based on a survey that has been done by Consumer Goods Technology and AMR, almost 20 percent more companies than last year had made or would make investments in the RFID technology over the next three years. Meanwhile, many other companies would be tempted to hold back. A wait- and-see approach would hurt more than it would help. While there are no scientific or tested roadmaps to integration, companies can do some things to make the migration to RFID smoother.

First of all, companies should evaluate its business process and address a highly visible need or problem that has not been solved by other alternative approaches other than the RFID technology. Companies shouldn't force the RFID implementation. When making the decision of whether to implement the new technology, the Cost-Benefit-Analysis decision making model can be used. This can help managers make more informed decision by comparing the cost of implementation with the short-term and long-term benefits from the new technology. If the need of using RFID exists, the management team then should gain an understanding of the technology, as well as review and evaluate all commercially available technologies to be able to choose the one that fits their business needs.

Secondly, the management team should talk with RFID vendors and other end users to share experiences and information. This can help them better estimate the project costs, returns

and the length of time of implementation. Meanwhile, an implementation plan should be formed with the implementation cost and benefit estimation for each period. To achieve the goals that the management team has, such as minimizing total costs during the implementation initial period, maximizing returns over the long term, etc., the Goal programming and Binary programming model would be used. These decision making models could help better decide critical decisions, such as which tasks should be undertaken during which implementation period, etc.

Thirdly, RFID technology has very little tolerance for change. Businesses should not deploy the project until all process, technical, and environmental variables are known and are under control. It would be very costly if part or the entire project requires rework. In addition, it is recommended to choose services partners that have hand-on experience with the RFID technology during the implantation. Also, businesses should be sure the technology has been developed with their business process and environment in mind. This is to ensure that the new technology would fit the existing business process. Furthermore, application integration requirements should be minimized during the new technology adoption to eliminate additional costs and issues.

Finally, the RFID technology is becoming mature. Business should plan for and do risk analysis on the changes in standards and technology that will occur as RFID adoption grows. The business case needs to be built with an ROI for the short term while still accounting for long-term implications.

Conclusion:

As outlined above, RFID offers tremendous value potential for companies. Companies that implement the appropriate business processes to leverage the data collected by RFID will accelerate these benefits. As companies develop their RFID strategies, they must look beyond mere compliance for ways to implement these initiatives into their total supply chain strategy and harness the true business value of the technology, hastening profits.

As the level 1 deployments of RFID are becoming mature, businesses could move forward with some things now while the technology progresses and the details get worked out. The physical limitations of RF technology will likely not go away. Therefore, it is necessary to

work with an RFID expert to understand how to work around all the barriers during this technology adoption. With RFID being a new technology in many industries, a few consultants have solid experience in this area. However, they could help companies develop RFID strategies while providing real-world RFID expertise.

Although the technology is still immature, current application infrastructure can still be addressed now while waiting for the technology to mature. The ERP, supply chain, and warehouse applications of businesses will need to become RFID aware so they can provide data to the tagged pallet/case/carton, as well as leverage the information internally.

We plan to continue our efforts on RFID and SCM. Encouraged by the results of this initial survey, we plan to implement another survey with details of the RFID development efforts in each function and at all levels. We hope this initial study on RFID brings much more attention to the SCM field as well as future empirical studies that will be useful to academicians and practitioners alike.

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CURRENT SCENARIO OF GREEN SUPPLY CHAIN AND LOGISTICS MANAGEMENT PRACTICES

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Abstract:

As a developing country, economic and environmental performance has to be balanced. Green supply chain management is emerging to be an important approach for enterprises to improve performance, possibly on both dimensions. Green Supply Chain Management is one of the recent innovations for the enhancement of capabilities of Supply Chain Management. In this research, we aim to study the various activities of the Supply Chain processes of the various Indian Manufacturing Industries i.e. both Small Manufacturing Enterprises & Large Scale Industries & finds how much eco-friendly they are for the purpose of metering the performance of the manufacturing sectors has been studied. From these above process activities we measured the performance of the various Indian manufacturing industries with the help of various crucial performance indicators & their sub-indicator's. The research outcome based on the survey in this research paper identifies the important results that are causes impact on the environment caused by the manufacturing sectors based upon the appropriate methodology we applied for research purpose. In this research paper, we discussed the various environment factors affecting in the

Manufacturing sectors while greening the supply chain as identified from the literature review. . The research paper focused on the various ways of green supply chain management.

Keywords: Green Supply Chain management, Green Sourcing & Procurement, Green Manufacturing, Green Warehousing, Green Distribution, Green Transportation

Introduction:

Today's business environment is characterized by increasing uncertainties. Green supply chain management has emerged as an important new approach for enterprises to achieve profit and market share objectives by reducing environmental risk and impact. In supply chains with multiple vendors, manufacturers, distributors and retailers, whether regionally performance measurement is challenging because it is difficult to attribute performance results to one particular entity within the chain. An environmentally conscious supply chain, also called a green supply chain, is a new concept appearing in recent literatures. Although this environmental issue has been realized very important for business, its introduction to supply chain management has only been developed recently. The literature about environmentally conscious supply chain is very limited. "Sustainable Development" was the key concept of the the environment as in integral part of long-term economic development. Environmentally-responsible consumption and production is seen as an essential part of the strategy to improve environmental quality, reduce

poverty and bring about economic growth, with resultant improvements in health, working conditions, and sustainability, and is today's highlighted Agenda

Objectives of the Study:

The related study is based on the following objectives

- 1) To study the concept of Green Supply Chain Management.
- 2) To understand the different ways of green supply chain management

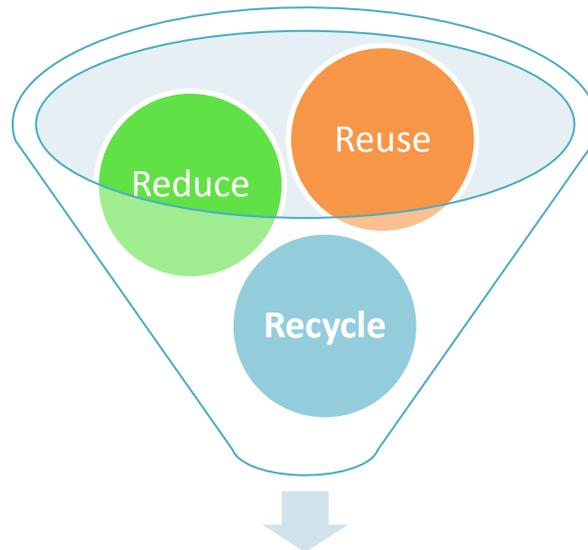
Research Methodology:

The entire research work is based on secondary data collection method. For this researcher has referred various research magazines, reference books, newspapers etc.

Green Supply Chain Management:

Some organizations have been able to convert the public's interest in Green issues into increased profits. A number of projects within organizations have shown that there is a clear link between improved environmental performance and financial gains. Organizations that have looked to their supply chain have discovered areas where operational and environmental improvements can produce profits. For example, General Motors was reported to reduce disposal costs by \$12 million by establishing a reusable container programme with their suppliers. While the motivation for this project may have been a desire to reduce costs, GM found that the environmental cleanup that resulted was actually a very marketable message for the public and policy makers.

Indicators of green supply chain management:



Reduce

When we look at a warehouse there are many areas where businesses can reduce consumption, whether this is consumption of energy or resources. In turn both of these concepts can help reduce spending. As energy costs continue to rise, any reduction in consumption will help the environment and a company's bottom line.

Many businesses have been working to reduce the amount of packaging they use in shipping products. Advances in packaging materials allow a reduction in weight while maintaining efficiency. The reduction in packaging weight not only reduces shipping costs, but saves energy in moving packing material and packed items around the warehouse. Biodegradable packaging materials are also an important part of this scenario, so customers are not liable for disposing of environmentally harmful packaging.

Reuse

Warehouses have been one area in a business that traditionally reuses materials. Items such as wood pallets and plastic totes are constantly reused in the warehouse. Some businesses are examining their warehouse processes to identify where reuse is appropriate.

One area that is of interest is in the adoption of returnable packaging for products. Some packaging can be extremely expensive to manufacturer and is lost each time a product is sold. By increasing the life of the packaging and making it easy for customers to return, the packaging can be reused a number of times, reducing waste and saving money.

Other companies are trying to reuse the packaging material that they receive from their suppliers. Some packaging cardboard or packing can be reused and can reduce the amount of packing material that needs to be purchased.

Recycle

Recycling of materials in the warehouse can significantly reduce waste. Sending used packaging and packing material to recycling facilities rather than waste facilities is the environmentally correct decision to make.

However there are many instances in a warehouse where recycling is also appropriate such as the recycling or environmentally correct disposal of batteries, oil and chemicals. Many businesses have performed audits of their locations to identify areas and processes where they can be more environmentally focused. These processes can significantly reduce costs as well as producing a more environmentally sound company.

1. Green sourcing & procurement focused initiatives:

Reducing paper in contract and auditing suppliers were the least commonly implemented initiatives (both cited by less than a 3rd of respondents). The indicators here are positive and suggest that as technology improves and supply chains become more efficient, green practices

will become more prevalent. 40% of companies Use electronic processes to create efficiencies in sourcing & procurement.

2. Green productions & manufacturing focused initiatives:

Applying carbon off-setting was a distant priority. Carbon offsetting is a relatively new and abstract concept which will take time to adopt. Other green production and manufacturing initiatives that Indian manufacturing companies are implementing include the introduction of "returnable and reusable" packaging, reducing the usage of solvent based chemicals and choosing compliant factory and supplier partners.

3. Green warehousing & distribution focused initiatives:

Most companies seem to be quite advanced in the implementation of green warehousing and distribution initiatives, most likely because these initiatives often also mean added efficiency. Companies appear to be most ahead in green practices in their inventory reduction and product handling [53%] have already implemented initiatives; and their ability to consolidate orders [44%] have already implemented these initiatives; and usage of reusable containers and storage equipment , where [57%] have already implemented these initiatives. When it comes to reducing energy consumption through the use of solar panels or green roofing options, surprisingly [14 %] of companies have already adopted such initiatives. Similarly around [22%] of companies report that they have already optimized the location of their distribution hubs. While these types of initiatives show direct cost and efficiency benefits, the up-front cost associated with them may be why more companies have not adopted them.

