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Dr. Madhumita Patil
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Chief Editor

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Director

Editorial Committee

Dr. Jayashree Bhakay
Dr. Sunita Srivastava
Dr. Nandita Mishra
Dr. Nalini Krishnan
Dr. Seva Rangnekar



Chetana's

Institute of Management & Research

Chetana's Journal of Management Research

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Editorial.....

Dear Readers,

It has been our constant endeavour to present articles of topical interest reflecting current management trends in the areas of banking, governance through NGOs/NPOs, financial inclusion and women empowerment. The CSR activities undertaken by the corporate sector play a prominent role in this scenario.

In the article 'Rural Development – A study on CSR activity, Mr. Kunal Pandya emphasizes that CSR is the contribution of the organizations for the Socio-Economic Development of the people of the country. About 70% of the population lives in villages, forming a huge customer base for organizations for their CSR activities. Vision 2020 clearly states the development of the rural parts of the North-Eastern region as a crucial development strategy and CSR is one of the ways by which this development can be implemented. Employment Opportunity for the livelihood, inauguration of hospitals and nursing colleges for better health related activities; focusing on development of schools and colleges for improving the education sector; investments on roads and telecommunications sectors towards improvement of the infrastructure facilities, are some of the major tasks listed as part of the CSR activities.

Ms. Sumaiya Mukadam in the article 'Sustainable Development on Promoting Green Revolution' stresses the need for promoting Green Revolution. Many companies are actively trying to increase their impact on green revolution and shifting from traditional marketing to green marketing. Promotion of green technology and green products is necessary for conservation of natural resources for sustainable development. Understanding the target consumer will help marketers know whether "Greenness" is an appropriate selling attribute and if so, how it should be incorporated into the market mix. The 4 P's of green marketing are same as in conventional marketing, but the challenge before the marketers is to use them in an innovative manner if they intend to adopt Green Marketing.

Banking sectors are the most advanced sectors in the financial field. Payment Banks can accept demand deposits only in the form of current account and savings accounts. Dr. Kaustub Sontakke, Associate Professor of Finance and Accounting of SIES College of Management Studies, has a focused view that the Indian Banking Industry would have a new dimensions to the payment and settlement system in the country. A Payment Bank can be promoted by non-bank PPIs, NBFCs, Corporate entities, mobile telephone companies, super market chains, real sector cooperative companies, public sector entities, etc. The Payment Banks are expected to reach customers mainly through their mobile phones, thereby not following the traditional system.

Earlier, consumers were used to just ‘buy’ the products they needed. Now, time has changed. Today, the customer shops for product/s at one’s own convenience. It is the brands that have changed the shopping experience of consumers in malls. Dr. Sunita Srivastava, Dean & HOD Marketing, felt that shopping in hot and noisy environment is now replaced by the air conditioned and soothing atmosphere of malls. Malls are being used by customers to rejuvenate, socialize and entertain. Malls are also the face of changing consumers’ preference and the way consumers perceive their buying habits. An in-depth study on Brand Activation Strategies used at R-City Mall, Ghatkopar, reveals that it is a perfect blend of Indian and top-notch Multinational brands along with high end entertainment platforms.

The services provided by Lawyers and Chartered Accountants are unique in their nature. Mr. Irfan Lakhani, in his study on ‘The Uniqueness in Service of Lawyers and Chartered Accountants and its effects on Bargaining Power’, attempted to study the bargaining power of Lawyers and CAs, when there is uniqueness in their services. Service providers are able to force up the prices of their services; the bargaining power of customers reduces when Professionals like Lawyers and CAs provide certain unique services. A service is consumed at the point of sale. These general services include transportation, postal services, broadcasting services, etc. Professional services such as legal services, medical services, accounting services, teaching, hairdresser and beautician services use expertise/ experience of those service providers. It is the ability to provide a service in the way that has been promised that makes one stand apart and is deemed important.

Other articles such as ‘Work Life Balance of Women Employees in IT Sector’; ‘Micro-Money - Manifold through Financial Inclusion’; ‘Infringement of Copyright in Academic Research’; and many more too provide prominent insight in their respective sectors. The writers have put in their best efforts to convey the message to the readers that could be recognized and imbibed in the professional as well as personal life of the readers, both at the corporate level as well as in management institutions.

We sincerely thank all the writers for their research effort and support. As always, we look forward to your valuable suggestions and opinion in our effort to make this journal more contemporary and relevant to all the stakeholders.

Happy Reading!

— **Dr. Krishna Chandra Pandey**

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Effectiveness of Advertisements on Social Networking Website

* Prof. Dipti Arora
 * Mr. Hitesh Swarnkar

Abstract

Today, we are in 21st century and people do not find time to come & interact with each other. Social media helps in connecting themselves with social networking sites through which now people can stay far and yet remain connected.

Apart from this social sites like facebook, twitter, google, instagram, etc. create a loyal connection between product and individual which leads to large advertising opportunities. Similarly, other social connecting sites like mouthshut.com, techtree.com, etc. creates a platform to post a review or a comment on any event/movie/news/crisis/etc. The same needs to be publicized or utilized as a promotional technique for customer's adoption. Now users are acquiring followers & subscribers and directing them to your social networking page. These media has a competitive edge over other popular public media like Television/Radio/Print, because there is a time gap between the broadcast vis-à-vis events occurred (1).

The purpose of this study is to examine the effectiveness of the advertisement on social networking sites. Data from different demographics profile has been collected. This study was basically to understand the customer's bent towards the online advertisement. Here it is important to understand the respondents' psychology of either accepting and viewing the advertisement and later ignoring the same.

Keywords: Social Networking, Online Advertising, Social Website and Internet

1. INTRODUCTION

Online advertising, also called online marketing or Internet advertising is a form of marketing and advertising which uses the Internet to deliver promotional marketing messages to consumers. It in-

cludes email marketing, search engine marketing (SEM), social media marketing, many types of display advertising (including web banner advertising), and mobile advertising. Like other advertising media, online advertising frequently involves both a publisher, who integrates advertisements into

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its online content, and an advertiser, who provides the advertisements to be displayed on the publisher's content. Other potential participants include advertising agencies that help generate and place the ad copy, an ad server which technologically delivers the ad and tracks statistics, and advertising affiliates who do independent promotional work for the advertiser.

Social networking websites allow individuals and businesses to interact with one another and build relationships and communities online. Social networking sites act as word of mouth or more accurately, e-word of mouth. Social networking sites and blogs allow followers to "retweet" or "repost" comments made by others about a product being promoted, which occurs quite frequently on some social media sites. Social networking is used by 76% of businesses today. Business retailers have seen 133% increases in their revenues from social media marketing.

Growth of Online advertising industry is high, because of rising population, growing income level and changing lifestyle. Increase in literacy power and formation of smart cities have witnessed an adoption of increase in online advertising. Despite the growth, many challenges continue to plague the industry such as consumers' ignorance, under-developed infrastructure and lack of faith of advertisers as well as audience.

The online advertising is developing rapidly in the country but a fall in advertising revenues have been noticed during 2009 due to the global economy slowdown, while overall advertising industry in the country registered 22.00% and 12.04% growth in 2007 & 2008. The total advertising spending declined 6.80% from 2008 level due to its dependency over other industries and country's economy.

Year 2010 has shown a recovery period and advertising spending increased by 19.27% from 2009 figures (USD ~ billion in 2010 and USD ~ billion in 2009). In 2010, demand for online advertising grew 34.14% and surpassed growth rate of other advertising formats like TV, print and radio. The factors that helped the industry growth were, increase in internet penetration, e-commerce, social networking and population growth. The online advertising industry grew from USD ~ million in 2006 to USD ~ million in 2010.

Display advertising has always been the leading category in the online advertising market. In 2010, display advertising accounted for 48.25% of the online advertising; USD ~ million and 22% growth over 2009 was registered by the segment. In India, the online display advertising spent per user was INR ~ in 2009, which is low when compared to other developed countries. Also, in terms of USD ad spent per user declined in 2009 compared to 2008 due to fall in USD currency rate (2).

In this era, every person has an account on social websites. Earlier about two decades back, when Google entered the market at that time, customers were over flourished on the site. There marketers took the opportunity and started advertising on the site. Now the same has been implemented on social networking sites.

The purpose of this study is to examine the effectiveness of the advertisement on social networking sites. Data from different demographics profile has been collected. This study was basically to understand the customer's bent towards the online advertisement. Here it is important to understand the respondents' psychology of either accepting and viewing the advertisement and later ignoring the same. Also further researcher has to study the re-

spondents' attraction towards advertisement and their Positive response to the same advertisement in social networking sites

2. LITERATURE REVIEW

- Sponcil and Gitimu's (2011) study focuses to learn how communication and self concept among students was affected due to social media. Their extensive study precisely examined how relations between friends and family and a student's personal life were impacted (2).
- Budden, Anthony, and Jones (2007) found that a large number of students are now using the internet more frequently than past generations, and marketers should look to the future. Their purpose was to prove that college age consumers use the internet more frequently (3).
- The broad market adoption of holistic campaign validation allowed the online advertising ecosystem to reach its full potential. It helped eliminate impressions that are paid for but never had an opportunity to catch their affected behaviour. It offered much more accurate value of impressions that deliver their promise across a broad spectrum of campaign attributes [Stephanie Flosi (2012)] (4)
- Marketers daily look to Facebook and other social-media platforms for more innovative opportunities, which in turn would be a new way of communication with their consumers. They developed metrics that would help them understand the value and create an effective strategy for reaching key audience segments. [Andrew Lipsman (2012)] (5)

3. PROBLEM STATEMENT

Studying the above results from Literature Review

certain gaps were noticed. Many researchers have studied different areas related to Advertising on social networking sites. This study focuses on the customer's bent towards online advertisements. The detail study of customer's bent towards online advertisement could be studied only if respondents' have an active account on social networking sites. Also further researcher has to study the respondents' attraction towards advertisement and their Positive response to the same advertisement in social networking sites

4. OBJECTIVE

To study the customer's bent towards online advertisements.

5. HYPOTHETICAL STATEMENT

Relationship among Demographics of the respondents and interest towards online advertisement.

The above hypothetical statement is broad. To study the same the following four different hypotheses needs to be studied.

- a. Relationship between Age of the respondents and account status on social networking sites
- b. Relationship between Age of the respondents and advertisement attraction on social networking site
- c. Relationship between Age of the respondents and Positive response to advertisements in social networking sites
- d. Relationship between respondents' attraction towards advertisement and their Positive response to the same advertisement in social networking sites

6. RESEARCH METHODOLOGY

The researcher contacted the respondents personally as well through different online networks with

a well – prepared sequentially arranged questionnaire. The questionnaire was divided into two parts. Part one is respondents profile and Part two was the main survey.

6.1 Primary Data

Primary data was collected randomly through the structured questionnaire in Mumbai; Navi Mumbai & Thane District using convenience based random sampling. This sampling method is the least expensive and least time consuming of all sampling technique. The data was collected from a questionnaire that was administered face – to – face to people

6.2 Sample Size

The study was limited to those participants who willingly elected to complete the instruments in their entirety. There were a total of 85 respondents.

6.3 Sample Design

The researcher relied upon convenience based random sampling technique, considering the research methodology and research type as per guidelines. A caution was exercised during the study that the respondents who did not show inclination to be a part of the study were not covered.

6.4 Secondary Data

The secondary information or data was collected from published sources such as journals, magazines, newspapers, government reports, internet and other sources.

6.5 Research Instruments

A summated closed end questionnaire was used with different viewpoints of customers. In this questionnaire, all the questions were positively framed to study the impact of independent variables like age, gender and profession on the depen-

dent variable.

6.6 Statistical Analysis

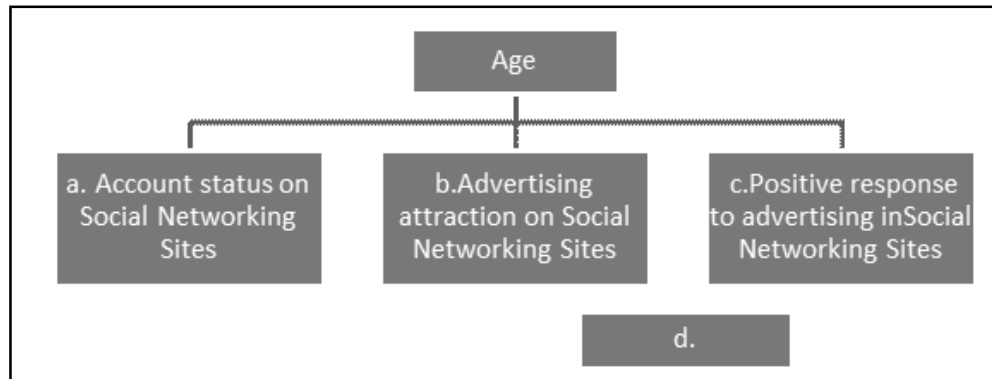
Efficient and effective data analysis is the result of effective data preparation. This was found to be very crucial between the completion of the field work and the statistical processing of the collected data. Data preparation involved transferring the questionnaire into an electronic format which allowed and facilitated subsequent data processing. Data sheet was prepared directly at Statistical Program for Social Sciences (SPSS) software for further analysis. Code was assigned to each response for data entry and data record. Transcribed data sheet was prepared for data analysis. On the basis of data sheet, tables and graphs were prepared for the analysis.

7. LIMITATIONS

- Time constraint
- Only Mumbai, Navi Mumbai and Thane was covered
- Only customers were approached.
- Websites Personal, Advertising Agencies and Brand Managers/Marketing Managers research was restricted.

8. DATA ANALYSIS

The objective selected for the paper is broad which talks about relationship between Age of the respondents and interest towards advertisements posted on Social Networking Sites. Advertisement posted on Social Networking Sites is a broad topic of research. This has to be further narrowed down to three different variables and the data was collected accordingly. The relationship between the three dependent variables and one independent variable is explained through the below model.



Here in the above model the three variables were clear enough to understand the respondent's reaction towards the advertisement posted on Social Networking Sites.

Initially we had to understand whether the respondent own any account on Social Networking Sites. This variable was compared with Age group variable and formed first hypothesis i.e., 'a'.

The next variable was also compared with the age group variable, because it was important to understand that the advertisement posted in Social Networking Sites was attractive enough to pull respondents attention. This further formed second hypothesis i.e., 'b'.

If respondent had seen the advertisement and ignored or clicked further was another question of discussion as per the age group, which further formed third hypothesis i.e., 'c'.

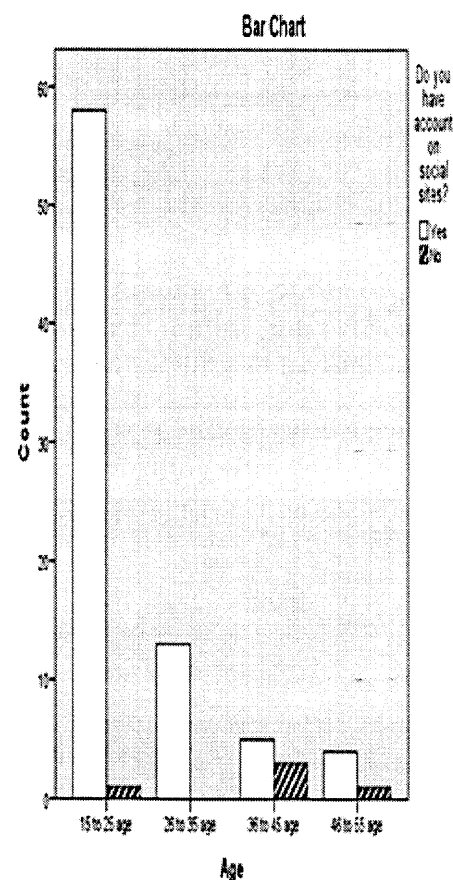
In the fourth hypothesis (d) two dependent variables were discussed; to understand the respondents' attention towards advertisements in Social Networking Sites and their response factor whether positive or negative.

The further analysis will show the broad objective

“Relationship among Age of the respondents and interest towards online advertisement” in the form of above four different hypothetical statements.

a. **Age of the respondents and account status on social networking sites**

Age * Do you have account on social sites?



EFFECTIVENESS OF ADVERTISEMENTS ON SOCIAL NETWORKING WEBSITE

Crosstab

| | | Do you have account on | | Total | |
|-----|--------------|------------------------|-------|-------|--------|
| | | social sites? | | | |
| | | Yes | No | | |
| Age | Count | 58 | 1 | 59 | |
| | 15 to 25 age | % of Total | 68.2% | 1.2% | 69.4% |
| | Count | 13 | 0 | 13 | |
| | 26 to 35 age | % of Total | 15.3% | 0.0% | 15.3% |
| | Count | 5 | 3 | 8 | |
| | 36 to 45 age | % of Total | 5.9% | 3.5% | 9.4% |
| | Count | 4 | 1 | 5 | |
| | 46 to 55 age | % of Total | 4.7% | 1.2% | 5.9% |
| | Count | 80 | 5 | 85 | |
| | Total | % of Total | 94.1% | 5.9% | 100.0% |

Analysis

Almost all the respondents' in all the age groups have their account in Social Networking Sites. Very few around 1% in 15-25 years, 3.5% in 36 to 45 years and 5% in 46 to 55 years do not have account in Social Networking Sites. The total population accounting of not having account in Social Networking Sites is only 6% of the total data collected, whereas 94% of the respondents' hold an account in Social Networking Sites. This is because the computers and the craze for Social Networking Sites have increased tremendously over the last decade. Technological advancement has led each and every school or college to provide the Computer education. Also, the connectivity with the family and friends is done through Social Networking Sites.

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|---------------------|----|-----------------------|
| Pearson Chi-Square | 18.926 ^a | 3 | .000 |
| Likelihood Ratio | 12.305 | 3 | .006 |
| Linear-by-Linear Association | 10.916 | 1 | .001 |
| N of Valid Cases | 85 | | |

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .29.

Symmetric Measures

| | | Value | Asymp. Std. Error ^a | Approx. T ^b | Approx. Sig. |
|----------------------|-------------|-------------|--------------------------------|------------------------|-------------------|
| Interval by Interval | Pearson's R | .360 | .134 | 3.521 | .001 ^c |
| | Spearman | .320 | .121 | 3.073 | .003 ^c |
| Ordinal by Ordinal | | Correlation | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

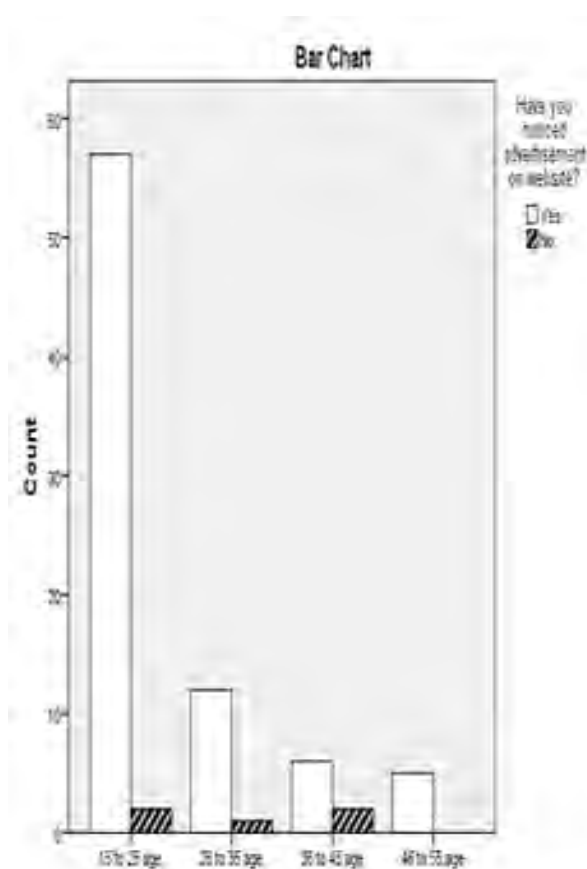
Statistically also the Chi square value is 18.926 which is more than the minimum expected count i.e., 0.29. Also, the Correlation matrix shows the strongest relation between the age group and the account status on Social Networking Sites.

Hence, the null hypothesis gets rejected, as there is strong correlation between Age group of the respondents' and the respondents' account status on Social Networking Sites.

b. Age of the respondents and advertisement attraction on social networking sites

Age * Have you noticed advertisement on website?

EFFECTIVENESS OF ADVERTISEMENTS ON SOCIAL NETWORKING WEBSITE



Crosstab

| | | | Have you noticed advertisement on website? | | Total |
|-------|--------------|------------|--|--------|-------|
| | | | Yes | No | |
| Age | 15 to 25 age | Count | 57 | 2 | 59 |
| | | % of Total | 67.1% | 2.4% | 69.4% |
| | 26 to 35 age | Count | 12 | 1 | 13 |
| | | % of Total | 14.1% | 1.2% | 15.3% |
| | 36 to 45 age | Count | 6 | 2 | 8 |
| | | % of Total | 7.1% | 2.4% | 9.4% |
| | 46 to 55 age | Count | 5 | 0 | 5 |
| | | % of Total | 5.9% | 0.0% | 5.9% |
| Total | Count | 80 | 5 | 85 | |
| | % of Total | 94.1% | 5.9% | 100.0% | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 6.333 ^a | 3 | .096 |
| Likelihood Ratio | 4.515 | 3 | .211 |
| Linear-by-Linear Association | 1.544 | 1 | .214 |
| N of Valid Cases | 85 | | |

a. 5 cells (62.5%) have expected count less than 5. The minimum expected count is .29.

Symmetric Measures

| | | Value | Asymp. Std. Error ^a | Approx. T ^b | Approx. Sig. |
|----------------------|----------------------|-------|--------------------------------|------------------------|-------------------|
| Interval by Interval | Pearson's R | .136 | .114 | 1.247 | .216 ^c |
| Ordinal by Ordinal | Spearman Correlation | .160 | .120 | 1.481 | .143 ^c |
| N of Valid Cases | | 85 | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Analysis

In the first hypothesis researcher found out that the maximum i.e., 94% respondents' holds and access their Social Networking Sites account. The second question raised was Do they notice advertisement in Social Networking Sites? Here, almost 100% i.e., who all access the account do notice advertisement on Social Networking Sites. In fact of the total data collected again 94% notice the advertisement in Social Networking Sites and 6% who do not have an account, for sure do not notice the same. Respondents who do not have an account can surely not notice the advertisement, which was very much obvious. Now, this was the outcome of overall percentage.

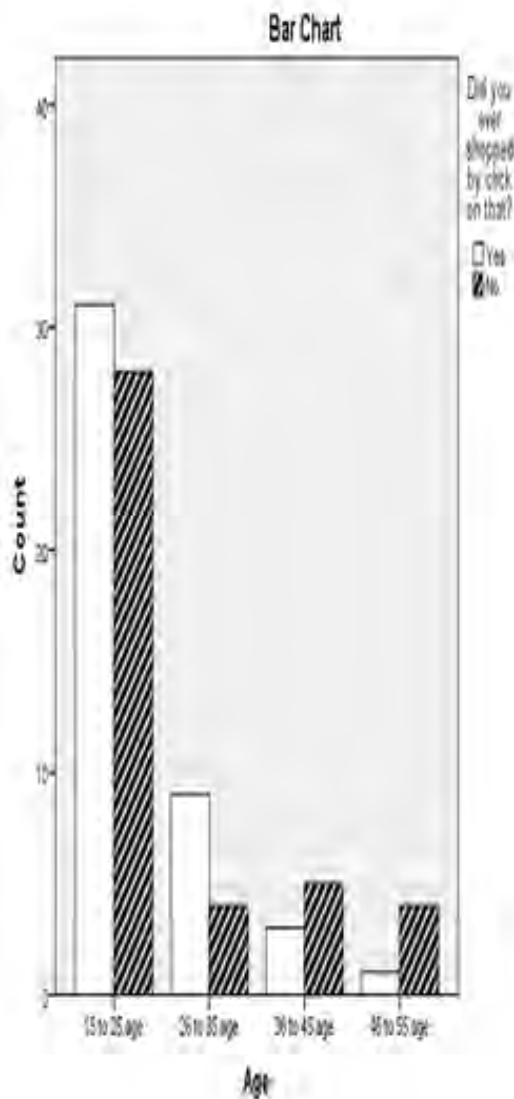
But when researcher broke the data through cross tabulation, then it was noticed that an additional of 1.2% respondents' from the age group of 15-25 years, 26-35 years and 36-45 years each do not notice the advertisements, besides the one who do not have an account. Also, the 1.2% respondents' from the age group of 46-55 years old who denied having an account in Social Networking Sites, were positive about noticing the advertisement. This was considered as an error in data collection. As researcher spoke to this 1.2% respondents' about the error, which was concluded that they noticed advertisement on other websites and not on Social Networking Sites.

Statistically, through chi square test the value is 6.333 which is much higher than the minimum

expected count i.e., 0.29. Also, through the correlation matrix, the relationship between the two variables is quite strong and above 0.05. It shows the strongest correlation between the age groups and the attraction of advertisement. Hence, null hypothesis gets rejected.

Relationship between Age of the respondents and Positive response to advertisements in social networking sites.

Age * Did you ever shopped by click on that



Crosstab

| | | Did you ever shopped by click on that? | | Total | |
|-------|--------------|---|-------|--------|-------|
| | | Yes | No | | |
| Age | 15 to 25 age | Count | 31 | 28 | 59 |
| | | % of Total | 36.5% | 32.9% | 69.4% |
| | 26 to 35 age | Count | 9 | 4 | 13 |
| | | % of Total | 10.6% | 4.7% | 15.3% |
| | 36 to 45 age | Count | 3 | 5 | 8 |
| | | % of Total | 3.5% | 5.9% | 9.4% |
| | 46 to 55 age | Count | 1 | 4 | 5 |
| | | % of Total | 1.2% | 4.7% | 5.9% |
| Total | Count | 44 | 41 | 85 | |
| | % of Total | 51.8% | 48.2% | 100.0% | |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) |
|------------------------------|--------------------|----|-----------------------|
| Pearson Chi-Square | 4.275 ^a | 3 | .233 |
| Likelihood Ratio | 4.453 | 3 | .217 |
| Linear-by-Linear Association | 1.343 | 1 | .246 |
| N of Valid Cases | 85 | | |

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is 2.41.

