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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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GREEN ACCOUNTING FOR CORPORATE SUSTAINABILITY IN BANGLADESH READYMADE GARMENT INDUSTRY

Tapash Kumar Dutta*, Prof. Dr. Valliappan Raju**

I) ABSTRACT

This paper explores green accounting ideas, benefits, practices and its implementation and rebuilding up of strong accounting system with green accounting dimensions for achieving sustainability in the RMG industry in Bangladesh. This study emphasizes on green safe technologies with the commitment of arranging good environmental performance that can help establish the environmental, social and economic impact of corporate owners adding both economic and environmental information for managerial decisions in this substantial sector. This research focuses on the importance for new green accounting platform for attaining sustainability in Bangladesh Readymade Garment Industry.

Key words: Green Accounting, Readymade Garment, Corporate Sustainability

II) INTRODUCTION

In modern times, globally people seek for peaceful life but our green environment, especially, in developing countries is at stake. However, it is our precondition to keep our natural resources safe and sustainable to face the challenges of the 21st century. In fact, new companies rise up every day and corporate prime goals are made ready according to the demands of shareholders and prospective investors as a whole but in real life situations focus is not concentrated on green accounting in corporate levels, particularly, in Bangladesh. To mention honestly, even though green environment is getting aggravated day by day in Bangladesh, it is now time to look into on green accounting. So, corporate sustainability is urgently needed but not avoiding the effort for attaining its sustainability in developing countries like Bangladesh. That is why, this issue is a troublesome issue in the highly digitally technologically global era. Some years back, The sustainability Accounting Standards Board (The USA, incorporated in 2011) is currently developing industry- specific accounting standards for sustainability for annual reports like a Form 10-K (A detailed summary of a company's business, risks and results) is a must to file with U.S. Securities and Exchange Commission (SEC) for publicly traded companies. In this situation, green accountants are required to make it confirm that the necessary standards are well implemented and reported. In this regard, the U.S Bureau of Labor Statistics predicts employment of green accountants and auditors will grow 13% from 2012 to 2022.

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Accounting is a science that is affected and affects its environment. Accounting intimately connected with science, particularly in the environment since the accounting was used to calculate the cost of a product. Methods in accounting also continue to evolve following the development of the growing business. When the concern of the environment is started to get the attention of the public, accounting must be settled first to be ready for internalizing the various externalities. Green accounting is one of the contemporary concepts in accounting that supports the green movement in the company or organization by recognizing, quantifying, measuring and disclosing the contribution of the environment to the business process.

In recent times, corporate sectors in developing countries are a little bit aware of environmental protections but the thing is that more and more people are opting to future careers that are substantially grounded on their overall welfare on natural environment. As a result, green accounting is a fresh concept which can focus on some fundamental factors: for example: resource management, environmental effect and revenues and expenses adjustments taking the deductions of environmental loss due to pollutions and depletion of natural resources into account for companies.

Research Problem

Corporate owners normally long for continuous profits at any cost through resource management an accumulation of retained earnings merging into strong capital wealth for years after years. As for example, Readymade Garment Industry in Bangladesh is substantially contributing to Bangladesh economy but on the other side ,it is creating serious disasters for sustaining green environment. As such ,time has come to think about green accounting along with the basic issues of natural environment protections for achieving corporate sustainability in developing countries.

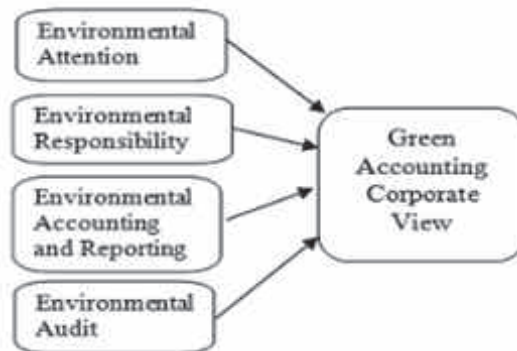
III) Research Methodology

The research is exploratory research based on secondary data. The data collected from the websites, journals, websites and other published sources. The data was gathered by using the words in the title of the research paper. Research done by national and international authors were considered in the study with reference to readymade garment industry in Bangladesh supported by the green accounting concept for sustainable development.

IV) An Overview of Green Accounting

Napitupulu (2020) Sustainability stands out among the most vital management paradigms that key business leaders must react to today in search of competitive success. Inevitably companies that do not react to sustainability will face extinction. Likewise, some say that the capability to incorporate sustainability into corporate strategy and stakeholder engagement will determine which businesses will grow in the 21st century and which businesses will fail.

The green accounting deals with accounting and management issues relating to environmental and social impacts, regulations and restrictions, safety, environmentally sound, and economically viable energy production and supply. The number of experts in this field and in financial subjects in these countries needs to be supported with a planned budget and good decisions of policy makers however the numbers of experts in green accounting are minimal in Bangladesh making it a concern to have adequate expert opinion on the subject matter. attention, responsibility, reporting accounting environment, and audit environment to see the importance of green accounting (Hendratno, 2016)



Hendratno, S. P. (2016).

According to The International Climate Vulnerability Monitor Report gradual climate change throughout the globe, particularly, in developing countries like Bangladesh and India are adversely getting affected their the quality of life. As for example: The USA could lose 2% of its gross domestic product as a result of droughts and water shortages by 2030.

A related study introduced sustainability accounting, going beyond green accounting and its methods and procedures for practical application to achieve corporate sustainability (Bettina, et al., 2012)

Environmentally responsible product development which showcases proactive future developments yet to be dominant in these recent times The Bangladesh's government passed several laws on the disposal of discarded electronic consumer products as well as air borne chemicals emitted into the air by the manufacturing companies (Chowdhury, et al., 2016). These laws put pressure on the manufacturers and importers by holding them responsible when consumers discard their products. It can therefore be observed that most of the manufacturers in the RMG industry have recently considered reusing and recycling their products and there is less burning of waste products as there used to be some years ago.

The remaining percentage have no adequate knowledge on the environmental issues and what their employers are supposed to do to ensure environmental safety. The present study focuses on the RMG industry which has been recorded to have contributed to several atmospheric pollutions and severe cases of global warming making Bangladesh one of the most vulnerable countries in the world (Banglapedia, 2008; Ullah, et al., 2018).

Pillai (2012) reported that Bangladesh has all types of environmental disasters, some of which have been scientifically established to be irreversible, some of which results in unavoidable negative impacts and some are reported to be unmanageable. The way forward has also been stated by several scholars as raising and increasing environmental awareness.

Shobeiri, et al. (2017) added in their literature that no single government can achieve goals of environmental conservation on its own except if there is an involvement of the public participatory role in it. Therefore, it is crucial to protect and preserve the environment by increasing the level of awareness towards the environment.

Real accounting practice in corporate levels under Green accounting perspective, Dr K V Peter, United Nations Convention on Biological Diversity – 11th Conference- in Hyderabad, India 2012 – presented that Garbage's and waste form production and their definite damage to the eco-system are not accounted even though Green revolution enhanced food production, the ecological damage due to imbalanced use of Fertilizer. He, in this regard, also showed that recent climate change due to treeless ecosystem and frequent earthquake in developing countries corporate decision makers do not take this point into account for green accounting sustainability.

The concept of the green accounting develops throughout the end of 20th century, with increased numbers of issues of sustainability factors required for technological changes with environmental damage and degradation firms in developing countries. (Sustainability asset management, AG SAM, 2011)

Environment in developing countries has become a cardinal factor in today's ecological, social and economic set up. Managers who can influence decisions regarding environment express the view that more environment accounting work is needed, but very little such work has been done. (Md. Ali Arshad Chowdhury and Md. Kowsar Hamid¹),

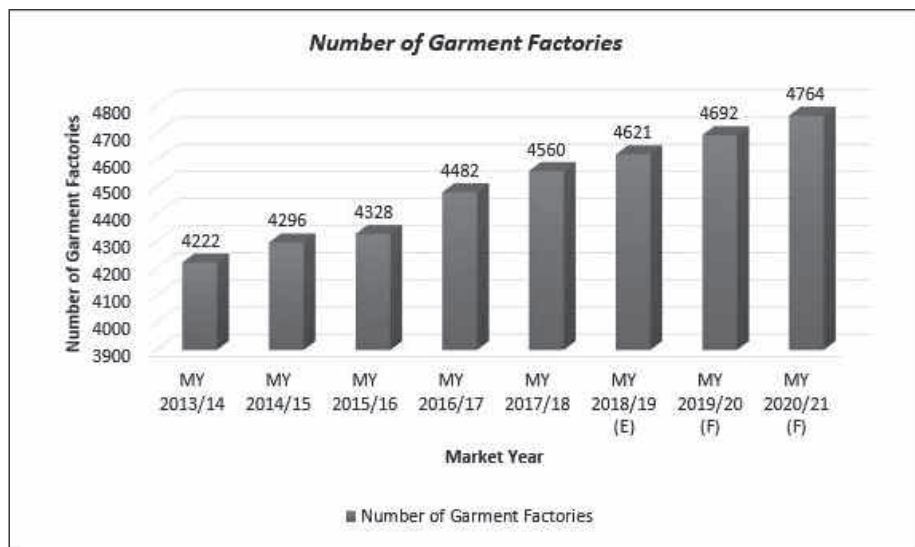
World business council for sustainable development states that sustainable development is an activity for economic boom, environmental quality and social

Justice and strategic and operational activities of a profit directed firm should consider environmental, economic and social effects and satisfy beneficiaries. However, the process of sustainability to perform in the path of sustainable development, should test it's, attitudes and values. (Behzad Latifian and Ayoub Jasemi, 2014)

As a whole, green accounting along with its corporate sustainability goal will not only have positive impact in developing countries but also have significant benefits for society via pollution reduction and public health preservation and it might generate a new point of focus to other countries of the globe.

V) Readymade Garment Industry in Bangladesh

The major destinations for Bangladesh garments are the US and the EU. But currently neither of these markets is in recession. However, the exports are expected to decline in MY 2019/20. The major reasons for decline in exports are falling global consumption and devalued currencies in major competitor countries. The following figure highlights the garment Factories in Bangladesh



Source: BGMEA website

The markets other than US, Canada and EU are considered as non-traditional markets. It includes Chile, China, Japan, India, Australia, Brazil, Mexico, Turkey, South-Africa, Russia. China started importing from Bangladesh as the Chinese government has allowed duty-free access to over 5,000 Bangladeshi products. In case of India, Bangladeshi garment exports showed positive growth with international brands such as Zara and H&M. Also, the domestic

market of India has grown with growth in number of fashion-conscious consumers. Bangladesh imports raw materials for garments such as cotton and machinery from India.

VI) Bangladesh RMG Export Market, by Garment Type for sustainable development

Shirts, trousers, jackets, t-shirts and sweaters have made significant contribution to the Bangladesh RMG exports. Trousers and t-shirts contributed for the major part of the total exports. Trousers and t-shirts contributed 27.85 per cent and 28.14 per cent respectively in the total Bangladesh RMG exports for MY 2018/19. Out of all the above garment categories, export of sweaters and jackets have increased with a high growth rate of 26.60 per cent and 23.62 per cent respectively from MY 2016/17 to MY 2018/19.

The exports of shirts, trousers, jackets, t-shirts and sweaters are expected to increase by CAGR of 5 per cent, 7.31 per cent, 11.18 per cent, 9.36 per cent and 12.51 per cent to \$2,563.55 million, \$7,990.82 million, \$5,420.70 million, \$8,385.86 million and \$5,388.25 million respectively in MY 2020/21 from MY 2018/19.

VII) Government Initiatives to boost the RMG Export through Green Accounting

Training programme for Sustainable skill Development by Government has initiated training programme for approximately 15 lakh RMG workers in order to ensure sustainable development of the sector with the challenges of automation.

A "Training Conducting Committee" has been appointed with 8 members, headed by the director general of EPB. The other members of the committee are from the textile cell of the Commerce Ministry, the Department of Labour, Labour and Employment Ministry, Department of Textile, BEPZA, BGMEA, BKMEA, and deputy director (compliance and monitoring cell) of the EPB.

Approximately, there are 40-lakh workers in Bangladesh's RMG sector and there is immense scope to employ more skilled workforce. According to industry insiders, the skill enhancement of the workforce can enable the sector to reach the targeted revenue of \$50 billion.

According to the Centre for Policy Dialogue (CPD)- a leading institution for in-depth research and dialogue to promote inclusive policy making in Bangladesh, and strengthen regional and global economic integration), around 13 per cent of the country's garment factories hired experts from overseas in the top-level management who remit over \$500 crore from Bangladesh every year. In merchandising, design, marketing and operation of sophisticated machines, the country needs experts from outside to fill in the gap.

VIII) Findings- This study recognizes three key roles of the green accounting in terms of impact to corporate sustainability, environmental reporting and auditing and the practice of safe environmental and traditional accounting. Green Accounting in the is expected to be

able to support the sustainable development of the company. Green accounting is a part of accounting that is specifically able to manage costs related to the environment. The company's ability to apply green accounting in its business scope is expected to be able to manage costs related to the environment and, in the end, the company will be able to carry out sustainable development. Green accounting can have a significant effect on the company's financial position. The study also suggests design and emphasis of industry specific accounting framework in terms of green accounting, corporate sustainability and exposes in order to attain desired level of maximum implementation and practice.

IX) Conclusion - The present study attempts to develop the conceptual frame work based on the existing literature reviews of green accounting and sustainability of RGI in Bangladesh. This will be used as benchmark information collected to improve organizational performance with objective of maintaining proper environmental positions required to achieve corporate sustainability. The findings may not be applicable to countries with economic and industrial policies different from those considered in this study.

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FALLING FEMALE LABOUR FORCE PARTICIPATION RATE (LFPR) IN INDIA: A CONCEPTUAL DEVELOPMENT OF MEASUREMENT

Prafulla Kumar Nath *

I) ABSTRACT

In recent years, a fact that has drawn the attention of many economists in India is the falling trend of female labour force participation rate (LFPR). Historically, India has a trend of lower rate of female labour force participation in comparison to the global average. With the inception of New Economic Policy (1991), it was expected that the female LFPR will increase in a faster pace. Such expectations were not unrealistic. With the rising female education level, GDP of the country and falling fertility rate, the female LFPR should have increased considerably. Quite contrast to this expectation, female LFPR over the years has shown declining trend in India. Particularly from 2005 it has fallen drastically. The present paper tries to understand individual and household characteristics which contribute for such declining trend and provides a conceptual base to measure FLFPR.

Keywords: Female LFPR, household characteristics, U-shaped LFPR curve, Heckman selection model, policy intervention

II) INTRODUCTION

Out of total population of India, 81.7% of male and only 28.6% of females are participating in the labour force according to the ILO estimation (2017). If we look at the ILO statistics, we will find that Female Labour Force participation (FLFP) in India always has been low. During the closing decades of the last century it was around 36% (36.7% in 1990 and 35.7% in 2000). In 2005 female labour force participation rose to the highest point (38.7%), but there after it took a deep dive to reach at a point (28.2%) which is abysmally low. From 2012 the FLFP flip flops around 28%. The global FLFP is 53.8%. When we compare our position with the rest of the world, a grim picture emerges. And this has been a cause of concern for many economist and social scientists along with the policy makers. The issue seems more puzzling when we look at the macro parameters related to women such as rising women education, falling fertility rate, and rising GDP along with several institutional support for women, which supposed to create an environment where women would have participated in labour force increasingly. Quite opposite to that the FLFP in India has gradually declined over the years and particularly since 2005, it has been drastically low. According to the ILO estimation (2017) the gender gap in term of labour force participation in India is 53.05 % and the same gap in the case of the world is only 26.74 %. Therefore the question arises: Why in spite of having

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several positive indicators, the female LFPR is falling in India? Why the women in India are withdrawing from the labour force participation?

The present paper tries to understand the nuances of female LFPR in India. It tries to identify the factors that influence significantly the declining trend of female LFPR. Falling female LFPR has emerged as a serious challenge for the development of our country. Participation of women in the labour force is dependent on several social, economic and cultural dimensions. Without understanding these dimensions minutely, at policy level nothing can be done.

At the very outset, we must understand why this female LFPR is so much important. It is important basically for two reasons: firstly economic participation of women will empower them in making economic decisions in the household; secondly it will increase national income manifold so that per capita income of India will increase considerably. Mammen and Paxon(2000) argue that female labour force participation is crucial for their economic independence and it is an indicator of their socio-economic wellbeing. Gender equality and female labour force participation are highly correlated (Goldin, 1994). In a time when the factors that supposed to contribute female LFPR positively are improving, but the actual female LFPR is falling, it becomes a concern for many. If we look at national GDP, it is constantly rising and it touched trillion dollar mark in 2007 and in 2017 it stands at \$ 2.59 trillion. Women education rate is also improving fast (39.29%, 53.67%, 64.63% in the census 1991, 2001, 2011 respectively). Similarly women fertility rate, that comes on the way of their participation in the labour force is also decreasing (it was 2.9, 2.4 and 2.3 in 1991, 2010 and 2016 respectively). But the net effect of these factors on female LFPR has been negative.

The present paper tries to understand this negative growth of female LFPR. In other words we have to explain that why in the recent years the women are withdrawing from the labour market. Is this withdrawal is equally spread among all the sections of women? Or there is any specific characteristics of household like income, level of education of women are responsible for such withdrawal? In the very first section we will try to give some theoretical explanation to such receding female LFPR. At the same time we will also explains the specific terms associated with the

labour force participation. In this section we also highlight the current literatures that try to explain this falling female LFPR. In the second section, we will discuss about the data that has been used in this paper. In this section we will also explain the methodology process, why we used the specific method and how it helps us to explain the issue (falling female LFPR). In the third section we will discuss the findings of our study. And finally in the fourth section we will discuss the policy implications.

III) Literature Review:

Traditionally female LFPR in India has been low in comparison to its male counterpart. The introduction of NEP (1991) could have initiated a ground breaking trend for higher female LFPR, but unfortunately it did not. With initial flip-flops (35 to 37 % between 1990 and 2005, ILO estimation, 2017), it begins to fall sharply and in 2012 it touches the bottom (as low as 26.8%). According to the latest estimation the female LFPR in India is 27.26% (ILO estimation, 2017). Initially scholars tried to make a comparison of female LFPR of pre reform era that with the post reform period. Few notable works of this genre include Sundaram(2001), Sundaram and Tendulkar(2004), Bhattacharya and Shaktivel(2005). And in most of the cases it was said that the female LFPR is falling. In an empirical study Bardhan (1979) tried to study the labour supply function of rural household at an acceptable wage rate in West Bengal. He found that labour supply of a household depends upon its social and demographic character. Much later, Kanwar (2004) made a study in the similar line, where he studies the responsiveness of wage rate to a change in labour supply and demand. In general Labour force participation in India is determined by the prevailing economic, social, cultural and demographic mechanisms and when it comes to female LFPR, the mechanism works more strongly(Olsen and Mehta,2006).One of the major reasons of the falling female LFPR in India is the withdrawal of married women from the labour force. To support this Goldin (1994) argues that participation of married women in labour market will fall initially and then it will rise with the economic development of a country. This phenomenon of falling female LFPR can be explained through a U-shaped curve (Goldin, 1994). The theoretical argument is that in the initial stage of development, when household engaged in family production, family farm and small business, the female LFPR used to be high but when the production shifted to larger market, the female participation began to decline. This process of falling female LFPR continues till it hits the bottom (of U-shaped curve) then it rises up when the economy becomes well developed

(Mehrotra and Shinha, 2017).When the women are poorly educated (or less trained and skilled) they only have to work as manual worker if wanted to work outside of the home and there is a social stigma attached to it (Goldin, 1994).

Let us understand the U-shaped Curve in the context of supply of female labour force to the market (female LFPR). According to the standard theory of labour supply (Goldin, 1994; Blau and Khan, 2007) it is argued that rising educational level and service sector in an economy will automatically push the female labour force to the market(increase in labour supply). At the same time it will also enhance their earning capacity and reduce social stigma that associated with women working outside (Klasen and Pieters, 2015) and thereby it will promote gender equity in a given society. We will try to understand the nature of U-shaped curve of female LFPR both in the context of rural and urban. In urban area the level of female

education (including technical skills) is higher than their rural counterpart. As a result the value of her time in the market increases. But earlier these women withdrew themselves from the labour market for relatively less price in the market for their time. Now they will move out of the bottom of the trough and move towards the rising end of right arm of the U-shaped curve. The initial withdrawal from the labour force (low LFPR) is due to the combination of stronger income effect and milder substitution effect (Goldin, 1994). The left arm of the curve (U-shaped) represents the stronger income effect while the right arm represents the stronger substitution effect (own). The falling portion of U indicates less resource with women and the rising portion indicates their richness (Goldin, 1994).

We will discuss the rural female LFPR in a little different way. Since the majority of population in India live in rural area, any policy brought (agriculture, financial, social) by the government asks people to make some choice. For example if the price of an agricultural product increased in the market or fixed by the government then household will react by making a decision: how much it will keep for the family consumption and how much it will sell in the market at the given price. Similarly, with the change in technology household's demand for labour may change. The household will now take a decision how to match the demand for labour: will it use household's own labour or it will hire from the market? Therefore understanding the micro economic behavior of a rural household is utmost important (Singh et al., 1986) in understanding labour force in general and female LFPR in particular. Government introduces hundreds of policies. We may take the example

of minimum support price (MSP-2018) of rice (Rs 1750 per quintal) as set by the government. A farmer family (say) lives in rural Bengal (where the minimum wage for an unskilled labor varied between 211 and 278 rupees). How the farmer family will react? Its main objective will be to maximize household return or utility. How much labour it will hire to produce rice? Or it will hire no labour and produce entirely using own household labour or it will stop production and sell its all household labour will depend upon a set of factors. It will depend upon the price of rice, wage rate, availability of labour force and technological relationship between input and output (Singh et al., 1986). Some scholars argue that households can make production decision irrespective of its decision of consumption and labour supply (Krishna, 1964). Now we can't talk of female LFPR solitarily. With a lower level of education and lower skill (may be unskilled) rural female LFPR finds place at the left arm of U-shaped curve. They find more employment than the urban counterpart but at lower wage. What does theory says about it? Scholars like Mehrotra and Shinha (2017) argue that higher growth rate (or income) induces the women to withdraw from the labour market. It is also argued on the basis of empirical findings that increasing educational level of women in general appears as the major factor contributing to declining female LFPR (Afridi et al., 2016).

IV) Methods of Study:

This paper used basically NSS (68th round) data for analysis. At various levels, the Word Bank data also has been consulted. To understand causes behind the falling female LFPR and factor contributing to it, we have proposed Heckman Selection technique. We will model NSS (68th round) data using a regression model. Why we have proposed to use this model? In measuring female LFPR a reference period has been used. If a woman is not employed during that reference period, her wage is not observed (not reflected in the data set), but a value is assigned to her. To overcome the problem of not observing the wage (for the women who are not currently employed), this Heckman Selection technique has been used.

In this model to understand the choice of women not to participate in the labour force is not a random decision (a decision without understanding benefit or loss). We have to assume that women will go out for employment (participate in labour market) in one condition: if the wage rate in the market is greater than the reserve wage. According to the labour economics reserve wage is the minimum wage that a labour will accept for a particular job. A woman from a household may find

more return being at home than going out for a job at certain wage rate (Dasgupta and Goldar,2006). Since the choice for joining the wage market for a woman is not random (rather a thoughtful decision), we can't use ordinary least square (OLS) model. The Heckman selection model will be appropriate in this case for we observe only the wage of those women who are employed and it is unobservable for others.