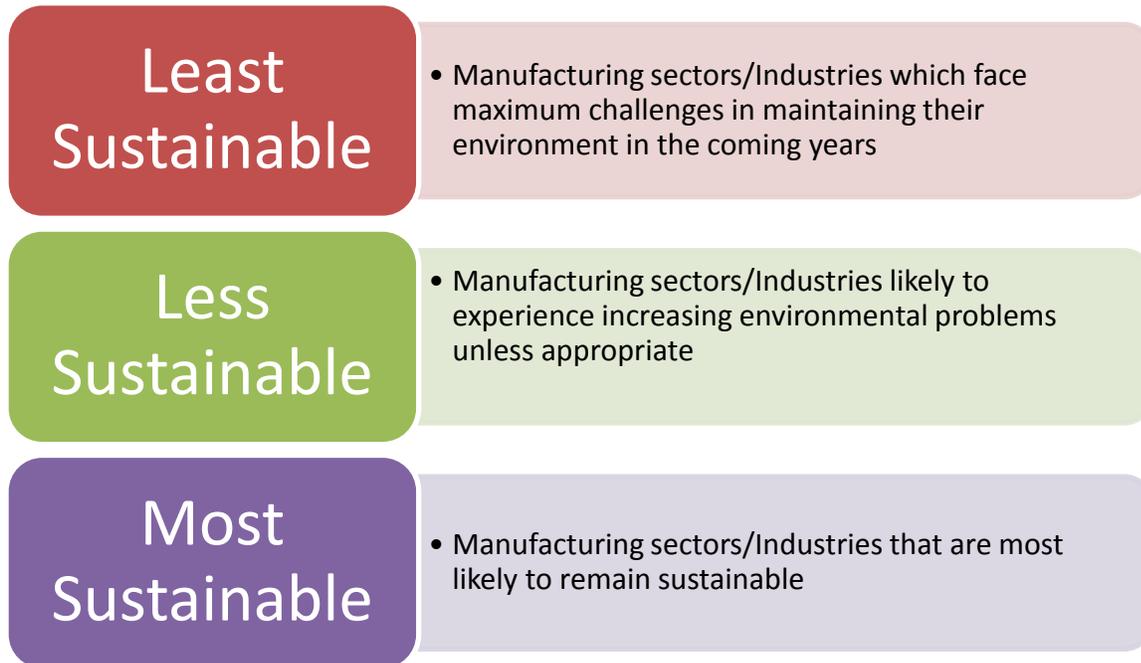
4. Green transportation focused initiatives:

Manufacturing Companies in India are also fairly well advanced in the types of green transportation focused initiatives they have adopted. Similar to their production and warehousing initiatives, there is a crossover between implementation of green and levels of efficiency. Almost half of companies surveyed are already periodically services of the vehicles at service stations along reducing empty miles, truck idle time and increasing cube utilization to create efficiency. Adoption of more sophisticated green transportation measures which have less direct relation to efficiency and cost savings are not in wide practice. These more advanced green transportation measure such as using more aerodynamic trucks [9%] and more alternative fuel powered trucks are all adopted by [11%] or less of companies.

Conclusion:

The purpose of this paper is to discuss an overview of the development of GSCM literature in a developed countries and developing countries. Although some studies in the literature discussed the GSCM implementation includes drivers, practices, and performance over the world. Further study still required for more understanding toward the adoption and implementation of GSCM and also the organization awareness level on environmental problems that caused by their business operation.

Performance Analysis of the Indian Manufacturing Sector



GSCM = Green purchasing + Green manufacturing/materials management + Green Distribution / marketing + Reverse logistics

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IMPACT OF FDI ON INDIAN AGRICULTURE SECTOR

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Abstract:

Agriculture is the backbone of Indian economy and it accounts for almost 15% of India's gross domestic product. Agriculture is an important sector, which determines growth and sustainability and plays a vital role in the development of India. 60 % of the country's population is deriving their subsistence from agriculture. The subsequent development of the Indian agriculture sector through FDIs is predicted to have a significant positive impact on the 700-million strong rural populations, living in about 600,000 small villages of India. FDI in Indian agriculture sector increase employment opportunities. FDI is vital in the country because of the development in the infrastructures of the host country.

Keywords: Agriculture, development, growth, employment etc.

Introduction:

Agriculture is the backbone of Indian economy and it accounts for almost 14% of India's gross domestic product (GDP). Agriculture is an important sector, which determines growth and sustainability and plays a vital role in the development of India, with over 60 percent of the country's population deriving their subsistence from it. Most of the rural population in India depends on agricultural practices for employment and livelihood. Indian economy in agriculture has shown a steady growth in the last two decades. The economy is also experiencing regular changes in its demographics, lifestyle, and domestic consumption. The agriculture industry in India is growing at a great pace and is expected to grow many folds in the near future.

Agriculture plays an important role in economic development of any nation including India. Performance of Indian economy is dependent upon the growth of agriculture sector. The contribution of agricultural sector to national Gross Domestic Product (GDP) has continued to decline over the years; while that of other sectors, particularly services, has increased. Presently, agriculture contributes 13.9 per cent of India's Gross Domestic Product (GDP) yet; agriculture forms the backbone of the economy, as 52 per cent of India's work force is still engaged in agriculture for its livelihood and is important for food security and inclusive growth. All Countries need investment for their development, especially emerging countries. The two main source of investment are public and private investment, but the amounts required are generally above the capital that is available within the country's boundaries. Therefore, Foreign Direct Investment (FDI) becomes an important financial source for capital projects, vital for Emerging Country's development. To improve agriculture productivity and streamline it

with manufacturing and services sector, there is a strong need to promote FDI inflow in agriculture sector in Indian economy. FDI in agriculture sector raises investment in agriculture sector of the host country and leads to increase in employment, in-come and savings. It also provides technological infrastructure, capital and managerial skill into the sector. Keeping in above backdrop, the present study is a humble attempt to analyze the foreign direct investment and agriculture in India.

Literature Review:

Many a research studies have been conducted on FDI in general but so far as FDI in insurance sector is concerned we come across very few studies in this area in particular,

Singh and Gupta (2013)¹ discussed Indias foreign capital policy since 1947. They concluded that the policy framework in India dealing with foreign private investment has changed from cautious welcome policy during 1948-66 to selective and restrictive policy during 1967 to 1979. In the decade of eighties, it was the policy having partial liberalization with many regulations. Liberal investment climate has been created only since 1991

Boopath (2013)² revealed that the Press Council of India has commented on synergic alliance or equity participation by way of Foreign Direct Investment. The council opined that Foreign Direct Investment should be allowed to break or halt the growing monopoly of a few media giants in India who offer uneven playground and unhealthy competition to small and medium papers.

Jampala, Lakshmi and Srinivasa (2013)³ discussed Foreign Direct Investment Inflows into India in the Post-reforms period. They concluded that “as far as the economic interpretation of the model is concerned; the size of domestic market is positively related to Foreign Direct Investment. The greater the market, the more customers and more opportunities to invest.”

Narayana (2012)⁵ explained that one of the major concerns of planners and policy makers in India is attracting more and more Foreign Direct Investment. He analyzed the Foreign Direct Investment and its flows into India. He highlighted the basic constraints to investment in general and Foreign Direct Investment in particular.

Objectives of the Study:

1. To study the various factors affect FDI in agriculture sector in India.
2. To study the threats for small farmers due to entry of foreign retailers.
3. To study the challenges to the agriculture industry in India.
4. To analyze the agriculture operation system in India.

Research Methodology:

The researchers have adopted analytical, descriptive and comparative methodology for this study. The research has been conducted on the basis of secondary data sources such as books, journals, newspapers and online data base. However, the interpretation of the data and suggestions made assume importance for the healthy growth if the agriculture sector in the country.

Sample Size of the Market:

You will find multiple factors which may have predominantly worked tandem leading to the development in the Indian agriculture sector in recent years. For instance, increase in income and consumption, development in food processing sector and boost in agricultural exports. Also, increasing private participation in Indian agriculture, growing organic farming and using of it will be the trends which might be being witnessed by the agriculture industry. Per the 4th Advance Estimates of Output of food grains for 2013-14, total cereal production is estimated being 264.77 million tons (MT). With an annual output of 130 MT, India will be the largest producer with the milk on this planet. In addition, it has got the largest milk-producing animal population that could reach over 118 million. However, milk yields per animal are one of many lowest in the world. India could be the biggest producer of pulses on this planet at 19 MT and their biggest importer 3.5 MT. India could be the second largest producer of sugar on the planet and also the government has aimed to raise the exports from 1.3 MT in 2013 for an average of 2 MT in 2014 and 2015. Spice exports from India are expected to realize US \$ 3 billion by 2016-17, around the back of creative marketing strategies, innovative packaging and strength in quality along with a strong distribution network. The Indian spices companies are pegged at Rs 40,000 crore (US \$ 6.42 billion) annually, of which the branded segment is the reason 15 percent.

Data Collection:

The research has been conducted on the basis of secondary data sources such as books, journals, newspapers and online data base. The present study is of analytical in nature and exclusively based on secondary data which has been collected from the various issues of Handbook of Statistics on the Indian Economy, Reserve Bank of India (RBI) Bulletin published by Reserve Bank of India and Economic Survey (various issues), Department of industrial policy & promotion (DIPP) etc. The available data has been processed and presented in the form of different suitable tables and figures,

FDI Policy in India

In simple words FDI refers to capital inflows from abroad that are invested in or to enhance the production capacity of the economy. Foreign Investment in India is governed by the FDI policy announced by the Government of India

The main governing bodies that define the future role of agriculture in India are the Ministry of Agriculture, the Ministry of Rural Infrastructure and the Planning Commission of India. It aims at developing agricultural sector of India. The latest developments in FDI in Indian agriculture sector are as follows

FDI up to 100% is permitted under the automatic route in activities such as development of seeds, animal husbandry, pisciculture, cultivation of vegetables and mushrooms etc under controlled conditions and services related to agro and allied sectors.

FDI inflows in agricultural services and machinery

FDI inflows in the Indian agricultural services and machinery are allowed up to 100 percent and allowed through automatic route in India. The foreign direct investment (FDI) inflows in agricultural services and machinery sector during April 2000 - April 2014 stood at US\$ 2026.04 million respectively, as per data released by Department of Industrial Policy and Promotion (DIPP).

Sector-Wise Foreign Direct Investment Equity Inflows in India during April, 2000 - January, 2014

Name of the Sector	FDI Inflows in (Crores)	FDI Inflows in (US \$ million)	Percentage Share in Total Investment
Agriculture Services	8283.82	1687.83	0.16
Agriculture Machinery	1665.45	338.21	0.16

Source: Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Govt. of India.

The overall percentage of such foreign direct inflow in the Indian agricultural services and agriculture machinery is 0.80 and 0.16 of the total quantum of the FDI inflow during the 2000-14. FDI inflows into agricultural machinery of India have resulted in the steady rise of the Indian agriculture industry in recent years.

FDI inflows to fertilizers industry in India

The government of India has allowed foreign direct investment in the fertilizers industry of the country. Foreign Direct Investment (FDI) in fertilizers in India is allowed up to 100% under the automatic route in India. The various advantages of FDI inflows into fertilizer industries are growth, quality, improved technology and expansion of fertilizer industry. It is widely believed that these steps will aid in the growth of agriculture infrastructure in the country and will benefit the sector in the long run.

Sector-Wise Foreign Direct Investment Equity Inflows in India during April, 2000 - January, 2014

Name of the Sector	FDI Inflows in (Crores)	FDI Inflows in (US\$million)	Percentage Share in Total
Fertilizers	1538.09	318.55	0.15

Source: Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Govt. of India.

FDI inflows to Food processing Industries

Food processing has a vital link with agriculture sector. Government of India gave an estimation of FDI inflows to reach USD 5360.89million by 2014 keeping in view the rising demand amongst the corporate players in the Indian retail industry.

100 per cent of FDI is permitted in almost all the food processing units with the exception of alcohol. Enactment of the Food Safety and Standards Bill, 2005 has introduced a governing body for the food processing sector. Most of the items in food processing sector are exempted from licence agreement, except those that are kept in reserve for the small scale sectors.

Sector-Wise Foreign Direct Investment Equity Inflows in India during April, 2000 - January, 2014

Name of Sector	FDI Inflows (Crores)	FDI Inflows in (US \$ million)	Percentage Share in Total Investment
Food Processing Industries	31118.30	5360.89	2.53

Source: Department of Industrial Policy & Promotion, Ministry of Commerce & Industry, Govt. of India.

India has emerged as a major player in the global agriculture market. Indian agriculture exports during 2012-2013 were US\$ 41 billion against agriculture imports of US\$ 20 billion, with an output of net trade surplus of US\$ 21 billion. Having a good rainfall, the agriculture sector in India is likely to grow in the range of 5.2-5.7 per cent in 2013-14 agriculture year (July-June), nearly three times more than the last year. The farm sector had grown at 1.9 per cent last fiscal.