Symmetric Measures

| | Value | Asymp. Std. Error ^a | Approx. T ^b | Approx. Sig. |
|---|-------|--------------------------------|------------------------|-------------------|
| Interval by Interval Pearson's R | .126 | .104 | 1.161 | .249 ^c |
| Ordinal by Ordinal Spearman Correlation | .066 | .109 | .598 | .551 ^c |
| N of Valid Cases | 85 | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Analysis

In this hypothesis statement, age group was related to the positive response to advertisements in Social Networking Sites. As per the data the maximum Yes/No are from the same Age group i.e., 15 – 25 years. In this age most of respondents are studying, due to which the spending power is very less. Among all the respondents in the age group of 25 – 35 years old i.e., 15% of the total population, around 11% has shopped by clicking on the advertisement. In this group people are usually earning and have good amount of disposable income. Therefore, respondents in this age group shopped more than the earlier age group.

Among the respondents from the age group 36 to

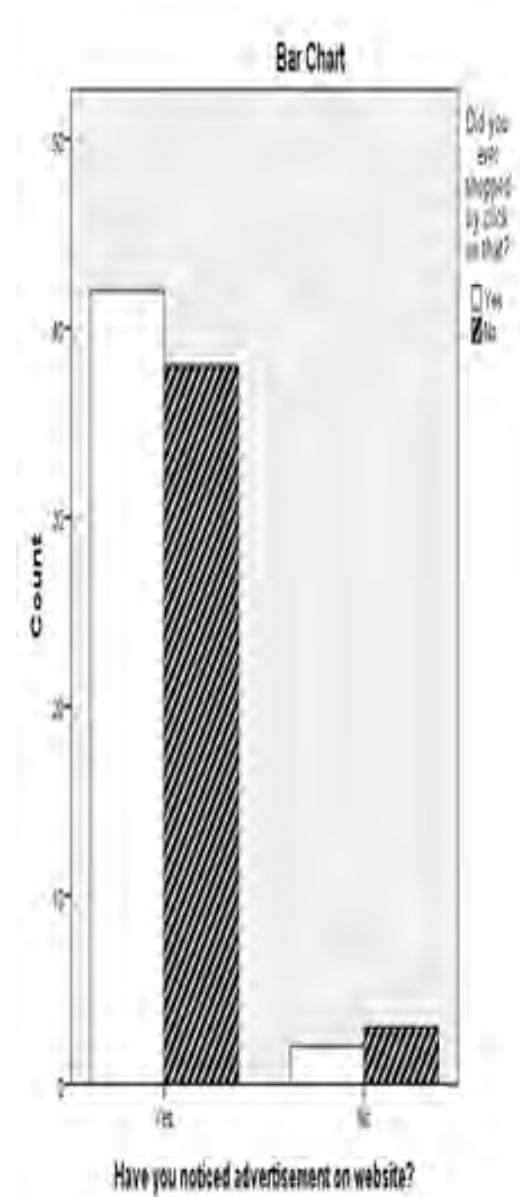
45 year, only 3.5% shopped vis-a-vis 5.9% who did not shop by click on advertisement on Social Networking Sites. The reason for this drift could be the trust factor. Lack of trust during online purchase, payment modes available, touch and feel factor or else lack of awareness/education.

Overall 52% of the respondents shop through e-shopping via the online advertisement. This is a better ratio, as digitally India and Indians are accepting the online shopping mode. Here it is a little difficult as the researcher focused on shopping only after seeing the online advertisement.

Statistically, through chi square test the value is 4.275 as compared to the minimum expected count i.e., 2.41. The difference among the two is 50% and so is the difference through the logical approach. Also, through the correlation matrix, the relationship between the two variables is quite strong and above 0.05. It shows the strongest correlation between the age groups and shopped by click on that advertisement.

Therefore, the Null hypothesis gets rejected. There is a strong correlation between the Age group of the respondents and their positive response to the online advertisement in Social Networking sites.

Relationship between respondents' attraction towards advertisement and their Positive response to the same advertisement in social networking sites



Have you noticed advertisement on website? * Did you ever shopped by click on that? Cross tabulation

| | | | Did you ever shopped by click on that? | | Total |
|--|-----|------------|--|-------|--------|
| | | | Yes | No | |
| Have you noticed advertisement on website? | Yes | Count | 42 | 38 | 80 |
| | | % of Total | 49.4% | 44.7% | 94.1% |
| | No | Count | 2 | 3 | 5 |
| | | % of Total | 2.4% | 3.5% | 5.9% |
| Total | | Count | 44 | 41 | 85 |
| | | % of Total | 51.8% | 48.2% | 100.0% |

Chi-Square Tests

| | Value | df | Asymp. Sig. (2-sided) | Exact Sig. (2-sided) | Exact Sig. (1-sided) |
|------------------------------------|-------------------|----|-----------------------|----------------------|----------------------|
| Pearson Chi-Square | .294 ^a | 1 | .587 | | |
| Continuity Correction ^b | .007 | 1 | .935 | | |
| Likelihood Ratio | .296 | 1 | .587 | | |
| Fisher's Exact Test | | | | .669 | .466 |
| Linear-by-Linear Association | .291 | 1 | .590 | | |
| N of Valid Cases | 85 | | | | |

a. 2 cells (50.0%) have expected count less than 5. The minimum expected count is 2.41.

b. Computed only for a 2x2 table

Symmetric Measures

| | Value | Asymp. Std. Error ^a | Approx. T ^b | Approx. Sig. |
|---|-------|--------------------------------|------------------------|-------------------|
| Interval by Interval Pearson's R | .059 | .107 | .537 | .593 ^c |
| Ordinal by Ordinal Spearman Correlation | .059 | .107 | .537 | .593 ^c |
| N of Valid Cases | 85 | | | |

a. Not assuming the null hypothesis.

b. Using the asymptotic standard error assuming the null hypothesis.

c. Based on normal approximation.

Analysis

94% of the respondents' have noticed the advertisement on Social Networking Sites. Out of which, 49% have shopped after clicking the advertisement and 45% did not click on the advertisement for shopping. 6% of the respondents did not notice the advertisement on Social Networking sites; where among them 2.4% have clicked the advertisement for shopping. As per researcher this is not at all possible, because there are 6% of the respondents' who do not have an account on Social Networking sites as referred in hypothesis 'a'. Still if the data talks about it, then it could be due to only one consideration. The consideration is that the respondents must have clicked on the advertisement and shopped through other sites and not through Social Networking Sites. There are other sites like search engine, news related, etc. which also advertises different brands/products. Respondents' must have clicked on them, and so the reply was positive.

In the above data, the maximum respondents' have shopped in the age group of 15 – 25 years and the maximum did not shop is also from the same age group. The analysis is very simple, as it is observed the age group of 15-25 years is mix of teen-

agers, college goers and also executive level people (who have joined jobs recently). If the researcher breaks up this age group into two i.e., 15 – 20 years primarily consisting of the student respondents'; and second with 20 – 25 years consisting of students' at Post Graduation level and also the executive level office goers. The office level respondents' are the one who recently joins the job and whatever they desire to buy during the college days; they fulfill the same during the early working days. This is the basic reason of the changes and the data analysis.

From above the data it interpreted that online Advertisement are affecting behavior of consumer and it give result to organization in terms of reach, awareness and generate sales. According to table the 80 respondent who have notice advertisement on online out of that 42 people shopped and 38 people didn't shopped are mainly from the age group of 15 – 25 years.

Statistically there is no correlation between the two variables.

Hence, Null hypothesis gets accepted.

9. SUGGESTIONS

Through this study researcher found out that the respondent from above 36 years old do not shop online. There are various reasons: trust on quality, advertisement, payment mode, etc., awareness, and many more to list down. Companies advertising online should create awareness, educate target audience, keep the payment mode friendlier i.e., cash on delivery in case to target if respondents' do not have plastic money. Therefore company should make strategy to increase trust for online advertisement/purchase amongst the target audience.

10. CONCLUSION

Though online shopping is very common outside India, its growth in Indian market, which is a large customer market, is still not in line with the global market. According to India B2C E-Commerce Report 2013, e-tailing accounts for less than 1 percent of the overall retail market in India in 2012. While it accounts for over 5 percent if the total retail market in China and 10% in the UK and the US. This shows that only a small fraction of internet users in India are currently online shoppers. The reason could be that it is not the technology but the way customers feel about high-tech purchasing that is holding back the development of the industry (Reda, 1995). Hence this is imperative that marketers understand the depth of customer intentions for this medium of retailing.

Online advertisement is most effective and efficient mechanism for marketer to create awareness, customer base, reach and create more sales for company. The internet users are growing day by day in India. The e-commerce company should keep the age group of the respondents in the mind while advertising their products. Hence, there is high opportunity for company to promote their product

through online advertisement.

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Human Resources Management in Indian Public Sector Banks

* Samidha Nawathye

* Dr. Abhilasha Ambatipudi

Abstract

Human resources are the people who make up the workforce of an organization, business sector, or economy. It includes performing human resource management, screening, recruiting and training job applicants, as well as administering employee-benefit programs, overseeing various aspects of employment standards, such as compliance with labour law and compensation policies, and dismissal.

Human Resource is also more involved in improving the organization's workforce by recommending processes, approaches and business solutions to management. It is a strategic and comprehensive approach to managing employees and the organizational culture and environment. Human resources play a key role in helping companies deal with a fast-changing environment and the greater demand for quality employees.

Until the opening of the economy in the early 90s, the banks in India generally neglected the human resource function. The availability of new jobs in other sectors in the post-liberalized economy improved, further with the entry of new players in the banking sector with innovative products, the banks started to face a widening gap in skill sets of human resource. This led to the development of human resource function in public sector banks in order to cope up and sustain in the banking industry and in the growing era of technology.

Keywords: Human Resource, public sector banks, recruitment and selection, human resource functions.

INTRODUCTION

Human resource as a function is different in every industry, so it is in the service industry. The human resource in banks is comparatively different than the other private sectors and other industries.

Human Resource undoubtedly plays the most important part in the functioning of an organization. The potentials, abilities, capacities, and skills, can be developed through continuous interaction in an organization. Activities performed all contribute in some way or other to the development of human

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potential. Hence, it is essential for an organizational to take steps for effective utilization of these resources.

This study is based on the recruitment and selection process which is followed in the public sector banks. It is about the functioning of human resources in the public sector banks and how efficient it is. The various processes and the functions of human resources performed in the public sector banks. The study includes the standardized procedure of recruitment and selection followed in the banks and the functioning of other areas in human resource which also play a significant role.

It is not that only the private organization or the private banking sector requires the human resource function but even in the public sector banks, the human element is of great importance. Therefore it is necessary to study the working of human resource and its importance in the public sector banks. Human Resource Management is important for banks because banking is a service industry. Banking has been and will always be a “People Business”. There may be many valid reasons why people select and stay with a particular bank. Values such as “sound”, “reliable”, “innovative”, “international”, “close”, “socially responsible”, “Indian”. Those who do not meet the customer expectations will find survival difficult in transparent situations with a high level of competitiveness.

OBJECTIVES

1. To understand the HR philosophy in public sector banks.
2. To know the process of different HR functions in banks.
3. To understand the work culture of public sector banks.

4. To do gap analysis of the recruitment function in public sector banks.

LIMITATIONS

1. Sample size is small and limited.
2. Huge difference between what people in the banking industry say and what they actually do.
3. Traditional thinking approach in the public sector banking management.

LITERATURE REVIEW

Dr. Arvind Kumar Yadav and Mr. Sanjeev Kumar discussed that recruitment and selection as two important functions of human resource management. Technically speaking the function of recruitment precedes the selection function. It includes finding, developing prospective employees and attracting them to apply for jobs in an organization. Selection is the process of finding out the most suitable candidate to the job. Successful recruitment and selection practices are key components at the entry point of human resources in any organization. Efficient recruitment and selection strategies result in improved organizational outcomes. An organizational system is a function of the size of an enterprise. In smaller enterprises, there may be merely informal recruiting procedures and the line official may be responsible to handle this function along with his usual responsibilities. On the other hand, in the larger organizations there is usually a staff unit attached with personnel or an industrial relations department designated as employment or recruitment office. This specialization of recruitment enables staff personnel to become highly skilled in recruitment techniques and their evaluation. However, recruitment remains the line responsibility as far as the personnel requisition forms are originated by the line personnel, who have also

the final word in the acceptance or rejection of a particular applicant. In this research paper researcher highlighted sources of recruitment, placement process and placement policies of public sector enterprises.

Mr. Atmadip Ray opinion that getting employed in a public sector bank will become more rigorous from this year as the nodal selection body has introduced a third layer to the hiring process to eliminate not-so-serious candidates and prevent impersonation. “We are trying to get the right men for the right job,” said AS Bhattacharya, director and member secretary of the Institute of Banking Personnel Selection (IBPS) in Mumbai. “We also intend to arrest impersonation through a three-tier examination process.

Mr.Muralidharan. C. and Mr.Venkatram, R. mentioned in an article about the innovative recruitment and selection practices adopted for specialist officer and probationary offices of Public sector banks (PSB). The Common Written Examination (CWE) for specialist and probationary officer posts is conducted every year by Institute of Banking Personnel Selection (IBPS). Secondary data pertaining to recruitment of specialist and probationary officer in public sector banks were collected from different websites of Institute of Banking and Personnel Selection (IBPS), Banking Exams India and RBI.

Common written examination (CWE) and personal interview method were conducted to recruit and select various officers’ post in PSBs. In case of probationary officers’ examination, majority of candidates scored Total Weighted Standard Score (TWSS) in the range of 126 to 155. Very less number of candidates scored TWSS above 180.

A paradigm shift is taking place from traditional to online method of recruitment and selection process in PSBs. Almost all the process of recruitment and selection was done by online method except personal interview method. Identifying high performing and quality human resources are challenging task faced by HR executives, since volume of candidates appearing for the examinations are in higher side. When compared to the traditional method of recruitment conducted by IBPS, online process of recruitment method enhanced the speed and merit in selection process.

Banking sector in India is one of the major employment providers in the financial sector. Attrition rates in banking sector is becoming alarming (30%) among newly recruited staff because of sub optimal pay package, increased work load, deputing away from native state and poor working conditions.

Opening up of new branches in rural and semi urban areas by PSBs had created huge demand for talents. Massive retirements, increased attrition rate, improper employee mix, talent acquisition in specialised areas and opening up of new branches created huge talent gap. It further stressed the need for urgent recruitment in large number. In order to fill the vacant posts, there is a need for innovative recruitment process in PSBs.

Recruitment is one of the most important human resource management practices adopted by different banks. Recruitment process not only helps the bank to expand but also brings human resource knowledge and skills to improve the efficiency of the bank. Selecting right person for the right job will not only yield the business growth but also restricting the wrong person (negligent hiring) entry into banks. Banks are hiring large number of

employees in the coming years.

Earlier, in the year 1978, Banking Services Recruitment Board (BSRB) was established to have a uniform standards and eligibility criteria for recruitment of personnel. There were 15 BSRBs covered one or more states and were assigned to recruit both officers and clerks in all over India. ([http://www.researchjournal.co.in/online/IJCBM/IJCBM%206\(1\)/6_A-28-34.pdf](http://www.researchjournal.co.in/online/IJCBM/IJCBM%206(1)/6_A-28-34.pdf))

Ms. Nandini Rathi discussed in the research article that human element is present everywhere in each and every organization. So there is a requirement of human resource in day to day activities and for the smooth working of an organization. Human Resource is an important ingredient in an organization along with other ingredients.

In the beginning of the 20th century HR was just administrative, post 1930s it was supervisory, while post 1945 it was more of a hiring champion and post 1950s HR took a very different shape and was named Human Resources Department.

PSUs in India have largely been on the right track in leading economic growth as well as in their social function of nation-building. But some of the serious challenges that have hounded PSUs over the years pertain to heavy losses, overstaffing, poor leadership pipeline, unsatisfactory industrial relations, lack of motivation and political interference.

However, today, PSUs are going through exciting changes in their environment, with a range of new opportunities and challenges as the Indian economy integrates with the global markets.

Today, being profitable is the most important goal and that is only possible through good performance.

It is the organization's people who drive the performance and they need to be world class, highly skilled and engaged with the organization.

The challenges that confront the HR departments in PSUs are therefore similar to their counterparts in private sectors, although somewhat uniquely placed. There are however certain common denominators. Capability and skill building, along with access to opportunities and recognition is what the young generation workforce wants more than anything else.

Certainly the salary package and job security aspect still hold importance, but are far from sufficient in building loyalty or engagement. The organization's commitment to providing exposure, training and developing its employees is indeed the key differentiator for youngsters.

The biggest challenge is that employer should be transparent, responsible and accountable.

Engagement of the young generation is a challenge for many PSUs, especially when they have to compete with private sector companies, particularly start-ups, who offer attractive growth opportunities and compensation to the best of the talent in the market.

The younger generation wants their opinion to be taken into account, which has not been always done in the PSUs with a command and control legacy. They seek to have upwards, downwards and lateral communication channels to be open for them and fewer hierarchies.

RESEARCH METHODOLOGY

Primary data has been collected for the study pur-

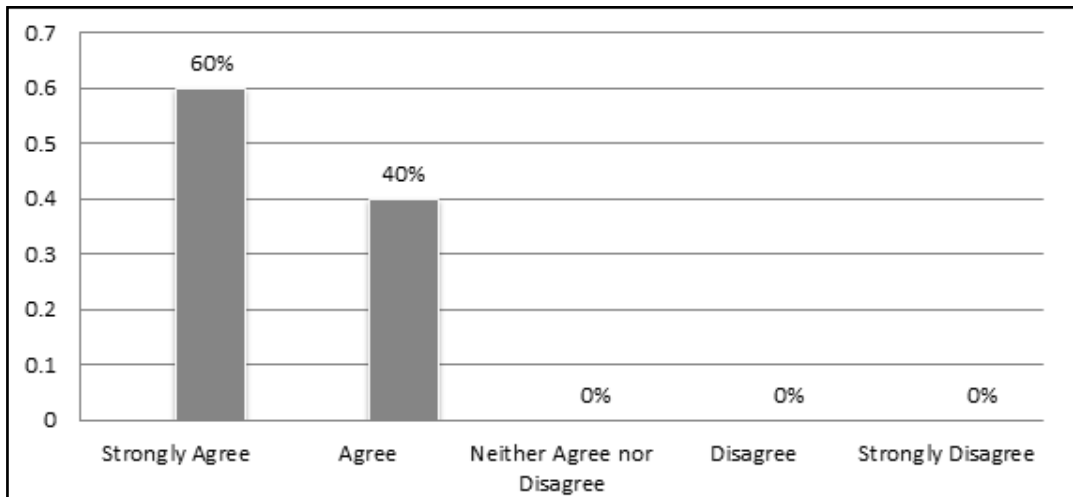
pose. The primary data is collected from employees, supervisors and managers with the help of survey. For research study, data is collected with the help of questionnaire. The data analysis is done using Microsoft Excel and Tabulation.

DATA ANALYSIS

The data analysis was done with the help of questionnaire and discussions with the employees belonging to various designations in public sector banks.

1. The banks follow the recruitment procedure as per stated by the Government?

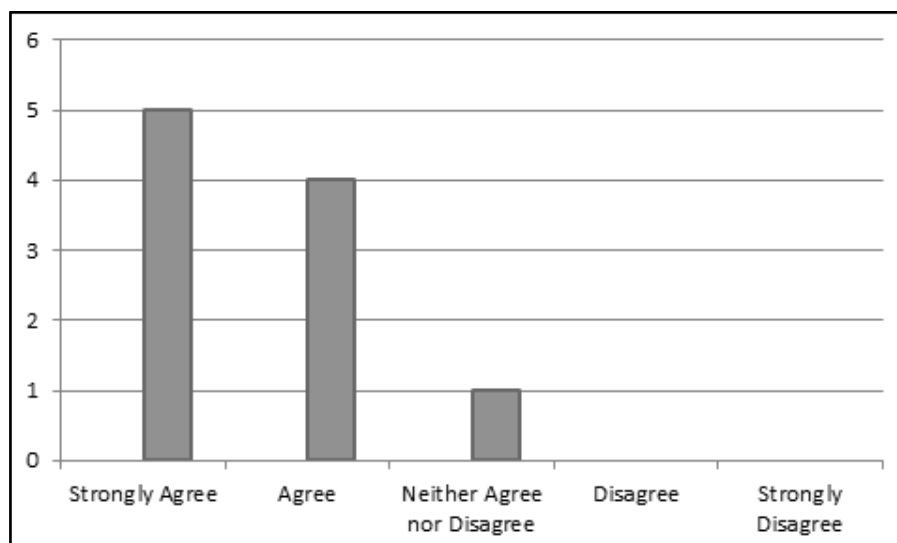
| | |
|-----------------------------------|------------|
| Strongly Agree | 60% |
| Agree | 40% |
| Neither Agree nor Disagree | 0% |
| Disagree | 0% |
| Strongly Disagree | 0% |



Recruitment procedure followed as stated by the Government

1. Are you satisfied with the recruitment process done in the banks?

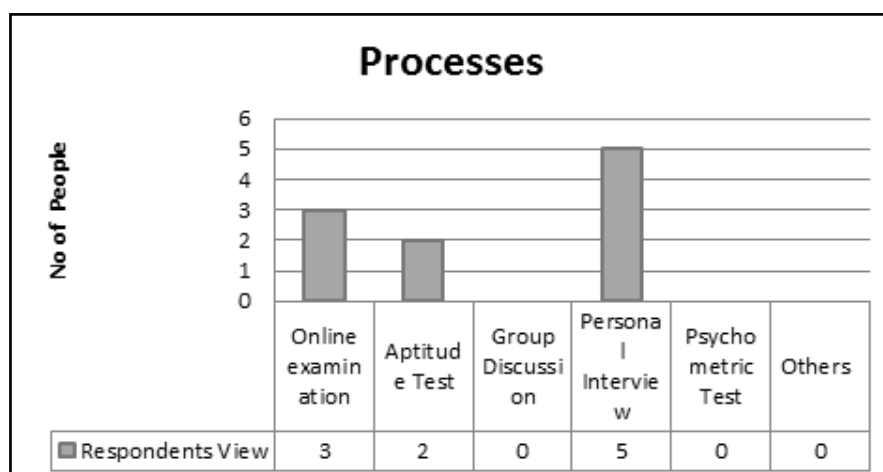
| | |
|-----------------------------------|----------|
| Strongly Agree | 5 |
| Agree | 4 |
| Neither Agree nor Disagree | 1 |
| Disagree | 0 |
| Strongly Disagree | 0 |



Satisfaction level with the recruitment procedure followed

1. Which are the processes followed by the banks?

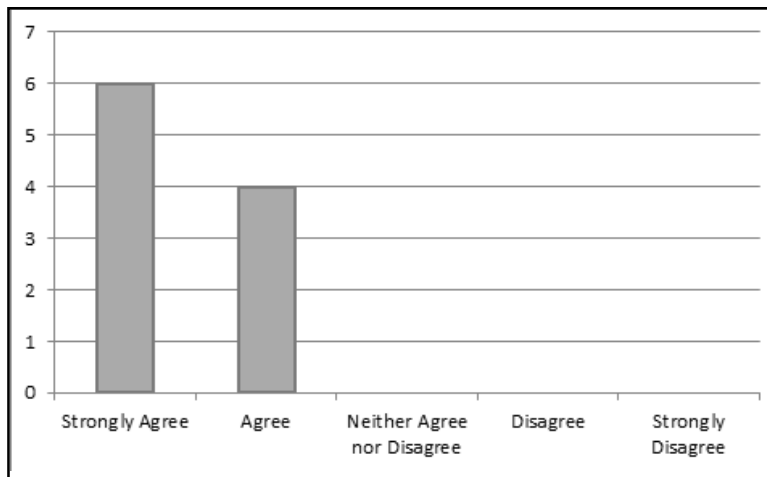
| | |
|--------------------|---|
| Online examination | 3 |
| Aptitude Test | 2 |
| Group Discussion | 0 |
| Personal Interview | 5 |
| Psychometric Test | 0 |
| Others | 0 |



Recruitment processes followed in the banks

1. Do you think this processes are enough to qualify a candidate?

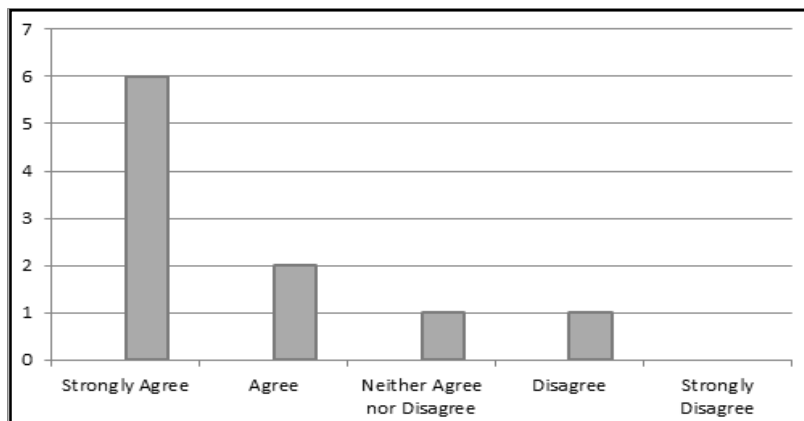
| | |
|----------------------------|---|
| Strongly Agree | 6 |
| Agree | 4 |
| Neither Agree nor Disagree | 0 |
| Disagree | 0 |
| Strongly Disagree | 0 |



Processes enough to qualify a candidate

1. Should the academic background of a candidate fulfill the requirement of that particular post?

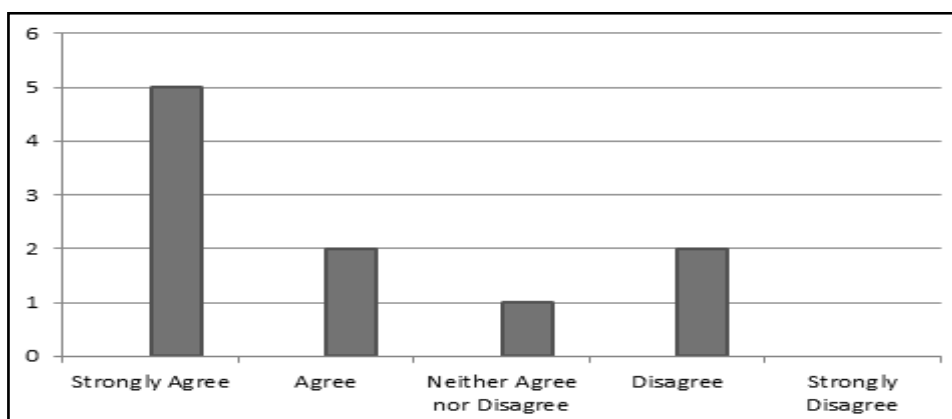
| | |
|----------------------------|---|
| Strongly Agree | 6 |
| Agree | 2 |
| Neither Agree nor Disagree | 1 |
| Disagree | 1 |
| Strongly Disagree | 0 |



Need of academic background for a particular post

1. Is it important for a candidate to have knowledge of the specified field/post he/she is qualified for?

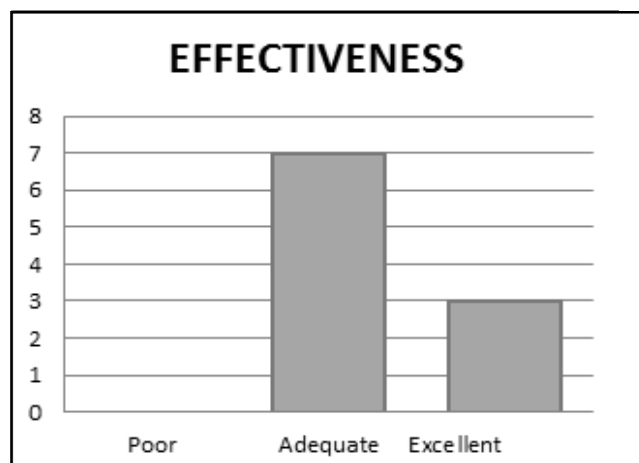
| | |
|----------------------------|---|
| Strongly Agree | 5 |
| Agree | 2 |
| Neither Agree nor Disagree | 1 |
| Disagree | 2 |
| Strongly Disagree | 0 |



Importance of specific field knowledge

1. Rate the effectiveness of the interviewing process and other selection methods followed by the public sector banks.

| | |
|-----------|---|
| Poor | 0 |
| Adequate | 7 |
| Excellent | 3 |



Effectiveness of the recruitment and selection process followed

FINDINGS

1. It is difficult to find the right candidate for the right job.
2. The work culture is quite dormant and lively to a certain extent.
3. The processes are standardised and less flexible.
4. There is lack of creativity involved in the process of recruitment.
5. The recruitment process involves a lot of manual work which is time consuming.
6. The manual work tends in slowing down the process.
7. It is not easy to attract the candidates due to predefined compensation policies.