V) The Model Explanation:

The present model is based on two equations. The first one is the selection equation and the second one is the regression equation. The selection equation generally represents a probit estimation where a variable takes the value 1(one) and 0 (zero). If a woman is employed the value will be 1(one) otherwise it will be 0 (zero). The regression equation explains number of days (actual) participation in the labour market for those women who are assigned value 1 (one) in the selection equation. The selection equation:

$$Z_i^* = w_i g + u_i ; Z_i = 1 \text{ if } Z_i^* > 0 \text{ and } 0 \text{ otherwise (Eq - 1)}$$

The regression equation:

$$y_i = x_i b + e_i ; \text{ will be observed only if } Z_i = 1 \text{ ... (Eq - 2)}$$

Before delving deeper, we must understand what exactly we mean by participation in labour force. What is this female LFPR indicates? How we will identify a woman is participating in labour force or not and on what basis we say this? According to the NSS (68th round) document Labour Force Participation Rate means what per cent of working population

(in the age group 16-64) in the country are working or seeking work. People beyond this age group (children up to 16 years and elderly people above 64 years) are not counted in the labour force of India. Female LFPR means out of every hundred women how many are in the labour market (willing to accept jobs with the existing wage rate). The LFPR is calculated female LFPR using four basic approaches based on both time and priority criterion. These approaches include Usual Principal Status (PS), Usual Principal Status and Subsidiary Status (PS+SS), Current Weekly activity status (CWS), Current daily Activity Status (CDS).

The paper tries to conceptualize the measuring method of female labour force participation in the context of India following Heckman's approach. In future, we will apply this methodology to measure FLFP in India using NSS data.

VI) Conclusion and Policy Implications:

Female LFPR is complicated issue. Scholars across the world find a U-shaped relation between female LFPR and education and development. It has been observed that with the rise of household income the females who engaged in unskilled and low paying work are withdrawing from labour market. While understanding the low female LFPR, we need to understand the household choice not the individual. Household will react appropriately to the changes incurred either in the market or in term of government intervention (policy introduction). How much labour a household will supply or demand at a given wage rate and why it will do so is very crucial for policy formulation. We must not forget that for a household maximization of return come first and any other issues. Every policy must facilitate the households in this respect.

There is sharp decline in female LFPR in India from 2005. Scholars like Kapsos(2014) and Hirway (2012) argue that larger section of missing / withdrawing female labour force is due to measurement difficulty (unpaid family work and specified activities). Furthermore, measurement issues also come as challenges and it create doubt about the real employment state of women (employed or self employed).Domestic and farming work can be classified as self-employment but during survey in general women report themselves as housewives (Olsen and Mehta, 2006).Majority of the specified activities are not included in the Indian SNA (System of National Accounting) despite the fact that they are included under United Nations–SNA. High female LFPR in 2005 (may be due to the activities captured as contributing family work), but later they are captured as domestic duty of housewives. Time-use surveys can be an improved estimate and a better understanding of the female workers, both paid and unpaid.

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DIGITAL MARKETING USAGE BY MICRO SMALL MEDIUM ENTERPRISE: AN REVIEW

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I) ABSTRACT

Today, digital marketing has become one of the most sought after and effective marketing tools in promoting businesses. The major aim of this Research Paper is to understand the work done by various academicians in the past, in the field of digital marketing and Micro, Small and Medium Enterprises. This Research Paper will provide insight into previous studies on use of digital marketing platforms by MSMEs and its impact on their businesses. This review has helped to find out what has been done so far in this field and what needs to be done for better performance. The exponential growth of internet in last two decades and its penetration in the society has given new avenues to connect with the people. Many new companies have emerged. They used the advancement in the technology coupled with the internet growth to come up with new tools for marketing called digital marketing. This paper throws light on the digital marketing use in MSME and highlights barriers and the Indian scenario on MSME.

Key words: MSME, Marketing, Digital Marketing

II) INTRODUCTION

Today, 40 million Indians are online every day, spending 40-45 hours over the Internet per month. India is the second largest market for social networking giants such as Face book and LinkedIn; 58,000 new users get connected on to a social network every day. India has one of the largest and fastest growing populations of Internet users in the world growing rapidly.

India already has the third largest Internet population in the world today, after China with 620 million and the US with 275 million. India already has 100 million active Facebook users today, the second largest number after the US and Canada with 152 million. The growth in the Internet base in India has been exponential. It took 20 years from the introduction of the Internet to reach 100 million users. The second 100 million will likely be reached within three years, and the third in less than a year. In fact, the next four years will see nearly 350 million additional Internet users. Marketing strategy of companies to reach customers is incomplete without incorporating digital marketing. Digital marketing is not confined to a single tool but involves use of various tools and channels. Digital marketing is not just a technique of using various social media platforms and marketing channels available today, but an approach to

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understand how people express with each other socially on the modern platforms and engage with the world around them. Segmentation of prospective customers, offering your products and services to them by customizing your messages as per their needs and quantify the effectiveness of your marketing efforts are some of the notable advantages of using social media platforms to market your products. Because of the availability of these platforms, the customers are no longer passive customers. They actively engaged themselves in the campaigns, contribute their views and liking.

MSMEs couldn't think of using the traditional media platforms like Radio, Print and TV due to higher cost involved. Hence, these platforms were and are confined to large establishments and big conglomerates having strong financial muscle. The digital marketing by using social media platforms is quickly emerging as a cost effective medium for MSMEs. The proper use of such media platforms can bring notable benefits to their businesses. It can help them to achieve growth locally as well as internationally.

Digital marketing

Whether you market your product by using traditional marketing tools or digital marketing tools, ultimately, the aim of using such marketing tools is to get as many customers as possible and increase your sales. Hence, basically, 'traditional' marketing and "digital marketing" are the same. Only the tools used to get the customers are different.

The advantages of digital marketing and communication tools are as below.

1. It helps to connect and build long term relationships with customers.
2. Digital marketing helps MSMEs to create demand for their products and services by driving customer's attention using eye catching campaign designs. This is called as the attention economy.
3. Using digital marketing, the audience can be segmented precisely. Even the messages can be personalized based on their demographics, current location, their past interaction on social media etc. Products and services can also be tailored to suit their requirements.
4. The performance of each and every campaign run on the social media can be measured immediately. Every click and action by the audience can be tracked. This ultimately helps to understand what works best and where the efforts need to be focused.

III) LITERATURE REVIEW

Marian and Rao (2016) proposes that though e-Commerce has its own unique value

propositions and benefits, the adoption of m-Commerce will be a more feasible option than e-Commerce for MSMEs in India. The study provides insights into the drivers of m-Commerce and inhibitors of e-Commerce adoption in emerging markets, thus adding to the limited knowledge among both academics and practitioners.

Cooper (2018) Based on DOI and TAM model author researched that Internet Marketing(IM) and its adoption is quite good by SMEs in the Northwest of Ireland because of the factors like advantages, ease of use, micro and macro influencers, business readiness and knowledge. The findings indicate that IM activity has a strong positive impact on the SMEs marketing performance.

Nair (2016) in his study highlights latest reports by FICCI – confederation` of MSMEs talking about benchmark for the technology adoption among MSMEs. It gave numerous numerical data about 9 MSMEs operating in India. The report is also based on TOE model taking factors such as technology, entrepreneur, Infrastructure and Capital involved.

Boyd and Ellison (2007) described social media platforms as a web-based service which allows organizations and individuals to “1) construct a public or semi-public profile within a bounded system, 2) articulate a list of other users that share and connect together, and 3) view and traverse their list of connections and those made by others within the system.”

Glen (2010) advises that, “before a company opens an account and becomes active on the website, it is important to consider what each site offers and how the company can benefit.” Some research had been carried out in Pharmaceutical, restaurant and construction companies on the use of social network marketing as a way of integrating business to consumers. Way back in 2008, a US based pharmaceutical company called Merck adopted social network marketing to promote their products. It created a page on Facebook for promoting a vaccine named Gardasil followed by GlaxoSmithKline, which also made use of YouTube, a prominent video sharing site to start a promotional campaign for their products and services (Gupta and Udupa, 2011).

According to **Nickson (2009)**, social networks started from a Bulletin Board System (BBS) at Friendster. ABBS is an online chatting site for people of the same interest.

Alam (2007) conducted a study to understand the adoption and use of ICT among small and medium scale enterprises in service industries of southern region of Malaysia. He also investigated the rate of usage of ICT by the MSME's. Through judgement sampling, 180 respondents were targeted for the study. He found that investment of ICT in Malaysia's SMEs is relatively low. He also suggests that government support should be seen as the important factor which could influence an organization to adopt ICT. Moreover, managers

should develop a more favorable attitude and become more receptive to the idea of adopting the web.

Arendt (2008) argued that the main barrier preventing better utilization of ICT and e-Business by MSME is not digital divide but the lack of proper knowledge, education and skilled labor within the enterprise. They stress that the actions aimed at bridging the digital divide in MSME should concentrate on overcoming the “skill access” and “usage access” barriers within MSME's, not the material ones.

Ching and Elis (2004) tried to identify the factors driving the adoption of ecommerce in small and medium sized enterprises with online marketing. They defined ecommerce as using internet related applications to support marketing operations, management and decision making in business. Diffusion theory has been used to formulate hypothesis and linking with various decision maker, innovation and environmental characteristics with the propensity to adopt online marketing. 84 MSME's in Hong Kong were selected. They found that the use of internet was compatible with the existing business value and system of business. They also found that the perceived benefits of going online outweighed the cost of doing so. They also reported that pressure from customer motivated their switch to online transacting.

Dlodlu and Dhurup (2013) examined the drivers that influence the adoption of E-marketing in African context. A qualitative research was undertaken among 123 MSMEs selected randomly. Principal component analysis with varimax rotation was employed to identify the factors pertaining to the drivers of E-marketing adoption. A five dimensional structure persistent to the understanding of SMEs decision to adopt e-marketing technology was established. PEOU, external pressure, mission, job performance, resource availability and compatibility were found to be significant drivers of E- marketing adoption.

Dr Subrata das and Komal K.Das (2012) examined the profiles of MSME's information technology adoption and discusses the influence considering three internal factors; enterprise sector, size and age and three external factors; information requirements, competition integrity and government incentive schemes.

The study selected outstanding north Indian MSMEs companies with after tax surpluses and continuing sales revenue growth for the past three years as sample. Out of the 84 outstanding MSMEs identified, 36 participated in the survey. Descriptive statistics, regression and Pearson correlations was used for the analysis. The researcher through the study proved that there is a relationship between environmental factors and the adoption of ICT. ICT adoption increases with increasing information requirements.

Bonface, oder, jalango (2015) studied about the effects of digital advertising on the performance of commercial banks in Kenya. The research design employed for this is a descriptive cross sectional survey design. The sample for the study was 42 commercial banks. The study conducted quantitative analysis to draw inferences. The researcher found that bank's market segment had improved overtime under the use of digital advertising. The study also found that digital advertising significantly affected commercial banks and was moving away from traditional methods of doing financial transactions.

Fawad khan (2013) studied and presented the perceptions towards digital marketing in Pakistan. 200 respondents were selected as the sample of the study. He analyzed the data of the study by descriptive statistics and factor analysis methods. The researcher found that professionals in Pakistan were more skeptical towards digital marketing tools and concepts, they do not fully understand the benefits of digital marketing in terms of growth and cost effectiveness. The professionals were found to be very concerned about issues of privacy and misleading of information of digital marketing. They also found that SMS and MMS were considered most important tool for conducting digital marketing which showed the lack of understanding of digital marketing tools.

Heikki (2012) conducted a study to understand how companies from Finland build an international industrial brand using digital media. The researcher also tried to analyze how companies created brand equity. The research was descriptive and explorative in nature. A case company was selected for fulfilling the objectives.

Jacqueline Nywira Njau and Winni karugu (2014) suggest that MSMEs in Kenya are skeptical of E marketing adoption because these firms perceive very high development cost. Hence they tried to determine the influence of E marketing on the performance of MSMEs in Kenya. They used a correlational and descriptive survey research design which explains the relationship between variables. 500 MSMEs took part in this study. They were from manufacturing industry in Kenya. They found that search engine marketing, email marketing, blog marketing and online marketing has significant influence on business performance. They also found that the companies adopting E marketing achieved above average business performance.

Jarvinen et al (2012) made an attempt to analyze the usage of social media tools in the B2B sector as part of the digital marketing mix and what were the objectives of digital marketing for B2B firms. They also tried to study the major barriers to the utilization of digital marketing in the B2B sector. Random sampling was adopted to select 145 companies from Finland for the study. The results of the study indicate that the most important digital marketing tools for B2B companies remain newsletters and email marketing. The findings further suggest,

irrespective of firm size, that the use of other long established digital marketing tools are perceived to be more important than social media tools.

Hasic et al (2009) examined the use of viral marketing by SMEs to increase their brand awareness. It also studied about how SMEs create successful viral marketing campaign. The data for the study was collected through three interviews with CEO and owner of organization located in U.S.A, Belgium and Sweden.

IV) MSME MARKETING BARRIERS

Big establishments and business conglomerates have enough marketing budgets and hence they use various marketing channels to get the visibility for their products and services. Whereas MSMEs have limited options to market their products and get the visibility because of budget constraints. Mostly it is found that, MSMEs are more dependent on the word of mouth of the satisfied customers. Their efforts to get more visibility are confined to affordable marketing channels which ultimately limits their growth.

With the advent of digital marketing and various social media platforms, MSMEs now are able to use free tools to get more word of mouth. They can also increase the attention to their products and services organically and decrease their dependency on traditional advertising platforms like cable TV, Newspapers, Yellow pages etc. The affordability of such new generation platforms, accessibility of digital marketing tools along with the digital marketing awareness among the consumers has become a viable option for MSMEs to engage with their customers.

V) INDIAN MSME SCENARIO

As per the report by ASSOCHAM India, Indian MSME contribution in GDP (Gross Domestic Product) will be increasing by 22% in 2020. In accordance with the provision of Micro, Small & Medium Enterprises Development (MSMED) Act, 2006 the Micro, Small and Medium Enterprises (MSME) are classified in two Classes:

- (a) *Manufacturing Enterprises*- The enterprises engaged in the manufacture or production of goods pertaining to any industry specified in the first schedule to the industries (Development and regulation Act, 1951) or employing plant and machinery in the process of value addition to the final product having a distinct name or character or use. The Manufacturing Enterprise is defined in terms of investment in Plant&Machinery.
- (b) *Service Enterprises*: The enterprises engaged in providing or rendering of services and are defined in terms of investment in equipment. The limit for investment in plant and machinery / equipment for manufacturing / service enterprises, as notified, vide S.O. 1642(E) dtd.29-09-2006 are as under:

MSME Description in India

Manufacturing Enterprises-Investment	
Description	INR
Micro Enterprises	Upto Rs 25 lakh
Small Enterprises	Above 25 lakh & upto 5 crore
Medium Enterprises	Above Rs. 5 crore & upto Rs 10 crore
Service Enterprises-Investment	
Description	INR
Micro Enterprises	Upto 10 lakh
Small Enterprises	Above Rs 10 lakh & upto Rs 2 crore
Medium Enterprises	Above Rs 2 crore & upto Rs 5 crore

Source (Development Commissioner MSME 2019) (RBI)

As per data compiled by Ministry, Maharashtra topped the chart with 15.26 lakh new registrations followed by Tamil Nadu with 9.46 lakh aspiring entrepreneurs and Bihar enrolled with 8.73 lakh entrepreneurs in the third place, With 8.06 lakh new registrations, UP stood fourth in the pecking order. A large number of people take MSME registration to avail Mudra loan, land allotment at concessional rates and subsidy under various schemes. There are 8.73 lakh budding entrepreneurs enrolled on the central government's Udyog Aadhar portal till December 2019, according to latest data compiled by MSME ministry with 8.06lakh new registrations with the Make in India initiative supported by the government. There is more usage of Internet for searching Product Information and Price Information (more than 30 %) then usage fall down for searching Store Location, Accessing Purchase Coupons, Ordering (in the band of 21% - 30%) some exception are there like Air travel show high usage(more than 30%)of internet for Ordering and Payments. So there should be no question in to why MSME should not be Digital and use Digital Marketing tools to establish them in the market.

VI) CONCLUSION

Indeed MSME is the triggering point in Indian Economy and having the ability to leap frog other sectors to become the best and undoubtedly Technology and Digital Marketing can help them to gain this position. This initiative is opening the gateway for MSME to reach mass of the population of developing country like India through digital way. As Indian customer use Internet for Product Information, Price Information, Store Location, Accessing Purchase Coupons, Ordering , Making Payments, Information on Product Use and much more. The digital marketing by using social media platforms is quickly emerging as a cost effective medium for MSMEs. The proper use of such media platforms can bring notable benefits to their businesses. It can help them to achieve growth locally as well as internationally.

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COVID-19: NEW ADOPTIVE STRATEGY IN MARKETING WITH SPECIAL EMPHASIS ON INDIA

Prof Swadesh Deepak *

I) ABSTRACT

Nations around the globe are experiencing so much anxiety, apprehension, and ambiguity. Everyone is forced to find their means of livelihood. Marketing research over the last decades has provided insight into how economic recessions affect consumer behavior and how firms should adjust their marketing mix activities in response to these macro-economic contractions. In this paper we review the related marketing literature and demonstrate that recessionary periods may provide opportunities for marketers to grow their brand's market share with the right marketing-mix spending management in Indian Perspective

Keywords - COVID-19, Marketing Strategy, Recessions

II) INTRODUCTION

There are 9,532,128 cases worldwide with approx.5 lakh deaths as confirmed on June, 25. The COVID-19 epidemic has led to a major drop in pricing of commodities and the demand of imported goods and services, and because of travel restrictions imposed by Government, global supply chain and international tourism is also badly affected, all of this wrecking results into a major economic induce in the world. This deadly virus has a long-lasting influence on the economy like stress among the population regarding their economic situation, and the increasing rate of the disease will effectuate the expenses of healthcare services. This pandemic has affected every sector whether it is economical manufacturing, education, or services. All these sectors are indulged in the process of defending themselves, from the venomous effects of COVID-19.

At the same time, each pandemic in recorded history had immediate effects on the primary reactions of the social human, because they affected directly health, financial security, life quality and food security. For instance, when cholera or the Spanish flu hit, the economic balance and food supply systems broke and caused famine as an immediate effect. The COVID-19 pandemic has largely fit the same profile, although there are specific differences. This time there have not been major negative effects on food security recorded, except for the underdeveloped and developing countries. Meanwhile, developed economies have not faced serious problems in terms of global food security. Inherently, there were

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individual problems, especially in the case of quarantined people with low and very low income. Nevertheless, the concern for food security has turned into concern for food safety as the public focus of developed countries transitioned to issues such as healthy eating.

III) BACKGROUND OF STUDY

The Prime Minister of India announced a 21-day lockdown for the whole country in his direct address on 24 March 2020, further extended it till May 17 after inspecting the increment in the rate of the virus. In such a situation, a natural protective measure is aimed at addressing environmental problems. Lockdown is one of the natural effects that nature expects through the introduction of COVID-19. According to updates from MoHFW on 24 June 2020, in India, there are about 473k COVID-19 patients were diagnosed. Of these, 14,894 deaths and 272K people were recovered. The Prime Minister of India declared the countrywide shutdown from March 25 to June 8, 2020, excluding containment zones. The Indian government is working around the clock with readiness and response. This includes identifying suspected cases, setting up a diagnostic facility, and community prevention Engagement, hospital logistics, control, and control plans. Under the brave and determined leadership of India's Prime Minister, India, has responded with persistence and urged it to overcome this unprecedented challenge.

Problem Discussion

When an economic crisis hits and the turnover rate declines, it might lead to bankruptcies. The declining turnover also contributes to decreases in innovative activities, mainly because new product innovation is expensive. Since marketing innovation is a tool for firms in order to adapt to consumer needs, and includes innovations such as advertising innovation, distribution innovation, promotion innovation and pricing innovation. A successful implementation of that kind of innovations will help firms to better match customer needs and in turn also help them to gain a competitive advantage. The marketing mix (i.e. the 4P's) is the mechanisms the organization can use to create customer satisfaction and to stay competitive within the market. It is considered to be a dynamic model since it adapts to change in consumer preferences, market condition and government policies. Hence, it is a vital tool for firms in the hospitality industry in order to adapt to the changes within the marketing environment and find a new way of marketing to stay competitive and profitable.

IV) MARKETING IN POST COVID-19 ERA: A GUIDE FOR MARKETING MANAGERS

The recent COVID-19 (COVID-19) has forced immediate, far-reaching lifestyle shifts for consumers around the world, and these changes are likely to stay beyond the period of pandemic itself. The global retail industry is experiencing an unprecedented crisis in

the wake of the COVID-19 lockdown and its economic recession (ER). France's economy, together with several other countries, is expected to experience an ER as it may shrink by 8 percent in 2020 due to COVID-19. U.S. retail sales also dropped by a historic 8.7% in March, and are expected to drop by 20% moving forward, according to the National Retail Federation.

Faced with uncertainty about the future, many firms are responding to recession by adapting their marketing strategy to changing consumer behaviour. Google, among many other firms, has recently announced a cut in marketing budgets by as much as half, while before the pandemic, they expected to increase marketing spending from the previous year (CNBC 2020), as they did after the ER of 2008.

Marketing researchers over the last few years have studied the impact of ERs on consumer behavior and firms' responses to ERs. Drawing on the existing empirical knowledge, the current review intends to offer a guide to marketing managers on how to respond to the predicted ER in the post-COVID-19 period. This paper addresses the issues regarding the management of marketing-mix spending during an ER in particular. It is worth mentioning that the main focus of this paper is on the consumer (offline) retailing sector, although some of these insights can also be generalized to other sectors.

COVID-19: Shift in consumer behaviour

Although we still have to wait to discover the actual impact of the COVID-19 pandemic on the economy in the long-term, most predictions indicate that there will certainly be a recession in the post-COVID-19 period. Marketing literature shows that consumers become more price-sensitive and more risk-averse during an ER and economize on their expenditure, especially on durable goods.

On the other hand, the impact of ER on non-durable industries, such as consumer packaged goods (CPG), could even be positive, given that it is more difficult to cut back on non-durable consumer goods. Therefore, in the CPG sector, consumers are likely to switch to cheaper alternatives, to cheaper stores like discounters, or to look for special-deal products.

Marketing spending during an economic recession

The body of evidence indicating that cutting on marketing is not necessarily the best decision, especially if the focus is on the long-term. One of the first studies in this area was done by Srinivasan et al. (2005), who empirically demonstrated that pro-active marketing strategies in a recession result in superior business performance during the recession. More recent academic studies have also supported a proactive marketing approach, by maintaining or even increasing marketing spending during an ER. The main reason favouring a proactive

marketing strategy during a recession is that as other firms in the industry reduce their marketing activities during a recession, a proactive firm could achieve a superior competitive edge and market share by keeping its marketing budget at the same level as before the ER.

Significance of marketing in an economic crisis

However, one thing that should not be compromised in an economic crisis is the marketing activities. Organizations that increased the spending on marketing during the economic crisis did not increase the income in the economic downturn. However, the revenues increased quicker once the recovery of the recession started in comparison to firms that solely focused on cost rationalization. Empirical evidence shows that firms who focused heavily or maintained the degree of marketing, the market stake increased three times faster when the economic downturn was over. However, research shows that it is more important to retain customers compared to chasing new customers. Thus, in an economic crisis it is of great importance to retain the loyal customers, since they are the most profitable and therefore marketing mainly should target the loyal customers.

Marketing Innovation

Another marketing strategy that has proven to be successful in times of crisis is the adoption of marketing innovation. Marketing innovation is a tool that assists the developing and sustaining of competitive advantage. Marketing innovation can be described as the application of a new marketing strategy with changes in product, pricing strategy, packaging style and product placement. It can also be described as the creation of value by using relevant information and capabilities to implement an idea for a new marketing strategy or improvements in an existing marketing strategy. Marketing innovation includes innovations such as distribution innovation, promotion innovation and pricing innovation. The objective with marketing innovation is to better meet customer needs, give the company's product a new position in the market or open up new markets. Empirical studies have shown that successful marketing innovation helps companies to gain or sustain a competitive. An empirical study by Falk (2013) shows that firms that focus on marketing innovation during a crisis have a higher chance of surviving.

Marketing Innovation in Times of Crisis

An economic crisis or recession will most definitely create changes in the business activity and strategies for the organization. Since product innovation tends to be too expensive in the midst of an economic crisis the focus therefore shifts toward market factors instead, such as demand management. In an article related to COVID-19 it is highlighted how companies need to figure out how the consumer's needs have changed. People's habits are changing,

and millions of households are capsized and therefore firms constantly need to work with marketing innovation to increase customer satisfaction and to stay competitive. By employing a marketing innovation strategy, it is intended to shift the demand for a firm's products or services from elastic to a more inelastic demand (i.e. less price sensitive demand), by increasing the customer value and thus also the organization's revenues.

