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GEC'S

International Journal of Innovation Technology and Management

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From the Editor's Desk

We are happy to come out with the February 2017 issue. This issue consists of four divisions of Management viz., General Management, Finance, Marketing, and Human Resource Management. Apart from this you find a separate section for book reviews containing nine books on different specialities of Management for the benefit of the student and teachers of Management.

As such the student community does have the where with all, to reach the frontiers, touch the horizons, and stretch the absolutes. We wish that students to be successful by utilizing all the opportunities of acquiring knowledge.

In this direction we have provided a plethora of topics that enable a management student a broad understanding of the contemporary business environment.

In this regard the topics that are covered mostly from Indian context i.e., GST, Digital Marketing, Demonetization, Tata – Mistry Trade off, and Make in India and from global point we tried to help the students with the topics of Recruitment through Social Media and BREXIT.

After all "**Quest for Excellence is the Key for Success.**"

Dr. Nirmal Chand Ch.
Editor - in - Chief

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Book Reviews

General Management Practices of SHG's: A Case Study of Income Generating Women in W.G. District

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Abstract

The Self Help Group is considered as a viable organisation of the rural poor particularly women, who are the marginalized groups of our society due to the present of socio-economic constraints in the rural areas, for delivering micro credit in order to undertake entrepreneurial activities. It is estimated that there are more than five hundred million economically active poor people in the world operating micro enterprises and small businesses. Most of them do not have access to adequate financial services. Microfinance has garnered significant worldwide attention as a successful tool to meet this demand for financial services by low-income micro entrepreneurs. India now occupies a significant place and a niche in global microfinance through promotion of the self-help groups (SHGs). This paper reviews the general management practices followed in the sample respondents' SHGs.

Keywords: *SHGs, Management Practices, Meetings, Attendance, Rules.*

General Management Practices

The Common general practices of the SHGs are the number of meetings per month held by SHGs, attendance of members and participation of members in the group meetings are indicators of the well functioning of the SHGs. These are generally looked into by banks before deciding on extending credit facilities to the SHGs. Ideally, the meetings should be held weekly or at least monthly, so that members get together frequently, establish bonds and understand each others' difficulties. Attending meetings and participating in the discussions, and having knowledge about the rules and regulations of the SHG also imply that the members are empowered to take part in the decision-making processes.

Objective of the Study

The objective of the study is to review the Management Practices of Women Self Help Group members in West Godavari District.

SHG at Glance in West Godavari District:

West Godavari is one of the districts in Coastal Andhra region situated on the bank of the Godavari. It comprises 8,37,684 households. Of these total households the poorest of the poor (POP) and poor households constitute 42.05% accounting for 3,52,276 households. To eradicate rural poverty, community based organizations have been formed, which consist of *61,870* self-help groups. Of them 60,311 SHGs are formed with POP and the poor. They constitute 97.48 % of the total SHGs. The total 61,870 SHGs comprise of 6,29,328 members.

Methodology

The study uses both primary data and secondary data. Multi-stage random sampling method is used for the present study to collect primary data. Three mandals (Pedavegi, Jangareddygudem & Narasapuram) are selected for the present study. From each mandal, 100 SHG members, who are engaged in income generating activities, are selected randomly. Thus, the total sample size is 100. Primary data was collected from the 300 sample respondents using pre-tested questionnaire.

Table: 1.1

S.No.	Name of the Mandal	Total No. of SHG's	No. of SHG Members	No. of SHG MembersTaken for sample
1	Pedavegi	1523	16594	100
2	Jangareddygudem	1456	14633	100
3	Narasapuram	1392	14519	100
	Total	4371	45746	300

Frequency of Meetings

It is found from the study the all the sample respondents are holding meetings. Sample respondents are also asked to inform frequency of meeting. Table – 1.2 indicates distribution of the sample respondents by frequency of meetings. It is revealed from the table that the group meetings are mostly conducted on monthly basis generally in the study area to discuss functioning of the group (96 %), followed by fortnightly (2 %) and weekly (2 %). It is interesting to note from the study that besides these general meetings, sample respondents are also holding meetings whenever necessary, say, when a member is in a problem or when a member requires internal group loan. Regarding frequency of meetings among different categories of respondents, it is clear from the table that majority of the respondents of all categories of respondents holding meetings once in a month. Some of the clothes business women and vegetables vending business women are conducting meetings fortnightly, whereas a few of the grocery shop business women and fancy shop business women are holding meetings once in a week

Table – 1.2
Distribution of the Sample Respondents by Frequency of Meetings

Category	Frequency of meetings			Total
	Once in a week	Fortnightly	Monthly	
Tailoring women	-	-	27 (100.00) (9.40)	27 (100.00) (9.00)
Grocery shop business women	3 (12.50) (50.00)	-	21 (87.50) (7.30)	24 (100.00) (8.00)
Fancy shop business women	3 (5.60) (50.00)	-	51 (94.40) (17.70)	54 (100.00) (18.00)
Clothes business women	-	3 (5.90) (50.00)	48 (94.10) (16.70)	51 (100.00) (17.00)
Vegetables vending business women	-	3 (12.50) (50.00)	21 (87.50) (7.30)	24 (100.00) (8.00)
Fish vending business women	-	-	6 (100.00) (2.10)	6 (100.00) (2.00)
Dairy business women	-	-	6 (100.00) (2.10)	6 (100.00) (2.00)
Petty business women	-	-	81 (100.00) (28.10)	81 (100.00) (27.00)
Tiffin stalls business women	-	-	27 (100.00) (9.40)	27 (100.00) (9.00)
Total	6 (2.00) (100.00)	6 (2.00) (100.00)	288 (96.00) (100.00)	300 (100.00) (100.00)

Note: Figures in the parentheses represent percentages.
Source: Computed from the Primary Data.

Sample respondents are conducting the group meetings with a specific agenda. They are also discussing in the meeting about various issues like family problems, children education, health, etc.

Attendance to the group meetings

Sample respondents are asked whether they attend to the group meetings regularly. Distribution of the sample respondents by their attendance to the group meetings is provided in Table – 1.3. It is evident from the table that as many as 72% of the sample respondents are attending all the group meetings, while 16% of the sample respondents are attending the group meetings whenever convenient. A small percentage of the respondents reported attending of group meetings rarely (11%), while only 1% of the respondents did not respond.