In 2012-13, the share of exports of agricultural and processed food products in overall exports rose to 10.6 per cent. Total exports of Indian agricultural and processed food products during April–November 2013 stood at US\$ 14,515.10 million as compared to US\$ 13,281.47 million during the same period last year, according to data released by the Agricultural and Processed Food Products Export Development Authority (APEDA).

FDI would also bring investment in post-harvest infrastructure that would increase the shelf-life of produce and minimize food wastage (now as high as 20-30%). Moreover, new investment would result in other positive externalities such as better seeds and stricter standards that would increase quality and productivity while lowering costs.

Suggestions:

1. Agricultural Ministry must also frame strong policies for subsidies and their utilization.
2. We also need to create better domestic agricultural infrastructure and market opportunities to attract foreign investors in this sector. Union govt. should frame policies in this regard with state govt. which should be free from bureaucratic procedure; outdated laws & traditions, corruption and non-transparency then this will lead to fair production in economy.

3. Proper attention should be given to all allied activities if we want faster, sustainable and more inclusive growth in agriculture.
4. Last but not least, government must pay attention to attract FDI to improve the health of different sectors of Indian economy in general and agriculture in particular.

Conclusion:

1. The subsequent development of the Indian agriculture sector through FDIs is predicted to have a significant positive impact on the 700-million strong rural populations, living in about 600,000 small villages of India.
2. If the entry of FDI is permitting in agriculture retailing, it will ensure adequate flow of capital into rural economy in a manner more likely to promote the welfare coming from all parts of society, particularly farmers and consumers.
3. Rapid investments in technology development, irrigation infrastructure, emphasis on modern agricultural practices and provision of agricultural credit and subsidies are the major factors contributed to agriculture growth.
4. FDI in Indian agriculture sector increase employment opportunities. FDI remains permanent in the host country because of the development in the infrastructures of the host country. Therefore, there exist the long run relationship between level of GDP and foreign capital stock.

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DEVELOPMENT OF TOURISM AND ITS ECONOMIC GROWTH IN PUNE DISTRICT

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Abstract:

Tourism has become an industry and it plays a important role in changing the economic and social sector and contribute towards the balance of payments, GDP and employment. It also stimulates employment and investment, alters structure of an economy, contributes to foreign exchange earnings and maintains favorable balance of payment. Tourism sector creates direct, indirect and induced employment. Tourism helps in the significant growth of economic, social, cultural, educational and political sectors. The importance of tourism to economic development has been recognized widely due to its contribution to the balance of payments, GDP and employment. Since last few years, Indian tourism industry has been growing at a rapid pace and it has vast potential for generating employment and earning large amount of foreign exchange. So it is necessary to study the growth and development of Indian tourism industry. Tourism sector creates direct, indirect and induced employment. In the present paper the growth and development of Pune tourism industry has been studied. For this purpose, data has been collected from secondary sources such as Bureau of Immigration, Ministry of Tourism, Govt. of India and World Travel and Tourism Council. To analyze the collected data, Compound Annual Growth Rate (CAGR) has been calculated. Results showed that tourism is the largest service industry in India, with a contribution to the national GDP and to the total employment in the year. India witnessed more foreign tourist arrivals and more than that domestic tourist visits in the year. Moreover, it is suggested that the central and state government should take initiatives to develop tourism in each district so that tourism in India will flourish.

Keywords: Growth, Development, India, Tourism Industry

Introduction:

Tourism has become an industry in the twentieth century and today it continues to be a global industry. It contributes to foreign exchange earnings and maintains favorable balance of

payment. The main reasons that government supports and promotes tourism throughout the world is that it has a positive impact upon economic growth and development

Tourism in India was organized in 1945 when a committee was set up by the government of India under the chairmanship of Sir John Sergeant. Thereafter, the development of tourism was taken up in a planned manner in 1956 Then each five year plan gave the space for tourism and the sixth plan marked the beginning of a new era when tourism began to be considered as a major instrument for social integration and economic development.

A national policy on tourism was announced in 1982. Later on in 1988, the national committee on tourism formulated. In 1992, a national action plan was prepared and in 1996 the national strategy for promotion of tourism and in 1997, a new tourism policy was drafted. The policy has recognized the roles of central and state governments, public sector undertakings and the private sectors in the development of tourism.

Tourism activities are considered to be one of the major sources of economic growth. It can be regarded as a mechanism of generating the employment as well as income in both formal and informal sectors. Travel and tourism is the world's largest industry and jobs creator across national and regional economies. The speedy growth of tourism causes an increase of household incomes and government revenues through multiplier effects, improvements in the balance of payments, and growth of the tourism industry.

Travel and tourism has not only become one of the world's largest industry but also grows consistently every year.

India was ranked eleventh in the Asia pacific region regarding international tourist arrivals and 40th overall. Indian tourism industry is expected to be the second largest employer in the world. Indian tourism industry is growing and it has vast potential for generating employment and earning large amount of foreign exchange.

Pune being the home of Education, thereafter became the hub of I.T industries trying to become the Tourist Destination. Pune district has immense scope of development in the field of tourism sector. As Pune is rich, having the geographical background its traditional inclination and religious faith makes Pune District develop in all types of Tourism,

Conceptual Background:

The tourism and its effect on the economic activities had been discussed by various researchers worldwide.

Bahamni-oskoee and Alse (1993) studied the Korean tourism industry and concluded that economic expansion leads to economic growth. Kulendracan and Wilson (2000) observed a strong reciprocal relationship between international trade and international travel. Balaguer and Cantavella-Jorda (2002) studied the role of tourism's long-run economic development. They confirmed that the tourism is an important tool for economic growth. Dritsakis (2004) showed that tourism has a long-run economic growth effect for Greece. Eugenio-Martin et al. (2004) investigated the relationship between tourism and economic growth for Latin American countries from 1985 to 1998. The findings indicated that tourism development can contribute to the economic growth of medium or low-income countries, while such a role is vague for developed countries. Guduz and Hatemi (2005) found empirical support for the tourism-led growth hypothesis in case of Turkey.

Objectives of the Study:

Following are the specific objectives of the study:

1. To study the growth and development of tourism industry in Pune.
2. To study the contribution of tourism sector in GDP and employment in Pune.

Data Base and Research Methodology:

For the data collection, secondary sources have been used such as websites of Ministry of Tourism of India, Tourism Corporations, Bureau of Immigration, Govt. of India, World Tourism Organization (WTO), World Travel and Tourism Council (WTTC) and Annual reports of Tourism Ministry, India. Foreign tourist arrivals (FTAs) and Foreign exchange earnings (FEEs) data have been taken for the period of 10 years from the website of World Tourism Organization. Data for the domestic and foreign tourists' visits has been taken from Bureau of Immigration, Govt. of India. Data for GDP and employment has been taken from World Travel and Tourism Council (WTTC). Compound Annual Growth Rate (CAGR) has been calculated to analyze the data. The formula used for CAGR is as follows.

$$\text{CAGR} = ((\text{End Value}/\text{Start Value})^{1/(\text{Periods} - 1)}) - 1$$

Discussion and Analysis of Growth and Development of Tourism in Pune:

Pune district is full of attractions so lots of tourists visit here. Pune district is endowed with strategic location; peaceful and serene environment; forts, temples, lakes, mountains, rivers; historic monuments; friendly and hospitable people. Table no.1 presents the number of Foreign Tourists Arrivals (FTAs) in Pune during the period of 10 years along with growth rates. Tourism in Pune has registered a significant growth in recent years. In May, 1992 the National Action

Plan for tourism was announced to motivate private sector for their participation in the tourism sector.

Moreover, the credit for the increase in foreign tourists' arrival goes to the Planning Commission because it allotted funds for the development of tourism infrastructure during the eighth five year plan. There had been a remarkable growth in foreign tourists arrival due to the various efforts made by government of India including promoting Pune through the campaign in overseas markets which led to increase in tourism growth

Table 1: Foreign Tourists Arrivals (FTAs) , 2001-2010

Year	FTA in India (in Million)	% Change over the Previous Year
2001	2.54	-4.2
2002	2.38	-6.0
2003	2.73	14.3
2004	3.46	26.5
2005	3.92	13.3
2006	4.45	13.5

2007	5.08	14.3
2008	5.28	4.0
2009	5.16	-2.2
2010	5.77	11.8
CAGR	6.85%	

Source: WTO, 2011

For the tourism sector the year 2008-09 has been a year of challenge and response with a drop seen in number of foreign tourists due to impact of the global economic crisis, outbreak of H1N1 influenza and terrorist attacks at Taj Hotel and other significant locations in Mumbai. Nevertheless Indian tourism sector outperformed the global growth of 2 percent in international tourists' arrival in 2008 and Pune Tourism feels proud to be the part of Indian tourism

FTAs, in India during the year 2010 were 5.77 million with a growth rate of 11.8 percent as compared to the FTAs of 5.16 million and growth rate of -2.2 percent during the year 2009. The major reason for growth rate in foreign tourists' arrival in the year 2010 was Commonwealth Games. The 9.01 percent growth rate in FTAs for the year 2011 over the year 2009 for India is much better than World Tourism Organization (WTO)'s growth rate of 7 percent for the world during the same period. The compound annual growth rate (CAGR) in FTAs in India during the period 1991 through 2011 was 6.85 percent.

Tourism is an important sector of Indian economy and contributes substantially in the country's Foreign Exchange Earnings (FEEs) also. Table no.2 depicts the foreign exchange earnings from tourism and also its growth rate over previous year.

Table 2: Foreign Tourists Arrivals (FTAs) , 2001-2010

Year	FEE from Tourism in India(in US\$ Million)	% Change over the previous year
2001	3198	-7.6
2002	3103	-3.0
2003	4463	43.8
2004	6170	38.2
2005	7493	21.4
2006	8634	15.2
2007	10729	24.3
2008	11747	9.5
2009	11394	-3.0
2010	14193	24.6
CAGR	11.55%	

Source: WTO, 2011

FEEs from tourism during the year 2010 were US\$ 14193 million as compared to US\$ 11394 million during the year 2009 and US \$ 11747 million during the year 2008. The growth rate in FEEs in US\$ terms during the year 2010 was 24.6 percent as compared to a decline of 3 percent in the year 2009 over the year 2008. But, there is decline in foreign exchange earnings in the year 2011. Thus, growth rate observed in the year 2010 was substantially high. The compound annual growth rate (CAGR) in FEEs in Pune during the period of 10 years was 11.55 percent.

Table no.3 presents the statistics of domestic and foreign tourists who visited Pune during the year 1991 to the year 2010. As seen from this table, there has been a continuous increasing trend in domestic tourist visits, with the compound annual growth rate (CAGR) of 13.50 percent.

The foreign tourists' visits too have been increasing over the years, though there was a negative growth in the year 1992 and in the year 2002. The foreign tourist visits to Pune during the year 1991 to the year 2011 witnessed a CAGR of 9.56 percent.

Table 3: Domestic and Foreign Tourist Visit , 2001-2010

Year	No. of Tourists		Annual Growth Rate	
	Domestic	Foreign	Domestic	Foreign
2001	236469599	5436261	7.4	7.8
2002	269598028	5157518	14	-5.1
2003	309038335	6708479	14.6	30.1
2004	366267522	8360278	18.5	24.6
2005	392014270	9947524	7.0	19.0
2006	462321054	11738892	17.9	18.0
2007	526564478	13256637	13.9	12.9
2008	563034107	14380633	6.9	8.5
2009	668800482	14372300	18.8	-0.1
2010	740214297	17852777	10.7	24.2
CAGR	13.50%	9.56%		

Source: WTO, 2011

In 1992, a national action plan was prepared which motivated major players of the tourism sector to boost up tourism industry. After its implementation, there is much improvement in domestic as well as foreign tourists' arrival. On 12 March 1993, a series of 13 bombs led to decline in tourism sector in the year 1994. The credit for increase in foreign as well as domestic tourists' arrival in the year 1997 goes to New Tourism Policy which was framed and implemented strictly by Ministry of Tourism, India.