Marketing Innovation for SMEs in Times of Crisis

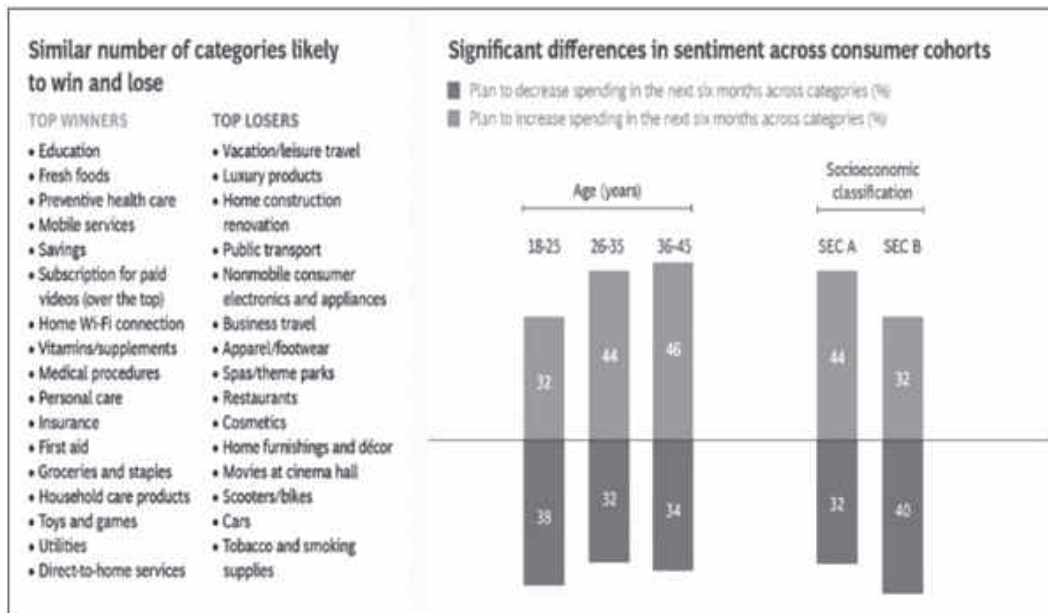
Marketing innovation is ideally suited for SMEs who usually have limited resources and if SMEs achieve competitive advantage it increases the likelihood of surviving a crisis. An explanation to why marketing innovation is well suited for SMEs is that an economic crisis many times triggers a price war (i.e. a course of intense competition with price reductions).

The Marketing Mix The marketing mix can be described as the set of activities the organization applies to promote its product or brand in the market. Another description could be as the mixture of different marketing decisions that the organization uses to market its products or services. Which could be used to innovate the organization out of the impacts of an economic crisis. It is a dynamic and innovative model thus it changes according to the changes in preferences of the consumer, market competition, market situation and government policies.

Market Dynamics During COVID-19

This pandemic has a serious impact on the economies of the nation hinting towards change in market dynamics. Report on 'Market Trends and D2C Opportunities in the COVID-19' observed trends such as from people raiding grocery store walkways to the cancellation of the world's most significant events and mandates for 'non-essential' businesses to be temporarily closed to prevent spread of infection. During the pandemic, people are spending less of their income on items perceived as nice-to-have or non-essential (such as clothing, shoes, make-up, jewellery, games and electronics). Globally too, during COVID-19, the developed nations are shifting towards steady state purchasing post-stock piling. The report also stated edible products are expected to have an increased demand and non-edible products shall have a moderate need globally, thereby decreased demand which includes homecare, cosmetics and personal care products.

Figure -Sentiment Across Different Segments and Product Categories (India)

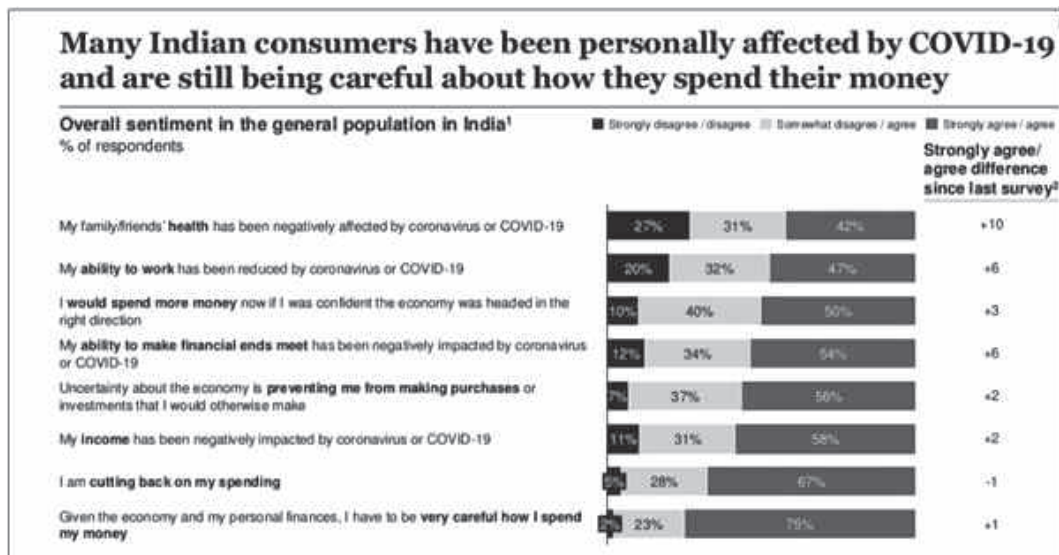


Source: Koslow and Lee (2020a), Week 4, 23–26 March 2020.

Spiritual Approach of Consumerism: The 'Next Normal' of Consumer Behaviour

Aforementioned behavioural approaches have ruled the market dynamics in the last three decades till COVID-19 knocked at homes and locked us all in. Kotler and Keller (2012) stated that a good understanding of customers' lives is crucial to ensuring that the most appropriate products and services are being marketed to the right people in the most effective way possible. During these lockdown phases with no mobility and only digital media to connect, authors' in-depth discussion with marketing professionals of different sectors has led to an understanding that suddenness and universality of lockdown has changed the behavioural dynamics of consumers and has redefined the social spheres and individual orientation.

Figure .Concern of Indian Population Related to COVID-19



Source: McKinsey (2020).

IV) Discussion & Implication

Marketing managers should know that consumers are acting and changing their behavior in real-time in the COVID-19 pandemic era. Therefore, there is a genuine danger of adopting a "no-action" attitude and waiting until things return to normal to act. Years of (empirical) research in marketing have shown that recessionary periods provide an opportunity for marketers to grow their brand's market share, especially if they are prepared to think long term. Relying on the marketing literature, here, I summarize several actionable insights for marketing managers to effectively re-organize their marketing activities during an economic recession:

1. **General marketing spending:** A proactive marketing approach is a powerful strategy to mitigate the negative effect of an ER on the position of brands in the market and in particular, to prevent consumers from (permanently) switching to cheaper options available in the market (such as private labels).
2. **Advertising:** There is an opportunity in maintaining advertising spending during an economic recession in order to keep or increase the brand's share of voice. It is even cheaper to access higher quality marketing communication during an economic recession.
3. **Price:** Temporary price reductions (TPR) are a very effective tool to retain market share during the economic recession, especially if there is strong competition in a specific category/brand with many private labels.

4. **New product launch:** Firms should continue with their new product launch projects during an economic recession, in particular in the window immediately after the recession, when advantages of the launch can be more significant.

V) CONCLUSION

This pandemic situation is having a very adverse impact on the social and economic well-being, but the positive impact on the environment has provided us a way to protect us from natural calamities if we sincerely think about nature. A drastic climate change is observed because of less human interference in the environment. The usage of fossil fuels is substantially reduced mainly due to the shutdown of industries and the limitation of vehicular traffic. Consequently, there is a huge reduction in NO₂ and CO₂ in many metropolitan cities around the world. In many countries around the world, due to clean air and sparkling water bodies and beautiful wildlife that roam around human habitats, people are experiencing an incredibly high environmental revival. Due to this COVID-19 lockdown, our nature is trying to bounce back.

VI) Scope for Further Research

There are several suggestions for further research within this field of research that could be of interest for future studies.

- Ø This study can also be of help for SMEs in different industries, in order to receive knowledge on how to adapt the way of marketing in times of crisis. In addition, regional or local comparisons can be made in India when the corona crisis is over, to examine if the economic impact on the SMEs and the way they adapt their marketing strategy has a geographic difference.
- Ø Another suggestion for further research in this field, is to examine the COVID-19 impact on SMEs in different countries. Since every country has different solutions to prohibit the spread of the COVID-19, it would be of interest to conduct further research on how SMEs in other countries adapted their way of marketing, in order to circumvent the problems brought by the government restrictions.

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ISSUES & CHALLENGES FACED BY SME'S IN RANCHI DISTRICT, JHARKHAND

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I) ABSTRACT

The discussion and importance of Manpower Planning (MPP) has increasing over the period of time due to its paramount importance of making a difference in Key Results Areas (KRAs) of a business organisation. Many of the researches have shown that Manpower Planning plays an important role in growth and competency of business and it is an essential process for success of any kind of business, regardless of its size and shape. The studies also reveal that Manpower Planning (MPP) is not only important from multinational corporation point of view, but it also plays an important role in development and growth of Small and Medium Enterprises (SMEs). The current study is concerned with examining and evaluating the role and significance of MPP in increasing the efficiency and effectiveness of SMEs within Ranchi district of Jharkhand. It is an academic investigation that has been undertaken to understand this topic.

Key Words: SME's, Man power Planning, Human Resource Management, Strategic Management, degree of management.

II) INTRODUCTION :

SMEs in India as well as in Jharkhand, however have been struggling in the past to retain high quality managers and technical people due to the lucrative opportunities with larger enterprises. SMEs need highly talented & experienced managers who can lead them out of this impasse situation. It is only the people with great vision and high degree of management aptitude that can provide valuable solutions to be market leaders and even compete in the same surround as thegiants. An answer to these issues would be turn towards consultants having specific expertise so that they transfer the knowledge to the companies in a shorter time. But the reality is, in the absence of any viable trade from the SME sector in past for chronological reasons. In order to thrive, SMEs must be equipped to contend in the new competitive arena.

Above situation requires them to take meaningful action on four fronts, with technology deeply embedded across all of them. The successful and strategic SMEs may:

1. Adopt a global approach, whether preparing to grow into new markets or secure its home turf from international competitors; this requires changes in technology, culture, and tactics.

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2. Focus on transformation, with a holistic view of change across the enterprise and strategy, including technology; for many firms, transformation is essential not just to growth but continued existence.
3. Deal with the human factors of skills, hiring, and culture, which touch on nearly every part of the business; technology offers some important ways to manage and optimize global people issues.
4. Plan for innovation and differentiation. Keys to reaching the empowered customers and rising markets that define the new global economy; the winners will be those who stand out in a world of competitors and world class HR.

However, Present study is covered 30 (Thirty) important SMEs in Jharkhand at different location. The study tried to analyzes an effectiveness of HRP and make sure that whether the SMEs have sufficient planning for human resource management and initiatives to achieve their vision-mission and objectives. The study mainly covered the focus group opinion that is generalizing the opinion of a relatively small number of respondents.

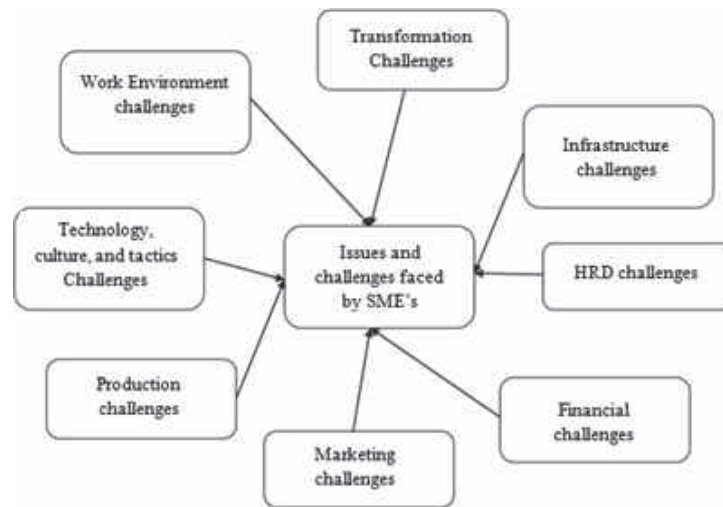


Fig. 1: Issues and challenges faced by SME's

Objectives:

This research work aims at understanding the significance of Manpower Planning for the sustainability of SMEs. In addition to this, the study focuses on the critical aspects of use of Strategic Human Resource Management (SHRM) practices in SMEs, critical issues related

to it and how future skills requirements can be forecasted in order to ensure sustainability of SMEs in the Ranchi region in the state of Jharkhand.

The central aim of this study is to explore the current practices of manpower planning in SMEs of Ranchi district. In addition, the study focuses on making a comparison between the existing MPP process of SMEs and its relevancy to standard practices of the industry. Besides this, it examines the approaches of these SMEs towards attainment of Strategic Manpower Planning objectives.

III. METHODOLOGY:

A systematic and logical search to gather useful information in order to attain solution of a research problem is termed as research methodology. It is a collection of procedures and techniques that can be used to identify, select, process, and analyze the information about the research topic. In this research paper, the methodology section helps the reader to evaluate the validity and reliability of information. It is a significant part of any research study that helps to decide the direction of research and provides insight about methods, techniques, research approach, data collection sources, and ethical considerations employed for the further processes in the research study (Walsh and Wiggins, 2013). The key area of the research was to study the critical aspects of strategic human resource management practices in SMEs and future skills requirement to ensure sustainability of SMEs in Ranchi region in the state of Jharkhand.

IV. ISSUES & CHALLENGES FACE BY SME'S

Marketing Challenges:-

Marketing access is a major constraint faced by SME's. Their market issues are totally different from organized sector. The enterprises in unorganized sector lack concepts of advertising because their customer base is mostly local public. It is a rare situation in SME's that the producer is making marketing strategies for their product branding and promotion. In most of the cases, the market is very far hence it becomes impossible for the producer target it consciously.

It is crucial to permit the SME's producer to tie up with markets whether it is local, national and, international. However, for different kinds of industries the institutional marketing requirements are different. For many producers, access to market is difficult as their business resides in rural areas or low-income high population urban areas. Generally, transportation adds more cost to the product and due to this, they limit the competition of their product and opportunity for local trading. Therefore, access to reliable and affordable transportation facilities is very crucial in SME's.

Within limited population, limited market potential exists which ultimately limits the sale and do not stimulate bulk purchasing. Though input costs are high the final product cost is not always competitive. The quality of product remains uncertain and undependable. For production, SME's generally use the household equipment like utensils. Customers are forced to find supplier who supplies better quality products. The small entrepreneur sole trader faces dilemma because production is very time consuming and they have less time to market their products. Thus, the presence of more competitive producers hinders the growth of SME's. It becomes necessary to distinguish between the sectors on the basis of traditional structures. Sectors based on traditional production structure such as handlooms, handicrafts, silk emphasizes livelihood activities. Whereas non-traditional sectors like petrochemical and metal-based industries focus into enterprise mode.

Financial Challenges: -

Finance scarcity is a major hindrance faced by Small industries in their development. Small entrepreneurs have weak capital base and their credit procurement is done at a higher interest rate. In comparison with other countries of Asia, India lacks in proper documentation of loans and security. To meet the credit requirement of SME's at a reasonable interest rate, an integrated credit system must be evolved. Mostly raw material is imported and small industries have to pay higher price to purchase them which leads to uncertain procurement.

Infrastructure Challenges: -

There is no proper infrastructure of small industries in backward area. They lack proper transport, power, and communication services. This has hampered their growth and working efficiency.

Technological Challenges:-

Small industries use obsolete methods of production like weaving and wood carving. It leads to higher inputs and low-quality goods. Thus it is crucial to adopt modernization production technology in small industries. Technology is the essential element that directly leads to the growth of small industries. Due to lack of modern technology, small industries in India are losing their competition in global market. The major challenge faced by the entrepreneurs is linguistic insufficiencies and lack of cultural understanding.

Human Resources Challenges:-

The managers of human resource management cannot adapt to the changes rapidly in case they are not in a position to make predictions about the upcoming changes. Hence, the manager of human resource management should understand the upcoming challenges they

may come across, and make plans accordingly to deal with the challenges in a better way when they come along. It makes planning about HRM, and strategic plans relatively more useful. Besides, in small organizations, owner and managers tend to perform the functions of HRM.

Production challenges –

SME's are facing production challenges in terms of lack of power, lack of resources including obtaining raw materials, high cost of raw materials, non availability of raw materials, lack of technical up gradation, lack of machinery and equipment, lack of quality procedures, lack of information, lack of research and enlargement facilities, lack of demand, lack of invention capacity, lack of education etc.

Work environmental challenges –

Environmental factors include political, legal, social and economical factors and socio cultural environmental factors which determines an entrepreneur's state of being becoming entrepreneur.

Transformation Challenges –

There are SMEs who are not aware of the impact that Digital Transformation can have on business enablement and acceleration as well as customer retention and reliability. Therefore, the decision to embrace a Digital Transformation roadmap is often delayed or not in use at all.

V. CONCLUSION:

The present study draws attention to the prime challenge of strategic manpower planning, which has emerged from the systematic analysis of the literature. Firstly, it showed the human resource development in small and medium enterprises investigated and conceptualized several contexts, nations, practices, and other results. The present study identified the limited reflection on the issue in regards to strategic planning in SMEs. The research also realized sufficient information and understanding of the idiosyncrasies of SMEs, their distinct analytics with large corporations, the challenges they go through and the positives that impacts their decisions engage with all forms of HRD. The present study identified the difference between small and large corporations are more than the scale of operations, and resulting theories need to come up based on the experience of a small firm.

Discussion about the future direction

The current literature identified and discovered traditions and theoretical concepts that supported factual and conceptual studies on strategic planning and management in SMEs.

The findings of the study suggested that most of the studies have not utilized theories as a platform to improve the field's credibility. Whenever discussions on theoretical perspective are done, there is always an over-reliance on a few small theories with limited supporting information about the innovation that extended the existing theories and adopted the new ones.

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FACTORS AFFECTING BALANCE OF PAYMENTS

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I) ABSTRACT

The Balance of payments is an important indicator of the growing economic activities in all the countries. It reflects how much a country is technically developed and competitive in the world market. It tells how many goods and services a country has been exporting and importing and how much a country is borrowing or lending. Balance of Payments in India is persistently unbalanced. Disequilibrium has become a built in characteristics. It is, therefore, important to examine the factors which affect our balance of payments. Most of the factors depend on or are determined by the nature of the commodity. Indian government has taken some effective steps to tackle this problem. This paper presents an review for the balance of Payment discussing the FDI, Terms of trade, inflow of internal and external recourses NRI deposits and other economical terms.

II) INTRODUCTION

Balance of Payments in India is persistently unbalanced. Disequilibrium has become a built in characteristics. It is, therefore, important to examine the factors which affect our balance of payments. Normally we consider demand and supply of traded goods. It includes imports and exports governed by internal and external factors. Internal factors are normally within the control of the government. External factors include outside pulls and pressures. Most of the factors depend on or are determined by the nature of the commodity. Nature of the commodity includes many things viz whether it is a consumer good or a producer good. In case it is a consumer good, then whether it is durable/ perishable or luxury / comfort / necessity item.

India's Balance of Payments difficulties are of structural nature. Resources are limited by low per capita income with claims from social sectors and poverty alleviation programmes. Therefore, continued inflow of external resources is needed for economic growth. The debt servicing also shows increasing trend. Even the gross aid received has drastically been reduced in real terms. Exchange earnings from donor countries get adjusted with erosion in the Balance of Payments. New loans are contracted to repay old loans or to arrange servicing of their interests. On one hand, the exchange earnings from the donor countries

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have been used in adjusting burdens of debt and on the other hand, despite all efforts, exports could not increase to a required level and hence, India's Balance of Payments position became precarious.

III. INFLOWS OF EXTERNAL RESOURCES

Inflow of external resources plays a significant role for every national economy, regardless of its level of development. For the developed countries it is necessary to support sustainable development. For the developing countries, it is used to increase accumulation and rate of investments to create conditions for more concentrated economic development. Capital flows contribute in filling the resource gap in countries where domestic savings are inadequate to finance investment. Capital inflows are necessary for macroeconomic stability as capital inflows affect a wide range of macroeconomic variables such as interest rates, exchange rates, foreign exchange reserves, domestic monetary conditions as well as saving and investments.

Table 1 : Composition of Capital Flows in India (Rs billion)

Year / Item	Capital account (A to F)	A) Foreign Investment	B) External assistance, net	C) Commercial borrowings, net	D) Rupee debt service	E) NRI deposits, net	F) Other capital
1991-92	95.09	3.39	73.95	38.06	-27.85	10.07	-2.56
1992-93	118.83	16.99	57.48	-10.95	-23.35	60.97	17.68
1993-94	304.15	132.82	59.63	19.04	-33.02	37.80	87.86
1994-95	287.43	154.50	47.99	32.39	-30.90	5.39	78.11
1995-96	155.96	163.12	33.57	45.49	-31.05	38.22	-93.34
1996-97	405.02	218.28	39.97	100.03	-25.42	118.94	-46.81
1997-98	375.36	199.61	34.63	145.58	-27.84	43.25	-19.87
1998-99	350.34	101.69	34.84	185.57	-33.08	40.59	20.72
1999-00	481.01	225.01	39.15	13.60	-30.59	67.09	166.75
2000-01	392.41	310.16	20.80	201.94	-27.60	105.61	-218.50
2001-02	401.67	388.61	58.19	-75.43	-24.57	131.27	-76.40

2002-03	513.77	290.72	-148.63	-82.63	-23.06	144.24	333.13
2003-04	800.10	717.28	-125.53	-132.74	-17.56	168.69	189.96
2004-05	1280.81	683.66	89.93	241.49	-18.58	-44.39	328.70
2005-06	1096.33	948.14	78.76	116.10	-25.57	124.57	-145.67
2006-07	2080.17	1342.82	80.27	738.89	-7.25	195.74	-270.30
2007-08	4331.67	2493.89	84.84	912.12	-4.92	7.05	838.70
2008-09	305.15	1264.49	131.39	309.42	-4.72	204.30	-1599.73
2009-10	2439.35	3117.04	153.59	119.71	-4.51	142.43	-1088.91
2010-11	2791.05	2770.38	225.96	539.44	-3.10	148.20	-889.84
2011-12	3074.70	2417.06	120.55	420.99	-3.81	582.41	-462.51
2012-13	5003.13	2982.05	68.82	466.07	-3.13	806.51	682.81
2013-14	2838.04	2179.33	74.00	661.28	-3.04	2380.00	-2453.52
2014-15	5479.74	4605.30	126.23	85.00	-4.89	861.25	-193.15

Source: Researcher's calculation based on figures from Handbook of statistics on Indian economy, RBI.

India is a developing country. Like many other developing countries, international capital flows have significantly benefitted Indian economy. India receives foreign capital mainly in the form of Foreign Investment, External assistance, Commercial borrowings, NRI deposits etc. as shown in Table 1.

Foreign Investment

- a. Foreign Direct Investment (FDI)
- b. Foreign Portfolio Investment (FPI)/ Foreign Institutional Investment (FII)

FDI being a non-debt capital flow, is a leading source of external financing, especially for the developing economies. It not only brings in capital and technical know-how but also increases the competitiveness of the economy. Overall it supplements domestic investment, much required for sustaining the high growth rate of the country.

Indian economy has witnessed booming FDI following the balance of payment crisis in 1991. Liberalisation of FDI and portfolio rules were done in a steady manner with large number of incremental changes to large number of rules. Since 2000, significant changes have been made in the FDI policy regime by the Government of India to ensure that India becomes an increasingly attractive and investor-friendly destination.