SUGGESTIONS

1. The recruitment procedure should be designed in a manner where it helps to select right candidate for the right post/job.
2. The job profiles and job requirements should be clearly defined.
3. Sources of recruitment should not be limited and can include campus recruitments, etc.
4. The processes should be flexible to a certain extent.
5. The manual process should be reduced in order to increase efficiency.
6. The work culture should be dynamic and enthusiastic.

CONCLUSION

The public sector banks in India today have come a long way, but the human resource function has a significant part to play in today's world of technology, globalization and changing customer preferences. On account of changing environment, human resource department must appropriately respond to equip people who could perform in the new environment. The public sector banking industry of future shall require being more dynamic, requiring restructuring which would require innovative ways to re-design the jobs. There is a need to move from traditional job descriptions of employees to role profiling involving multitasking.

The primary emphasis needs to be on integrating human resource management strategies with the business strategy. HRM strategies include managing change, creating commitment, achieving flexibility and improving teamwork.

Factors like skills, attitudes and knowledge of the human capital play a crucial role in determining the competitiveness of the financial sector. The quality of human resources indicates the ability of banks to deliver value to customers.

Capital and technology are replicable but not the human capital which needs to be valued as a highly valuable resource for achieving that competitive edge.

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"Masala Bonds" – A New Debt Instrument in Capital Market

*** Mrs. Vrinda Pandit**

Abstract

Masala bonds are the new type of bonds, which are rupee-linked bonds, issued to offshore investors but the settlement happens in dollar terms. The major benefit of this bond is that the currency risk is not borne by the issuer. An issuer can issue masala bonds worth a maximum \$750 million a year and the bonds must have a minimum maturity of five years. Masala bond will help the Indian corporates to reduce its interest cost burden on the debt amount on its balance sheet. The more of foreign funds can be used for infrastructural development in the country. Overall, the development of a Masala bond market would be positive for Indian firms, opening up potentially significant new sources of funding over External Commercial Borrowings.

Keywords: Offshore, Currency Risk, Maturity

INTRODUCTION

Masala bonds are Indian rupee denominated bonds issued in offshore capital markets. These are rupee-denominated bonds issued to offshore investors settled in dollars and, therefore, the currency risk resides with investors. With Masala Bond, Indian corporates will have more option to blend their debt portfolio to optimize the liability and minimize the cost. Further, it can be a launch pad to sell the strength of rupee to the overseas investors. From the issuer perspective, these are rupee-denominated bonds issued to offshore investors settled in dollars and, therefore, the currency risk

resides with investors. The investor set is more broad-based than just FIIs (foreign institutional investors), as these instruments can usually be sold to other investors who prefer the fact that these are listed.

OBJECTIVES

- To know how the masala bonds are different from other instruments.
- To know the guidelines and norms issued by Reserve Bank of India
- To know whether it helps the Indian companies to tap a large number of investors

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RESEARCH METHODOLOGY

This paper is based on secondary data and information has been sourced from various articles, newspapers, books, trade journals, publications, etc. and it is of descriptive in nature.

HISTORY OF MASALA BONDS

IFC issued a 10-year, 10 billion Indian rupee bond in November 2014 to increase foreign investment in India and mobilise international capital markets to support infrastructure development in the country. These will be offered and settled in US dollars to raise Indian rupees from international investors for infrastructure development in India. IFC will convert bond proceeds from dollars into rupees and use the rupees to finance private sector investment in India.

The "Masala bonds" marked the first rupee bonds listed on the London Stock Exchange. IFC named these 'Masala' bonds as 'masala' is a globally recognized term that evokes the culture and cuisine of India. This is not the first time that a bond has been named after the food or culture of a country. Chinese bonds, for example, are called Dim sum bonds, and Japanese ones as Samurai bonds. It isn't unusual in the foreign bonds market to encounter names such as Yankee and Bulldog. There was even much speculation about what the rupee-denominated bonds would be called before 'masala' was confirmed. Samosa, Ganga, and Peacock were apparently some of the names doing the rounds.

RESERVE BANK OF INDIA GUIDELINES AND NORMS

The Reserve Bank of India has issued guidelines allowing Indian companies, non-banking finance

companies (HDFC, India Bulls Housing Finance are examples of such companies) and infrastructure investment trusts and real investment trusts (investment vehicles that pool money from various investors and invest in infrastructure and real estate sectors) to issue rupee-denominated bond overseas.

The rules put the issue limit to \$750 million and also has a pricing cap for various tenures of issue. Experts say the move to permit masala bonds is an attempt to increase the international status of rupee and is also a step toward full currency convertibility (the freedom to convert Indian currency into other internationally accepted currency without any restrictions).

ISSUE OF MASALA BONDS

The International Finance Corporation (IFC), an arm of the World Bank, issued the first masala bonds in October 2013 as part of its \$2 billion dollar off-shore rupee programme. However, no Indian corporate has yet issued any masala bond.

Two prospective issuers, India's largest mortgage lender Housing Development Finance Corp. Ltd (HDFC) and the nation's largest power producer NTPC Ltd, have been on the road to secure investors for such bonds since last month but are yet to launch their respective issues. HDFC began talking to investors early November while NTPC concluded it's marketing a week ago. HDFC initially wanted to raise USD 750 million. However, following its meeting with the investors, HDFC has decided to raise about USD 300 million in the first tranche with a maturity of five years. NTPC has not yet announced the date and size of its issue.

INVESTOR'S PERSPECTIVE AT MASALA BONDS

The Finance Ministry has cut the withholding tax (a tax deducted at source on residents outside the country) on interest income of such bonds to 5 per cent from 20 per cent, making it attractive for investors. Also, capital gains from rupee appreciation are exempted from tax. Globally, there is ample liquidity thanks to lower interest rates in developed markets, but there are very few investment options due to weak economic conditions globally. India is that rare fast-growing large economy, and masala bonds are one way for investors to take advantage of this.

ISSUER'S PERSPECTIVE

An important consideration for issuers is the access to cheaper funding than what's available in the domestic markets, according to ratings firm S&P. For corporates, who would be the main issuers, masala bonds will be one other key source of funding apart from banks and local debt markets. Another ratings firm India Ratings and Research says such bonds would lower the cost of capital over a period of time - the cost remains one of the highest in Asia. This also makes sense given that Indian banks are reluctant to lend to sectors facing weak demand and heavy debt.

RATING OF MASALA BONDS FOR IDENTIFYING THEIR DIFFERENCE WITH OTHER INSTRUMENTS

The critical factors for the success of such bond are two: (a) coupon rate and (b) liquidity of Indian currency. India is rated BBB- by global ratings agencies—a notch above junk rating. Sovereign rating will influence pricing of these bonds. HDFC,

for example, had recently borrowed in the domestic market through a three-year bond at 8.35%. HDFC expects to fix a coupon rate at least 10 basis points lower than the domestic rate for the masala bonds. It was observed (see Table) that Indian banks were borrowing US dollar-denominated loan at under 4% in later half of 2015. If HDFC were able to issue masala bonds at 8.25%, it would imply a currency risk premium of above 4% per annum. Overseas investors are yet to decide their preferred coupon rate for the Indian masala bonds. Generally, given the view on Indian currency, investors are expecting a higher coupon from the issuers, which may make these bonds costly for Indian borrowers. This is the main reason holding back issue of masala bonds. If US Fed increases interest rate, that would make Indian masala bonds less attractive.

Allowing Indian firms to raise rupee-denominated loan from overseas market is a step towards full convertibility of Indian currency and the Indian central bank is supportive of this experiment. Despite initial glitches on pricing, masala bonds have potential to raise \$5 billion in next two years. British government is wooing masala bond issuers and would like to position London as the global hub for offshore rupee financing. The success of masala bonds would demonstrate overseas investors' confidence on Indian currency. In other words, successful issue of these bonds by Indian corporate would imply faith on country's macroeconomic fundamentals and the central bank's role in currency management.

INVESTORS SECURITY

Investors would need to keenly watch the credibility of the issuer. For example, it would be easy for an HDFC or NTPC to raise the bond when

compared to a smaller firm. Higher the credit rating of a firm, the better would be the appetite for their issues. Since the currency risk is on the investors, they will like the rupee to be stable. S&P says the initial excitement over masala bonds will give way to the ultimate realisation that because currency and economic growth are external factors, investors will subject issuers to a lot more scrutiny.

ADVANTAGE TO INDIAN ECONOMY

It is a good way to tap foreign capital given that India is working on many ambitious goals like Make in India, developing smart cities, digital India, Swachh Bharat, etc. for which a lot of funding is needed. For this, India needs to find ways to tap foreign capital and the concept of Masala Bonds is lucrative in this respect. Masala Bonds contributes to the Capital account of the Balance of Payment and help build investor confidence and knowledge about the Indian economy. Masala bonds are a good idea to shield corporate balance sheets from exchange rate risks. But they are best used in moderation. The after-effects of too much masala are not pleasant!

FINDINGS

It helps the Indian companies to diversify their bond portfolio. For example, earlier companies used to issue only corporate bonds. Masala bonds is an addition to their bond portfolio.

It helps the Indian companies to cut down cost. If the company issues any bond in India, it carries an interest rate of 7.5%-9.00% whereas, Masala Bonds outside India is issued below 7.00% interest rate.

It helps the Indian companies to tap a large number of investors as this bond are issued in the offshore market.

Masala bonds will help in building up foreign investors' confidence in Indian economy and currency which will strengthen the foreign investments in the country.

An offshore investor earns better returns by investing in Masala bonds rather than by investing in his home country. For example, if he had invested in the bond offered in his home country the US, the bond yield is hardly 2% whereas if he invests in rupee denominated masala Bond the yield ranges from 5.00% to 7.00%.

An investor will benefit from his investment in masala bonds if the rupee appreciates at the time of maturity.

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Flipped Classrooms Leverage Management Education in India

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Abstract:

There is increasing pressure for Management Education Institutions to undergo transformation, with education being seen as needing to adapt in ways that meet the conceptual needs of our time. One of the pedagogical approaches that have gained popularity in the last few years has been the flipped classroom. This approach seeks to improve learning outcomes by using advances in information and communication technology. Use of class time for application exercises was found to result in better learning outcomes than in traditional style of class time lecturing. This reflecting the flipped classroom applications in Management Education. The purpose of this paper is to find out how flipped classrooms are leveraging Management Education.

Keywords: *Flipped Classroom, Management Education, Learning Outcomes.*

INTRODUCTION

Scholars and practitioners of higher education constantly seek innovative ways of teaching and engaging students to maximize learning outcomes. Over the years, several pedagogical initiatives and innovations have shifted teaching practice from the traditional lecture transmission model to newer student-focused approaches. These include role plays, case studies, site visits, business games, and internships. The advancement in information and communication technology has enabled newer pedagogical tools like computer simulations, podcasts,

online learning and blended learning. Therefore, the conventional learning model of knowledge transmission (e.g., Brown, 2000) becomes less relevant or even obsolete. Instead, the new approaches seek to make a learner an active participant in constructing and interpreting the knowledge being acquired. The learning model is based on knowledge transformation that is predicated on experimental construction (e.g., Gerjets & Hesse, 2005).

A recent addition to the repertoire of newer approaches to teaching is the flipped classroom (Bergmann & Sams, 2012), which has become quite

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popular across disciplines in higher education. Several leading global universities such as Stanford, MIT, Harvard and Duke are experimenting with a flipped classroom learning style. While many disciplines have started using flipped classrooms as a pedagogy, a review of the literature shows relatively less discussion on the usage of the flipped classroom in a business discipline. As of 1 June 2015, the Scopus database shows only business related studies out of 133 scholarly studies. In the Business Source Premier database, which is focused on business studies, only ten studies were related to business out of 21 scholarly studies. This is surprising, as flipped classroom activities are appropriate for business students who need skills such as working in teams to find solutions to problems faced by business organizations. Therefore, it is imperative to bring an alignment between the skills taught in business courses and the needs of the workplace.

This study therefore reveals the flipped classroom applications in Management Education & provides the ways in which the flipped classrooms are leveraging Management Education.

OBJECTIVE OF THE PAPER

This Paper focus on Leveraging Management Education in India through Flipped classrooms Therefore an attempt is been made to point how flipped classrooms are leveraging Management Education and key findings regarding it. This entire paper is based on published sources of information.

Management Education in India:

In India the management education courses start at undergraduate level, as a three-year Bachelor Degree in Business Administration (BBA), offered in

some colleges in the country. This course provides basic knowledge about management concepts and business structure and follows a yearly / semester-wise examination system. This is followed by two years' Postgraduate MBA / PGDBM program. MBA and PGDM education is currently available through residential, full-time, and distance education modes. Most B-Schools follow a semester or trimester examination system. The object of this course is to train the graduates to become managers in corporate sectors in different fields such as marketing, human resource, finance, operations, foreign trade and selected sectorial areas etc. The curriculum first gives more emphasis on general subjects in various areas of management such as business law and ethics, managerial economics, finance, OB-HR, principles of management, marketing, quantitative methods, IT in management etc.

Postgraduate full time management program invariably requires students to undertake seven-eight weeks summer internship and final MBA project work. Increasingly, the programs also emphasize behavioral and soft skills. The institutions usually have strong placement cells. Admissions to postgraduate programs in various schools are done through different entrance tests like CAT, MAT, ATMA, XAT, ICET and own tests conducted by universities.

What is Flipped classroom?

The flipped classroom is a pedagogical model in which the typical lecture and homework elements of a course are reversed. Short video lectures are viewed by students at home before the class session, while in-class time is devoted to exercises, projects, or discussions. The video lecture is often seen as the key ingredient in the flipped approach, such lectures being either created by the instructor and posted online or selected from an online re-

pository. While a prerecorded lecture could certainly be a podcast or other audio format, the ease with which video can be accessed and viewed today has made it so ubiquitous that the flipped model has come to be identified with it.

The notion of a flipped classroom draws on such concepts as active learning, student engagement, hybrid course design, and course podcasting. The value of a flipped class is in the repurposing of class time into a workshop where students can inquire about lecture content, test their skills in applying knowledge, and interact with one another in hands-on activities. During class sessions, instructors function as coaches or advisors, encouraging students in individual inquiry and collaborative effort.

How does it work?

There is no single model for the flipped classroom—the term is widely used to describe almost any class structure that provides prerecorded lectures followed by in-class exercises. In one common model, students might view multiple lectures of five to seven minutes each. Online quizzes or activities can be interspersed to test what students have learned. Immediate quiz feedback and the ability to rerun lecture segments may help clarify points of confusion. Instructors might lead in-class discussions or turn the classroom into a studio where students create, collaborate, and put into practice what they learned from the lectures they view outside class. As on-site experts, instructors suggest various approaches, clarify content, and monitor progress. They might organize students into an ad hoc workgroup to solve a problem that several are struggling to understand. Because this approach represents a comprehensive change in the class dynamic, some instructors have chosen to implement only a few elements of the flipped model or to flip only

a few selected class sessions during a term.

Current Status of Flipped classroom in Management Education in India:

The flipped classroom is likely to particularly appeal to Indian business schools because of the model's suitability for large class-sizes, a common feature in India Business schools in India are increasingly flipping the classroom, inverting the traditional model by using technology to allow students to listen to lectures online at home and use class time for collaborative learning.

The Indian School of Business (ISB), one of the first management institutes in the country to introduce the "flipped classroom" to teach students a course on entrepreneurial decision-making in its flagship postgraduate management program last year, is set to expand the use of this active learning methodology.

As stated by Mr. Arun Parera, ISB, "The flipped classroom model of teaching is beginning to take shape globally as well as in India," At ISB currently experimenting with the kind of technology that will be used for flipped classrooms. It could also be of great use to business schools that offer a large amount of elective MBA courses. The flipped classroom model can provide suitability for Indian business schools. He said, As B schools increase the flexibility of the MBA, they are offering an increasingly broader and diverse selection of elective courses in the curriculum.

Abbasali Gabula, deputy director-external relations and administration at SPJIMR, said flipped learning would facilitate peer learning to a large extent at the institute since the class has a mix of experienced and fresh candidates. Creatist technology has been developed by Career Aces as an active

learning enterprise tool that manages content, security and delivery, gets audience responses and tracks learners' activities. The product is now being introduced at ISB.

AFTP, another flipped classroom platform that provides application-oriented business courses, is also pursuing partnerships with IIT Kharagpur, IMT Ghaziabad and IISWBM Calcutta to offer courses for credit in a flipped classroom framework. "One of the challenges of teaching a large class of students is ensuring everyone is engaged at all times. With the right technology, even large classes can be managed for active learning," said Pereira, pointing to the benefits of the flipped classroom model for a country such as India which has large-sized classes

How does flipped classroom leverage Management Education?

Flipped classrooms are leveraging Management education in India by following ways,

1. They boost student engagement

Although there are no studies to prove student engagement level in flipped classrooms, there's plenty of other data that show students are more willing to use classroom time in a discussion-focused manner.

Most professors who have already turned to flipping classes state that students are more willing to learn thanks to this new concept. These teachers break their lectures into short podcasts that are accompanied by online or written materials. The class begins with several questions from that material in order to check if all students understand it, and it continues with the real learning, in which clickers play a main role.

Students are given a task and asked to work in teams in order to find the best answer. When working in a team, students get involved in debates that make them come up with good arguments, which is what a person needs to retain information. Getting students involved using debates and interactions are more efficient than forcing them to listen to an old lecture.

2. Flipped classrooms develop team-based skills

Group dynamic is the most important characteristic of flipped classrooms. Even though lectures are watched at home and tests are meant to evaluate the comprehension level of each student, most of the time spent in the classroom is catered towards teamwork. Mobile technology can also be very important as far as flipped classrooms are concerned.

Classroom technology doesn't teach students about using mobile devices, but it encourages interaction – with each other, with content, and with teachers. K-12 initiatives are based on this type of thinking and encourage these approaches in the higher education setting.

3. They provide personalized student guidance

A good professor is one who provides his students with active learning experiences. In other words, a good professor should give personalized guidance to his students about what they don't understand, as well as personalized assistance designed to improve their understanding.

Asking questions shouldn't be compulsory, but students who submit a question should be rewarded with extra points. This technique works because it allows teachers to answer the most frequently asked questions to check students' understanding. While this method is less effective when it comes to large

classes, flipped classrooms involve data collection; this means instructors can still explain which elements aren't clear to students.

4. Flipped classrooms focus on classroom discussions

Students are used to using technology, so none of them will switch off their smartphones in the classroom. They're aware that technology allows them to acquire more information, and they're interested in finding teachers that are able to coach them and explain that information.

This means professors should turn to more focused discussions that end with immediate feedback delivery using clickers. They can gather quiz responses and display the anonymous results on one of the screens displayed in the classrooms. Clickers allow students to think more about a certain material, and guarantee that all the discussions carried are based on real-world experiences.

5. They provide faculty freedom

When several professors teach the same course, turning to online lecture series is compulsory. For students who do not adapt well to various teaching styles, professors can use flipped classroom strategies to standardize class information.

Instead of recording lectures, professors should focus on learning activities that are developed in classrooms. This system renders a greater level of comprehension, and allows teachers to explain several areas that raise problems for students.

KEY FINDINGS

Flipped classrooms are changing the roles in Management Education in India as follows:

1. Lectures As Assignments:

Research in the area of learning reveals that an "active" learning environment in the classroom with students engaged in collaborative activities, interactive discussions and thoughtful reasoning lead to deep levels of learning. Today, there is no debate that these teaching methods are far superior to practices that are based on direct modes of information delivery that are passively received by students.

As such, the traditional lecture is passe; however, even the most active learning environment calls for short spells of passive knowledge dissemination before the process of active learning begins. The good news is that Flipped classroom technology enables us to move the passive aspects of teaching outside the classroom, freeing up class time for active learning activities.

Many teachers today are recording short lecture clips as "screen casts" with voice-overs, and making them required "assignments" for students to view, before they come to class. As such, students arrive to class primed for active learning activities based on their "homework" lectures. Thus, we have a flip: the lecture is moving out of the classroom, whereas assignments on the lecture are moving inside the classroom.

2. Students As Teachers

It is generally accepted that one of the best methods of learning is teaching. If you can teach it, you have learnt it. Among the many types of "active" learning methods available for use in the classroom are role-playing and prototyping. Students are asked to teach key concepts to peer groups in the classroom, with the exercise managed by the instructor. The student-teachers are graded on their teaching performance, including the ability to an-

swer questions, and think on their feet. Further, the instructor can push the student-teacher to broader issues, and challenge him /her with thoughtful and incisive questions, leading to the kind of learning that cannot be matched by exams and quizzes. The flip here is that students take on the role of the teacher, and the teacher, the role of the student.

3. Questions As Answers

Questions in exams that require students to simply reproduce information are generally not valuable in ensuring impactful learning. To ensure deep learning, answers to exam questions should be expected to go beyond information, and force students to think beyond the obvious, or the status quo.

More specifically, students should be expected to pose questions as part of an answer to indicate that: (a) They have the necessary understanding to push the boundaries of a topic, and (b) They have reflected on the relevant issue to get to levels of detail or complexity that are not obvious. This approach has two advantages: it molds students in to thinking and questioning managers, and builds a constant thirst for knowledge that is the foundation for lifelong learning-critical for any manager or executive. The bottom line is that effective teachers tend to grade students on the relevance of questions asked, not simply answers given- thus, we have a flip. The “flips” listed above are changing the very nature of the MBA classroom.

CONCLUSION

Thus Flipped classrooms are radically changing the teaching & learning Process in Management Education in India. Knowledge, Decision Making & skills of Management students in India are leveraged through flipped classrooms.

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Impact of Goods and Service Tax on Indian Economy

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Abstract

From 1st April, 2017 there will be new indirect tax applied by central and state government i.e. GST (goods and Service Tax). It is one of biggest reform in the indirect tax history.

This article has covered the meaning of GST, rates slabs, committee which will regulate the GST, draft of GST, advantages and disadvantages, impact on various sectors etc.

Keywords: GST, Draft, Impact on Economy

INTRODUCTION

Tax is a one way of revenue resource for any government. The tax structure of Indian Government is divided in two parts i.e. Direct tax and Indirect tax. Direct tax is imposed mainly on income of any tax liable individual and indirect tax is imposed on various goods and services. GST is a biggest reform in context of indirect tax.

Currently various indirect taxes are applied by Central and State government such as service tax, VAT, Stamp duty, Excise duty, Customs duty etc. GST will replace all these indirect taxes.

India is a country of 29 states and 7 territories

which have a various state tax structure for inter-state sale, intra state sale etc. GST is reform to bring uniformity in tax structure of states and even central government.

OBJECTIVES

To know about GST and its impact on Indian economy

Scope

- Impact of GST on economy
- Impact on various sectors

Limitation

The data used to write this article is secondary.

* Tejal Kamble (PG-F1) * Pratik Soni (MMS-F3)

Primary data cannot be collected and that is only limitation for this.

LITERATURE REVIEW

What is GST?

In current scenario, double taxation happens. In supply chain, from manufacturer to consumer, all involved individual need to pay tax on goods, whose tax is already paid by previous individual. But under GST consumer will pay tax on price by last dealer only. Means consumer will no more pay tax on tax paid by previous dealers.

There were many different taxes on different goods and services, but after GST, there will be only one indirect tax on most of the goods and service.