The year 2009 witnessed a growth of 18.8 percent in domestic tourist visits over the year 2008, which is higher than the growth of 6.9 percent in the year 2008 over the year 2007. During the year 2009, the visits by foreign tourists have shown a negative growth of 0.1 percent over the year 2008, as compared to an increase of 8.5 percent in the year 2008 over the year 2007. Table no.4 presents direct and total contribution of travel and tourism industry in GDP of Pune.

Table 4: Domestic and Foreign Tourist Visits 2001-2010

Year	Total Contribution to GDP(US\$ Billion)	Total Growth (%)	Direct Contribution to GDP(US\$ Billion)	Direct Growth (%)
2001	61.122	-17.7	17.923	-17.8
2002	72.443	18.5	21.453	19.6
2003	81.7	12.7	24.265	13.1
2004	87.154	6.6	25.331	4.3
2005	72.27	-17	22.346	-11.7
2006	73.015	1	25.169	12.6
2007	100.744	37.9	27.725	10.1
2008	68.171	-32.3	29.15	5.1
2009	67.288	-1.2	29.316	0.5
2010	73.312	8.9	31.283	6.7
CAGR	3.92%		6.018%	

Source: Bureau of Immigration, Govt. of India, 2010

Direct contribution to GDP means GDP generated by industries that deal directly with tourists, including hotels, travel agents, airlines and other passenger transport services, as well as the activities of restaurants and leisure industries that deal directly with tourists.

It is equivalent to total internal travel and tourism spending within a country less the purchases made by those industries (including imports) (World Travel and Tourism Council, 2010). Total contribution to GDP means GDP generated directly by the travel and tourism industry plus its indirect and induced impacts (Tourism Satellite Account, 2010). Indirect contribution of tourism industry to GDP can be calculated by calculating the difference between total contribution and direct contribution. The total contribution of travel and tourism industry to GDP increased from US\$36.871 billion in the year 1991 to US\$79.697 billion in the year 2011. It was highest in the year 2007 i.e. 100.744 billion.

Total real growth rate has been in the range from -32.3 percent to 37.9 percent during these 21 years. Direct contribution in GDP has been in the range from -17.8 percent to 19.6 percent. The compound annual growth rate (CAGR) of direct contribution of tourism industry to GDP was 6.018 percent whereas compound annual growth rate of total contribution to tourism was 3.92 percent in India during the year 1991 to the year 2011, which clearly reflects the contribution of the travel and tourism industry.

Tourism sector also plays an important role in creating job opportunities both in direct and indirect ways. The Indian government seeks to develop the employment in the tourism sector by setting development plans and international collaborations.

Table no.5 presents the total and direct contribution of travel and tourism industry to the employment. Direct contribution to employment means the number of direct jobs within the Travel and Tourism industry.

Table 5: Total and Direct Contribution of Travel and Tourism Industry to Employment, 2001-2010

Year	Total Job Opportunities (000)	Total Real Growth (%)	Direct Job Opportunities (000)	Direct Real Growth (%)
2001	40227.7	16.6	20038.3	-15.1
2002	45184.9	12.3	22071.1	10.1
2003	48059.9	6.3	23271.1	5.4
2004	48739.3	1.4	23463.1	0.8

2005	41803.5	-14.2	22086.9	-5.8
2006	420277.1	0.5	24396.2	10.4
2007	47955.4	14.1	23569.8	-3.3
2008	38713.8	-19.2	25458.8	8
2009	36740.9	-5	24590.3	-3.4
2010	36783.2	0.1	24335.1	-1
CAGR	0.03%		2.48%	

Source: World Travel and Tourism Council Statistics, 2011

Total contribution to employment means the number of jobs generated directly in the Travel & Tourism industry plus the indirect and induced contributions. Table 5 shows that total contribution of travel and tourism industry to employment has been increased from 37404.3(000) to 37654.7 (000) from the year 1990 to the year 2011. It was highest in the year 2004 i.e. 48739.3(000). Total real growth rate has been in the range from -19.2 percent to 16.6 percent during these 21 years.

The reason for high real growth in direct job opportunities was the investment made by central government in hospitality sector, airlines and other passenger transportation services in the year 2000. On the other hand in the year 2001, government invested only in induced and indirect activities to motivate the tourism sector and ignore the investment in direct job opportunities due to lack of finance (Planning commission,2007). The direct contribution of travel and tourism industry to the employment increased from the year 2001 to 2010. The direct contribution of travel and tourism industry to employment was highest in the year 2000 with 23.1 percent share in Indian economy. Total real growth rate has been in the range from -15.1 percent to 23.1 percent during these 21 years The CAGR in direct job opportunities was 2.48 percent whereas CAGR in total job opportunities was 0.03 percent.

Conclusions and Suggestions:

Tourism is one of the key sectors of the Indian economy leading the international trade in services and representing the leading income activity for many regions. Tourism industry in India is growing and it has vast potential for generating employment and earning large amount of foreign exchange too besides giving a support to the country's overall economic and social development. Tourism in India should be developed in such a way that it accommodates and entertains visitors in a way that is minimally intrusive or destructive to the environment. Moreover, since tourism is a multi-dimensional activity, and basically a service industry, it would be necessary that all wings of the Central and State governments, private sector and voluntary organizations become active partners in the endeavor to attain sustainable growth in tourism if India is to become a world player in the tourism industry. The events like Commonwealth Games and Cricket World Cup have contributed a lot to promote tourism in

India. A policy implication which may be drawn from this study is that India can improve its economic growth performance by strategically harnessing the contribution of the tourism industry and improving their governance performance. Since tourism is an important engine of local development, it is necessary to increase domestic tourism too in order to have more decentralization of local development caused by such activity.

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CUSTOMER EXPERIENCE AND SWITCHING BEHAVIOR FOR MOBILE SERVICES IN PUNE

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Pune

Abstract:

The purpose of this study was to examine the customer behavior and their experience which probably led to the switching of their current mobile operator services. Customer satisfaction is the key element of any company. The objective of this study is to understand the customer experience while they are using the mobile services of a telecom operator and also the factors which led to the switching of their current operator to the other. Customer complaint and switching behavior has become a critical issue facing mobile service firms. Data on customer complaints /experience and switching behavior provides us vital information about customer relationship dynamics. If customer complaints are not properly redressed, it has a substantial impact on the customer's attitude towards the service provider as it was ostracized and unaccepted concept one decade back, because companies thought it was more important to gain new customers than retain the existing ones. The purpose of this paper is to examine the complaint behavior of customer and specific factors towards switch over of mobile service provider. A well-structured questionnaire was designed. A sample of respondents (customer of prepaid or postpaid mobile services) was used and cluster sampling method was applied for the purpose. The study concluded that most of the customers are satisfied with their service providers but they are interested in switching over and claim that network problem such as poor connectivity and high prices are the main reasons which influence and force them to switch to another operator who is perceived better offers/schemes and value added service plays the least important role.

Keywords: Consumer Behavior, Customer Satisfaction, Switching behavior

Introduction:

Customer experience can be understood as a sum of sentiments that a customer experiences at each point of contact between a firm and customer. The customer experience also affects the customer loyalty. Smith and Wheeler¹ defined that customer experience management was the evaluation on valuable experience from the satisfaction of people, process and product/service.

Customer retention, customer loyalty all these factors play an important role whose base is customer experience. Good experience of customer helps in satisfaction and customer behavior. As per the studies of Schiffman et al², customer loyalty format consisted of behavioural parameters of customer loyalty viz. act of purchase, attitudinal parameters of customer loyalty viz. attitude, customer satisfaction, customer trust and customer commitment. Bign et al³ further studied the impact of experiential consumption cognition and emotions on behavioral intentions and found out that customer satisfaction was related to loyalty because customer experience affected the willingness to pay more.

Telecom industry is one of the fastest growing industries in India. The mobile communication plays a very important role in telecom industry. India telecommunication sector is prosperous as Indian economies are considerably good. Mobile network comes under the service sector, which is experiencing a rapid development which in turn is supporting the growth in Indian economy, provides ample chances employment and self employment generation.

Literature Review:

Joshi Sujata⁴, Bhatia Sanjay and Jain Swati, *Advances in Management* Vol. 7(7) July (2014) their research paper describes how customer experience plays an important role in customer loyalty, customer satisfaction and customer and customer retention. This paper also explains how a service provider differentiates from other.

¹ Smith S. and Wheeler J., *Managing the customer experience*, Pearson Education Limited (2002)

² Schiffman L. G., Kanuk L. L. and Wisenblit J., *Consumer behavior*, 10th ed., Upper Saddle River, NJ, Prentice Hall (2010)

³ Bign J. E. et al, The impact of experiential consumption cognitions and emotions on behavioral intentions, *Journal of Services Marketing*, 22(4), 303-315 (2008)

⁴ Joshi Sujata, Bhatia Sanjay and Jain Swati, "A Study of Customer Preferences and Experience parameters affecting Customer Loyalty with respect to Indian DTH Industry", *Advances In Management* Vol. 7(7) July (2014).

Ketan B. Bais⁵ and Dr. Satish N. Pawar, Sinhgad Institute of Management, IJMSS Vol.03, Issue-04, (April, 2015) their research paper focuses light on the switching behavior of customer with respect to the mobile services in Pune. There are various factors which play an important role in switching behavior such as MNP, Value added services, etc

Susan M Keaveney⁶ (1995), Journal of Marketing, American Marketing Association, in their article says that customer switching behavior, the market share and profitability of firms which are yet to be virtually unexplored in marketing literature.

Arvind Malhotra⁷, Claudia Kubowicz Malhotra, (2013), Journal of Services Marketing, the purpose of their paper is to explore the switching behavior of mobile service customers in USA with a focus on service quality, innovation and lock-in strategies as deterrents of switching.

Objectives:

Research Objectives

1. To identify the reasons for switching the service provider.
2. To find the most influencing factor that affects the decision for purchasing a SIM card.
3. To understand the satisfaction level of customer with respect to their current mobile service provider.
4. To know the most preferred mobile service provider in Pune city.
5. To understand the customer experience and their expectations in order to maintain a strong customer relationship.

Scope:

The present study is done in Pune city among the subscribers of different mobile services covering aspects of satisfaction levels and switching behavior.

The demographics study can be done with respect to the mobile services provided.

⁵ Ketan B. Bais, Dr. Satish N. Pawar, "A Comprehensive Study on Consumers Switching Behavior, towards Mobile Number Portability in India", IJMSS Vol.03, Issue-04, (April, 2015).

⁶ Keaveney, S. M. (1995). Customer switching behavior in service industries: An exploratory study. *The Journal of Marketing*, 71-82.

⁷ Malhotra, A., & Kubowicz Malhotra, C. (2013). Exploring switching behavior of US mobile service customers. *Journal of Services Marketing*, 27(1), 13-24.

Research Methodology:**Research Design:**

Research design selected for this project is Descriptive.

Descriptive Research Design:- As their name implies, are designed to describe something for example the characteristics of users of a given product. Under descriptive research design there are three types :-observational, case study and survey method. I have used survey method using the structured questionnaire in order to get proper responses from the mobile subscribers.