Table – 1.3

Distribution of the Sample Respondents by Attendance of the Sample Members

Category	Attendance of the members to the meetings				Total
	All the meetings	Whenever convenient	Rarely attended	No response	
Tailoring women	27 (100.00) (12.50)	-	-	-	27 (100.00) (9.00)
Grocery shop business women	12 (50.00) (5.60)	6 (25.00) (12.50)	6 (25.00) (18.20)	-	24 (100.00) (8.00)
Fancy shop business women	36 (66.70) (16.70)	12 (22.20) (25.00)	6 (11.10) (18.20)	-	54 (100.00) (18.00)
Clothes business women	33 (64.70) (15.30)	15 (29.40) (31.30)	3 (5.90) (9.10)	-	51 (100.00) (17.00)
Vegetables vending business women	18 (75.00) (8.30)	3 (12.50) (6.30)	-	3 (12.50) (100.00)	24 (100.00) (8.00)
Fish vending business women	6 (100.0) (2.80)	-	-	-	6 (100.00) (2.00)
Dairy business women	6 (100.00) (2.80)	-	-	-	6 (100.00) (2.00)
Petty business women	54 (66.70) (25.00)	12 (14.80) (25.00)	15 (18.50) (45.50)	-	81 (100.00) (27.00)
Tiffin stalls business women	24 (88.90) (11.10)	-	3 (11.10) (9.10)	-	27 (100.00) (9.00)
Total	216 (72.00) (100.00)	48 (16.00) (100.00)	33 (11.00) (100.00)	3 (1.00) (100.00)	300 (100.00) (100.00)

Note: Figures in the parentheses represent percentages.

Source: Computed from the Primary Data.

Sample respondents stated that they are aware about imposition of fines for the group members, who attended late to the group meetings or did not attend the group members. But, so far no such fine is imposed on any member in the study area.

Rules and Regulations

Sample respondents are asked whether they are aware of the rules and regulations of the SHGs. Table – 1.4 shows distribution of the sample respondents by awareness about rules and regulations. It is pertinent from the study that 98% of the sample respondents reported having awareness about rules and regulations, while only two % of the sample respondents reported unawareness. Except a few of the tailoring women and clothes business women, all the members under study reported having awareness about rules and regulations of the SHGs. Sample respondents stated that they know the five rules stipulated by the government, namely, weekly meetings, weekly savings, weekly small internal loans, weekly repayments and updating books of accounts regularly.

Table – 1.4

Distribution of the Sample Respondents by Awareness about Rules and Regulations of SHGs

Category	Awareness about rules and regulations		Total
	Aware	Unaware	
Tailoring women	24 (88.90) (8.20)	3 (11.10) (50.00)	27 (100.00) (9.00)
Grocery shop business women	24 (100.00) (8.20)	-	24 (100.00) (8.00)
Fancy shop business women	54 (100.00) (18.40)	-	54 (100.00) (18.00)
Clothes business women	48 (94.10) (16.30)	3 (5.90) (50.00)	51 (100.00) (17.00)
Vegetables vending business women	24 (100.00) (8.20)	-	24 (100.00) (8.00)
Fish vending business women	6 (100.00) (2.00)	-	6 (100.00) (2.00)
Dairy business women	6 (100.00) (2.00)	-	6 (100.00) (2.00)
Petty business women	81 (100.00) (27.60)	-	81 (100.00) (27.00)
Tiffin stalls business women	27 (100.00) (9.20)	-	27 (100.00) (9.00)
Total	294 (98.00) (100.00)	6 (2.00) (100.00)	300 (100.00) (100.00)

Note: Figures in the parentheses represent percentages

Source: Computed from the Primary Data

Though they know these rules, it is found from the study that they are not following these rules. In other words, they are conducting meetings monthly, collecting savings monthly and making repayments monthly in spite of reiterated calls of the concerned officials.

Conclusion

The review of management practices followed in the sample respondents' SHGs are found to be satisfactory. The SHGs are conducting meetings monthly, collecting savings monthly and making repayments monthly in spite of reiterated calls of the concerned officials. Sample respondents are conducting the group meetings with a specific agenda. They are also discussing in the meeting about various issues like family problems, children education, health, etc. The SHGs are maintaining the practices in a manner that the banks extend credit facilities without any obstacles.

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Impact of Brexit on Indian Economy

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Brexit is an abbreviation for “British exit,” United Kingdom (U.K.) opened its door to migrants from countries that joined the EU in 2004. About 13% of people living in the area are migrants from the EU and most are from Eastern Europe. The U.K. is a net contributor to the EU – as are other large economies like Germany and France. The money is used across Europe to ensure a level playing field for the EU’s poorer countries by being invested in for example, new roads or broadband. However, the bill is rising as the U.K.’s economy improves, with a net contribution of £11.3 billion ($17.4 billion) in 2013, compared to £2.7 billion in 2008, according to official UK data. On the June 23, 2016,referendum whereby British citizens voted to exit the European Union. Prime Minister David Cameron, who supported the United Kingdom remaining in the European Union, resigned on July 13, 2016 as a result. Theresa May, leader of the Conservative Party, became Prime Minister.

Major exports: The value of India’s exports to the EU in FY16 stood at $45 billion, i.e. 17% of its total merchandise exports in dollar value terms. Of that, Britain alone accounted for over 20%, i.e. $9 billion. Of this $9 billion, roughly $2.5 billion or 28% is accounted for by apparel and made ups. Britain accounted for over 30% of India’s export of pharmaceuticals to the EU, i.e. $430 million out of a total of $1.51 billion. Roughly one-fourth of India’s export of automobiles and components to the EU were shipped to Britain, i.e. $530 million out of $2.3 billion. Thus, collectively, export of these three items to Britain accounted for 40% of India’s total merchandise exports to the EU. Moreover, Britain is India’s second-largest destination for export of IT services after the US, and accounted for half of $24 billion IT exports to the EU.

The impact on India’s exports will happen in two ways:

1) Decline in demand for India’s goods and services because of Brexit-induced growth slowdown in the UK and EU, and

2) Unfavourable exchange rate movements.

As per IMF, Brexit will mop up anything between 1% and 9% of Britain’s GDP growth rate, depending upon actual terms of its withdrawal from the EU. Brexit comes a time when emerging economies have been struggling to export to the rest of the world. Brexit will make India’s exports revival difficult.

Exchange Rate Movements: The biggest threat to India’s export is, however, from the weaker yuan. Indian exports could face increased competition from cheaper Chinese products—from steel to textiles—not only in European markets but also in third country export markets such as the US, because of relative weakness of the yuan vis-a-vis rupee against the dollar.

Brexit and the (Trans-Pacific Partnership TPP) are the two big threats for the revival of India’s exports. On the positive side, India has diversified its exports significantly away from the EU and other developed markets towards emerging markets of Asia, Africa and Latin America. That could minimize the damage. However, Brexit could be problematic for sectors which are overexposed to Britain/EU, like textiles and clothing, IT and pharmaceuticals.

An Empirical Study on the Impact of Geographical Factors on Sector Selection of Women Entrepreneurs with reference to Krishna District.

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Abstract

The study contributes to a deeper understanding of the impact of geographical factors such as rural, and urban on selection of sector of women entrepreneurs with respect to Krishna district. Data was collected from District Industries Centre (DIC). Chi Square test was used as a more suitable methodology to identify the impact of independent factors (rural & urban) on dependent factors (manufacturing and service) of women entrepreneurs. The results suggest that setting up a manufacturing unit or service depends on the region they came from rural or urban. The survey result also shows that the growth of women entrepreneurs' is significantly good in Krishna district. The implications of this study are discussed along with some recommendations.