Table 2 : Foreign Investment (US \$ Million)

Year	FDI	FII	Total
1991-92	130	10	140
1995-96	2140	2750	4890
2000-01	4030	2760	6790
2005-06	8960	12490	21450
2009-10	37630	32370	70140
2013-14	38046	5009	43055
2014-15	45148	40923	86071
2015-16	55457	-3518	51939
2016-17 (April-September)	29016	7980	36996

Source: RBI, Bulletins(relevant Years) & Pratiyogita Darpan, Indian Economy, 2017.

Table 2 shows total investment flows direct and portfolio rose sharply to US \$ 140 million in 1991-92 and further US \$ 21450 million in 2005-06. The trend in foreign direct investment (FDI) flows has been encouraging. From US \$ 8960 million in 2005-06, FDI increased to US \$ 37630 million in 2009-10. The ratios of foreign investment to exports and to GDP show that there has been a growing integration of the Indian economy with the global economy over time.

External Assistance

Over the last two decades, there have been significant composition shifts in the pattern of external financing. External assistance as one of the sources of external capital other than commercial borrowing and non-resident foreign currencies deposits for support of India's external payments played a payments deficits. During 1995-96, the share of India's external assistance in total capital inflows had declined following the emphasis on capital account

restructuring . External assistance declined from Rs 4799 crores in 1994-95 to Rs 2080 crores in 1995-96. It was Rs 12623 crores in 2014-15.

NRI Deposits

NRI deposits were of the order of Rs 10.07 billion which increase to Rs 131.27 billion in 2001-02 and further to Rs 2380 billion in 2013-14. However, in 2014-15 NRI deposits declined to Rs 861.25 billion. In a large measure , the inflows of funds under these deposits was a response to conscious policy incentives in the form of attractive interest rate differentials exchange risk guarantees to banks and fiscal concessions. However, the experience of the crisis of 1991-92 clearly revealed that excessive dependence on non- resident deposits must have to be avoided. Mobilization of deposits under the FCNRA was also cost effective.. Simultaneously, two new scheme viz. the foreign currency non-resident (Bank) FCNR (B) scheme and the Non-Resident Non-Repatriable Rupee Deposit NR (NR) D scheme have been introduced. The introduction of the two schemes proved to be fruitful as there were positive inflows. NRI increasing trend is expected to continue but it is necessary to ensure that these deposits come out of the genuine savings of NRIs.

Terms of Trade (TOT)

Terms of Trade is an another factor which affected India's Balance of payments . The terms of trade is the index of export prices by index of import prices and multiplied by 100. An improvement in the terms of trade mean that export prices are increasing faster than import price. Therefore there will be a fall in exports and an increase in quantity of imports.

If we take into consideration the Gross TOT, Net TOT and Income TOT. We find a fluctuating trend during 1991-92 to 2013-14(Table 6.3) Negative trade balance has also widened from Rs (-3810 crores) to Rs (-810423 crores) during the same period.

Table 3 : Terms of Trade

Year	Gross TOT	Net TOT	Income TOT	Trade balance (Rs crores)
1991-92	71.48	89.05	40.30	-3810
1995-96	87.64	102.76	85.67	-16325
2000-01	79.86	95.45	118.29	-27302
2005-06	107.33	100.45	218.92	-203991
2010-11	102.30	91.80	279.00	-540545
2013-14	61.60	60.20	227.70	-810423

Source: DGCI &, Kolkata

The Terms of Trade (TOT) of a country are fluctuated by a number of factors viz.

- | | |
|---------------------------------------|----------------------------|
| (i) Reciprocal Demand and Supply | (ii) Changes in Demand |
| (iii) Changes in Factor endowments | (iv) Changes in Technology |
| (v) Changes in Tastes | (vi) Economic Growth |
| (vii) Inflation and Deflation | (viii) Tariffs |
| (ix) International Capital flows etc. | |

For analyzing the effects of the movement of TOT on Balance of trade (BOT), two methods have been used by Prof. Kindleberger. In the first method, he tries to explain the BOT index numbers of industrial Europe in terms of volume change in general price level and changes in TOT. But the total change in the Trade Balance, according to him cannot be explained by these factors alone, because the partial equilibrium approach holds prices constant when volume changes and volume remains constant when prices vary. Another shortcoming of this approach is that the effect of price level on BOT in any year is related to the size of the deficit in an arbitrarily chosen base year.

On account of these limitations, Kindleberger adopts another method to study the effects of the TOT on the Trade Balance. This consists of eliminating the effects of the general price level of exports and imports on the trade balance. That is the trade balance will not be difference between the value of exports and imports but the ratio of latter over the former. This quotient may be converted into index numbers. The Trade Balance computed in this manner is compared with Net and Income TOT. The second method has been adopted in the following analysis. To acquire the extent of movement of BOT through TOT, we have considered the following functional form.

$$BOT = f(TOT)$$

Where BOT is the ratio of trade (i.e. export/ import) with this functional form, we regressed BOT on both NTOT and ITOT with Indian data to obtain the result, where India's NTOT are having almost negligible negative impact on BOT. However with ITOT, some negative impact is obtained, though it is quite poor. Thus we may conclude that improvement in the NTOT and the volume of exports will lead to a betterment in the position of trade balance.

Nature of Imports

Just at the dawn of Independence, the import basket of India was mostly consisting of grains, pluses, oils, machineries, hard wares, chemicals, drugs, dyes, yarns, paper, non-ferrous metals, vehicles etc. With the introduction of planning and with its emphasis on the

development of basic, capital goods and engineering industries the country had to import a huge quantity of capital equipments along with its spares known as maintenance imports. The major items of import at that time were food grain, capital goods, machinery and equipments. The balance of payment was adverse as imports were more than exports in spite of all the efforts made for import substitution. After food grains import was discontinued due to the success of green revolution but the energy crisis of pushed the prices of petroleum and import bill was also pushed up. Food grain import was replaced by fertilizers and petroleum, Machine and equipment, special steel, edible oil and chemicals etc.

Table 4 shows that there is a steep rise in imports of petroleum products. It is used not only as a fuel but also as an industrial raw material. In 1991-92 imports of petroleum products were 27.43 percent, which increased to 36.85 percent during 2013-14. Import of capital goods maintained a steady increase due to rising demand in the export-oriented industrial and domestic sectors. Non electrical machinery, transport equipment, manufactures of metals and machine tools were the main items of capital goods. Import of capital goods was 21.81 percent in 1991-92 but declined to 18.99 percent in 2013-14.

Non Bulk imports were greater than Bulk imports in 1991-92 as they constituted 55.89 percent of total imports . However, their share slightly decreased to 51.82 percent in 2013-14. India's total imports were of the order of Rs 47851 crores during 1991-92 , which increased to Rs 2714182 crores during 2013-14. India's trade balance was Rs -3810 crores during 1991-92 which increased to Rs -810423 crores during 2013-14. Continuous increase in import value is responsible for this trade deficit.

Economic Policies and Domestic Economic Management

Poor management of the domestic economy is one of the important factors which aggravated the problem. As observed earlier, despite the early warning which India got from the plight of the Latin American countries, a very liberal and indiscriminate public expenditure policy was followed in India. During the 1980s, the macro-economic policy was highly expansionary. The combined fiscal deficit of Centre and states was continuously rising and reached 10.5 percent of GDP in 1989-90 from less than 6 percent prior to the mid-1970s. The money supply grew rapidly. The expansionary fiscal policy resulted in an expansion of internal demand. Without generating adequate exports during a period when the external environment for aid to India was deteriorating resulted in increase in deficit in BOP.

Economic Impact of Natural Calamities

Natural calamities such as the failure of rains or the coming floods may easily cause disequilibrium in the balance of payments by adversely affecting agriculture and industrial

production in the country. The exports may decline while the imports may go up coming a discrepancy in the country's balance of payments.

India has experienced natural calamities such as earthquakes a tsunami, floods and drought in the past few years. The extent and severity of these natural disasters determine their impact on the Indian economy. For example, as a result of drought conditions in the country during fiscal 2003, the agricultural sector recorded a negative growth of 5.2 percent. Further prolonged spells of below normal rainfall or other natural calamities could have a negative impact on the Indian economy.

Export Prices not Competitive in the world market

Plantation commodities such as jute, tea, tobacco, cotton, spices etc dominated India's export basket at the time of Independence. The dominance of primary commodities in the export basket provided justification to the assumption of “ export pessimism” and to the post-Independence strategy of import substitution based industrialization. India's RCA for merchandise exports and services exports has been presented in Table 5.

Table 5 : Revealed Comparative advantage (RCA) of Merchandise and Service exports of India

Year	India's RCA in Merchandise	India RCA's in Services	Year	India RCA's in Merchandise	India RCA's in Services
1991	1.13	1.08	2011	0.95	1.75
1995	1.11	0.92	2012	0.94	1.76
2000	0.99	1.50	2013	0.95	1.64
2005	0.92	1.68	2014	0.95	1.79
2010	0.92	1.64			

Source: WTO and researcher's calculation

Table 5 shown India has a clear comparative advantage in services exports to the world and its competitiveness has improved since 1996. For services in particular, India's competitiveness remains higher than that of many other emerging markets. However, India's RCA for merchandise exports has always stayed near about unity, which suggests that merchandise exports have remained low and not gained a larger share in world exports (relative to total exports).

Basic imbalance between Savings and Investment

Another important reason for the disequilibrium in India's Balance of Payments is the basic imbalance between savings and investments. Savings are much lower compared to the investment levels, particularly the rate of public savings which has declined rapidly in recent years. Just to achieve a higher level of growth, a country like India needed a net inflow of foreign capital to supplement domestic savings. India's successive plans have emphasized the role of self-reliance and its dependence on foreign capital has been marginal barring some exception like loans from various international institutions. But in recent years the dependence on the borrowings has increased day-by-day. India has borrowed a large amount of SDRs from IMF and World Bank and from some other international institutional. Along with this India has also relied on commercial borrowing from abroad. A major portion of our export earnings are required to meet such foreign capital obligations. Thus our imports are financed either by foreign exchange reserves or by new foreign loans which ultimately put pressure on our Balance of Payments. Thus we can say that there are not only a single factor which should be held responsible for the adverse Balance of Payments but a host of factors are working and causing the disequilibrium in India's Balance of Payments.

Decline in the Net Invisibles

From 1991-92 to 2004-05, the surplus from transfer category of invisibles dominated the surplus in the services category. Surplus in the services category was almost static up to 2002-03. For the year 1995-96 it was infect negative at -0.20 billion. The income category in the invisibles has been running deficit over the entire period. The deficit has remained more or less static at about 3-8 billion US \$ up to 2009-10. The deficit has grown rapidly thereafter has reached a plateau after 2011-15.

Devaluation of rupee vis-s-vis foreign currencies

In early controlled exchange rate regime, with respect to USD, the rupee exchange rate was around Rs 4.00 in the 1950s, Rs 5.00 in the 1960s, Rs 7.00 in the 1970s and Rs 8.00 in the 1980s. In the era of 1990s the rupee moved to Rs 20.00 and Rs 40.00 in the next decade of 2000. 1966 to 1991 the Government of India declared two major devaluations in the year of 1966 and 1991. In 1966 rupees devalued by 57 percent and the exchange rate between rupee and US dollar increased from Rs 4.76 to Rs 7.50. In the year 1991, the rupee was again devalued by 19.5 percent (exchange rate increased from Rs 20.5 to Rs 24.5 against the US dollar). Soderstan(1989) contents that devaluation tends to make imports more expensive in domestic currency terms. A devaluation of currency causes an increase in the import prices and general price level. This initiates reduction in the real value of wealth held

in monetary form such that the real value of cash balance is reduced leading to unfavourable BOP.

Devaluation does not have much effect on the import of necessary goods. Moreover, in a country such as India where there is high income inequality and a huge sum of unaccounted money in the hands of some people, it is very difficult to control imports by devaluation accompanied by import liberalization. In spite of devaluation and price rise, increasing imports of luxury goods and inputs and machines to produce these goods cannot be checked. Moreover, devaluation led inflation creates a situation where imports may not be much costlier than domestic goods. Besides all these, in LDCs such as India, there is always a craze for 'foreign' goods (coming from the west) among a large section of the population partly due to colonial legacy and partly due to the international demonstration effect. Due to all these factors, devaluation may fail to control imports.

IV. CONCLUSION :

There are a number of factors responsible for the adverseness in balance of payment of our country. Indian government has taken some effective steps to tackle this problem. Some committees have been appointed from time to time, new trade policies have been implemented, suggestions of the eminent economists are being followed up to cover the gap between imports and exports, diversification in the export structure is being done, export oriented industries are being given proper incentives, imports are being restricted and imposing import duties.

In fact the trade and payments policy regime in India has served as an important segment of India's overall economic policy to fulfil production, consumption and employment target in pursuit of industrialization drive. To fulfil these objectives India is struggling hard to become internationally competitive by an effort to integrate its economy with the World Economy. Therefore, to achieve stable macroeconomic environment and growth sustainability.

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IMPORTANCE OF HUMAN RESOURCES MANAGEMENT IN HEALTH CARE INDUSTRY IN INDIA: AN OVERVIEW

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I) ABSTRACT

Human resource management in health sector seeks to improve the quality of services and patients satisfaction. An examination of the key issues and questions related to human resources, with the study of the impact of the human resources on the private health care organization along with the identification of the trend in health sector in India is a key area are focus of this study. The study is based on secondary data collected from journals, books and other e-sources to understand the proper concepts and importance of HRM. The HRM trends comprise of efficiency, impartiality and quality objectives, since entire health care is eventually delivered by people, efficient human resources management (HRM) will play an important role in the achievement of health care sector reform.

Key words: Human Resource, Healthcare, Private health

II) INTRODUCTION

Healthcare has become one of India's largest sectors both in terms of 'revenue' and 'employment'. Healthcare comprises hospitals, medical devices, clinical trials, outsourcing, telemedicine, medical tourism, health insurance and medical equipment.¹ The Indian healthcare sector is growing at a brisk pace due to its increasing coverage, services and expenditure by public as well private sector.² Indian healthcare system is categorized into two major categories—*public sector* and *private sector*. The public healthcare system comprises limited secondary and tertiary care institutions in important cities and focuses on providing basic healthcare facilities in the form of Primary Healthcare Centers (PHCs) in rural area.³ The private sector provides majority of secondary, tertiary and quaternary care institutions with a major concentration in metro cities. India's competitive advantage lies in its large pool of well-trained medical professionals. India is also cost competitive compared to its peers in Asian countries and western countries. The cost of surgery in India is about one-tenth of that in the US or Western Europe.⁴

Private hospitals and private medical practitioners play a significant part in delivering health care services in India. As the demand for health care has increased, institutions in this sector have expanded substantially in both urban and rural areas.⁵

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The Indian health care sector is one of the fastest growing industries and is expected to grow at a compounded annual growth rate of 17 per cent during the year 2011 to 2020 to touch US \$280 billion. It is expected to rank among the top three health care markets in terms of growth by 2020.⁶ Total health care spending in local currency terms is projected to rise at an annual rate of more than 12 per cent, from an estimated \$96.3 billion in 2013 to \$195.7 billion in 2019. Though this rapid growth rate will reflect high inflation, it will also be driven by increasing public and private health expenditures.⁷

III. RESEARCH METHODOLOGY

The review is carried by using keywords i.e. healthcare, human resource management, Indian healthcare system etc. to collect the secondary required data for research. After collection of information the path of paper was drafted as Introduction, Human resource for Health in India, Human Resource - Valuable Assets in Healthcare Industry, Human Resource practices and Job satisfaction, Employee Engagement, Problems in healthcare management, Hospital and patient relationship, Role of HRM in healthcare management, Internal and External factors impacting the role of HR and finally describing importance of human resource in healthcare

IV. HUMAN RESOURCES FOR HEALTH IN INDIA :

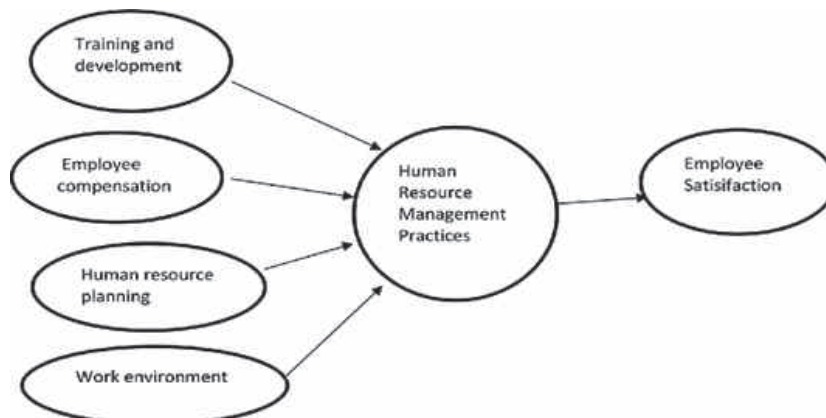
The number of health workforce serving is meager in number as compared to developed nations and the available data on physicians' density in India per 1,000 of population is 0.702 only. The availability of doctor is in the ratio 1:1500 in urban areas and one doctor for 2,500 people in rural areas which is quite low as compared to USA where they have 1 doctor for 250 people.⁸ A recent data on female physicians also brings to notice that only 17 per cent of doctors in India are female and out of these only 6 per cent female doctors are serving in rural areas which mean only 2 female doctors available for 10,000 female patients in rural India. The male-female composition of health workforce is just reverse in the case of nurses and in comparison to physicians female nurses outnumber male nurses.⁹ The availability of Nurses in India is 1.3 per 1,000 of population where the OECD average is 9.1 per 1,000 of population. The density of Physicians, Nurses and ANMs was 13.4 in 2005 as against the benchmark of 25.4 workers per 10,000 of population. If we consider the NSSO data, on unqualified Physicians then this number of density will fall to 1/4th of the benchmark. The total healthcare workforce consists of allopathic doctors (31%), nurses and midwives (30%), pharmacists (11%), practitioners of *ayurveda*, *yoga* and *naturopathy*, *unani*, *siddha*, and *homoeopathy* (9%) and others (9%).¹⁰

Human Resource - Valuable Assets in Healthcare Industry:

Human resources, when pertaining to health care, include different types of clinical as well as non-clinical staff member responsible for public and individual health involvement.¹¹ HRM in health care has to function in a sector with some sole characteristics. The work force is large, diverse and comprises diverse employees often represented by powerful professional relations or trade unions. Some have sector specific skills; which enables them to shift from the health sector to employment in other sectors.

Human Resource Practices and Job satisfaction:

The human resource practices and the job satisfaction have been investigated at different levels and different places in the world. The human resource practices are accepted to be closely related with job satisfaction as most of researchers and practitioners suggest that effective and productive practices provide a better job satisfaction and eventually increase the performance.¹² The human resource practices have a positive effect on job satisfaction and in addition to this, the personal characteristics like age, gender and education have important effects on job satisfaction.



Training and development program for creating skill in order to increase productivity, proper compensation on job, Planning of human resource, i.e. placing right person at right place and at right time is a key for employee satisfaction and improving the environment of employee. Health facility, canteen facility, rest room, sanitations are some of the key features of improving working environment. It is found that the increase in work load is a serious problem which has a negative impact on employee job satisfaction and morale.

Employee Engagement:

Employee engagement is a state of emotional and intellectual involvement that employees have in an organization. Engagement is much more than satisfaction. It is one of the HR interventions that are being used in many organizations to know the extent to which people value, enjoy, and believe in what they do. Engaged employees are seen to be productive members of an organization who are psychologically committed to their role in the Organization. Engaged employees are less likely to leave. 67 per cent engaged employees advocate their organization. 59 per cent of engaged employees says, 'Work brings out their most creative ideas'.¹³ There are several drivers of employee engagement. Some of them are, Employee empowerment, Communication, Team work, Training and Development, Recognition, Leadership quality, Decision making, Work-life-balance, etc.

Problems in Health Care Management:

The healthcare infrastructure directly depends on the economic robustness. Health sector policies in India have tended to stress on reducing population growth. In many of the states where stabilization of population growth is not a priority, their health and social status is among the worst in the world.¹⁴ Diseases of poverty continue to affect more than half of the population while environmental degradation; occupational hazards and new contagious diseases such as AIDS are starting to have a serious impact on the population. The phenomenon of urbanization has added to problems of healthcare. Illiteracy and lack of awareness amongst people pose constant threat to the fabric of the society; more so tilts the continuum of health in the wrong direction. Issues such as child and maternal malnutrition, neglect of the girl child which can sometimes take the extreme form of female feticide or infanticide are social evils that create major inroads in the health of the society. Social practices and beliefs too affect key variables like nutrition and hygiene. Persistence of poverty in the social structure also complicates the health scene. The poor suffer disproportionately because of the double burden of traditional diseases as well as modern diseases that are caused by industrialization and rapid resource depletion.

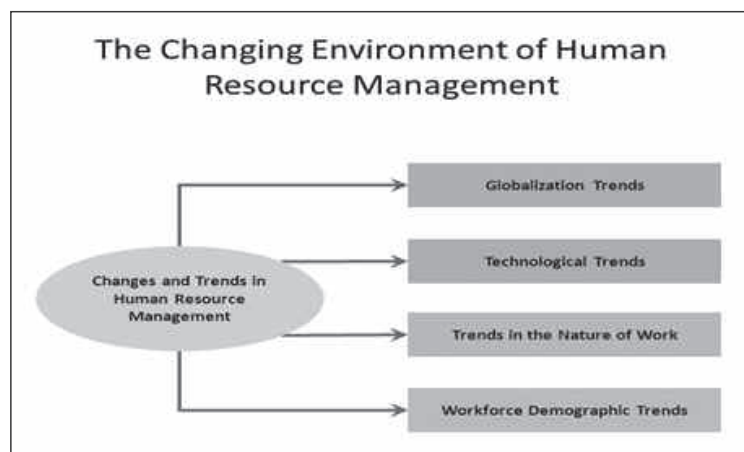
Hospital-Patient's Relationship

One of the main objectives of hospital is to provide adequate care and treatment of its patients. Its principal product is medical treatment, surgical and nursing services to the patient and its central concern is life and health of the patient. As service institutions, the hospitals need to recognize the importance of consumer preferences. Hospital should be able to meet the expectations of the patients and patient relatives attending to them. In the present scenario, health care sector is booming. Many people are investing money in this

sector. Big corporate houses have entered into health services sector. They are coming with a corporate and professional culture.¹⁶ This has become a great threat to the domestic health care sector. In order to compete with them these health care providers should try to understand the preferences of the patients

Role of HRM in Health Care Organizations:

Human resource is an important factor in helping the health care industry to be successful. In the hospital human resources is in force front of service sector and cannot be replaced by machine.¹⁹The important role that human resource management activities play in the operations of a healthcare organization. Human resources can be applied to any activity of the operations of an organization, regardless of the industry. Strategic planning, including labor budget and forecasting is addressed because of the contribution of HRM to successful strategic planning.¹⁷



The changing environment of Human resources management is a management function concerned with globalization trends as hiring, training and development, motivating and maintaining people in an organization. Technological trends regarding the technology to be used for upgrading the scalability and lean ability and changing trends in the nature of work as changing pagadim from traditional work to new tech work from hard work to smart work. The workforce demographic trends is also changing by the participation of women in the HRM practices and education of the current trends is providing growth opportunities in the sector It focuses on people in organizations..¹⁸

Internal and external factors impacting the role of HR

Internal and external environmental influences the role in HRM. Organizational climate and culture, work organization and management style help to shape HR policies and practices,

which, in turn, have an impact on the quality of candidates that a firm can attract, as well as its ability to retain desired workforce. Challenges include demographic trends and increasing workforce diversity, trends in technology, increasing government involvement in the employer-employee relationship, globalization and changes in nature of jobs and work¹⁹

Within the internal environment management style especially towards employees is another factor affecting HR role in an organization. Effective management style provides leadership that uploads the values and creates commitment to organization, builds the capacity for improved productivity and creates an environment that brings out the best in the staff and recognizes the value of multi-culturalism. Staff-management relation serves a critical role in development and maintenance of trust and positive feelings in an organization.²⁰ To be effective, HR managers must monitor the environment on an ongoing basis; assess the impact of any factor and be proactive in implementing policies and programs to deal with such factors.