Data collection Method:

1. Primary Data:

Primary sources are original sources from which the researcher directly collects data that has not been previously collected. Primary sources enable the researcher to get as close as possible to what actually happened and is hands on.

Primary Data Collection Method:

Survey method is used for primary data collection. Used structured questionnaire as an instrument for survey method.

2. Secondary Data: These are sources containing data which have been collected and compiled for another purpose. The secondary sources consist of readily compendia and already compiled statistical statements and reports whose data may be used by researchers for their studies.

Secondary Data Collection method: Research papers, Journals.

Sampling Detail:

1. Target Respondents: Mobile subscribers from Pune city.

2. Sample size: 100 subscribers. Subscribers of different occupation which could be students, working professional, businessmen etc.

3. Sampling method: Convenience sampling.

Convenience sampling is a non-probability sampling technique where subjects are selected because of their convenient accessibility and proximity to the researcher.

Statistical Tools Used:

Graphs, pie chart and bar diagrams have been used for statistical analysis due to their benefit of being easily understandable by the analyzers

Observations and Findings:**Age Group**

Response	Subscriber Number	Percentage
18-20 years	12	12%
21 – 25	49	49%
26 – 30	24	24%
Above 30	15	15%
Total	100	100%

From the above table it is clear that the maximum respondents are in age group of 21- 25 years.

Mobile operator

Operator	Subscriber Number	Percentage
Airtel	20	20%
Idea	42	42%
Jio	10	10%
Vodafone	26	26%
Other	2	2%

From the above table, it is clear that the maximum number of respondents are IDEA customers.

Type of mobile service

Service	Subscriber number	Percentage
Prepaid	78	78%
Postpaid	22	22%

From the above data the number of Prepaid subscriber is 78% and Postpaid subscriber is 22%.

One of the most important criteria for selecting mobile operator

Criteria	Subscriber	Percentage
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	number	
Promotional offers and schemes	23	23%
Network quality	35	35%
Tariff and plans	27	27%
Other	15	15%

From the above table it is clear that the criteria for choosing a mobile operator for most of the respondents is the NETWORK. The generally buy the sim which has good coverage and where chances of call drop, network congestion is less.

Reasons for Switching.

Reasons	Subscriber Number	Percentage
Poor Network coverage	24	24%
Call rate / Message Rate	20	20%
Subscription plan price	1	1%
Better offers / Promotion	15	15%
Better customer service	8	8%
3G /4G Data plans	32	32%

From the above table it is clear that the major reason for switching the current operator is the use of 3G /4G technology. Various new schemes and offers are there for DATA reason why people are switching their current operator. Poor network is also a reason.

Satisfaction Level with current service operator

Response	Subscriber Number	Percentage
Highly Satisfied	15	15%
Satisfied	53	53%
Neutral	12	12%
Unsatisfied	15	15%
Highly Unsatisfied	5	5%

From the above table it is clear that the number of respondents who recorded their response are pretty much satisfied with their current service provider. The highest percentage for satisfaction is 53%.

Factors influencing the purchase of Sim card of particular mobile service provider in Pune city.

Influencing Factor	Subscriber number	Percentage
Advertisements	12	12%
Friends and Family	21	21%
Promotional offer	48	48%
Self	29	29%

From the data collected 48% of people are influenced by the promotional offers by the other mobile service provider while choosing their sim card. Family and friends, Self contribute 21% and 29% respectively.

MNP as a facilitator for switching

Response	Subscriber Number	Percentage
Yes	65	65%
No	21	21%
Maybe	14	14%

From the above table it is clear that Mobile Number Portability is an important factor for people when it comes to switching or changing the current mobile service provider.

Findings:

From the findings above we can discuss following points regarding the title for the research paper, those points are.

1. From analysis of primary data, the reasons for switching the current service provider is the 3G/4G Data plans(32%), poor network coverage(24%), call rate (20%), better offer of other service provider (15%).
2. From the data, one of the influencing factor for switching the current service provider is Promotional offer (48%)from other service provider. The other factors are Self(29%),Friends and Family(21%),Advertisements(12%).
3. From the data, 53% of subscribers are satisfied with current service. Most used mobile service provider is IDEA(42%).
4. 35% of user prefer to go with service provider which has good network coverage, while 25% choose Tariff plans as a criteria for selection.
5. 65% of user think that MNP acts as a facilitator for switching to other mobile service provider.

Conclusion:

1. Similar study can be undertaken in other geographical areas in India.
2. Understanding the experiences will help bring out changes in present marketing strategies for mobile service provider companies.
3. The present paper dealt with factors affecting the consumer brand switching behavior in telecommunication industry. On the basis of questionnaires administered to consumers in telecommunication industry, the study reveals that Network issues,

- Promotional offers, Data plans plays a important role in switching the existing mobile service provider.
4. Customer experience always helps in taking various important decisions regarding launching of any new schemes, changing the plans, advertisements.
 5. So by providing best value, establishing good relationship with customers through efficient customer services, enhancing brand loyalty and simply by keeping the price fairness of services compatible a telecom service providers can control consumer brand switching behavior and can retain the customers while establishing long term profitable relationship with customers.
 6. The coming days are very competitive for telecommunications sector. So the companies in the field must be vigilant and competitive for maintaining and improving the market.

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ICT: AN INNOVATIVE TEACHING PRACTICES FOR IMPARTING QUALITY IN MANAGEMENT EDUCATION

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Abstract:

ICT is an important tool for innovative teaching practices for imparting quality education in management education institution It is viewed as a major tool for building knowledge Societies. Prior to 1996, the use of ICT Information and communication technologies) in academics was unthinkable as a best practice in teaching. After 1996, the use of ICT in teaching-learning process has brought about a grand change. Not only learning has become captivating, but also teaching has become easier. As far as science and technologies are concerned, ICT has been very fruitful.

Key words: ICT, Teaching, learning, Management Education

Introduction-

Education is Social Process. The form and content of education of any age and society is a product of Society education dialectics. The transformation in the education system of India from ancient *Gurukula* system to today's virtual learning system is a reflection of the changing Social realities Particularly democratization of education development in information and communication technologies, emergence of Knowledge society and Globalization greatly influence the all Educational process .The Quality of education becomes the primary Concern of all the Stake holder in education

In India, it is technically correct to say that the core functions of university are teaching, research & extension, on the basis of this the primary functions of academic institutions is to impart knowledge, and hence the greatest attention needs to be directed towards the process and quality teaching is considered Secondary situation that needs to be Rectified.

Basic Requirements:

In order to improve the quality of teaching- learning process, it is necessary to have:

- Good infrastructure in the form of well – designed Classrooms, Laboratories and Library.
- Faculty that meets the academic the academic norms set by statutory bodies like the university Grants Commission and the All India Council for technical Education, motivated and Committed to the profession.
- Students, selected on the basis of their merits, who are keen to acquire knowledge.

- A dynamic teaching- learning process reflected in updated curricula that are relevant to the needs of society, innovative classroom practices and summative assessment.

Best (Innovative) Practices:

The term best ‘practice’ is difficult to define for it is a relative, contextual and normative concept. It is best describe as the adoption of an innovative method or procedure for the attainment of a specific objective, in the present case the assurance of Quality in higher education. A possible example could be the convergence of difficult modes of education- Classroom lectures, print and audio-video material and computer- based learning in a single programme. Essentially, best practice revolves around making the best use of limited resources. As Reddi (2003) explains these may be physical, technological, financial, knowledge or human. These resources exist in all institutions to varied degrees. What is required is to introspect, recognize strengths and weaknesses, and act in a manner that would convert the weaknesses into strengths.

According to Scott Reid, these changes have not just been of a technical nature but more importantly of a structural nature. Teachers could give many different and specific examples of how technologies had changed their work.” Basically the change is obvious in the teaching-learning process, where both the trainers (Teacher) and learners (Students) need to be properly acquainted with the use of ICT equipment.

Role of ICT in teaching and learning:

What is ICT?

Information and communication technologies are defined as all devices, tools, content, resources, forums and Services, digital and those that can be converted into or delivered through digital forms, which can be deployed for realizing the goals of teaching Learning, enhancing access to and reach the resources, building of capacities, as well as management of the educational system. These will not only include hardware devices connected to computers, and Software applications, but also interactive digital content, internet and other satellite communication devices, radio and television Service, web based content repositories, interactive forums, learning management systems, and management information systems (Anonymous, National Policy on information and communication technologies (ICT) in school Education ,2004).

The objective of ICT implementation in education is:

- To creates the Standards of life-long learning education.
- To develop a mixture of educational services and technique.
- To promote equal Opportunities to acquire information.

- To develop a system of collecting and disseminating educational information and distance education with required contents.
- To generate technological awareness and literacy of all, especially for students.
- To build up the culture of learning Skills, expansion of optional and open source of learning.

ICT improve the quality of education:

Improving the quality of education and training is a critical issue, particularly at a time of educational expansion. ICTs can enhance the quality of education in several ways:

- By increasing learner motivation and engagement,
- By Facilitating the acquisition of basic skills, and
- By enhancing teacher training. ICTs are also transformational tools which when used appropriately, Can promote the shift to a learner centered environment.

Use of ICT in Teaching:

Teaching at school as well as Higher Education, mostly, concentrates on giving information which is not the sole objective of teaching. Along with giving information, the other objectives are:

- Developing understanding and Application of the concepts.
- Developing expression power.
- Developing reasoning and thinking power.
- Development of judgment and decision making ability
- Improving comprehension, speed and vocabulary
- Developing self-concept and value clarification
- Developing proper study habits
- Developing tolerance and ambiguity, risk taking capacity, scientific temper, etc. with the present infrastructure, Class Size, availability of teachers, quality of teachers, training of teachers, etc. it is difficult to achieve all the objectives.

Factors affecting the use of ICT in teaching:

- Access to own personal laptop
- Availability of high quality resources
- Full access to software & hardware at all times
- High level of technical support
- Access to an interactive whiteboard
- Availability of good quality training

Different ICT techniques used in teaching:

To improve the quality of teaching different ICT technique are been used by teachers. Following are the some ICT technique used for effective teaching.

1. **Internet:** In this era of technology, the computer with internet connection is a very useful tool. With the use of internet, we can search the information associated with the topic. This adds a value in the knowledge.
2. **CD/DVD:** CDs and DVDs on various topics are available in the market. These interactive CDs are very useful in explaining the difficult concepts. Also teacher can himself design the topics and write on CD as per the need.
3. **Power point presentation:** this presentation is very useful in teaching, with the help of PowerPoint presentation audio visual effect are added in the presentations. To explain the flow of subjects power point presentations are prepared. Text along with related graphics and videos are also inserted in that, which clears all doubts of Students.
4. **Virtual Classroom:** This is a very new concept in teaching. Virtual education is a term describing online education using the internet. This term is used in K-12 Schooling, often to refer to cyber schools, and in higher education, where so called virtual universities have been established. A virtual program (or a virtual course of Studies) is a study program in which all courses, or at least a significant portion of the courses, are virtual courses, whether in Synchronous (i.e. real time) or asynchronous (i.e. self-paced) formats.
5. **Use of Radio and Television:** The use of radio and television is also very useful. For example, the Gyandarshan channel Broadcast by Indira Gandhi National Open University can be effectively used with audio visual aids. The china central radio and television university, the University of Terbuka in Indonesia, The voice of America etc. have done pioneer works in broadcasting various radio and television programmes on education and their use has proved beneficial.