Keywords: *Women, Entrepreneurs, Geographical factors, performance.*

Introduction

Increasingly, female entrepreneurs are considered important for economic development. Not only do they contribute to employment creation and economic growth through their increasing numbers, they also make a contribution to the diversity of entrepreneurship in the economic process (Verheul and Thurik, 2001).

In recent years, "a record number of women have been breaking out of corporate life and embracing entrepreneurial careers as an alternative to inflexible work practices and out-dated systems. Although women still face "glass ceiling" and somehow fail to achieve maximum potential, there are evidence there are evidences to suggest that most countries have now realised the potential contributions women make to the nations' economic growth in fact, it is true that women's advancement and participation is necessary.

Women Entrepreneurship

It is estimated that presently women entrepreneurs comprise about 10% of the total entrepreneurs in India. The term "Women Entrepreneurship" means, an act of business ownership and business creation that empowers women economically, increases their economic strength as well as position in society. Hence women-entrepreneurs have been making a considerable impact in all most all the segments of the economy which is more than 25% of all kinds of business. In India "Entrepreneurship" is very limited amongst women especially in the formal sector, which is less than 5% of all the business. Indian women business owners are changing the face of businesses of today, both literally and figuratively. The dynamic growth and expansion of women-owned businesses is one of the defining trends of the past decade, and all indications are that it will continue unabated. For more than a decade, the number of women-owned businesses has grown at one-and-a-half to two times the rate of all businesses. Even more important, the expansion in revenues and employment has far exceeded the growth in numbers.

Literature Review

However, there are few studies involving women entrepreneurs such as factors that make women leave the corporate world to become entrepreneurs, **Sujatha Mukherjee** (2013)reports that venturing into entrepreneurship had a positive influence on the women entrepreneur. The findings indicate that with entrepreneurship development, the respondents developed a positive self esteem as they gained self-confidence.

Jayan V.K (2013) investigated the reasons of success factors to become a women entrepreneur is achievement motivation and human relation. The contribution of the women entrepreneurs with the help of MSME to our national economy cannot be underscored. India has always been a land of entrepreneurs and occupies a strategic position in the Indian economy

According to **Nguyen** (2005) most women starts their own business to provide additional flexibility and life balance in managing their traditional responsibilities as wife and primary caretaker of children. Through constant struggles and battles, there have been many stories of the success of many women entrepreneurs who make it big in the business world. Thus, it is about time to identify what factors influence women entrepreneurs' success in small business.

Paige and Littrell (2002) success is defined by intrinsic criteria include freedom and independence, controlling a person's own future, and being one's own boss; whilst extrinsic outcomes are, among others, increased financial returns, personal income, and wealth.

On the other hand, research by Masuo et al. (2001) found that business success is commonly defined in terms of economic or financial measures which include return on assets, sales, profits, employees and survival rates; and non-pecuniary measures, such as customer satisfaction, personal development and personal achievement.

Similarly, **Buttner and Moore** (1997) stated that business performance is usually measured from the economic perspectives of growth in sales or employees; and/or by the increase in profits. As most of the people generally equate money and profits as the best way to measure individual and business success, many might not view a majority of women-owned businesses as successful due to it being smaller in size and slower in growth. As a result, some women define business success from an economic viewpoint.

A study by **Davies-Nutley** (1998) found that gross receipts and sales of women-owned businesses remain significantly lower than those of men-owned firms. In term of the factors contributing to success of entrepreneurs in small business are varied.

According to **Yusuf** (1995) the most critical factors contributing to business success consist of good management skills, access to financing, personal qualities, and satisfactory government support.

Huck and McEwen (1991) studied in Jamaican business owners reported that business owners in Jamaica considered that the marketing factor is the most critical ingredient for the success of a business. Family's emotional or instrumental supports are one of the crucial success factors for women entrepreneurs.

Lee and Choo (2001) studied work-family conflict in Singapore found that family members and others support can reduce the conflict of women entrepreneurs. Furthermore, owning business by female without interfering by family would have greater success in their business. Moreover, the women careers depend on the decision of their spouses rather than the other way around (Fernandez, 1981).

A study of Nigerian women business owners by **Ehigie and Umoren** (2003) found that a high self-concept regarding their role in business and commitment to business can help women to become more successful entrepreneurs. This study also reveals that entrepreneurial success depends on psychological factors such as self-concept, managerial

Research Methodology - Research Problem

Though there have been limitations, obstacles and roadblocks faced by these women in the past, society has begun to accept that women entrepreneurs do contribute greatly to a country's economy. As such, it is no longer unexpected to see women heading their own companies and being successful at the same time. The general mind-set has changed so much that women who juggle family with careers are looked upon as capable and competent to handle business independently. Moreover, it is no longer strange to have business dealings with a female. This study, we would like to focus on the geographical factors of women entrepreneurs that impact on selection of sector type in Krishna district.

Goals and Objectives

1. To understand the growth of women entrepreneurs in Krishna district.
2. To examine the relationship between geographical factors and the selection of sector**.**

Selection of Area

Krishna district is taken for the purpose of survey.

Collection of Data

The study is based on secondary data which is collected from the published reports of Micro, Small and Medium Enterprises (MSME), National Bank for Agriculture and Rural Development (NABARD), SSI(Small Scale Industries) and (District Industries Centre) DIC of Krishna district and also Census Surveys, newspapers, journals, websites, etc.

Hypothesis Development:

H0: There is no significant relationship between geographical factors and selection of sector of women entrepreneurs.

Research Technique:

Chi-Square Test

Tabulation, Analysis and Interpretation of Data and Information:

The collected data and information was tabulated in such a manner so that these may be analysed and be logically interpreted.