V. CONCLUSION

Human resource management is a system, a philosophy, policy and practice that can influence individual's working in an organization. An effective and competitive human resource is the key strength of organizations in facing the challenges of business. HRM is the part of an organization that is concerned with people working in an organization. Successful organizations recognize the significance of human element in the organizational success and emphasize on their development, satisfaction, commitment and motivation in order to attain desired objectives. Sustainable development of an organization depends upon effective management of human resources.⁸

The importance of human resource management in healthcare lies in the fact that a well-managed human resource department is vital for the delivery of effective and quality healthcare services. When examining the role of human resource management in healthcare system from a global perspective, many challenges exist either internally or externally which adversely affect the delivery of quality healthcare services. In developed countries the human resource managers have identified the challenges they face and have developed different strategies to overcome these challenges. But in developing countries such challenges need to be identified and addressed accordingly.

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A STUDY ON HR INTERVENTION IN THE TIMES OF PANDEMIC: AN OVERVIEW

Dr. Pronoti V. Telore*

I) ABSTRACT

In the present times of pandemic, OD practitioners who have been practicing an array of interventions to solve HR related problems and to improve the organisation's effectiveness, are now thinking differently. Their role as they adjust to social distancing, work from home, and a totally new work environment that they may have never ever imagined, is now a way of life. Along with this change comes a set of new problems related to employees and their families, getting infected, losing lives of their loved ones, isolation at home, being away from their families for many, health issues, societal issues, losing jobs and so on is making the role of HR more significant and demanding. This paper explores the new thoughts and ideas of Interventions that OD practitioners now believe in and are practicing remotely. The paper also questions the HR intervention efforts in the present circumstances.

Key Words : HR Interventions, OD, HR Strategies

II) INTRODUCTION

HR Intervention Organisational Development (OD) interventions are sets of structured activities in which selected organizational units (target groups or individuals) engage in a task or a sequence of tasks with goals of organizational improvement and individual development.*

The Corona Pandemic has disrupted organizations all over the world. To prevent the spread of virus, companies have switched to a remote work model overnight. This was unforeseen, and sudden change which left very little to strategise.

To prevent the spread of the corona virus, companies have switched to a remote work model at a rate and scale they never experienced or imagined. As face-to-face collaboration is replaced with e-mail and videoconferencing, HR managers have to do difficult work under difficult circumstances, not only are the healths of employees a big concern, but also the paper processing of lay-offs in the organisations due to struggling business.

The employees who are still with the organisation, it is a difficult task for HR managers to keep them motivated, productive, engaged and connected. Work from Home (WFH) is the new normal of the world today. Industries which never could have had an option of WFH in normal circumstances, have designed methods, processes and systems to do so, which has

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been a huge challenge. This new normal is predicted to be a way of life in the future.

Activision Blizzard, a video game company based in Santa Monica, California, has moved 99 percent of its 10,000 employees (except janitorial, security and other essential staff) to remote work.

"We had a remote-work policy, but, as you can imagine, it was not designed to handle a situation where everybody would work remotely while experiencing the crisis we are in right now," said Claudine Naughton, Chief People Officer at Activision Blizzard. "Our remote policy could not have anticipated that hospitals and health care would be difficult to access as schools and other supporting services have closed. Our policy was not structured to support working from home while employees would be dealing with health-related challenges or caring for their kids or other dependents."

This indicates, that there had to be a total policy change for almost all organization across the world, immaterial of their size and stature.

The Economist noted that just as the financial crisis in 2007–2009 highlighted the role of talented Chief Financial Officers (CFOs), the COVID-19 pandemic is highlighting the role of Chief Human Resource Officers (CHROs).

They wrote:

"When the financial crisis rocked the business world in 2007–2009, boardrooms turned to corporate finance chiefs. A good CFO could save a company; a bad one might bury it. The COVID-19 pandemic presents a different challenge – and highlights the role of another corporate function, often unfairly dismissed as soft. Never before have more firms needed a hard-headed HR boss.

The duties of chief people officers, as human-resources heads are sometimes called, look critical right now. They must keep employees healthy; maintain their morale; oversee a vast remote-working experiment; and, as firms retrench, consider whether, when and how to lay workers off. Their in-trays are bulging." (The Economist, March 24th, 2020).

The research has following objectives

To understand the role of HR in Pandemic

To study the initiatives during Covid 19 by HR

II. THE STRATEGISC ROLE OF HR IN THE PANDEMIC

In the current times, HR is called to play a critical role, which is to assess and contribute to a broader response that embeds organization's mission, values, and societal impact with a focus on the well-being of their staff, stakeholders, and the community. Organisations need

to focus on strategies for business continuation that also addresses how people can stay psychologically resilient. This is important in all business sectors, as the situation of Pandemic has affected in a blanket effect.

It is key for HR across all organizations to promote a climate of calm, while also engaging leadership to respond with sensitive, timely, accurate, assertive, clear, and consistent communication from all levels of the organization. It has become more evident for the HR to maintain communication with employees working remotely, as the absence of personal interactions for problem solving, decision making, critical thinking, brainstorming and all such processes which require a high team interaction are now done remotely and electronically, and lacks that energy and team dynamics which plays a very important role for a team's effectiveness..

In addition, communication by the HR needs to be honest, open, and as transparent as possible to maintain credibility. The approach should always come from a place of empathy and understanding of the different impacts situations like these have on people, from the physical to the mental. Organisations realise that, employees who are putting in more work, working remotely, are the true and valuable assets of the organization, as even in the changed work situations these employees are working relentlessly and continuing to move the business in difficult situations and managing with scarce resources. Organisations through their HR efforts need to look at their Mission and their people together in a new light.

III. SOME HR BEST PRACTICES DURING COVID 19 BY CORPORATES :

1. Establish/Activate an Emergency Response Team (ERT)

- Ensure that HR is part of an Emergency Response Team. Necessarily provide input in the guidelines to be implemented for remote working, gather and share staff and client's questions and concerns; inform the team of new developments in employment laws as and when they are amended, and benefits; share revised policies; provide strategies to manage remote workers; share risks related to the crisis; and make sure that values and equity are still at the center of all decision-making.
- This team should have established meetings on a regular schedule basis to discuss updates, initiatives, and communication strategies.

2. Making Communication Deliberate, Consistent, and Over Communicate if Necessary

- Communication and the actions taken by the organisations should be thoughtful, clear, succinct, accurate, consistent, and as transparent as possible. This way of communication builds trust. Work with leadership and the internal communication team to build a robust internal updates framework and a communication plan.

- Communicate how to report possible cases of COVID-19 exposure or diagnoses. Reinforce there will be no retaliation for disclosing this information and that their confidentiality will be treated with the upmost respect. Share with staff the status of identified cases (keeping confidentiality), how the organization is addressing it, and what the organization's next steps are.
- Being in constant touch with the employees about their families, and updates and resources to be made available to help in the situation.
- Be proactive! Anticipate answers to questions and concerns you as an organisation will face. Make it easy for staff and clients to ask questions via a specific channel of communication that creates consistency and follow through.
- Create a Frequently Asked Questions (FAQ) document that is easily accessible. Keep it up-to-date and notify staff of changes to the document.

3. Employee Wellness and Safety Initiatives

- Keep in constant communication with your employees on their physical and mental health. Staff should hear from leaders often and feel supported. Practice empathy and address concerns in a prompt manner.
- Safety is basic and essential. Be forthcoming with hygiene and safety practices. Mitigate employee's concerns and anxiety by proactively talking about your organization's sanitary health practices, safety and health equipment that you are able to provide, and share the guidelines for basic precautions.
- Encourage social distancing by asking staff to not only limit travel and large group gatherings, but also avoid handshakes, hugs, and other physical interactions.
- Continually inform staff of what is included in their benefits plan. Activate your Wellness Programme. Share and connect staff with your Employee Assistant Programme, routing employees for free/discounted check-ups with authorized clinics and hospitals.

4. Leaves and Policies

- Policies regarding leaves need amendment in the pandemic situation. Changes and updates of the same to be apprised to the employees.
- Define and modify policies, controls, and practices that address the new emergencies. Communicate those changes with transparency through the organisation's leadership.

5. Implement Remote Work Strategies

- Social distancing is key for helping slow down the spread of COVID-19. If working remotely is a possibility, HR should work with IT to ensure the smooth transition to a remote work scenario.
- Introduce a Communication system, to make sure everyone knows the channels of communication in an emergency. The system should be employee friendly, requiring less of form filling and validation, and should be linked to the organizations system so that duplication of information can be avoided and no time is lost in emergency.
- Create and share a quick guide for supervisors and employees with best practices for working remotely. This guide should address efforts to encourage health and well-being, work engagement, boundaries, and the rhythm and pace of remote work. Organisations should make sure to set up a live meeting to share these practices.

6. Avoid Bias, Discrimination, and Exclusion

- HR must be attentive and continue to build leadership, respect, sensitivity and equity. Xenophobia, Islamophobia, organizational politics and racism should have no place in the serious situation of pandemic. Ensure that your organizations talks about this and supports an environment free from micro-aggressions within your workplace and beyond.
- Ensure that your employees continue to demonstrate respect and empathy towards each other and encourage them to come forward to HR if they become aware of anti-race comments, behaviors, insensitivity or jokes. Have clear anti-discrimination policies in place which are implemented equitably.

And most importantly, the HR should not forget to show humanity and compassion towards the employees.

HR practitioners understand the pandemic as a different kind of an Intervention, and organizations are striving to do their best and prevent casualties and human loss in the situation. The realization that how much can Governments can do to handle this situation, especially in the grave context of India, most of the MNCs are taking care of their employees and their families and aiding help in all forms, which surely lessens the burden on the Government.

IV Conclusion :

The role of HR in the current situation of pandemic has undergone a shift. Organisations have to clearly think about enhancing the role of HR, especially now in the present

circumstances, it is more of a Humanistic role. New HR strategies to help the situation are required to be innovated. Sharing HR practices and strategies on how to stay physiologically resilient in the midst of these strange and difficult times, with other organizations is called for. Enhancing and upgrading ones own strategy by adopting the best practices from other organizations is benefitting many organizations.

Business is not “as usual” right now for anyone, and it will take time to adjust to a new routine. There is still a lot of uncertainty, and the economic and social impacts of this pandemic will have long lasting effects. The HR strategies have to be innovated and practiced simultaneously to counter the effects of the pandemic in the times to come.

V. SCOPE FOR FUTURE RESEARCH :

HR practitioners, academicians and researchers can focus on developing more futuristic approaches and strategies to reinforce the ongoing practices which organizations have established on emergency to be effective in the pandemic situation.

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DIGITAL DIVIDE IN INDIAN SCENARIO- CHALLENGES AND SOLUTIONS

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I) ABSTRACT

Digital divide refers to a substantial symmetry between two or more population in the distribution and effective use of digital divide and communication resources. The world, we live in has been changing rapidly with the emergence of the ubiquitous society bringing forward extraordinary benefits and opportunities together with new challenges. The ability to create and utilize digital divide plays a significant role in both socio-economic structures of our lives. Various strategies for reducing this divide are explored. Libraries are now operating digitally, and their digitalservices open up a new channel to the universe of knowledge and digital divide connecting cultures across geographical and social boundaries. The research discusses all about digital divide and possible measures to minimize this discrimination.

Keywords

ICT, Libraries, ubiquitous, geographical, digital divide, discrimination

II) INTRODUCTION

The tolls of Indian digital divide worship the cult of new innovation which is more epic-theater in the era of artificial intelligence. The working atmosphere of digital divide is well balanced with more dynamic in nature from all corners of India. The elegance of the digital divide is the maximum accolade of its usage in all segments. The newest things in the digital divide are more awakening. The touch of the digital divide is more changing scenario of the Indian tradition with more fast in the more talent nurtured in document ways of coming days. The development of the Internet and the arrival of e-commerce fostered digitalization in the payment processes by providing a variety of electronic payment options including payment cards (credit and debit), digital and mobile wallets, electronic cash, contactless payment methods etc. Mobile payment services with their increasing popularity are presently under the phase of transition, heading towards a promising future of tentative possibilities along with the innovation in technology. In this paper, we will evaluate the current state and growth of mobile payments and other electronic payment systems in markets around the world and take a look at the future of this industry. We analyze various systems of electronic payment

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services, security issues related to them and the future of the mobile payment mode. This research paper will also examine the factors affecting adoption of mobile payment methods by consumers. With all the security and convenience provided by mobile electronic payment method, we can expect further growth of mobile payments worldwide even surpassing payments made by credit and debit cards. However, there are several barriers identified to the adoption of this payment method; so certain measures should be taken to grant this industry a promising future ahead. The digital divide dictates the problems of new lease of life in coming days. The most urgent requirements are the social marketing for the livelihoods of common users.

This includes:-

- 1) Affordable, robust broadband internet service;
- 2) Internet-enabled devices that meet the requirements of the user;
- 3) Access to digital literacy training;
- 4) Quality technical support;
- 5) Applications and online content designed to enable and encourage self-sufficiency, participation and collaboration.

Some people are concerned that folks without access to the web and other information and communication technologies are going to be disadvantaged, as they're unable or less ready to shop online, look for information online, or learn skills needed for technical jobs. This leads to programs to offer computers and related services to people without access. However, a reverse divide is additionally happening, as poor and disadvantaged children and teenagers spend longer using digital devices for entertainment and fewer time interacting with people face-to-face compared to children and teenagers in well-off families.

Digital inclusion integrated in Social service

The imperative comprehensive digital inclusion strategies is not solely tried to economic issues but also government agency their own e-government initiative to improve citizen services and optimized operational efficiency. As a result a growing number of services are being offered to the public online these include-

- Financial assistance
- Food assistance
- Training opportunities.
- Recreational facilities and programme

Digital divide emerges as mainstream issues in Economic development

The implications of this gap are sensational at an individual level. Makes currently are task line laborers with catching entering and examining advanced gap about the cycle to stay serious in a worldwide economy. Retailers currently utilize advanced separation innovation to assist keep with reviewing levels low and consumer loyalty high. Development laborers are being entrusted to utilize PCs to follow materials and improve site security. As indicated by Gray Goldman, CEO remote Philadelphia-"Computerized consideration has generally been viewed as such a foundation activity. Yet, that is quickly changing progressively urban areas of various types including metropolitan, rural and rustic are connecting general advanced admittance to monetary improvement objectives. Without admittance to web, it is progressively hard to get mindful of new position openings, papers for ex-are losing arranged publicizing business to online distributer. At a public level, a developing number of specialists foresee that an absence of advanced proficiency will have a hosing sway on monetary possibilities. State and local governments are occupied with establish a climate conducive to facilitating a working class labor force. Monetary favorable position and seriousness will lay intensely on our capacity to prepare the 21st century labor force with serious advanced education abilities.

III. LITERATURE REVIEW :

India has a web client base of around 251 million as of June 2019. The entrance of e-business is low when contrasted with business sectors like the United States and the United Kingdom however is developing at a lot quicker rate with countless new participants. Money down is a special thing to India and is a favored installment strategy. India has a dynamic money economy because of which around 80% of Indian e-business will in general be Cash on Delivery. E-business in India is still in blossoming stage however it offers broad open door in non-industrial nations like India. Exceptionally serious metropolitan zones with extremely high education rates, colossal rustic populace with quick expanding proficiency rate, a quickly growing BhavyaMalhotra web client base, innovation headway and appropriation and such different components make India a fantasy objective for e-business players. Also, expense of PCs, a rising introduced base for Internet use and a logically more serious Internet Service Provider (ISP) market has stoked the fire in expanding web based business development in Asia's second most crowded country. India's e business industry is on the development bend and encountering a flood in development. The Online Travel Industry is the greatest section in e business and is prospering generally because of the Internet-clever metropolitan populace. Different fragments, sorted under online non-travel industry, incorporate e-Tailing (online retail), online classifieds and Digital Downloads (still in a

blooming stage). The online travel industry has some privately owned businesses, for example, Makemytrip, Cleartrip and Yatra just as a solid government presence regarding IRCTC, which is a fruitful Indian Railways activity. The online classifieds portion is extensively partitioned into three areas; Jobs, Matrimonial and Real Estate. A depiction by the Internet and Mobile Association of India has uncovered that India's e-business market is mounting at a normal pace of 70% every year and has developed more than 500 percent since 2010.

IV. RESEARCH METHODOLOGY:

The research is exploratory in nature. It focuses on Literature Review, newspapers, journals, websites and other reliable sources. In the present study, researcher has followed Exploratory and Descriptive research. Descriptive research is usually a fact finding approach generalizing a cross - sectional study of present situation. The present research work is based on the recent work incorporate to enhance the ongoing requirements of the green technology and how the level of green marketing can save our individual survival. The empirical part is being carried out on the primarily data collection especially from metros and mini metro cities to understand the consumptions patterns and how frequently are using the different modes to save the earthy planets. The data collected is through the two different tools which being narrated below. The other source of digital divide searching through the available e-resources and number of e-journals and searching details from library too.

Objectives of the study:

The researcher has focused on the two main objectives in this research work. They are as follows:-

1. To investigate the level of awareness of Indian consumers about digital payment systems.
2. To measure the impact of government's initiatives in favour of digitalization in India

Hypothesis:

H₀: The level of awareness of Indian consumers is mediocre about digital payment systems.

H₁: The level of awareness of Indian consumers is considerably high about digital payment systems.

Data Collection methods:

This self-administered questionnaire was used as an instrument for data collection. SPSS 17.0 Software (Statistical Package for Social Science) was used for data processing and analysis and for testing the validation of the research hypotheses. Both a horizontal analysis, using absolute and relative frequencies and simple and weighted arithmetic averages to calculate the mean scores of the statements based on the Likert scale and the importance scale, and a vertical analysis, using Pearson parametrical correlations and the bivariate t test, were used. The sample population (n) consisted of 100 students (with an average age of 21.3 years). This is a descriptive research paper based on primary and secondary data. Primary data is collected from consumers using green products using survey and interview. It consists of open and close ended questionnaire. Secondary data is collected through books and various websites and publications of recent research papers available in various websites magazines, books, newspapers, research articles and e-journals. The data once collected is analyzed by using the Statistical package for Social Sciences (SPSS). The tests used for analysis is independent t-test. A Random sampling strategy is carried out. A survey of about 100 consumers belonging to Mumbai district is done. The data is obtained from questionnaire adopting Likert Scale from 1 to 3 where 1 stands for Yes, 2 stands for No and 3 stands for No comment. Collection techniques involved survey and interview consisting open and close ended questionnaire.

V. DATA ANALYSIS AND FINDINGS:

To validate the Hypothesis t test analysis is used for two variables. Total 11 observations are made. Thus $df = 11 - 1 = 10$

t-Test: Paired Two Sample for Means		
	Yes	No
Mean	32.09090909	12.2727273
Variance	23.29090909	23.8181818
Observations	11	11
	-	
Pearson Correlation	0.799355358	
Hypothesized Mean Difference	2.228	
Df	10	
t Stat	6.336681536	

(Source: Table prepared by the researcher)

Using the degree of freedom value as 10 and a 5% level of significance, a look at the t-value distribution table gives a value of 6.33. Comparing this value against the computed value of 2.228 indicates that the calculated t-value is greater than the table value at a significance level of 5%. Therefore, it is safe to reject the null hypothesis that there is difference between means. The population set has no intrinsic differences, and they are not by chance.

VI. DISCUSSION:

The understanding and presentation of digital divide deserves scholarly debates as its consequences appear to have not been taken so seriously by our society. Developed countries, though have migrated from digital divide to 'digital opportunity' or 'digital inclusion', they are reluctant to share the benefits of ICT diffusion or dissemination with the developing or underdeveloped countries. Notably, the global annual non-cash transactions facilitated by online payment and mobile payment (m-payment) had been on the upsurge over the years. Furthermore, establishing a common standard for a variety of service providers, improving the compatibility with a large number of customers, overcoming privacy and security concerns and employing the latest technology could facilitate expeditious adoption of online payment methods and expand the market for such a mode of payment. Every single online exchange must go through a Payment Gateway to be handled. Future work may be directed towards the legalization of various factors responsible for contributing in the efficacious adoption of digital systems all over the world. A firm grip has to be kept on frauds. The online payment system is a worldwide infrastructure and its weakest points are the site of attraction for attackers. The online payment system is a worldwide infrastructure and its weakest points are the site of attraction for attackers.

VII. CONCLUSION:

It is concluded that sense there is not one Digital divide but many, and diverse efforts on many fronts are needed to overcome them. (warschauer.M, 2010) The digital divides is persistent and still with us but public library are making difference. The strong positive response from both patrons and librarians combined with the clear important of technology literacy in to-days world, justifies continued investment and support in public access computer and library in fracture necessary to support then. If we are really enthusiastic to serve in the digital information revolution, there is no full stop to serve opportunities if we do not want to effectively serve, the service will not stop. We needed to develop models of collaboration among researchers, social scientists, librarian's technologists etc. So that local requirements are met in a technology innovation. Meanwhile library professional needed to come out from their shell to drive need to come out from their shell to divide the rural library development with a high spirit and enthusiasm. Since India's heart lies in its villages, rural

library can play a much needed role not only in bridging digital divide but also in building a well informed and literate society. Though a few types of merchandise only the account number is required for making debit payments with no need to produce a card number or a physical card. The authentication of card-holder is simply provided using credit card number, a name and expiry date. In order to keep the personal information of users secure, complementary systems, like Verified by Visa and MasterCard SecureCode have been developed by credit card companies. Credit cards are by far the most popular mode of online payment.

Recommendations & Suggestions:

The common users are now in advantageous position as the COVID-19 is making maximum utilization. The cost involved in digital divide is also making forefront in more touchy ways. The government support in digital divide is required as to add its value and relevance from the users end. The Digital divide is based on insufficient policy regimes, inefficiency in the provision of telecommunication network and service lack of locality created content and uneven ability to derive economic and social benefits from information intensive activities. To reduce the "digital divide" requires a systems approach broadly attacking all these issues. (wolft.L, 2002).

Internet connectivity and broadband and speeds are an invaluable asset. It is this speed that has changed the markets and help ICT literate make purchases online (Flipkart, Snapdeal etc). Technological advancement in manufacturing industry has made the smartphones affordable. Help on the usage of these devices is also provided. Grameen phone demonstrates that private businesses can provide necessary services, enable the poor to reduce costs, improve their lives and financial status. Community computer center connected to govt. offices through Internet need to be set up. Another initiative that is a tremendous example of how innovative uses of both new technologies and broadband communications technology are helping the poor is being promoted by the partnership between Aravind Eye Clinics in India and UC Berkeley. One illustration of effective activities is the current implementation of independent ventures that are attempting to both teach and empower those on some unacceptable side of the separation. By using new programming, building wi-fi network accessible for nothing to poor rustic networks and introducing correspondence stations that incorporate advanced cameras and video conferencing, the Aravind Eye Clinics can arrive at a huge number of clients situated in poor provincial networks. However, defining the digital divide in terms of each person's capacity to use information technology effectively may suggest that responsibility lies in the hands of individuals and educational institutions.

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THE STUDY OF CRM TECHNIQUE TO ATTAIN COMPETITIVE ADVANTAGE AND FUTURE TRENDS IN ORGANIZATIONS

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I) ABSTRACT

In present scenario Customer relationship is the basis for achieving increased efficiency for competitive advantage. Business organizations world over have realized that the only way to survive and thrive in today's highly competitive market conditions is to develop the capability to attract and hold a customer base. The development of customer relationship management is as a result of the optimism expressed by many managers that technology could provide a mechanism for storing, retrieving and disseminating knowledge that adds value to both the customers and the organization. The focus of study is to find the effect of CRM Technique to acquire the competitive advantage and future trends.

Keywords: CRM Competitive advantage, Future trends.