6. **Kindle books and Tablets:**

Kindle books and tablets provide easy access to e-books. It is very much found that students take interest in reading from these gadgets than reading printed materials. For example, for teaching *Gulliver's travels*, the kindle book will be a good one.

7. Co-learning: Teachers and Students have become co-learners today. As information is easily available, the students are found providing information to the teachers, which the latter do not know sometimes. So it boosts the confidence of the students and motivates them to use ICT more and more.

8. Flexible time and place for learning: ICT has given Opportunity of flexible time and place to both teachers and Student. They exchange their views through e-mails, messengers, Facebook, Twitter etc. so the electronic media become a good platform for taciturn learners who feel diffident in the class to get their doubts cleared. For example, it gives enough Scope for practicing writing for communication.

9. Continuous Educational Innovation: ICT makes both teachers and students active and creative, as they are to prepare themselves for the class. This also helps them prepare their lessons and arrange their class activities based on resource items. This helps them change their thinking and make them good thinkers at the end.

10. Improving efficiency and Concentration: ICT helps Students improve their Efficiency and concentration to a great extent. It helps the learners understand the concepts clearly, as it makes them focus on the Study content. With Focusing of the mind, grows the efficiency of Conceptualizing and using the information. For Example, the Statement made by King Lear—I see When I am blind—has a deeper significant than it seems on the Surface. Its Concept can be got at when the mind is poised perfectly.

Conclusion:

Thus ICT is an important tool for innovative teaching practices for imparting quality education in quality education in management institution It is viewed as a major tool for building knowledge Societies (UNESCO, 2008) it is necessary to change our outlook and to introduce ICT to provide students with good exposure and opportunity for enhancing their talent which indirectly enhance the quality in HEI, as per mission objective of NBA or NAAC.

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STUDY OF HRM PRACTICES AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE WITH REFERENCE TO CHANGE MANAGEMENT

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Abstract:

We are aware the fact that HRM is centralize subsystem of the any Business Organization, the impact of HRM practices is directly connected with the performance of any Business Organization. HRM practices plays vital role in the Organizational Performance and ultimately gives better results, through which any Business Organization can achieve good position in their domain functional area in a particular industry. Effective HRM practices need to inculcate the Managing Change approach as the World changes; in short HRM practices need to cope up with the changes took place of the global practices considering the entire scope and requirement of a particular industry.

At the nutshell HRM Practices gives fresh blood to any Business Organization for maintaining and setting the 21st Century cut through competitions and with the help of effective HR practices a Business Organization can cope up with global pace.

Keywords: Human Resource Management (HRM), HRM Practices, Organizational Performance, Change Management

Introduction:

Human resources management practices play a very crucial role in achieving the organization's goals and maintain the competitive advantage. HRM practices refer to organizational activities directed at managing the pool of human resource and ensuring that the resources are employed towards the fulfillment of organizational goals (Schuler & Jackson 1987). Human resource management practices is the management of people within the internal environment of organizations, comprises the activities, policies, and practices involved in planning, obtaining, developing, utilizing, evaluating, maintaining, and retaining the appropriate numbers and skill mix of employees to achieve the organization's objectives (Appelbaum 2001). Presently organizations are competing through implementing the unique HRM practices and due to the globalization organizations adopt the most up-to-date HRM practices in order to accomplish the organizational goals. Best HRM practices are advantageous for both employee and employer; it plays an important role in constructive growth of the organization.

Organizations are continuously under pressure to adapt to new developments such as policy changes, budgets cuts, and the introduction of new management ideologies. To adjust successfully to changing conditions, it is important that employees feel vital at work and are proactive so that they can help implementing proposed changes, as is evident by the latest psychological approaches in change management (Hornung & Rousseau, 2007; Oreg, Michel, & By, 2013; Frese & Fay, 2001). Proactivity in work refers to people who have an interest in, and

are engaged with, their work environment and take action themselves (Warr, 1990). Vitality—related to concepts such as vigor or zest (Peterson, Park, Hall, & Seligman, 2009)—is defined as one's conscious experience of possessing energy and liveliness (Ryan and Frederick, 1997).

Objectives of the Study:

The following are the objectives of this research paper:

1. To review HRM, Human Resource Management practices and its benefits to the organization.
2. To provide key insights regarding implementation of HR Practices and improved Organizational performance.
3. To investigate the relationship between HRM, Human Resource Management practices and organizational performance.
4. To recommend key HR Practices that may lead to the improvement of organizational performance.

HRM – An Introduction:

Human Resource Management (HRM or simply HR) is the management of human resources. It is a function in the organizations designed to maximize employee performance in service of an employer's strategic objectives. HR is primarily concerned with the management of people within organizations, focusing on policies and on systems. HR departments and units in organizations typically undertake a number of activities, including employee benefits design, employee recruitment, training and development, performance appraisal, and rewarding (e.g., managing pay and benefit systems). HR also concerns itself with organizational change/change management and industrial relations, that is, the balancing of organizational practices with requirements arising from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. The function was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

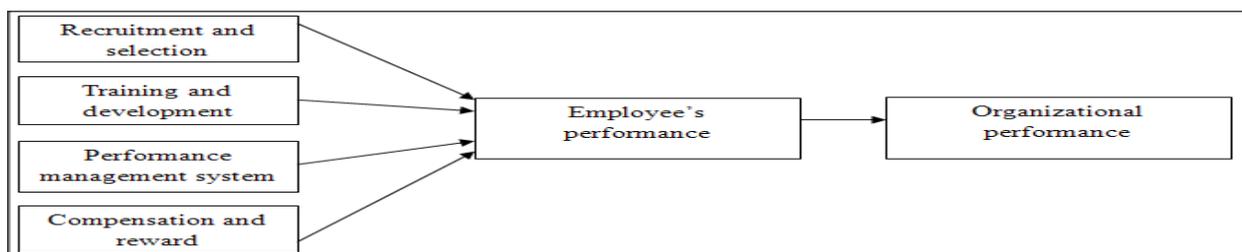


Fig. No.1 HRM and Organizational Performance

HRM Practices:

Human resources practices are strategic in nature. They represent a vital guidance system that coordinates with your executive business plan. HR practices form the foundation supporting the way your company's human capital will operate on your behalf. For example, HR practices include formulating a method for measuring and analyzing the effects of a particular employee rewards program. Other examples include the creation of a program to reduce work-related injuries, and building a framework to ensure employment laws are adhered to.

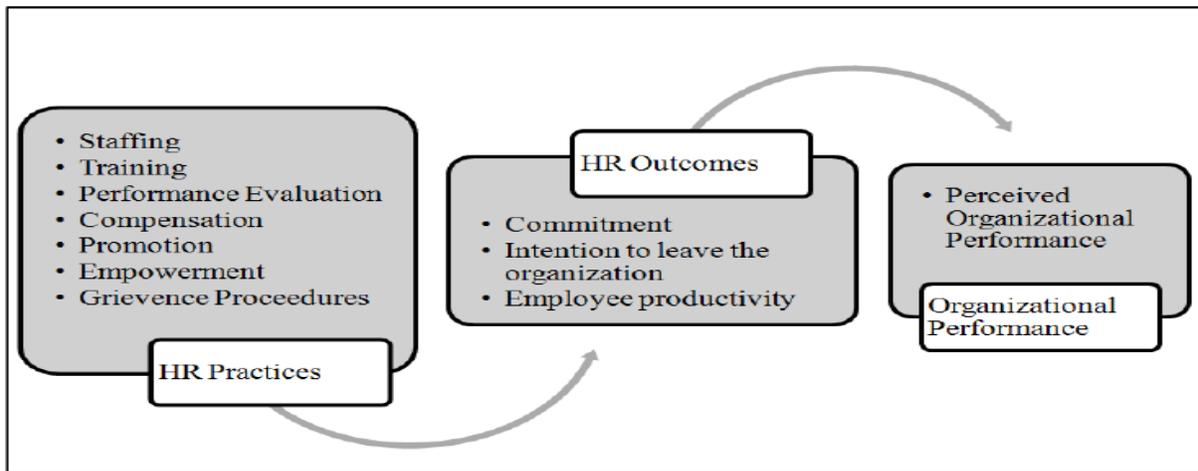


Fig. No. 2 HRM – HRM Practices – Organizational Performance

108 best HR Practices for Indian Organization:

- 1) Building superior workplace is part of their corporate identity.
- 2) Take care of employees customers keep coming back.
- 3) Providing superior work-life value proposition.
- 4) Work – Personal life Balance
- 5) Take time-off whenever it is necessary
- 6) Flexible Options
- 7) Members not Employees.
- 8) Employee Committee with genuine authority.
- 9) Recreation/Social Services/Food.
- 10) Database for employee suggestions in implementation.
- 11) All relevant information available to all.(Sharing Information)
- 12) Information sharing matrix.
- 13) Surveys for potential/new employess.
- 14) Annual Employee survey.
- 15) Global infrastructure organization survey.
- 16) Daily newsletter (start the day by reading this letter).
- 17) Basic Moral of the day.
- 18) Daily Birthdays.
- 19) Special Guest recognition.

- 20) HR eye opener of the day.
- 21) Call privately & inform the issue (Integrity Hotline).
- 22) Training or other discipline (Cross Training).
- 23) Running own business - Employee survey.
- 24) Ownership of Business- Job rotation.
- 25) Training to learn multiple skills.
- 26) Take care of employees. Employees take care of customers.
- 27) Reach the top brass.
- 28) Open culture/caring environment.
- 29) Focus on high performance.
- 30) Hiring the smartest people.
- 31) Directing them in Right Direction.
- 32) Create Cool, simple & yet highly efficient workforce.
- 33) Cross functional job rotation.
- 34) Good Problem solver.
- 35) Interested in working with people.
- 36) Openness & transparency.
- 37) New recruits workstation – decorated with Balloons.
- 38) Self defense techniques for women employees.
- 39) Work from home.
- 40) 2% profit given as performance incentives.
- 41) Professional support.
- 42) Skill updating.
- 43) Social recognition & upward mobility.
- 44) Small warm gestures.
- 45) Same travel benefits across all positions.
- 46) Annual Organization climate survey (Rating Boss).
- 47) Buddy Programme.
- 48) i4 Teams – Ingenious, Idea, Incubation & Implementation
- 49) Encouraging social services.
- 50) Early Breaks, Good training, caring employer.
- 51) Workshops to explore strengths, weakness, dreams & aspirations.
- 52) Chairman Tea/President Tea - Managers Sharing Feedback.
- 53) High performers- 200 % of Target Bonus.
- 54) Paid leave for social services.
- 55) Breakfast meeting with top management.
- 56) Vacation donation program.
- 57) Stock options.
- 58) Confirmed employees from the first day of joining.
- 59) Baby's day out – New mothers work alongside with babies.
- 60) Reduced work hours Half day/Half work week for New Mothers.
- 61) Mandatory training hours- Any field of interest.
- 62) Internal Promotions – Non mgmt to top management position.
- 63) Knowledge sharing sessions.
- 64) Recognize employee achievements.
- 65) Individual learning plans.