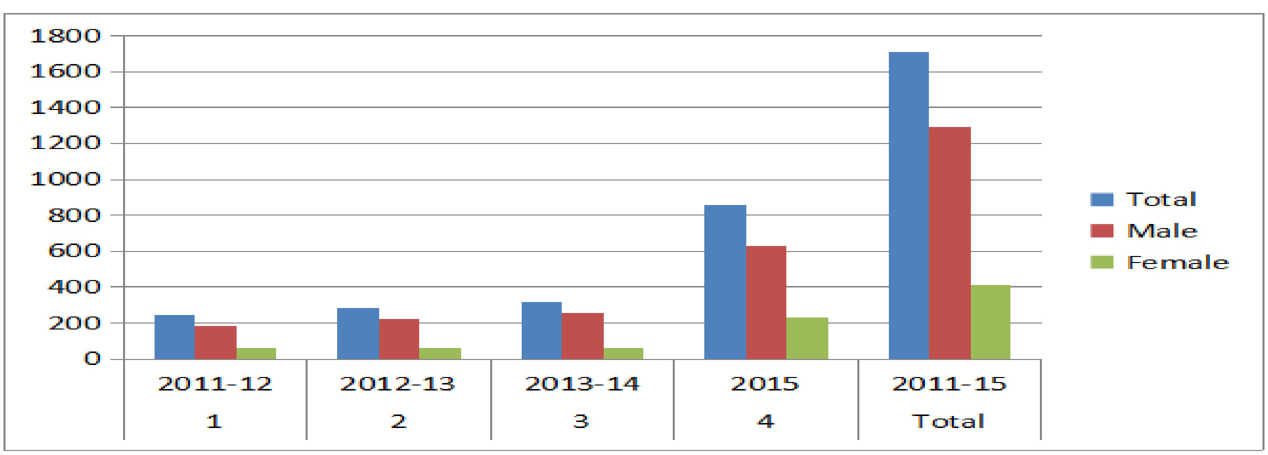
Growth of Women Entrepreneurs

Table 1: Growth of women entrepreneurs in Krishna district

S.No	Year	Total	Male	Female
1	2011-12	243	182	61
2	2012-13	282	221	61
3	2013-14	322	257	65
4	2015	860	631	229
Total	2011-15	1707	1291	416

Source: DIC reports of Krishna district

Graph 1: Growth of women entrepreneurs in Krishna district



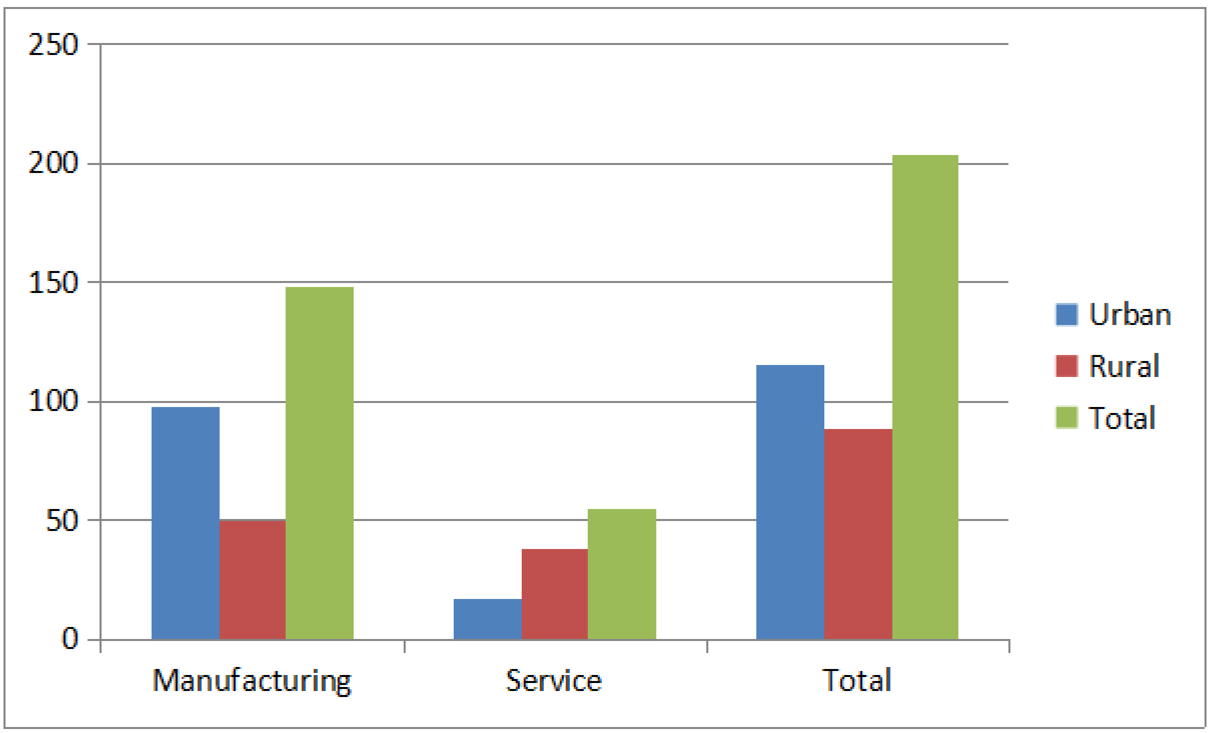
2011-15 the growth of women entrepreneurs is in increasing rate. 2015 has seen reasonably good growth rate pertaining to women entrepreneurs when compare to past three years. Unfortunately this numbers are not competitive enough with male domination in entrepreneurship of Krishna district. The latest census report indicates 54% women population in Krishna district but the entrepreneurial activity rate is not parallel to the overall population which needs immediate attention and to be addressed.

Table 2: Impact of geographical factors on selection of sector of women entrepreneurs

Area	Manufacturing	Service	Total
Urban	98	17	115
Rural	50	38	88
Total	148	55	203
Expected values			
Urban	83.8423645	31.1576355	115
Rural	64.1576355	23.8423645	88
Total	148	55	203
P			20.35

The claim that Sectors **(manufacturing and service)** selection is independent of Geographical factors (rural and urban) is accurate as the p value (20.35) is greater than the critical value (3.84). So, reject null hypothesis (H0). Hence we can conclude that there is significant relation between geographical factors and selection of sector of women entrepreneurs.

Graph 2: status of manufacturing and service sector companies of women entrepreneurs



From the above graphical representation urban women entrepreneurs are more into manufacturing sector the reason is they are more educated and have gone through technical training and also government initiation towards encouragement of women entrepreneurs by giving subsidies and incentives.

Conclusion

With the advent of liberalization and the move towards globalization, the Indian economic environment offers immense opportunities to entrepreneurs in India. Today, as our research study indicates, several women are becoming entrepreneurs, especially the middle class women due to the pull factors. They choose entrepreneurship profession as a challenge, as an adventure with an urge to do something new and independent. Despite the number of women entrepreneurs increased in past few years. In this study with secondary data it is statistically proved that there is an impact of geographical factors on selection of sectors of women entrepreneurs.

Annexure

1. H0: There is no significant relationship between geographical factors and selection of sector of women entrepreneurs.
2. Statistical Test: X^2 test
3. Significance level :0.05
4. Calculated value

X^{2}=" $(O_i - E_i)^2 \div E_i$

+++ =20.3503

5. Degree of freedom: 2-1÷2-1=1
6. Critical test value: 3.84

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Corporate Social Responsibility in India - A descriptive study on Emerging Trends.

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Abstract

Corporate Social Responsibility (CSR), can be described as, the continuous dedication by corporates towards the economic and social development of communities in which they operate. It is the moral obligation to do something for the betterment of others without expecting anything in return. Today, CSR in India has gone beyond simply charity and donations, and is approached in a more organised fashion. It has become an integral part of the corporate strategy. Companies have CSR teams that formulate specific policies, strategies and goals for their CSR programmes and set aside budgets to support them. The basic objective of CSR in these days is to maximize the company's overall impact on the society and stakeholders. CSR has gone through many phases in India. In this paper the researcher tried to analyze the fundamental changes in prototype of corporate social responsibility and the innovative practices being applied for their implementation in the last decade in India.

