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EDITORIAL

The current economic situation is a challenge for every individual, every industry, every nation, and the globe. The biggest of players and the significant and insignificant of participants in all economies have taken the flak of Covid 19 pandemic. Businesses all over the world were affected by the lockdown restrictions imposed by Governments across the globe to manage and control the Covid 19 pandemic.

In the Indian context, scarcity of labour due to the mass-migration from the epicenter of businesses has affected industry to a very large extent. Restriction on the movement of people and transport has created a production and retail scarcity. Mixed effects for example, with restaurants and eateries shut down, rise in grocery purchases online was seen rising, retail business did have the potential to survive. Less spending on luxuries was witnessed, and only necessities, especially new necessities under the Covid 19 situation took birth. The ground effect of the Covid19 pandemic is seen in all spheres of life, social, professional, psychological, environmental, economic, health, and the list goes on. Fear is a factor, everyone is dealing with. People are concerned and worried about their lives, their families, jobs, savings and most of all health.

Businesses will have to closely monitor the consumer trends and buying behaviors, which has undergone a huge shift.

In general, there has been an unexpected, unreal and an evitable Change that the world was subjected to without a warning!

The business world believes and knows that, where there is a Change, there is an opportunity lurking. And so, new business models and new product offerings will be the key to success as the markets are slowly opening up in phases, normalcy is gradually restoring and the consumer will slowly get confident.

The world understands now, that, nothing and no one is indomitable. In the Covid19 pandemic, we all are brought down to our knees immaterial of our supremacy in power and business, our race and colour or whatever it be that we, as people, thought we could own and control! The world is now brought to one single level, and it waits there in hope and cure.

Researchers in this Journal have contributed papers from various fields of study and an interesting assortment of perspectives is presented to the readers.

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RESOURCE SHARING AND LIBRARY NETWORKS IN INDIA WITH SPECIAL REFERENCE TO DELNET

Barnabas Swati*, Mulani Siraj**, Adhav Jitin**, Thore Krushnakumari**

I) ABSTRACT

Information explosion is a conjunctural concept used to describe the stupendous speed at which information is being generated and distributed in various formats. Ever increasing demand for knowledge has led to increased publications and multidisciplinary approach. No organization or their libraries can afford to be fence sitter but needs to be proactive and grab the possible options available to satisfy the users demand and update the services. A library network in India plays a vital role in resource sharing and making use of it is the need of the hour. The present work is a comparative study of INFLIBNET and DELNET library networks emphasizing objectives, activities and services. Furthermore, present paper deals with descriptive and documentary sources of DELNET and present a case study of regional deliberation conducted by IMSCDR Learning Resource Centre in State of Maharashtra at Ahmednagar, India.

Key Words: Networking, Resource Sharing, IMS, DELNET, Ahmednagar, India, INFLIBNET

II) INTRODUCTION

The sharing is a need-based activity framed around the age-old concept of give and take. In general it is as old as the civilization. In "the field of libraries we might trace the history of resource sharing since their inception in various forms viz., shared cataloguing, library cooperation, interlibrary loan and union catalogue etc., The term library resources include any and all of the materials, functions and services, which constitute a modern library system. It is amalgamation of people, processes, ideas, materials and money which forms the substance of a library and can be described as its resources (Kaul, 1999).

Libraries in India are striving to provide necessary and relevant information to their users. Limited resources have been one main barrier to satisfying the growing informational needs of the users. Now, the Indian libraries are planning various methods of resource sharing to help meet information demands. Attitudes of library and institutional managements have undergone a change, to become more open to the benefits of resource sharing. A number of formal arrangements are being made for resource sharing among the libraries (Rao, 2006).

A) Networking

Network is the term that is widely used to connect computers that shares resources and information with each other through some type of medium. The main objective of networking is optimum utilisation of available information resources through sharing. A computer network allows user of one computer to use resources of

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another computer, which may be space, database, programme or printer. Communication between computers exists under the control as series of networking protocol or rules responsible for ensuring the safe delivery of data to its destination. Protocols govern the format of the data, how it is sent and how it is received. It allows each node on the network to receive data in a proper format so that it is understandable (Sehgal 2004).

Networking of libraries is a co-operative endeavor of libraries, improves other areas such as cataloguing process, database creation and staff development too. In addition to that, it reduces the financial burden by the sharing of common resources. As defined by Alphonse F. Frezza "A formal organization among libraries for co-operation and sharing of resources, in which the group as a whole is organized in to sub groups with the exception that most of the need of a library will be satisfied within the sub groups of which it is a member (ALA 1986).

Library Networking, Library Resource Sharing, Library Co-operation, Library Consortium are various term given to the same activity which mean that a group of libraries have come together and entered into some kind of formal understanding for the purpose of sharing the resources of each other's materials, functions, services and the staff to their mutual benefit realizing that only through library networking the greatest amount of the best information can be provided to most of the users at the most reasonable cost (Sujatha 2000). The following needs and objectives of library networking are currently.

- Tremendous growth of literature.
- Increasing cost of documents.
- Declining library budget.
- Technological advancement (Bavakuty 2002)

B) Resource Sharing

The increased growth, use and value of information generated the concept of information society or information oriented society. If we analyze the situation from invention of printing press to Internet, we find that the complete civilization is moving from generalization to specialization, whether it is growth and nature of subject, commodities or services. In this era of specialization, the efficiency and efficacy of libraries will be measured by the services provided by them not by the physical collection they have. In this situation the sharing of the resources only may provide the variety of new information services, because in this era it is not possible for any library to accommodate the universe of knowledge physically within the library boundaries. So the resource sharing became the need of the time to fulfill the ever-specialized user's information needs in cost effective manner as the main objectives of resource sharing are - Reduction in all round cast; Avoidance of unnecessary

duplication of information materials and efforts; Possibility of developing specialized activities specifically concentrating on some particular area and Maximum accessibility to information without losing the individual identity of libraries. At present, specifically in case of Indian academic libraries, which are planning and going to adopt the Information Technology, the resource sharing is needed for retrospective conversion of their bibliographical data to electronic form,

- To help less equipped libraries.
- To reduce the cataloguing cost.
- To share the valuable resources
- Documents and information.
- Technical expertise.
- To decentralize information.
- To boost the distance learning and more (Mishra, 2000).

Resource-sharing activities in Indian libraries can be grouped broadly into four categories:

- Establishment of National Information System in Science and Technology
- (NISSAT) National Information Centers (NIC)
- Library Consortia
- Document Delivery Service (DD)
- Interlibrary Cooperation (Rao, 2006).

C) The genesis of library networking in India

In India during the late 1980s and 1990s there was a movement to establish city and regional-based library networks by NISSAT (National Information System for Science and Technology), a body under the Dept. of Scientific and Industrial Research (DSIR), Government of India. It provided some financial assistance for the setting up of these library networks. This has led to the mushrooming of various city library networks in India including BONET (Bombay Library Network), CALIBNET (Calcutta Library Network), DELNET (Delhi Library Network which later became Developing Library Network in 2000) and PUNENET (Pune Library Network). The University Grants Commission also developed INFLIBNET (Information and Library Network) in 1991 to network the University Libraries in the country. Only a few networks were able to work on the self-sustainable model and continued to exist after the initial phases of implementation and functioning. DELNET, starting as a project in 1988 became a national library network in India in 2000. UGC continued funding INFLIBNET to provide the support to the University Libraries in the country. The remaining city library networks due to the lack of

planning for developing the networked resources and its functions soon perished from the networking scene of the country (Kaul, 2010). Some of the important and significant networks in India are such as -

- General Networks: NICNET (1977), INDONET (1986), I-NET (formerly VIKRAM (1991), RABMN (1991)
- Library Networks (Metropolitan): CALIBNET (1986), DELNET (1988), PUNET (1992), ADINET (1993),
- MALIBNET (1993), BONET (1994), MYLIBNET (1995), BALNET (1997)
- Library Networks (Wide Area): INFLIBNET (1991)
- Information Networks (Sectoral): ERNET (1986), VIDYANET, OPNET, SIRNET, BTISNET, DESINET (1986) (Karn & Das, 2009)

III) REVIEW OF LITERATURE

- A) Mishra, Sanjay (2001), conducted a survey of local library networks in India for studying the factors affecting local library networks. A survey of participating libraries of four local networks (ADINET, CALIBNET, DELNET and PUNENET) in India was conducted using a survey method. The study revealed that organizational factors such as planning, governance, funding, communication and administration are related to each other. The study surveyed 131 libraries. The questionnaire included items related to computerization and networking, organizational factors and general data. The study considered six organizational factors as planning, governance; funding, communication administration and success and they were measured using a linker 5 point scale. The response for these factors indicated moderate level indicating that raising the levels of these factors will assist in developing local area networks. The researcher concluded that the local area networks in India are in elementary stage, further adding that only DELNET is functioning in true sense as a network.
- B) Devi, P and Singh, S. (2006) discusses the training development continuum and their fitness at the various levels of the organization. It explains the importance of manpower in the context of libraries especially the university libraries. Further, highlight the various aspects for development of library manpower in today's fast changing environment. Finally analyses reports of various committees set up by the UGC in respect to libraries: and their implication upon the manpower development of libraries. It further stated that in this digital era, where information travels across the Universe in lightning speed with the latest electronic gadgets, it becomes very necessary to equip our scholars with the best possible information processing and retrieval systems in order to make them fore runners in acquiring knowledge and expertise in all possible fields. INFLIBNET is paving ways to attain the targets in a very commendable manner and still continuing to provide more vital assistance to

the intellectuals and scholars thus helping the nation to be in the forefront of knowledge management.

- C) Kaul, Sangeeta (2009), conducted a study of DELNET libraries for assessing the usage of DELNET services. The study result shows that there were total 90% respondents indicating the dedicated internet facility in their libraries and in 97% organizations, faculty have direct access to the internet from their own desk. Awareness of DELNET services was indicated by 92% of member libraries. Photocopying of journal articles and supply is the most popular service of DELNET. The study has found that 86% member libraries are benefited from the union catalogue and above 90% libraries are satisfied about the Inter Library Loan / Document Delivery service of the DELNET.
- D) Gautam, Anil Kumar (2014) in a comparative study of INFLIBNET and DELNET highlighted significant activities and services of these two library networks. A new parameter on the basis of published conference papers in CALIBER and NACLIN has been devised for making the assessment of the services and activities organized by INFLIBNET and DELNET. Assessment has also been made on the effectiveness of these organizations contributing in making available the reading resources to their member libraries. Further suggestions have been given for improvement of services.
- E) Valarmathy, N. and Perumal, K. Kaliya (2014) conducted a comparative study on Indian Library networks. Libraries play a vital role in the present social environment and providing various services to the user community with the advent of new modern technology. One of the main services of any library is to satisfy their users by providing resources at the right time even from the other libraries by resource sharing. The library networks play a major role for effective resource sharing. In India there are nine major metropolitan library networks. This study focused on the comparative study of the nine Library networks on the basis of the sponsorship, objectives, services, functions etc.
- F) S. Sundareswari (2015) evaluated the use of e-resources available through DELNET, New Delhi, with a view to examine the exposure of engineering colleges & universities library members to e-resources. The paper stated that academic libraries in India are facing a lot of problems due to static budget and exponential price hike of library collection materials. The library environment is currently undergoing a rapid and dynamic revolution leading to new generation of libraries with the go green on e-resources. A lot of efforts have been taken in past few years to overcome this problem of financial crunch by resource sharing through DELNET for university & Engineering college libraries. It is providing scholarly resources including peer reviewed journals links, databases, abstracts proceedings and ILL services etc. These efforts are a boon to university library users which definitely boost the level of higher education system in our country.

G) Umeozor, Susan Nnadozie (2019) in the paper discussed the factors that necessitated information networking and the University of Port Harcourt library's network initiatives. Information networking is a process of communication, exchange of ideas, resource sharing and collaboration between individuals, organizations, institutions and libraries and it is facilitated by ICTs and the internet for improved accessibility. It has been brought about by information explosion, rapid advancement in information communication technologies, inadequate funding and increased demand for quality information. Benefits of information networking include resource sharing, on-line conferences and participation in programmes at distant centers, collaboration among scholars in different countries. Communication flow through the internet, social media, and electronic mail. Library information networking started with the interlibrary loan which has metamorphosed into library consortia in which groups of libraries partner to coordinate activities, share resources and combine expertise. The University of Port Harcourt Library network initiatives started with an e-granary (a CD ROM) and the establishment of a local area network. Information networking has greatly improved the sharing of resources in acquisition and dissemination of information resources since no single institution can acquire the overwhelming number of information resources in their various formats.

IV) RESEARCH METHODOLOGY

A) Objectives of Study

The following Objectives are framed for this study-

- To identify the key services and activities of INFLIBNET & DELNET.
- To highlight the different deliberations carried out by DELNET at national level throughout India.
- To study one day regional workshop conducted by DELNET in the state of Maharashtra, India.
- To examine responses of one day regional workshop coordinated and organized by IMS Ahmednagar, Maharashtra in collaboration with DELNET N. Delhi.
- To offer suggestions related to regional workshops to improve the DELNET network environment.

B) Research Design

This study is a descriptive one and worked on the documentary sources published by the networks like INFLIBNET, DELNET. The key objectives, activities and services have been identified which are available to the member libraries and users. Data has been collected from published documents along with Website information which is taken into account for subsequent analysis and interpretations. One day regional DELNET

workshop was conducted on 14th Oct. 2019 at BPHE Society's Institute of Management Studies (Career Development & Research), Ahmednagar i.e. IMSCDR. The data from the participants were collected by questionnaire method. The respondents were from different regions from State of Maharashtra .The suggestions are highlighted and recommended.

V) COMPARATIVE STUDY OF INFLIBNET AND DELNET

Although all the networks were established in 1992-1994, only INFLIBNET and DELNET are well established and functioning at International level. Actually CALIBNET was the first library Network visualized and started by NISSAT in 1986. It is observed that except DELNET and INFLIBNET all other Networks are named in their own cities name, like Ahmadabad, Kolkata, Chennai, Mysore, Pune etc. Initially DELNET was also named as Delhi Library Network and it was changed into Developing Library Network. INFLIBNET is named as Information Library Network as it is providing Information to its member libraries and others which are mostly academic and Research and Development Institutions (Valarmathy and Perumal 2014)

It is observed that DELNET and INFLIBNET have extensive and comprehensive objectives. DELNET started in 1988; registered in 1992 and INFLIBNET in 1992. Both these networks are well established and functioning at National & International level. Initially DELNET was named as Delhi Library Network which further was reframed into Developing Library Network. INFLIBNET is named as Information Library Network as it is providing Information to its member libraries which are Academic; Research and Development Institutions. DELNET is serving to all types of libraries including academic, public and special libraries. The common ground between these two library networks are sharing of resources including materials, manpower , services between member libraries and extend it further by conducting training sessions and deliberations . They additionally coordinate with regional, national and international networks to maintain electronic and mechanical equipment's for fast communication and disseminate information. Networks are rendering Inter Lib r a r y Loan by sharing resources and facilitate document delivery service. INFLIBNET links universities, colleges, research and development laboratories and institutions of national importance in India. Information and Library Network (INFLIBNET) Centre is an autonomous facilitates academic communication amongst scientists, engineers, faculties and students through electronic mail file transfer, computer/audio/videoconferencing etc., INFLIBNET promote R&D and generate revenue by providing consultancies and information services. Refer table no.1 for comparative study w.r.t. year, network, services, objectives etc.

DELNET provides access to millions of resources through e-books, e-journals, periodical articles, video recordings, theses and dissertations. As per the DELNET brochure dated March 18 2019 it compiles 2,93,30,550 records in union catalogue of books searched by fields like author, title, subject, call number, ISBN/ISSN number etc. The union list of current periodicals have 38,184 titles of periodicals, union catalogue of periodicals have 20,235 records, database of periodical alerts have 9,84,809 records, CD ROM database has 58,831

records, union list of video recording has 6000 records, union list of sound recording has 1025 records, and 1,29,400 records are available of theses and dissertations. The photocopies of the Journal articles are supplied to the libraries on request. As per the website accessed and data retrieved on 6th March 2020 there are 6904 membership in India and 22 members outside India which includes countries like Bhutan, Nepal, Nepal, Oman, Philippines, Sri Lanka United Arab Emirates, United States . In India maximum membership has registered from Tamil Nadu with 920 followed by Uttar Pradesh with 853 members and Maharashtra State with 853 members and increasing. DELNET has developed DELPLUS software which is free for member libraries; consortia of e-resources and e-books are available. Regional training and orientation programmes cum workshops are arranged in different cities. It conducts annual conference National Convention on Knowledge, Library and Information Networking- NACLIN which promotes resource sharing at the national and international levels among member libraries of DELNET. There are videos uploaded on site to assist the access flawlessly. It has e-resources consortia and have “New Discovery portal” on the website (<http://www.delnet.in/pdf/DELNET-brochure.pdf>)

The union database named “IndCat: Online Union Catalogue of Indian Universities” created by the INFLIBNET Centre is an outcome of the financial and logistic support offered to 166 universities by the UGC under its library automation scheme. The number of records available in the IndCat database of books is 128+ Lakhs bibliographic records from 157 university libraries with around 73.76 lakhs unique records. There are 2.5+ Lakhs doctoral theses submitted by 287 Indian universities / institutions .Current Serials includes 33,184 journal titles subscribed by 213 participating university libraries including journals from the UGC Infonet. Digital Library Consortium Holding has 50,164 of the serials from the 89 participating university libraries. Consortium for Educational Communication (CEC) Video has database of 14,909 bibliographical records of educational video programmes produced by the CEC and its 17 EMMRCs. CEC's Video Database is a result of collaborative programmes between INFLIBNET and CEC, hosted into IndCat server .The Union database of books provides for downloading of selected bibliographic records in MARC21 format and porting them to MARC21-compliant integrated library software. It also facilitates the download features for CCF and ISO format (<https://www.inflibnet.ac.in/publication/otherPublication.php>)

INFLIBNET conducts an annual Convention on Automation of Libraries in Education and Research Institutions (CALIBER) in different parts of the country in collaboration with universities. The CALIBER 19 offered a unique opportunity to information professionals and knowledge managers to expand their horizons and extend professional expertise regularly. It has UGC-INFONET Digital Library Consortium; J-Gate Custom Content for Consortium; N-LIST Programme for College Libraries; Open Journal Access System (OJAS). Shodhagangotri provides online access to the synopses approved for research in universities. INFLIBNET developed SOUL software for the automation of all member libraries along with UGC INFONET e- journal Consortium. It procures electronic information resources and acts as facilitator by providing wide access among its member libraries.

Table 1: Comparative study of INFLIBNET and DELNET

Criteria	INFLIBNET	DELNET
Acronyms & full form	INFLIBNET Information Library Network	DELNET DELNET Developing Library Network
Year of establishment	1992	1988
State of Network	Functional	Functional
Place	Ahmedabad	Delhi
Services	Services to Academic Libraries	Services to Academic Libraries ; Services to the Public Libraries and Services to Special Libraries
Sponsors	UGC	Initially by NISSAT, DSIR now NIC
Objectives	<ol style="list-style-type: none"> To promote and establish communication facilities to improve capability in information transfer and access that provide support to scholarship, learning, research and academic pursuits through cooperation and involvement of concerned agencies; To establish information and library network - a computer communication network for linking libraries and information centres in universities, deemed to be universities, colleges, UGC information centres, institutions of national importance and R&D institutions, etc. avoiding duplication of efforts; 	<ol style="list-style-type: none"> To promote sharing of resources , guidance cataloguing database services, circulation, acquisition control and online services etc. among the member Libraries Reduce duplication wherever possible. To establish a referral center to monitor & facilitate catalogue search & maintain a central online union catalogue of books, serials, non-book materials of all participating libraries, promote delivery of documents manually and mechanically. To develop bibliographic database of books, serials and non-book materials, database of projects, specialists and Institutions. To maintain electronic and mechanical equipment for fast communication of information and delivery of electronic mail . ,

	<p>3. To facilitate academic communication amongst scientists, engineers, social scientists, academicians, faculty, researchers and students through electronic mail, file transfer, computer/audio/video conferencing, etc;</p> <p>4. To undertake system design and studies in the field of communications, computer networking, information handling and data management;</p> <p>5. To establish appropriate control and monitoring system for the communication network and organize maintenance;</p> <p>6. To collaborate with institutions, libraries, information centres and other organizations in India and abroad in the field relevant to the objectives of the Centre;</p> <p>7. To promote R&D and develop necessary facilities to create technical positions for realizing the objectives of the Centre;</p> <p>8. To generate revenue by providing consultancies and</p> <p>9. information services; and</p> <p>To do all other such things as may be necessary, incidental or conducive to the attainment of all or any of the above mentioned objectives.</p>	<p>coordinate with other regional, National and International networks for exchange of Information and documents.</p> <p>To facilitate for the publication of newsletters/Journals devoted to networking and sharing of resources</p>
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<p>Activities and Services of Indian library Networks</p>	<ul style="list-style-type: none"> • Union catalogue service, • Development of Software SOUL and automation of member libraries • UGC INFONET Internet connectivity programme & Digital Library consortium • Human Resource development • Database Development & management, • Document supply services, e-mail • SOUL training Programme, • Conducting annual convention CALIBER, Audio visual conferencing etc. • Shodhaganga ,Shodhagangotri Project 	<ul style="list-style-type: none"> • Union catalogue of Books - Periodicals, union list of current periodicals, Databases of periodical articles, non-print materials, thesis and dissertations • Directory of member Libraries • Online Inter library loan (ILL) • Document delivery services,(DDS) • DELNET CONSORTIA FOR e-Books /E-Journals • Training Programme workshops / lectures • Retro conversion, reference services, • DELPLUS (Library Management Software). • Technical Support System for installing Koha software. • DELNET guest house facility.
<p>Convention</p>	<p>CALIBER :Convention on Automation of Libraries in Education and Research Institutions</p>	<p>NACLIN :National Convention on Knowledge, Library and Information Networking</p>

(<http://www.delnet.in/pdf/DELNET-brochure.pdf> & <https://www.inflibnet.ac.in/publication/otherPublication.php> Accessed and retrieved on 6th March 2020

From the above data and description it can be concluded that DELNET and INFLIBNET are well established library networks providing various services at the national and international level. The libraries associated with these networks play a vital role in their respective organization and keep the users on the edge of current trends in core as well as multidisciplinary subjects .Every member library should upload library data to create a union databases of books, Journals and other records . The benefits are dual and assist to serve the user community.

Gautam, 2014 conducted study on the papers in conference proceedings of NACLIN related to activities and services of DELNET as well as CALIBRE of INFLIBNET. It reflects the productiveness of services used by member libraries of these networks. The CALIBER (INFLIBNET) analysis is based from year 2007(5 papers), 2008(15 papers), 2009(6 papers), 2011(5 papers) and 2013(2 papers) had total thirty three papers published. The NACLIN (DELNET) analysis from year 2009 (1 paper), 2010(1 paper), 2011(3 papers), 2012(1 paper) and 2013(1 paper) had total seven papers published. It was analyzed and observed that users are aware about INFIBNET services and activities. On the contrary representation of papers in NACLIN (DELNET) conference shows that the services and activities have not been reviewed as papers reviewing DELNET services is not available in good number .Thus last six conference / convention have been analyzed in table no.2 which shows comparative information about the papers relating to INFLIBNET & DELNET services, activities appeared in CALIBER conference volume of INFLIBNET and NACLIN conference volumes of DELNET for the last five years.