- 66) CSR leave for 5 days for employees.
- 67) 100 % Reimbursement of Tuition fees/examination fees for employee professional development.
- 68) Idea works/encash program – awards for better ideas/suggestions.
- 69) HR team available 24X 7 on emergency situations.
- 70) 30- Week management program in NMIMS for young managers.
- 71) 5 days compulsory annual leave.
- 72) Value addition meetings between employee & management.
- 73) Tell me box (CEO) Tell 3 things that work for them & 3 things that not work for them.
- 74) Five day a week work policy.
- 75) Fast Track programme for promoting middle managers.
- 76) Leave work on time, flexibility to work part time as per requirement.
- 77) Only 10 unutilized allowed to carry forward to next year.
- 78) Encourage to spend time with family.
- 79) Leadership programme for young managers. (Wharton & London business school)
- 80) Health café, yoga classes. Stress management.
- 81) Flat leave structure, restricted work structure & timings (System Shutdown after 7PM).
- 82) Flexi working hours.
- 83) Foreign trips for spouses.
- 84) Employee referred as “Members”, Department referred as “Groups”.
- 85) Share your concerns.
- 86) Home away home. Reach out family in all day to day happenings.
- 87) Foreign Language Allowance (100 % fees).
- 88) New Joinees – Personally welcomed by MD.
- 89) Paternity Leave, Birthday/Anniversary leave.
- 90) Compassionate leave.
- 91) Fun at work & freedom at work.
- 92) Open Door & Transport Policy.
- 93) Crèche for working mothers.
- 94) Behavioural Training programme.
- 95) Sense of security/Family taken care.
- 96) No Attendance.
- 97) Freedom to Experiment.
- 98) 2 year sabbatical leave for higher studies.
- 99) New Joinees welcomed with flower bouquet.
- 100) Inform & Communicate in Transparent manner.(Trust & Transparency)
- 101) Employees Calculate bonus on their own.
- 102) Senior Executives – No Attendance/Unlimited leaves.
- 103) Decide where, when & how their work to be done. Flexible to people’s needs.
- 104) Creating new roles for prospective/potential candidates.
- 105) Workshops for parents.
- 106) HR Policies evolved keeping local people in mind.
- 107) Working beyond revenues.
- 108) Intellectual Stimulation/Variety weighs in decision for new projects.

Organizational Performance:

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). The term Organizational effectiveness is broader.

Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development.

Change Management:

Change management (CM) refers to any approach to transitioning individuals, teams, and organizations using methods intended to re-direct the use of resources, business process, budget allocations, or other modes of operation that significantly reshape a company or organization. Organizational change management (OCM) considers the full organization and what needs to change. Organizational change management principles and practices include CM as a tool for change focused solely on the individual.

CM focuses on how people and teams are affected by an organizational transition. It deals with many different disciplines, from behavioral and social sciences to information technology and business solutions. In a project management context, CM may refer to the change control process wherein changes to the scope of a project are formally introduced and approved.

Change Management is strategic in nature, it is process which carries multidimensional verticals as well as horizontal techniques and methods, steps to change the overall system or pattern of a any Business Organization.

How HRM Impacts on Organizational Performance:

Many organizations face a volatile market situation. In order to create and sustain competitive advantage in this type of environment, organizations must continually improve their business performance. Increasingly, organizations are recognizing the potential of their human resources as a source of sustained competitive advantage. Linked to this, more and more organizations are relying on measurement approaches, such as workforce scorecards, in order to gain insight into how the human resources in their organization add value.

The increasing interest in measurement is further stimulated by a growing number of studies that show a positive relationship between human resource management and organizational performance. The relationship between HRM and firm performance has been a hotly debated topic over the last two decades, with the great bulk of the primary scientific research coming from the USA and, to a lesser extent, the United Kingdom. Both organizations

and academics are striving to prove that HRM has a positive impact on bottom line productivity. The published research generally reports positive statistical relationships between the greater adoption of HR practices and business performance. The assumption underpinning the practice of HRM is that people are the organization's key resource and organizational performance largely depends on them. If, therefore, an appropriate range of HR policies and processes is developed and implemented effectively, then HR will make a substantial impact on firm performance.

Conclusion:

After the detailed study of HRM, HRM Practices, Organizational Performance, Change Management, we can say all these are directly and extensively connected to each other. Change Management is a strategic approach to develop innovative Organizational Culture through which any Business Organization will have positive changes in the entire gamut towards Organizational Performance. And HRM strategies give lubricant to the functional area, for attainment of Excellency in all possible areas.

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COMPARATIVE STUDY OF THE HDI COMPONENTS FOR INDIA WITH INTERNATIONAL PERSPECTIVE: WITH SPECIAL REFERENCE TO HDI REPORT 2016

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Abstract:

India is the country always refers as the future economic giant and future global leader in providing human resources. Always India has been compared with Chinese economy and also compared with Pakistan on some aspects. Though in the present paper an effort has been made to investigate these potentials of India with special reference to Human Development Index: 2016 and its components.

In the present paper major four countries have been observed to compare with India with referenced to select HDI Components. In the summary, India in comparison with these select countries looks like: Low HDI, Low Income, and high level of capital formation, normal level of employment, average level of gender development, and high level of population growth.

Below paper discusses details on these findings with scientific investigation.

Keywords: Human Development Index, Income, employment, gender development, population growth

Introduction:

The Human Development Report mentioning global index of human development is started with the broad meaning of HDI as “Human development is all about human freedom: freedom to realize the full potential of every human life, not just of few, nor of most but of all lives in every corner of the world”.

As the rightly said and mentioned, human development is all about realizing the full potential of the human being in every corner of the life. Also, HD is the freedom observed, lived and felt by human being to the extent of using resources for the betterment of society. With reference to this, it has to be considered that calculating HDI is not that simplest task. After such a complicated measurement of human development certain aspects of human life have been remained un-touched. Such as, according to the HDI Report 2016, Norway is the country stated as most developed human being accounted for 0.949 of score of HDI. But Qatar is the country having Gross National Income (GNI) of US\$ 129,916 but ranked at 33 in HDI with 0.856. Thus, in short greater national income with productivity hikes does not necessary mean the high level of human development. Ultimately, it is interesting to note the methodology of

arriving at certain measure of HDI. Obviously, it has involved rigid mathematical operations with consideration of various dimensions and parameters. Apart from this global and general introductory observations in this paper, an effort has been made to compare selected HDI components with major countries along with focus on Indian perspective.

The key issues and research problems addressed in this research paper are, what is the position of India in international atmosphere to the extent of human development? What is the role of HDI dimensions in ranking of human development index? What is the context of Gross National Income (GNI), Literacy rate in rating of HDI for India as compared to global leaders? To address these issues further HDI dimensions have been considered, namely; (a) statistical score of Human Development Index; (b) HDI Rank; (c) life expectancy at birth; (d) expected years of schooling; (e) mean years of schooling; (f) gender development index; (g) population growth; (h) literacy rate; (i) Gross National Income per capita; (j) Fixed capital formation; and (k) employment ratio to population.

Accordingly, to address these issues, present paper has been prepared with the help of four sections. Thus, in Section-(a) conceptual discussion has been presented. In Section-(b) brief on research tools and methods have been addressed. The data analysis has been brought up with the help of Section-(c). And finally, in Section-(d) Interpretation, Conclusions and Suggestions have been brought up.

Section-(a)

Conceptual Framework:

As has been clearly indicated in the section on introductory observation, present research paper is an explorative investigation of select parameters and dimensions being used in HDI: 2016. Thus, naturally, it is obvious to review conceptual frame work of these select parameters. With this intension present section has been designed and presented.

(a) Statistical Score of Human Development Index:

The entire ranking of human development index is based on the score obtained by each country after systematic operation of the mathematical formula, which is-

$$HDI_i = \frac{1}{3} \sum_{j=1}^3 \left(\frac{X_{ij} - \min F_j}{\max F_j - \min F_j} \right)$$

Where, X_{ij} is the actual value of component j for country i and $\min F_j$ and $\max F_j$ are minimum and maximum values fixed subjectively, for four constituent indicators. Accordingly, it needs to be stated here that, human development index is the composite measure of basic three dimensions of human development, namely, (a) long and healthy life; (b) knowledge; and (c) descent standard of living.

The score so arrived at is the statistic figure between 0.000 and 0.999. Close to 1 is the indicator of high level of human development.

(b) HDI Rank:

HDI rank is the list of countries according to the obtained HDI score in order of highest ranking to lowest ranking. This method of index ranking is helpful in classifying entire 188 countries into four categories, namely; (a) very high human development (the counties having HDI Score 0.800 and above); (b) high human development (the counties having HDI Score between 0.700 and 0.799); (c) medium human development (the counties having HDI Score between 0.550 and 0.699); and (d) low human development (the counties having HDI Score below 0.550). This index ranking has been used to address each country and to compare this phenomena with each other.

(c) Life Expectancy at Birth:

It is the estimate of life of the infant at the time of birth. This estimate is based on the assumption that prevailing patterns of age-specific mortality rates at the time of birth stay the same throughout the entire life of the infant. This calculated life expectancy is an indicative figure to understand average quality of living standard to compare countries. But this assumption is much harder to believe as there are various reasons which may cause change in the mortality pattern, may in a positive way.

(d) Expected Years of Schooling:

It is the measure to show the expected average years of schooling expected from the child when it reaches to the normal schooling age. Here also assumption is that, the prevailing patterns of age specific enrolment rates persist throughout the child's life. This assumption is also hard to come true as same as life expectancy at the time of birth.

(e) Mean Years of Schooling:

This is average number of years of education received by people ages 25 and older, this figure has been converted from education attainment levels using official duration of each level. Now, as compared to earlier dimensions this dimension looks realistic as far as the method of calculation is considered.

(f) Gender Development Index:

It is the ratio of female to male HDI values. This index has been used as the tool for comparing human development between female and male. It is necessary to ensure the deviation regarding human development between male and female. This indicator underlines the disparity of efforts put on developing approximately half of the working population.

(g) Population Average Annual Growth:

This indicates the average annual growth of the population for specific time period. This exponential growth shows the burden on the existing resources of the country. This aspect of putting burden on resources may have effect on human development.

(h) Adult Literacy Rate:

Literacy expected in this context is assumed at very basic level. It has been assumed that person can read and write with understanding a short simple statement on everyday life. This ability to at least read and write will certainly form a basis of further development of the human being.

(i) *Gross National Income per Capita:*

Aggregate income of an economy generated by its production and its ownership of factors of production, less the incomes paid for the use of factors of production owned by the rest of world, converted to international dollars using ‘Purchasing Power Parity’ rates, divided by mid-year population. Mathematically it can stated as;

$$GNI P = \frac{NP + FP - IPPF}{MYP}$$

Where, GNIP = Gross National Income per capita; NP = Income of Economy generated by production; FP = Income of Economy from ownership of Factors Of production; IPPF =Income Paid for use of factors of production Owned by rest of world; MYP = Mid-Year Population

(j) *Fixed capital formation*

The title of this factor is self-explanatory revealing the meaning that whatever the gross domestic product of the nation, it is always important to look at volume of product that transformed into capital. Because, capital is the key element in starting business and also the responsible agent to spark the economic development. By the way of human development approach, freedom of using resources is only be fruitful when there is an availability of sufficient capital.

This value of gross fixed capital formation has been arrived from the value of acquisition of new or existing assets by the business sector, governments and households (excluding their unincorporated enterprises) less disposals of fixed assets, expressed as percentage of GDP. No adjustment is made for depreciation of fixed assets.

(k) *employment ratio to population*

This may be said as the result of the economic development. Thus, naturally, it is significant to investigate into the ration of working population and employment with total population. To arrive at this ratio, percentage of population ages 15 years and older has been considered.

Methodology:

The present paper is the comparative study of the HDI components. The special preference has been given to the Human Development Index Report (HDI:2016). Further for the purpose of comparison five leading countries have been selected on judgment basis; namely, (a) India; (b) China; (c) Pakistan; (d) Japan; and (e) United Nations. These countries are either

global leader, developed or fall into the Asian territory. These aspects may be attributed to criteria for selecting these countries.