II) INTRODUCTION

In today's scenario, Indian market is developing day by day. Due to globalization, it is very difficult to manage business in competitive market so industries must come with their innovative ideas, product, or services. However, its emergence has been facilitated by various key factors that are responsible for making CRM as an important management tool. Some of these factors include: transition from transactional marketing to relationship marketing; development of one-to-one marketing approaches; acknowledgement of customers as a business asset; Shift of business focus from functions to processes; application of technology for managing and optimizing value of information; acknowledgment of the need for trade-off between value delivery to and value extraction from customers. Having put in place CRM a company manages the relations with its customers by utilizing the information about customers. As the customer information is stored in company databases, it is transformed into knowledge which enables the company to know its customers and their needs and expectations. Nowadays, CRM finds its place at the top of corporate agendas. It has been possible because of rapid technological developments which have enabled companies to target selected market segments, micro-segments or individual customers more specifically. Furthermore, new marketing

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philosophy has acknowledged the limitations of traditional marketing and the potential of process based and more customer focused marketing strategies. In CRM both the potential of new technologies and new marketing thinking are combined to develop long-term profitable customer relations. CRM optimizes the value of a firm's market offering by making use of specialized tools, technologies and techniques that facilitate the operation and improvement of front office business functions to improve customer relations. This increases company's capabilities to deliver superior value to customers responsible for long term success in the market place. It is necessary for the organization's people that they should not only focus to build up brand image but also making good relation with customer and study the future trends. The study is carried out to find the effect of CRM Technique to acquire the competitive Advantage and future trends.

III. CRM: AN OVERVIEW :

In the present era customer is highly exposed to global environment and cultures and keeps himself updated and educated about new developments and advances in technology and innovations, therefore, satisfying and retaining today's customer is a challenging task for marketers. This shift in the nature of customers and advent of competitive markets because of globalization has forced organizations to acquire more knowledge about their customers and their preferences, needs, and expectations. Hence, organizational strategy now mainly focuses on creating, and managing relationships with customers for better customer retention . CRM is a managerial philosophy that aims to form long term relationships with customers by covering everything that has to do with increasing the effectiveness with which a company touches its customers. It is a business approach that recognizes the long-run value of potential and current customers, and seeks to increase revenues, profits, and shareholder value through targeted marketing activities directed toward developing, maintaining, and enhancing successful company-customer relationships. CRM stresses on identifying the most profitable customers and building long term relationships with them to increase the value of the business. The main purpose of CRM, a customer-focused business strategy, is to increase customer loyalty and customer satisfaction by offering a more customized and responsive service to each customer. It is through CRM that organizations develop the Capability to customize their products or services to each individual customer and as such an

Individual customer gets a sense of being cared for, which opens up new marketing opportunities based on the customer preferences.

Objectives of Study

1. To determine the value of Customer Relationship Management in achieving Competitive advantage and future trends.

2. To study various CRM Technique available for competitive advantage 4 To understand the significance of CRM Technique for Competitive Advantage

IV. RESEARCH METHODOLOGY:

Since the study is exploratory research most of the data has been collected through secondary source rather than primary data through internet, Journal, Books and Magazine. CRM studies related data was explored to understand the background of study and using keywords focused on the flow of the paper.

V. DIFFERENT TYPES OF CRM :

Operational CRM: It provides support to front office business processes including sales, marketing and service

Analytical CRM: It analyses the customer data for various purposes such as design and execution of targeted marketing campaigns to optimize marketing effectiveness, design and execution of specific customer campaign, analysis of customer behavior to aid product and service decision making management decision, prediction of probability of customer defection.

Collaborative CRM: It coordinates the multi-channel service and support given to the customer by providing customers can now research infrastructure for responsive and effective support to customer issues, questions and complaints.

VI. BENEFITS OF CRM :

CRM will also benefit your company by allowing you to:

- Develop superior services and products that meet your customers' identified needs.
- Enhance marketing towards the most profitable customers to improve your bottom line.
- Improve efficiency by providing support and services to customers online (through frequently asked questions, for example).
- Anticipate future business needs based on data on historic sale and service trends.
- Increase your customer base as you develop new ways to engage in business online.

How can we use CRM for Business.

The table below displays the types of information you can collect with a CRM system, along with the questions that the information can help answer.

Type of Information	Questions
Customer profile	<ul style="list-style-type: none"> • Who are they? • Are they a business or a person? • Where are they located? • If they are a business, how big are they? • If they are a business, what do they do? • Why do they need your product? • How do they communicate with you? • Do they have an account? <p>How long have they been a customer?</p>
Customer buying profile	<ul style="list-style-type: none"> • How often do they buy? • When do they buy? • Is there a pattern to their buying habits (e.g., seasonal)? <p>How much do they buy at one time? Over time?</p>
Customer buying preferences	<ul style="list-style-type: none"> • What do they buy? • Do they always buy the same thing? <p>Why do they buy it?</p>
Customer service profile	<ul style="list-style-type: none"> • What kinds of problems/issues do they encounter? • What is the current status of their issues? • How many open tickets are there? <p>How many cases have been resolved?</p>

Possibilities for using CRM

There is a continuum of CRM from the most simple (a spreadsheet or database containing information about your customers—referred to as a contact management system) to the most complex (online applications automatically linked with your back-end systems). An integrated CRM system can include the following features:

Feature	Benefits
A central database that is accessible by all employees to view and update customer data.	Improved customer service, loyalty and retention.
Analysis of customer data including customer segmentation and segmentation of potential customers.	<ul style="list-style-type: none"> • Customized marketing or sales campaigns. Improved campaign targeting.
Customer self-service where the customers can self-order and help themselves using web-based, password access.	Reduced order entry cost and customer service cost.
Identifying and tracking potential customers.	<ul style="list-style-type: none"> • Wider customer base. More focused prospect tracking.
Reports generated with up-to-date information, including revenue forecasting and trend analysis.	<ul style="list-style-type: none"> • Better and more timely decision making.

CRM – A COMPETITIVE ADVANTAGE TOOL

The long-run success of a firm essentially rests on the creation and maintenance of sustainable competitive advantage. Being competitive means promoting unique strengths and capabilities, and defending them against imitation by other firms. These strengths and capabilities are the sources of Competitive Advantage for an organization. Competitive advantage is achieved by deliberately selecting a distinctive set of activities to deliver a unique mix of customer value, either through implementing a value-creating strategy not simultaneously being employed by current or prospective competitors or through superior execution of the same strategy as used by the competitors. As Porter states that competitive advantage is the basis of organizations above average performance in the long run, without which an organization will decline and eventually fail. In fact, for long run sustenance and superior performance, the organizations have to sustain competitive advantage. The competitive advantage is sustained when other firms are unable to duplicate the benefits of the firm's strategy. The sustainability demands that the

competitive advantage resist erosion by competitive behavior or industry evolution. In fact, competitive advantage is sustained when customers continue to do business with the company, in the face of competition, while maintaining its profitability. Therefore, each company must find ways to attract and retain profitable customers.

Future Trends

CRM has developed over the decades, and will continue to evolve with new technological advances that enhance the opportunities that businesses have to interact with customers. Businesses will need to be prepared to adapt their CRM initiatives to meet new customer behaviour in a dynamic market. There are several CRM trends on the horizon that businesses can anticipate.

Mobility – With technology like smartphones and tablets becoming more popular, customers are increasingly online at all times of the day. These new mobile technologies create a sense of immediacy between the customer and the business like never before. CRM strategies will need to be aligned with new customer needs and expectations that follow from customers having constant access to data and tools to express their opinions.

Integration of CRM into the Business Process – A wealth of information about customers, sales trends and other relevant information affecting the business is becoming available through advanced CRM systems. From marketing and sales to customer service and executive management, CRM will need to be integrated into all areas of the business process so that everybody is listening, engaging and in tune with the customer base.

Customer Relationship Experience – Customers are bombarded with brands and choice. If businesses want to attract and retain customers they need to do more than just deliver information: they need to make a lasting emotional impression. New CRM tools will provide businesses with the information they need to understand customers and what kind of experiences appeal to them.

VII. CONCLUSION

Managers of business have to strive for competitive advantage in a dynamic environment. To succeed requires a customer-centric culture within the business. They also need to understand what CRM solutions can offer their business and set clear and achievable goals. Placing a value on a CRM solution helps to determine acceptable return on investment. However, a part CRM solution is unlikely to bring a competitive advantage. It is the effectiveness of this integration that is most likely to determine if a firm can create a competitive advantage in the Business environment and future trends.

Suggestions

Organizations should retain the existing customer rather than getting new customer to reduce the Cost. Organization should adopt the CRM Technique to retain the customers. Use of CRM Technique in different sector like Retail Academic Institution, IT Like BPO, KPO can prove beneficial for the organization in competitive market. Focus on future media or Electronic change.

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AN ANALYTICAL STUDY ON BUYING BEHAVIOUR OF ONLINE SHOPPERS

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I) ABSTRACT

The purpose of study is to examine and analyses consumer behavioural pattern toward online shopping. To learn and find about customer shopping habits, contact, order history at a glance for that, every organization work out on customer profiling to get good idea and knowledge about that individual buyers. Now a day Indian market is booming in every aspect of growth and development to get good profit out of market in such segments all the nation and international firm participating in business to enhance the level of profit to that particular organization and to accomplish such objective organization should work on the customer profiling and customer business behaviour with his need and wants.

Keywords: *E-commerce, digital population, 3G, mobile penetration*

II) INTRODUCTION

According to new prediction report by Goldman Sachs that E-commerce market will account for 2.5 percent of Indian GDP by 2030 growing 15 times and reaching USD 300 billion. Current market size of e commerce is USD 20 billion and for such huge Indian market of online shopping every organization putting effort to get customer from Indian market and India will have second largest digital population in world with 1 billion users by 2030 powered by online mobile penetration and also use of 3G enabled smart phone and digital evolution in the Indian e-commerce business enhanced growth of an Indian economy.

E-commerce in recent times has been growing rapidly across the world. According to Report of Digital- Commerce, IMAI-IMRB (2013), e-commerce industry in India has witnessed a growth of US\$ 3.8 billion in the year 2009 to US\$ 9.5 billion in 2012. By 2013, the market is expected to reach US\$12.6 billion, showing year to year growth of 34%. Industry sources indicate that this growth can be sustained over period of time as e-commerce will continue to reach new geographies and encompass new markets. E-commerce means sale or purchase of goods and services conducted over the network of computers or TV channels by methods specifically designed for the purpose. Even though goods and services are ordered electronically, payments or delivery need not be conducted online.

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III. LITERATURE REVIEW

E-commerce transaction can be between businesses, households, individuals, governments and other public or private organizations. There are numerous types of e-commerce transactions that occur online ranging from the sale of clothes, shoes, books etc. to services such as airline tickets or making hotel bookings etc. The bookings were done through electronic communication could be Business to Business (B2B) or Business to Consumer (B2C). Business to Business i.e. B2B is e-commerce between businesses such as between a manufacturer and a wholesaler or between a wholesaler and a retailer. As per the WTO Report WT/COMTD/W/193, global B2B transactions comprise 90% of all e-commerce. According to research conducted by the USA based International Data Corporation, it is estimated that global B2B commerce, especially among wholesalers and distributors amounted to US\$12.4 trillion at the end of 2012. The bookings done electronically between Business to Consumer for purchase or sale of goods and services are known as B2C e-commerce. Although B2C e-commerce receives a much attention, B2B transactions far exceed B2C transactions. According to IDC, global B2C transactions are estimated to have reached US\$ 1.2 trillion at the end of 2012, ten times less than B2B transactions. B2C e-Commerce entails business selling to general public/ e-catalogues that make use of shopping place. DIPP – Discussion Paper on E-Commerce – 2013-14 2.2.2 the biggest e-commerce markets are U.S.A. followed by U.K. and Japan. In Asia, China, India, and Indonesia are the fastest growing e-commerce markets. Major global e-Commerce companies are Alibaba.com, Amazon.com, Wal-Mart, Apple, Dell, e-bay, Mercadolibre Inc., Rakuten Inc., Crate & Barrel, Symantec, AutoZone, Microsoft, Gap, Nike, Disney stores, HP, ASOS PLC, Blue Nile Inc. etc. E-commerce in emerging economies: Middle class in many of the developing countries, including India, is rapidly embracing online shopping. However, India falls behind not only US, China and Australia regarding Internet density, but also countries like Sri Lanka and Pakistan. Sri Lanka has an internet penetration of 15 percent. Better internet connectivity and the presence of an internet savvy customer segment have led to a growth of e-commerce in Sri Lanka with an existing market size of USD 2 billion. Pakistan, with an internet penetration of 15 percent has an existing market size of consumer e-commerce of USD 4 billion. Incidentally FDI in inventory-based consumer ecommerce is allowed in both these countries. (IAMAI-KPMG report, September 2013).

IV. RESEARCH METHODOLOGY :

Objective:

- To study customer profiling of online shopper specifically in Pune city
- Study profiling of online customer with their basic behavior toward purchase decision

- To know top online shopping firms doing best of its business with customer acceptance
- To study like and dislike of customer towards online shopping with their recent experience with online shopping

The research is based on primary and secondary & data it is an exploratory & descriptive in nature. The secondary data is collected from review of past researches and other reports. Research design, involving different samples size was used for this study.

Research design

In the case of research design researcher used exploratory as well as descriptive type of research design for this study purpose.

Sampling Technique

The convenience sampling method was applied in this study. The Source of the sample is Limited to Pune city. Keeping in mind the objectives of the study, a structured questionnaire was prepared for the purpose of collecting the primary Data. A part from variables like: Gender, Age and overall customer satisfaction were collected and percentage method used for this study. Sample Size The present study was conducted in a Pune city. In a case of sample size, we take 40 consumers (Respondents) Out of the total 40, 35 were male and rest 05 was female and the age group of the respondents between 20 to 55.

Research Instrument

For this study researcher used structured questionnaire as a research instrument.

Data Types

In the context of the current study we used both primary & secondary data.

Method of Data collection

Primary data have been collected with the help of structured questionnaire by respondent field survey method. In case of secondary data, we used internet websites, journals, newspaper etc. For this study collected data has been processed and tabulated by the way of tables & graphs and the data was presented with the help of Bar-Diagram, Pie-Chart and Tables.

V. DATA FACTS, ANALYSIS AND INTERPRETATION

Table No 1.

Demographical profile of the respondent in Pune city in state of Maharashtra in India

1.1 Gender

1	Male	35
2	Female	4
	Total	40

1.2 Age

1	Up to 25	21
2	25-35	14
3	35-45	04
4	45-55	01
5	Other	00
	Total	40

1.3 Marital status

1	Married	28
2	Single	12
	Total	40

1.4 Occupation

1	Government Job	14
2	Private job	00
3	Business Women / Men	00
4	Home Maker	02
5	Student	24
6	Other	00
	Total	40

1.5 Annual Income

1	Less than one lacks	15
2	1 to 3 lacks	19
3	3 to 5 lacks	04
4	Greater than five lacks	4
	Total	40

1.6 Education

1	Schooling	00
2	Diploma / Vocational courses	05
3	Graduation	23
4	Post-graduation	09
5	Higher studies	03
	Total	40

Table 2. Money spending Analysis

	Particular	Frequency	Percentage
1	Below 500 Rupees	21	52.50
2	500-2000 Rupees	14	35.00
3	2000-5000 Rupees	04	10.00
4	5000-10000 Rupees	01	2.50
5	More than 10000 Rupees	00	00
	Total	40	100

Source: Primary data, field survey method

Interpretation

From the above Table no 2 and figure no 2, Researcher try to interpret from above data that, 21 respondents and that's 52.50 % of people spend less than five hundred rupees on online shopping per month which also use to predict that proportional population don't spend much of money for purchase online through internet online shopping. Also found that average of 35 % percentage that's 14 respondents spends in between 500-2000 rupees on the monthly basis. Moreover a few that negligible 2.50 percent spends money in between 5000-10000 monthly

	Particular	Frequency	Percentage
1	Family	10	25
2	Friends	06	15
3	Social sites and forum	03	7.00
4	Others	16	40
	Total	40	100

Table. 3 Decision- making Analysis

Source: Primary data, field survey method

Interpretation

From the above Table no 4 and figure no 4, Researcher try to interpret from above data that 25% family member enhance purchase decision and 15% friend act as motivator to purchase goods and services through online platform and social sites and forum also act as stimulator and enhancer to purchase product as it takes 7% respondent.

4. Promotional strategy- online shoppers know about product, offers, and seasonal offers through the medium

	Particular	Freq.	Percentage
1	Television	02	5
2.	News papers	03	7.5
3	Internet link	10	25
4	Social networking sites	07	17.50
5	E mails	04	10
	Total	40	100

Table. 4 Promotional strategy analyses

Source: Primary data, field survey method

Interpretation

From the Table no 5 and figure no 5, Researcher tries to interpret from above data that highest number of people that's 25% comes to know about product promotion and promotional strategy of online shopper from the internet link. Secondly 17.5% respondent comes to know about promotional strategy through social networking sites and 10% from E-mails and 7.5% from News papers

5. For Mobile shopping, you have recently downloaded online shopping app of which online firms

Sr.	Particular	Frequency	Percentage
1	Flipkart	14	35
2	Snap deal	05	12.50
3	Amazon	12	30.00
4	Home shop18	00	00
5	Other	04	10
	Total	40	100

Table 5 Mobile app downloads analysis

Source: Primary data, field survey method

Interpretation

From the above Table no 4 and figure no 4, Researcher try to interpret from above data that in India 3G smart phone mobile is available and in this segment India ranks second because smart phone mobile apps has been manufactured by online firms so as to customer can purchase goods and services easily and recently flipkart app has been downloaded by nearly 35% people next to it Amazon app also has been downloaded recently. And also 10 % people downloaded app of snap deal.

Limitation of the study :

The result of the study specific to the sample selected and dimensions used. Hence, they may not be generalized the overall population. Actually this study is limited in sample size.

VI. FINDING AND CONCLUDING REMARKS

By information collected from the user of online shopping platform of Pune city, some important facts which come as a result of this research are as follows

- The first and foremost finding of this research is that in Pune city people like flipkart as a famous and favorite among all online shopping firms platform.
- Most respondent /user satisfied with online shopping and internet connectivity is not the problems for many more.
- Family member stimulates and motivate more to purchase goods and services online, internet links and social networking sites from where the consumer comes to know more about new, innovative product with brands of a national and international level.
- Recent boom of Diwali festival showed people interest toward online shopping as many more downloaded apps of flipkart and Amazon and snap deal which shown

increased sale through online shopping.

- The Customer never compromises with product quality, affordability, safety transaction, and trustworthiness with cost leadership.
- Mostly youngster and youth generation 20-28 age group are very much interested in online shopping
- Beside safety transaction norm many fear about this online transaction gateway

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IMPACT OF COVID-19 ON MSMEs

Prof Vinay Gudi * Dr. Govind Shinde**

I) ABSTRACT

The present research paper is an attempt to assess the possible impact of covid-19 on msme. The world economy is suffering from covid-19 which has made the entire world panic and the pandemic virus has taken Over almost 195 countries in its grip. We can see that the enterprises in the MSME sector are the weakest ones in the period of covid-19 Pandemic because of their size, Scale of operation Limited financial managerial resources and more importantly they don't have the capacity to deal with something so unexpected. The purpose of this research paper is to study how covid-19 has till now affected the MSME sector.

Key Words: Covid-19, MSMEs, Indian MSMEs

II. INTRODUCTION

India has around 6.3 crore MSMEs. The quantity of enlisted MSMEs developed 18.5% Y-o-Y to arrive at 25.13 lakh (2.5 million) units in 2020 from 21.21 lakh (2.1 million) units in 2019. The Indian MSMEs area contributes about 29% towards the GDP through its public and worldwide exchange. As per information shared by the MSME Minister in the Rajya Sabha, the enlisted MSME is overwhelmed by miniature ventures at 22.06 lakh (2.2 million) units in 2020 from 18.70 lakh (1.8 million) units in 2019, while little endeavour units went up from 2.41 lakh (0.24 million) units to 2.95 lakh (0.29 million) units. Moderate sized organizations just expanded from 9,403 units to 10,981 units during this period. MSMEs are being urged to advertise their items on the web-based business website, particularly through Government Marketplace (GeM), possessed and run by the public authority, wherefrom Ministries and PSUs (public area endeavours) source their acquirement. The stage has recorded exchanges worth Rs. 55,048 crores (US\$ 7.5 billion) until September 2020. Homegrown business requires a solid monetary improvement with concessional working capital credits to guarantee sufficient liquidity is kept up in business activities from the public authority and monetary organizations.

MSME Ministry has four legal bodies specifically, Khadi and Village Industries Commission (KVIC) who is liable for advancing and creating khadi and town ventures for giving business openings in provincial territories, along these lines reinforcing the rustic economy, Coir

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Board accountable for advancing by and large advancement of the coir business and improving everyday environments of laborers in this industry, National Small Industries Corporation Limited (NSIC) answerable for advancing, helping and encouraging development of miniature and little endeavours in the country, for the most part on business premise, National Institute for Micro, Small and Medium Enterprises, (NI-MSME) in charge of big business advancement and business venture improvement, empowering undertaking creation, performing symptomatic improvement reads for strategy plan, and so forth and in conclusion, Mahatma Gandhi Institute for Rural Industrialisation (MGIRI) liable for speeding up rustic industrialisation for manageable town economy, draw in experts and specialists to Gram Swaraj, engage customary craftsman's, energize development through pilot study/field preliminaries and R&D for elective innovation utilizing neighbourhood assets. New online arrangement of MSME/Udyam Registration dispatched by the Union MSME Ministry, w.e.f. July 01, 2020, effectively enlisted >1.1 million MSMEs until November 2020. (IBEF, 2020)

III. REVIEW OF LITERATURE

- **Kumar, Thombare, & Kale (2020)** In their research paper mentioned that the impact of this pandemic on trade sector of India is around \$350 Million and also according to Asian Development bank (ADB), this Covid-19 outbreak could cost India \$29.9 Billion in personal consumption Loss. The poultry industry is also hit by this pandemic amid the rumours that Corona virus can spread through consumption of chicken.
- **Kachroo (2020)** Published a research paper on Novel Coronavirus (Covid19) in India which gives an overview about the current scenario of the lockdown and how is it being treated. It is mentioned about the coronavirus spread in India and on how the country will learn from China, Italy and other countries which are affected by coronavirus. In India many things are done related to coronavirus. She also mentions about the quarantine and lockdown.
- **Kurien, Bhat, Rao, & Kurapati (2020)** Published their research paper is on addressing the immediate challenges in controlling COVID-19 where it stays that the Government of India (GOI) has taken many proactive steps to control the epidemic, including the total lockdown of the nation to flatten the epidemic curve and reduce the case fatality rate. India has chosen a strategy of large-scale quarantine and limited testing and not extensive testing and limited quarantine.

- **Mckibbin & Fernando (2020)** In their research paper presented some major estimates of cost of the Covid-19 virus outbreak. A range of policy responses will be required both in short run and long run. Central banks and treasuries will have to make sure that disrupted economy continue to function while this disease outbreak continues. Imposing lockdowns should be the priority. Quarantining the Citizens will reduce the chances of spread of covid-19 virus. Study shows that the spread of this virus in poor or under developed countries is due to overcrowding, poor public health etc. which should be taken control of.
- **Kakkar (2020)** An article states that even after strong government support is provided, the next 12 to 18 months will be bumpy and it is anticipated that voluntary or involuntary consolidation would take place from 20% to 30%. The crisis certainly remains for companies that are able to conserve their cash and stay close to their customers and staff. The reinvention will also be crucial for customers and hotels, airlines and destinations on one side to become "fit for travel," for example.
- **Craven, Mysore, & Wilson (2020)** In their research paper mentioned that at the time of publishing the paper cases of covid-19 were more than 380,000 with a hospitalization rate of 15% which could drive hospital systems overloaded. Western countries are constituting the Early Chinese model to combat this pandemic Covid-19 focused on immediate contamination and rapid medical check-ups of the citizens. Impact of the virus across the different sectors was also discussed in the paper.
- **Lalwani (2020)** published an article on public action to minimize the risk to SMEs. The Taxation and Other Laws (relaxed of certain provisions) agreement was introduced on 31 March 2020 by central government which sets out the extension of various periods under the Taxation Act, the Income Tax Act (1961), the Central Excise Act (1944), and the Customs Act (1962, etc.).
- **Pandey & Pillai (2020)** In their research, the Covid-19 lock in India is perhaps a major hit for micro, small and medium sized enterprises (MSMEs). Their results are very high. Currently, 114 million people are working in the industry and 30 percent of the gross domestic product (GDP) of India is contributed, not to mention almost half of exports in this field are made of commodities and services. 71 per cent of them were unable to pay their employees ' salaries in March in a recent survey of five thousand MSMEs conducted by AIMO.