Table 2: Year wise relevant research paper in conference proceeding

CALIBER (INFLIBNET)	No. of papers published	NACLIN (DELNET)	No. of papers published
2015	1	2014	--
2017	--	2015	1
2019	--	2016	--
--	--	2017	--
--	--	2018	--
--	--	2019	1

It observed that users are aware about INFIBNET services and activities and has declined in writing research papers about INFLIBNET. On the contrary representation of papers in NACLIN (DELNET) conference reconfirms that the services and activities have not been reviewed as papers reviewing DELNET services is not available in good number. DELNET has been consistent in popularizing by conducting the deliberation annually unlike INFLIBNET which has started bi-annual conference. It is further noted that INFLIBNET caters to institutions of higher education only whereas DELNET caters to academic, public, special libraries and private organizations too. All libraries require infrastructure and online data access facilities such as availability of computers, internet connectivity, and backup in form of inverter or generator etc. in the member libraries. At some places difficulty of network connectivity and speed also can be major hindrance. Budgetary constraints and skeletal

library staff also can be counted as major issue.

Developing Library Network (DELNET):

There is a transformation taking place in the attitude of Indian institutions toward sharing of their library resources. All libraries are feeling the pinch of limited resources in the context of increased user demand for information. The experiences of libraries in other countries (especially from developed countries) and their resource-sharing programs have given impetus to Indian libraries to plan for resource-sharing activities with an open mind, which in turn is helping to meet the demands of the users to a limited extent. Since technology-based programs have been innovative and new, the training programs have been important to enable both the users and professionals to become acquainted with new resources and methods. Staff and users are being trained to make use of the resources at their institutions and resources subscribed to under consortia programs. Thus, the training is becoming a continuous activity for members of consortium institutions (Rao, 2006).

There are five factors i.e. 5 Cs which are functional parameters of DELNET are essential for an operational library network and which govern its functionality. These can be described as the 5 Cs i.e.

Connectivity, Cost, Computers, Client and Content which contribute to the growth and success of DELNET (Kaul, 2010). As per the letter issued by DELNET dt. 29th Sep 2019 it connects to more than 6,700 libraries in 33 States and Union Territories in India and other countries. It is a major operational resource sharing library network in South Asia. It provides access to more than 3 crore records of books, e-Journals, e-books, etc. It offers free library automation software to member-libraries, Inter-Library Loan and Document Delivery Services to member institutions. The DELNET Consortium for E-journals and E-books is also available. DELNET has also recently launched Knowledge Gainer Portal which provides access to nearly 80 lakh full text documents including e-books, e-journals & e-articles. DELNET also has a Coordination Unit in Pune and has more than 800 member-institutions in Maharashtra. DELNET conducts a series of One-Day Workshops. DELNET encourage host Librarian and local expert in field of Librarianship to make a presentation and interact with participants during these deliberations.

DELNET arranges training programmes, lectures, workshops and the National Convention on Knowledge, Library and Information Networking (NACLIN) every year. The purpose is to familiarize the library professionals to the current tools and technologies so that they can implement them in their respective libraries. It will also help in better and effective utilization of DELNET resources and gearing up for visit of nationalized accreditation bodies. Refer table no. 3 for India level DELNET workshop: year wise representation, table no. 4 for India

level DELNET regional workshop & Conference NAELIN: Indian city wise and table no. 5 for India Level DELNET Workshop: Maharashtra State. The period is of ten years from 2009-2019. It is observed that the breakdown reveals five workshops in 2019, two in 2016, one in 2014 and two in 2013 respectively. Further the city in Maharashtra breakdown shows that Pune city had three workshops, Mumbai and Nagpur each had two workshops conducted by DELNET, and while Jalgaon, Nasik & Ahmednagar had one each workshop conducted with total mounting to ten workshops in five cities of Maharashtra State.

VI) IMSCDR'S LEARNING RESOURCE CENTRE

BPHE Society's Institute of Management Studies (Career Development & Research), Ahmednagar (IMSCD&R), estd. 1990, is a self-financed Christian Minority Institute. It is affiliated to University of Pune now known as Savitribai Phule Pune University (SPPU) and recognized by All India Council for Technical Education (AICTE), New Delhi. IMSCD&R offers two University level Post-Graduate Programmes in Management & Information Technology including Ph.D. Programme in Management.

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Table3: India Level DELNET Workshop:Year wise

Sr. No.	YEARS										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
1.	Lecture on Advancing for the Value of Information Professionals in the Workplace, held at IIC on October 7, 2009.	DELNET Workshop held at V R Siddhanta Engineering College, Vijayawada on November 13, 2011	DELNET Workshop held at The Maharaja Sayajirao University of Baroda, Vadodara on September 10, 2011	DELNET Annual Lecture on "Transcending the Boundaries of Vision : Managing Digital Content in the Mainstream Libraries for the Print Disabled", held at IIC, Annexe on December 15, 2012	DELNET Workshop held at University of Engineering and Technology, Dhenkanal, Odisha on August 10, 2013	DELNET Workshop held at LIS Professionals to DELNET on November 5, 2014	DELNET Annual Lecture on "Libraries of the Future: The Great Expectations", organised by DELNET in collaboration with Balaji Institute on November 16, 2016 at DELNET, New Delhi	DELNET Annual Lecture on "Digital Preservation and Emerging technologies in Knowledge Management, Best Practices and Strategies" by Mrs. Heather Brown held on Tuesday, December 13, 2016 at 11:00 am at DELNET, New Delhi	DELNET OneDay Workshop "DELNET Discovery Services, Open Source Software, Emerging technologies in Knowledge Management, Communication Skills for LIS Professionals, Academic Integrity & Plagiarism" held at D. A. V. University, Jalandhar on September 16, 2017	DELNET Workshop on Developing Capacities for Reference and Research organised in collaboration with Jamia Millia Islamia, New Delhi held at JMI on April 23, 2018	DELNET Annual Lecture on "The Role of Emotional Intelligence Leadership in Library Networks in the U.S.-Change/Collaboration & Team Building by Dr. Camilla Aire held on Monday, October 7, 2019 at 10:30 a.m. at DELNET.
2.	Lecture on Information Literacy Competencies : New Directions, held at IIC Annexe (Lecture Hall) on August 6, 2009.	Orientation Programme held at GLATIM, Mathura on July 29, 2010	DELNET Workshop held at The Maharaja Sayajirao University of Baroda, Vadodara on September 10, 2011	DELNET Annual Lecture on "Cyber Laws and E-Security", held at IIC on December 5, 2012	DELNET Workshop held at Anitya University, Noida on July 20, 2013	"Indo-US Dialogue on Future of Librarianship" held at India International Centre, 40 Lodi Road, New Delhi, on Wednesday, November 5, 2014 at 5:45 p.m.	DELNET Programme on "Academic Integrity Event : How to stop Plagiarism in Academic Environment" held on Monday, November 16, 2015 at DELNET, New Delhi	Symposium on "Libraries of the Future: The Great Expectations", organised by DELNET in collaboration with Balaji Institute on November 16, 2016 at DELNET, New Delhi	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software, Emerging technologies in Knowledge Management, Communication Skills for LIS Professionals, Academic Integrity & Plagiarism" held at Aditya Engineering College, Surat on September 11, 2017	DELNET Workshop on Developing Capacities for Reference and Research organised in collaboration with Jamia Hamdard, New Delhi held at JHCL on May 2, 2018	DELNET OneDay Workshop on "DELNET Discovery Services & Knowledge Gainer Portal, Open Source Software, DELNET's Delplus Software for Library Automation (provided free), Emerging Technologies and Strategies for LIS Professionals, Academic Integrity: How to Stop Plagiarism in Academic Environment and Enhancing Users' Satisfaction in Libraries" held at Institute of Management Studies, Career Development and Research, Ahmednagar, Maharashtra on Monday, October 14, 2019.
3.	"Three Days Workshop on Modernisation of College Libraries in the State of J&K" organised by DELNET in collaboration with Department of Library and Information Science, University of Kashmir, Srinagar, July 2-29, 2009	DELNET Annual Lecture on "Robotics and Artificial Intelligence", held at IIC on May 11, 2010	DELNET Workshops on Open Source Software Solutions for Managing Content, Library Automation and Digital Libraries, held at DELNET, New Delhi from August 1-13, 2011	DELNET Workshop held at Malla Reddy Engineering College, Secunderabad on August 13, 2012	DELNET Workshop held at Central University of Himachal Pradesh, Shuhpur Campus, District Kangra on June 15, 2013	Visit of INHF/W Delegates to DELNET on October 16, 2014	A Panel Discussion on "Digital Knowledge Repositories: Emerging Issues, Trends and Technologies" held on Tuesday, November 3, 2015 at IIC, New Delhi.	DELNET OneDay Workshop on "DELNET: Resources, Services & Facilities and Open Source Software for Libraries" held at Shri Ramapada College of Engineering & Management, Nagpur on November 15, 2016	DELNET OneDay Workshop "DELNET Discovery Services, Open Source Software, Emerging technologies in Knowledge Management, Communication Skills for LIS Professionals, Academic Integrity & Plagiarism" held at Jawaharlal Nehru Technological University, Hyderabad on September 08, 2017	"Lecture on Cyber Hygiene and Online Security" by Vineet Kumar held on May 11, 2018 at 11 a.m., at DELNET	DELNET OneDay Workshop on "DELNET Discovery Services & Knowledge Gainer Portal, Open Source Software, DELNET's Delplus Software for Library Automation (provided free), Emerging Technologies and Strategies for LIS Professionals, Academic Integrity: How to Stop Plagiarism in Academic Environment and Enhancing Users' Satisfaction in Libraries" held at Depressed Classes Management College of IITee Stubs, Mumbai, Maharashtra on Saturday, October 12, 2019.
4.	May 21, 2009 Amrita School of Engineering, Bangalore	DELNET Workshop on Koha Integrated Library System, held at DELNET, New Delhi from May 3, 2010	DELNET Annual Lecture on "The Library in the Cloud", held at IIC on March 19, 2012	DELNET Workshop held at J. S. S. Academy of Technical Education, Bangalore on May 07, 2013	DELNET OneDay Workshop held at G. I. T. A. M. University, Visakhapatnam on September 17, 2014	DELNET OneDay Workshop on "Digital Knowledge Repositories: Emerging Issues, Trends and Technologies" held on Tuesday, November 3, 2015 at IIC, New Delhi.	DELNET OneDay Workshop on "DELNET: Resources, Services & Facilities and Open Source Software for Libraries" held at Bharati Vajapeeth Deemed University, New Law College, Pune on November 12, 2016	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software, Emerging technologies in Knowledge Management, Communication Skills for LIS Professionals, Academic Integrity & Plagiarism" scheduled to be held on August 28, 2017 at Chitkara University, Solan has been postponed.	DELNET OneDay Workshop on "Strategies for Transforming Libraries: Growing Trends & Technologies" held at Dr. Bhim Rao Ambedkar University, Agra on Monday, May 21, 2018	DELNET OneDay Workshop on "Developing Capacities for Reference and Research : DELNET Discovery Services, Plagiarism & Academic Integrity and Mendley, Digital Reference Management Tool" held at IIPS Mumbai on October 11, 2019	

5.	May 23, 2008, S. R. Katakshidhar M.A. University, Katakshidhar	DELNET Workshop on Building Digital Libraries held at Delhi from April 28-30, 2010	DELNET Workshop held at Japuria Institute of Management, Lucknow on June 16, 2011	DELNET Workshop held at R.V. College of Engineering, Bangalore on February 1, 2012	DELNET Workshop held at K. L. E. Society's College of Engineering & Technology, Belgaum on May 04, 2013	DELNET OneDay Workshop held at Vinayaka Jyothi Institute of Management, Hyderabad, Telangana on September 13, 2014	DELNET OneDay Seminar "Reforming Issues in Library & Information Science: Emerging Challenges" held on Wednesday, October 7, 2015 at DELNET, New Delhi	DELNET Lectures on "Global Trends in Libraries" by Mr. Christopher Dimmett held on Friday, October 21, 2016 at 11:30 a.m. at DELNET, New Delhi	DELNET OneDay Workshop on DELNET Discovery Services, Open Source Software, Emerging technologies in Knowledge Management, Communication Skills for US Professionals, Academic Integrity & Plagiarism" held at I. T. M. University, Gwalior on August 21, 2017	DELNET OneDay Workshop on "Strategies for Transforming Libraries, Growing Trends & Technologies" held at Jawaharlal Nehru National College of Engineering, Shimoga on Tuesday, May 29, 2018	DELNET OneDay Workshop on "Developing Capabilities, Reference and Research : Session on DELNET Discovery Services, Plagiarism & Academic Integrity and Mentelky : Digital Reference Management Tool" held at MtechCaps University, Indore on Monday, July 28, 2019	
6.	June 05, 2009 Visva-Varati University, Santiketan	DELNET Workshop held at IIAS, Shimla on May 27, 2011	DELNET Workshop held at National Institute of Technology, Trichirappalli on April 22, 2013	DELNET Workshop held at Sri Krishna College of Engineering and Technology, Coimbatore on January 30, 2012	DELNET Workshop held at National Institute of Technology, Trichirappalli on April 22, 2013	DELNET One Day Workshop held at Mtech Caps Group of Institutions, Indore on Saturday, August 30, 2014	DELNET OneDay Workshop on "DELNET: Resources, Services, Facilities and Space: an Open Source Software for Building Digital Library, Institutional Repository" held on Wednesday, August 12, 2015 at Vignans University, Gurur Dist., Andhra Pradesh	Visit of MLISc Students and Faculty of DLISc, Mizoram University, Aizawl on September 19, 2016	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software, Communication Skills for US Professionals, Emerging technologies in Knowledge Management & Academic Integrity: How to Stop Plagiarism" held at Thapar School of Management, Patiala on Saturday, August 05, 2017	DELNET OneDay Workshop on "Strategies for Transforming Libraries, Growing Trends & Technologies" held at The National Institute of Engineering, Mysuru on Thursday, May 31, 2018	DELNET OneDay Workshop on "Building Management Competencies for LIS Professionals" in collaboration with INMANTEC, Ghaziabad held at DELNET, New Delhi on Saturday, April 13, 2019.	
7.	Regional Workshops on KOHA-An OpenSource Integrated Library System (ILS) : An Ideal Opportunity for Libraries, held at Allia School of Engineering, Bangalore	DELNET Workshop held at B.T. Mesa, Ranch on April 21, 2011	DELNET Workshop held at Sri Sai Ram Engineering College, Chennai on April 20, 2013	DELNET Workshop held at Amrita Vishwa Vidyapeetham Kollam on January 28, 2012	DELNET Workshop held at Sri Sai Ram Engineering College, Chennai on April 20, 2013	DELNET One Day Workshop held at K. C. E. S's Institute of Management & Research, Jalgaon on Wednesday, August 27, 2014	DELNET OneDay Workshop on Cyber Security-Digital Information Security and Protection of Information Assets" held on Monday, April 11, 2015 at DELNET, New Delhi	DELNET Lecture on "Crowdsourcing: An Overview" by Dr. Mausam held on Thursday, September 15, 2016 at IIC, New Delhi	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software, Communication Skills for US Professionals, Emerging technologies in Knowledge Management & Academic Integrity: How to Stop Plagiarism in Academic Environment" held at Kerala University of Fisheries and Ocean Studies, Kochi on Wednesday, August 02, 2017	DELNET OneDay Workshop on "Strategies for Transforming Libraries, Growing Trends & Technologies" held at PES University, Bengaluru on Saturday, June 02, 2018	DELNET OneDay Workshop * DELNET Discovery Services & Knowledge Gainer Portal, Open Source Software, DELNET's DeJplus Software for Library Automation (provided free), Emerging technologies and Strategies for LIS Professionals, Academic Integrity: How to Stop Plagiarism, Academic Integrity in Libraries" held at MtechCaps University, Indore on Saturday, July 27, 2019	DELNET OneDay Workshop on "Building Management Competencies for LIS Professionals" in collaboration with INMANTEC, Ghaziabad held at DELNET, New Delhi on Saturday, April 13, 2019.
8.	DELNET Annual Lecture on Information Dissemination in New Generation Networks- Opportunities and Challenges" held at IIC on March 5, 2009	DELNET Workshop held at IILM-Academy of Higher Learning, Jaipur on February 26, 2011	DELNET Workshop held at K. D. K. College of Engineering, Nagpur on March 19, 2013	DELNET Workshop held at St. Joseph Engineering College, Kannada on Tuesday, May 06, 2014	DELNET Workshop held at K. D. K. College of Engineering, Nagpur on March 19, 2013	DELNET Annual Lecture on "The Power of the Library: Building the Memory Machine" held at IIC on Tuesday, March 17, 2015	DELNET OneDay Workshop on "The Library: Building the Memory Machine" held at IIC on Tuesday, March 17, 2015	Visit of the Participants of DESIDOC Training Course on Knowledge Discovery, Engineering and Knowledge Management to DELNET on September 7, 2016.	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software, Emerging technologies in Knowledge Management & Academic Integrity: How to Stop Plagiarism in Academic Environment" held at Dr. O. P. Bhatnagar Central Library, M. R. Bhatnagar Institute of University, Faridabad, Haryana on Saturday, July 29, 2017	DELNET OneDay Workshop on "Strategies for Transforming Libraries, Growing Trends & Technologies" held at PES University, Bengaluru on Saturday, June 02, 2018	DELNET OneDay Workshop on "Building Management Competencies for LIS Professionals" in collaboration with INMANTEC, Ghaziabad held at DELNET, New Delhi on Saturday, April 13, 2019.	DELNET OneDay Workshop on "Building Management Competencies for LIS Professionals" in collaboration with INMANTEC, Ghaziabad held at DELNET, New Delhi on Saturday, April 13, 2019.
9.		DELNET Workshop held at National Institute of Virology, Pune on March 16, 2013	DELNET Workshop held at National Institute of Virology, Pune on March 16, 2013	DELNET Workshop held at National Institute of Virology, Pune on March 16, 2013	DELNET Workshop held at National Institute of Virology, Pune on March 16, 2013	DELNET Workshop held at National Institute of Virology, Pune on March 16, 2013	DELNET Silver Jubilee Lecture by Dr Neeta Verma Director-General, National Informatics Centre, Ministry of Electronics and Information Technology, Chennai. Prof. M. Jagadeesh Chancellor, JNU, held on June 30, 2017 at 11 a.m. at DELNET, New Delhi.	DELNET Silver Jubilee Lecture by Dr Neeta Verma Director-General, National Informatics Centre, Ministry of Electronics and Information Technology, Chennai. Prof. M. Jagadeesh Chancellor, JNU, held on June 30, 2017 at 11 a.m. at DELNET, New Delhi.	DELNET Silver Jubilee Lecture by Dr Neeta Verma Director-General, National Informatics Centre, Ministry of Electronics and Information Technology, Chennai. Prof. M. Jagadeesh Chancellor, JNU, held on June 30, 2017 at 11 a.m. at DELNET, New Delhi.	DELNET Silver Jubilee Lecture by Dr Neeta Verma Director-General, National Informatics Centre, Ministry of Electronics and Information Technology, Chennai. Prof. M. Jagadeesh Chancellor, JNU, held on June 30, 2017 at 11 a.m. at DELNET, New Delhi.	Lecture on "Digital Literacy and Online Safety Programme" by Vineet Kumar, Ms. Jence Verghese and Mr. Purnendu Singh held on Friday, March 6, 2019 at 10 a.m. at DELNET	

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10.	DELNET Workshop held at K. S. Rangasamy College of Technology, Trichengode, Namakkal, Tamilnadu on Saturday, May 03, 2014	Visit of MITs Refresher Course in LIS, Delegation to DELNET on February 25, 2015	DELNET OneDay Workshop on "DELNET: Resources, Services & Facilities and Open Source Software for Libraries" held at Sarojini Naidu Govt. Girls Post Graduate College, Bhopal on August 27, 2016	Workshop on DELNET: Resources & Services: Boundless Possibilities for Research and Reference" organised jointly with Kamala Nehru College, University of Delhi, New Delhi on May 5, 2017.	DELNET Lecture on "Use of Data Mining and Big Data Management in Library Science: New Challenging Approaches" by Dr. Hebl Jieun Charls Lamiral, Senior Lecturer, University of Strasbourg, France. Chari. Dr. Usha Mupoo Munsifi, Chief Librarian, India International Centre, New Delhi held on Monday, February 18, 2019 at 10 a.m. at DELNET
11.	DELNET Workshop held at O. P. Jindal Global University Library, Sohni, Haryana on Monday, April 21, 2014	DELNET Lecture on "FOUR PILLARS OF LEARNING" by Dr. Karan Singh held on Saturday, January 24, 2015 at 12:30 PM at Lecture Hall, DELNET, Mehra Road, Vasant Kuri, New Delhi	DELNET OneDay Seminar on "Reinventing Libraries for the New Generation of Library Users" held on Monday, August 8, 2016 and DELNET, New Delhi	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software & Emerging Trends in LIS Services" in collaboration with S. R. University, Chennai held on April 13, 2017 at S. R. M. University, Chennai	Symposium on "Riding the Wave: Discovering New Competencies for LIS Professionals" by Mr. MSuk Oh, President, Korea Special Library Association and President, Asian Chapter, Special Libraries Association (SLA), Dr. Emma Dawkins, Special Librarian, New York, USA, Mr. Robert Nalini Mahajan, Library Director and Webmaster, Marianjoy Rehabilitation Hospital, Greater Chicago, USA, Dr. D. V. Singh, University Librarian, University of Delhi, and Dr. Nabi Hasan, Librarian, Indian Institute of Technology Delhi, Chari. Dr. H. K. Kaul, Director, DELNET, New Delhi held on Wednesday, February 13, 2019 at 10 a.m. at DELNET, New Delhi
12.	DELNET Workshop held at NIT Durgapur, West Bengal on Saturday, March 01, 2014	DELNET Lecture on "E-Waste Management in Institutions: Rules & Guidelines" by Dr. Sandip Chatterjee held on Friday, July 23, 2016 at IIC, New Delhi	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software & Emerging Trends in LIS Services" in collaboration with Christ University, Bangalore held on Tuesday, April 19, 2017, Christ University, Bangalore.	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software & Emerging Trends in LIS Services" in collaboration with Christ University, Bangalore held on Tuesday, April 19, 2017, Christ University, Bangalore.	DELNET OneDay Workshop on " Discovering New Competencies for LIS Professionals: Open Source Software, DELNET's Delplus (provided free), Emerging Technologies and Strategies for LIS Professionals, Academic Integrity: How to Stop Plagiarism in Academic Research and Librarians' Satisfaction in Libraries" held at Yashwanth Education Society's International Institute of Management Science, Pune on Saturday, February 2, 2019
13.	DELNET Annual Lecture on "Personalizing Libraries and Their Access" held at IIC on February 8, 2014 (Text of the Lecture)		DELNET OneDay Workshop on "DELNET: Resources, Services & Facilities and Open Source Software for Libraries" held at Sri Periyar Government Arts College, Vazhappalam (Womans University), Tirupati on Saturday, June 25, 2016	DELNET OneDay Workshop on "DELNET Discovery Services, Open Source Software & Communication Skills for LIS Professionals" in collaboration with INMANTEC, Ghazabad, Uttar Pradesh held on Saturday, March 04, 2017 at INMANTEC, Ghazabad	DELNET OneDay Workshop on " Discovering New Competencies for LIS Professionals: Open Source Software, DELNET's Delplus (provided free), Emerging Technologies and Strategies for LIS Professionals, Academic Integrity: How to Stop Plagiarism in Academic Research and Librarians' Satisfaction in Libraries" held at K. J. Somaiya Institute of Engineering Education & Research, Nashik on Tuesday, January 29, 2019
14.			DELNET Lecture on "Digital Content: Strategies for the Emerging Digital Age" held on Wednesday, May 11,		DELNET Annual Lecture on "Transforming Human Resources in Libraries: Strategies for the Future Learning Ecosystem" by Chandrabir, Srivastava, Srivastava, Haryana held on Monday,

IMSCD &R has reputation for need based and novel educational Programmes, interactive teaching methodology, strong industry interface, meticulous research, meaningful consultancy, community-oriented activities, state of art infrastructure, student development initiatives, visionary leadership, fair and transparent governance and innovative practices. IMSCD&R has been one of the first management institutes to get the ISO 9001:2000 Certification.