After GST is passed, Central government won't be able to collect any taxes beyond manufacturing or import and state government won't be able to collect any indirect taxes.

There will be national level central GST and state level GST. But still some goods are exempted from this bill.

This GST will be applicable from 1st April' 2017.

GST Rate

On 3rd November'2016, Government decided these rates, 6%, 12%, 18%, 26%. 4% will be apply on gold. The lowest slab is reduced by one percent than earlier proposal, where highest slab is increased by two percent.

50% of primary goods like food has been kept away from these rates, means there will be zero tax on those.

Majority taxable goods will come under slab of 12% and 18%.

Due to GST, states will get loss of revenue. Estimation of that loss is approximately Rs. 50,000 Cr. in first year.

This will be compensated by revenue collected from environmental cess and coal, which is estimated around Rs. 26,000 Cr. Demerits goods, such as tobacco, pan masala, aerated drinks, will be continue on current tax rate which is 60%. Revenue collected from demerit goods and luxury goods such as luxury cars, watches, is estimated around Rs. 24,000 Cr. States will get compensate by these funds also.

There will be meeting of council on rates discussion on 9-10th November' 2016.

Countries who has opt for GST

- Australia 10%
- France 19.6%
- Canada 5%
- Germany 19%
- Japan 5%
- Singapore 7%
- New Zealand 15%

Money Bill

Article 110(1) defines the Money Bill. It contains many matters within it to become Money Bill. One of them is, if the matter is regarding imposing, abolition, remission, alteration or a regulation of any tax.

This Bill is to be passed in Lok Sabha and then Rajya Sabha because under Article 109(1) it cannot be introduced in Rajya Sabha first. After getting passed in Lok Sabha, Bill is sent to Rajya Sabha with the certificate of Speaker, mentioned

that it is Money Bill.

Rajya Sabha needs to return this bill within 14 days to Lok Sabha, with or without recommendations. Lok Sabha may or may not consider those recommendations. If the bill isn't returned within 14 days, it is understood that Rajya Sabha is agreed with it and bill is passed in both houses.

Financial Bill

Financial Bill is somehow like Money Bill only

but it doesn't come with Speaker's any certificate. Lok Sabha cannot pass that bill until and unless Rajya Sabha doesn't pass that bill. This bill is introduced after Union budget is introduced in following financial year. The Parliament approves the Finance Bill for a period of one year at a time, which becomes the Finance Act.

After getting passed in both houses, this bill becomes Act.

How GST will work?

| Particular | Tax Rate | Current | GST |
|---------------------------------|----------|---------------|---------------|
| Manufacturer | | | |
| Cost | | 100 | 100 |
| (+) Profit | | 50 | 50 |
| Price by manufacturer | | 150 | 150 |
| (+) Excise duty | 12% | 18 | - |
| Total | | 168 | 150 |
| (+) VAT | 12.50% | 21 | - |
| (+)SGST | 12% | - | 18 |
| (+) CGST | 12% | - | 18 |
| Invoice Value | | 189 | 186 |
| Manufacturer to Retailer | | | |
| Cost | | 168 | 150 |
| (+) Profit | 10% | 16.8 | 15 |
| Price by wholesaler | | 184.8 | 165 |
| (+) VAT | 12.50% | 23.1 | - |
| (+)SGST | 12% | - | 19.8 |
| (+) CGST | 12% | - | 19.8 |
| Invoice Value | | 207.9 | 204.6 |
| Retailer to Consumer | | | |
| Cost | | 184.8 | 165 |
| (+) Profit | 10% | 18.48 | 16.5 |
| Price by wholesaler | | 203.28 | 181.5 |
| (+) VAT | 12.50% | 25.41 | - |
| (+)SGST | 12% | - | 21.78 |
| (+) CGST | 12% | - | 21.78 |
| Invoice Value | | 228.69 | 225.06 |
| Saving for consumer | | | 3.63 |

(These calculations are approx estimation of GST tax. Actual calculations can be differed)

Journey of GST

GST made a journey of 13 years, from Jaswant Singh to Arun Jaitley.

- The Kelkar task force had presented a report in 2003 regarding indirect tax on goods and services which comes under VAT. They had proposed that all states should charge 7% and central government 5% on most of the goods and services
- In 2006-07 financial year, they decided to apply this from 1st April, 2010
- In 2009, Kelkar committee had suggested to grant Rs. 5000 Cr. to states to resolve their losses which will occur due to GST.
- P. Chidambaram introduced a draft but due to some opposition this bill forwarded to Standing Committee of Finance, whose head was Yashwant Sinha, in 2011. The report by this committee was submitted in August 2013
- In 2014, the bill was presented in Lok Sabha which was passed by house on 6th may, 2015. It was passed by Rajya Sabha on 8th august, 2016
- Government is keen to implementing GST by 1st April, 2016

Draft of the GST

1. Registration:

- i. The person needs to register for GST, if company's aggregate turnover for respective financial year is 9 Lakhs (This limit is 4 Lakhs for north east states). But tax liability will arise when company's aggregate turnover for respective financial year will cross 10 Lakhs (This limit is 5 Lakhs for north east states)
- ii. Jammu & Kashmir is not exempted from this
- iii. Person within India will be able to register online after submitting the application, within 3 days
- iv. Person, who are not resident of India, need to

submit application online, 5 days before the person starts. They need to pay full tax liability in advance

- v. After registration, person will get provisional certificate, which will be valid for 6 months. After providing all remaining information and after that, person will get final certificate

2. Place of registration:

Place of registration would be the state or states from where the goods or services are supplied

3. Return:

- i. Liable person need to file for return, within 20 days, after filling inward-outward goods and services, tax payable, tax paid etc. after end of such month
- ii. Dealers, who has opted for "Composition Scheme" shall file for return after paying tax for particular quarter
- iii. Return for tax deducted at source shall file within 10 days after deductions are paid for particular month
- iv. Every dealer who is paying CGST/SGST shall file first return from the date he became liable for registration till end of the respective month
- v. Every dealer need to file for annual return on or before 31st December followed by end of respective financial year

4. Refund:

- i. Refund shall be applicable for two types of person;
 - a) Person who is an exporter
 - b) Person who haven't take the advantage of credit on account of input tax rate being higher than output tax rate
- ii. This application to be made to respective officers if IGST/CGST/SGST within 2 years from relevant date

- iii. In case of export related claim, 80% of the claimed amount will exclude the ITC for categories of registered taxable person to be notified. 20% of the amount will be refunded after doing required verification

5. Appeal:

- i. If a person wants to file a dispute, he need to deposit 10% of dispute amount while applying for dispute to first appellant authority

Regulatory Committee

The regulatory body of GST is called as “Empowered Committee of State Finance Ministers”. It was originally set up in 17th July, 2000 by Government of India which was later registered under Societies Registration Act in 2004. All finance and taxation ministers of all states and territories, additional secretary, Government of India is the member of this committee.

Dr Amit Mitra, an economist, is Chairman of the committee. He will succeed to KM Mani. He was minister in Trinamool Congress Government, West Bengal. Before that he was secretary general of the Federation of Indian Chambers of Commerce & Industry.

IT Structure For GST

The deadline of GST roll out is 1st April, 2017. To smooth evaluation of all transactions, well developed IT structure is needed. For that purpose, The Cabinet Committee on Economic Affairs (CCEA) has approved 2,256 Crore project called “Saksham” of the Central Board of Excise and Customs.

By this there will be Expansion of the Indian Customs Single Window Interface for Facilitating Trade (SWIFT).

WIPRO Company will work on that.

In current scenario, there are around 3.6 million tax payers/traders/exporters. After implementation of GST this number will raise to around 6.5 million. GST network, process the data of registration, payment, returns with help of Infosys.

CBEC’s model will work on audit, appeal, investigation.

This IT structure will get integrated with GSTN. There will not be any duplication of data between these two models.

This IT infrastructure will work on e-nivesh, e-taal, e-sign also.

How the GST will be benefit?

1. The distribution of tax will be equally divided on persons involved in manufacturing to sale chain. Tax burden will not be on only one particular person
2. As this will be national level tax, there will be more transparency regarding collection of tax, between State government and Central government. Like this corruption rate will be reduced
3. As the tax will be at sale point, prices of the commodities will be reduced so it will be plus point for consumers. Consumers will purchase more, will cause for demand, then ultimately for manufacturing the products, which will cause growth of the companies
4. Around 17 taxes will be replaced by GST so compliance cost will fall
5. In case of interstate trading, tax will be collected by destination state
6. This will be benefited for lea developed states. In current scenario, for developing any manufacturing plant, different states charge

different tax on it. Post GST, it will introduce GST at any place in India. So, it will remove location bias and undeveloped location can expect more person in their state

7. An Enterprise of one state "X" can buy goods from state "Y", can deliver to state "Z", can give advertising contract to another state "P". All this can happen hassle free as tax structure will be same for all states
8. Some state has a complicated tax structure which makes costly to deliver goods for E-Commerce. After GST E-Commerce will be free from this hurdle
9. Cascading tax effect will be minimum as there is a credit rewarded for individuals involved in supply chain
10. Since credit is provided all hidden tax will be removed as there will be removed and price of most commodities will come down

Drawbacks of GST

1. Current scenario, tax is applied at an origin point but in GST, tax will be applied on point of sale. Therefore, states, where consumption is more, will earn more and state which export will earn less
2. Current service tax is 15%, if the GST rate is decided above the 15%, services will be costlier
3. GST comes with three types of taxes so it will be difficult to small scale industries to pay that much tax

Impact on Economy

- Since custom duty will be removed. Export will be more cheap and competitive too
- Government will give credit for all paid taxes on goods and services to manufacturer so that he will be able to buy more raw material
- GST will increase revenue of government

Inflation-

- i. Since the current service tax is 15%, after introducing the GST rate with 18% (tentative), will be more expensive. Industries like Hospitality, Aviation, Insurance, Health etc. need to bear the losses
- ii. Whereas industries like Cement Automobiles etc. will be relaxed with GST as current tax on them is as high as 20% to 25%
- iii. Industries like clothing, footwear etc. will bear losses as in current scenario they are relaxed

Logistics:

- i. Since India will be one market under GST, trucks, carrying goods, can skip the various check post which will save their around 30%-40% logistic cost which will lead into addition in sale 0.4%-0.8%
- ii. While doing interstate transaction, 2% of corporate tax used to applied, it will not be there after GST
- iii. Since there will be reduction in time taken, the inventory cost of putting goods in warehouses will reduce which will lead to increase in sales by 1.5% to 2%
- iv. Demand for high tonnage trucks will increase
- v. FMCG sector will be benefited as they pay 24%-25% excise duty. Saving of them will be around 200-300 bps.

Automobiles:

- i. It will be beneficial as the current taxes paid are high for this sector
- ii. Reduction in octroi will save the cost as there will a smooth interstate transaction
- iii. CGST paid by manufacturer is creditable by dealer when he sales car in other state
- iv. It will lead to fall in vehicle price

● **Retail Industry:**

Currently there is 8% to 9% tax applied on textile industry. GST rate will make apparel costlier

Findings

- For performing transaction within a state there used to be VAT, Excise duty which will be replaced by state GST and central GST
- For performing transaction within a two or more state there used to be CST, Excise duty which will be replaced by Integrated GST
- GDP will increase by 2%

CONCLUSION

As GST is a biggest reform, it will remove cascading effect of tax. It will bring all businesses under one roof of tax structure. All business will treat with same tax rate.

This reform has prone and cons. Manufacturer will get credit but if commodities gets costlier, final consumer have to bear that burden.

No doubt in generating huge chunk of revenue for state and central government.

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Scouting for Alternative Business Channels (ABC) for Nestle India in Mumbai

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* Dr. Sunita Srivasatava

Abstract:

The FMCG industry is going through rapid change due to changes in consumer behaviour and lifestyle and this is more prominent in case of F&B companies. Out of home (OOH) consumption and vending concepts are gaining popularity in urban India. OOH food & Beverage consumption is on the rise in line with flexible and busy work-life and lifestyle. "On the Go" consumption and "Grab and Go" are affecting the revenues of the organizations like never before; of course, in a positive manner. Earlier companies were only dependent on conventional retail formats for reaching out to the consumers. Now with increasing competition and necessity of having presence wherever the consumers are, companies are in urge to innovate and find new ways of reaching to the busy and ever running consumers.

The Project was based on finding Alternative Business Channels (ABC channels) for Nestle India in Mumbai, Navi Mumbai, Thane and Kalyan region for increasing the consumer base. It included making new customers and ensuring the increase in range of offerings by exiting ABC channels. In addition to generating leads and making new clients, a research was also carried out in order to understand the availability and usage of existing products and competition. A part of the project was also devoted for Customer Retention Audit.

The research was exploratory in nature. To find the availability and usage of existing products and products of the competitors, sample size was 300 outlets and for customer retention audit, sample size was of 24 outlets which were provided by the company.

As an outcome of the project, 22 new outlets were added. In addition to this 3 trial orders and 8 leads were generated. Product availability and usage survey provided insights on current scenario in the areas where research was conducted, while customer retention audit gave the insights of why the customers are not regularly ordering or have stopped ordering and problems faced by them.

Keywords: *Alternative Channels, Out of Home (OOH) Consumption, On the Go Consumption, Grab and Go, Consumer Lifestyle, Customer Retention Audit*

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INTRODUCTION

The project deals with understanding the Alternative Business Channel Market (ABC market) and increasing the reach of Nestle Chocolates in ABC. Alternative Business Channels includes following institutions in it:

1. Business & Industries - B&I (Corporate Offices and Factories)
2. Healthcare (Hospitals)
3. Transportation (Railway Stations, Bus Depots and Travel Agencies)
4. Entertainment (Cinema Halls and Amusement Parks)
5. Education

The objective of the project was to scout for various potential clients in above channels and converting them into customers to reach to the consumers under these segments. It also included creation of database of ABC clients for taking decision with regards to what offerings can be made to them apart from Nestle chocolates and studying the market potential for future launches.

Now a day's consumers are spending 15-18 hours out of home- for work, education, travel, entertainment etc. Due to the shift in where the consumers are spending their time, ABC channels are becoming more important for FMCG companies (mostly for F&B players) apart from regular format of business such as general trade and modern trade. It is important to retain the existing clients and maintain long term relationship with them for the growth and stability of business. Hence Customer Retention Audit was conducted.

LITERATURE REVIEW

Darren Seifer, in his article "Get a Grip on Grab-and-Go Snacking" published on The NPD Group,

concludes that the on the go consumption is more prominent in the consumers between as group of 18-24 as compare to the other age group of the consumers. This is mainly due to the fact that in this age group most of them have very active and busy day schedule. Some of them heading to the schools and colleges and other may to be towards the office. They need quick bite of snack to keep their energy levels up to. In addition at this stage most of them are not equipped with the cooking skills and those who have don't have time to cook due to full of work day. This result in seeking for portable and convenient food to keep themselves going without interrupting what they are doing. Many of the convenience seeking consumers eat snacks during travelling, while working or reading or surfing to save time. The consumer are rarely focussing on their snack item, they prefer snacks which can be held in one hand leaving one hand free to handle any other activity.

Companies want to give their products as option for such consumers who need convenience snacking food items. This is the reason behind why the companies want to be present in Schools, Colleges, B&I, Entertainment and Healthcare outlets, railway stations apart from regular retail outlets. Nestle is has sensed this upcoming trend in F&B and hence building up its strong presence in Alternative Business Channel through its wide product range in F&B. After all consumer is the king in market and one needs to chase him to be close to him.

A. Elizabeth Sloan, in her article, "The Top Ten Food Trends" published on IFT.org, 2015, have says that "Increasingly, snacks/meals are eaten the same day as they are purchased. In 2013, 15% of all eating occasions involved foods/beverages eaten within an hour of purchase. Millennials accounted for 40% of these eatings (Hartman 2013c)".

“Half of consumers snack at work, up 7% in 2014 from 2012; those snacking on route to work (i.e., while driving), dropped 7% to 43% (Technomic 2014b).”

The author has quoted this facts and figure pertaining to American consumer but in India metro, these are quite relevant. Many of the consumers take a quick bite at stations while going to work or coming down to home. And purchases bought at such places are eaten almost instantly.

“Convenience—closely followed by energy needs, hunger, and nutrition—drive the morning snack decision; reward, indulgence, and convenience are most important in the evening (HealthFocus 2013).” The convenience and shortage of time is the major driver for growth of On the Go consumption. This trend in world food market had changed the way F&B are getting marketed. Consumers who are spending their time 10-15 hours outside indulge in snacking 2-3 times per day. Those who follow their day regime in food on time and proper food also indulge in evening snacking to get some energy even if they had proper breakfast and lunch.

Richard McComb, in his article “The Rise of the ‘Grab and Go’ Market” published on the The Caterer, 2016 accomplishes that Grab and Go market is the booming sector driving our busy lives. He says “Rarely has the phrase “convenience is king” been more apt than in the booming food-to-go market. A combination of factors – new ordering and payment technology, global food trends and so-called time poverty – has helped to ignite a sector that used to be limited to sandwiches, sausage rolls and sticky buns. The UK’s hot and cold ‘grab and go’ market is now valued at more than £20b.

Consumers want “food on the move” at all hours of the day and the pressure is on to innovate with

tasty products and seductive displays. According to IGD ShopperVista, there are five different occasions, or “missions,” for food-to-go shoppers: breakfast, drinks, lunch, snacks and leisure. The statistics are compelling. The company’s survey found that 28% of the UK’s adult population has bought a product on the go for breakfast in the past month – a figure that rises to 70% for lunch. Product choice, quality and taste are big drivers.”

Further he writes “changes in working patterns and dining habits means office workers are a key market. Jacqui Mee, director of food at Olive Catering Services, says: “In a busy office environment, we find that many people require meals that can be eaten on the go or at their desk. Making sure we supply convenient selections has become essential and caterers are moving past the typical offerings, such as cereal bars, to fresh and exciting alternatives – like readymade granola pots – throughout the day.”

Sarmistha Neogy, in her article “The challenge in the chocolate category is how to make people consume something which is not an inherent part of their diet (An interview with Prashant Peres)” published on Exchange4Media, 2016, explores the trends, challenges, opportunities in Indian Chocolate market.

In the India chocolate market Mondelez India has 66.2% share and CMD have 41.5% market share (source Nielsen). They have modified the Bournville brand according to the Indian palette and it’s not typical bitter dark chocolate. If it was bitter as the dark chocolates generally are it would have not be accepted in India market as the way it is now. It shows how the MNC are playing Glocal.

Mr. Peres says there is huge potential in India market as the per capita chocolate consumption is

very insignificant in India as compared to developed nations. It means there is huge potential to grow in this market. But there is challenge to chocolate is not something which is part of an Indian's diet and it's difficult to make people eat what is not part of their diet.

Talking about the competition he said, there are less MNC in India and have strong presence in the Market. Also he mentioned about brands presence in the premium segment with Silk and Bournville.

RESEARCH METHODOLOGY

The research conducted was based on exploratory research model. Exploratory research was used due to less availability of time and resources.

Sample Size: For Product Availability, Usage and Pricing survey 300 ABC channel outlets were surveyed and for Customer Retention Audit sample size consisted of 24 ABC outlets. These 24 outlets were not giving regular order and some of them had stopped ordering, hence they were selected.

Sampling Technique: For Product Availability, Usage and Pricing survey random sampling technique was used for Customer Retention Audit the data was provided by the company.

Secondary research was also used to find out the various details about the target segment such as:

- Location
- Contact Details
- Concerned authority and their details for appointment

Study Limitations: The project was confined to limited area i.e. Thane, Navi Mumbai and Suburbs of Mumbai as the other areas were assigned to the other interns. The time of the research was limited.

Project Outcomes:

1. Sales: Following results were achieved in sales
New Accounts Created: 22

Trail Orders: 3

Pending Leads: 4

Leads for Nescafe Vending Machines: 3

2. Product Availability, Usage and Pricing Chocolate:

- Cadbury is highest penetrated brand in ABC chocolate market
- Cadbury offer differentiated margins in the market starting from 9% to 21% on MRP
- Mars is offering higher margins to tap the market from above from 18% to 30%
- Nestle is having lesser presence but aggressively gaining momentum
- Kitkat is most popular brand of Nestle in ABC followed by Munch

The newly launched Munch Nuts priced @ Rs. 20 is having impressive off-take.

Coffee usage:

- Nescafe Sunrise is the most preferred brand around 95% outlets use sunrise brand.
- In B&I 1 kg pack is preferred while in Education and Healthcare Rs. 2 sachets are more demanded
- Nescafe classic is 2nd choice as the cost is higher than sunrise brand
- Bru from HUL comes 3rd in usage and preference

UHT milk:

- Considering the quality Nestle a+ is preferred over Amul and Mother dairy
- However Amul is winning due to low cost to end consumer Rs. 60 as compared to Rs. 65 of Nestle a+
- Mother dairy is 3rd preference and gives higher

SCOUTING FOR ALTERNATIVE BUSINESS CHANNELS (ABC) FOR NESTLE INDIA IN MUMBAI

| BRAND | SKU (GRAM) | PRICE (RS.) | REMARK |
|---------------------------------------|------------|-------------|---|
| Cadbury Milk chocolate | 6 | 5 | <ul style="list-style-type: none"> ➤ Leading chocolate brand in India ➤ It successfully positioned itself as a gift rather than just a chocolate. ➤ Focuses on emotional marketing to connect with people ➤ Availability in various SKUs and flavours ➤ Innovative Product range eg. Cadbury bubbly ➤ Well penetrated in market |
| Cadbury Milk chocolate heroes | 18 | 20 | |
| Cadbury Gems | 8.9 | 5 | |
| Cadbury Dairy Milk Silk | 150 | 160 | |
| Cadbury Dairy Milk Silk | 60 | 65 | |
| Cadbury Crackle | 38 | 40 | |
| Cadbury Dairy Milk | 34 | 25 | |
| Cadbury Home Treat | 140 | 150 | |
| Cadbury Dairy Milk Silk Bubbly | 120 | 170 | |
| Cadbury Dairy Milk Silk fruit & nut | 137 | 160 | |
| Cadbury Dairy Milk Silk Roast Almonnd | 137 | 160 | |
| Cadbury Dairy Milk Silk Roast Almonnd | 38 | 50 | |
| Cadbury Dairy Milk silk caramello | 60 | 75 | |
| Cadbury Nutties | 30 | 45 | |
| Bournville - Rich Cocoa | 31 | 45 | <ul style="list-style-type: none"> ➤ Big brand name- Cadburys ➤ Distinct Taste |
| Bournville - Rich Cocoa | 80 | 99 | |
| Bournville - Raisin & nut | 31 | 45 | |
| Bournville - Raisin & nut | 80 | 99 | |
| 5 star | 42 | 20 | <ul style="list-style-type: none"> ➤ Famous Brand name ➤ Creative and impactful advertising(Ramesh and Suresh) ➤ Excellent reach and distribution |
| 5 star | 35 | 25 | |
| 5 star Crunchy | 33 | 25 | |
| 5 star fruit & nut | 31 | 25 | |
| Ferrero Rocher | 5 Pieces | 145 | <ul style="list-style-type: none"> ➤ Not advertised but enjoys word of mouth publicity ➤ Instant customer recognition due to its packaging ➤ Positioned as quality and luxury product |
| Ferrero Rocher | 16 Pieces | 425 | |
| Ferrero Rocher | 16 Pieces | 799 | |
| Ferrero Rocher Hazelnut Chocolates | 3 Pieces | 254 | |
| Snickers | 16 | 15 | <ul style="list-style-type: none"> ➤ Good awareness through advertisement ➤ Positioned as an answer to hunger |
| Snickers | 50 | 35 | |
| Snickers | 150 | 120 | |
| Snickers with caramel and peanuts | 25 | 18 | |

margins to customers but not popular among consumers

- Nestle needs to bring smaller SKU to capture this market, currently smallest SKU of Nestle is of 200gm @ Rs. 30

Dahi:

- Mother Dairy Rs. 10 SKU is doing well as compared to other brands

Instant Noodles:

- Maggi is most popular instant noodle in the market

- Maggie Institutional pack of 1.68kg SKU is more popular in B&I
- In education 50% of customer use institutional pack and other use regular Rs. 12 SKU
- Due to non-availability of Maggi during Maggi scam, Ching's and Knorr brand has also made their entry in ABC
- Some of the caterers (earlier using Maggi) needed letter from Nestle stating Maggi is safe for consumption for taking approval from company

Coffee Vending Machine:

- Nescafe is leading in Coffee vending machine segment with 70%
- Café Coffee Day (CCD) is main competitor for Nescafe vending machines
- CCD is preferred by some customers due to usage of fresh milk in the machine for making coffee; Nescafe uses milk powder and not fresh milk
- Godrej is also emerging as new player in the market

Flavoured Milk:

- Danone is leading in ABC; Danone Chocolate smoothie is favourite flavour of consumers
- Margins offered by Danone and other brands are fluctuating from 15% to up to 25% on MRP, depending upon the size of outlet, season of the year and expiry date of the product
- Amul cool which is one of the leading brands in this category is not having presence in ABC due to lower margins, customers are not keeping it
- Gokul, Flourish and other local brands are having higher presence under Travel segment.
- Local brand offer more margins from 20-30%

3. CUSTOMER RETENTION AUDIT

22 clients were interviewed on site. The study covered the outlets that were not giving regular

orders or have stopped giving orders from last 6 months to 1 Years.

Purpose was to find out what is the reason behind the irregularity – is it due to Distributor is not providing services or competitor is offering better margins or the customer have closed down the business.

The study was conducted distributor wise to have better tracking and understanding. The outlets were spread across the Mumbai in Andheri, Kurla, Tilak Nagar, Bhandup, Vikroli, Mulund under 4 distributors in Andheri, Malad, Kurla, Bhandup.