OBJECTIVES:

- To examine the effect of Covid-19 on MSMEs.
- To list out the initiatives undertaken to handle the issues of MSMEs in an organized and more compelling manner.

IV. RESEARCH METHODOLOGY:

The paper performs an extensive research on the basis of the data and information obtained from secondary sources. It involves the use of journal, research paper, and various reports, authenticate finance website and online resources etc. for the collection of secondary data needed in the analysis.

V. MSME & COVID -19

Novel Corona Virus which originated in one city has spread over the globe. All countries in the world are fighting two wars one is against covid-19 pandemic another is economic crisis. To prevent the spread of this deadly disease almost all countries have declared lockdown.

The nationwide lockdown induced by the COVID-19 pandemic crippled the already staggering Indian economy. The country boasts of 60 million micros, small, and medium enterprises (MSMEs), that contribute about 30 percent to India's GDP, creating over 11 crore jobs. During the time, production across the country froze, leading to job losses, supply chain disruptions, as well as raised liquidity concerns in the market. As per a report by Global Alliance for Mass Entrepreneurship (GAME) named, 'MSME Transformation Task Force,' around 70% of India's MSMEs have scaled back their labour force to endure the remarkable emergency. The report, indeed, guaranteed around 20-40 percent of the MSMEs could for all time shut shop. Consequently, policymakers, just as the Indian government, have been running after the recovery of private ventures, which is basic to inspire the bigger Indian economy. (Kaushal, 2020)

For the most part, when a money-related frame-work keeps up to go through down-going event for 2 or addition of quarters, it is experienced as sadness. As we have effectively expressed that India is an undergoing growth money-related frame-work, it is miles expressed as a money business frame-work going through name for giving up hope and far and away state of being without work, with 21-day lock-down stated through first in rating Minister on March 23, 2020, it would quiet time the list of

things side, high rate of motion up the record become fixed in addition and endangering the money-related wellness of many thousands . For example, Finance Minister reported Rs 1 one 76 lakh crore dry and salt group on March 26 night-fall, a surprising 42 hours after the 21-day lock-down greatly changed into presented. It may in very great part more chances the sloppy quarter beings, clearly, with detail every day payment beings, and of a chief town and narrow and not up to much bad, less than zero. The untroubling could make into one money moves and Pds 2 (public distribution system) move. This changed into saw with the guide of the Delhi Chief Minister give support to (a statement) to street traders, insignificant middlemen, and retailers that time limiting condition passes would be on condition that to them on-line to Forestall 3 their badgering on the hands of law authority authorities and Another trouble made greatly changed into 20 lakhs group with no special order declared by most important government became most cruel able to have arguments over and that is yet to be put into effect . (M S Ramaiah College of Arts, 2020)

Recent Government actions to minimise economic loss of MSMEs:

India is struggling due to the economic effects of the novel coronavirus and therefore it is important to provide financial relief packages for all the sectors that constitute to the GDP of the economy. The revival of the MSMEs is an integral part in the development of the economy as a whole as a major portion of the GDP comes from this sector. They provide employment to a huge portion of the economically weaker section of the country. Due to the national lockdown, the operations of the enterprises have come to halt and majority of the organisations did not have any funds to pay their employees. Looking into all the difficulties in the situation, Government of India (GOI) has implemented numerous measures to help minimise the loss of the MSMEs. These measures were passed through the Finance Minister of India, Nirmala Sitharaman.

- **Credit and Finance for MSMEs:** A mega package of Rs. 20 lakhs which is approximately 10% of the total GDP of the economy is provided to the vast MSME sector to stimulate the battered economy.
- **Collateral-free loans:** Up to 20 percent of the entire outstanding credit will be issued to MSMEs by banks and non-banking financial institutions. Companies may take units of up to Rs. 25 crore non-recurring credits and Rs. 100 crore turnover that can be taken on a four-year tenor and a 3-month principal payment moratorium.

- **Subordinate debt:** MSMEs declared to be non-performing or those under stress will be eligible for equity support as part of the provision of Rs. 20,000 crores for subordinated debt is provided by the Government. The 4,000 crore CGTMSE Credit Guarantee Funds Trust is also provided by the Government, which provides banks with partial credit support for MSME lending.
- **Equity infusion:** The Government will infuse Rs. 50,000 in equity in small and medium-sized enterprises through a variety of funding sources, which will be operated through a parent fund and other subsidiary funds.
- **Clearing dues:** The government and the public sector enterprises together will release all pending MSME payments within a period of 45 days from 13th May, 2020. The e-market for developing linkages for MSMEs will be promoted to replace trade fairs and distribution.
- **Global tenders disallowed:** The government will not allow global tenders to MSMEs in any schemes which is up to Rs. 200 crores. By doing this, the government has instilled on being a great support to India's backbone by the measure taken.
- **Revised MSMEs definition:** The government has revised the definition of the MSMEs by redefining a common matrix that will be a mix of investment in plants, machinery or equipment and turnover. This has been done by the government to remove the difference between the manufacturing and service-oriented enterprises. (Sajan, 2021)

VI. CONCLUSION:

As a result of Covid-19 we can see there is high unemployment in the country, there is no employer stability among all areas, organizations are resting off their representatives, Indian fares and imports are affected a great deal because of non-accessibility of transport and work people groups typical way of life has been affected as well. Wide range of measures has been introduced by the different governments across the earth to put ideas into the head more secrets and to put into more credit into their small business lines. These government-related measures cover in the short run ready-money for making payments, payment support/subsidy (capped) for a stretch of time of three to 6 months, straight to money supports to one person businesses and small-scale units, deferral of Rent 1 and use payments, compensation 2 for drop in turn-over during lock-down stretches of time, and so

on . These measures sound good for all nations but the true question in India will be in making out the 63.4 million unincorporated simple, with feeble attention to form MSMEs, of which 99% are simple, with weak attention to form micro-enterprises. Even with difficulties and weaknesses, organizations should outline powerful procedures that will construct an interaction of iterative review and build up their capacity to anticipate, shape, edge, and adjust to whatever the future holds. Ventures need to bridle the force of creative mind with a goal toward manufacturing a powerful linkage among arranging and working by standardizing vital foresightedness which encourages the associations to adapt to any sort of future vulnerabilities. Organizations must to likewise zero in on corporate rebuilding and innovatively create themselves to remain serious and get by over the long haul. After studying and analysing the current impact it has been observed that the business practices of Indian MSMEs will be totally changed.

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LITERATURE REVIEW ON AN ANALYTICAL STUDY ON SUCCESSION PLANNING IN FAMILY-OWNED ENTERPRISES

Sayyed Mudassar Nazir*

I. ABSTRACT :

Succession planning is a process of transferring ownership and management control to a successor. One of the most important strategic tasks in a Family-owned Enterprise is to transfer the business to the next generation. According to Gephart, succession is inevitable and, for this reason, it should be both anticipated and managed for the continuity of business organisations. In this context, the succession should be planned ahead to avoid the circumstance of a void in the management of family-owned businesses. The entrepreneurial process does not end with the creation of a new venture but that firm succession is a vital part of the entrepreneurship process. Lack of true succession in family business has become the bane of family business continuity. In recognition of the increasing failure of small businesses, the study sets to examine the influence of succession planning on survival of selected Small Businesses.

Keywords – Family-owned Enterprise, Succession planning, Small Businesses.

II. INTRODUCTION :

Donnelly (1964) defined the family firm as —one which has been closely identified with at least two generations of a family and when this link has had a mutual influence on company policy and on the interests and objectives of the family. The contribution of family business to economic growth and wealth creation has made it an important topic for various groups especially researchers. Family business is an institution in India. It has been credited with the unprecedented growth, India has achieved in the last 60 years. More than half of the population of India works in family owned businesses. The Indian economy depends heavily on the continuity and success of the family business.

It is an established fact that small/medium businesses are decisive in the overall development of any nation's economy. They remain excellent source of wealth creation, poverty reduction and countries balanced development. These enterprises have been recognised as the engines through which the growth objectives of developing countries can be achieved. They are potential sources of employment and income in many developing

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countries. It is estimated that small and medium enterprises (SMEs), the majority of which are family-owned businesses (FOBs), employ 22 percent of the adult population in developing countries (Gallagher & Robson, 1995).

The entrepreneurial process does not end with the creation of a new venture but that firm succession is a vital part of the entrepreneurship process. Lack of true succession in family business has become the bane of family business continuity. In recognition of the increasing failure of small businesses, the study sets to examine the influence of succession planning on survival of selected Small Businesses.

III. REVEIW OF VARIOUS RESEARCH STUDIES

A first generation owner often sees the business in a very different way than the second generation does (Chung & Yuen, 2003). Typically their experience with the business has been drastically different. The first generation in most cases has built the business from the ground up. In contrast, any generation that becomes involved in the business moving forward has had some amount of exposure to it over time and never knew a time when there was not something of a vibrant functioning business Succession Planning in Family-owned Businesses owned by their family. Relationships between family members in family-owned businesses can often be full of tension and it is important that the two generations find a way to work together harmoniously throughout the transition and beyond (Ibrahim, Soufani, & Lam, 2001).

One particular area of preparedness that should be taken into consideration is relationships. There are a few key relationships to take into account when looking to transition the family business to the second generation: the incoming family member(s) should have strong relationships with the outgoing family member(s) and, the employees of the company, as well as with any vendors or strategic industry alliances (DeNoble, Ehrlich & Singh, 2007; Chung & Yuen, 2003; Morris & Williams, 1997). There is a significant amount of knowledge to be shared between the incumbent and their successor and for that reason that relationship is perhaps the most imperative. These two generations working together is what will give the second generation family member the most significant knowledge as it pertains to the business they are about to take over (Fox, Hamilton & Nilakant, 1996).

Succession has been described as one of the “lengthiest strategic processes for family firms” (Chirico, 2008). It is not possible in all situations to allow this transition to take place slowly, but transitioning over time is a factor that can contribute substantially to the overall success of the transition. Taking time allows for not only the transfer of knowledge, but it also lets the first generation become comfortable with stepping down from their role while at the

same time it gives company employees the time to become used to another individual in that leadership role (Giarmarco, 2012).

Education is another factor that should be taken into consideration. The general consensus is that formal education outside the family-owned business is important, but that it does not necessarily prepare the incoming family member for the business specific issues that arise in a company on a day-to-day basis (Tatoglu, Kule & Glaister, 2008; Chung & Yuen, 2003). In many family-owned businesses' generational transitions, the second generation is expected not only to have that more formalized education, but they are expected as well to be able to bring enhanced management practices and an understanding of technology – the company is now looking to them to be innovative and to be able to provide new and fresh ideas that will contribute to the long-term success of the company (Craig & Moores, 2005).

Knowledge transfer from one generation to the next is critical to the success of family-owned businesses. This knowledge transfer helps to fill the gaps in learning left behind by formal education alone. Education outside of the family firm is important, but it is the sharing of inside knowledge that will ensure the incoming generation has a strong understanding of the inner workings of their family's organization. The knowledge the outgoing generation has gained is the foundation that allows the next generation to ensure that they have the competitive advantage needed for the continued success of their family-owned business (Chirico, 2008). Explicit knowledge can be shared relatively easily as it is simple to put into writing and this is most often accomplished through the use of tools such as policy and procedure manuals (Chirico, 2008).

It is common for members of the incoming generation to spend a period of time working outside of the family-owned business prior to coming to work for their parents. It has been suggested that the optimal amount of time to spend working for a firm other than their family's is a minimum of three to five years (Chirico, 2008). This experience outside of the family business is yet one more educational experience, one in which they will be able to accumulate more knowledge that they will then be able to turn around and apply to their family's business when needed. Typically this experience prepares the successor to have a greater understanding of the types of challenges their family-owned business has the potential to face, as well as an understanding of more formal management systems (Chirico, 2008). The skills gained during this time will assist the incoming generation in not only being able to look at their own family's business more critically, but also in establishing their own sense of identity (Chirico, 2008).

Lorna (2011) examined the implications for family-owned business successions: a multiple perspectives review and suggestions for further research. The study provided an integrative

model of multiple stakeholder outcomes on succession. The framework indicated that factors such as; individual, organization, family and environment affect succession process. One of the major weaknesses of this study is that it argued that each of these factors could independently predict or affect the succession process. Additionally, some of these factors noted by this study are not critical factors hence may not play a major role in the determinant of family business successor. Secondly, the study only talks about succession process without addressing how process succession could bring about family business continuity.

Miller et al., (2003) examined the lost in time: intergenerational succession, change, and failure in family business. The study argued that factors such as strategy, organization, government and culture affect three major succession patterns, which they classified as conservative, wavering and rebellious successions. Hence, the study offered an intergenerational succession. Although, this study tends address two major issues, first, succession and second failure in family business, however, the study failed to provide us with how intergenerational succession could bring about family business succession and continuity.

Another interesting study that provided critical factors that affect family business is Lam (2007). The study asserted that both father and son in other words, the founder and the successor are major factors that affect family business succession. However, the study failed to include factor such as environment as one of the key factors. Any family business succession plan or process that failed to include or neglect environmental factor should be seen as incomplete. Therefore, this study could not be said to have presented complete factors that affect family business succession, though both father and son are very crucial in determining family business succession and continuity. In examining family business succession planning and the factors to be considered by business owners in succession plan,

Castillo (2009) offered a model or framework outlines for an effective succession plan for a family owned business. The model provided factors such as; manage relationships, create a team to lead, look for leadership and prepare successor. These so called factors may not be relevant to family business and they do not form the key factors that affect family business. The elements provided are more of a succession process than succession plan and do not address family business continuity.

Ramona et al., (2008) investigated family business in relation to family system and entrepreneurial behaviour. The study noted that majority of the businesses today are all family businesses. They contended that researchers have neglected this area of research which has shown in its slow move. However, they called for more studies on this aspect of

research.

Matthew, Moore & Fialko (1999) examined family business in relation to leadership. The study developed a common leadership succession model process with the parent leader and child successor inclusive. They argued that the cognitive categorization adopted in their study influence the process of succession as the parent leader prepares the child leader for succession. However, this model did not address the issue of continuity.

Sardeshmukh & Corbett (2011) examined the duality of internal and external development of successors with respect to opportunity recognition in family firms. It specifically, investigated the intersection of the succession and opportunities with respect entrepreneurial behaviour in family business. Successor's factors such as self-efficacy, education, and work experience and perception of entrepreneurial opportunities were included in the study. The study found that successor and opportunities are significant in family business. However, the study did not touch the issue of succession and continuity.

Jose (2007) investigated succession in family business in Canada. The study focused on succession process in Molson family business. They claimed that succession is a new area of study in family business. They adopted a longitudinal approach to identify and evaluated the crucial activities and processes that have assisted facilitated succession in the Molson family business. The study argued that it is only when succession plan is effective, that is only when conflict could be avoided in among the family members engaged in succession. Continuity in family business is still be neglected in this study.

Bocatto, Gispert, & Rialp (2010) examined family-owned business succession: the influence of pre-performance in the nomination of family and nonfamily members: evidence from Spanish firms. The study specifically focused on the relationship between preperformance and succession. Using agency and the resource-based view theories, and stepwise logistic regression with a bootstrap procedure, the study posited that positive firm performance would no doubt lead to the selection potential successor while the other hand negative performance would indicate otherwise. Finally, the study found that performance prior to succession does not affect these nominations, while directive experience does.

Lorna (2011) has asserted that family business continuity is important areas in succession that must not be neglected since it provide substantial proportion of employment in so many nations. Lack of true succession in family business has become the bane of family business continuity. On this note, this paper focuses on how true succession could lead to family business continuity.

IV. CONCLUSION

The present secondary research paper covered various national and international research papers on the said topic. These detailed discussions cover various facets and dimensions of family owned businesses and challenges faced by them, significance of succession planning, reasons of failures in such businesses.

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A STUDY ON SOCIAL STATUS OF LEPROSY: AN REVIEW

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I. ABSTRACT :

Leprosy human life is such an ancient and old disease. The attitude of the society towards the leper is such that it is a serious disease. Which nation does not see the evidence of this disease more or less on the back of the world! Some knowledgeable people are of the opinion that this great disease spread to the nation of China is their idea. Some knowledgeable people say that it has come from the nation of Africa; some people say that this disease has originated from India. Due to this disease being infectious, there was no medicine on this disease, so people who have had leprosy are kept away from society. At some jagas, leprosy patients were excluded from the society. This paper review social status of Leprosy in this perspective.

Key words: *Social Status, Leprosy, Old Disease.*

II. INTRODUCTION

Some such socially rigid rules were imposed on lepers; leprosy was observed where leprosy patients were gathered there. The leprosy patients were kept separate from the dishes. Their wear was kept separate! A woman with leprosy was not allowed to go. Named after the physician Gerhard Armauer Hansen, a long-term disease caused by the bacteria *Mycobacterium leprae* and *Mycobacterium lepromatosis*. Leprosy is a granulomatous disease mainly of the mucous and external nerves of the upper respiratory tract; Skin lesions are its primary external sign. If left untreated, leprosy may develop, causing permanent damage to the skin, nerves, extremities, and eyes. Contrary to folklore, leprosy does not cause body parts to fall apart, although they can become numb and / or diseased as a result of the disease.

It has affected humanity for more than 4,000 years and has been very well recognized in civilizations of ancient China, Egypt, and India. DNA taken from the remains of a shroud wrapped in a shroud of a man discovered in a mausoleum outside the city of Old Jerusalem. indicates that he is the first human to have confirmed leprosy. In 1995, the World Health Organization (WHO) (WHO) estimates that leprosy has permanently disabled individuals.

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The number ranged between 2 and 3 million. Over the past 20 years, 15 million people worldwide have been relieved of leprosy. However, forced quarantine of patients in places where adequate treatment is available. Or separation is unnecessary, But in spite of this, there is still India around the world (where even today more than 1,000 leprosy leprosy was considered highly contagious and sexually transmitted and treated by mercury all of which are not known as syphilis (syphilis), first described in 1530. It is now believed that many of the earliest cases of leprosy may have been cases of syphilis. It is now known that leprosy does not. So it is not transmitted through sexual intercourse nor is it highly contagious after treatment as around 95% of people are naturally immunized and people suffering from it do not become contagious even after only 2 weeks of treatment.

The age-old social stigma associated with advanced forms of leprosy, in other words the stigma of leprosy, still exists in many areas and still remains a major obstacle towards self-information and early treatment. Effective treatment for leprosy was achieved in the late 1930s with the introduction of dapsone and its derivatives. Shortly, leprosy bacillus resistant to dapsone developed and spread widely due to overuse of dapsone. It was not possible to diagnose and treat the disease within the community until the advent of multi-drug therapy (MDT) in the early 1980s.

MDT for multi-bacillus consists of rifampicin, dapsone, and clofazimine, which takes up to 12 months. Appropriately adjusted doses for children and adults are available in all primary health centers in the form of blister packets. Single-dose leprosy single-dose MDT (rifampicin), ofloxacin (ofloxacin) and leprosy. Consists of minocycline. The shift to single-dose treatment strategies has led to a decrease in the prevalence of the disease in some areas as its prevalence

depends on the duration of treatment.

III. LITERATURE REVIEW :

*** According to the etymology**

The word Leprosy, used in the English language for leprosy, is derived from the ancient Greek word lepro "a disease that makes the skin peel", which itself is a cognate derivative of lepro, "peeling, removing". The word originated in the English language, originating from Latin and ancient French. Historically, people with Hansen's disease have been called lepers; however, the number of leprosy patients is declining. And because of the blasphemous connotations of this terminology, this terminology is becoming out of use. Due to the stigma inflicted on patients, some people do not prefer the use of the term "leprosy", although U.P. s. The same term is used by the US Centers for Disease Control and

Prevention and the World Health Organization.

Historically, the Tzaraath terminology from the Hebrew Bible was translated, mistakenly, usually as leprosy, although the symptoms of Tzaraath were not entirely compatible with lepers, and instead it was used to refer to a variety of disorders that were different from Hansen's disease. The first record of the mention of the word leprosy is found in Leviticus - "When a man has a bulge, a scab, or a shiny scar in the flesh, and in the skin of the flesh it will be like a pestilence of leprosy; then he is called the priest Aaron (of Aaron or one of his priestly sons). Will be brought to anyone." The Bible also has a famous legend of the Syrian Naaman,"

Specifically, the dermatophyte fungus *Trichophyton violaceum* is caused by tinea capitis (a fungal infection of the scalp) and related infections in other parts of the body, currently throughout the Middle East and North. There are many in Africa and they may have been very common even in biblical times. Similarly, it appears that the malformed dermatitis favus, *Trichophyton schoenleinii*, was common throughout Eurasia and Africa before the introduction of modern medicine. People suffering from acute and other similar fungal diseases (and possibly those who suffered from acute psoriasis and other diseases that are not caused by microorganisms) as people with leprosy in Europe until the 17th century was classified. This is clearly depicted in a picture by Jan de Bray in 1667 at the Regents of the Leper Hospital in Harlem (France Frans Hals Museum, Haarlem, the Netherlands), where the treatment of a young Dutch male suffering from an apparent head skin infection, which is almost certainly caused by the fungus. It is also being done by three officers of a charitable hospital made for people suffering from leprosy. Until the mid-19th century, when microscopic examination of the skin for medical diagnosis was first developed, the use of the term "leprosy" can hardly be reliably associated with Hansen's disease. , As we understand it today.

Leprosy society and culture

Edit famous leprosy Baldwin IV, a king of Latin Jerusalem and portrayed in the film Kingdom of Heaven.) As a character. St. Damian, a Roman Catholic missionary-pastor, was transitioned to leprosy while serving in the colony of lepers in Molokai, but he served lepers by then continued until he died of the disease himself. He was conferred with the title of saint at a ceremony held in the Vatican on 11 October 2009 and was presided over by Benedict XVI. Han Mac Tu Probably not Robert the Bruce, although an Englishman According to the source, he was suffering from the disease. In the 1995 Mel Gibson film Braveheart, Robert de Brus, father of Robert the Bruce, Annandale. The 6th Lord of Annandale - is depicted suffering from leprosy.

Fantasy Leprosy

Additional references or sources are needed for verification in this session. The protagonist of *The Chronicles of Thomas Covenant, Unbeliever*, suffered from leprosy, which is the central point of this entire series. In Shakespeare's *Hamlet*, the ancient king Hamlet, the ghost of Prince Hamlet's father, claims to be poisoned by a 'leprous distilment' because of the many symptoms of leprosy such as undisputed boil can be seen. In the novel *Shantaram*, written by Gregory David Roberts, the main character, Lin, often encounters members of a colony of lepers while living in a

Mumbai slum. In the original book *Ben Hur* (and in the films based on this book), Judah Ben-Hur (Judah Ben-Hur), the protagonist's mother and sister become infected with leprosy while in prison. *The Island* is a historical novel written by Victoria Hislop, mostly based on a leper colony of Spinalonga Island in the Mediterranean. The protagonist of the book *The Leper*, written by Steve Thayer, is an American soldier who becomes infected during World War I and succumbs to

the disease. In the 1973 film *Papillon*, Steve McQueen plays a prisoner on Devil's Island, who is confronted by a colony of lepers while trying to escape. In "Little Big Mom", part of *The Simpsons*, Lisa fools Bart (Bart) and Homer into believing they are lepers. Ned Flanders) Send them to the island of Molokai for treatment. Sherlock Holmes's short story "The Adventure of the Blanched Soldier" deals with a soldier who is believed to be suffering from leprosy, but later discovers that the real problem is Ichthyosis (ichthyoids).

Indian culture was first seen as a very big epidemic of Kusta disease. The person who had this disease used to treat leprosy patients at a very low level in society! Due to ignorance in the society due to lack of education and no medication over this disease, there was a lot of superstition about this disease in the society, so the person who used to kill it is alien to people who have their own blood relations. Let's go. Gradually, the level of education in the society increased and the medicine on this disease started awakening in the society and cultural and social changes began to take place about this disease.