Further with reference to the HDI: 216, key factors have been considered for further analysis and comparison of these countries; namely (a) statistical score of Human Development Index; (b) HDI Rank; (c) life expectancy at birth; (d) expected years of schooling; (e) mean years of schooling; (f) gender development index; (g) population growth; (h) literacy rate; (i) Gross National Income per capita; (j) Fixed capital formation; and (k) employment ratio to population.

The objectives of the paper are; (a) to compare HDI components of INDIA to rest of the world; (b) to investigate into the relationship between these components; (c) To explore more details regarding HDI with reference to India.

The scope of this present paper is limited to these five countries under consideration, 11 components of HDI and the HDI report published by UNDP for 2016.

The entire study has been based on the secondary data gathered from HDI Report 2016 and compiled for specific countries as mentioned above with respect to the select components. Same has been provided here with the help of below table.

The Table Showing Primary Data Used for Present Study

Sr. No.	HDI Components	Country				
		India	China	Pakistan	Japan	United Nations
I	II	III	IV	V	VI	VII
1	HDI	0.624	0.738	0.550	0.903	0.920
2	HDI Rank	131	91	148	17	11
3	Life Expectancy at Birth	68.3	76.0	66.4	83.7	79.2
4	Expected years of schooling	11.7	13.5	8.1	15.3	16.5
5	Mean years of schooling	6.3	7.6	5.1	12.5	13.2
6	Gender development index	0.819	0.954	0.742	0.97	0.993
7	Population Growth	1.3	0.5	2.1	0.02	0.9
8	Literacy Rate	72.1	96.4	58.7	-	-
9	Gross National Income	5663	13345	5031	37268	53245
10	Fixed Capital Formation (Per cent to GDP)	30	44.3	13.5	21.7	19.2
11	Employment ratio to total population	51.9	67.6	51	57.3	58.3

(Source: UNDP-HDI: 2016)

Based on these data given in above table, further section has been prepared and presented in accordance with the objectives and research questions mentioned in introductory observations.

Interpretation, Conclusions and Suggestions:

General Observations:

With reference made to the Table-1 titles as Mean Comparisons, India has been observed above the average level to the extent of indicator, only ‘Fixed Capital Formation’ while Pakistan has been observed at critical stage to the extent of the averages of all select indicators. It would be seen therefore that in terms of gross national income India is far poor than other countries but looks better than Pakistan. China, which is always India’s competitor is having approximately double per capita income (USD 13345) than India (USD 5663). Only positive thing for India is that, it is successful in transforming its national product into the capital but as compared to its size it is negligible.

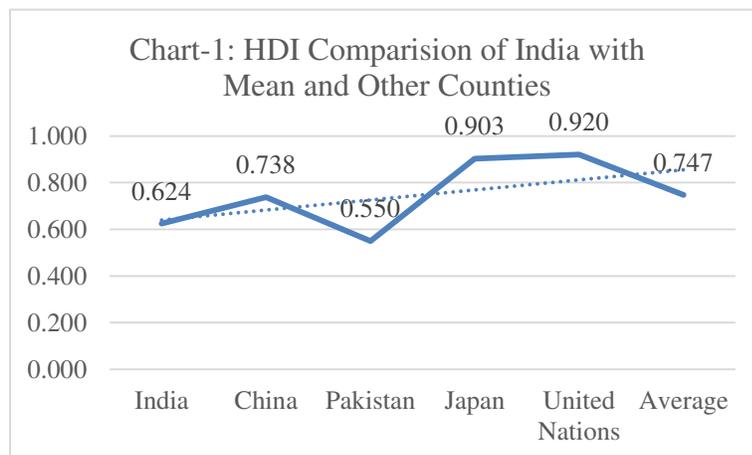
Half of the population of India is having employment, irrespective of its nature of ‘descent work’. This ration is almost same for rest of the countries except China (67.60 Per cent). This situation may be helpful may be helpful to India in future with assumption that population grown (1.3 times per year) will having employment and ay result in rise in income generation.

Moreover, the ration of human development specific for male and female China, US and Japan are on favorable side (observed above the average). Thus, it may be interpreted that India still need to develop their female population to make it employable. It would mean that half of the population is not that much of efficient in terms of human development in case of India.(Refer Table-1)

Now, with reference to the correlations calculated in the Table-1A, it would be seen that, HDI Score is positively correlated with the components, namely, Life expectancy at birth, expected years of schooling, mean years of schooling, gender development index, literacy rate and gross national income with significant level of strength. This may be interpreted as, as these components increases, HDI score will also increase. There is a component, namely, population growth which is showing negative relationship with HDI. This mean that if rate of population growth increases negative impact on HDI may be caused. (Refer Table-1A)

HDI Score and India

Average of the HDI score for select countries observed to be 0.747. India, China and Pakistan have been observed to be below the average score of HDI. Whereas, Japan and United Nations fall far away from this average HDI score but in favorable manner. It has been seen that, India, China and Pakistan can be grouped in one category which is showing tendency of below average HDI score and United Nations, Japan are in the developed countries in terms of average HDI Score.This aspect has been depicted appropriately in the chart-1. (Refer Table-2 and Chart-1)



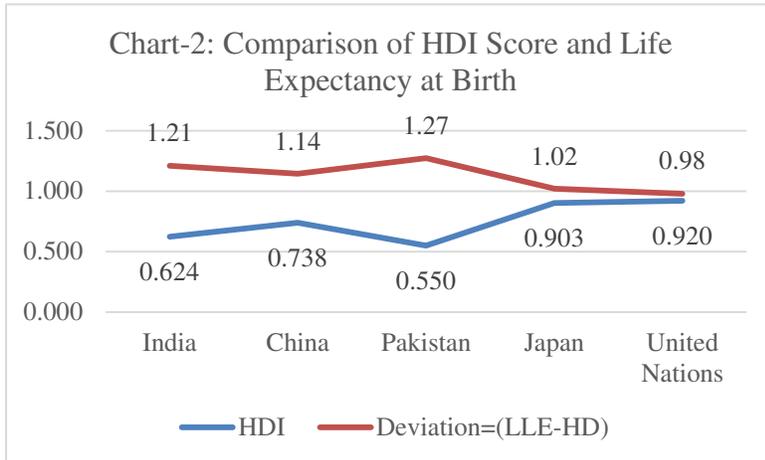
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HDI Score and Life Expectancy

at Birth

The comparison between HDI score and life expectancy has been made in table-3. To compress magnitude of measurement log10 has been calculated for life expectancy. Now the figure so arrived has been compared with HDI score. This aspect has been presented in the

Table-3. To simplify these observations Chart-2 has been portrayed.



Ultimately, it would be interpreted from the table and chart that, high level of human development shows minimum deviation between life expectancy and HDI score. This simply mean that life expectancy at birth is the factor to assess quality of human showing potential development of human the respective country.

Thus, India and Pakistan shows comparatively less years of life expectancy at birth which significantly underlines the heavy load and stress on the health care situation in India and Pakistan.*(Refer Chart-2 and Table-3)*

HDI Score, India and Literacy:

The deviations between mean years of schooling and expected years of schooling has been obtained and compared with HDI score. This aspect has been appropriately presented in the table -4 along with comparison with literacy. In the said table rate of illiteracy has been obtained by subtracting rate of literacy from 100. Then the number so arrived has been compared with HDI Score.

It would be seen therefore from the table-4 that, India is having illiteracy rate about 27 per cent and Pakistan is having illiteracy rate at around 41 per cent. Now, on the part of deviations between expected years of schooling and mean years of schoolings, there is no solid pattern has been observed to the extent of select countries. As it is witnessed that deviation for this schooling is observed of the order of 3.00 for Pakistan but there illiteracy rate is significant. While in case of China this deviation has been observed at magnitude of 5.90 but though illiteracy has been observed only 3.6 per cent. *(Refer Table-4)*

Concluding Suggestions:

Based on the entire efforts made in this research paper, and with international perspective, summary of the findings have been mentioned below with the help of diagram-1.

Diagram-1: Summary of findings

Indian Scenario- Low HDI, Low Income, high level of	Components Relationship- <i>No correlation-</i> fixed capital formation,
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capital formation, normal level of employment, average level of gender development, high level of population growth	<i>negative Correlation-</i> population growth, <i>less correlation-</i> employment ratio to population
Life Expectancy- High level of life expectancy- Japan, UN, China; Low level- India, Pakistan	Literacy- High literacy- China, Low literacy- Pakistan, medium literacy-India

Now, without going into the further details, below suggestions has been made specifically for the country-India.

- Considering the high level of population growth and low level of gender development, India needs to focus attention on the policies to turn its increased population in employable and skillful generation. Also keeping capital formation rate constant, it will lead to economic development by merging wages to the capital.
- Though efforts on developing human being is also suggested to really convert its resources to the more productive elements. It may help full my providing ways to rise literacy.
- Even there is no significant correlation between some of the components of HDI, it is otherwise suggested to follow human development approach throughout India's developmental five year plan.

Finally, it needs to be mentioned specifically that, this research was undertaken with the intension of contributing to the understanding of the assessment of HDI components for India with international comparative perspective to offer probable solutions in the light of findings. This study has added to the current body of knowledge and has provided insight into areas that warrant further exploration.

Analysis and Tabulations

Table 1: Mean Comparison

Name of Country	HDI	Gross National Income	Fixed Capital Formation (Per cent to GDP)	Employment ratio to total population	Gender development index	Population Growth
India	0.624	5663.00	30.000	51.90	0.819	1.300
China	0.738	13345.00	44.300	67.60	0.954	0.500
Pakistan	0.550	5031.00	13.500	51.00	0.742	2.100
Japan	0.903	37268.00	21.700	57.30	0.970	0.020
United Nations	0.920	53245.00	19.200	58.30	0.993	0.900
Average	0.747	22910.40	25.740	57.22	0.896	0.964

(Japan, UN- Very Good; China- Good; India-Normal; Pakistan-Poor)

Table 2: Descriptive Statistics Correlations of HDI SCORE

<i>Correlation Co-efficient</i>	<i>HDI Score</i>	Descriptive Statistics	
HDI Rank	-1.00	Mean	0.747
Life Expectancy at Birth	0.96	Standard Error	0.060079
Expected years of schooling	0.96	Median	0.7425
Mean years of schooling	0.98	Standard Deviation	0.147162
Gender development index	0.94	Sample Variance	0.021657
Population Growth	-0.80	Minimum	0.55
Literacy Rate	1.00	Maximum	0.92
Gross National Income	0.94	Sum	4.482
Fixed Capital Formation (Per cent to GDP)	-0.01	Count	6
Employment ratio to total population	0.45		

Table-3: Comparison of HDI and Life Expectancy at Birth

<i>Name of Country</i>	<i>HDI</i>	<i>Life Expectancy at Birth</i>	<i>Log Life Expectancy (LLE)</i>	<i>Deviation=(LLE-HD)</i>
<i>India</i>	0.624	68.300	1.834	1.21
<i>China</i>	0.738	76.000	1.881	1.14
<i>Pakistan</i>	0.550	66.400	1.822	1.27
<i>Japan</i>	0.903	83.700	1.923	1.02
<i>United Nations</i>	0.920	79.200	1.899	0.98

Table-4: Literacy

Name of Country	HDI	Expected years of schooling (ES)	Mean years of schooling (MS)	D=ES-MS	Literacy Rate	Illiteracy
India	0.624	11.700	6.300	5.40	72.100	27.900
China	0.738	13.500	7.600	5.90	96.400	3.600
Pakistan	0.550	8.100	5.100	3.00	58.700	41.300
Japan	0.903	15.300	12.500	2.80		
United Nations	0.920	16.500	13.200	3.30		

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