Key words: *Corporate Social Responsibility, Stakeholders, Prototype.*

Introduction

Corporate Social Responsibility or CSR is popularly known as a system of gauging an organization's bearing on society and weighing their responsibilities. CSR is not just about getting involved in some charitable practices or having biological responsibility and a recycling policy. It is about the whole representation of the company which is to be considered, from internal practices to their clients, taking in every step that a business takes during its usual operations. It is a continuous commitment that companies should have towards the economic, social and environmental development of the community in which they operate. Several companies have now passionately taken up the cause of CSR in countries with rising economies such as India. Corporate social responsibility is sustainable which involves companies to take up activities without negative impact on their business. In India several companies have started realizing that it is a sensible move to take up CSR activities and amalgamate it with their business process. Corporations are becoming increasingly aware of their role towards the society. They are responsible bodies that feel a sense of duty towards the common welfare and the environment. This comes with a growing realization that they, as an integral part of this society themselves, can contribute to its upliftment and empower of the entire country in turn. Thus Companies now are setting up specific departments and teams that develop policies, strategies and goals which are for their CSR programmes and assign separate budgets to support them. These programmes are based on well-defined social beliefs or are carefully aligned with the companies' business domain. In the modern era, the new generation of corporate leaders considers optimization of profits as the key, rather than the maximization of profit.

Literature Review

There are people who claim that Corporate Social Responsibility underlies some ulterior motives while others consider it as a myth. The reality is that CSR is not a tactic for brand building; however, it creates an internal brand among its employees. Indulging into activities that help society in one way or the other only adds to the goodwill of a company. Corporate Social Responsibility is the duty of everyone i.e. business corporations, governments, individuals because of the reasons: the income is earned only from the society and therefore it should be given back; thus wealth is meant for use by self and the public; the basic motive behind all types of business is to quench the hunger of the mankind as a whole; the fundamental objective of all business is only to help people. Khanna, Parul (2011). CSR

holds a very important place in the development scenario of the world today and can pose as an alternative tool for sustainable development. As companies have shown great concerns for their immediate community and the stakeholders, it can be safely concluded that much of the fate of society lies in the hands of the corporate. (Ahmed, Khalil, Mohammad 2011). Corporate sustainability is an evolving process and not an end. The Companies bill is a good initiative on the part of the government however what would be included in 'spending' on CSR is unclear and is left for the companies to decide (Urmila Moon 2012). It is clear from this paper that there is a correlation between Sales and CSR Investment. CSR has a wide-ranging effect across the globe especially in emerging markets. in India CSR is still at a very growing stage. (Ghose, Soheli, 2012). CSR has come a long way in India. From responsive activities to sustainable initiatives, corporates have clearly exhibited their ability to make a significant difference in the society and improve the overall quality of life. In the current social situation in India, it is difficult for one single entity to bring about change, as the scale is enormous. Corporates have the expertise, strategic thinking, manpower and money to facilitate extensive social change. Effective partnerships between corporates, NGOs and the government will place India's social development towards tremendous growth (Usha, L, 2012).

Objective

The objective of this paper is to study the changes in corporate social responsibility that took place in the recent years in India.

Corporate Social Responsibility in India

In India several companies have started realizing that it is a rational move to take up CSR activities and integrate them with their business process. Corporations are becoming increasingly aware of their role towards the society. They are responsible bodies that feel a sense of duty towards the common welfare and the environment. This comes with a growing realization that they, as an integral part of this society themselves, can contribute to its upliftment and empower of the entire country in turn. Thus Companies now are setting up specific departments and teams that develop policies, strategies and goals which are for their CSR programmes and allocate separate budgets to support them. In the modern era, the new generation of corporate leaders considers optimization of profits as the key, rather than the maximization of profit. Companies conduct events like health camps, population control measures, support a few sick persons, give some scholarships, organise a few SHGs, a few sports events, impart trainings for some livelihood practices without linking them to further growth in the process of conducting CSR. Some corporates found to work on disability, some on elderly issues, some work on street children. All these are either time bound projects or institution run activities or supports to some NGOs. They also meet the deficiencies of Government run schemes or programmes with an aim to enhance the quality of the programme. Short term activities are mostly eye wash by corporates where sustainable development approaches are usually missed. Government authorities and people's representatives are mostly invited in such programmes to grace the occasions and their visibility in the public are taken care of in such a way that the corporates get continuous illegal and quick legal favours and ultimately the profit multiplies.

Trends of Corporate Social Responsibility in India:

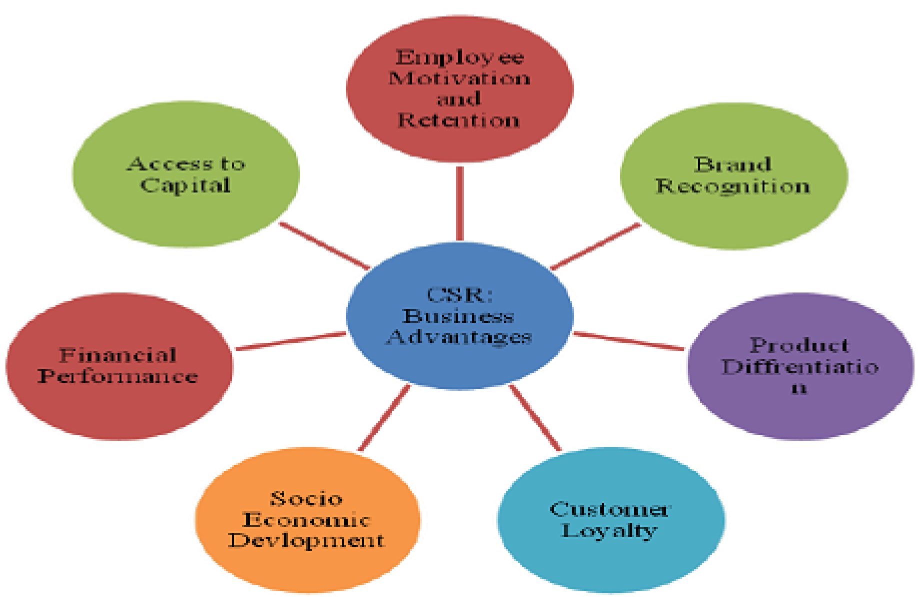
Phases	Period	Year	Nature of CSR
First	Pre-industrialization	1800	CSR activities were undertaken in the form of philanthropy with religious belief
Second	Pre-industrialization	1800-1914	CSR activities were undertaken in the form of donations with social welfare objectives
Third	Industrialization	1950-1980	CSR activities were undertaken in the form of responsible behaviour with progressive approach
Fourth	Post industrialization	1980-until today	CSR activities are being performed in various forms by keeping in view multi-stakeholders benefit.