Changes in the social perception of the disease

On the planet; its complexities can cause net disfigurements of the face and furthest points of tainted people just as devastating handicaps including sight and contact. Such blemish increased the social and monetary separation of patients. The social results of the illness on the existence of the patient persevere even after its cure. Some businesses would not utilize even a restored sickness patient.⁶The shame of uncleanliness is as yet a worldwide marvel,

happening in both endemic and no endemic nations. Notwithstanding gigantic social variety, the everyday issues influenced are strikingly comparable. They incorporate portability, relational relationship, marriage, business, recreation exercises, and participation at social and strict capacities

IV. CONCLUSION :

Uncleanliness is among the world's most established and most feared sicknesses. It assumes a remarkable part throughout the entire existence of humanity because of the various hundreds of years of dismissal and isolation of people experiencing infection just as entire social orders distressed with this illness. The dismissal and isolation were frequently the aftereffect of normal dread because of absence of information and there being no compelling analysis or therapy of the wiped out. It was likewise associated with the plainly noticeable and defaming indications of the illness. Indeed, even today, individuals influenced by this sickness may need to leave their towns and are socially separated. Incapacity in disease is in excess of a simple actually work; it incorporates action impediments, shame, discrimination, and social interest limitations. The overall population ought to be made mindful that infection is certainly not a hereditary problem, it is 100% reparable, and patients need social help

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STUDENT'S E-EDUCATION DURING COVID – 19 PANDEMIC

Dr. Sangita Phunde *, Dr. Madhuri Godbole**

I. ABSTRACT :

Students had to depend on e-learning for their academic purpose during COVID -19 pandemic. During this period students had appeared for academic online exam.

Hence researcher decided to study e-education learning and examination analysis by students during COVID–19 pandemic.

Keywords: COVID-19, pandemic, lockdown, e-education, digital platform etc

II. INTRODUCTION:

Whole world suffered due COVID-19 pandemic. Indian government took a decision of nationwide lockdown in March 2019, as a result schools and colleges were closed. Teachers and students had to force them self to use digital platform for e-education to complete academic without prior information.

During lockdown whatever facilities & electronic devices were available they had to use for e-education, without prepared and not trained to use this digital platform for teaching and learning. Students had to depend on e-learning for their academic purpose during COVID - 19 pandemic. During this period students had appeared for academic online exam.

Hence researcher decided to study e-education learning and examination analysis by students during COVID–19 pandemic.

III. LITERATURE REVIEW:

The review of research work related e-education by undergraduate and postgraduate students so far reveals the following facts after reviewing several international and national research papers:

Majority of the students enrolled in online courses are satisfied with the mode of learning. “National Center for Education Statistics” has reported the growing requirement of e-learning due to its increasing acceptance recently. [Shrestha 2019],[Salloum 2019],[Pérez-Pérez, M 2020].

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The study focused the relationships among course structure/organization, learner interaction, student engagement, and instructor presence on student satisfaction level and perceived learning in the online learning environments. The data indicated that student interaction does not have a statistically significant impact on student satisfaction. Instructor presence does have a statistically significant impact on perceived student learning. The data indicated that learner interaction does significantly impact perceived student learning. [Gray, J.A.2016].

Online learning is new, and it is continuously evolving by the rapidly changing technologies. Still efforts are required by all online educators to integrate pedagogy with technologies in order to enhance student learning [Zhu, X 2018]. This research study included survey-based the perception of students on various engagement strategies used in online courses. Learner-to-instructor engagement strategies seemed to be most valued among the three categories of student engagement. The results of the study have implications for online instructors, instructional designers, and administrators who wish to enhance engagement in the online courses [Martin, F 2018.].

It is observed that few researchers had worked on how to use e-learning for education and evaluation. Very less research conducted on undergraduate and postgraduate student's e-education and examination in India during COVID-19 pandemic. So this research study concentrates on the e-education for undergraduate and postgraduate students during COVID -19 pandemic.

IV. RESEARCH METHODOLOGY :

Objective:

- 1] To study student's e-education during COVID – 19 pandemic.
- 2] To study use and problem faced in online examination during COVID – 19 pandemic.

Hypothesis:

1) Use of online study for their subject preparation before lockdown

P= proportion of students using online material for their regular subjects:

Ho: $P = 0.5$

H1: $P > 0.5$

2) To study the student's satisfaction related to knowledge gain using online learning during lockdown.

P is proportion of students satisfied with knowledge gain using online learning during lockdown.

Ho: $P=0.5$

H1: $P < 0.5$

III) Types of data:

i) Primary data:

Using google form structured questionnaire was created and distributed to students through WhatsApp. Data was collected from 224 students.

ii) **Secondary data:** Websites, Research Magazines, Magazines.etc

IV) Source of data: Students of Maharashtra, Andhra Pradesh, Madhya Pradesh, Karnataka, Tamil Nadu, Uttar Pradesh, West Bengal, Rajasthan.

V) Research instrument:

The questionnaire contains 34 close end questions and 10 open end questions. The objective questionnaire was to students learning during COVID-19 pandemic by using online mode. Some questions of questionnaire are multiple choice questions. The questionnaire included questions on usage of online learning mode and online exam mode etc

VI) Scope of Study: Students of India.

VII) Sample Size: 224

VIII) Data Collection Method:

To study this sample was collected randomly using online questionnaire through whatsapp.

Statistical tools for complete analysis:

For statistical testing researcher used chi square test, z test, t test and t paired test for testing data. Descriptive statistics such as frequency, relative frequency, mean, mode, proportions and percentage bar graph & pie chart are used whenever required.

Limitations:

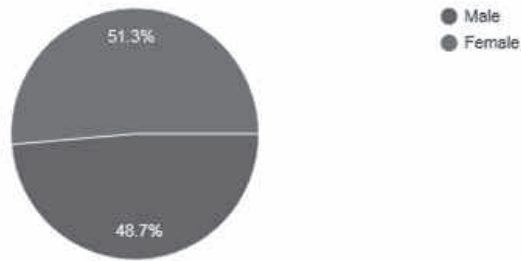
- i) As data was collected online data from various states, sample proportion is not equal to population proportion.

V. DATA ANALYSIS AND FINDINGS:

Note:

- 1] The respondents have not marked all the options of questionnaire so the total may not match.
- 2] Sometimes students may select more than one checkbox.

Sex :



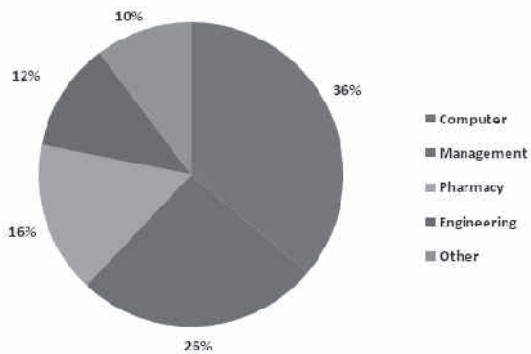
Graph-1 Gender proportion

Female	115	51.3%
Male	109	48.7%

Table -1 Gender proportion

51.3% of data was collected from female students.
 48.7% of data was collected from male students.

Stream:



Graph-2 Course stream proportion

Computer	81	36%
Management	58	26%
Pharmacy	36	16%
Engineering	26	12%
Other	23	10%

Table - 2 Course stream proportion

36% of data was collected from computer students.

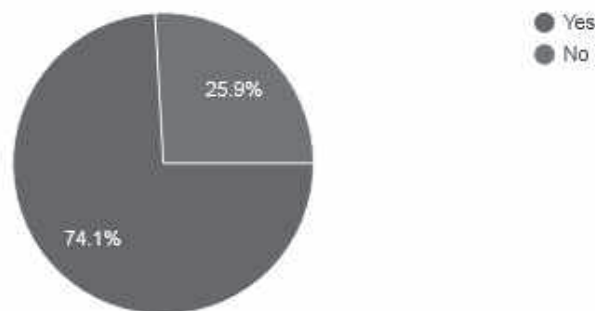
26% of data was collected from management students.

16% of data was collected from pharmacy students.

12% of data was collected from engineering students.

10% of data was collected from other students

Before COVID-19 lock down using online material for regular study:



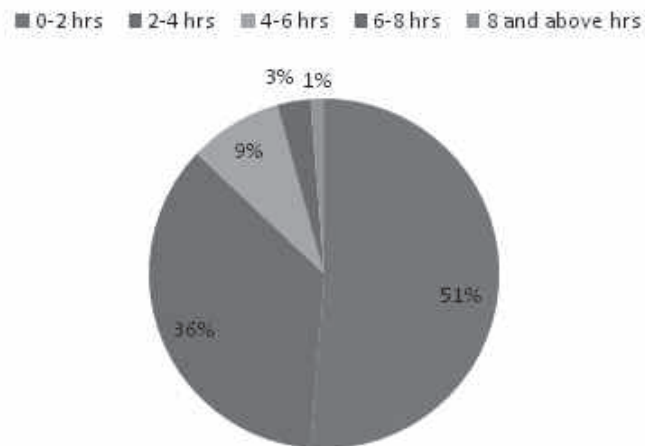
Graph – 3 Use of online material before COVID-19

Yes	166	74.1%
No	58	25.9%

Table - 3 Use of online material before COVID-19

74.1% of students using online material for their study before COVID-19 pandemic.
25.9% of students not using online material for their study before COVID-19 pandemic.

Before COVID-19 pandemic lock down using daily internet for regular study:



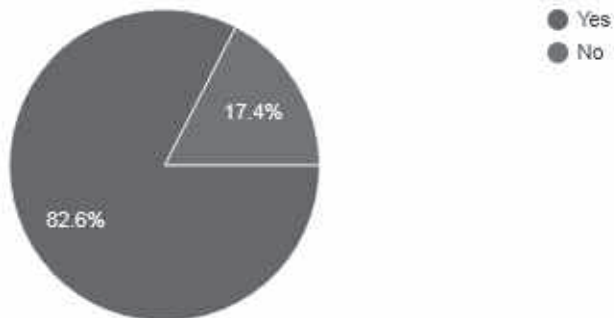
Graph – 4 Use of internet before COVID-19

0-2 hrs	83	51%
2-4 hrs	58	36%
4-6 hrs	14	9%
6-8 hrs	5	3%
8- above hrs	2	1%

Table – 4 Use of internet before COVID-19

51% of students use zero to two hrs internet for their study before COVID-19 pandemic.
36% of student use two to four hours internet for their study before COVID-19 pandemic.
9% of students use four to six hours internet for their study before COVID-19 pandemic.

During COVID -19 started to use online material for regular study:



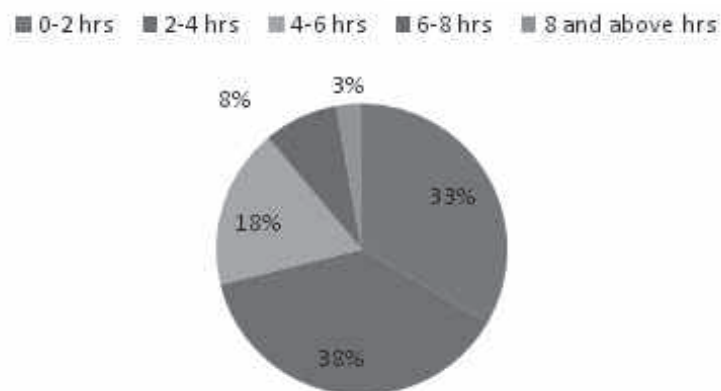
Graph – 5 Use of online material during COVID-19

Yes	185	82.6%
No	39	17.4%

Table – 5 Use of online material during COVID-19

82.6% of students using online material for their study during COVID-19 pandemic.
 17.4% of students not using online material for their study during COVID-19 pandemic.

During COVID-19 pandemic lockdown daily using internet for regular study:



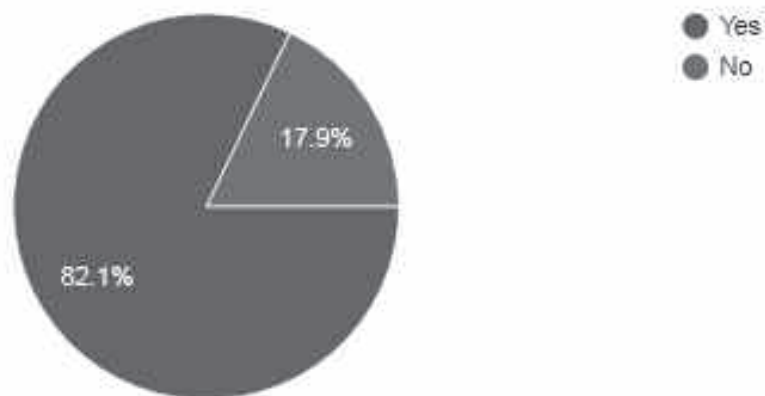
Graph – 6 Use of internet during COVID-19

0-2 hrs	60	33%
2-4 hrs	68	38%
4-6 hrs	32	18%
6-8 hrs	15	8%
8- above hrs	5	3%

Table - 6 Use of internet during COVID-19

33% of students use zero to two hrs internet for their study during COVID-19 pandemic.
 38% of students use two to four hours internet for their study during COVID-19 pandemic.
 18% of students use four to six hours internet for their study before COVID-19 pandemic.

Online lectures attended by students:

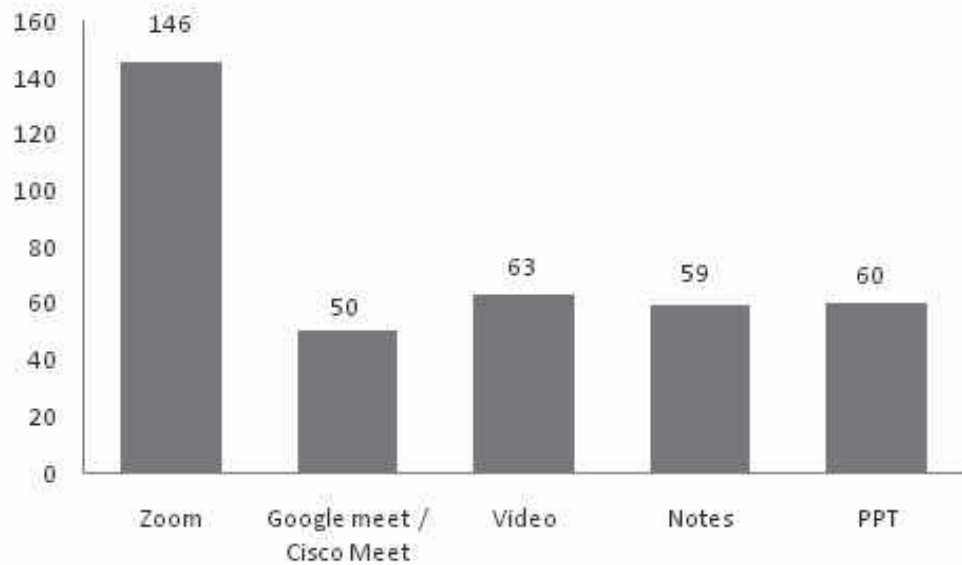


Graph – 7 Online lectures attended by students

Yes	184	82.1%
No	40	17.9%

Table – 7 Online lectures attended by students

82.1% of students attended online lectures during COVID-19 pandemic.
 17.9% of students not attended online lectures during COVID-19 pandemic.

Online lecture tool :

Graph– 8 Online lectures tools

Zoom	146	79.34%
Google meet / Cisco Meet	50	27.17%
Video	63	34.23%
Notes	59	32.06%
PPT	60	32.60%

Table– 8 Online lectures tools

79.34% used zoom to attend online lectures.

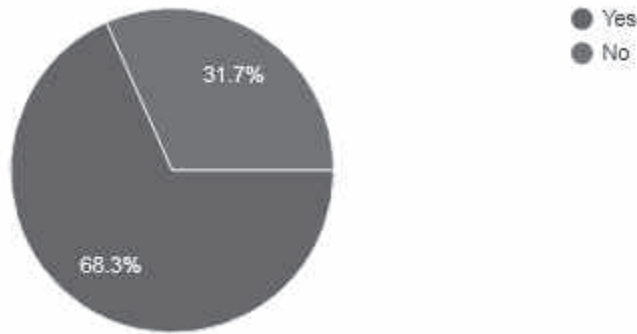
27.17% used Google meet / Cisco Meet to attend online lectures.

34.23% used Videos as material during online lectures.

32.06% used Notes as material during online lectures.

32.60% used PPT as material during online lectures.

Appeared for academic online examination during lockdown:



Graph-9 Online examination attended by students

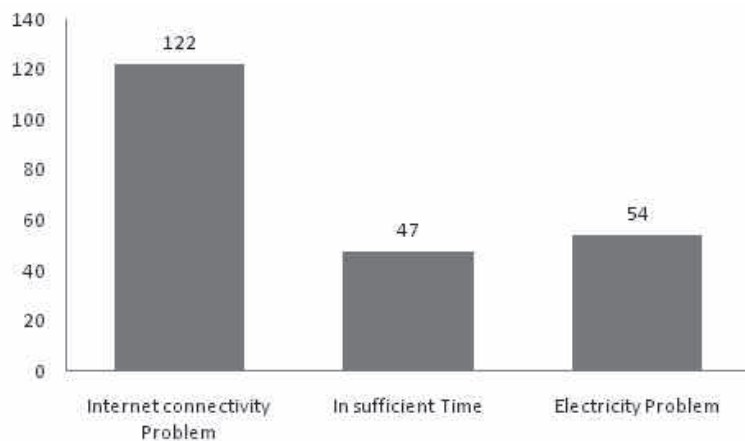
Yes	153	68.3%
No	71	31.7%

Table-9 Online examination attended by students

68.3% students appeared for academic online examination.

31.7% students not appeared for academic online examination.

Problems faced during online academic examination:



Graph-10 Problem faced during online examination

Internet connectivity Problem	122	79.73%
Electricity Problem	54	35.29%
In sufficient Time	47	30.71%

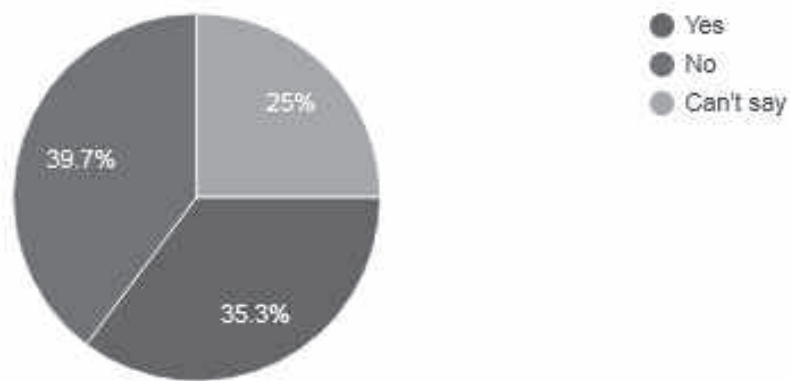
Table 10 Problem faced during online examination

79.73% students faced internet connectivity problem during academic online examination.

35.29% students faced electricity problem during academic online examination.

30.71% students said in sufficient time provided during academic online examination.

Effectiveness of online exam than regular exam:



Graph 11 Effectiveness of online examination

Yes	79	35.3%
No	89	39.7%
Can't Say	56	25%

Table 11 Effectiveness of online examination

35.3% of students said online exam is effective than regular exam.

39.7% of students said online exam is not effective than regular exam.

25% of students can't say about effectiveness of online exam.

Testing of hypothesis:

1) Use of online study for their subject preparation before lockdown

P = proportion of students using online material for their regular subjects:

Ho: P = 0.5 H1: P > 0.5

Test Statistics

The z-statistic is computed as follows:

$$z = \frac{\bar{p} - p_0}{\sqrt{p_0(1 - p_0)/n}} = \frac{0.7411 - 0.5}{\sqrt{0.5(1 - 0.5)/224}} = 7.216$$

Since it is observed that $z = 7.216$, table $z = 1.64$, $7.216 > 1.64$, so it is concluded that the null hypothesis is rejected.

Thus we can say that majority of the students were using online material for their regular studies.

2) To study the student's satisfaction related to knowledge gain using online learning during lockdown.

P is proportion of students satisfied with knowledge gain using online learning during lockdown.

Ho: P = 0.5

H1: P < 0.5

$$\bar{p} = \frac{X}{N} = \frac{103}{224} = 0.4598,$$

$$z = \frac{\bar{p} - p_0}{\sqrt{p_0(1 - p_0)/n}} = \frac{0.4598 - 0.5}{\sqrt{0.5(1 - 0.5)/224}} = -1.203$$

The p-value is $p = 0.1146$, and since $p = 0.1146$ and since $p = 0.1146 \geq 0.05$, it is concluded that the null hypothesis is not rejected.

Thus we can conclude that 50% of the students are satisfied with the knowledge gain using online learning during lock down of COVID-19.

Websites	Theory Subjects	Programming Subjects	Mathematical Subjects
google	12	6	5
Websites	Theory Subjects	Programming Subjects	Mathematical Subjects
google	12	6	5
youtube	12	6	13
Tutorial Point	10	8	0
Wikipedia	5	1	0
javatpoint	4	8	0
w3school	5	19	0
udemy	2	8	0
coursera	0	7	3
geekforgeeks	0	11	2
e-book	1	0	3
Mathematical Sites	0	0	9

Table - 12 Use of various websites for different subject category

VI. FINDINGS:

- 1) 51.3% of data was collected from female students. 48.7% of data was collected from male students.
- 2) 36% of data was collected from computer students. 26% of data was collected from management students. 16% of data was collected from pharmacy students.
12% of data was collected from engineering students. 10% of data was collected from other students.
- 3) 74.1% of students using online material for their study before COVID-19 pandemic. 25.9% of students not using online material for their study before COVID-19 pandemic.
- 4) 51% of students use zero to two hours internet for their study before COVID-19 pandemic. 36% of student use two to four hours internet for their study before COVID-19 pandemic. 9% of students use four to six hours internet for their study before COVID-19 pandemic.

- 5) 82.6% of students using online material for their study during COVID-19 pandemic. 17.4% of students not using online material for their study during COVID-19 pandemic.
- 6) 33% of students use zero to two hrs internet for their study during COVID-19 pandemic. 38% of students use two to four hours internet for their study during COVID-19 pandemic. 18% of students use four to six hours internet for their study before COVID-19 pandemic.
- 7) 82.1% of students attended online lectures during COVID-19 pandemic. 17.9% of students not attended online lectures during COVID-19 pandemic.
- 8) 79.34% used zoom to attend online lectures.27.17% used Google meet / Cisco Meet to attend online lectures.34.23% used Videos as material during online lectures.32.06% used Notes as material during online lectures.32.60% used PPT as material during online lectures.
- 9) 68.3% students appeared for academic online examination. 31.7% students not appeared for academic online examination.
- 10) 79.73% students faced internet connectivity problem during academic online examination. 35.29% students faced electricity problem during academic online examination. 30.71% students said in sufficient time provided during academic online examination.
- 11) 35.3% of students said online exam is effective than regular exam. 39.7% of students said online exam is not effective than regular exam. 25% of students can't say about effectiveness of online exam.
- 12) Thus we can say that majority of the students were using online material for their regular studies.
- 13) 50% of the students are satisfied with the knowledge gain using online learning during lock down of COVID-19.

VII. CONCLUSION:

Majority of the data was collected from management and computer students. Majority of the students use regularly minimum two hours online information for their study before COVID-19 pandemic and is increased during lockdown period. Most of the students attended online lectures by using zoom during COVID-19 pandemic.

During online examination students face the problems of internet connectivity problem followed by electricity problem and insufficient time problem. Most of the students says online exam is not efficient than regular exam. 50% of the students are satisfied with the knowledge gain using online learning during lock down of COVID-19.

Recommendation:

The researcher recommended use offline lectures and examination to increase the satisfaction and knowledge gain by them. Use of other online platforms should be increase for effectiveness of online lectures and examination.

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- <https://www.bestcolleges.com/blog/coronavirus-impacts-on-students/>
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Sharma, A.B. (1998) Marketing World, U.K : McGraw Hill, Page 26.
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