The institute has been reaccredited in the year Aug 2018 by NAAC as Grade A+ institute. MBA Programme of IMSCD&R has been accredited in the past by National Board of Accreditation (NBA), New Delhi. IMSCD&R imparts leading knowledge, develops appropriate attitude, skills and competencies to meet corporate and organizational requirements. IMSCD&R conducts various academic, co-curricular and extra-curricular activities to develop overall personality of students. IMSCD&R also conducts various extension activities for students so as to make them responsible citizens. IMSCD&R practices values: a) Inclusive Policy, b) Fairness c) Transparency, d) Secularism, e) Rural and Local Focus, f) Nation Building. The awards and accolades received are -

- Accredited as Grade 'A+' (3.44 Cumulative Grade Point Average (CGPA)) Institute by National Assessment & Accreditation Council of India (NAAC), Bangalore, in the second cycle for a period of five years from 16th Aug 2018.
- Recipient of Best Institute Award from Savitribai Phule Pune University, Pune and also Confederation of Indian Universities & Educational Standards & Testing Council of India, New Delhi
- Recipient of the Best Teacher Award (MBA Faculty) ; two Best Non-Teaching Award (Administration and Library) from Savitribai Phule Pune University, Pune ; and one Outstanding Management Librarian Award by AIMS International (Association of Indian Management Scholars).
- Prestigious "National Award for Leadership in IT Education from Canon India Pvt. Ltd., Star Group & Fun & Joy at Work.
- Learning Resource Centre (Library) received 'Best B- School Library Award' from Discovery Education Media-MBA By choice.

IMSCDR has signed MOU with DELNET in 2010 and since then using all its services and facilities for library users. It benefited from it greatly and found useful to all users. Thus to share its experience, usage and benefits IMSCDR organized a one day regional workshop 'Strategies for Transforming Libraries: Growing Trends & Technologies' on 14th Oct 2019 in association with DELNET. The schedule included welcome and felicitation of dignitaries on dais. The achievements of Library Science student for qualifying SET examination and fellow Librarians were felicitated to acknowledge their ongoing support round the year for

their continuous and extended help. The session started with informative and interactive lectures by DELNET experts' which highlighted DELNET Discovery Services & Knowledge Gainer Portal, Open Source Software, DELNET's Delplus Software for Library Automation (provided free), Emerging Technologies and Strategies for LIS Professionals, Academic Integrity: How to Stop Plagiarism in Academic Environment and Enhancing Users' Satisfaction in Libraries in collaboration with the following member institutions in the State of Maharashtra. The workshop familiarized the library professionals to the current Library & Information Science tools and technologies so as to implement them in their own libraries. It also helped in better and effective utilization of DELNET resources and services.

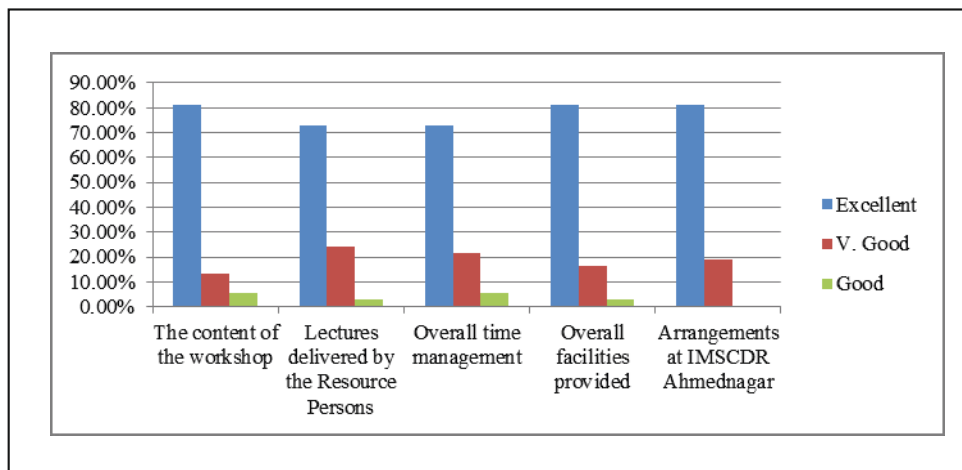
A total number of sixty participants registered for IMS-DELNET one day regional workshop. The questionnaire were distributed and received fully filled thirty seven questionnaire i.e. (74%) response. The survey was based on five point scale with few open end questions. Refer table no. 6 and figure no. 1.

- A. The feedback revealed that, –
- The content of the workshop was excellent with 81.08 %.
 - Lectures delivered by the Resource Persons were excellent with 72.97 %.
 - Overall time management was excellent with 72.97 %.
 - Overall facilities provided were excellent with 81.08 %.
 - Arrangements at IMSCDR Ahmednagar were excellent with 81.08 %.

Table 6: Criteria wise feedback by LIS Professionals

Sr. No.	Criteria	Opinions				
		Excellent	V. Good	Good	Fair	Poor
1.	The content of the workshop	81.08 %	13.51 %	5.40 %	--	--
2.	Lectures delivered by the Resource Persons	72.97 %	24.32 %	2.70 %	--	--
3.	Overall time management	72.97 %	21.62 %	5.40 %	--	--
4.	Overall facilities provided	81.08 %	16.21 %	2.70 %	--	--
5.	Arrangements at IMSCDR Ahmednagar	81.08 %	18.91 %	--	--	--

Figure 1: Criteria wise feedback by LIS Professionals



VII) ANALYSIS, FINDINGS AND INTERPRETATION

- The response to the one day regional deliberation was very good and appreciated unanimously by LIS professionals from different regions of Maharashtra like Aurangabad, Jalgaon, Nasik, Pune, Mumbai and Ahmednagar district in particular. More the 77.83 % of LIS participants found the one day regional workshop excellent w. r. t. content, resource person, time management, facilities and arrangements provided at IMSCDR Ahmednagar.
- The respondents suggested conducting regional workshops at Army cantonment libraries at respective headquarters for defence service librarians.
- The lecture by DELNET expert were very informative, with convincing approach, it highlighted enhancing user's satisfaction in libraries , Webinar and many aspects of librarianship with valuable information.
- The experts from DELNET N. Delhi were energetic with cheerful attitude and prominently willing to answer queries with utmost sincerity. They encouraged local expertise to share their area of specialization on same platform.
- The inaugural session (welcome and felicitation) conducted during the regional workshop at IMS was imposing and DELNET reciprocated it by wholeheartedly honoring the management members with memento and coordinator with plaque and thereafter appreciation certificate.

VIII) SUGGESTION

- DELNET's bibliographic services helps in searching for reading resources and at times save money of member library in a remote area. It is suggested to have social networking tools by integrating social networked services You tube, twitter and so on to enhance the user interaction thus bringing them closer to DELNET.
- One day regional workshop should be exclusively conducted for users of respective member library or on demand twice a year to promote usage by libraries located in interior and remote places.
- It is suggested to conduct one day regional workshops at different district like Akola, Amravati, Aurangabad, Kolhapur, Nanded, Ratnagiri, Sholapur etc. and NACLIN convention in the state of Maharashtra.
- Digital document's Inter Library Loan to be promoted in lieu of Document delivery services.
- The regional DELNET center's should be proactive and guide the member libraries twice a year to cover the regional grass root level area.
- It is suggested that DELNET workshops should be conducted at Ahmednagar and small town places after every couple of years for deep understanding of growing trends and technologies.

IX) CONCLUSION

- A) In the light of efforts, INFLIBNET & DELNET are making available reading resources both in print and online forms, eBooks, e-resources, theses and dissertations, resource sharing and document delivery, software and conferences to member libraries. If both organization works hand-in-hand it may help in promoting each other.
- B) In academic scenario, continuous education is the need of the hour. The library professionals once familiarized with the current tools and technologies, via continuous interactive programmes and workshops, can implement them in their respective libraries. It will further aid in better and effective utilization of INFLIBNET & DELNET resources and gear up for assessment by the nationalized accreditation bodies.

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INVESTMENT BEHAVIOUR AND INVESTMENT PREFERENCES AMONG INDIVIDUAL INVESTORS: REVIEWS OF INDIAN STUDIES

Bendre Anil Rao *

I) ABSTRACT

Research comprised of reviews of selected Indian studies related to investment behaviours of individual investors. All these researches were mainly based on primary data which was collected particularly from the individual investors. Research covered reviews of six studies conducted in Indian context.

Key Words: Investment, Behaviour, Perception, Preferences, Individuals

II) INTRODUCTION

Research comprised of reviews of selected Indian studies related to investment behaviours of individual investors. All these researches were mainly based on primary data which was collected particularly from the individual investors. Research covered reviews of six studies conducted in Indian context.

III) LITERATURE REVIEW

- A) Parimalakanthi K. and M. Ashok Kumar (2015) tried to explore investment behaviour and financial avenues for investments by retail investors located in Coimbatore city. Research took efforts to examine investment preferences and priorities of the individuals. Study also focused on investigating different personal factors having impact on investment decisions and investment behaviours. Primary data was collected using structured questionnaire from 107 respondents who were selected using convenience sampling. Study found that major factors influencing investment decisions of individuals included security of principal, constancy of returns, liquidity and capital appreciation (growth). Study indicated that considering the risk taking ability, investors preferred to invest their savings in fixed deposits, savings accounts, company bonds, Government securities, insurance, shares and stocks, mutual funds, real estates, gold and silver. Study mentioned that individuals can earn more income in an emerging nation. Investors cannot evade risks, but can take proper steps to minimize that risk by investing their savings in safe and secured means of investments, although they may earn moderate / average returns. Study found that before investing money, investors searched for different avenues and options. Also they accepted advices and guidance from financial brokers and advisors. Study concluded that investors considered past performances and returns on investments, accepted accountability of their investments and preferred to

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diversify investments. Study suggested that regulatory authorities should safeguard interest and confidence of fresh investors based on their investment patterns. Investors were suggested to ask for help from expert and professional financial planners instead of taking incorrect investment decisions. Study suggested investors to go for pure protection plan of insurance rather than buying insurance policies charging high amount of premiums. Study recommend that investors should not make last minute investments in hurry, rather they should plan their investment at the beginning of the financial year. Study suggested SEBI to revise the rules about Portfolio Management Service which will enable more investors to avail such services.

- B) Ashwinprabha V. and P. Maruthu Pandian (2016) in their research tried to analyze relation between investment behaviour and financial literacy particularly with respect to married women investors. In general, women investors are quite traditional and conventional compared to men investors while investing their money in different investment avenues and taking risk. Study was based on primary data which was collected from 172 married women investors residing in Pollachi Taluk of Coimbatore District. Data was collected through structured questionnaire and sample was selected randomly. Study found that significant married women preferred and invested in basic traditional financial securities and preferred not to take any risk while making investments. Study found relation between investment behaviour and literacy / awareness of financial investments. study compared variables such as socio, economic, searching information and investment attitude of married women with their literacy and awareness of financial investments. Study found that number of aspects including reading newspapers, watching business programs, frequent advices and discussions with spouse & brokers, person helping in financial problems, understanding of risks, liberty to make financial decisions, amount required for health purpose, preference towards gold and silver, investments in mutual funds, etc were strongly related and connected with financial literacy. Study suggested that Government and regulatory authorities in association with self help group and Panchayats should initiate special programs and sessions to create awareness and educate women investors about financial investments, financial avenues, financial markets and overall economy. Study suggested formation of common forums, discussion platforms and clubs for women investors which shall give them better exposure and understanding about financial investments. This shall educate women investors about investments and inculcate habit of savings among them.
- C) Chaurasia Pratibha (2017) in her research tried to examine relationship between demographic features of investors with their investment behaviours and preferences regarding different investment options. Study tried to find out most and

least preferred investment option by the investors. Study mentioned that financial planning is an ongoing area of research and it requires development of logical framework of behavioral finance. Research considered demographic profile of investors as independent variable including the age, gender, academic qualifications and marital status of individuals. Research was based on primary data collected from 229 individuals through field survey method using structured questionnaire. Selected individual investors were located across Indore district in the state of Madhya Pradesh and were selected using judgement sampling. Study found that individuals mostly preferred to invest money in bank fixed deposits and least preferred to invest in debt securities in capital markets. Study found considerable strong relation between demographic factors of investors and their investment preferences. Study concluded that investors located in Indore district were conventional, lack confidence and were not properly aware of different alternatives for investments. Study discussed necessity to conduct awareness camps, seminars and workshops for investors on investment education and financial planning.

- D) Srijanani D. and Vijaya T. (2018) made attempts to analyze the various factors and causes why men and women behave and act in different ways regarding financial issues. Study took efforts to examine variations and diversities existing between men and women investors while selecting and choosing among options for financial investments. Research investigated into level of risk taken by men investors and women investors. Study tried to explore the reasons behind disparities among the sources of information and reasons why women investors particularly avoid and dislike taking financial risks compared to men investors. Study was based on primary data collected from 108 respondent investors through conducting field survey using questionnaire. These investors were located in Andhra Pradesh and were selected through convenience sampling. Data collected was edited and tabulated properly and analyzed using Mann Whitney Rank Sum test and ANOVA. Study found difference among risk taking ability existing among men an

- E) Tyagi Shobhika, Tiwari Pooja and Garg Vikas (2018) conducted research to examine and investigate into investment behaviour and preferences of individuals situated in NCR regarding different investment alternatives. An empirical study carried out to explore reasons behind investors selecting a particular investment alternative along-with the investment goals. Primary data was collected from one hundred individuals located in NCR. Study made attempts to examine investors' behaviour about different channels and mediums of investing in financial markets. Study found that most significant factors affecting investments included safety of principal, liquidity, constancy of income, tax benefits and savings and capital appreciation. Study revealed that investors had numerous alternatives for investments like bank deposits, Government bonds, shares & stocks, debt securities in companies, mutual funds, gold & silver, commodities, etc. Study mentioned that investors invested their surplus savings among these avenues depending on their desire to take risk. Study found that before investing money, investors searched for various alternatives for investments before actually making investments. These investors accepted advices and guidance of brokers and financial advisors and preferred to invest considering transaction costs. Investors also considered returns expected, took entire responsibility of investments and desired variations in investments. Study concluded that demographic factors like earnings, education and source of income had significant effect; while factors like age and gender did not had considerable influence on investment decisions of individuals. Study concluded that investors' education became quite significant in recent times. Study suggested that investors were required to collect necessary information from sources like internet, associates, friends and financial experts. Study shall help companies and financial institution to develop such financial products which shall be useful to investors for attaining investment objectives.
- F) Kandpal Vinay and Mehrotra Rajat (2018) in their research tried to examine investors' behaviour about investment attitude and patters and investigate into factors considered at the time of taking investment decisions. Study aimed to explore decisions of investors regarding savings and investments. Study made attempts to scrutinize factors influencing investment decisions of investors. Exploratory research was carried out using primary data collected through field survey using structured questionnaire. Study was conducted through selecting 358 faculty members situated at Dehradun in the state of Uttarakhand. Data was analyzed using proportions, frequencies, charts and likert scales. Study found that while investing money, investors considered factors like fixed guaranteed returns, tax savings, capital appreciation, involvement of low risk, security of principal amount, provisions for post-retirements, education of children and marriage of daughter. Study revealed that certain factors included investment decision making

of investors. These factors included tax benefits, easy accessibility for buying securities, knowledge and awareness, liquidity, returns expected to be generated, suggestions from friends, near & dear ones and associates, amount of investments, information available on internet, previous experiences, services offered to clients / customers, expert advices given by financial advisors and professionals and level of confidence. Study concluded that behaviour of investors played significant role while taking wise investment decisions. At the time of choosing a particular alternative for investment, investors gave due to considered factors like personal objectives, spending attitude, sources and amount of income, standard of living, understanding of investment avenues, family background, thought process, personal habits and practices, risk taking capacity and estimated returns from investments. Study indicated that investments in India takes place on basis of opinions of investors and word of mouth. Such investments were made quickly, without detailed review and lack appropriate planning.

IV) CONCLUSION

Research covered reviews of previous studies regarding investment preferences, investment behaviours, investment attitudes, investment patterns and financial awareness among different types of investors located in different states and regions across the country. Study covered different dimensions of financial investments in various physical assets and / or financial assets.

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EFFICACY OF SONIC BRANDING FOR MARKETERS: AN EXPLORATORY STUDY

Dr. Bhavsar Harshvardhan *

I) ABSTRACT

Marketers, in order to differentiate themselves from the competitors use various strategies. Recently, many companies globally are using sonic branding to create a place for their own brand in the minds of the customer. Sonic branding refers to the use of a special sound so as to advertise and identify products that are associated with a particular manufacturer. The present study deals with analyzing the growing trend of sonic branding and also tries to identify the usefulness of sonic branding for marketers. The study is based on secondary data and analyzes different articles, research papers and websites to arrive at the conclusion. The research concludes that there does exist usefulness of sonic branding for marketers.

Key Words: Customers, Marketers, Sonic Branding, Strategy

II) INTRODUCTION

Marketers over the years have used various unique ways to reach out to their customers. Various marketing strategies have been used by them to showcase effectiveness and usefulness of their brand to the customers. In recent years, another set of strategy is used by them to differentiate themselves from the competitors and thus making a mark in the mind of the customers. This new strategy is called as sonic branding. Sonic branding refers to the sound of a brand. This type of branding strategy involves using sound so as to reinforce brand identity. Popular examples of sonic branding include McDonald's, Nokia and Windows. Although these sounds are simple mnemonics, sound effects or jingles, they carry extensive emotional and exclusive value which connects them with the brand as much as visual elements. Sonic branding¹ refers to the use of a special sound so as to advertise and identify products that are associated with a particular manufacturer. Actually, 'sound branding' and 'sonic branding' are really not the same. 'Sonic branding' refers² to the sound of your brand. Specifically, unlike audio branding which refers to all the noises that your company creates, sonic branding refers to the creation of a single jingle or single sound or 'sonic logo' that represents your company. It only takes around 0.146 seconds for human beings to react, so sound for sonic branding can be really short.

III) REVIEW OF LITERATURE

Clara Gustafsson³ (2015) in her research paper titled, 'Sonic branding: A consumer oriented literature review' focused on review of sonic branding literature from the point of view of

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consumer's. The study found that majority of businesses does not yet understand Sonic Branding as the uniquely consumer-oriented practice it has the potential to be. The study also said that Understanding the way that consumers themselves use music is crucial to successful brand management in this area.

Jackson Boyle ⁴ (2015) in his research paper titled, 'Sonic Branding: The Auditory Link between Product, Brand, and Consumer' attempted to study and examine the sonic branding industry in terms of definition, history, application, and the use of sounds to influence and engage consumers. In addition the paper also provided information and findings into research done investigating consumer interactions with smartphone notification noises.

Muhammad Imran Wazir and Owais Wazir ⁵ (2015) in their research paper titled, 'Effects of Sonic Logo on Brand Recognition of The Advertised Brand' aimed to check whether familiarity or unfamiliarity with the brand has an impact on sonic logos ability to be encoded in the consumer's mind. The findings suggests brands whose sonic logos have not been heard by participants before but the brands these sonic logos belong to are familiar to participants have a greater recognition of their respective sonic logos as compare to those brands which are unfamiliar to participants.

Khalid Ballouli and Bob Heere ⁶ (2014) in their research paper titled, 'Sonic branding in sport: A model for communicating brand identity through musical fit' reviewed current literature concerning the role of music in marketing and propose a conceptual framework for analyzing music in various sport marketing contexts using classical and modern theoretical approaches.

IV) RESEARCH METHODOLOGY

A) Objectives of study

- To analyze the growing trend of sonic branding.
- To study the usefulness of sonic branding for marketers

B) Research design: Exploratory research design

C) Type of data used: Secondary data

D) Sources of secondary data: Research papers, magazines, websites, etc.

V) DATA ANALYSIS AND DISCUSSION

A) Growing Trend of Sonic Branding

Globally, brands have been working really hard to gain competitive advantage. All the major brands around the world have added an additional weapon to their brand in order to increase its visibility and thus brand equity.

Table No.1: Table showing world's best sonic brands

Rank	Brand Name	Audio brand ranking score	Audio brand efficiency
1	Mcdonald's	51.1	33%
2	Disney	50.7	16%
3	Intel	47.4	54%
4	Apple	45.4	9%
5	Coca-Cola	45.0	40%
6	Shell	44.7	22%
7	Netflix	42.5	19%
8	Nescafe	42.0	18%
9	Google	38.3	30%
10	Amazon	37.8	36%

Source: <https://www.forbes.com/sites/paularmstrongtech/2019/07/03/these-are-the-worlds-best-sonic-brands/> [Retrieved on 2nd April 2020]

The above table shows, worlds best sonic brands according to research done by forbes. According to forbes, worlds best sonic brand is Mcdonald's, followed by Disney and Intel. The report also tries to find out the return on audio investment for each brand. In the above figure ⁷, the scores indicate audio brand ranking score and percentage indicate audio brand efficiency. Intel was found to be best brand in terms of return on audio investment. The study found that, of the 100 brands covered in the 2019 ranking, only 22% can be said to be using sound effectively and even among the top performing audio brands there is significant scope for improvement.

Table No.2: Table showing Indian brands using sonic branding

Sr. No.	Brand Name	Description
1	Raymond	Among the early brands to use sound, it recently switched to a more contemporary piece of music
2	Mastercard	A trademark bar of music marks all customer engagements
3	Visa	A trademark bar of music marks all customer engagements
4	HDFC Bank	The chosen melody will play at ATM
5	IndusInd Bank	The chosen melody will play at ATM
6	Vistara	A distinctive sound bar plays inside the flight and also at all customer engagements

Source: https://www.business-standard.com/article/economy-policy/sonic-branding-how-the-sound-of-your-brand-can-be-a-recipe-for-biz-success-119040200166_1.html
[Retrieved on 2nd April 2020]

Indian brands too are not too behind in adopting sonic branding. In India, sonic branding was first found with the famous sound of the brand 'Raymond- the complete man'. Recently, Raymond's has switched to a more contemporary piece of music. In 2017, visa launched its sonic identity followed by rival Mastercard in 2019. Both, Mastercard and Visa use music for all customer engagements. Banking sector too is not too far behind in sonic branding. HDFC bank and IndusInd bank launched their sonic identity recently. Customers are played with the melody at the time of engagement with ATM's in these banks. Lately, Vistara airlines also joined the growing trend of sonic branding in India. Vistara plays a distinctive sound inside the flight and also at all customer engagements.