In India, in the pre independence era, the businesses which pioneered industrialisation along with fighting for independence also followed the idea. They put the idea into action by setting up charitable foundations, educational and healthcare institutions, and trusts for community development. The donations either monetary or otherwise were irregular activities of charity or philanthropy that was taken out of personal savings which neither belonged to the shareholders nor did it constitute an integral part of business. The term CSR itself came in to common use in the early 1970s although it was hardly ever shortened. By late 1990s, the concept was fully recognized; people and institutions across all sections of society started supporting it.

Why Corporate Social Responsibility?

CSR has become increasingly important because today's heightened interest in the proper role of business in society has been promoted by increased warmth to and awareness of environmental and ethical issues. Issues such as environmental damage, improper treatment of workers, and faulty production leading to customer inconvenience or danger are being highlighted during the last decade; elsewhere, investors and investment fund managers have began to take account of a firm's CSR policy in making investment decisions; some consumers have become increasingly sensitive to the CSR programmes of the firms from which they buy their goods and services.

Advantages of Corporate Social Responsibility



CSR should not be viewed as a drain on resources, because carefully implemented CSR policies can help your organisation:

- Ø Win new business
- Ø Increase customer retention
- Ø Develop and enhance relationships with customers, suppliers and networks
- Ø Attract, retain and maintain a happy workforce.
- Ø Save money on energy and operating costs and manage risk
- Ø Differentiate yourself from your competitors
- Ø Generate innovation and learning and enhance your influence
- Ø Improve business reputation and standing
- Ø Provide access to investment and funding opportunities
- Ø Generate positive publicity and media opportunities due to media interest in ethical business activities.

Company's bill on CSR spending in India

Lok Sabha on 19th February voted to replace India's 56-year-old Companies Act with the Companies Bill, 2011, that brings the managements of the corporate sector in line with global norms. It introduces concepts like responsible self-regulation with adequate disclosure and accountability, guide in enhanced shareholders' participation and provides for a single forum to approve mergers and acquisitions.

The Bill, which will now go to the Rajya Sabha, has said companies must "ensure" they spend at least 2 per cent of their net profit towards corporate social responsibility (CSR) activities, a move that has drawn both criticism and appreciation from the stakeholders but one that promises to change the way CSR has been perceived so far. Corporate affairs minister Sachin Pilot said CSR would be mandatory for companies like their tax liabilities. "Severity of law is not deterrent, it is surety which is deterrent," he said, adding the companies may engage in promoting education, reducing child mortality and any other matters they feel can contribute for social welfare.

Corporate Social Responsibility activities of some Indian companies

- v ONGC and Indian Oil Corporation has been spending 0.75-1 % of their net profits on CSR activities. ONGC s CSR projects focus on higher education, grant of scholarship and aid to deserving young pupils of less privileged sections of society, facilities for constructing schools etc.
- v conservation, health and medical care, education, women upliftment providing drinking water
- v BHEL & Indian Airlines have been acclaimed for disaster management efforts. BHEL has also adopted 56 villages having nearly 80,000 inhabitants
- v Reliance Industries initiated a project named as "Project-Drishti" to bring back the eyesight of visually challenged Indians from the economically weaker sections of the society. This project has brightened up the lives of over 5000 people so far.
- v Mahindra & Mahindra launched a unique kind of ESOPs-Employee Social Option in order to enable Mahindra employees to involve themselves in socially responsible activities of their choice.
- v Glaxo, SmithKline Pharmaceuticals CSR programmes primarily focus on health and healthy living. They work in tribal villages where they provide medical check-up and treatment, health camps and health awareness programmes. They also provide money, medicines and equipment to non-profit organizations that work towards improving health and education in under-served communities.
- v Bajaj Electricals Ltd corporate social responsibility activities include Education, Rural Development & Environment.
- v Tata consultancy services is India's largest software service company and has won the Asian CSR award for initiating community development work and implementing various programmes and devoting leadership and sincerity as ongoing commitment in incorporating ethical values. Major focus of the company is on education sector. Company is working upon literacy programme that cares TCS designed computer based literacy model to teach adults and this programme is known as a adult literacy programme.
- v Infosys: As a leading software company Infosys is into the providing language and computer education. Company has special programme for unprivileged children by which the company teaches them various skills and change their outlook too. Company also donates carrom board, chess board, chocolates etc. to the needy ones.
- v Wipro Cares**:** Focus area of Wipro cares is on taking educational and health care initiatives for migrated communities and environmental issues and disaster rehabilitation.
- v ITC**:** ITC Limited (ITC) is among one of India's leading private sector companies having a assorted portfolio of businesses. ITC is working with the concept of 'Triple bottom line' that will contribute to the growth of economy, environment and social development. Major focus area of the company is on raising agricultural productivity and helping the rural economy to be more socially inclusive.
- v Maruti Suzuki a automobile industry works upon global warming and global issues like climate change Company has been strongly investing on environmental friendly products and manufacturing best products for the society. Maruti Suzuki is working upon conserving environment and preserving natural environment. Concept of reduce, reuse and recycle has been promoted by company in all the manufacturing units.

Findings

An insight into the history of CSR reveals that till 1990s it was exclusively dominated by the idea of philanthropy. Considering CSR as an act of philanthropy, businesses often constrained themselves to one time financial grant and did not commit their resources for such projects. Moreover, businesses never kept the stakeholder in mind while planning for such initiatives, thereby reducing the worth and efficiency of CSR initiatives. However, over the last few years, the concept of CSR has been changing. There has been a clear transition from giving as an obligation or charity to giving as a strategy or responsibility. Review of the case studies and work done on CSR by companies in India suggest that the CSR is slowly moving away from charity and dependence and starting to build on empowerment and partnership.

Nowadays corporates are treating CSR as a separate entity and dedicate attention to it. Most of the corporates have a vision and mission statements often at the corporate level or sometimes at the CSR level that compel their CSR initiative. Discussions are on to choose specific issues and initiatives. It is observed that the areas they choose somewhere relate to their core values. Companies today are increasingly sensitive about their social role. The companies not only concentrate on how they will position their product or how they will sell it but also they have a social strategy because they have started feeling that brands are built not only around good quality of the product; but also around emotions and values that people ascribe to those products.

Conclusion

Business houses in India are increasing in realizing their stake in the society and engaging in various social and environmental activities. CSR holds a very important place in the development scenario of India today and can create as an alternative tool for sustainable development. As companies have shown great concerns for their immediate community and the stakeholders, it can be safely concluded that much of the fate of society lies in the hands of the corporate. A successfully implemented CSR strategy calls for aligning these initiatives with business objectives and corporate responsibility across the business principles to make CSR sharper, smarter, and focused on what really matters. This study provides insights of society into an area of growing concern of firms towards society. Firms have been doing great effort for the achievement of business goals and marring the business goals with social responsibility practices. CSR has come a long way in India. From responsive activities to sustainable initiatives, corporates have clearly exhibited their ability to make a significant difference in the society and improve the overall quality of life. In the current social situation in India, it is difficult for one single entity to bring about change, as the scale is huge. Corporates have the expertise, strategic thinking, manpower and money to facilitate wide social change. Effective partnerships between corporates, NGOs and the government will place India's social development towards tremendous growth. As per the changing market demands need of the hour is for the development of CSR framework that has been imposed by the government. So that, we can contribute to make better planet to live in.