Following outcomes were derived from the study:

Andheri Distributor: 12 Customers

- The services of the distributor were prompt and maintained good relationship with the customers
- 5 of the customers were irregular in ordering because they were suppliers of food products to corporate offices and their ordering was dependent on their customers
- In case of 2 customers their canteen contract was over for the sites so they had stopped ordering for those sites. Now we need to contact the new contractor for keeping the products.
- 1 customers was not traceable, on enquiring it was found outlet was closed down
- 1 outlet was not happy with margins compared to Cadbury, so had stopped ordering
- 1 outlet, which is a canteen had change of manager and new manager doesn't want to keep low margin products such as chocolates, but he showed interest in Maggie institutional pack
- 1 record in the list was internal transfer of goods within distributors, hence not valid for the study purpose

- 1 customer- owner of a canteen had stopped ordering due to Maggi issue. He was instructed by the Administrative department of the office where he have the canteen not to serve Maggi. A letter needs to be given to him for taking admin approval and restarting Maggi in his canteen

Kurla Distributor: 5 Customers

- 2 customer complained about the distributors services
- 1 customer had turned to another Nestle Distributor
- 1 Customer had opted for competitors product Cafe Coffee Day
- for 1 canteen outlet new contractor have taken over, need to approach new contactor

Bhandup Distributor: 4

- 2 Customer had same parent organisation and they have opted for 1 place ordering hence another one stopped ordering
- 1 Customer was not traceable
- 1 Customer who was taking only Maggi agreed upon stocking chocolates too

Malad Distributor: 1

- Order were not generated due to closure of the shop

CONCLUSION

Alternative Business Channels (ABC) are becoming new meeting points for brands and consumers. With increasing competition between the brands it's essential to have a presence across all the conventional and unconventional channels. For example, in a given environment if a brand is not present and the competing brands are available, the brand which is not present will lose its share for that particular market. Not only the brand will lose

the relative market share but also the competing brand will earn double edge:

1. by earning revenue and
2. by having visibility

Both these things are of utmost importance in FMCG sector and in F&B segment. Due to this importance of Alternative Business Channels are growing. Urban consumers are spending most of their time around 2/3rd of their day out side home in offices, schools or colleges, travelling. So brands have come up with new places to meet their consumers apart from old once. In fact they are chasing the consumers wherever they are going be it office, school, college, transport stations, entertainment zones etc. Established and new player both are in continuous search of adding new ABC channels and are scouting for it. This is towards having more presence and attracting more consumers and increasing the overall sales. All this is required for long term growth and stability of the business.

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A Study of Talent Acquisition and Skill Gap Analysis

* Pratik Tiwari
* Dr. Balaji Sadavarte
* Soni Sharma
* Prof. Harneet Jayakar

Abstract

The article focuses on understanding the corporate practices of Recruitment and business intricacies of a recruiting agency.

Recruitment firms, which specializes in middle and higher level management recruitments. The clients, they cater to includes multinationals & Indian Business Houses from various industries like Chemicals, Pharmaceuticals, Engineering, Petrochemical, Infrastructure and Real Estate, FMCGs & also Service industries like Telecom, Software and Banking. Researcher worked on two facets of recruitment namely 'Recruitment through Consultants' and 'Vendor Empanelment'.

The process cycle for 'Third Party Recruitment' is advertisement of position on online portals – screening of candidates through profile matching and telephonic interview- scheduling of interview with the organization- feedback on candidate- joining formalities.

The process cycle for 'Vendor Empanelment' is contacting the Talent Acquisition HR professional– seek an appointment– corporate presentation– follow ups–empanelment formalities.

The project has helped the researchers understand the intricacies of the hiring consultancy business. The experience has enriched us with the ideal practices one should adopt while hiring and the importance of soft skills in service industry.

Keywords: Recruitment, Talent Acquisition, Vendor Empanelment, Third Party Recruitment, Gaps in the Skill Set

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INTRODUCTION

‘Recruitment’ and ‘Vendor Empanelment’ are the two wheels on which the business of any recruitment agency runs. The researchers task was to recruit for the assignments received from current clients through online portals and find new clients.

Recruitment (hiring) is a core function of human resource management. Recruitment refers to the overall process of attracting, selecting and appointing suitable candidates for jobs (either permanent or temporary) within an organization. Managers, human resource generalists and recruitment specialists may be tasked with carrying out recruitment, but in some cases public-sector employment agencies, commercial recruitment agencies, or specialist search consultancies are used to undertake parts of the process. Internet-based technologies to support all aspects of recruitment have become widespread.

Vendor Empanelment is a process by which a third party recruitment firm, enters into a contract with an organization which awards the recruitment agency with a mandate to assist the organization in meeting its man power requirement in lieu of a commonly agreed upon commission rate.

There are two important reasons why an organization enter into vendor empanelment. First, recruitment agency maintains a data bank for various positions and second it reduces the time and cost of recruitment.

OBJECTIVES

- ❖ To learn the Recruitment Process
- ❖ To identify the skill gap in Indian labor market

Research Methodology

Primary data was collected through observations, discussions and telephonic round of structured interviews. Research Papers were studied online for sector study and analysis.

Literature Review

B.Rajasekaran, S. Rajasingh (April 2009) have concluded that the perception gap between industry and faculty must be bridged to improve the employability of students and enhance the quality of higher education. Industry leaders presume that only 15% of people coming out of Indian colleges are employable. Green defined the quality of higher education as “producing graduates to meet the human resources needs of an organization in the business, industrial and service sectors.”

Hamatteh and Jufout (2003) described that a Consultancy firm comprised a team of skilled consultants to match the demands and needs required by the labour market with the educational portfolio. This must be implemented by regular analysis, skill level determination, revision of the curriculums and finally to follow up and control, on the basis of individual specialization. This model may reduce the expenses of pre-employment training, which financially overburden the industrial sector & increases the proficiency level of graduates.

Isaac Lemus Aguilar & Ernesto Mosso Vallejo

Even though and when most people share a common understanding of skill, defining precisely what it means is quite problematic (Dench, 1997). The author finds a gap when pointing that the real difficult part when trying to explain what does skill mean is that there is a lack of a common terminology, connotations and even historical traditions behind the word. And it should not be a surprise if it is realized that for instance, employers, practitio-

ners, job applicants and academics, they all use different vocabularies from key skills to core skills and competences, then it seems to be confusing to understand what this is all about. And this problem is well identified by McKenna (2004) who explains that whatever that could be found written is, by definition, interpretations of interpretations, this means that all definitions reflect the interpretations of the authors as they interpret the interpretations of the researchers whose work they report. Moreover companies interpret skills their own way and Business schools do so as well, then at the end it seems not to be neither the right or wrong definition of skill, is to understand from which perspective we are to define it. For instance, Homer (2001) even explains that there are skills dictionaries available which include skills in sales, management, IT, marketing, accountancy, engineering and HR which are included within the available competency libraries.

Caroline Scheepmaker & Nannette Ripmeester

Author concluded that for being a suitable candidate It is not always about subject-matter skills, or even generic skills. Students need to develop the flexibility and attitude to always be looking for the next development, for innovation, for adaptability, both in their field of expertise and in their personal and career development. They also need to be able to demonstrate all of their acquired skills, thus also enabling employers to pick the most appropriate candidate. Students have a difficult time deciphering vacancies, understanding what jobs actually entail, in addition to knowing what they could do with their degree, especially when entering a market foreign to them. It is not that there are no (suitable) jobs out there; it's just that job market orientation is complicated. So the Consultancy firms organize seminars and workshops to bring students and professionals together to clarify student op-

tions and simultaneously offer organisations an opportunity to learn about what attracts students.

Robert w. Goldfarb, a management consultant and author (11/11/12) New York Times concluded that instead of finding shared interests linking those who need work and those who need workers, he uncovered a serious divide that limits the success of both after having a conversation with about a dozen of CEOs of different industries along with more than 135 graduates. According to author the perception of CEOs regarding the freshmen is that they are lacking the skills and discipline required in today's workplace. Instead of having records of part time jobs and excellent grade by the fresh graduates which seems to make them promising candidates but still executives countered that recent graduates have not fulfilled the requirements and are not prepared for the complex jobs that companies must now fill. According to author Robert w. Goldfarb best managers and best employees enter the workplace with broad educations and not with the technical degrees. Authors says, "it was a intuition that helped them ascend their abilities to suspect a flaw even when data appeared correct, to read the mood of customers and employees, and to sense potential in a product when others turn their nose up at".

The need of consultants arises from the need of expertise and speedy service. As it is very evident that there is always a gap between the industry requirements and the candidate's offerings, it is the consultant's job to bridge this gap. This research also concludes the same. It is this challenge of bridging this gap that the consultant's cater to. The increasing volatile working environment makes the responsibility of the consultants manifold. Adding to it the increasing competition in the Indian consultancy market, makes the margin of error really low and pressurizes the consultancy to consistently

perform well and serve the clients with the best service.

Recruitment Process

Step 1: Collection of CV's

There are two ways of doing this.

First: Searching for candidates CV on online portal like Naukri.com and LinkedIn against the parameters mentioned in the Job Description, shared by the organization.

Second: CV's received in response to the job posted on online portals like Naukri.com and LinkedIn.

Step 2: Shortlisting of candidates as per the requirements

Step 3: Telephonic Round of interview

Its objective are:

- a. To verify the info of the CV

- b. To check the interest of the candidate

- c. To check the suitability with the profile

Step 4: Second round of interview with the Director

Step 5: Forwarding CV of selected candidates the respective organization and scheduling of personal round of interview

Step 6: Feedback from organization on the candidate.

The client is charged a commission of a few percentage of the annual CTC of the selected candidate. The percentage of commission depends on the position of the candidate. The candidate is not charged anything. The apparent expenditure is the package of online portals and staff salary.

Findings

| Industry | Position | Offered CTC | Industry Requirement | Challenges | Gaps Identified |
|-----------------|-------------------------------|--------------------|---|---|---------------------------------------|
| Aviation | Officer HR | 6.5 Lpa | HR Generalist SAP | Experience in SAP Excellent Communication Skills | Communication Skills |
| Pharmaceutical | Asst Manager Purchase | 8.0 Lpa | Procurement of Packaging materials for regulated market of Europe and USA | Experience in Regulated Market | Position held back by org |
| Consultants | HR Executive | 2.0 Lpa | Multi Tasker with IT acumen and excellent Communication Skills | None | Lack of professional attitude |
| Engineering | Sr Manager Finance & Accounts | 23 Lpa | C.A 18 years of experience in MNC Capital goods | Candidate matching the JD | CTC not in proportion with experience |
| Engineering | DGM Moulding | 20 Lpa | 20 years of Exp in Injection Moulding | Candidate matching the JD | CTC not in proportion with experience |
| Engineering | Manager Process Engg | 16 Lpa | Heat treatment Process, Surface Treatment Processes | Candidate matching the JD | CTC not in proportion with experience |

A STUDY OF TALENT ACQUISITION AND SKILL GAP ANALYSIS

| Industry | Position | Offered CTC | Industry Requirement | Challenges | Gaps Identified |
|--------------------|-------------------------------|-------------|---|---|---|
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| | | | | | |
| Textile | Project Regulatory | | Statutory approvals like Building Proposal, IOD & CC, MoEF | Lawyers with all expertise | CTC offered was not up to the market offerings |
| Gems and Jewelry | Financial Analyst | | Authorisation letter to Clearing agent | Very few candidates qualify | In depth Knowledge |
| Engineering | AGM Direct Tax | 28 Lpa | C.A, VAT, Tax Audit | | In depth Knowledge |
| Certification | Asstt Manager Labour Relation | 8 Lpa | Exp in Labour Matters, Inter Personal/ Networking Skills | Finding HR professional with IR experience | Hesitations to join IR due to politics involved |
| Certification | Sr Manager HR | | 10+ years of exp in managing HR function Leadership Ability | Few candidates were interested in this sector | Apprehension to join lesser known sector |
| Tyre Manufacturing | Manager Supply Chain | 35 Lpa | 12-14 years of industry exposure in FMCG, & Process Industry | Job location | Lack of risk taking abilities to change the sector and a different job location |
| Tyre Manufacturing | Project Accountant | | 5 years of post-qualification experience Finance and Accounting | | In depth knowledge |
| E Commerce | Manager Client Acquisition | 6.5 Lpa | 2-4 years of Sales exp, Communication, Quick Thinking, | | Lack of professionalism and commitment |

A STUDY OF TALENT ACQUISITION AND SKILL GAP ANALYSIS

| Industry | Position | Offered CTC | Industry Requirement | Challenges | Gaps Identified |
|-----------|-------------------------------|--|---|--|---|
| Chemicals | Manager Taxation | 15 Lpa | CA, Direct Tax, Transfer Pricing | | In Depth knowledge |
| Packaging | Sr Manager Legal | Not a constraint for the right candidate | Legal Solution, contracts & agreements, compliance with various statutes. | | In depth knowledge. |
| IT | Head Talent Acquisition | 22 Lpa | Talent Acquisition cycle –Designs, Planning and effective execution | Many candidates refused to shift from an MNC to mid-sized Indian IT organization | Lack of business acumen to address hiring needs |
| IT | Manager Taxation & Compliance | | C.A, 8 years exp, | | In depth knowledge |
| Textile | President HR | 2.2 Cr | Generalist IR. 18 years exp in Manufacturing sector | Candidates with only manufacturing sector experience, Many candidates refused to work for the organization | Behavioral Incompetence |

RECOMMENDATIONS

- To increase number of staff in organization
- To use more online portals
- To design their website more innovatively
- To be more active on social media especially LinkedIn
- To enter Executive level recruitments

CONCLUSION

The current recruitment process is internet driven. It has been observed that the most time consuming activity in recruitment is screening of CV's of potential candidate. The use of proper keywords in the CV helps identify and facilitates its screening. Jobseekers should periodically update their resumes with correct information. Sharing false information

results in rejection of candidature. There is a huge scope of automation in the recruitment process which may be the future of recruitments.

The three main reasons for rejection has been lack of in depth (technical) knowledge, behavioral attributes and hygiene factors like job location, sector, organization etc. As most of the learning happens through on the job training candidates tend to lose touch of other aspects of their profile which may be the requirement of the next job. So the current working environment plays an important role. It is a rare occasion where a candidate fully matches the job requirements, a seventy percent and above match is considered healthy.

Recruitment and Vendor Empanelment require a lot of patience and persuasion. Recruitment is a

job of match making the requirements of the client with the right candidate. Honesty is the best policy to follow; selling a position with false claims is detrimental in the long run. Inter personal relations play a vital role in long term relationship. Speed and quality of service are the two important parameters of performance for any recruitment consultancy. Feedback from organization and candidate helps in improving the service.

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Implementation of Total Productive Maintenance (TPM) to Improve The Operational Efficiency of a Plant

* Asmita Joshi

Abstract

The purpose of this paper is to evaluate the contribution of Total Productive Maintenance (TPM) in improving the operational efficiency of an automobile component manufacturing company. It explains the steps in implementation of TPM. The paper also explains the way in the organizational objectives as stated in the vision and mission of the organization can be realized using TPM.

TPM is a Japanese approach of maintenance that maximizes machine utilization through better utilization of maintenance and production resources. TPM activities lead to good results and contribute to improve the operational efficiency parameters PQCDSP (Productivity, Quality, Cost, Delivery, Safety and Morale). Employee involvement is the key to improve the operational efficiency. The aim of TPM is zero BAD i.e. zero breakdown, zero accidents and zero defects.

The entire process from declaration, target setting to master plan for achieving the results is explained with the help of a case study.

Keywords: Total Productive Maintenance (TPM), Operational Efficiency, PQCDSP

INTRODUCTION

Total Productive Maintenance (TPM) can be considered as the medical science of machines. TPM is a maintenance program which involves maintaining plants and equipment. The goal is to hold emergency and unscheduled maintenance to a minimum.

TPM is an innovative approach of maintenance

developed by Japanese manufacturers for their plants and machines. TPM maximizes machine utilization through better utilization of maintenance and production resources. The ultimate goal of TPM is to develop an operational system which is maintenance free. TPM activities lead to good results and contribute to improve the operational efficiency parameters PQCDSP (Productivity, Quality, Cost, Delivery, Safety and Morale). Employee involvement is the key to improve the operational effi-

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ciency. The aim of TPM is zero BAD i.e. zero breakdown, zero accidents and zero defects. This done by creating a workplace where machines are simple to operate, work can be done safely and easily, and productivity is high.

OBJECTIVES OF THE STUDY

1. To understand the methodology of implementation of TPM in the selected organization
2. To understand tools and techniques used to implement TPM
3. To study the impact of TPM on operational efficiency of the organization

CONCEPTUAL BACKGROUND

TPM has 8 pillars of activity, each being set to achieve a “zero” target. These 8 pillars are:

1. Focused Improvement (Kobetsu Kaizen-KK): Increasing productivity, production, and cost reduction

2. Autonomous Maintenance (Jishu Hozen-JH): Involvement of operators in maintenance activities
3. Planned Maintenance (PM): Concept of zero breakdown
4. Quality Maintenance (QM): Concept of zero defects
5. Training and Education (T&E): enhancing knowledge of employees at all levels
6. Office TPM (OTPM): Improvement of office working
7. Development Management (DM): Development of machines and lines in lesser time and cost
8. Safety, Health, and Environment (SHE): Concept of zero accidents, creating a safe and better workplace.

Few organizations also add Pillars according to their work place requirement like Vendor Improvement, Tools improvement etc.

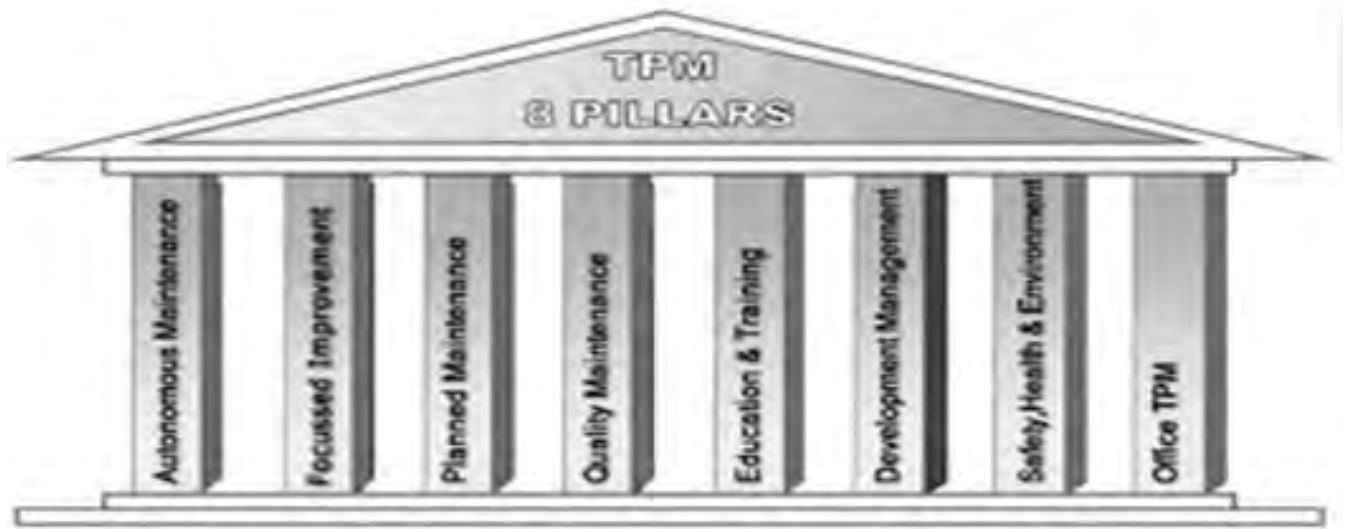


Fig 1: TPM Pillars

Implementation of any quality improvement system is a management initiative. This top down approach ensures allotment of required resources to achieve the objectives of the organization. Following are the steps in implementation of TPM:

Stage – I: Preparatory Stage

1) Declaration by Management: Generally, official announcement is made by the top management about their decision to implement TPM in the organization. Interlinking of Mission, Vision and TPM policy is done. It is informed to all employees through different modes of internal communication.

2) Initial Training and Awareness: Top management identifies key people who would be assigned to carry out the TPM related tasks in their respective cells / units / departments. A visit of these people is arranged to organizations who have successfully implemented TPM. Training is given to all the people involved which is either in-house or by a consultant.

3) Setting-up Committees: Pillar chairman is identified for each pillar. A TPM circle comprising 8 to 10 people is also established. Depending upon the size and scope of working, a cell may have multiple TPM circles. A plan for working of the pillar is drawn. This step integrates the ISO / TS / OSHAS and TPM system activities.

4) Setting the target: Based in the internal benchmarking, a target is set for each activity. Business targets are translated into plant level targets, pillar targets and cell level targets. The target is expressed numerically in most of the cases.

5) Master plan: To achieve the targets, activities which are to be done are identified. Then the required

resources are committed to the cause and a schedule is drawn for each activity.

Stage - II: Introduction Stage

1) Kick-off: Once the master plan is approved, a kick-off ceremony is organized. The suppliers, customers, OEMs are all invited to this function. This function lets the stakeholders know about the commitment of the organization to achieving excellence and it also raises the morale of the employees.

Stage – III: Implementation Stage

1) Phase – I: The TPM implementation is done on two phases. Phase-I focuses on the shop floor activity and includes five pillars namely: KK, JH, QM, PM and SHE. A model machine or model cell is chosen to implement these five pillars. After achieving the desired results, the company goes forward to implement these five pillars in other cells. After the satisfactory achievement of the set targets, the company challenges the TPM award. The OEM or the organizations where the parts are supplied are invited for the TPM audit. After successfully facing the audit, the organization gets the TPM award.

2) Phase - II: Next the organization decides to go wider and deeper by increasing the scope of TPM activities. This is done by implementing all the 8 pillars organization wide. This organization wide implementation results in achievement of the organization targets as per the TPM policy.

Stage – IV: Institutionalizing Stage

1) Sustain: After reaching a maturity level, the company now aims at sustenance and achieving higher targets. The company can now challenge the TPM excellence award. The highest award is the Japanese Institute of Plant Maintenance JIPM TPM award.

LITERATURE REVIEW

The purpose of literature review is to study the literature on WCM and to present an overview of WCM implementation practices adopted by the manufacturing organizations. An extensive literature review was done related to the topic.

TPM is a unique Japanese philosophy, which has been developed based on the Productive Maintenance concepts and methodologies. This concept was first introduced by M/s Nippon Denso Co. Ltd. of Japan, a supplier of M/s Toyota Motor Company, Japan in the year 1971. Total Productive Maintenance is an innovative approach to maintenance that optimizes equipment effectiveness, eliminates breakdowns and promotes autonomous maintenance by operators through day-to-day activities involving total workforce (Bhadury, 2000). A strategic approach to improve the performance of maintenance activities is to effectively adapt and implement strategic TPM initiatives in the manufacturing organizations. TPM brings maintenance into focus as a necessary and vitally important part of the business. The TPM initiative is targeted to enhance competitiveness of organizations and it encompasses a powerful structured approach to change the mind-set of employees thereby making a visible change in the work culture of an organization. TPM seeks to engage all levels and functions in an organization to maximize the overall effectiveness of production equipment. This method further tunes up existing processes and equipment by reducing mistakes and accidents.

Focused (Continuous) improvement is an essential requirement for sustaining and gaining a competitive advantage for the organizations. A successful continuous improvement program is one where in the operational defects are eliminated at the root

cause level and are prevented from reoccurring. According to Anil S. Badiger, R. Gandhinathan, V.N.Gaitonde, Rajesh S. Jangaler (2003), TPM methodology is a proven approach to increase overall equipment effectiveness (OEE) of equipment. H. Yamashina, (2000) deals with the basic requirements for world-class manufacturing and discusses the role of total productive maintenance (TPM) in helping to achieve world-class manufacturing. It examines the roles of TPM in TQM and JIT. Finally, impacts of TPM on the culture and structure of the organization are discussed and pitfalls of TPM implementation are dealt with. Provides an in-depth look at the development of Japanese manufacturing strategy and concludes with the view that the first step to world-class manufacturing is to implement TPM successfully and to create an active organization.

Melesse Workneh Wakjira, Ajit Pal singh (2012). This paper evaluates the contributions of TPM initiatives towards improving manufacturing performance in Ethiopian malt manufacturing industry. The correlations between various TPM implementation dimensions and manufacturing performance improvements have been evaluated and validated. TPM is a world class manufacturing (WCM) initiative that seeks to optimize the effectiveness of manufacturing equipment (Shirose, 1995). Whereas maintenance departments are the traditional center of preventive maintenance programs, TPM seeks to involve workers from all departments and levels, including the plant-floor to senior executives, to ensure effective equipment operation. Over the past two decades, manufacturing organizations have used different approaches to improve maintenance effectiveness (Roup, 1999). One approach to improving the performance of maintenance activities is to implement and develop a TPM strategy. The TPM implementation methodology provides orga-

nizations with a guide to fundamentally transform their shopfloor by integrating culture, process, and technology (Moore, 1997). TPM is considered to be Japan's answer to US style productive maintenance (Wal and Lynn, 2002). TPM has been widely recognized as a strategic weapon for improving manufacturing performance by enhancing the effectiveness of production facilities (Dwyer, 1999; Dossenbach, 2006).

Gupta & Garg (2012) have studied a case of a manufacturing firm and have shown that, after successful implementation of TPM, it is found that Overall Equipment Effectiveness is increased

TPM has been accepted as the most promising strategy for improving maintenance performance in order to succeed in a highly demanding market arena (Nakajima, 1988). TPM is the proven manufacturing strategy that has been successfully employed globally for the last three decades, for achieving the organizational objectives of achieving core competence in the competitive environment (Ahuja et al., 2004). TPM is a highly influential technique that is in the core of "operations management" and deserves immediate attention by organizations across the globe (Voss, 1995, 2005).

RESEARCH METHODOLOGY

Research methodology is a method to collect an evidence to test the theories by collecting the data from the concerned resources. Moreover there are different methods that can be used in any research, these methods commonly uses questionnaires studies, interviews, and experiments. These methods can be a collection of qualitative data or quantitative data.

Research design constitutes the blueprint for the

collection, measurement, and analysis of data. It is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research.