B) Efficacy of Sonic Branding

According to Julian Treasure⁹, sounds affect humans in following four stages:

Physiologically- Every sound trigger creates a physiological impact. Everyday life is filled with thousands of sound elements. From the alarm in the morning to the traffic and screeching of animals at night. Physiologically we give automatic response to sound.

Psychologically- Music is the most powerful sound that affects our emotional state. Music is capable of changing the mood and mental condition of a person.

Cognitively- Humans sub consciously filter sounds and only listen to what they want. For example when our name is called out in a crowd, we hear it irrespective of the background noises. This is also the reason why productivity decreases in noisy offices.

Behaviourally- We move away from unpleasant sounds and move towards pleasant sounds. The best example of this is the fact that most retail sounds have a drastic effect on sales.

Thus, considering impact of sound on all aspects of human body, sound becomes extremely important for marketers. Sound actually plays a very important role for customer. Sound affects people's moods, triggers emotional response, and has an impact on behavior. Sonic branding⁹, if properly done can:

- Drive customer action
- Increase brand loyalty
- Differentiate a brand from competitors
- Grab consumer attention even without visual cues
- Build trust, and

- Inspire a happy and positive emotional connection to a brand.

Research shows that sound cues can increase the speed of a visual search for products, and improve the perceived taste of food and wine. Moreover, unlike text taglines, sonic branding easily transcends geographic, cultural, and language barriers to resonate worldwide.

VI) CONCLUSION

Sonic branding is soon turning into the audio equivalent of a brand's username. With the ever increasing apps, smart speakers, expanding gaming market, smart electronic devices its importance cannot be undermined. Major brands are all experimenting with voice-controlled assistants. All this coupled with the rise of music streaming apps, number of radio consumers, podcasts gaining popularity, the introduction of mobile voice assistants and more, the sonic branding space is expanding at a meteoric speed. A number of brands have implemented the feature of sound stimulus to facilitate marketing strategy and building a brand. In recent years, numerous companies have followed this way to gain reputation and trust for their goods and services. It has hence been proved that the particular sound of a product can acquire distinctiveness and become a valuable trademark. It is now time to awaken the dormant senses and further utilize their unique properties in the search for brand loyalty (Fulberg, 2003)

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LITERATURE SURVEY ON ENTERPRISE RESOURCE PLANNING

Gunjal Sandeep*

I) ABSTRACT

Enterprise Resource Planning (ERP) system is a computer-based information system using integrated database. ERP is developed with a vision to provide business activities with one systematic integrated information system. The present research is based on secondary data covering literature survey of research studies on Enterprise Resource Planning (ERP). Studies comprises of literature review of studies on ERP covering numerous aspects. This included conceptual understanding, operational aspects, implementation and execution of ERP system, functional aspects of ERP, infrastructure and requirements of ERP.

Key Words: ERP, Concept, Implementation, Execution, Literature Review

II) INTRODUCTION

Communication is the essence of organized activity. It is a vital necessity to an organization, just as the blood stream is to the person. How much and how fast information flows to the managers, how they evaluate and make use of this information in arriving at their decision, - these are the factors that make a lot of difference to the effectiveness of an organization and performance of the managers. The success of the manager is mainly depends on how he communicate. Communication is an important function of management.

III) REVIEW OF LITERATURE

- A) Wallace (2001) describes ERP as an enterprise- wide set of management tool that poises demand and supply, containing the ability to connect customers and suppliers into a complete supply chain, employing proven business processes for decision making and providing high degree of cross functional integrations among sales, marketing, manufacturing, operations, logistics, purchasing, finance and new product development and human resources, thereby enabling people to run their business with high level of customer service and productivity and simultaneously lower cost and inventories; and providing the foundation for effective ERP implementation.
- B) Nah and Kuang (2001) defines ERP as "An enterprise resource planning (ERP) system is typically defined as a packaged business software system that facilitates a corporation to manage the efficient and effective use of resources (materials, human resources, finance, etc.) by providing a total cohesive solution for the organization's information processing requests, through a process-oriented view consistent across the company."

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- C) Enterprise resource planning (ERP) system is a business management system that includes integrated software, which can be used to manage and integrate all the business functions within an organization. It typically include business applications and tools for several business functions such as finance, cost accounting, marketing, human resource, production planning and other perilous functions such as production and customer relationship to name a few (Boykin, 2001); (Chen, 2001); (Yen, 2002).
- D) Different authors such as (Hawking, 2004) and (Schneider, 1999) have stated that the low estimation of complexity in ERP implementation particularly the change management lead to failure of ERP projects and lack of experience for the change process. Many a times the cost overshadow the benefits of the project as the authorities fail to appreciate the cost and efforts of accompanying changes due to ERP implementation.
- E) The role of employees in making ERP system a success or a failure is reported by many authors including Nah et al. (2001). Infact authors (Al-Mashari, 2000) point the failure of ERP systems to the employees' confrontation to change. Among many other reasons for failure of ERP systems according to authors is the fact that many companies overlook that ERP implementation represents more than an incremental change. It is the change of change and has far reaching affect including fundamental change of technical infrastructure, business processes, organizational structure, the roles and skills of organizational members, and knowledge management activities. Hence for a successful execution of ERP changes in all these areas needs to be incorporated (Martin, 1998); (Davenport, 1998).
- F) Schneider (1999) conducted a study on the organisational change and reported that the four most common reasons for resisting change: people emphasis on their own interests and not on those of the organization as a whole, misinterpretation of the change and its suggestions, belief that the change does not make sense for the organization, and low tolerance for change.
- G) Kurupparachchi (2002) declares that the employee penchant for traditional way of management plays a crucial role in his attitude towards new systems like ERP and employees who have a inclination of traditional ways of management usually cannot accept the ERP formulation and thus can show anxiety towards it. These employees are typically of the opinion that there is nothing problematic with the company without ERP and thus there is no need for change management. The author further suggest taking a holistic or inclusive view of the environment and most significantly assessing who would be impacted by these changes and to what degree because it would give a fair idea to the top authorities to make themselves for the likely resistance offered by those who are affected.

- H) Abeer N. Al-Nafjan (2005) reported that employees observe ERP as a new system intimidating to terminate their job. This perception has led to confrontation behavior exhibited by this demographic of employees, such as looking for snags and insufficiencies in the new system, consistently comparing the old with the new system, and exhibiting intolerance to ERP's bugs and errors, and perceiving small mistakes in the system as serious issues that have a considerable impact on the way they work.
- I) Successful ERP implementation projects are less about technology and more about people and processes. In fact, resistance to change can take many forms and many causes of resistance are listed in ERP study. Top management should, consequently, proactively deal with this problem in its place of reactively confronting it. Prior research has recommended that the preparation for the implementation of ERP system must start much ahead of time and a pro-active strategy must be adopted to educate and train the employees and to minimize the causes of resistance that will be a part of the system due to the change management. (Abeer N. Al-Nafjan, 2005)
- J) According to Aladwani (2001), adoption of successful marketing strategies can help overcome the workers' resistance to ERP. According to him ERP implementation in any organization can be broadly classified into 3 domains namely organizational, people related and technical. Organizational strategies for promoting ERP implementation success include change strategy development, change management techniques, project management, organizational structure and resources, managerial style and ideology, communication and IS function characteristics (Al-Mashari, 2000); (Gable, 1999); (Sarker, 2000).
- K) As the ERP methodology has become more prevalent, software applications have emerged to help business managers implement ERP in to other business activities and may incorporate modules for CRM and business intelligence, presenting it as a single unified package (Beal, 2018). Enterprise resources planning (ERP) systems frequently produce intangible benefits and implementation problems related to social and human factors. Implementing an enterprise system in an organization is a complex process. ERP evaluation should treat the human and social effects and the broader organizational consequences.
- L) ERP implementation improved business processes, communication and the interaction between users and customers. Power issues are problematic to the success of the implementation. Understanding the values of individuals and groups, and managing the power balances, are requisite in the ERP implementation. Human-resource management requires deep deliberation in the implementation processes (Jen and Yen-Ching, 2010).

- M) A mutual problem confronted by management in ERP implementation is resistance from workers and hence it would be prudent on their part to be accommodate the view points of stakeholders rather than antagonizing them. Hence adoption and execution of ERP presents an exclusive opportunity for the top brass to initiate change management through dialogue. The authors suggest that the ERP adoption and implementation should be process rather than an activity. The changes should be accompanied in regularly starting from communication with the stakeholders informing them about the inputs and outputs after the ERP implementation. The authors further directs the top management to refrain from introducing ERP till a auspicious attitude or perception is developed amongst the stakeholders (Aladwani, 2001).
- N) The typical strategies suggested by different researchers for overcoming the resistance in ERP implementation is the adoption of hybrid approach where in dual teams one which specifically deals with the technical aspects of the projects and the other team which compromises of people who would prepare the organization for structural changes swept in through ERP implementation shall be constituted. In fact the existence of change management team has been highlighted as an imperative for successful implementation of ERP systems (Kemp, 2008); (Nielsen, 2002) (Hoetzel, 2005).
- O) Scherer (2001) suggests introducing two teams: a project team which consists of a project manager and interdisciplinary team members composed of key users, IT specialists, and consultants if necessary. The timing of strategies and successful implementation and success of ERP has been linked and it has been reported that some of the strategies like top management commitment, involvement of all stakeholders, appointment of extra ordinary people for implementation are some of the popular measures. (Al-Mashari, 2000)

IV) CONCLUSION

Study covered literature review of research studies from Indian and global context covering numerous aspects of ERP, its implementation, operational and functional aspects, benefits derived, problems faced, etc.

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COLLISION OF LABOR LAWS ON CHILD LABOR: A SOCIO-ECONOMIC REVIEW WITH REFERENCE TO TOURISM INDUSTRY

Khandewal Rahul *

I) ABSTRACT

Tourism industry is one of the world's fastest growing economic sectors and largest employer of Manpower helps in earning multi-billion dollar annually by attracting a billion of people from one destination to another. India has the distinction of the largest number of working children in the world today. According to Indian official statistics about 13 million children are engaged in tourism industry but unofficial estimates vary between 60-100 million. Various child labor laws have been enacted to protect the most vulnerable workers from unsafe and unhealthy work environment and to prevent minor children from being forced to work in ways that are considered detrimental to them. The main objective of this paper is to find out the reason why children work in tourism industry, to know the push and pull factors and risk involved if they work with tourism sector, and to know the role of labour laws along with government and tourism industry in eradication of this serious problem. The paper recommends policies and legislations should not only formulate but implemented in right spirit. Government and all other institutions must join their hands together to stop all forms of exploitation of children otherwise we will fail to secure the rights of our children who are the future of our India

Key Words: Child labor, Labor Laws, Tourism, Government Authorities

II) INTRODUCTION

The spreading of child labor is one of the crucial problems confronting the world at great, in particular developing countries such as India it is a serious evil. The problem of child labor continues to pose a challenge before the nation. The majority of child laborers in India work in different industries such as cracker manufacturing, diamond polishing, carpet weaving, glass and bangle making etc, but tourism industry is one of the world's greatest budding economic sector and prevalent employer of manpower helps in earnings by attracting of natives from one destination to another. According to International labor Organization's (ILO) Global Report 2014, tourism affects the lives of 218 million children. India has the peculiarity of the major integer of functioning children in the world at present. Though India there have been numerous studies which have shown the existence of child exploitation due to tourism and also reveal that it has various social economical cultural and environmental impacts on society. According to the Indian official statistis 15 million children are engaged in tourism industry but unofficial estimates vary between 70-90 million. The benefits from tourism industry is increasing day by day and attracting millions of foreign investment, the risk of child labor

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is increasing exponentially. Even though nearby are inter-state and inter provincial variations in India, the factors that spawn child labor in general are fundamentally similar and revolve around poverty, lack of access to quality education, demographic pressure and social exclusion etc. Various child labor laws have been enacted to protect the most vulnerable workers from unsafe and unhealthy work environment and to prevent minor children from being forced to work in ways that are considered detrimental to them. The employers engage infant labor by paying a reduced amount of pay in sub-human circumstances with long working hours. Government of India has taken major initiatives to eradicate the child labor by passing special legislations under This paper shall attempt to discuss in brief the cause of child labor in India,. The paper also highlights the laws dealing with the protection of child labor in India and critical appraisal of the Indian laws and policies on child labor.

III) LITERATURE REVIEW

The ILO and other international organizations generally define child labour as work that deprives children of their childhood, their potential and their dignity, and that is harmful to their physical and mental development. A key aspect of child labour is that it is likely to interfere with children's right to education. Recent figures from the ILO show that 1 in 6 children work. 218 million children aged 5-17 are involved in child labour worldwide mainly in the Asia/Pacific region and Sub Saharan Africa (UNWTO 2017). However, child labour also occurs in industrialized countries. The ILO warns that in Central and Eastern Europe child labour has reappeared since countries there have made the transition to a market economy.

The travel industry: The tourism sector can ensure the protection of children by establishing codes of conduct and guidelines. However, these should be developed alongside solutions that guarantee the livelihood of children in destinations and in collaboration with local authorities and NGO's. Two good examples of solutions are: training programmes for young people and income-generating projects for adults. When it comes to hiring local staff in the tourism sector priority should be given to employing qualified staff, ensuring fair working conditions and the possibility for collective bargaining. Any measures for the protection of children should be clearly communicated to both guests and staff (Bliss, 2006). Another way that the tourism sector can help combat child labour is carefully selecting destinations. The Tour Operators Initiative (TOI) says travel companies should look for destinations with good-quality local labour and local training programmes which aim to increase the number of local people employed in tourism. Destinations with bad labour conditions, such as forced labour or child labour should be avoided (TOI, 2015).

Manavi, an NGO in 2005, show that the lack of awareness in parents and the prevailing illiteracy among the children are the most important factors that compel the poor families to send their children to work. It is generally believed that the economic compulsion forces children to seek employment and earn for the family. These studies give multiple reasons for children being in labour market. 'Eradicating Child Labour from the World: Some Basic Issues' clearly elaborates the true nature and

magnitude of the problem of child labour in India with extensive demographic and statistical data.

IV) RESEARCH METHODOLOGY

A) Research Questions

- Increasing economic benefit of tourism industry is attracting as well as exploiting the future of India
- Labor laws made to eradicate the crisis of child labor has condensed the integer of child laborers in documents only but not in genuine

B) Objectives of Study

- To know the reasons why are children attracted towards tourism industry
- To know the role of labour laws and tourism industry in eradication of child labor problem
- To recommend measures for eradication of child labor in tourism industry

C) Data Collection

Secondary data collected from Books, Magazines, Newspapers, Research Articles, Research Journal, E journals, UNWTO Report, Report of Tourism Ministry.

V) REASONS WHY CHILDREN WORK IN TOURISM

A) Push and Pull factors:

Black (2015) stated that the amount of children working around the world was expanding. This increase was due to "growing poverty and the lack of educational opportunities in many parts of the world, as well as to the growing pressure of globalization" which in her opinion were forces that would also affect tourism. She also indicated that inadequate income for adults and the demand for cheap and flexible labour was a reason for children to go to work in tourism. Stop Child Labour created a cycle of child labour perpetuating poverty which clearly shows how parents and children start in poverty and end up in poverty. Under these circumstances child labour is seen as a 'necessary evil' because the parents cannot afford for their children to go to school

B) Impact of Child Labour on society

According to Sharma (2012) approximately 2 million children are the victims of global commercial sex trade. Many of these children are either sold into prostitution to pay off family debts or some of them are forcibly recruited on the street for begging or to work in other commercial centers. Children involved in tourism related services run the risk of being sexually exploited and are highly vulnerable to contract HIV/AIDS as they come in contact with both locals as well as tourist. Sometimes poor working conditions like long working hours, unstable employment, and low pay etc affects the health of small children and sometimes results in ending their life.

Physical	Moral	Psychological
<ul style="list-style-type: none"> • fatigue from long working hours • physical harm (violence, chemicals, abrasions-hazards associated with the work) • HIV- AIDS, other sexually 	<ul style="list-style-type: none"> • exposed to drugs, sex, violence • exposed to adult behaviours • lack of schooling • too much independence <li style="text-align: center;">? 	<ul style="list-style-type: none"> • low self-esteem • marginalised from society • stigmatised • lonely • loss of a safe upbringing / childhood • stress

Source: ILO www.ilo.org/public/english/dialogue/.../tourism/childlabourtourism.ppt

G) Impact of labour laws on Child Labour

Child labour is a serious issue for the developing countries like India. Government of India has enacted various laws and has taken serious initiatives to eliminate this problem. Child labour laws were enacted to protect the most vulnerable workers from unsafe and unhealthy work and work environment. Child labour laws state that children under the age of 14 cannot hold jobs. To protect the children from long strained working hours and unhealthy work environment in the year 1986, an act named Child Labour Prohibition and Regulation Act was amended by the government. This Act describes a child labour as a person who has not completed his/ her 14 year of age and doing labour works.

The Government of India has also adopted the National Charter for Children which was notified in the gazette of India on 9th February,2004 to protect the children's right to survival, health and nutrition, early childhood care, education,, life and livery, freedom of expression ,freedom of association, the right to a family and the right to be protected from economic exploitation and all forms of abuse. Apart from this ban earlier various other acts has been introduced by union government and state government to protect the child from exploitation and child labour. Laws pertaining to child labour are as follows:

- Children [Pledging of Labour] Act (1933)
- Employment of Children Act (1938)
- The Bombay Shop and Establishments Act (1948)

- Child Labour -Prohibition and Regulation Act
- The Indian Factories Act (1948)
- The Motor Transport Workers Act (1961)
- Bidi and Cigar Workers (Condition of Employment) Act (1966)
- State Shops and Establishments Act

Ban is being seen as a tool by the government to curb the menace of child labor but does not address the issue behind the problem. Though measures have been underway by to eliminate the poverty which is the major cause of child labor but actual rehabilitation can't take place unless or until the poverty and thereby the means of livelihood for the family are not thought about and taken care of.

Thus Government of India has taken major initiatives to eradicate the child labor by passing special legislations and punishing the offenders. Not only government authorities but also other social organizations, trade unions, entrepreneurs and several other non-government organizations are playing an important role in rescuing the child labor at the central and state level. In spite of all these efforts the problem of child labor is still prevailing in the society

VI) CONCLUSIONS

Child labor is one of the biggest obstacles to social development in developing countries. It refers to children who miss their childhood and are not able to have their basic amenities which a child should have. It was unanimously recognized therein that the problem of child labor, being inextricably linked with poverty and illiteracy, cannot be solved by legislation alone, and that a holistic, multipronged and concerted effort to tackle this problem will bring in the desired results. After analyzing the facts and figures it can be conclude that the problem of child can't be solved easily unless collective efforts have been made by Government , NGO's, Civil culture workers and Tourism Industry employers to exterminate it. Policies and legislations must not only invent but implemented in precise spirit.

VII) RECOMMENDATIONS

Tourism Industry must follow minimum age provision in accordance to National Labor Laws and regulations. "No Child Labor policy" must be adopted along with formulation of Child labor Free Tourism. Incorporate local leaders, teachers & interested persons and educate the community on the side effects of child labor. Inspect labor officers and union leaders in order to curb bribery and corruption by employer of child workers. Must participate in efforts to combat child labour in industries through multi-stakeholder initiatives collaborative efforts of industries, companies, trade unions, NGO"s, Government etc. inspect labour officers and union leaders in order to curb bribery and/or corruption by employers of child workers

VIII) IMPLICATIONS

Child labor can be prohibited if the government functions successfully with the bear of the public. Not merely since the laws themselves have drawbacks, but furthermore because of the human factors, and usually an international organizations and NGOs cannot secure the crisis on their own, what they need is to exaggerate the cooperation with the governments who has the right of making laws. In a word, the key of the reduction of child labor is to liberate children.

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THE LOGISTIC CHALLENGES IN ONLINE SHOPPING: A FOCUSED STUDY ON RANCHI

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I) ABSTRACT

In this digital era, from the last couple of years the online shopping has gone worldwide. After digitalisation or several campaigns in India like Digital India, it make easier for the citizens to use high speed internet and in order to ensure that every citizen and cities are connected electronically. As per IMAI report India has an internet user base of about 475 million in July 2019, and was expected 627 million at the end of the year 2019. The online retailers have now the customers from every cities whether a metro or a small town. These retailers or companies are providing daily deals and discounts, and also the people are looking for valuable shopping which saves money as well time. There is a positive growth of online shopping in India, but there are still some challenges that are faced by the online retailers as well customers while shopping online. This paper is descriptive in nature and deals with the challenges that came in between online shopping. The paper highlights the logistic challenges faced by the customers and the online retailers in Ranchi, and also traces the growth and sustainability of e-commerce in small cities in next few years.

Key Words: Digitalisation, Digital India, Logistic challenges, online shopping, E-commerce

II) INTRODUCTION

Shopping is an activity in which a customer browses or purchase the available goods presented by one or more retailers with the intent to purchase a suitable selection of them. In earlier days, the shopping was done through the physical shop. A shop is a business that presents a selection of goods and offers to sell or trade them to customers for money or other goods. It can also be said that a place or a premises where a customer can buy goods or services and it was only physically existed. But, in modern day's customers' focus shifted to online shopping, where there is a virtual shop and no compulsion of physical existence; worldwide people order products from different region and online retailers deliver their product to their homes, offices or anywhere they want. The business to consumer process made easier to shop without going outside to the store and saves their time as well as cost of travelling.

The concept of online shopping was coined by Michael Aldrich in UK. In 1979 he connected a modified domestic television via-a telephone line to a real- time multi-user transaction processing computer. In late 1981 the first business to business transaction took place by

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Thomson holidays from the UK. In 1982, Mintel (an online service accessible by phone lines), was used to make online purchases, book train tickets, chat, check stock prices etc. The first ever shopper buys online at a Tesco's store in 1984. The 90's shows us lots of revolutions; in 1990 Tim Berners-Lee created the first browser and web server. In 1991 the Internet became commercialized and saw the birth of e-commerce. The year 1991 noted a new chapter in the history of the online world where e-Commerce became a hot choice among the commercial use of the internet. The online trading will become a trend in the world and India will also share a good proportion of the success. India first came into interaction with the online E-commerce via the IRCTC. The government of India experimented this online strategy to make it convenient for its public to book the train tickets.