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Embracing New Technologies for Improving the Business Education Curriculum in Tertiary Institutions in IMO State.

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Abstract

The study was on embracing new technologies for improving the business education curriculum. The study was conducted in tertiary institutions and in Limited Liability Companies in Imo State. The new office procedures and technologies are speedily replacing the old ones. This caused the various universities offering business education to have their individual curriculum in attempt to capture the new technologies; hence the need to improve and unify the curriculum. The population of the Study was made up of 106 Business Educators and Secretaries. Two research questions and two hypotheses guided the study. A structured questionnaire validated by experts was used for data collection. The data collected were analyzed using mean and standard deviation. The findings of the study showed that the respondents agreed that the courses generated in this study were very relevant and could be incorporated to business education programme in order to embrace the new skills and knowledge involved in business activities and in the work places. Based on the findings, it was recommended that the business education curriculum should be reviewed in line with the new technologies and the business educators and secretaries should improve their skills and knowledge through re-training program, such that they can impact relevant skills and also be relevant in the working environment.

Keywords: *Technology, Education, Entrepreneurship, Curriculum*

Introduction

Business education is a course of study that equips the individual with the occupational skills and knowledge that will enable him/her fit into, and finds job satisfaction in the labour market. It is a programme that prepares its students with skills and competencies needed for self-relaince and employment. The primary goal of business education is to produce competent, skillful and dynamic business educators, office administrators, secretaries and business men and women that will effectively compete in the world of work. Filani (2006) opined that business education consists of the total activities that is planned, organised and developed in favour of the preparation of youths for responsible economic participation in the community and the entire society. Business education is designed to develop the individual's cognitive, psychomotor and affective domains in the following skills: secretarial/office skills, accounting skills, marketing skills, entrepreneural skills, human relations/communication skills, teaching skills and general business education knowledge (Ufot, 2012). That is to say business education is a combination of courses that are concerned with the acquisition, development and inculcation of the proper work values for survival of the individual and be relevant in the society.

Business education prepares an individual for self-reliance and employment of others; whereby graduates no longer wait for white colar jobs rather provide himself/herself job and get others employed as well, thus improving themselves and the nation's economy (Nwosu, 2006). Business education is a tree of five (5) branches; the branches include: general education, office education, accounting education, marketing/distributive education and entrepreneurship education.

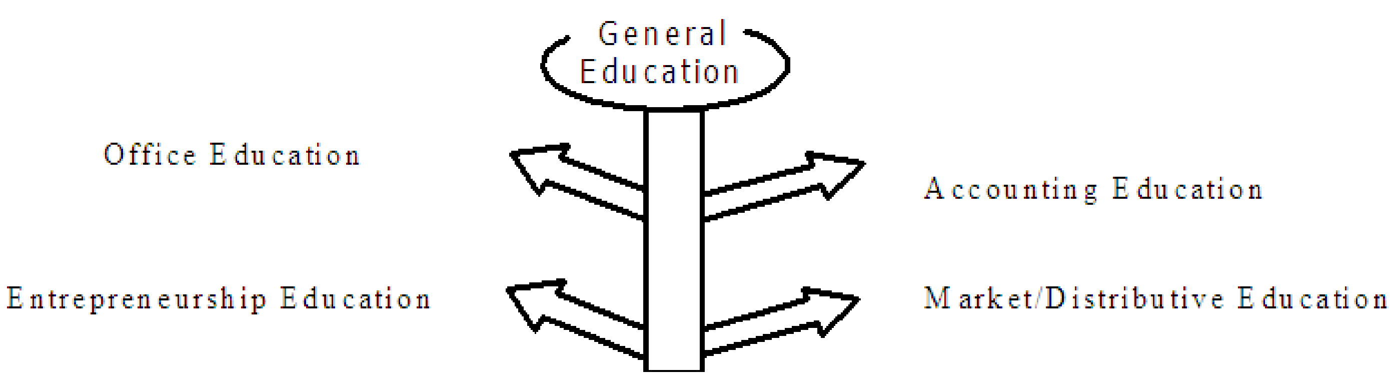

Fig 1: Business education, a Tree of five (5) branches

General Education: It includes the use of English language, Philosophy, Historical foundations of Education and all related education courses including methodology of teaching.

Office Education: This concerns everything about secretarial activities in the office.

Accounting Education: It involves all business and financial accounting that is related to business activities.

Marketing/Distributive Education: This area of education dwells on marketing activities and consumer behaviour.

Entrepreneurship Education: This is education on how to be self-reliant, how to own and manage a business and all business activities including employee and employer's work relationship.

Business education produces five cadres of individuals; they include: the Business Educators, Secretaries, Accountants, Entrepreneurs and Business Administrators. Business education is besieged with some new global technological skills and knowledge. These innovative skills and knowledge are being practiced currently in most offices, institutions, companies, industries and in the work environment in general. The employers of labour expect every employee to possess these new technological skills such that they can function effectively in their respective working environments. These new technologies are propelled precisely through the computer system and they include: computer appreciation, word/data processing, e-mail services, internet explorations, telecommunications, tele/video conferencing, e-archives/storage, Information Management System (IMS), Excel and Access Management, e-banking and the rest of others. Business education is the only programme that can prepare individuals for the acquisition of practical technological business skills and knowledge; hence the quotation, "business education is education for and about business" (Nannasy in Igboke, 2005).

Curriculum

Curriculum is a set of plans, intentions, activities or outcomes that are delivered in a variety of ways and in different settings. Curriculum as explained by Ogwo and Oranu (2006) is a running cause to achieve a goal, involves setting a particular programme that learner has to pass through to attain that set goal (which is a certain level of knowledge) in any field of education. Curriculum is a written guide that involves the teachers' knowledge with learning experiences and resources that can be offered by a society at a given time to the learner (Evey, Akang, Asiade, Ofem and Donal, 2010). These definitions imply that current needs and future expectations bring about the concept of reviewing the curriculum to accommodate new ideas, skills, knowledge, policies and aspirations of the society.