Data Collection

This study uses case study as a strategy to collect the data. Researcher Robert K. Yin (1984) defines the case study research method as an empirical inquiry that investigates a contemporary phenomenon within its real-life context; when the boundaries between phenomenon and context are not clearly evident; and in which multiple sources of evidence are used (Yin, 1984). Basically, a case study is an in depth study of a particular situation rather than a sweeping statistical survey. It is a method used to narrow down a very broad field of research into one easily researchable topic. A key strength of the case study method involves using multiple sources and techniques in the data gathering process. The researcher determines in advance what evidence to gather and what analysis techniques to use with the data to answer the research questions. Data gathered is normally largely qualitative, but it may also be quantitative. Tools to collect data are interviews, documentation review, and observation.

CASE STUDY

The company a manufacturer of automotive components for two and three wheelers is established in the year 1998. It has four plants in Maharashtra and one plant in Sanand, Gujarat. It is a single source supplier for 3 wheelers silencer assembly, fuel tank, large and medium chassis assembly and Jack assembly.

In October 2004, the Managing Director, made a declaration that the company will be adopting TPM

for achieving business excellence in manufacturing operation. The company won a series of awards in quality from various professional bodies and OEMs. The company received the TPM award in March 2012. Having realized the satisfaction of learning “The TPM WAY”, it was thought a necessity to move towards excellence. The activities demonstrate the approach in implementing TPM excellence and importance of implementing it widely and deeply.

The Chassis Line was chosen as a Manager Model cell and the pillar activities started. In a span of 6 months, very good results were achieved in that cell. In 1st phase of TPM implementation, the focus was on 5 Pillars (KK, JH, QM, PM and SHE) in

production function. Having realized the benefit of TPM in model cells, the plant wide implementation started with Kick off in November 2004. In March 2012, the company successfully challenged the prestigious Bajaj Auto Ltd. (BAL) TPM Award. In 2012-13, implementation and practice of TPM was started companywide. Thus the TPM activity moved from manufacturing side to companywide TPM activity. The company is now challenging for prestigious BAL TPM excellence Award.

The company’s vision and mission statements focus on customer satisfaction and employee development and growth. Interlinking of the vision and mission was done with the TPM policy, Quality policy and EHS Policy.

Table 1: Interlinking of Company Vision and TPM policy

| Focus Area | Company Vision | TPM Policy |
|------------|---|--|
| Customer | Customer focus, most trusted and preferred vendor / source. | Aim is customer satisfaction. |
| Employee | Technically competent and cohesive team that works on mutual trust. | Healthy and safe work environment. High morale. and team work. |
| Company | Centre for manufacturing excellence. Process oriented. | Elimination of losses. Capability enhancement, Flexibility and organizational profitability. |

The organization structure to achieve the TPM objectives is as follows.

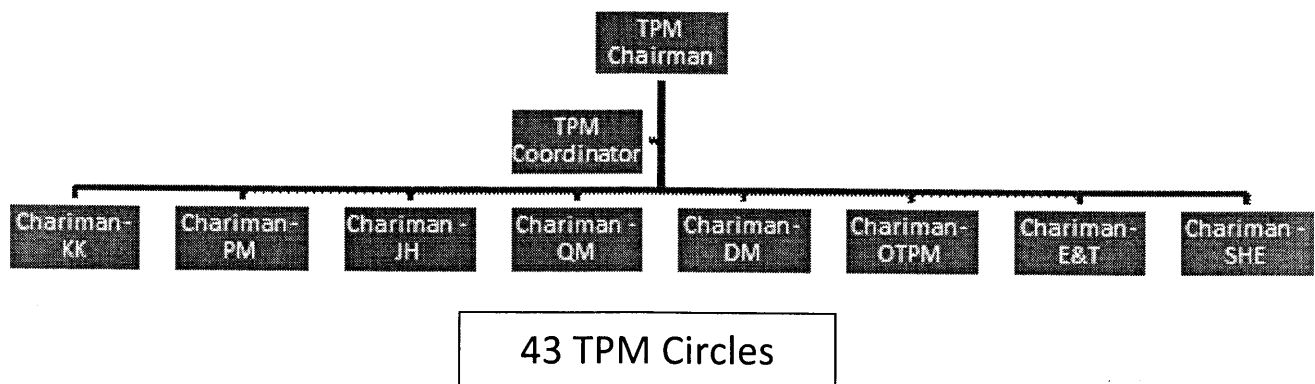


Fig 2: TPM Organization structure

The targets were taken with respect to the business plan. The business targets are percolated to plant level targets, then to pillar targets and at last to cell level targets. So with achievement of cell level targets the pillar targets were achieved and this in turn results in achievement of the business targets.

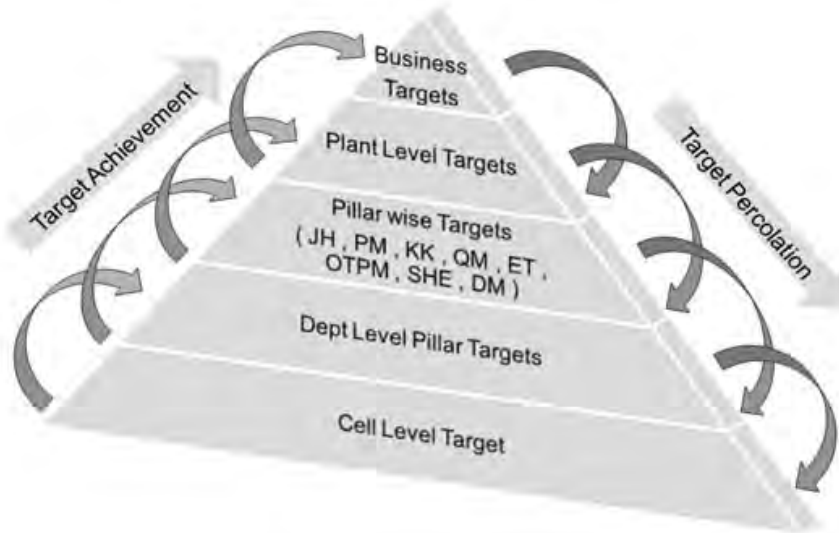


Fig 3: Target Setting

The business plan was made in which the production volumes of the customers were taken into the account. Analysis of the requirement and existing capacity of each process was done. This helped to identify the gaps. So the targets for improvement were set on the basis of business targets. In case of any gaps, the activity for capacity enhancement was initiated in TPM Way.

Table 2: Plant Level PQCDSDM Targets

| Work Area | Measuring Parameter | UOM | Cell | TPM Excellence Criteria |
|-----------|------------------------------------|------------|-------------|--|
| P | Overall Equipment Efficiency (OEE) | % | Cell | 90% for cells with set-up and 95% for cells without set-up |
| | Overall Line Efficiency | % | Assembly | |
| | Output /Hr. | Nos. | Assembly | Min 15% up (YOY) |
| | Output/Man/Shift | Nos. | Assembly | Min 5% up (YOY) |
| Q | Early Failure | PPM | Plant Level | - |
| | Matured Warranty | PPM | Plant Level | - |
| | Customer Complaints | PPM | Plant Level | Silver Award |
| | In-house rejection | PPM | Plant Level | 50% down |
| | Supplier Rejection | PPM | Plant Level | - |
| C | Labor cost / Pc | Rs. | Plant Level | 10% down than earlier level |
| | Consumable Cost / Pc | Rs. | Plant Level | |
| | Maintenance Spare Cost | Rs. | Plant Level | 30% down than earlier level |
| | Power Cost | % of sales | Plant Level | 10% down than earlier level |
| | Fuel Cost | % of sales | Plant Level | |

IMPACT OF GOODS AND SERVICE TAX ON INDIAN ECONOMY

| | | | | | |
|----------|-----------|---|-------|---------------------|-----------------------------|
| D | D1 | Semi Finished Goods | Days | Plant Level | Sustain |
| | | Finished Goods | | Plant Level | Sustain |
| | | Delivery Adherence (OE and Spare parts) | % | Plant Level | 100% |
| | D2 | Mfg. Lead Time | Hrs. | Cell | 20% down than earlier level |
| S | | Accidents | Nos. | Plant Level | 0 |
| M | M1 | Kaizen / Man / Month | Nos. | Plant Level | 3/Man/Month |
| | M2 | Mgmt of Manpower Training | - | Plant Level | Effective Training System |
| | | Mgmt of Equipment | - | Plant Level | All M/c ownership |
| | | Mgmt of Material | - | Plant Level | Vendor upgradation |
| | | Mgmt of Method | - | Plant Level | 100% adoption of MP sheets |
| | | Calibration of Tools / Fixtures | - | Plant Level | 100% adherence to schedule |
| | | Vendor Rating | Level | Vendor Rating Level | |

- UOM – Unit of Measurement ● PPM – Parts per Million
- YOY – Year on Year ● MP – Maintenance Prevention

The internal review of the TPM activities is carried out by the cell members and pillar heads weekly, by the circle pillar head fortnightly and by the Plant head, coordinator and consultant monthly.

Master plan for implementation of TPM pillar activities:

1) Kobetsu Kaizen KK:

| Pillar | Methodology | Parameter |
|--------------------------|---------------------------------|---|
| Kobetsu Kaizen KK | Productivity improvement | To improve OEE by reducing management loss. |
| | | To improve OLE of fabrication from 86% to 90%. |
| | | Improve production / hr. |
| | | Yield improvement (identification of scope and improvement on yield loss) |
| | Cost reduction | Manufacturing cost reduction by reducing tool cost and consumable cost |
| | | Labor cost reduction by reducing manpower or increasing output / man |
| | | FG inventory reduction |
| | | WIP inventory reduction |

2) Jishu Hozen JH:

| Pillar | Methodology | Parameter |
|-----------------------|--------------------|--|
| Jishu Hozen JH | Step 1 to 5 | Sustenance of step 3 on all machines |
| | | Updation of JH standard for Class A machines |
| | | Preparation of Training material |
| | | Preparation of Machine Manual (Know Why Manual) for all machines |
| | | Preparation of Training calendar |
| | | Practicing step 4 – finding abnormalities of class A machines |
| | | JH step 4 audit of all Class A machines |
| | | JH step 5 awareness and execution for all class A machines |

3) Planned Maintenance PM

| Pillar | Methodology | Parameter |
|-------------------------------|-----------------------------|---|
| Planned Maintenance PM | Support to JH | Preparation of machine manuals |
| | | Training of maintenance and production operators |
| | Periodic Maintenance | Preparation of PM calendar (TBM / CBM) for all equipments |
| | Cost Reduction | Maintenance cost budget and control (MTTR and MTBF) by implementing Kaizens |
| | | Energy cost reduction by removing over capacity motors, auto On-Off of street lights and shop lights. |
| | | Energy cost reduction by replacing conventional devices with energy efficient devices |
| | E & T | On the job training |

4) Quality Maintenance QM

| Pillar | Methodology | Parameter |
|-------------------------------|--------------------------|--|
| Quality Maintenance QM | Defect Prevention | Training on basic QM pillar activity |
| | | Defect data collection, preparation of defect matrix |
| | | Defect analysis and preparation of QA matrix |
| | | 4M 1T condition analysis |
| | | Study countermeasure and restore malfunction for each defect |
| | | Use of various QC tools for removal of defects, their causes and factors |
| | | Use of Kaizens and their horizontal deployment |
| | | Addition of Q points in JH and PM check sheet |
| | | Improvement of inspection check points |
| | | Preparation of QM matrix |
| | | Standardization, result monitoring and sustenance |
| | | Review of QM points in JH / PM standard |

5) Education and Training E&T

| Pillar | Methodology | Parameter |
|---------------------------------------|---------------------------|--|
| Education and Training E&T | Reactive Approach | Collection of data of past breakdowns, defects and accidents due to poor skill and knowledge |
| | | Preparation of training needs |
| | | Prepare training calendar |
| | | Impart trainings |
| | Proactive Approach | Class room training to new joinees |
| | | Enhancement of skill level of maintenance operators |
| | | Enhancement of skill level of production operators |
| | | Evaluation of effectiveness of training |
| | | Preparation of Tech Centre |

6) Office TPM OTPM

| Pillar | Methodology | Parameter |
|----------------------------|-------------|--|
| Office TPM OTPM | OTPM | Formation of OTPM committee |
| | | Starting of 1S, 2S and 3S activity across the plant |
| | | Sustenance of 1S, 2S and 3S activity |
| | | Department wise activities listed down and losses identified |
| | | Fixed and variable cost data captured for cost control |
| | | Reduction of supplier lead time by developing local vendors |
| | | Loss elimination Kaizen and deployment and vendor end |
| | | Up gradation of vendor by ISO and vendor audits |
| | | Vendor TPM award |

7) Development Management D

| Pillar | Methodology | Parameter |
|--|--|--|
| Development Management DM | Equipment and Product Development | Formation of DM committee |
| | | Kaizen data collection |
| | | MP sheet preparation |
| | | Preparation of standard check sheet |
| | | Collection of data and analysis of current work flow |
| | | Collection and assessment of MP data from users |
| | | Prepare standard and engineering document |
| | | Verify for effectiveness |
| | | Review results and horizontal deployment |

8) Safety, Health and Environment SHE

| Pillar | Methodology | Parameter |
|---|-------------|---|
| Safety, Health and Environment SHE | SHE | Safety awareness training |
| | | Safety Audit |
| | | Safety Meeting |
| | | Safety improvement (reactive and proactive) |
| | | Near Miss capturing |
| | | Medical check up |
| | | Water pollution monitoring |
| | | Air pollution monitoring |
| | | Green belt development |
| | | CSR activities |

CONCLUSION

It was seen from the case that the implementation of TPM has improved the operational efficiency and overall productivity of the organization. The

involvement of the top management has lead to achieving the objectives of the organization. The company has achieved improved levels of productivity, quality, delivery, safety and morale at the same time keeping the costs low.

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A Study on of Training Needs Analysis for Unique Roles for Reliance Retail Ltd.

* Kawalnain Thukrall,
* Prof. Seva Rangnekar

Abstract

Globalization transformed Indian economy with the growth of various sunrise sectors. Retail is one of the booming sectors in since last decade. Reliance retail is one of the prominent market players in Indian retail Industry. Since, the Indian retail sector is encountering a lot of inter- related and urgent challenges precipitated by the demands of a new global economy, therefore, the purpose of this paper is assessment training needs of the employees of reliance retail, to contribute to information available regarding workforce development needs in the current competitive environment.

Keywords: Globalisation, Retail Sector, Training Need Analysis

INTRODUCTION

The Indian retail industry has emerged as one of the most dynamic and fast-paced industries due to the entry of several new players. It accounts for over 10 per cent of the country's Gross Domestic Product (GDP) and around 8 per cent of the employment. India is the world's fifth-largest global destination in the retail space. India's retail market is expected to nearly double to US\$ 1 trillion by 2020 from US\$ 600 billion in 2015, driven by income growth, urbanisation and attitudinal shifts. While the overall retail market is expected to grow

at 12 per cent per annum, modern trade would expand twice as fast at 20 per cent per annum and traditional trade at 10 per cent. Reliance retail is one of the prominent players in retail industry.

Importance of training and need analysis in retail industry.

1. Why training: TNA helps understand the comprehensive needs across the organisation. Or even whether we even need training to meet those needs? Is there a skill gap or do we want to proactively train to groom the future leaders of the company?

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Is the productivity low and that's what we are trying to address through training or do we have a new technology the use of which will help raise productivity? TNA helps figure out the exact reasons that you wish to cover through training programs.

2. What are the skill gaps: The most important reason for TNA is to find out gaps between existing and required competency levels of employees. Depending on the kind of gap, it also helps decide if training is the solution to bridge this gap. There can be different ways to find out the gap.

3. Does training justify the cost: The financial aspect of training is quite an important one. Training isn't the answer to every problem and hence it is important to be judicious in spending on it. Also, do the issues you are trying to address worth spending on training for? There might be other cost effective ways to better the rate of return on the expense.

4. Helps to be clear about the outcome expected: If I don't know where I am going, it makes no difference what route I take. Similarly, if the needs aren't analyzed well, one wouldn't know what to expect from a program. This further messes up the evaluation bit. It helps to list down the exact things you wish to achieve through training. The content can be built accordingly and the skills then transferred to real jobs too.

5. Determine the kind of training required: The way content will be delivered also needs to be determined keeping the needs in mind. On the job? Off the job? A one day – two day program or spread across a few months/weeks? Can the training be done in large batches or is it better to have smaller groups who can then be coached individually?

OBJECTIVES

- To study training needs of the reliance retail for specified roles.
- To understand the consistency level of training need analysis.
- To analyze the effectiveness of training objectives in terms to increase the performance, morale, and satisfaction.
- To compare the different methods of training.

RELIANCE RETAIL LTD.

Reliance Retail is the retail initiative of the reliance group. It has in a short time forged strong and enduring bonds with millions of consumers by providing them unlimited choice, outstanding value proposition, superior quality and unmatched experience across all its retail stores. Since its inception in 2006, Reliance Retail has grown to cater to millions of customers, and thousands of farmers and vendors. Reliance Retail serves over 2.5 million customers every week, and its loyalty programme, Reliance One, has the patronage of more than 6.75 million customers. Their nationwide network of retail outlets delivers a world-class shopping environment and unmatched customer experience powered by our state-of-the-art technology and seamless supply-chain.

Reliance Retail has adopted a multi-format strategy and operates convenience stores, supermarkets, hypermarkets, wholesale cash & carry stores, and specialty stores and has democratized access to all types of products and services across all segments for all Indian consumers. Reliance Retail has achieved the distinction of being the largest retailer in the country with core format sectors attaining market leadership in their respective categories. Reliance Retail's commitment to bettering lives has

been embodied in its pursuit to make a difference on social socio-economic issues in India

Deep insight into India's economic, cultural and consumption diversity drives Reliance Retail's vision in the retail universe. The operating model is based on customer centricity, while leveraging common centers of excellence in technology, business processes and supply chain. More importantly, it has built a strong and unwavering foundation through its extraordinary.

Reliance Retail has emerged as the partner of choice for International brands and has established exclusive partnerships with many revered international brands such as Diesel, Superdry, Hamleys, Ermenegildo Zegna, Marks and Spencer, Paul & Shark, Thomas Pink, Kenneth Cole, Brooks Brothers, Steve Madden, Payless Shoesource, Grand Vision and many more. Reliance Retail operates 1,723 stores pan India with over 11 million square feet of retail space and is growing rapidly.

LITERATURE REVIEW

What is training need analysis?

A training need is a shortage of skills or abilities, which could be reduced or eliminated by means of training and development. Training needs analysis identifies training needs at employee, departmental or organizational level in order to help the organization to perform effectively. The aim of training needs analysis is to ensure that training addresses existing problems, is tailored to organizational objectives, and is delivered in an effective and cost-efficient manner.

Training needs analysis involves:

- Monitoring current performance using techniques such as observation, interviews and ques-

tionnaires

- Anticipating future shortfalls or problems
- Identifying the type and level of training required and analysing how this can best be provided.

The basic process as illustrated in the figure below consists of four stages which are assessment, development, delivery and evaluation.

PROCEDURES AND METHODS UTILIZED IN TNA:

● Establishing the objectives.

Some of the things that will set the parameters here are the budget for the training, and the present and future plans of the company in relationship to their manpower skills requirements. It is essential to set objectives in order to know how effective the training is.

● Review current and past training programs.

It is imperative to check what current training activities are being implemented in order to have **coordination and to avoid duplication of efforts. Reviewing past performance must be done to learn** about their strengths and weaknesses in order to make the current program more effective.

● Analyzing job functions.

It would be foolish to look for something that is not related to the job description of the person. Even tasks written in the job description may need to be clarified. In this stage, preliminary observations may be made.

Categorizing the types of training needed.

For best results, training should be adapted to the type of training needs. One way to do this is by examining the individual, occupation, and organizational level capabilities and needs. For example,

technical training may mean just enough concepts to enable management to communicate regarding the matter, but it may also mean teaching in sufficient detail to enable a worker to do the actual task.

- **Design and implementation of training needs survey.**

Here key challenge is how to go about the process of gathering relevant information. The correct survey questions are critical, as well as the manner of obtaining the data. There are cases that need a personal interview and instances where filling up a form will do. Even in the case of personal interviews, you would have to decide if it would be one-on-one or with a group. Analysing the data gathered and making conclusions. The process of interpreting the results of the surveys and interviews entails at least some knowledge of the skill to assess if there is indeed a need for improvement.

- **Communicating the results to higher management.**

In many cases, the conclusions must be presented in the proper format so that higher management can more easily grasp the correctness and importance of the suggestions. This is crucial to have the program approved. Training needs analysis is the first step in starting an effective training program

The process of training begins with the needs assessment stage. The training intervention is essentially decided in terms of attitude, knowledge and skill (ASK), the combination of which is called as competency. The assessment also called as the 'training needs analysis' is undertaken at three levels, the job, the individual and organisational analysis.

DISCUSSION

Training at Reliance Retail Ltd.

There are four types of training at reliance retail ltd that is use to engage an employee. These types are usually used in all steps in a training process (orientation, in-house, mentorship, and external training). The training utilized depends on the amount of resources available for training, the type of company, and the priority the company places on training.

- **Technical or Technology Training**

Technical training is a type of training meant to teach the new employee the technological aspects of the job. In a retail environment, technical training might include teaching someone how to use the computer system to ring up customers. In a sales position, it might include showing someone how to use the customer relationship management (CRM) system to find new prospects. In a consulting business, technical training might be used so the consultant knows how to use the system to input the number of hours that should be charged to a client. This might require some technical training of the entire company to ensure everyone uses the technology effectively. Technical training is often performed in-house, but it can also be administered externally.

- **Process Training**

In a production-focused business, quality training is extremely important. Quality training refers to familiarizing employees with the means of preventing, detecting, and eliminating no quality items, usually in an organization that produces a product. This organization provides the stamp of quality approval for companies producing tangible products. With the increase in globalization, these international quality standards are more important

than ever for business development.

- **Skills Training**

Skills training, the third type of training includes proficiencies needed to actually perform the job. For example, an administrative assistant might be trained in how to answer the phone, while a salesperson at Best Buy might be trained in assessment of customer needs and on how to offer the customer information to make a buying decision. Think of skills training as the things you actually need to know to perform your job. Most of the time, skills training is given in-house and can include the use of a mentor.

- **Soft Skills Training**

Soft skills refer to personality traits, social graces, communication, and personal habits that are used to characterize relationships with other people. In a retail environment, soft skills are used in every interaction with customers and are a key component of the customer experience. Many problems in organizations are due to a lack of soft skills, or interpersonal skills, not by problems with the business itself. As a result, HR and managers should work together to strengthen these employee skills. Soft skills training can be administered either in-house or externally.

Unique Roles at Reliance Retail Ltd

- **Buyer**

Buyers source new merchandise and review existing items to ensure products remain competitive. The buyer must consider the following factors when making purchasing decisions:

- Customer demand, including price, quality and availability;
- Market trends;
- Store policy;
- Financial budgets.

Desirable Attributes & Skills: Good analytical skills, excellent communication skills, high responsibility, adaptability and flexibility attributes.

Training needed if any, Most of the larger employers will offer a structured continuing professional development (CPD) scheme, supplemented by a range of in-house training, to help develop any specific skills that might be needed. Some companies offer the opportunity to undertake professional and postgraduate qualifications, such as an MBA, or qualifications with the Chartered Institute of Purchasing and Supply (CIPS).

Inventory Planner:

Inventory planning and control are functions relating to inventory management. Business owners pay close attention to inventory as it usually represents the second largest expense in their businesses.

- Manages store orders from initial allocation through end of life cycle of merchandise, including replenishment and consolidation of goods to other stores or channels.
- Manages the overall store inventory with direction from retail planning & buying team based on store capacity, seasonality, and selling curves.

Desirable Attributes: Good analytical skills, excellent communication skills, high responsibility, adaptability and flexibility attributes

Training needed if any In addition to formal qualifications, you will be given a lot of practical on-the-job training and will learn by working closely with more experienced members of staff. Continuing professional development (CPD) is important in purchasing and supply management and you will be expected to keep your knowledge and skills up to date. CIPS offers a CPD service which helps to record and track learning.

Merchandiser

Merchandisers ensure that products appear in the right store, or on a website, at the appropriate time and in the correct quantities. This involves working closely with the buying teams to accurately forecast trends, plan stock levels and monitor performance. Merchandisers play a key role within retail, as profits can be affected by how successfully they undertake their work.

- planning budgets and presenting sales forecasts and figures for new ranges;
- controlling stock levels based on forecasts for the season;
- using specialist computer software, for example

to handle sales statistics, produce sales projections and present spreadsheets and graphs;

Desirable Attributes: Strong business and leadership skills, excellent negotiation and analytical skills, communication and team management skills, strong responsibility, business ownership, adaptability and flexibility attributes.

Training needed if any Training for retail merchandisers is largely on the job and competency-based and usually involves working towards specific set tasks and undertaking projects, either individually or as part of a larger team. To support those wishing to embark on a career in fashion retail there is the Fashion Retail Academy.