In past few years, mobile shopping has been on the rise, with customers increasingly using their mobile devices for various online shopping activities. Online retail or e-commerce is transforming the shopping experience of customers. Social networking media has now become the hub for the merchants which enable them to analyze the customer choice based on their purchase activities. Social network like LinkedIn, Twitter, Google+, Facebook and others have become a medium for easy log-in and purchase. Moreover, the clients can stay updated via the posts published on these media. Further, the advertising and promotions on these social networking sites have increased the chances of success of generating transactions to many folds. The latest trend in e-commerce is to focus on mobile based shopping. Price tends to be an advantage of shopping online. Because of hectic competition, prices online are lower and there are more deals and promotions available online. Retailers and online sellers know that customers have other options just a click away, and in order to stay in the game, they need to keep their prices competitive. Prices are also lower because no state tax applies in online shopping. Online shopping is better when it comes to convenience. One can do the shopping from home, or anywhere, and there is no need to get dressed, drive to a store, search for the item, wait in line, and then return home. By shopping online, one can remove all such additional tasks that take up time and energy. It is also more convenient because one can do it anytime of the day or night, and are not restricted by store opening and closing hours. Also, when shopping online, people can buy a variety of items and products at the same time, which saves the inconvenience of having to go to more than one store to get everything one need. People may want to buy something personal or private, and they do not want anyone to know, or at least they do not want to have to come face to face with a salesperson when they purchase this particular item. They might want to buy some diet products, or a self-help book, or under garments. By ordering these types of items online, they can have them delivered to their home discreetly and need not worry about others' views and opinions.

Online shopping in India is growing tremendously; with the opportunities it also bears the connotations at the same time. Online shopping is a glorious invention which allows people to buy things from the comfort of their homes. No more travelling to multiple stores to find the

right product; no more having to deal with over-enthusiastic sales persons; no more standing in long lines at the checkout counter. The e-commerce boom has certainly changed the way we shop for the better, and the same for the online sellers, there's no need to have a physical outlets or a shop.

But, like everything else, the world of online shopping is not all roses. Despite all the efforts of e-commerce companies to alleviate them, there are some problems that customers as well as sellers have to face on online shopping.

III) ONLINE SHOPPING PROBLEMS IN INDIA

Any problem arises, when there is an expectation and the Indian online shoppers have specific expectations like return of online purchased items, easy and safe payment system, quick delivery, quality product, etc. Not only the shoppers faced problems but the retailers also face certain problems. Following are some major problems faced during online shopping:

- A) **Quality issues:** The biggest problem while buying things online is that you have no guarantee of a product's quality. Reviews are not always reliable and all the research can't assure you of a product's quality; fraudulent sellers who intentionally mislead customers to increase sales are the prime reason for faulty/sub-par products being sold online. With the volume of goods e-commerce companies handle these days, it can be quite difficult for them to conduct quality checks on each and every one of the products they're selling. Additionally, the issue of getting the correct size remains a serious drawback for buying clothing and footwear online. Sizes vary from brand to brand, and since you can't try out the products before buying them, selecting the size is always a gamble.
- B) **Delivery and logistics:** One predicament that constantly turns up while shopping online is when the order will be delivered. While all e-commerce sites have order tracking systems for their customers, they aren't always accurate. Delivery personnel often turn up at our homes when we're at work or out somewhere as there's no way to fix a particular time slot for the delivery to take place. This same issue exists while returning products. Another problem is that the vast majority of the Indian population which lives in rural areas and Tier-III cities is unable to shop online because not all e-commerce sites provide delivery services to their locations.
- C) **Digital payment failures:** Whether a customer is paying by credit/debit card, net banking, or one of the several digital wallets that exist today, the failure of digital payments always looms overhead while making online transactions. A faltering internet connection or a technical glitch often results in the payable amount being debited from a customer's account without being credited to the selling party. And retrieving this amount is anything but a quick process; one has to inform the site and

then wait around 7-10 days before the amount is refunded to their bank accounts. But this situation is steadily improving as the sector is focusing more on cashless transactions and customers are getting more informed about making payments online.

- D) Additional charges: How many times has it happened that you've spotted a great deal on a product and when you're one click away from purchasing it you noticed an additional shipping charge. This is commonplace on all e-commerce sites when your order amount isn't high enough to qualify for free shipping. And even when it is, sometimes these shipping charges are added on each individual product (if you're buying multiple products of course) and not the collective order.
- E) Unclear return and guarantee policies: Since you have no idea of product's quality until you hold it in your hands, returning things bought online is quite common. Unless you're buying from one of the established e-commerce companies, it's important to go through the return policy while making a purchase. But most sites have vague return policies that can leave you with a low-quality product and no way to return it. The same applies for guarantees, as most sites don't clearly mention what the policy is for a product and then refuse to carry out replacements if you receive a damaged product.
- F) Lack of security: Cyber security, or more precisely the lack of it, is a major problem on the internet today. E-commerce sites record important customer data like name, phone number, address, and bank details. If these sites don't implement stringent cyber security measures, your data is at risk of falling into the wrong hands who can then wreak havoc on your bank account. Most of the big players in online shopping certainly have the best-in-class security measures to protect their customers' details, but the same can't be said about the countless smaller sites who may not have the expertise to do so. Online shopping is far too convenient to get hindered by these problems. But if e-commerce sites can fix these issues, they will certainly improve customer experience and hence generate more sales.
- G) Indian customers return much of the merchandise they purchase online: E-commerce in India has many first time buyers. This means that they have not yet made up their mind about what to expect from e-commerce websites. As a result, buyers sometimes fall prey to hard sell. But by the time the product is delivered, they demonstrate remorse and return the goods. Though consumer remorse is a global problem, it is all the more prevalent in a country like India, where much of the growth comes from new buyers. Returns are expensive for e-commerce players, as reverse logistics presents unique challenges. This becomes all the more complex in cross-border e-commerce.

Besides these problems, there are some problems faced by online sellers which are as follows:

- H) Cash on delivery slows down the business: Cash on delivery launched Indian ecommerce into its glorious position. Yet today it seems to be tearing online businesses apart. Collecting cash manually is riddled with potential problems like theft, added expenses, restricted cash flow and work delays. Courier services generally send payments to sellers only after two weeks. In addition to logistic services sellers also pay for the collection and remittance of the cash collected. Add reverse logistics to the mix and you are definitely in for trouble. On the other hand, removing COD from your payment options can rub consumers the wrong way, since they bare the risk of being duped. Online payment is catching on in many cities but it won't lead to complete cashless transactions anytime soon. People are still not convinced about the safety of online transaction or the reliability of online sellers.
- I) Customer loyalty: Customer loyalty is the essence of good business. When it comes to ecommerce people like to explore. Considering the Indian consumer, price is what makes them wander. Besides this, convenience and low priced deals are also what grab people's attention. If an online store is willing to offer branded goods at a particular price, marketplace sellers may be capable of providing the same for an attractive discounted rate or another store may promise to do better by throwing in something for free. And with the added estimates of more sellers joining this industry, competition will be serious. Choice, variety and distinctiveness are imperative for one's survival in the ecommerce jungle. Every online seller and marketplace is looking for ways to generate repeat sales. Customer loyalty programs can draw in more consumers and even make them stay put. But making these programs work costs money, causing customer acquisition expenses to skyrocket.
- J) Security for Online transaction: It was an old age when people were afraid of online transactions. But in this era, most of the transaction is being completed via online mode. Payment via Credit cards, Debit cards, Internet banking, COD, etc is the most common payment mode nowadays.
- K) Return and Refund of products: This is the most important **problems faced by ecommerce sellers** during online selling. Of course, this case is low in the offline store. But for an online store, the sellers may face a return and refund headache. Being a seller, he must have some return policy for the store and provide strict direction before each and every selling that every purchase is bounded by the return policy. If the quality of the product, as well as the service, is up to the mark then it can minimize return and refund from the customer automatically.

- L) **Retaining Customers:** In online business there is a lot of competitions, with addition to that it's too expensive to attract new customers and retain the current ones. Retailers must implement tactics to help them get the most out of their customer base in increase customer lifetime value.
- M) **Attracting Customers:** Online shoppers don't shop the same way as they used to back in the day. They use online shopping sites, and ask for recommendations on Social Media. They use their smart phones to read product reviews while in-store and pay for purchases using all sorts of payment methods. Lots have changed including the way they consume content and communicate online. They get easily distracted with technology and social media. Retailers must figure out where their audience is and how to attract them efficiently without killing their marketing budget.

IV) ONLINE SHOPPING PROBLEMS FACED BY CUSTOMERS AS WELL THE SELLERS IN RANCHI DISTRICT

- A) **Cash on delivery is the preferred payment mode:** Low credit card penetration and low trust in online transactions has led to cash on delivery being the preferred payment option in Ranchi. Unlike electronic payments, manual cash collection is laborious, risky, and expensive.
- B) **Payment gateways have a high failure rate:** As if the preference for cash on delivery was not bad enough, the payment gateways have an unusually high failure rate by global standards. Ecommerce companies using Indian payment gateways are losing out on business, as several customers do not reattempt payment after a transaction fails.
- C) **Internet penetration is low:** Internet penetration in some of interior areas of Ranchi is still a small fraction of what you would find in other part. On top of that, the quality of connectivity is poor in several regions. But both these problems are fast disappearing. The day is not far when connectivity issues would not feature in a list of challenges to online shopping in Ranchi.
- D) **Postal addresses are not standardized:** If you place an online order in Ranchi, you will quite likely get a call from the logistics company to ask you about your exact location. Clearly your address is not enough. This is because there is little standardization in the way postal addresses; even there are some places where the online companies do not deliver. Sometimes Google map is also not helpful to search such addresses.
- E) Customer of age group 40 years and above and the teenagers are less attracted towards online shopping in Ranchi: If we talk about teenagers i.e. age between 13-

19 years are less attracted because mostly are school going or newly college going students and they have limited pocket money to spend on online shopping. On other hand, the age group of 40 years and above they are less attracted because, they are not very much familiar to electronic gadgets, smart phones or online shopping apps. They found less convenient to make payments online from their bank accounts, not very much satisfied or sure about the quality of the product. Ranchi is newly formed and developing city, so it takes time to change the mindset of the public and also with the idea of purchasing online.

- F) Receiving wrong products: According to the survey, many a times the product received are not of the same quality as promised customers have this fear since many of them wrong products or those are unfit to their expectations.
- G) Damaging products in transit: This happens usually, in long distances, product gets damaged in the way and then customers fail to avail its benefits they are totally at loss them.
- H) Delay in delivery of products: Due to complex address or location in Ranchi, there is a delay in delivery of products and sometimes companies located at far of distance tend to more delivery time, such as Club Factory (takes around 1 month for delivery). This is another feature due to which customer are not satisfied with online shopping.
- I) Unclear Website Policies: Before purchasing any product online, it is very important to go through the website policies. Some websites do not have a return or refund policy. In such a case, even if you receive a fake product, you will not be allowed to return it. Most of the websites which have unclear return policies end up selling low-quality products. You must also go through the policies for product warranty. In case you find any website having unclear policies, avoid making a purchase from them.
- J) Additional Charges: Another problem faced while shopping online, is additional charges incurred while making the payment. The amount you pay for the product will not be same as the one you see at the website. Price of the product will be displayed on the website without tax, shipping, and handling charges. When you make the payments, all these charges will be added and the price goes up.

V) LOGISTICS CHALLENGES FACED WHILE ONLINE SHOPPING BY RETAILERS AS WELL CUSTOMERS IN RANCHI:

The logistics challenge in Ranchi is not just about the lack of standardization in postal addresses. Given the whole district, there are thousands of localities that are not easily accessible. The logistic infrastructure in Ranchi is not very much standardised, and because of large population there is an absence of seamless access to a significant proportion of prospective customers is a dampener. The problem with logistics is compounded by the fact

that cash on delivery is the preferred payment option in these small towns and cities. International logistics providers, private Indian companies, and the government-owned postal services are making a valiant effort to solve the logistics problem. If someone could convert the sheer size of the problem into an opportunity, we might soon hear of a great success story coming out of the Indian logistics industry. The following are the challenges faced during online shopping by retailers and customers:

- A) Addresses are not standardised: For delivery of product whether shop online or offline, in Ranchi non-standardised address is the biggest problem, still there no such specified landmarks marked. The logistic company face difficulty in deliveries, which cause to delay delivery or may cancel.
- B) Some interior locations of Ranchi cannot be traced through Google map: Sometimes its difficult for google map too, to locate exact location of the address where the product to be delivered. In Ranchi there are some interior location where the e-commerce companies do not deliver product because logistic companies refuses to do so. For example; in the interiors of Namkum, Khijri Naya toil, Mahilong, Tatisilwai Naya Toli, these are such locations where customers didn't get the deliveries.
- C) Poor Internet Infrastructure: After digitalisation, every city is connected with the internet but as Jharkhand is still developing, in the capital city Ranchi not every area have a good internet infrastructure.
- D) Delay in Delivery: Logistical problems can be a nightmare to small businesses. One of the biggest problem of logistic is delay in delivery due to several reasons. Delivery delays can greatly affect your e-commerce business, negatively. Businesses that do not act to mitigate delivery problems often experience a drop in sales. Delivery time is directly connected to customer retention. Customers who experience a delivery delay when ordering for the first time are unlikely to order again from the same company. Late delivery also affects your loyal customers. They are likely to take a considerable amount of time before ordering again.

VI) LITERATURE REVIEW

Online shopping is the easy solution for busy life in today's world. In the past decade, there had been a massive change in the way of customer's shopping. Despite consumers' continuation to buy from a physical store, the users or buyers feel very convenient to online shopping. Online shopping saves crucial time for modern people because they get so busy that they cannot or unwilling to spend much time shopping. In the twenty-first century, trade and commerce have been so diversified that multichannel has taken place and online shopping has increased significantly throughout the world (Johnson, Gustafsson,

Andreassen, Lervik & Cha, 2001). Globally, e-commerce constituted about 2.29 trillion dollar market (John 2018) and expected to reach 4 trillion dollar by 2020 (e-Marketer 2016).

Although the online shopping has made our life easier, there are still some problems that are faced by the retailers who sell products and also customers who are willing to purchase the products. With the increased interest comes greater expectations, and empowered customers demand quick delivery, accuracy, quality and easy returns from their retail experience. Fulfilling these requirements there are some issues they face are Flexible product ranges, the sale of the products, poor infrastructure which is the hurdle for shoppers as well the retailers.

The delivery services are one of the major components of the logistic processes. The delivery service is related to the ability and capability of the supplier to deliver merchandise to a happiness and loyalty. Thus, the effective planning and proper strategy are mandatory to ensure the desired merchandise can be delivered on time One of the vital elements in the E-commerce environment is the effectiveness of the merchandise coordination in meeting the consumers demand. A success of E-commerce business is depending on how competence the supplier may deliver the product. Therefore, it is crucial to ensure the required location without any postponement due to ineffectiveness of delivery service. According to postponement may negatively affect the E-commerce business performance.

In developed countries, e-commerce logistics represents the latest big driver of change in logistics and physical distribution networks, which have evolved substantially over the past 40 years or so. Currently, it remains the case that as e-commerce continues to grow; the distribution channel and the logistic should also have to grow and improved. But still in under developing countries and in small cities the online companies lack in giving good logistic services. It is expected that the Indian e-commerce market will grow to US\$ 200 billion by 2026 from US\$ 38.5 billion as of 2017 as per the latest report of IBEF (India Brand Equity Foundation), July 2019. The growing rate of e-commerce in India is 51%, which is highest in the world and also seems having a bright future of e-commerce.

VII) METHODOLOGY OF THE STUDY

A) Objectives of the Study

The main objective behind the study is to find the logistic challenges challenges that faced by the retailers as well the customers while shopping online. The logistic challenges are one of the main component for the success or fall of e-commerce in India. Specially, in small towns people don't prefer online products or online shopping due to logistic issues like; delay in delivery, transportation issues, non-standardised addresses, etc.

- To study the logistic challenges in Ranchi while doing online shopping.
- To study growth of online shopping in Ranchi.
- To study the impact of logistic problems on online shopping.

B) Secondary Data

The paper is descriptive in nature, as the study has been collected from only secondary sources: Newspaper, Internet, Journals, Magazines, Paper and Articles, Search Engines.

C) Data Analysis

In order to complete this study, the data collected as a means of secondary collected through articles, business magazines, business newspapers, international journals, reports by private institutions, news channels, published research, through internet & Intensive library work.

VIII) CONCLUSION AND SUGGESTION

Logistics is an important component in e-commerce; while all the transactions happen electronically; physical products need to be shipped to customers using conventional transport means. In order to ensure quick delivery of the buyers, the traders rely on the freight forwarding services of logistic which help the customers receive the purchased goods quickly and safety. With the rapid growth of e-commerce industry in India, logistics has also come a long way. There was a time when the retailers used to directly source goods from suppliers and manufacturers. Today, there are ecommerce fulfilment distribution centres for distributing the products. Logistics includes many aspects like warehousing, inventory management, billing, packaging, labelling, shipping, cash on delivery, payment, product return & exchange and much more. The main role of logistics is to provide timely and efficient delivery of products so that the customer is satisfied and becomes your repeat customer, and also earns you more customers. Today, the online shoppers have the powerful tool of social media in their hands. They simply have to post on facebook or tweet about their experience, and this can make or break a company's image. In today's competitive market conditions, retailers have to put in the best efforts to exceed customer satisfaction. Some of the largest e-retailers have implemented same-day delivery to woo customers who can't or won't wait for even next-day service. Some retailers offer free or low cost shipping for many products (after a particular price range). An online consumer is looking for attractive pricing and hassle-free delivery of products. An exceptional product delivery experience is critical in not just winning but retaining clients. So, it is in the best interest of the e-commerce players to

entail professional logistics services which would result in faster growth, success and dynamism for the company.

The online shopping in Ranchi is trending which shows a positive growth of e-commerce in the city. But logist issues may be the problem for the further growth of e-commerce, because there are so many logistic problems that are faced by the e-retailers as well the customers. The logistic is the most important aspect of e-commerce or online shopping, if it lacks it impacted on the whole e-commerce industry and its growth.

With the help of this study we came to know that for the betterment & growth of the e-commerce industry, the e-retailers and the logistic firms should streamline the process, they need specialist enterprise mobility softwares which take care of most of the issues like tracking, management of stock levels, locations, packaging and fulfillment. Logistics firms also require know-how of the business & transport regulations of the city in which they are supplying the goods. For availing logistics services, the online merchants should choose reputed courier companies or specialist third party logistics providers. They can create their own logistics companies as they can ensure the speed and accuracy, and also save costs at the same time. Whatever method they may choose, it has to be an efficient delivery model. The logistic companies are also offering warehouse and storage facilities to the e-retailers with all necessary storage conditions for different types of goods. When it is necessary, the logistic company can deliver the purchased goods to the customer who has ordered.

The e-retailers also need to establish a system for reverse logistics which comes into play when the customer requests for return of a product because it is damaged or they wish to exchange the product for its size, colour and other reasons thereof. The online ventures have to ensure a hassle free return and exchange policy because this will go a long way in building a bond of trust with the customers. To minimize product damages, the logistics providers should use good packing materials and give 'handle with care' tags for delicate items. Here the role of the customer support team also comes into play. They have to be courteous and understand the need of the customer who feels that the product was not up to his expectations. Lastly, the e-commerce companies have a bright future in India as well in Ranchi, as it is developing rapidly, the only thing is to improve the internet infrastructure, accessibility to interiors and good logistic services.

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INTERNET OF THINGS (IOT): A NEW AND SMART WAY OF TODAY'S COMMUNICATION

Patil Gauri *

I) ABSTRACT

IoT is Internet of Things. It is a very big network of connected devices. By using IoT, devices can be connected to the internet. The connected devices are then allowed to communicate with each other over the internet. This communication may be direct or indirect. In the current real life application scenario, IoT is used in almost all sectors of world. Smart Devices, Automation industry are few of the industries where IoT is used to control the behavior of devices. This paper focuses on various aspects of IoT and how IoT is useful in current era.

Key Words: Internet of Things, IoT, Smart Devices, Smart Home

II) INTRODUCTION

A) IoT is Internet of Things

IoT is defined as a network of objects which are connected to each other directly or indirectly to exchange the data with other devices and systems over the internet without human intervention. The object used for IoT may be embedded or integrated with sensors, software and / or other technologies. Kevin Ashton known as the father of IoT. He has used the term IoT in 1999 to describe a system where the Internet is connected to the physical world via ubiquitous sensors. He is a serial entrepreneur and co-founded the Auto-ID Center at MIT. The main motto behind connecting the devices using internet is to enable people to communicate with each other and to access online data and processes. The main purpose of IoT devices is to generate or collect the real-time data which can be later analyzed and can be used as per our requirements. The IoT devices can be simple household objects or it may be used in industrial tools for automation of machines. Today more than 6 billion devices are connected using IoT all over the world and according to the experts , this number may reach the count of 10 to 12 billion by the end of year 2021.

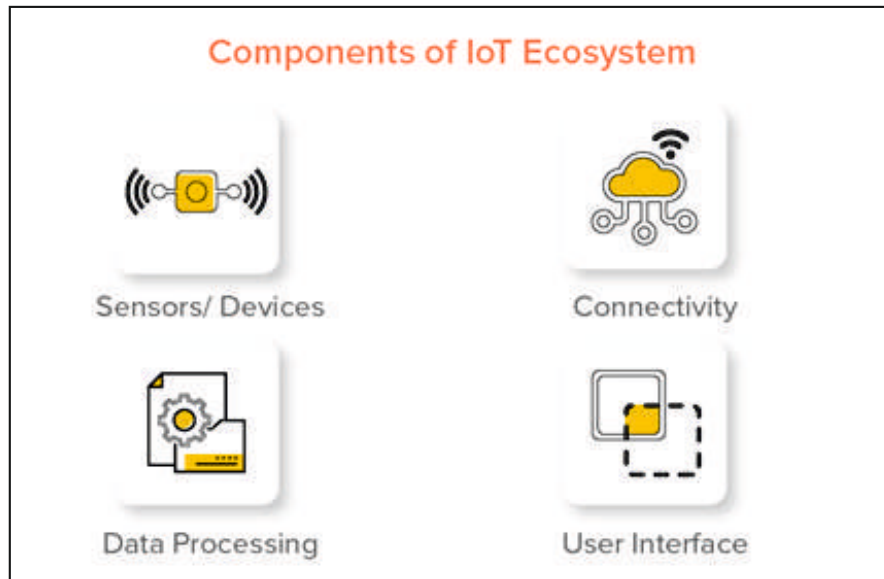
B) How IoT Works

There are four major components of IoT System which are as follows:

- Sensors / Devices
- Connectivity
- Data Processing
- User Interface

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Figure 1: Components of IoT System

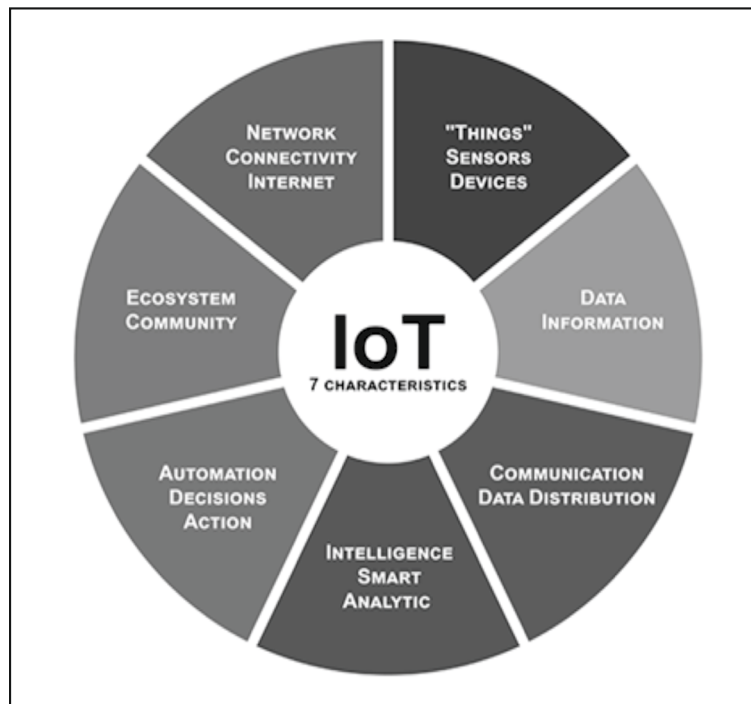


- **Sensor /Devices:** It is one of the important components of IoT System. The main use of sensor /devices is to collect the data from an environment. These sensors have ability to sense / record most sensitive changes. The sensors are integrated in the devices. The data collected by sensors can be used for analysis. e.g. Camera in the Mobile device or GPS system in cars / mobiles. Here Camera and GPS are the sensors / devices which helps to collect information.
- **Connectivity:** For processing or analyzing the data collected by sensor/devices, there should be a place or platform where the collected data is to be stored for further processing. In IoT the data collected by the sensor/devices is sent to Cloud storage which is also known as IoT Platform. The data collected by sensor /devices is sent to cloud by using various methods / ways like Bluetooth , Wi-Fi, Cellular networks , by connecting to internet via Ethernet , using WAN etc. User need to select the method of data transfer as per the requirement because each method of data transfer has its own limitations.
- **Data Processing:** Once the data is reached to the cloud, the next step is to analyze the collected data or process the data so that appropriate action can be taken. Data Processing could be very simple or it could be very Complex. Data processing is considered as a very crucial stage as it helps in taking proper action. The IoT applications does the data processing very quickly so that immediate actions can be taken.

- **User Interface:** This is the last step, where the processed data is made available to the end-user by sending alert or notifications via mobile application. User can take actions by using IoT user interface or if the system is automated, the system can take action automatically when certain situation arises. e.g. If IoT system found some intruders trying to enter your house, you will be informed about that activity and at the same time the message is sent to security officials also so that immediate action can be taken.

III) CHARACTERISTICS OF IOT

Figure 2: Characteristics of IoT



Following are the characteristics of IoT:

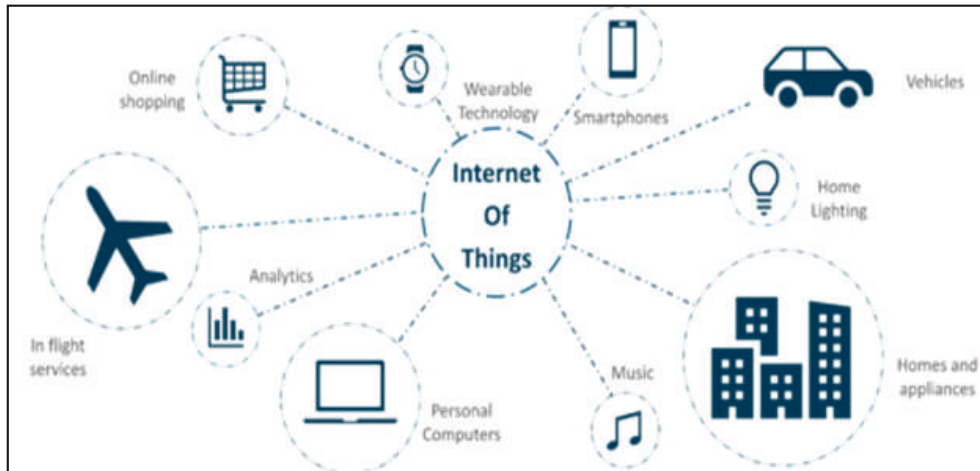
- **Connectivity:** Every IoT devices, sensors, hardware and other required objects needs connection between each other at various levels so that the IoT devices and applications work fine.
- **Things:** Anything that we want to get connected to IoT like sensors, CCTV cameras or other smart home devices/ techniques that contains sensors or the devices containing sensors like Mobile phones has Camera Sensors, GPS sensors are known as "things".

- **Data:** Every decision or action of IoT Application is based on Data sent by the devices or sensors.
- **Communication:** To send data or share data among other devices , there must of communication between devices or objects. This communication can be short distance communication or long distance communication.
- **Intelligence:** Intelligence is nothing but the sensing capabilities in IoT Devices and big data analytics. IoT makes things smart and enhances life through the use of data
- **Action:** After processing of data , the appropriate / necessary actions are taken by IoT Applications or devices when it is required.
- **Ecosystem:** It is nothing but the place of the Internet of Things from a perspective of different technologies, communities etc in which the IoT fits.

IV) APPLICATIONS OF IOT

IoT can be used in many domains and proved its helpfulness in day to day life. Some of the IoT Applications of IoT are shown in the image below:

Figure 3: IoT Applications



- **Smart city:** It is also known as "City of the Future". This concept focuses on automation of services like government services, healthcare services, traffic management , waste management , water , energy services.
- **Smart Homes:** The concept behind Smart Home is to manage our home appliances or devices from one point. The main focus of Smart Home Applications is on controlling the home appliances, home security & safety from intruders, light

sensing , open tap sensing. e.g CCTV / security camera Application can be taken on Smart Home to keep watch on who is coming and going from home, to prevent theft or robbery. House owner gets access of controlling and monitoring of above actions from their smart phones / laptops etc. So if owner forgets to put off any appliance from his home, the owner can do so by using his smart phone or laptop.

- **Smart Cars:** One can control all the functionality of his/her car by using Smart Phone. Sensors are installed in the various components of the car. A Central computer is installed in the car. This central computer receive data from sensors installed in the various components of the car , which determines the water level , oil level , fuel level of the car. Owner of the vehicle can monitors the current the above details about the car through an application installed on his/her Smart phone.
- **IoT in Poultry & Farming:** If farmers use IoT in farming, they will get the information regarding when to harvest the crop, when to give fertilizers , level of nutrients in soil etc. which can help them in getting a good crop yield. Some devices are capable of detecting weather and environment data which can help farmers to plan the activities accordingly. Agricultural sensors can be implanted in animals so that farmer can track them easily also he can get the information about animals like when was last medical check-up of animal was done , what is the next due date of vaccine to the animal etc. Smart Elements.
- **Health & Fitness:** IoT connected devices helps us in tracking our daily fitness activities by keeping track of our diet habits, workouts, pulse rate, sugar level, cholesterol level etc. Such tracking helps people to get health / fitness related details as and when required.
- **IoT in Industries:** IoT applications are helpful to industries also. By using IoT manufacturers can create machines with embedded sensors and software which helps in getting things automated and controlled. The use of IoT in industrial sector is known as Industrial Internet of Things i.e. IIoT. IIoT applications also helps industries in managing /automating their inventory stock management , tracking of their goods and delivery of goods , purchase order generation with the help of current stock etc.
- **Smart retails:** IoT can help retailers in maintaining their customer relationship with the help of Smart Phones. Customers can put orders using their Smart Phones regardless of their current Geographic location to the Retailers and the things they want. Retailers can also get connected with the Suppliers with the help of IIoT applications and order for the goods they want by sitting at their shops / home / or from any location. Such IIoT applications helps the customers , retailers and suppliers to place & track their orders , use of IIoT applications also saves time & money of all stakeholders as stakeholders need not have to go to shop and order something.

- **Smart (Intelligent) Grid:** The Smart or Intelligent Grid helps keeping watch on demand and supply of energy which helps in managing the available resources efficiently. IoT applications are helpful in many other sectors like Manufacturing industry , Entertainment and Media industry , Pharmaceuticals, Insurance companies , Business Services , Airline , wearable devices and in many more things.

V) FUTURE OF IOT

As we have seen above how popularity of IoT is increasing day by day because of its Easy to Use mechanism, we can say that IoT has limitless potential in the future. Things will become more automated and smart with the help if IoT applications / devices embedded with advanced Artificial Intelligence techniques, Cars, homes and cities will become more smarter with the help of advanced IoT techniques.

VI) CONCLUSION

From the above paper we can say that IoT is now becoming part of everybody's life as IoT has acquired place from wearable IoT applications to huge industrial applications. IoT applications are easy to use /carry as the outcome of IoT application can be viewed and controlled by connecting it to smart phones. These may be the reasons why IoT is gaining huge popularity. In future, with the use of advanced technology, IoT applications may become more compact and smart, which will be definitely help the people and industry in becoming "Smart".

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SQ, EQ, IQ, PQ: AN INCLUSIVE PATHWAY FOR HOLISTIC LEADERSHIP INTELLIGENCE AND SUCCESS

Sayyed Mudassar Nazir*

I) ABSTRACT

In today's stressful and competitive corporate scenario, a Leader comes across various facets of professional as well as personal life. Needless to say that, to cope-up with such challenging situations in life, a successful Leader must be well blended mixture of Spiritual Quotient (SQ), Emotional Quotient (EQ), Intelligence Quotient (IQ) and Physical Quotient (PQ). Quotient is 'a degree or amount of a specified quality or characteristic'. PQ is a function of how well you are attuned to your physical well-being. IQ is lingual, analytical, mathematical intelligence and our rational thought abilities. EQ is recognizing emotions of self and others, and managing them. Whereas, SQ is the ability to experience heightened states of consciousness and utilize spiritual resources to solve the problems. The research has shown that most intelligent people are not always the most successful and most happy people around us. Psychologists and Neuroscientists are underlining the fact that EQ is the fundamental component for successful employment of IQ. In times of stress in Business life, anger and anxiety in Personal life, we see, Intelligence is difficult to access. In the given scenario, if EQ and IQ are governed by SQ, thoughts and emotions are transferred into quality and given a whole new purpose. This behavior, results in success. The present paper is an exploratory and qualitative account of literature and analytical discussion on the said topic.

Keywords: Spiritual Quotient (SQ), Emotional Quotient (EQ), Intelligence Quotient (IQ), Physical Quotient (PQ), Leadership.

II) INTRODUCTION

At the 2009 World Business Forum in New York City, Gary Hamel, dubbed “the world's most influential business thinker,” by the Wall Street Journal, told the gathered delegates: “The signature characteristic of our time is the pace of change. After 13.5 billion years of evolution, change went hypercritical in our lifetime. The world is changing faster than companies can become resilient.” For today's organizations, change is no longer a luxury or something you discuss at an annual strategic planning retreat. It has become a daily challenge. Change that is to be sustainable cannot be merely surface rearrangements. For most organizations, deep change is required. It seems to be human nature to resist change as long as possible, it is often the leaders who are the most resistant. What if a new breed of leader began to show by example that it's not necessary for life to push us to the brink of disaster before we are willing to let go of our old ways of doing things and create new ones? And what if the new ways are

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changes that so clearly serve the stakeholders of the organization that “uptake” is relatively easy and sustainable? The leaders of the future will be those, who develop this capacity. The key to leading deep change resides in a set of skills that can be measured and developed: a skill set 'Deep Intelligence'.

Deep Intelligence brings together some of the more familiar notions of Cognitive Intelligence, Intelligence Quotient (IQ) and Emotional Intelligence (EQ) with the often taken- for-granted but foundational idea of Physical Intelligence (PQ) and the newly emerging field of Spiritual Intelligence (SQ). A person as an individual is playing many roles in life. It may be an Entrepreneur, a Manager, a Boss, the Leader, a father, a son etc. But vital question is, what are we doing for enriching our life and lives of others, who are related to us professionally or personally? Researches shows that there are four important quarters of any individuals life, namely Spiritual Quotient (SQ), Emotional Quotient (EQ), Intelligence Quotient (IQ) and Physical Quotient (PQ), which needs to be balanced, aligned and enriched to be successful.

Diagram 1: Deep Intelligence



Source: <https://neerjasekhon.wordpress.com/2016/04/15/spiritual-intelligence-living-as-your-higher-self/>

In today's stressful and competitive corporate scenario, a Manager comes across various facets of professional as well as personal life. Needless to say that, to cope-up with such challenging situations in life, a successful Manager must be well blended mixture of Spiritual Quotient (SQ), Emotional Quotient (EQ), Intelligence Quotient (IQ) and Physical Quotient (PQ). The idea that there is more to effective leadership than high IQ is now well accepted.

Quotient is 'a degree or amount of a specified quality or characteristic'. PQ is a function of how well you are attuned to your physical well-being. IQ is lingual, analytical, mathematical intelligence and our rational thought abilities. EQ is recognizing emotions of self and others, and managing them. Whereas, SQ is the ability to experience heightened states of consciousness and utilize spiritual resources to solve the problems. The research has shown that most intelligent people are not always the most successful and most happy people around us. Psychologists and Neuroscientists are underlining the fact that EQ is the fundamental component for successful employment of IQ. In times of stress in Business life, anger and anxiety in Personal life, we see, Intelligence if difficult to access. In the given scenario, if EQ and IQ are governed by SQ, thoughts and emotions are transferred into quality and given a whole new purpose. This behavior, results in success. The present paper is an exploratory and qualitative account of literature and analytical discussion on the said topic.

III) RESEARCH METHODOLOGY

A) Objective of the Study

- To critically evaluate the role of SQ, EQ, IQ, PQ in Leadership success in general at domestic and corporate levels.

B) Research Design

To fulfill the above said objective, exploratory research design with qualitative approach was used. The data was collected from only secondary sources like research papers on the said topic, various websites, blogs etc.

IV) CRITICAL CONCEPTUAL DISCUSSION

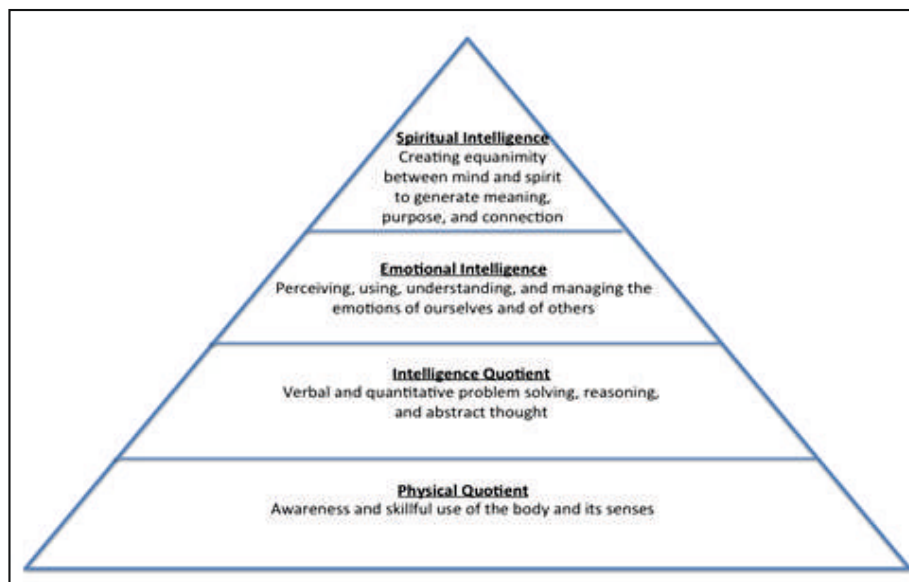
A) Four Q's

We have already defined that meaning of Quotient is 'a degree or amount of a specified quality or characteristic'. The 4 quotients of life suggests us, life has total score of 100! In order to be successful in personal and professional life, we need to optimize and balance all 4 quotients. Also these quotients are needed to be balanced to achieve maximum satisfaction level in life, to be alive, to enjoy life fully. Also scholars agree on the fact that Physical intelligence (PQ) is about body awareness, cognitive-analytic intelligence (IQ) is about thinking, Emotional intelligence (EQ) is about feeling, and Spiritual intelligence (SQ) is about being. Studies on various kinds of intelligences are have been made since the early 1900's. And many scholars mentioned different intelligence types and set theories to explain them Danah Zohar and Ian Marshall introduced a new dimension to human intelligence in 2000. However the concept was known for ages, the term spiritual intelligence is first exposed by them. The scholars claimed that SQ is the ultimate intelligence. Meaning that

SQ, is the intelligence that is to be used to solve problems of meaning and value. According to Zohar and Marshall (2000) IQ is about rational, logical, rule-bound thinking. EQ is about associative, habit-bound, pattern-recognizing, emotive thinking.

SQ is about creative, insightful, rule-making, rule-breaking, transformative thinking. Unlike IQ, which is linear, logical and rational, SQ cannot be quantified. In other words, SQ is what we use to develop our longing and capacity for meaning, vision and value. It facilitates a dialogue between reason and emotion, between mind, body, and soul. SQ allows us to integrate the intrapersonal, the interpersonal, and the transpersonal communication to transcend the gap between soul, self, spirit, and other (Zohar & Marshall 2000, pp. 23-27). 4 Q's are interrelated in that they build on each other as one's intellectual level increases over time through normal life experiences, academic achievements, and professional expertise in our chosen fields.

Diagram 2: The Pyramid of 4 Q's.



Source: <http://www.mattcorker.com/multiple-intelligences-pyramid-start-with-sq-to-transform/>

Let us explore and try to understand, the 4 Q's of life in depth!

B) Physical Quotient (PQ)

PQ is self-awareness at the most basic level, i.e. Physical or Material Level. A healthy mind lives in healthy body. Christine McDougall, on her website Positive-Deviant, writes about the

importance of Physical Intelligence (PQ) to the overall well-being of personal health and fitness. Physical Intelligence relates to Gardner's bodily-kinesthetic intelligence. Furthermore, current studies and findings prove the necessity of maintaining a strong fitness level to improve longevity and body functions. PQ theory says that individuals need be knowledgeable in fitness, nutrition, and bodily wellness. When we are confident about our body and physical appearance, then only we can be more confident and same will be reflected in our personality and conduct. PQ, like any other resource in biological system, can be saved as well as spent. Developing PQ of any individual is analogous to preparing a person for a marathon race. More the practice, more we will be prepared for the challenge! More PQ developed, more will be available in the challenge phase of life and corporate world.

While many people take it for granted, Physical Intelligence (PQ) is foundational. PQ simply is: "Body awareness and skillful use." It begins in childhood with mastering simple skills like rolling over, crawling, walking, throwing, and catching a ball. It continues through our lives in terms of how we observe and manage our energy, stamina, sleep patterns, and our overall health as a "corporate athlete." If PQ is not in place, attempts to develop all the other intelligences will be stunted. Abraham Maslow demonstrated in his Hierarchy of Needs, the lower level (deficiency) needs must be fulfilled before the individual even becomes aware of some of the higher level (being) needs. "A hungry man may willingly surrender his need for self-respect in order to stay alive; but once he can feed, shelter, and clothe himself, he becomes likely to seek higher needs." If a leader is sleep-deprived, he will not have the focus or energy to develop or use cognitive, emotional, or spiritual skills. When we are exhausted, our hormones out of balance, or our blood sugar levels too low, even high IQ, EQ, and SQ people can make mistakes in logic, become inconsiderate, and see things from a narrow self-interested point of view. Corporate athletes need to take excellent care of their bodies.

Like the Hierarchy of Needs, the four intelligences can be represented as a pyramid (seen in above diagram). The base of the pyramid—PQ—needs to be strong in order to support the "weight" of levels above. When we don't take care of our bodies, everything else suffers. Factors needed to boost PQ: Wise and planned nutrition, consistent balanced exercise, sufficient rest, recreation and relaxation, stress management.

C) Intelligence Quotient (IQ)

Intelligence quotient is the oldest factor among the forms of intelligence and was proposed for the first time in 1912 by German psychologist William Stern. IQ is analytical/mathematical intelligence, linguistic intelligence and rational thinking abilities. IQ measures our cognitive abilities. The IQ was designed to define or "rate" the intelligence of humans on the basis of mental capacity. Thus, the overall mental capacity of a person can be measured by calculating IQ. Studies have revealed that half of the human population's IQ falls between 90

and 110. While an individual with an IQ below 75 is considered mentally challenged, a person with an IQ above 130 is considered to be of superior intelligence.

Though IQ throws light on intelligence, but alone intelligence is not sufficient to overcome emotional challenges of life. To overcome these challenges, there has to be balance between all quotients. The factors affecting IQ in a person in addition to heredity are nutrition and social environment which is responsible for the learning of a person. This shows that both physical and social factors are responsible for the development of mental health. People with high IQ Exhibits the following Characteristics:

- Logical and analytical ability
- Inquisitiveness
- Problem-solving skills
- Interest in reading and using language effectively
- Extraordinary memory with numbers and words.
- Perfectionism
- Long attention span.

Factors needed to boost IQ: Continuous, systematic and disciplined study and its application, Learning by teaching and doing.

D) Emotional Quotient (EQ)

In 1980 Reuven Baron was researching the qualities that lead to success. He showed there was much more than traditional Intelligence or IQ and developed the concept of Emotional Intelligence - the Emotional Quotient or EQ was born. In 1995 Daniel Goleman published the best seller "Emotional Intelligence" which has done a great deal for popularizing the concept. EQ is the capacity for understanding and managing one's own and others' emotions. There is increasing evidence that the characteristics of EQ : self-awareness, self-motivation, empathy and social skills is more effective than traditional IQ in predicting future life success. The EQ competencies fall into two categories: Intrapersonal, which are existing/occurring within the individual and Interpersonal , which are existing/occurring between persons.

EQ is an inside-out job. It starts with oneself: developing the intrapersonal skills. The more skilled a leader or manager is at emotional self-awareness, emotional self-regulation and emotional self-motivation, the easier it is to pick up on the subtle social signals of others, be empathetic and manage relationships successfully. Effective interpersonal skills depend largely on developing effective intrapersonal skills. Emotional Intelligence is comprised of five basic competencies:

- Realising self feelings,
- Managing your feelings (especially distressing feelings),
- Self-motivation,
- Empathy,
- Relationship Management.

A leader has to have EQ to align personal and subordinate goals to accomplish company goals. In every job ever tested, EQ enhanced overall performance of the organization. It can be said about People or teams with high EQ skills: "They don't compete— they collaborate." The elevated performance with high EQ people or teams is stunning in a field or areas, where it is generally assumed that interpersonal skills are not needed.

- People with high EQ exhibits and express their feelings clearly and directly.
- There are not dominated by negative emotions such as fear, worry, guilt, shame, embarrassment, obligation, disappointment and hopelessness.
- They are able to read non-verbal communication.
- They balance feelings with reason, logic and reality.
- They are independent, self reliant and morally autonomous who can work and thrive with interdependence very effectively.
- They are internally self-motivated.
- They are not motivated by power, wealth, but are more influence by fame, relationship and approval by other.
- They are always people and group smart who work well in groups, teams and best in making relationship and maintain them.
- They are emotionally expressive yet resilient.

Factors needed to boost EQ: Self awareness, Self Motivation, Self Regulation, Empathy, Social Skills.