Training Programs at Reliance Retail Ltd

| Behavioral Training Programs | Technical Training Programs |
|---|--|
| <ol style="list-style-type: none"> 1. Stress Management 2. Time Management 3. Basic Leadership skills 4. Business Writing skills 5. Client Relationship Management 6. Communication skills 7. Conflict Management 8. Corporate Etiquette 9. Creativity and Innovation 10. Emotional Intelligence 11. Excel (ADV) 12. Interpersonal skills | <ol style="list-style-type: none"> 1. Concrete Technology 2. Contract Management 3. Introduction to Contracts 4. Project Operations 5. Costing in Construction 6. Introduction to Project Management |

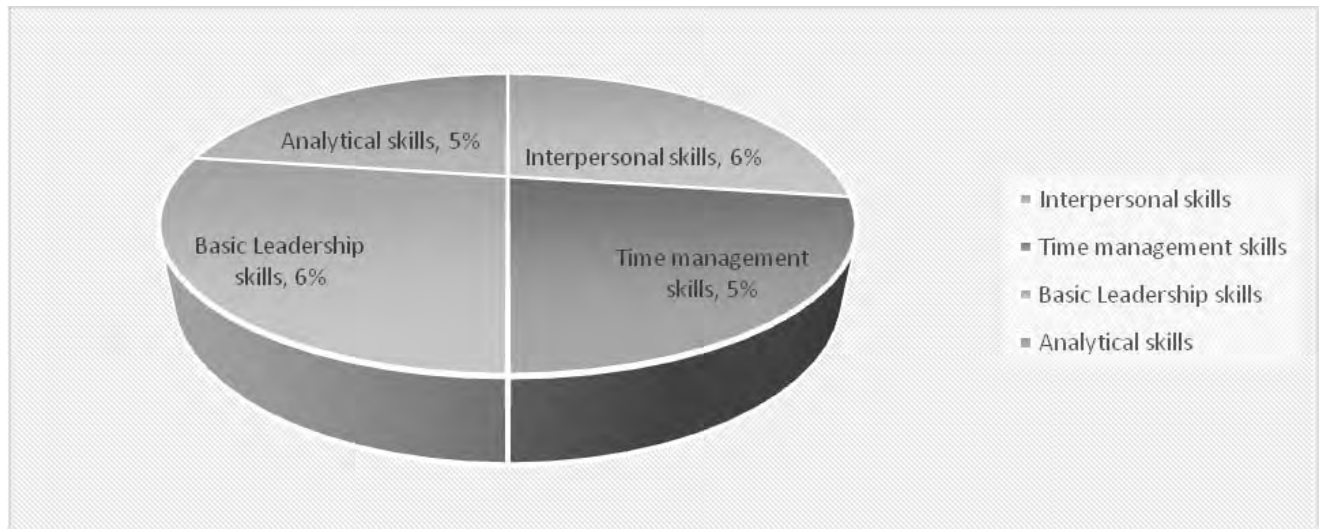
RESEARCH METHODOLOGY

In this case research paper, PMS forms (i.e. performance forms) were distributed to employees so that to find out if there is any gap in their skills, competencies & abilities that require meeting the organization objectives and if any gap found in order to identify what training is requiring to that employees.

Data Interpretation of PMS Form (TNA) At Reliance Retail Ltd:

Gap Analysis:

| | |
|-------------------------|--|
| Interpersonal skills | (Accountability / Priority / Behaviour Details Weight 6.0%) |
| Time Management | (Accountability / Priority / Behaviour Details (Weight 5.0%) |
| Basic Leadership skills | (Accountability / Priority / Behaviour Details (Weight 6.0%) |
| Analytical Skills | (Accountability / Priority / Behaviour Details Weight 5.0%) |



Overcome Gap

There is need for behavioural training programme

to stress rather than perceiving the effectiveness of training.

Findings & Observations

- ❑ The study reveals that consistency level of training is highly influenced by the area chosen for the training program.
- ❑ While analyzing the effectiveness of training related to objectives, training programs designed based on objectives of the organization seem to increase the performance, morale and satisfaction of managers when compared to trainees' objectives and need based objectives.
- ❑ It is identified from the study that attending the training programs due to compulsion leads

- ❑ The study reveals that class room lecture method is found to be effective when compared to other methods followed in the manufacturing companies. The major findings on the methods of training reveals that on the job training method is most preferred and effective when compared to off-the job training.
- ❑ This may cause problems to both managers and trainers as this may lead to sending inappropriate persons to the training programs and the context of the training may not be relevant to normal working process.

CONCLUSION

During evaluation of training need analysis at Reliance Retail Ltd, which shows that training effectiveness variables found to be related to post training attitudes were input indicators such as objectives of the organizations and training need analysis and process indicators such as training methods, size of participants, and periodical training. The first step in a successful training effort is to determine that a training need exists through a process known as needs assessment. Needs assessment involves three steps: organizational analysis, person analysis, and task analysis. Various methods—including observation, interviews, and surveys or questionnaires—are used to conduct a needs assessment. But at Reliance Retail they use PMS for this purpose.

At Reliance Retail Ltd there were two types of training programmes for the employees. The analysis was done on the basis of this PMS forms also employees were categorized for the training programmes. Today, Reliance Retail Ltd as organization are faced with fierce competition, scarce resources and rapid technological changes. This has meant that organizations ought to be managed in such a way that not only is their immediate survival guaranteed but also their long-term future development is ensured.

RECOMMENDATIONS

- In case of TNA, the organization should develop, present or coordinate a minimum of one training event in every six month for the management and professional staff.
- Training must be provided to sales personnel not only of their counters but for other functions also. Job rotation and training will enhance their

knowledge, job profile and boost the morale of employees to effectively perform their duties and the responsibilities

- Employees tend to be more engaged and have a deeper appreciation for their company when they are recognized and rewarded for their efforts on a regular basis. Reliance retail soon starting with reward policies for the employees.

PMS FORM (BUYER) UNQIUE ROLE {TRANING NEED IDENTIFICATION AT RELIANCE RETAIL LTD}

Retail R Plan 15-16 for Kumar Bhatia

Introduction

For step-by-step guidance on how to complete your R-Plan please see the attached document. Further support materials are available on the home tile of this tool box.

Employee Information

First Name: Kumar

Last Name Bhatia

Position: Buyer

Manager Abhijit Paul

My Job Accountabilities

This section is used to describe the day-to-day responsibilities of your role and that do not change year-to-year. Typically these are found in your job description or equivalent. A maximum of 15 accountabilities can be included in this section.

- Assortment Planning
- Store merchandising
- Identification of new product lines for growth
- Formulate effective Sales promotion & In store Communication
- Enhanced Consumer Experience
- Competitor mapping

- Efficient internal process management for space management, article Creation, article master and promo configuration.
- Control and optimize costs

How I will do my Job - Values and Behaviours

Our Values & Behaviours express our shared understanding of what we believe, how we behave and what we aspire to be as an organization. This section is used to capture behaviours that are important to your role and/or areas you wish to develop further.

You must select a minimum of three priorities in this area.

Customer Value - We will act at all times to ensure Reliance remains the first choice for our customers:

Best consumer Experience, better Pricing & ample choice of assortment with perfect execution of promotion to ensure smooth consumer experience

One Team - 'Team Reliance' comes before me, always and every time:

My Development

Developing your skills – both technical and behavioral – enhances your performance and supports your career growth with the company. Development actions should consider on-the-job learning, networking opportunities, advanced academic study, mentoring opportunities as well as classroom-based training.

Negotiation Skills

Accountability / Priority / Behaviour Details
Weight 10.0%

Interpersonal Skills

Accountability / Priority / Behaviour Details

Weight 6.0%

Analytical Skills

Accountability / Priority / Behaviour Details
Weight 5.0%

Introduction to Project Management

Accountability / Priority / Behaviour Details
Weight 8.70%

Project Operations

Accountability / Priority / Behaviour Details
Weight 10.0%

Time Management

Accountability / Priority / Behaviour Details
Weight 5.0%

Basic Leadership skills

Accountability / Priority / Behaviour Details
Weight 6.0%

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"Target Group Profiling & Competition Analysis for PIZZAEXPRESS in Mumbai"

* **Indrajeet Thorat**
* **Dr. Sunita Srivastava**

Abstract

PizzaExpress is a restaurant group with over 400 restaurants across the United Kingdom and 40 overseas in Europe, Hong Kong, India and the Middle East. It was founded in 1965 by Peter Boizot, PizzaExpress opened its first restaurant in London's Wardour Street. . In July 2014 the group was sold to the China-based private equity firm Hony Capital in a deal worth £900 million (\$1.54 billion). Gourmet Investments, promoted by Bharti Family Office and the UK-based PizzaExpress Holdings, have a 50-50 joint venture in the PizzaExpress chain of restaurants in India. Bharti Family Office is an initiative of the promoters of the Bharti group, through their personal investments.

Project included to visit one restaurant every week. To observe things happening in the restaurant, to check if all the standards are met. The collaterals, easel board, A boards are in place. If all the sales promotions are properly communicated to the customers. If the end product is reaching the customer in the right way. Had to even conduct Audits for individual restaurants on parameters decided by the marketing team. To help the company come up with a Local Restaurant Marketing Plan and S.W.O.T Analysis for individual restaurants. To analyse the competition and the target group profiling of consumers visiting the restaurant. To assist in organising Chef Table for influencers, Kids Pizza making competition and music concerts at the restaurants. Even a research was conducted with the help of Google forms.

The Research Methodology used in the research was Quantitative. Descriptive type of research was conducted. Research was conducted using Google forms. Google forms were circulated among young professionals, newly married couples and food lovers. There were around 105 respondents. Research was conducted to know about the eating habits of the consumer, consumers spending power, know about their preferences in Italian cuisine and the perception of the brand in the minds of the consumer.

Report includes a brief about the questions included in the research and the responds of the respondents and our interpretation of the data and how it helped PIZZAEXPRESS to formulate its marketing plans and why the various task were assigned to me and their importance.

Keywords: *Observations, Local restaurant marketing, SWOT Analysis, Marketing Communications and Descriptive Research*

INTRODUCTION

The Project was analysing competition for PIZZAEXPRESS and Target Group profiling.

To analyse competition for PIZZAEXPRESS on brand level with respect to:

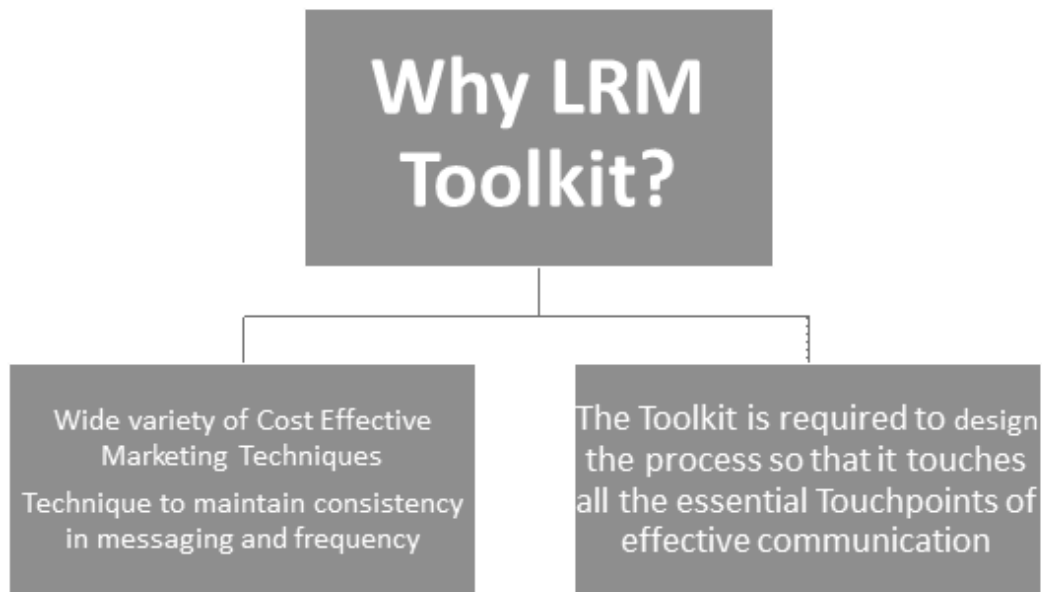
- Cuisine
- USP'S
- Price Points
- Positioning
- Promotions and offers

Competitors were analysed on the above parameters. PIZZAEXPRESS has 6 restaurants in different locations of Mumbai like Colaba, Powai, Thane, Andheri (East), and Andheri (west). Competition was different for different restaurants depending on the area of location.

Target Group Profiling: Every brand wants to know what type of people are coming to the restaurant, their brand preferences so they can have brand associations with other preferred brand, lifestyle, purchasing habits and catchment analysis of every restaurant. Target group profiling was done on the following parameters:

- Demographics
- Psychographics
- Purchasing Decision
- Catchment insights

Local Restaurant Marketing (LRM) - PIZZAEXPRESS is coming up with a new concept of individual marketing plans for all its restaurants. This helps in reducing marketing cost and it is targeted to the customers staying in the locality. Every restaurant has a different opportunity and an objective which helps to come up with an effective plan.





SWOT- To know the strengths weakness opportunities and threats of all the restaurants. SWOT analysis helps in Local restaurant marketing. Conducting Audits for all the restaurants. To check if all the standards are met in the restaurants, end product is reaching the customer in the perfect way and to check if all the marketing activities are properly communicated to the consumers.

Assisting in organising chefs table for influencers, pizza making competition for small children and music concerts in the restaurants.

LITERATURE REVIEW

Richa Maheshwari in her article "Quick service restaurants chains think out of the menu to build trust, push growth" published in economic times on 2ND JUNE, 2016 concluded that there are new and new players coming in the quick service restaurants business, so QSR's are trying to push sales amid slowing demand. QSR industry is getting increasingly competitive. So the brands are creating differentiation and underlying our position uniquely to help increase brand relevance and affinity. Some of the examples are, US burger giant had tied up with Sony motion pictures for home deliver by

mascots dressed as angry birds, who accompanied regular delivery boys, and Carl's Jr dropped their popular items 50% once a week per product. Genuine Broaster chicken which will open their first outlet in Mumbai plans to send fruits in the locality on its opening day along with health benefits Vis a Vis chicken it serves. Wendy's is planning to organise a free science seminar for kids in the store to increase footfalls. KFC recently tied up with dabbawalas to deliver meals. Taco bell gave Re 1 flash sales on all products as part of its sales. Most consumers prefer international players with restaurants as they want to try new cuisines. All the brands are trying to survive in the market because of the stiff competition. The QSR segment in the country have been reporting single or negative same store sales past two years.

Rajiv Singh in his article "Bun intended: Domino's burger venture in India" published in Economic times dated 13th July, 2016, concluded that Domino's the world's largest pizza brand launches its first hybrid: The Burger-pizza tag line is It's a burger.....It's a pizza it's burgerpizza. According to Domino's it only looks like a burger but it tastes like pizzas, with all the ingredients of a pizza in it. The burger pizza will come in two vegetarian and

non-vegetarian variants with a starting price tag of 89. Pizzas normally is replacement of a meal but burgers can be eaten anytime of the day, it can be consumed by an individual as well. In the QSR segment burger occupies 29.9% whereas pizza slice up 26.7%. Cross product pollination has become a norm. Most of the big brands are doing it. Even in the online food delivery companies' burgers are chartbusters. It is a very good move by Domino's as they are increasing their offerings. Even if these concept fails it would not matter much as their main offering is pizza.

Article published in "CHINA'S Hony Capital Buys PIZZAEXPRESS for \$1.54 Billion" dated 14th July, 2016 concluded that PIZZAEXPRESS operates in 13 international markets, including China and Hong Kong where it owns 22 sites. Hony will take control of the Pizza maker from Gondola group, owned by London based private equity firm Cinven LTD. The acquisition adds to similar overseas deals by mainland Chinese and Hong Kong-listed companies, which spent 12.3\$ billion abroad on takeovers and investments in food, drink or agriculture. China's WH Group, the world's biggest pork producer, last year bought Smithfield foods for 4.7\$billion making it a largest Chinese purchase of a US company. In May, Bright agreed to pay about \$960 million for a majority stake in Israel's Tnuva Food Industries Ltd. Advent international, Charterhouse Capital partners LLP and CVC Capital partners were poised to make offers for PIZZAEXPRESS.

Sagar Malaviya in his article "Domino's, which Trained McDonalds 4 years ago, is now double its size" published in Economic Times dated 27th May, 2016 concluded that Big fast-food chains McDonald's, KFC and Café Coffee Day seem to have lost their growth momentum as Indian consumers increasingly prefer pizzas over burgers,

chicken meals, rolls and sandwiches, and market researcher Euromonitor expects the trend to continue. Top pizza chain Domino's, which trailed McDonald's just four years ago, is now more than double the size of the US burger chain with 16% share in the country's Rs 1 lakh crore chained food service industry. I think most of the success of Domino's goes to its concept of delivering pizzas in half an hour. This concept was liked a lot by the Indians. Another reason for its success would be making the pizza according to the Indian taste and at affordable prices. They have a very good market penetration, they have reached places where other competing brands have not even thought of. Pizza is a hit among the younger generation, young generation are the ones who make decisions to eat out. Salads and sandwiches chain Subway have gained shares as many people are opting for health food. McDonalds is the largest western fast food player in India in terms of average volume per store and average customers per store.

STUDY METHODOLOGY

A research was conducted for PIZZAEXPRESS

OBJECTIVE OF THE RESEARCH:

- To know about the Eating habits of the Consumers
- Consumers spending power
- Know about their preferences in Italian cuisine
- Perception of the brand in the minds of the consumer

A Google form was created and circulated among the respondents.

Age group of the respondents were from 24-40

Number of respondents-105

The Research Methodology used in the research was Quantitative. In Quantitative research mostly close ended questions are used with options given to the questions. In Quantitative data is any data that is in numerical form such as statistics, percentages etc. This research helps us to be unbiased with the help of answers in form of numbers.

Type of Research- Descriptive Research

The term descriptive research refers to the type of research question, design, and data analysis that will be applied to a given topic. Descriptive statistics tell what is, while inferential statistics try to determine cause and effect. The type of question asked by the researcher will ultimately determine the type of approach necessary to complete an accurate assessment of the topic at hand. Descriptive studies, primarily concerned with finding out "what is," Descriptive research can be either quantitative or qualitative.

Demographic Profile:

Mostly young professionals, newly married couples, Food lovers.

Questionnaire:

In the start of the questionnaire basic information of the respondent was asked like name, age, how often do they eat at a restaurant, preference of the cuisine, how do they choose the restaurant, the next segment was more specific asking about their spending power, what influences them to choose a restaurant. Next segment was concentrating on the Italian cuisine their likes and dislikes about Italian cuisine. In the end of the questionnaire it was more specific, asking questions about the brand, their perception about the brand. Would like to conclude by saying that identifying the right target consumer is an important thing. Many brands go wrong in

identifying the right target audience. Then Positioning of your brand should be done to the right targeted audience. Marketing should be done keeping in mind the latest trends. Should capitalize on the latest trends to attract consumers. To have a time to time audits and to check if all the standards are met and the right product is reaching the consumer. To study and analyse competition. To know what they are doing, what are the new promotions and offers being offered by competitors, their marketing strategies?

RESULTS

According to the results obtained it was seen that most of the people eat at least 2-3 times in a month. Most of them prefer Indian cuisine following Chinese and Italian. Quality of food and Ambience are the important parameters what consumers keep in mind while choosing a restaurant. Attractive ambience, word of mouth and zomato are the platforms which help consumers to choose a restaurant. Consumers normally dine out with family and friends. Consumers normally spend around 500-1000 when they go out to dine. In Italian cuisine pizza is the most preferred dish. Famous pizza restaurants in Mumbai are Domino's, Pizza hut, Joey's pizza, smoking Joe's, California Pizza kitchen and papa johns. Consumers were ready to try authentic Italian pizzas. Survey indicated that around 50% of the respondents were not aware of PIZZAEXPRESS. For most of the respondents a restaurant with or without bar did not matter. Around 82% of the respondents said that they have not visited PIZZAEXPRESS. Respondents shared their experience of visiting or what they felt about PIZZAEXPRESS, most of them did not know about PIZZAEXPRESS, few of them felt it was good few felt it was expensive and had less vegetarian options. 91% of the respondents said that they

would like to visit PIZZAEXPRESS in the future.

RECOMMENDATIONS

PIZZAEXPRESS should come up with new restaurants in the city so they can cater to more consumers. This would even help them to increase their awareness as not many people know about the brand. The brand is confused between Quick Service Restaurant and a fine dining restaurant. As it is placed somewhere between. Some of its products are very highly priced. There should be more products keeping in mind the Indian taste. Delivery services should be started by all the restaurants, currently only few are providing delivery service. PIZZAEXPRESS should try attracting the young generation. Another recommendation given was to sponsor the IIT Mumbai festival. IIT Mumbai campus is very near to the restaurant so this would help to increase the footfalls and create awareness of PIZZAEXPRESS.

CONCLUSION

Competition for PIZZAEXPRESS was different for different restaurants at different locations, competition was analysed not only according to the sales but keeping in mind different parameters. The parameters are:

- Cuisine- Not only restaurants of Italian cuisine but restaurants of other cuisine were also analysed. Which cuisine is liked by the people in the area?
- USP'S- What is their unique selling point, what is the restaurant known for, what different are they doing, what is being liked by the customers?
- Price points- What are the price points of the meals and beverages offered. Is it a high end restaurant or an economical restaurant? What

would be the cost if two people visit the restaurant? How much people spend in other restaurants.

- Positioning- How have the other restaurants positioned their self in the minds of the consumers. What are the target group of the other restaurants?
- Promotions and offers- What are the promotions and offers offered by other restaurants. If PIZZAEXPRESS and another restaurant are having the same promotional offer, to find out which restaurant's offer is doing well.

L.R.M. plan would help PIZZAEXPRESS to come up with a more targeted plan to its customers. It would be less expensive. Marketing activities would reach the targeted audience.

Target group profiling was done of the existing consumers. To know about likes and dislikes, try knowing their interests, which other brands do customers like so PIZZEXPRESS can have a collaboration with other brands. Target group profiling was done to know the following things:

- Demographics
- Psychographics
- Purchasing decision
- Catchment insights

A research was carried out with an objective of knowing the eating habits of the consumer, spending power and the perception of the brand in the minds of the people. Would like to conclude by saying that identifying the right target consumer is an important thing. Many brands go wrong in identifying the right target audience. Then Positioning of your brand should be done to the targeted audience. Marketing should be done keeping in mind the latest trends. Should capitalize on the latest trends to attract consumers. To have a

time to time audits and to check if all the standards are met and the right product is reaching the consumer. To study and analyse competition. To know what competition is doing, what are the new promotions and offers being offered by competitors, their marketing strategies?

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Role of Training and Development in Organisation Development

* Leena Jadhav

Abstract

Organization and individuals should develop and progress simultaneously for their survival and attainment of mutual goals. So every modern management has to develop the organization through human resource development. Employee training is an important sub-system of human resource management. Training and development helps in optimum utilisation of human resources which helps employees to achieve organisational goals and further individual goals as well. It also provides an opportunity and broad structure for development of human resources, technical and behavioural skills in an organisation and helps employees to accomplish personal growth as well. Training and development is directly related to employee but its ultimate effect goes to organization because the end user is organization itself.

Today with the world-wide expansion of companies and changing technologies, Indian organizations have realized the importance of corporate training. Today Human resource is considered as the backbone of any organisation and also is a source of competitive advantage and so companies are investing huge amount on human capital as their performance will ultimately increase the organisation performance.

Effective training is an investment in the human resources of an organization, with both immediate and long term returns. However mere investment is not enough; organizations need to manage training programs more effectively so that they can get the highest returns from their investment. The recognition of the importance of training in recent years has been influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized.

The objective of training and development is to create learning organizations which ensure that employees through value addition who can effectively perform their jobs, gain competitive advantage and seek self-growth. This measurable performance resulting from good training and development shall enhance the over-all organization development. Similarly, Organisation Development is a complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges, where training and development will support in achieving the same.

Keywords: *Training and Development, Human Resource Management, Organisation Development, Learning Organization*

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INTRODUCTION

Training can be introduced simply as a process of assisting employees for enhancing their efficiency and effectiveness for particular work area by getting more knowledge and developmental practice. Training is different from education, particularly formal education as education is concerned more with enhancement of knowledge whereas training is focused on increasing knowledge as well as changing attitudes and competencies of employees. Training need analysis, Type of training, Training Design, Training Evaluation are importance factors of training and are part of the training process.

Training refers to a systematic approach to learning and development to improve individual, team, and organizational effectiveness. Alternatively, development refers to activities leading to the acquisition of new knowledge or skills for the purpose of personal growth.

Today training is considered as more of retention tool than a cost factor. Therefore, the training system in Indian Industry has been changed to create a smarter workforce and yield the best results. With increase in competition, every company wants to optimize the utilization of its resources to yield the maximum possible results. Training activities need to be aligned to business activities as it can help in achieving organisation goals and contribute to overall organisation development.

As organizations strive to compete in the global economy, differentiation on the basis of the skills, knowledge, and motivation of their workforce takes on increasing importance. According to a recent industry report by the American Society for Training and Development (ASTD), U.S. organizations alone spend more than \$126 billion annually on

employee training and development

OBJECTIVE

This study will help organizations to understand the importance of Training and Development, Training process and Design structure of training, along with how a good training program can be delivered to their employees for effective results. The study will help to understand how training and development can contribute towards creating a learning organisation, enhance employee skills for performing jobs efficiently in today's challenging environment, optimise utilisation of human resource and improve job performance of individual's resulting in overall organisation development. The study also focuses on how appropriate training will have an impact on employee job performance and contribute to overall organization effectiveness *Leena Jadhav Email- leenacjadhav@gmail.com*

LITERATURE REVIEW

1. TRAINING AND DEVELOPMENT GOALS IN ORGANIZATION DEVELOPMENT

Organization development is a planned, top down, organization-wide effort to increase the organization's effectiveness and health. It is a complex strategy intended to change the beliefs, attitudes, values, and structure of organizations so that they can better adapt to new technologies, markets, and challenges.

The types of training and development goals identified will depend on the personal and organizational objectives identified through the strategic planning process and the agreed appraisal procedure of the organisation. Organisation Goals prepared should include Organisation Vision and Mission, Organisation Values, Requirements for core

competencies Requirements for professional and vocational qualification in further education, identified learning and training needs of employees.

2. FACTORS INFLUENCING DEVELOPMENT AND TRAINING

Several factors influencing development and training include:

Globalization, Need for leadership, Increased value placed on knowledge, Attracting and retaining talent, Customer service and quality emphasis, Changing demographics and diversity of the workforce, New technology, High-performance models of work systems, Economic changes

3. DESIGN STRUCTURE OF TRAINING: TRAINING PROCESS

Training is a crucial component in preparing new employees for their positions and keeping existing employees conscious of critical information. To be effective, a training program needs a specific purpose with appropriate training methods and follow the Design structure for effective learning to occur. The training design process refers to a systematic approach for developing training programs; the 6-step model is adopted from an online literature titled Introduction to Employee Training and Development that can be followed by organisations:

Step 1- is to conduct a needs assessment, which is necessary to identify if training is needed.

Step 2- is to ensure that employees have the motivation and basic skills necessary to master training content. *Leena Jadhav Email- leenacjadhav@gmail.com*

Step 3- is to create a learning environment that has the features necessary in order for learning to occur.