E) Spiritual Quotient (SQ)

Spiritual intelligence is also known as the social intelligence of an individual person. While IQ helps in analyzing a task and EQ represents the basic motivation behind a given task, SQ helps one to tackle the very basic question of, "Why should the task be performed?" Spiritual Intelligence has been on the margins of business thinking since the 1990s. Spiritual Quotient (SQ) refers to the degree to which an individual can demonstrate Spiritual Intelligence and

'Spiritual Capital' refers to a company's ability to generate wealth through Spiritual Intelligence. The transformative power of SQ distinguishes it from IQ and EQ. IQ primarily solves logical problems. EQ allows us to judge the situation we are in and behave appropriately. SQ allows us to ask if we want to be in that situation in the first place. It might motivate us to create a new one. (Danah Zohar & Ian Marshall, *Spiritual Intelligence-the Ultimate Intelligence*)

Deepak Chopra has given a formula of spiritual quotient in terms of Deed (D) and Ego (E). According to Deepak Chopra:

$$\boxed{S. Q. = D / E}$$

According to him when $E = 0$ (Zero) then only S.Q. will be ∞ (infinite) . Pointing towards that when ego is low, your Spiritual Quotient will be high. This appears to be very fascinating but it is highly abstract which cannot be measured experimentally accurately and precisely. However, this formula has immense value to understand S.Q. Spiritual intelligence (SQ) means much more than spirituality. It has nothing to do with religion. Spiritual intelligence is a way of thinking. It is what we use to cover our longing and capacity for meaning, vision and value. Also it establishes a dialogue between reason and emotion, between mind and body. SQ allows the integration between intrapersonal and interpersonal issues in order to surpass the gap between self and others. And all these aspects in a broader sense cover the need to understand and know the others' "hearts."

SQ cannot be separated from the other mentioned intelligent types, yet it stands a head of them, including all of the others understanding of self. Many scientific experiments and researches conducted on SQ to undercover the importance of this uncountable, intangible concept in human life that is just being and scholars obtained amazing results emphasizing the vital role of SQ in our brains, lives and communication interactions. To elaborate on the concept of Spirituality, we can summarize its characteristics as follows:

- (a) Spirituality involves the highest levels of any of the developmental lines, for example, cognitive, moral, emotional and interpersonal,
- (b) Spirituality is itself a separate developmental line,
- (c) Spirituality is an attitude (such as openness to love) at any stage,
- (d) Spirituality involves peak experiences, not stages.

Spirituality, like emotion, has varying degrees of depth and expression. It may be conscious or unconscious, developed or undeveloped, healthy or pathological, naive or sophisticated, beneficial or dangerously distorted (Tillich 1963, pp. 24-40). Janiece Webb (2004), Senior VP of the Motorola Company says that; "If ever there's a time for spiritual leadership, it's now.

You must earn the right to lead every day, and spirituality is necessary to do that. Spirituality means to be connected in a real way to life, with the center, at the core. How do you connect with people and stay together? How do you do that as a leader? Spiritual connection is the only way I know. You must connect with a person's soul, at the deepest core. You must have your gut, head and heart lined up... not superficially engaged" (Webb, <http://www.spiritinbusiness.org/quotes.php>, 2004).

What all of this tells us is that not only Emotional Intelligence (EQ) but also Spiritual Intelligence (SQ) are becoming increasingly important components of leadership development, together with the other critical intelligences we may be more familiar with. The notion of spiritual intelligence has proven to be an attractive premise for open-minded companies and consultants, including Nokia, Unilever, McKinsey, Shell, Coca-Cola, Hewlett Packard, Merck Pharma, Starbucks and the Co-operative Bank. The challenge, however, as Collins indicates, is the lack of solid research data and effective measurement tools to shine light inside that "black box," especially when it comes to SQ. While EQ is now a well-established field with proven methods and assessments, there is very little concrete advice to be found about how to use SQ as an effective tool, and how to measure and develop it. People with high SQ exhibit the following characteristics:

- Flexibility
- Tolerance
- Self-awareness
- Broad inclusive approach.
- The ability to go through all challenges with poise and equanimity.
- The ability to understand both human, social as well as natural situation easily and able to handle them well.
- The ability to inspire by a vision.
- An ability to see connections between diverse things and see all holistically and wholistically.
- A desire and capacity to cause as little harm as possible and promote well-being harmony for all.
- A tendency to probe and ask fundamental question about everything.
- An ability to go against conventions.
- Factors needed to boost SQ: Integrity of Character, Purpose of Life, Self Enlightenment.

V) CONCLUSION

The meticulous conceptual analysis of secondary data derived from diverse sources like research papers, websites etc. provided understanding of conception and various facets of Human Intelligence. Any Human being plays varied roles at different places in his/her life. Playing roles like that of Manager, Leader is exigent task and demands enhanced performance at mental and emotional level. Needless to mention that, to withstand such challenging situations in life, a successful Manager/leader must be well blended mixture of four important quotients of human Intelligence, namely Spiritual Quotient (SQ), Emotional Quotient (EQ), Intelligence Quotient (IQ) and Physical Quotient (PQ). The study revealed that, PQ is a function of how well you are attuned to your physical well-being. IQ is lingual, analytical, mathematical intelligence and rational thought abilities. EQ is recognizing emotions of self and others, and managing them. Whereas highest and superior level of intelligence, SQ is the ability to experience heightened states of consciousness and utilize spiritual resources to solve the problems.

Very importantly, in the given scenario, if EQ and IQ are governed by SQ, thoughts and emotions are transferred into quality and given a whole new purpose. This behavior, results in success. When these four intelligences come together, the result is the Deep Intelligence that is necessary to lead a transformative organization in a fast changing and unpredictable world.

VI) SCOPE FOR FURTHER RESEARCH

From literature it is clear that lot work has been done about PQ, IQ & EQ. Spiritual Quotient (SQ) is comparatively new and unexplored area. There is scope for Exploratory research in this area. Also models and tools can be developed to bring in more conceptual clarity. This can be followed by Descriptive studies.

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LITERATURE REVIEW ON ROLE OF DIGITAL TRANSFORMATION AND INFORMATION TECHNOLOGY ON BUSINESS

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I) ABSTRACT

Digital Transformation is transformation of business by revamping business strategy or digital strategy, models, operations, products, marketing approach, objectives etc., by adopting digital technologies. This accelerates sales and growth of the business from end to end. This places unprecedented demands on IT function. Present research covered reviews of literature of nine research studies at both national and global levels. Study covers numerous dimensions and areas of digital transformation and information technology on business.

Key Words: Digital Transformation, Information Technology, Dimensions, Business

II) INTRODUCTION

The IT function is a department within an organization that is responsible for establishing, monitoring and maintaining Information Technology systems and services required to support in achieving business goals. IT organizational structures vary and can be centralized or decentralized depending upon needs of the organization. In large enterprises, IT function is typically managed by a Chief Information Officer (CIO). However in smaller organizations, this aspect is reported to an IT Director or Operations Manager. IT function follows the approach of IT Service Management (ITSM) to manage these four major components. ITSM is the process of aligning enterprise IT services with business and a primary focus on delivery of best services to end user. ITSM deals with how IT resources and business practices together are delivered in such a way that the end-user experience most desired result from accessed IT resource, application, business process or entire solution stack. With highly competitive market in today's world, most of the businesses are going through Digital Transformation (DT). Digital Transformation is transformation of business by revamping business strategy or digital strategy, models, operations, products, marketing approach, objectives etc., by adopting digital technologies. This accelerates sales and growth of the business from end to end. This places unprecedented demands on IT function.

III) REVIEW OF RESEARCH STUDIES

Following are review of literature of various research studies carried out regarding role of digital transformation and information technology on business functions and activities.

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- A) Nigel Melville, Kenneth Kraemer and Gurbaxani Vijay (2004) conducted study to understand contribution of information technology (IT) to organizational performance because, there is uncertainty and debate about what we know and don't know. Research revealed that studies examining the association between information technology and organizational performance were divergent in how they conceptualize key constructs and their inter-relationships. Outcome of this study is a model of IT business value based on the resource-based view of the firm that integrated various strands of research into a single framework. This is an integrative model to synthesize what is known about IT business value and guide future research by developing propositions and suggesting a research agenda. A principal finding is that IT is valuable, but the extent and dimensions are dependent upon internal and external factors, including complementary organizational resources of firm and its trading partners as well as competitive and macro environment. Conclusions of this study provided a blueprint to guide future research and facilitate knowledge accumulation and creation concerning organizational performance impacts of information technology.
- B) Choudhary Vidyanand and Vithayathil Joseph (2014) conducted study to understand how adoption of cloud computing by firm affected organizational structure of its information technology (IT) department. In order to study this aspect, researchers considered an IT department that procured IT services from a cloud computing vendor and enhanced these services for consuming units within firm. It was observed that when cloud vendor faced intense competition, the cost-centre organizational model is preferred over profit-centre model. Infrastructure services such as basic storage, e-mail and raw computing face intense competition and results suggest that such services be offered as a free corporate resource under cost-centre organizational structure. When the cloud vendor has pricing power, a profit-centre organizational structure is likely to be preferred. Study concluded that highly differentiated services such as cloud-based enterprise-wide enterprise resource planning or business intelligence be offered under profit-centre structure. Finally, profit-centre structure provided greater internal quality enhancement to cloud-based IT services than the cost centre.
- C) Mukherjee Moumita (2016) in her research presented detailed study of how e-business concept brought a major change in the business environment and how Indian economy system got a huge thrust. The prime objective of research was to find out how more and more awareness can be created among the small and medium scale industry, so that the change which was started emerging can lead to bring more success in the upcoming years in India. The ideation of every business is to generate more and more revenue from their business process. In the 21st century,

every business sector is aspiring to bring an immense change by introducing new technologies in their work process. Information Technology has become most important criteria for any business to gain success. Many IT companies are in the process for creating many software techniques which will help these business houses to reach in their target market in the most efficient manner. The main objective of this research study was to identify those prominent industries which enabled themselves to move in the path to profitability by implementing one of the most important competitive techniques, i.e. Information Technology. One important motive behind this study was to diffuse the concept E-business, so that more and more companies are willing to absorb such concept in their business processes and techniques.

- D) Simon Chanias and Thomas Hess (2016) in their research on digital transformation in Europe automotive industry found that digital transformation strategies are predominantly shaped by a diversity of emergent strategizing activities of separate organizational sub communities through bottom-up process and prior to initiation of a holistic digital transformation strategy by top management. As a result, deliberate strategies of top management seek to accomplish subsequent alignment of pre-existing emergent strategy contents with their intentions and to simultaneously increase the share of deliberate contents.
- E) K. Gnana Guru Lakshmi (2017) in her study stated organizational efficiency is influenced by technological changes to a greater extend. Efficiency in simple is doing more with less cost. In order to stay in business and to be competitive, organizational efficiency should always get increased. Loyalty, project efficiency, individual capability and individual performance contribute towards organizational efficiency improvisation. Organizational efficiency is affected by major factor called individual performance. Research focused on how technological changes influence individual performance and organizational efficiency. Today's Information Technology (IT) industry is dealing with many technological changes. Study concentrated on service providing organizations in IT industry. Research was of greater use to the organizations, customers and the overall society. For the organizations, it provided guidance for handling the technological change and key areas for their concentration. For the customers, it showed how the technological changes had benefited them in doing their business. Human resources are the major assets for a society. Individual understood the influence of technological changes on their performance and how their needs were being satisfied with the technology changes.
- F) Pelletier, Claudia, Cloutier and L. Martin (2019) in their research described supported by a service eco-system that is increasingly immersed into the digital

transformation, SMEs had access to turnkey IT applications, which may come free of charge but not free of concerns. Using the Group Concept Mapping (GCM) as the methodological framework, a concept map was estimated for a group of entrepreneurs in SMEs. Six main themes were identified as conceptual representations. The perceptions of three main actor groups which interact in ecosystem (entrepreneurs, IT specialists, socioeconomic support professionals) were estimated and compared. The analysis of IT-related perceptions showed entrepreneurs tend to rank as relatively more important the IT evaluation support identified on concept map rather than nature of digital strategy to be implemented when compared with IT specialists and socio-economic professionals. Discussion highlighted issues of perceptions which varied among these interacting actors and stresses the need to develop a shared understanding of IT challenges in a service ecosystem.

- G) Chanas Simon, Myers Michael and Hessa Thomas (2019) in their study mentioned formulation and implementation of Digital Transformation Strategy (DTS) has become a key concern for many pre-digital organizations across traditional industries, but how such a strategy can be developed remained an open question. This research was an interpretive in-depth case study to examine how a European financial services provider has formulated and implemented a DTS. By focusing on the underlying processes and strategizing activities, researchers demonstrated that digital strategy making not only represented a break with conventions of upfront strategic information systems (IS) planning, but revealed a new extreme of emergent strategy making. Study concluded that a DTS is continuously in the making, with no foreseeable end. By building on theory from IS strategizing and strategy-as-practice literature, researcher presented an integrated process/activity model that characterizes DTS formulation and implementation in pre-digital organizations. This model showed that crafting of DTS was highly dynamic process involving iterating between learning and doing.
- H) Gregory Vial (2019) in his research inductively built a framework of digital transformation articulated across eight building blocks through a review of 282 research studies. This framework foregrounds digital transformation as a process where digital technologies create disruptions triggering strategic responses from organizations that seek to alter their value creation paths while managing the structural changes and organizational barriers that affected the positive and negative outcomes of this process. This framework provided a basis for future strategic IS research on digital transformation.

- I) Chiara Eleonora De Marco, Henry Chesbrough, Monika Lessl and Melanie Heroult (2019) in their study mentioned that digital transformation had heavily impacted the way corporations were conducting their R&D and innovation activities, particularly in most traditional industrial sectors. Researcher explore how an organization can manage shift from 'doing digital' i.e. simple adoption of digital technologies, to 'being digital', actively extracting value from digitalization, setting up enabling tools that unlock the potentials of its human resources. Researcher disentangle strategy that Bayer pharmaceutical corporation deployed to empower its employees and becoming leaders of the company digital transformation applying digital technologies to create new added value to the business. This study included a detailed analysis, how Bayer adopted a human-centric approach, rather than a technical one, centered on data science to provide its workforce with wider understanding of innovative methodologies and the development of leadership skills. It concluded how the implementation of a capability building program could sustain organizational change and digital transformation generating a multiplying effect within the company and favouring the establishment of a digital community.

IV) CONCLUSION

Present research covered review of literature of nine research studies carried out at both national and global levels. Study covered numerous dimensions and areas of digital transformation and information technology on business.

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A STUDY OF MARKETING PROBLEMS OF WOMEN ENTREPRENEURS OF AHMEDNAGAR DISTRICT

Tandulwadkar Rucha *

I) ABSTRACT

In this era of LPG (Liberalization, Privatization and Globalization) India has seen the tremendous revolution in women entrepreneurship. Women entrepreneurship in India has moved from 3 P's (Pickle, Papad and Powder) to 4 E's (Electricity, Electronic, Engineering and Energy). Women lead businesses ranging from traditional businesses like manufacturing of spices and pickles, running beauty salons and spa to managing media firms and construction businesses to detective agencies. On document women are at par to men. But the ground reality in India is that still women in some parts of the country, especially in tier 3 cities and rural parts of India are getting different and secondary treatment than men. Most of the women face various problems while running their businesses. Previous research shows that marketing and finance are the top most problems faced by women entrepreneurs. So if these challenges are tackled properly then women can equally contribute to the country's economy. So the attempt was made to study the marketing problems faced by women entrepreneurs of Ahmednagar district. Most of the women in this research are in the age group of 26 to 40 years. And more than 50% women are engaged in manufacturing. Lack of relevant network, exploitation by middlemen and high cost of raw material are the major problems faced by these entrepreneurs.

Key Words: Women Entrepreneurs, Marketing Problems, Finance Problems
ng area is essential.

II) INTRODUCTION

As per the Government of India women entrepreneur is "an enterprise owned and controlled by women having a minimum financial interest of 51 per cent of the capital and giving at least 51 per cent of the employment generated in the enterprise to women." Women entrepreneur is one who thinks about business idea, initiates, organizes and combines all the resources, takes risk, manages the business and takes responsibility for its success as well as uncertainty. Women entrepreneurs are a significant source of economic growth. They generate new jobs for themselves, others and help the society to grow and develop. But still, they signify a small section of all entrepreneurs in India. This is because they face various barriers like lack of capital, male dominated society, lack of family support, lack of information, lack of infrastructure, marketing problems, etc. It is rightly said in the book- "Some Facts About Women Entrepreneurs" that Female entrepreneurs include approximately 1/3 of all entrepreneurs worldwide. We still observe that women are been

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missed from India's labour force. It is revealed by a survey that India ranks the lowest 'Women Business Ownership' index among other countries. The Mastercard Index of Women signifies that "there is substantial potential to utilize the unused talent of women's entrepreneurship in India". Hence, India needs to travel a long way to achieve the opportunities that motivate the women to move towards entrepreneurship.

Women employers incline to hire a bigger number of women. Given an opportunity woman can make significant contribution to the country by uplifting their family, society, providing employment to women, thereby increasing their income and reducing poverty and thus socio-economic development. Understanding the importance of this, the Government of India as well as other countries have come up with various developmental programs for women that includes schemes, promotion policies, incentives, etc. Earlier, entrepreneurship was male dominated in India. But the situation is changing and women have climbed great heights in different sectors. They are turning out to be inspiring entrepreneurs. It is projected that women entrepreneurs encompass about 10% of the total number of entrepreneurs in India. And this number is increasing year after year. If the same trend continues then, in next five years women will encompass 20% of the entrepreneurial force (Saidapur et.al, 2012). The Tenth Five-Year Plan (2002-07) also aims at empowering women by changing the lately accepted National Policy for Empowerment of Women (2001) into action and guaranteeing Survival, Protection and Development of women and children by means of rights based approach.

III) REVIEW OF LITERATURE

- A) Mathew and Panchanatham carried out an exploratory research of 225 women entrepreneurs in 4 states of South India. The aim of the research was to identify the Work Life Balance challenges faced by women entrepreneurs. Research revealed a number of issues related to Work Life Balance, including the fact that women entrepreneurs struggle to manage highly demanding familial, entrepreneurial, personal and societal duties and needs. The major Work Life Balance issues that they face are role overload, health maintenance problems, poor time management, dependent care issues and lack of sufficient support networks. The complexity of these issues poses very specific demands on the individual's role system. Although support network, quality of health and time management are positive predictors of WLB, dependent care issues and role overload are negative predictors. Based on the findings researcher concluded that work-life imbalances and conflict have become a common feature of the lives of many aspiring Indian women entrepreneurs.
- B) Amit Kumar and Rahul Verma in their research titled "Women as Entrepreneurs in India" examined the status of women entrepreneurs in India and analysed whether the policies offered by the Government are adequate for the growth of women entrepreneurship. They highlighted that empowering women is essential and all the bottlenecks that hamper their growth should be removed. Further, training programs, Newsletters, mentoring, trade fairs and exhibitions can help in entrepreneurial development. Allowing

women to be same as men in business front can help in speedy economic growth and development.

- C) Meenu Goyal and Jaiprakash studied the impact of assistance by the government on women entrepreneurship and also examine the problems faced by women entrepreneurs. There is lack of awareness regarding the policies and strategies of government. Women entrepreneurs have to face stiff competition with men entrepreneurs as they can easily involve in the promotion and carry out easy marketing of their products. High cost of production also adversely affects the women enterprises. Lack of awareness of financial assistance and gender bias attitude of bankers also affect women businesses.
- D) Sujata studied 210 women who have undergone the Entrepreneurship Development Programmes (EDP) conducted by different training institutions in Bengluru city. She has observed that trainees were not selected through a selection process, none of the training programmes had any bank/financial linkage, no support is provided to these EDP trainers in raising loan. Further she observed that these programmes were designed without market linkages, which results in failure of such programmes.
- E) Jayashree Upadhye and Arwah Madan studied 247 SHG sponsored enterprises managed by woman entrepreneurs from lower income groups in urban areas in Pune city. An attempt was also made to evaluate Personal, Economical and Social status of these small women entrepreneurs. Study revealed that there was a marked difference in their personality with the success of the small entrepreneurial venture; confidence in taking up and finishing tasks, self-confidence in handling risks, and more importantly confidence in oneself to do more. There is a difference found in the personality, economic and social status of these women entrepreneurs. Training, encouragement and support have made a difference to the lives of these women.

IV) RESEARCH METHODOLOGY

A) Research Design

The study confines to marketing problems of women entrepreneurs. Data was analysed based on information gathered from 235 women entrepreneurs. The sample was selected using stratified random sampling method. Both primary and secondary data is used in the study. Primary data is collected from questionnaires administered to various women entrepreneurs of Ahmednagar region. Primary data was tabulated and analysed. Statistical tools like frequency and percentage were used. Secondary data is gathered from various books, Journals, Research Articles, websites and reports of Government ministries / departments like, District Industries Centre (DIC), Maharashtra

Industrial Development Corporation (MIDC), Maharashtra Centre for Entrepreneurship Development (MCED) and Ministry of Micro, Small & Medium Enterprises (MSME).

B) Objectives of the study

- To study the demographic profile of the micro, and small scale women enterprises in Ahmednagar.
- To study the marketing problems faced by women entrepreneurs of Ahmednagar District.
- To draw conclusions.

V) DISCUSSION

Table No. 1: Demographic Profile

	Respondents	Percentage
Age of Entrepreneur		
a) <25 years	7	3.0
b) 26 –40 years	141	60.0
c) 41 – 60 years	77	32.8
d) Above 60 years	10	4.3
Educational qualification		
a) Less than SSC	65	27.7
b) SSC Passed	43	18.3
c) HSC Passed	56	23.8
d) Graduation	62	26.4
e) Post Graduate	2	9
f) Other	7	3
Nature of family		
a) Joint	98	41.7
b) Nuclear	58.3	58.3

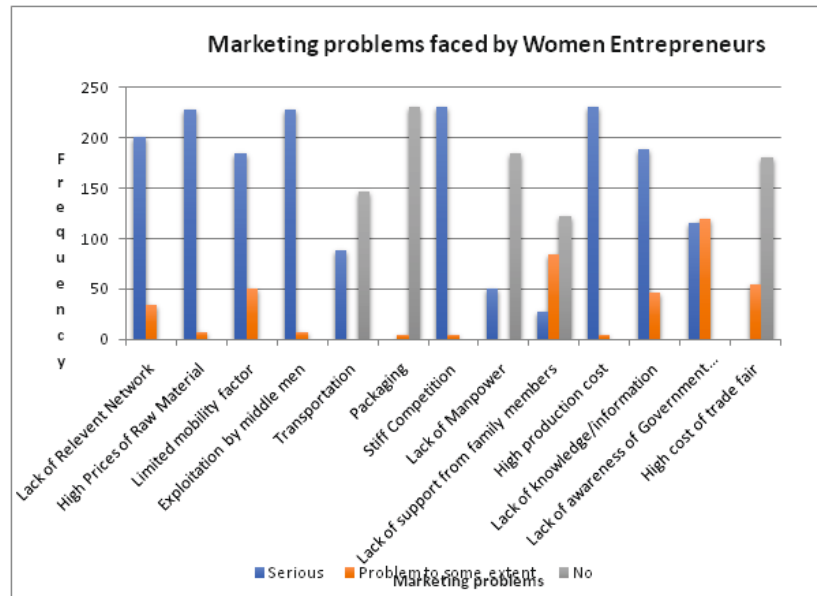
Number of members in the family		
a) Less than 4	74	31.5
b) 5-6	119	50.6
c) 7-8	22	9.4
d) More than 8	20	8.5
Nature of Business		
a) Manufacturing	150	63.8
b) Service	85	36.2
Age of Enterprise		
a) 0-5 years	59	25.1
b) 6-10 years	88	37.4
c) 11-15 years	25	10.6
d) 16-20 years	28	11.9
e) Above 21 years	35	14.9
Location of Business		
a) Rural	127	54.0
b) Urban	108	46.0

Interpretation- It is found that 60% of the women entrepreneurs are in the age group of 26 to 40 years. 33% women entrepreneurs are in the age group of 41 to 60 years. Women entrepreneurs less than 25 years (3%) and more than 61 years (4%) are less in numbers. 98% of the women entrepreneurs are married. It is observed that educational qualification of 27.7% women entrepreneurs is less than S.S.C. 26.6% women entrepreneurs are graduate, where as 23.8% women entrepreneurs passed H.S.C. and 18.3% women entrepreneurs did S.S.C. The percentage of post graduate women entrepreneur (.9%) is very negligible. It is found that 58% of the women entrepreneurs stays in nuclear family. 42% women enterprises stays in joint family. There are 5 to 6 family members in 50.6% women entrepreneurs family. 31% women entrepreneurs stays in family where less than 5 members are there in family. Women entrepreneurs with 6 to 8 and more than 8 family members are 9% respectively. 64% women entrepreneurs are engaged in manufacturing business and 36% women are engaged in service sector. It is found that 37.4% businesses are 6 to 10 years old. 25.1% business are new i.e. they are 0 to 5 years old. That means these enterprises are formed between 2011 to 2015. 14.9% businessess are very old i.e. they are established before 1996. 11.9% and 10.6% women enterprises are 16 to 20 and 11 to 15 years old respectively. 54% of the women entrepreneurs are running their businesses in urban area where as 46% women entrepreneurs are doing their businesses in rural areas.

Table 2: Marketing Problems

Marketing Problem	Respondents	Percentage
1. Lack of relevant network and of societal position		
a) Serious Problem	201	85.53
b) Problem to some extent	34	14.47
c) No Problem	0	0.00
2. High prices of raw material		
a) Serious Problem	228	97.02
b) Problem to some extent	7	2.98
c) No Problem	0	0.00
3. Limited Mobility Factor		
a) Serious Problem	185	78.72
b) Problem to some extent	50	21.28
c) No Problem	0	0.00
4. Exploitation by Middle Men		
a) Serious Problem	228	97.02
b) Problem to some extent	7	2.98
c) No Problem	0	0.00
5. Transportation		
a) Serious Problem	89	37.87
b) Problem to some extent	0	0.00
c) No Problem	146	62.13
6. Packaging problem		
a) Serious Problem	0	0.00
b) Problem to some extent	4	1.70
c) No Problem	231	98.30
7. Stiff Competition		
a) Serious Problem	231	98.30

b) Problem to some extent	4	1.70
c) No Problem	0	0.00
8. Lack of Manpower		
a) Serious Problem	50	21.28
b) Problem to some extent	0	0.00
c) No Problem	185	78.72
9. Lack of support from family members		
a) Serious Problem	28	11.91
b) Problem to some extent	85	36.17
c) No Problem	122	51.91
10. High production cost		
a) Serious Problem	230	97.87
b) Problem to some extent	5	2.13
c) No Problem	0	0.00
11. Lack of knowledge/information		
a) Serious Problem	189	80.43
b) Problem to some extent	46	19.57
c) No Problem	0	0.00
12. Lack of awareness of Government marketing schemes		
a) Serious Problem	115	48.94
b) Problem to some extent	120	51.06
c) No Problem	0	0.00
13. High cost of trade fair		
a) Serious Problem	0	0.00
b) Problem to some extent	55	23.40
c) No Problem	180	76.60



Interpretation: It is found that 14.47% women entrepreneurs have faced the problem of lack of relevant network and of societal position to some extent. Only 85.53% women entrepreneurs have faced problem of lack of relevant network and of societal position seriously. It is observed that 97.02 % women entrepreneurs have faced serious problem of high prices of raw material. The proportion of women entrepreneurs who have faced the problem of high prices of raw material to some extent is 2.98%. It is observed that 78.72% women entrepreneurs have seriously faced the problem of limited mobility. Where as only 21.28% women entrepreneurs have faced the problem of limited mobility to some extent. 97.02% women entrepreneurs have faced serious problem of exploitation by middle men. Only 2.98 % women have faced the problem of exploitation by middlemen to some extent. It is observed that 62.13% of the women entrepreneurs have not faced the problem of transportation as maximum numbers of women entrepreneurs are selling their products at local level. Only 37.87% women entrepreneurs have faced the problem of transportation. It is found that 98.30% women entrepreneurs have never faced the problem of packaging. The proportion of women entrepreneurs who faced the problem of packaging is negligible (1.70%). It is observed that almost all women entrepreneurs (98.30%) have faced the serious problem of stiff competition. The proportion of women entrepreneurs who have faced the problem of stiff competition to some extent is very less (1.70%). It is found that 78.72% women entrepreneurs have no problem of lack of manpower. 21.28% women entrepreneurs have serious problem of lack of manpower. It is found that 51.91% women entrepreneurs

have not faced the problem of lack of support from family members. 36.17% women entrepreneurs have faced the problems of lack of support from family members to some extent where as only 11.91% women entrepreneurs have faced the serious problem of lack of support from family members.

It is observed that 97.87% women entrepreneurs have faced the serious problem of high production cost. Only 2.13 % women entrepreneurs have faced the problem of high production cost to some extent. It is found that 80.43% women entrepreneurs have faced the serious problem of lack of information and knowledge. The proportion of women entrepreneurs who have faced the problem of lack of information and knowledge to some extent is 19.57%. The proportion of women entrepreneurs who have serious problem of lack of awareness of government marketing schemes is 48.94%. Where as 51.06% women entrepreneurs have problem of lack of awareness of government marketing schemes to some extent. It is observed that 76.60% women entrepreneurs did not have problem of high cost of trade fairs. The proportion of women entrepreneurs who have faced the problem of high cost of trade fairs is very low i.e 23.40.

VI) CONCLUSION

Entrepreneurship plays a very important role in overall development of economy. Women constitute half of the population. Therefore women entrepreneurship also plays an important role in managing household chores and economic development of nation. Women entrepreneurs in the earlier years after independence and up to 1970s were confined only to traditional areas of entrepreneurship such as food, fruits, pickles and papads etc. Later in 1980s women entrepreneurs have entered into several non-traditional areas like education, nursery, beauty parlors electrical, and electronics etc. But still the percentage of selecting such products is very low. If women entrepreneurs select modern businesses it will help in increasing the profit. Empowering women entrepreneurs is essential for achieving the goals of sustainable development. The bottlenecks hindering the growth of women entrepreneurship must be eradicated for the full participation in the business. The modern marketing management practices will definitely achieve the objective of successful women entrepreneurship development.

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**SIGNIFICANCE OF INVENTORY MANAGEMENT IN
MANUFACTURING FIRMS:
A LITERATURE STUDY OF SELECTED FOREIGN RESEARCHES**

Thorat Sanjay *

I) ABSTRACT

The present research uses literature survey method covering different aspects of literature reviews of foreign studies regarding different aspects of inventory management particularly with respect to manufacturing firms. Literature reviews covered different dimensions of inventory management such as conceptual understanding, significance and importance of inventory, inventory control, various components of inventory in a manufacturing industry, etc. Study comprised of reviews of five studies carried out in various countries like Kenya, Malaysia, Nigeria.

Key Words: Inventory Management, Inventory Control, Manufacturing Firms, Significance

II) INTRODUCTION

The present research uses literature survey method covering different aspects of literature reviews of foreign studies regarding different aspects of inventory management particularly with respect to manufacturing firms. Literature reviews covered different dimensions of inventory management such as conceptual understanding, significance and importance of inventory, inventory control, various components of inventory in a manufacturing industry, etc. Study comprised of reviews of five studies carried out in various countries like Kenya, Malaysia, Nigeria.

- a) Akindipe Olusakin (2014) through research tried to highlight various issues and inefficiencies existing while managing inventories in manufacturing SMEs. Study pointed out the influence of ineffective inventory practices on overall production function of such firms. Research aimed to explore various applications of inventory management for ensuring optimum utilization of scarce resources and enhance overall efficiency of selected manufacturing firms. Field survey was carried out in seven SMEs comprising of four SMEs from Lagos and three from Ibadan and Onitsha located in south Nigeria. Primary data was collected from 231 respondents of manufacturing SMEs using structured questionnaire method. Respondents comprised of owners, managers, executives and supervisors in selected SMEs. Data collected was analyzed using descriptive statistics and correlation coefficient for find out relation between selected variables. Study found that efficient management of inventory was possible using measures like ascertaining levels of stocks, employing trained store manager and using automated inventory control. Study indicated that optimum utilization of resources through proper inventory management helped in overcoming and eradicating obstacles like out of stock,

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lower use of installed capacity and loss of production time. All this resulted in enhancing effective and productivity of selected manufacturing SMEs and ensure improved overall performance. Study found that optimum use of resources had strong and favourable impact on overall efficiency and performance of organization and helped to develop managerial potentials and talents of entrepreneurs. Research mentioned that all these above aspects shall improve liquidity position and overall productivity of SMEs. Study concluded that inventory management practices in Nigeria were very poor and discouraging, hence, scope for improvements and developments were very much promising. Study proposed future researches to be conducted on different resources like time, labour, material, capacity and working capital. Studies may be conducted to investigate impact of optimization on various elements of performance variable including reducing / eliminating wastages, increasing sales turnover and increase profitability of manufacturing SMEs.

- b) Shiau Wei Chan et. al. (2017) conducted research to investigate into different factors having impact on efficiency of inventory management with respect to small medium manufacturing enterprises located in Johor, Malaysia. Study aimed to find out various problems and obstacles experienced particularly in inventory management by small medium enterprises operating in manufacturing sector. Quantitative study was conducted mainly based on primary data that was collected from seventy four (74) employees working in selected firms located in Batu Pahat, Johor, Malaysia. These employees were selected randomly and data was collected by using structured questionnaire divided into three sections. The collected data was analyzed using SPSS software. Study found that different problems regarding inventory management faced by manufacturing firms included less production than installed capacity, more production than installed capacity, out of stock situation, timely delays in receiving raw materials and inconsistencies in records and documentations. Study indicated that there existed certain factors which had considerable impact and effect on efficiency of inventory management in selected small medium enterprises. These factors comprised of records & documentations of stores department, inventory planning & control, skills, expertise and knowledge of staff employees. Study provided guidelines and course of action to the owners and administrators which shall be beneficial to small medium manufacturing enterprises located all over the country.
- c) Hong Shen et. al. (2017) in their case study tried to focus on examining inventory management followed in manufacturing firms located in China. Research aimed to find out major important factors which had impact on inventory management

practices and efficient approaches in inventory management. Study investigated into influence of support of vendors and suppliers particularly on supply chain management. The case study took efforts to provide actual guidance and direction to the global manufacturers and producers in China. Case study method was applied which investigated both quantitative and qualitative methods of inventory management. The earlier used mathematical model to manage inventory, while later used conceptual thoughts to minimize inventory. Study provided an important mechanism to recognize key factors in inventory management that can be used and made applicable other alike problems experienced in various manufacturing firms. The case study was based on actual data collected from selected company which was involved in manufacturing sports equipments and accessories. For protecting interest of company, its identity was not disclosed. Primary data was collected by carrying out interviews to managers working in stores department and purchase department who directly deal with inventory. Secondary data was collected from records and documents of company including schedules, annual reports, files, ERP database, etc. Study concluded that maintaining low levels of stocks is not suitable solution of managing inventory. Study pointed out that manufacturers required to maintain appropriate volumes of stocks at proper levels. Reducing levels of stocks helped in reducing expenses and thus, boost profitability in supply chain. Study recommended numerous strategies for inventory management including safety stock, supply contract, Vendor Managed Inventory (VMI), etc to minimize total expenditure. Study suggested employing more professionals in SCM and set-up long term associations with suppliers and customers for long term growth. Study suggested that enhance regulations and homogenize procedures and practices shall result in minimizing human errors and avoiding administrative overload and corrupt practices.

- d) Wasilwa Eric, Manyasi Janet and Kwendo Evans (2018) in their research tried to examine influence of management of inventory on overall performance and productivity of selected sugar factories located in western Kenya. Research used descriptive survey method and cross sectional design to investigate this impact. Study collected primary data using questionnaires from 268 respondents working in purchase department of selected five sugar manufacturing companies owned and run by Kenyan Government. Sample respondents were selected using purposive sampling. Data was analyzed using analysis of variance and multiple linear regression methods. Study found that inventory management had direct and significant impact on performance of selected sugar factories in western Kenya. There existed strong relation between both the variables. Study found that selected

companies had installed and place proper system and procedures for identifying required inventory. Sugar companies used replacement techniques and adequately dealt with various functions regarding tracking and management of material. Study suggested that top management and administration of sugar companies should take active involvement in the process of inventory management. Management should take part in planning, monitoring and supervision of inventory.

- e) H. H. Dedunu and IMS Weerasinghae (2018) in their research tried to examined and explore relation between financial performances of selected manufacturing companies and management of inventory. Study considered number of inventory days as dependent factor and profits (both gross profits and net profits) as independent factors. For examining influence of inventory management on the performance of listed manufacturing corporates, research used descriptive analysis, correlation analysis and regression analysis. Research was mainly based on secondary data consisting of financial information collected from 33 listed companies and period of study was five years, i.e. from year 2013 to year 2017. Study found that there was significant relation between inventory management and organizational profitability. Study found that there was positive and direct relation between inventory management and gross profits. On other hand, there existed inverse and indirect relation between inventory management and net profits. Study determined that with every 1% increase in inventory management, the gross profit margin increased by 0.508%. However, with every 1% increase in inventory management, the net profit margin decreased by 3.641%. This indicated that when company managed its inventory properly, this resulted in control of cost of production, but also resulted in increase in operational expenditures including holding costs and maintenance costs. Study proposed future researches to be conducted for examining the correctness and accuracy of financial statements of companies displaying earnings and levels of inventory.

III) CONCLUSION

Literature review of above research papers and articles covered numerous aspects regarding essence and importance of inventory management in different types of manufacturing enterprises located in different countries outside India.

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LITERATURE SURVEY OF INDIAN STUDIES ON EMPLOYEE TURNOVER

Pathan Salman *

I) ABSTRACT

Human Resource turnover refers to the number or percentage of Human Resource who leave an organization and is replaced by new Human Resource. The possible reasons of the human resource turnover are high workload, job insecurity, no career opportunity and development, less payments and job satisfaction. Research is based on secondary data collected from research papers based on employee turnover and attrition. Research covered literature review of research studies particularly in Indian scenario. Present research covered literature survey of four such Indian studies.

Key Words: Human Resource, Employee Turnover, Employee Attrition, Literature, India

II) INTRODUCTION

Human Resource turnover refers to the number or percentage of Human Resource who leaves an organization and is replaced by new Human Resource. The possible reasons of the human resource turnover are high workload, job insecurity, no career opportunity and development, less payments and job satisfaction.

Research is based on secondary data collected from research papers based on employee turnover and attrition. Research covered literature review of research studies particularly in Indian scenario. Present research covered literature survey of four such research studies in Indian context.

III) REVIEW OF LITERATURE

- A) Kadam Vidya and Thakar H. M. (2014) made attempts to find out main reasons behind increase in employee attrition particularly in the software companies and firms located in Pune. Study tried to investigate measures to control and minimize such employee attrition. Study tried to investigate into attrition problems in software companies, find out personal as well as professional reasons leading to attrition and examine corrective measures for controlling this problem of attrition. Research was based on primary data collected through structured questionnaire from one hundred employees in between age of 24 to 28 years and having experience ranging between 2 to 4 years. Study aimed to assess the causes of attrition, retrenchment and lay-offs in software companies and analyze the relation between employee

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motivations, job satisfaction and employee retention. This would motivate employee and help to retain them in the organization. Research was limited to ten software companies (comprising of private, public and MNCs) located in Pune region. Research found that attrition rate in software companies in Pune had increased mainly because of factors like dissatisfaction with pay, lack of career advancement, compensation and poor relations with boss. Software companies had young and dynamic workforce, naturally their efficiency and physical fitness was asset for selected companies. Study revealed that software companies were facing attrition problem because of different reasons. These included job dissatisfaction due to poor payment, lack of career advancement, relocation / transfer to other areas, poor relations with associates and poor nature of job. Some of personal issues behind leaving the job included higher education, personal problems, problems with management, location of job and maternity issues. Study mentioned there was no relation between number of years service and medical insurance package allotted. Further, there was no relation between age of employee and attrition rate. study suggested suitable and fair salaries and remuneration to be offered to employees. Companies should offer proper training to employees for enhancing their skills and talents. Employees should be provided with proper recognition and reward programs at regular intervals. Study suggested that software companies should have cleared, accurate and very transparent recruitment process.

- B) Verma Devendra and Chaurasia Rajdeep (2016) tried to develop efficient and healthy work environment for staff employees. Study covered two important aspect, i.e. criterias related to job satisfaction and staff commitment towards their organisations. Study examined employee turnover considering quality of work life, ascertain dependent and independent factors influencing employee turnover and suitable measures to be taken for enhancing quality of work life and minimize turnover of employees. Study covered employees working small scale industries situated in Indore district who about to leave the organisations. Research considered dependent factors like work environment, career development, monetary satisfaction and managerial satisfaction. Study was based on primary data collected from 180 respondents (one hundred from manufacturing sector and 80 from service sector). Manufacturing sector consisted of different industries like chemical, machine part manufacturing, automobile parts manufacturing, food processing etc. Service sectors consisted of call centre, Trading agencies, domestic city bus Service Company, Insurance company etc. Research found employees not experiencing organisational stress had strong and positive relation with job satisfaction. Safety and health conditions had weak and inverse relation with the job satisfaction. Job security and assurance, fringe and welfare benefits, training imparted at regular intervals and employee involvement in decision making had

strong and direct relation with the job satisfaction. Fringe and welfare benefits included bonus, travel allowances, insurance and medical facilities. Promotion opportunities and team work had weak and inverse with job satisfaction. Study suggested similar research to be conducted considering higher sample size for generating more generalized results.

- C) Karnam Roopa (2017) in her research tried to investigate the present level of attrition, reasons behind attrition and examine / propose the different retention methodologies. Descriptive research was conducted in which primary data was gathered from operational and lower strategic level employees of Arvind Private Limited. Primary data was collected from ninety respondents through questionnaire who were selected using convenience sampling method. Study found that major factor in attrition rate reduction is the result of working condition, pay and advantages, work fulfillment. Study revealed good relation between employees and their colleagues. Employees agreed about good and healthy working conditions and employee engagement system in place. Employees were satisfied about safety measures taken in the company. Employees mentioned need for providing additional training in order to enhance overall productivity. Employees formed perception that there was freedom to work in the industry having no restriction for playing out the work allotted for the worker. Employees were happy and pleased with the benefits offered to them. Research suggested bonus should be given at regular intervals and pay should to be raised has concern a worker does great work. Employees should be given protection with the goal insurance policy. Effective training should be given to employees to enhance their skills and abilities so that they can serve the organization in a better way. Study suggested organizing and arranging programs to relieve the anxiety and stress among employees.
- D) Ulle Ravishankar, Patil Kotresh and Varma Aparna (2018) tried to examine major factors causing attrition in Mypol manufacturing industries. Study tried to evaluate the impact of attrition on organizational performance and identify the strategies for employee retention. Study aimed to find out main reasons behind attrition of employees. Study took efforts to understand impact of attrition on organizational performance. Researchers used descriptive design and single cross-sectional method. Primary data was collected through questionnaires from 235 employees who were selected randomly. Also primary data was collected through discussions with HR manager and external guide Mypol Pvt. Ltd. Research was conducted at the Mypol Private Limited located at Mysore. Study found that attrition rate in selected company was very high and company was taking effort to retain its efficient employees. Attrition was major concern of company to achieve the organizational goal. Study revealed that retention strategy adopted by company was very effective

and employees working in the company were happy with the current strategy. Employees were satisfied with compensation provided and good working conditions at the company. Employees were also satisfied with training and development as well as retaining strategies. Study suggested company to offer various benefits and facilities needed and fulfill expectations of the employees in order to retain them. Study recommended that employees should be appreciated and recognized for their good work. Some monetary or non- monetary rewards should be given to employees for their good performance. The company should implement retention strategies like compensation and benefits, training development, considering the ideas and values, annual increment, free food to retain their talented employee. In return, the organization can reduce attrition level and achieve retention for effective organization success.

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The Bhaskar Pandurang Hivale Education Society (BPHE) has three institutions under its umbrella: Ahmednagar College, Institute of Social Work and Research (ISW&R), and Institute of Management Studies, Career Development and Research (IMS). Ahmednagar College, a pioneering institution of its own kind was established in 1947 by late Rev. Dr. B.P. Hivale. Ahmednagar College was further nurtured by Prof. Thomas Barnabas who took the College to magnificent heights. Prof. Thomas Barnabas was followed by Rev. Prof. J. Barnabas. Prof. J. Barnabas was dedicated educationist, who played a key role in the field of education in Ahmednagar. He was conferred with 'Jeevan Sadhana Gaurav Puraskar' by the University of Pune. Later on, as a Secretary of B.P.H.E. Society, he was instrumental in setting-up IMS in the year 1990. Currently, Mr. Vishal Barnabas, the Secretary of the Society, is furthering this momentum of growth.

IMS is a premier 25 years old educational Institute conducting various Quality Programmes in Management and Information Technology. IMS is affiliated to the S. P. Pune University & is recognized by AICTE. IMS has reputation for novel courses innovative teaching methodology, quality delivery, state of art infrastructure, strong industry interface, meticulous research, meaningful consultancy and professional training. National Assessment and Accreditation Council (NAAC), Bangalore, has accredited IMS as 'Grade A' Institute for a period of Five Years from 5th January 2013. IMS has won the coveted 'Best Institute Award' from both S. P. Pune University and Confederation of Indian Universities & Educational Standards & Testing Council of India, New Delhi. The Institute has also received the prestigious 'National Award for Leadership in IT Education' from Canon India Pvt. Ltd., Star Group & Fun and Joy at Work. The Institute has added another feather in the cap by receiving the coveted 'Most Upcoming B-School Award' from ASSOCHAM. IMS believes research as a complement for good teaching and publishes the 'Indian Journal of Current Trends In Management Sciences' & 'Prayas: A Students' Research Publication' every year to promote research culture. The Institute is a recognized Research Centre under the faculty of Management of S. P. Pune University.

B.P.H.E. SOCIETY'S MOTTO :

"Not things but men, I dare you".

VISION :

"To create world class Management Institute".

MISSION :

"To provide equal opportunity for quality education for students from diverse backgrounds, which will help to enrich themselves and make them responsible citizens of India and the world".

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