Step 4- is to ensure that trainees apply the training content to their jobs. This step involves having the trainee understand how to manage skill improvement as well as getting co-worker and manager support.

Step 5- is to choose the training method based on the learning objectives and learning environment. This step may include a traditional training method of face-to-face interaction with a trainer, or e-learning using a CD-ROM or web-based training.

Step 6- is to evaluate the program and make changes in it or revisit any of the earlier steps in the process to improve the program so that learning, behaviour change, and the other learning objectives are obtained

TRAINING NEEDS ANALYSIS

It is the first stage in training process and it involves a procedure to determine whether training will address the problem identified. It is the phase in which an organization's needs are identified, forming the foundation of an effective training effort. The needs assessment tells where and what kind of training programs are needed, who needs to be included, conditions under which training will occur, and criteria to guide program evaluation. It involves identifying objectives of the organisation, gathering information about skills and abilities of individuals and identifies the gaps to prepare the training plan and accordingly ascertain the interventions to be designed to address these gaps.

Needs assessment helps in diagnoses of the current problems and identifies the future challenges to be met through training and development.

Therefore, training needs assessment is an ongoing

process of gathering data to determine what training needs exist so that training can be developed to help the organisation accomplish its objectives. Furthermore, the idea behind training needs analysis is that only when there is a match between training needs and the content of training, beneficial outcomes to organizational performance can be realized.

There are various data collection methods for Training Needs Analysis like reviewing existing documents, Interviews, Questionnaires, Reviews of Performance appraisal, Critical incident technique, Self-assessment, Observation method.

TRAINING DESIGN:

It is a planned activity which refers to a framework for achieving training objectives, determine training methods to be used for effective learning to happen, design the training content based on the gap areas identified, design the instructional activities, delivering the training module *Leena Jadhav Email- leenacjadhav@gmail.com* followed by training evaluation and follow-up. The basic elements of an effective training design would include- it should be learner- focused, should be goal- oriented and time-bound, should be based on identified needs and should consider the availability of resources. While designing a training programme, following factors need to be considered-

- Business or Organisational Purpose
- Nature of learning
- Learning styles of participants
- Previous experience, knowledge and skills of trainees
- Trainee characteristics
- Availability of resources
- There are different tools and models used for training design by organisations. However the ADDIE model is an Instructional System Development

Model which is widely used today by organisations. ADDIE is generic process traditionally used by instructional designers and training developers as it represents a guideline for building effective training and performance support tools in five phases. Analysis, Design, Development, Implementation, Evaluation

In this model the training objectives are defined on the basis of job descriptions and on basis of defined objectives, individual progress is measured. The model also helps in determining and developing favourable strategies, sequencing the content, designing learning activities based on training objectives to be achieved.

The design of the training should be according to the needs of the employees in the organisation. Those organizations which develop a good training design according to the need of the employees as well as to the organization always get good results. It seems that Training Design plays a very vital role in the employee as well as organizational performance and a bad training design is nothing but the loss of time and money

EFFECTIVE TRAINING METHODS

The various training delivery methods can be divided into cognitive and behavioural approaches. Cognitive methods provide information orally or in written form, demonstrate relationships among concepts, or provide the rules for how to do something and are theoretical in nature. Some of the cognitive methods of training include Lecture method, Demonstrations, Discussions, Case study, Computer based training, Programmed instruction, Video training, E-learning etc. They stimulate learning through their impact on cognitive processes and are *Leena Jadhav Email- leenacjadhav@gmail.com*

associated most closely with changes in knowledge and attitudes. Though these types of methods can influence skill development, it is not their strength. Conversely the behaviour based training programmes allow the trainees to practice skills in real or simulated manner. They stimulate learning through experience and are best at skill development and attitude change. Equipment simulators, role plays, business games, in- basket technique, behaviour modelling are some methods of behaviour based training programmes. Both behavioural and cognitive methods can be used to change attitudes, though they do so through different means. The most common method of training, on-the-job training (OJT) uses more experienced and skilled employees to train less skilled and experienced employees. OJT takes many forms and can be supplemented with classroom training. The types include Job instruction training (JIT), Apprenticeship training, Coaching, Mentoring. Off-the job training implies trainee is taken off from the job and separated from his work situation so that he can fully concentrate on learning and acquiring the knowledge and skills related to the performance of job in a free environment. Some of the methods in this category include Lecture method, Vestibule training, Role plays, conference, Apprentice training, outbound training programmes.

In addition to these methods, the blended learning approach has been recent practice in organisations. The blended learning method implies using more than one training method to train on one subject. Here are several good reasons to use a blended learning approach:

- A study conducted showed that the blended learning program reduced both the time and the cost of training by more than 50 percent.

- The same study showed a 10 percent improved result in learning outcomes compared to the traditional training.
- Learning experts believe that a big advantage of blended learning is that it more closely replicates how people actually learn on the job, through experience and interaction with co-workers.

Thus the Blended learning approach offers trainees a well-planned session that is custom-designed for them, the subject, and the learning environment. In the long run, blended learning will be more cost effective as this training process makes efficient use of resources to help employees develop sufficient levels of knowledge retention.

Also many companies with employees in a variety of locations across the country are relying on other technologies like E-learning to deliver training. According to the ASTD “State of the Industry” report, companies are using a record level of e-learning, and ASTD predicts that number will continue to rise. This method is becoming more and more *Leena Jadhav Email- leenacjadhav@gmail.com* popular as access to the Web becomes more widely available. Some examples in this category include: Web-based training, Video-conferencing, Audio- conferencing, Webinars, E-mail etc.

TRAINING EVALUATION

Training Evaluation involves the assessment of the effectiveness of the training programs which is done by collecting data on feedback of participants on the deliverables of the training program, new learnings derived from the training and applicability of skills at workplace.

Since organisations spend a large amount of money,

it is therefore important for them to understand the impact and effectiveness of the same to the organisation. For example, if a certain technical training was conducted, the organisation would be interested in knowing whether the new skills are being put to use at the workplace or in other words whether the effectiveness of the employee has been enhanced. Similarly in case of behavioural training, the same would be evaluated on whether there is change in the behaviour, attitude and learning ability of the participants. Organizations invest a huge amount for training their employees at various levels and on various competencies, behavioural and technical. Every year new tools are designed to try and cater to individual learning styles and make the training more effective. After all, organizations are concerned about its spending and getting appropriate returns on the same.

There are different tools for assessment of a training program depending upon the kind of training conducted.

Donald Kirkpatrick developed the Kirkpatrick Evaluation Model for evaluating training during the 1950s. The model was initially published in the year 1959 in a journal of American Society of Training Directors and later in Kirkpatrick's 1975 book, *Evaluating Training Programs*. Today, it is the most recognized method of evaluating the effectiveness of training programs. His early work on the same was published. He laid out four levels for evaluation of any training. This model is arguably the most widespread for evaluation in use. It is simple, very flexible and complete. The four levels as described by Kirkpatrick are as follows:

Level 1 - Reaction

At this level the training evaluation includes immediate feedback about the program which is col-

lected through feedback forms, smiley sheets to understand how well the participants have rated the program. Training organizations use that feedback to evaluate the effectiveness of the training, learner's perceptions, potential future improvements, and justification for the training expense incurred. *Leena Jadhav Email- leenacjadhav@gmail.com*

Level 2 - Learning

This level measures the degree to which participants acquired the intended knowledge, skills and attitudes as a result of the training. Only by determining what trainees are learning, and what they are not, can organizations make necessary improvements. Level 2 can be completed as a pre- and post-event evaluation, or only as a post-evaluation.

Level 3 - Behaviour

Level 3 measures the degree to which participants' behaviours change as a result of the training basically to identify whether the knowledge and skills from the training are further applied on the job. This measurement can be, but is not necessarily, a reflection of whether participants actually learned the subject material. For example, the failure of behavioural change can be due to other circumstances such as individual's reluctance to change. Level 3 evaluation involves both pre- and post-event measurement of the learner's behaviour.

Level 4 - Results

This level seeks to determine the tangible results of the training such as: reduced cost, improved quality and efficiency, increased productivity, employee retention, increased sales and higher morale. While such benchmarks are not always easy or inexpensive to quantify, doing so is the only way training organizations can determine the critical return on investment (ROI) of their training

expenditures. One typical challenge is to identify whether specific outcomes are truly the result of the training. Level 4 requires both pre- and post-event measurement of the training objective.

In 2011, Atlanta-based Kirkpatrick Partners modified the learning and evaluation model to more easily calculate the return on expectations (ROE) of stakeholders. Kirkpatrick Partners contends that ROE is the “ultimate indicator of value.” While ROI and ROE are common methods for evaluating and justifying training, many training organizations still struggle with the four levels, particularly quantifying levels three and four.

As learning content becomes increasingly available through informal channels, learners and training organizations are finding ways to use and incorporate this type of material into personal enrichment or professional training methods. Most of these informal channels, however, do not include pre- and post-evaluations or any type of measuring tools to measure effectiveness.

Benefits of Training Evaluation:

- Determining business impact, the cost-benefit ratio, and the ROI for the program
- Improving the design of the learning experience
- Determining whether the objectives of the learning experience were met and to what extent *Leena Jadhav Email- leenacjadhav@gmail.com*
- Assessing the effectiveness and appropriateness of instructional strategies.
- Reinforcing learning
- Providing feedback to the trainer
- Determining the appropriate pace and sequence
- Providing feedback to participants about their learning
- Assessing the on-the-job environment to support learning.

CHALLENGES FACED BY TRAINING AND DEVELOPEMENT

1. Dealing with change: Organizational change is more common than ever. Dealing with changes due to mergers, acquisitions, technology, budgets, and staffing is the top challenge faced by Learning and Development professionals.

2. Engaging Learners: Learning and development professionals must communicate the value and importance of learning and development initiatives to employees. Too often, other urgent tasks or priorities seem to win out. It’s a challenge to get learners to attend, actively participate, and follow through. The training methodology, training design and trainer skills play a very important role in engaging the employees by creating a learning environment.

3. Delivering Consistent Training: When a company is global or geographically dispersed, it increases the difficulty of providing consistent training. The most common challenges include geographic limitations, increased costs, language barriers, translation issues, and virtual training needs.

4. Monitoring Application of Skills: Discovering the “stickiness,” or sustainability of a training program is challenging at best. Learning and development professionals must find and implement effective ways to ensure skills are learned and applied in the real work environment and that there are no gaps

5. Quantifying Training Effectiveness:

It is important for Learning and Development team to provide a quantitative assessment of how training programs are impacting the organization. It is challenging to figure out which metrics to use, how

to incorporate them into post-training assessments, how and when to follow up, and how to adjust future training based on the results.

6. Improving Learning Effectiveness: Training learners effectively is important as there are so many topics to cover and many require unique delivery methods for compact skill development to occur. It is important to ask the right questions and identify the desired outcomes when planning each training session. The training design should be aligned to training objectives to be achieved at the end of the program. *Leena Jadhav Email- leenacjadhav@gmail.com*

7. Demonstrating Value to Leadership: It is the task of senior leadership to determine which activities are worth funding. It is paramount for L&D professionals to demonstrate bottom-line value in order to get buy-in from leaders within the organisation. Keeping learning and development as a top priority in an organization is a challenging task.

8. High Rate of Turnover: Employee training is given to new employees, but if they leave the organisation that training doesn't get applied and then you have to begin all over again with another new hire which is an additional cost to company.

TRAINING AND EMPLOYEE JOB PERFORMANCE

A term typical to the Human Resource field, "Employee Performance" is everything about the performance of employees in a firm or a company or an organization. Effective training and development programs aimed at improving the employees' performance. Training refers to bridging the gap between the current performance and the standard

desired performance and acquire job interrelated skills, attitudes and information. Training could be given through different methods such as on the coaching and mentoring, cooperation by peers and participation by the subordinates. This team work enable employees to actively participate on the job and produces better performance, hence improving the overall organizational performance.

According to Hawthorne studies and many other research work on productivity of worker highlighted the fact that employees who are satisfied with their job will have higher job performance, and thus supreme job retention, than those who are not happy with their jobs. Moreover, it is stated that employees are more likely to turnover if they are not satisfied and hence demotivated to show good performance. Employee performance is higher in happy and satisfied workers and the management find it easy to motivate high performers to attain company targets. The employee could be only satisfied when they feel themselves competent to perform their jobs, which is achieved through better training programs. Recognizing the role of training practices, enable the top executives to create better working environment that ultimately improves the motivational level as well as the performance of the workforce. An organisation thus gives worth to knowledge as a source of gaining competitive edge than competitors, should build up system that ensure constant learning, and on the effective way of doing so is training. Well-trained workforce is more capable of achieving performance targets and gaining competitive advantage in the market. Training is determined as the process of enabling employee's to complete the task with greater efficiency, thus considered to be vital element of managing the human resource performance strategically. *Leena Jadhav Email- leenacjadhav@gmail.com*

Employee performance, achieved through training, refers to immediate improvements in the knowledge, skills and abilities to carry out job related work, and hence helps to achieve more employee commitment towards the organizational goals. Training should lead to the culture of enhancing learning, to raise employee performance and ultimately higher return on investment (in training) for the firm.

TRAINING AND DEVELOPMENT - ROLE IN ACHIEVING ORGANISATION EFFECTIVENESS

Is investment in the area of training and development linked to the bottom line within the business? Increasingly, high performing organizations today are recognising the need to use best training and development practices to enhance their competitive advantage. Training and development is an essential element of every business if the value and potential of its people is to be harnessed and grown. Many studies have highlighted the clear links between well designed and strategic training and development initiatives and the bottom line within the business. The image of an industry and of individual employers is also influenced by the extent and quality of staff training and development. Potential employees in such an open labour market will assess the track record of prospective employers in this vital area. Career Progression and development is an increasingly attractive or even basic requirement for many such employees. In today's business climate where all industries are experiencing staff and skills shortages, companies are faced with stiff internal and external competition for quality employees. Each employer who invests seriously in the area of training and development will reap the benefits of an enriched working environment with higher levels of staff retention as well

as increased productivity and performance

CONCLUSION

The effectiveness of the organization depends on quality of the manpower. In this globalize business environment, where changes are only the permanent feature of the organization, the need is to focus on enhancing the competencies of the employees this can be done only when the organization proved effective training development programs.

Training and development cannot be disconnected from the business activities of the organizations; on the contrary, this is the area that clearly illustrates positive relationships between training activities and the organizational development. Organisations should use training to gain a competitive advantage, and also as an approach to create intellectual capital.

Training also plays a vital role in leadership development. It also results in employee motivation, employee commitment, improved employee performance, encourages collaborative working, *Leena Jadhav Email- leenacjadhav@gmail.com* learning transfer on job in the form of enhanced knowledge, skills. For the organization, training and development leads to improve profitability while cultivating more positive attitudes toward profit orientation. Training and development is defined as the planned learning experiences that teach employees how to perform current and future jobs. As such, performance contributes to the growth of the organization specifically since they can implement in combination competencies and expertise acquired through training and development. Training and Development would provide opportunities to the employees to make a better career life and get better position in organization. In doing so, organizations

efficiency would be increased. On the other hand, employees are the resources and assets of an organization if they are skilled and trained and would thus perform better.

In today's world, organizations that fail to adjust their learning management practices and solutions often struggle with organizational growth or productivity. With recent technology advancements and the rapid adoption of social collaboration, learning and development has come a long way. Yet making a decision to improve a learning management program and invest in a learning management solution is often a daunting challenge.

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Make in India- Turning Vision into Reality

*** Jyoti Dixit**

Abstract

India is prepared to emerge as the world's fastest-growing major economy by 2015 ahead of China, as per the recent report by The World Bank. Our economy has effectively traversed the unstable years of global crisis because of the vitality of its sectors. India is said to be a center of rapidly growing work force. Make in India campaign will be treated as a medium to transform India into an international manufacturing hub. It will reduce the dependence of Indian economy on service sector. It is a potential source of economic growth as it can provide employment, reviving manufacturing sector. Make in India along with Digital India program make the development affordable to Indian economy. The focus of this campaign will be on 25 sectors including critical sectors like defense manufacturing, renewable energy and thermal power. This paper breaks new ground in analyzing the impact of Make In India in job creation across major sectors. It will also provide a brief understanding of challenges faced to make this campaign a big success.

Keywords: Make In India, Manufacturing, Job Creation, Economic Growth

INTRODUCTION

Make in India campaign was launched by Prime Minister Sh. Narendra Modi on Sep 25, 2014. It is an aggressive push by the government to revive the ailing manufacturing sector in India. The contribution of manufacturing sector is very low in Indian GDP. This is because post liberalization Indian government extensively focused on service sector which hire only skilled labor and produces very less jobs. India has a vast pool of low skilled

labor which can easily be accommodated in manufacturing sector improving their standard of living. This move will definitely help Indian economy to come out of shadow of recession. To make this move a grand success Indian government should reduce the tariff and non-tariff barriers and remove the bureaucratic delays. 'Digital India' along with Make in India will strengthen Indian economy not only in manufacturing sector but also in service sector.

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Reasons for manufacturing in India:

- **Cost Reduction:** Manufacturing in India makes substantial cut in import duty and logistics expenses. These costs are nearly 25-30% of total landed cost. If goods are manufactured in India, these costs can be lowered drastically escalating the new customer base and improving competitiveness of the corporates.
- **Reduction in lead time:** There is considerable decline in lead time particularly for heavy machines, hi-tech engineering products. This allows companies to be more flexible to consumer requirements
- **Customized products:** Manufacturing in Indian makes MNCs design products according to needs of Indian consumers may be any product or any service.
- **Overall improvement in technology –** MNCs bring latest technology along with them. It will help start – ups improve the overall tech ecosystem in the country. India is rapidly becoming a center for global innovation. The government has commenced exhibiting curiosity in technology and has accelerated technology- driven programs for overall growth. This relationship between start-ups and MNCs can influence the technology innovation and draft a novel progress story.
- **Employment Generation:** Definitely Make In India will lead to employment generation leading to improve standard of people living in India. It will increase purchasing power of people leading to poverty eradication and expansion of consumer base for companies.

Challenges for Manufacturing in India:

- **Perception of Youth:** Nowadays youth prefer

service sector for their employment. Very few prefer manufacturing for their livelihood. Especially IT sector is much aspired by our young talent. 85% of the students go for service sector for campus placement. Also the compensation difference is higher in manufacturing and service industry; leading to less motivation by youth towards manufacturing industry.

- **Increasing Supply Base:** India has to import high engineering products like compressors, tubing etc. due to non-availability of suppliers. SME sector can play a very important role in this area. Manufacturing all these products in India will make a robust and skilled supply base.

- **Labor laws, regulations and licenses:** Lots of time is lost dealing with lower and mid-level bureaucracy. Custom clearance takes days in India which happens in minutes in business – friendly countries. The excise rules are mind freezing. Getting power connection is a very challenging task in India. Land procurement is time-consuming, corporations face regular power outages and transport infrastructure is lower than par. Rather than all these paper works there should be an auto response mechanism to facilitate ease of doing business in India.

Recent policy measures and projects to open up India's manufacturing sector: (Shreeram, 2015)

- 100 per cent FDI allowed in the telecom sector;
- 100 per cent FDI in single-brand retail;
- Validity of industrial license extended to three years;
- For all non-risk, non-hazardous businesses, a system of self-certification to be introduced;
- Process of obtaining environmental clearances made online;

- The Government of India is developing the Delhi-Mumbai Industrial Corridor (DMIC) as a global manufacturing and an investment destination utilizing the 1,483 km-long, high-capacity western Dedicated Railway Freight Corridor (DFC) as the backbone.

Under the Digital India initiative numerous steps have been taken by the Government of India. Some of them are as follows: (indiainbusiness, 2015)

- The Government of India has launched a digital employment exchange which will allow the industrial enterprises to find suitable workers and the job-seekers to find employment. The core purpose of the initiative is to strengthen the communication between the stakeholders and to improve the efficiencies in service delivery in the MSME ministry. According to officials at the MSME ministry over 200,000 people have so far registered on the website.
- The Ministry of Human Resource Development recently launched Kendriya Vidyalaya Sangathan's (KVS) e-initiative 'KV ShaalaDarpan' aimed at providing information about students electronically on a single platform. The program is a step towards realising Digital India and will depict good governance.
- The Government of India announced that all the major tourist spots like Sarnath, Bodhgaya and Taj Mahal will have a Wi-Fi facility as part of digital India initiative. Besides, the Government has started providing free Wi-Fi service at Varanasi ghats.

OBJECTIVE

The purpose of this study is to evaluate the need of Make in India program. In order to achieve this

objective the following issues have been examined:

- 1) To study the concept of Make in India and find the level of government efforts to make it successful.
- 2) To demonstrate the effect of Make In India campaign on Indian economy

RESEARCH METHODOLOGY

Data Sources and Type

Primary data is collected through questionnaire which was administered to 64 respondents from different gender and occupation, in order to determine their perception towards Make in India initiatives undertaken by Indian government. It gave the brief idea about their viewpoints, thoughts and sentiments of people.

The study is conducted based on the secondary data which is collected through journals and articles. The topics related to concept were analyzed thoroughly and its strengthening significance in the value creation of our nation was studied.

Hypothesis

Ho: There is no significant relationship between Make In India and economic growth

H1: There is significant relationship between Make In India and economic growth

Analysis of data

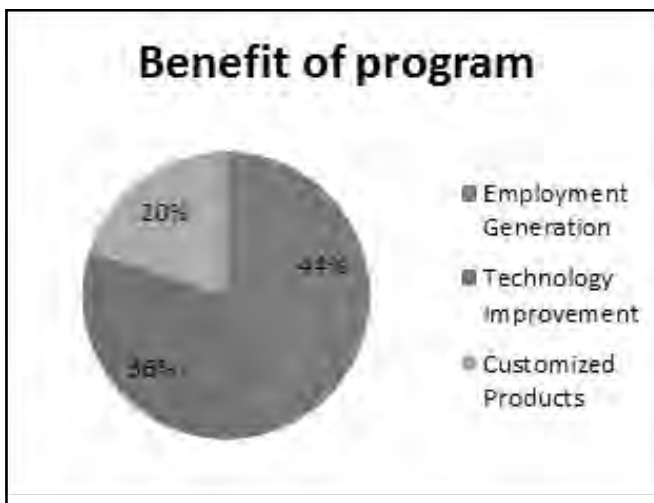
The data collected was analyzed and presented in the form of graphs. It gave a clear picture of the opinion of different people about the model.

Summary of findings:

- It is inferred from the study that 89% of the respondents are aware of Make in India campaign. So a lot can be done to spread the awareness of the campaign.

- Approximately 88% of the respondents feel that this initiative will definitely benefit the economy as our manufacturing sector is facing very sluggish growth needing rejuvenation.
- The study interprets that 55% of the respondents feel that this initiative will give benefit in form of employment generation.
- Majority of the respondents' i.e 80% of the respondents feel that development of China by means of manufacturing has made Indian government go for Make in India movement.
- Around 39% of the respondents find that issues related to tax should be considered by government for this campaign followed by 30% for infrastructure.
- Almost 83% of the respondents mentioned that GST can be a strong enabler for Make in India initiative.
- About 39% respondents have feeling that there will be uniformity and certainty in taxes after implementing GST which will be a big help to make this campaign a grand success.

Graphical Representation



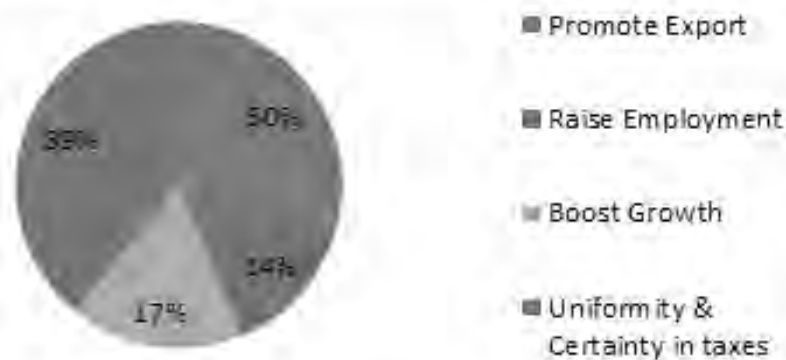
National capacity & modalities to be developed



GST an enabler for Make in India



Benefits to government by GST



SUGGESTIONS AND CONCLUDING REMARKS

- There should be overhauling of our education system to include manufacturing sector as one of the concept in the curriculum. It will assist in making the Make in India campaign a success story.
- Favorable tax policies and good infrastructure will definitely contribute to actualizing the Make in India campaign
- Government initiatives like SHG model and corporate's CSR initiatives should be made a part of Make in India movement to impart vocational training in rural areas.
- There should be reduction in red tape and licensing clearances; litigations related to land should be minimized.
- Government and corporates should spend on R&D to achieve outstanding quality products as well as for technology advancements. This is prerequisite to develop a competitive

advantage in Indian manufacturing.

- Manufacturing sector requires very skilled labor however India has shortage of highly skilled labor force, so government should spend on developing skilled workforce in India.
- Many Indians are proud to see the tag of Made in other developed countries and they prefer to buy such products. But with copious numbers of efforts of government; it will surely be exciting to see the 'made in India' tag on all products on the shelf, for the customers, professionals and all "INDIANS".

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Questionnaire:

- Q1 Are you aware of Make in India concept?
1)No 2) Yes
- Q2 Do you think that this initiative by Modi Government will benefit Indian Economy?
1)Yes 2) No
- Q3 In which areas this program will give more benefit?
1)Employment generation
2)Technology Improvement
3)Customized products according to Indians requirement
- Q4 Do you think the progress of China through manufacturing has made Indian government go for Make in India campaign?
1)Yes 2) No
- Q5 What are the national capacities to be developed and modalities to be considered by gov-

ernment to make Make in India a grand success?

- 1)Infrastructure
- 2)Education
- 3)Licensing
- 4)Tax

Q6 Can GST be an enabler for Make in India initiative?

- 1)No 2) Yes

Q7 What benefits will government gets by implementing GST?

- 1)Promote export
- 2) Raise employment
- 3) Boost growth
- 4) Uniformity and certainty in tax rates

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