Statement of Problem

The emergence of new technologies in business education is a new development and the speed at which it penetrates the work environment is challenging. Technology is the major issue shaping the global economy and educational system and as such, business education programme should not be left out. The new office procedures/technologies are speedily replacing the old ones and due to the technological emergence, most universities have their individual curriculum in other to capture the new trends in office activites. This situation made the need to embrace the new technologies into business education programme an issue for thought. The emergence of the new technologies perharps warranted Alatoya and Adekunle, (2012) to attest that there is deficiency in the business education curriculum. In other words, the business education curriculum is short of modern expectations in the working environment. In addition, new technologies have come to stay and we cannot get away with it. Deficiency of the new technological skills and knowledge in the business education curriculum may create a big gap between the skills and knowledge obtained from the present business education and that expected from the labour market. This situation if not checked quickly, may mar the future of the business educators, secretaries and business education graduates in the working environments, since they do not possess the expected requirements, hence the need to generate an empirical data on courses through which the new technologies can be incorporated into the business education programme.

Purpose of the Study

The main purpose of this study is to embrace new technologies for improving business education curriculum, specifically:

1. To identify courses suitable for incorporation into the business education curriculum.
2. Ascertain the skills and knowledge associated with the courses for business education curriculum.

Research Questions

The following research questions guided the study;

1. What are the courses suitable for incorporation into the business education curriculum?
2. What are the skills and knowledge likely to be acquired from those courses?

Significance of The Study

It is expected that the result of this study will be useful to Universities Commission (NUC) in updating the minimum benchmark for business education programme, Business Educators in determining new areas of emphasis in handling students and exposing them to work experience and adjustment to the expected skills and knowledge; and business education students will equally benefit as their training will become relevant and employers' needs ensured.

Hypotheses

1. There is no significant difference between the opinions of the business educators and secretaries on the courses suitable for incorporation into the business education programme.
2. Business Educators and Secretaries do not differ in their views on the skills and knowledge associated with the suitable courses for business education programme.

Survey research was used for this study because it concerns the views of people (Mitshel & Jolly, 2007). The study covered all the tertiary institutions offering business education and Office Technology Management (OTM) and all the limited liability companies in Imo State as listed in the 2013/2014 Corporate Affairs Directorate of Companies Incorporated. The population of the study consisted of 106 respondents and it is made-up of 36 business educators and 70 secretaries. There was no sample because the population is of a manageable size (Jack & Jelly, 2005).

A structured questionnaire of 15 items was used to capture the response of the respondents. A four Likert type rating scale was provided for response to the questionnaire items and it was rated as follows: Very Relevant VR (4), Relevant R (3), Minor Relevant MR (2), Not Relevant NR (1). Any item with the value of 2.50 and above was regarded as very relevant and relevant, and item with the value of 2.49 and below was regarded as minor relevant or not relevant. The instrument was first validated by two experts from UNIZIK, Awka, Anambra State. A comprehensive correction was reflected on the instrument and little re-structural adjustment in order to capture the purpose of the study. However, four items were dropped, leaving the instrument with twelve (11) items. One hundred and six (106) questionnaires were administered to the respondents and a total of one hundred and two (102) which represents 96% was returned. Data collected was analysed using mean and standard deviation; T-test was used to test the two hypotheses at 0.05 level of significance. It was agreed that, if t-calculated exceeds t-critical value, you reject the hypothesis because it implies that there is a significant difference between the two groups, if otherwise you accept the hypothesis, hence there is no significant difference between the opinions of the variables.

Results

Research Question 1

What are the suitable courses considered relevant for incorporation into the business education programme?

Table 1 Mean and Standard Deviation for the Suitable Courses Considered Relevant for Business Education Programme

S/N	Technological Courses	Mean	Std	Remark
1.	Computer appreciation	3.15	0.88	Very Relevant
2.	Word/Data processing	3.20	0.85	Very Relevant
3.	Internet exploration	3.22	0.75	Very Relevant
4.	Office/Information system management	3.18	0.88	Relevant
5.	Business Law and practice of meetings	2.55	0.98	Relevant
6.	Electronic filing and Record Management	3.09	0.74	Relevant
7.	Powerpoint Presentation	3.14	0.80	Relevant
8.	Networking Applications	3.07	0.82	Relevant
9.	Microsoft Excell	3.21	0.84	Relevant
10.	Desktop Publishing	3.13	0.89	Relevant
11.	Automated Office Machine (e.g Dictating, Addresing, Scanning etc machines)	3.09	0.74	Relevant
Grand Mean		**3.14**	**0.85**	**Very Relevant**

Table 1 above answered research question 1 of this study and the analysis revealed that all the items has mean values of 2.50 and above meaning that the respondents accepted that all the questionnaire items in this study are suitable for business education programme.

Research Question 2

How are the skills and knowledge associated with these courses considered relevant to business education?

Table 2 –Mean and STD of the skills associated with the courses considered

S/No	Technological Courses	Mean	Std	Remark
1.	Computer appreciation Skill	3.06	0.81	Very Relevant
2.	Internet Skill	3.14	0.85	Very Relevant
3.	Office/Information system management Skills	2.86	0.90	Very Relevant
4.	Electronic filing and Record Management Skills	2.67	0.79	Very Relevant
5.	Powerpoint Presentation Skill	3.18	0.73	Very Relevant
6.	Networking Skill	3.29	0.77	Very Relevant
7.	Microsoft Excel Skill	3.10	0.91	Very Relevant
8.	Desktop Publishing	3.02	0.76	Very Relevant
9.	Automated Office Machines skills	3.22	0.77	Very Relevant
10.	Word/Data processing Skills	3.25	1.04	Very Relevant
Grand Mean		**3.18**	**0.83**	**Very Relevant**

The results and the analysis presented in table 2 above revealed that all the items has mean values from 2.50 and above representing very relevant and relevant as the case may be. This invariablely implies that the skills in research question 2 are likely to be acquired from the new technological courses.

Testing of Hypothesis 1

Table 3

T-test result of the difference between the opinions of the business educators and secretaries on the technological courses suitable for business education programme.

Respondents	No	$\overline{X}$	SD	DF	T-Cal	T-Critical (0.05)	Decision
Business Educators	36	3.21	0.22	104	0.18	1.98	Accept Ho_1
Secretraries	70	2.73					

From the above, the t-calculated value is 0.18 as against t-critical which is 1.98; in view of that the Hypothesis 1 (Ho_1) was accepted. The result implies that the business educators and secretaries have the same opinion statistically on the declared Hypothesis 1.

Hypothesis 2

Table 4

t-test result of the difference between the opinions of the secretaries and business educators on the skills associated with the technological courses for business education programme.

Respondents	No	X	SD	DF	T-Cal	T-Critical (0.05)	Decision
Business Educators	36	3.15	0.70	104	1.52	1.98	Accept Ho_2
Secretraries	70	3.29	0.52				

The table 2 above indicated that the t-cal (1.52) is less than the t-critical (1.98). The null hypothesis (Ho_2) is therefore accepted. This result implies that the both group have the same opinion about the skills associated with the technological courses for business education programmes.

Discussion of Findings

The result in table 2 shows that the business educators and secretaries rated the questionnaire items as very relevant and relevant courses suitable for business education in view of the new technologies invoke. This is in line with the view of Ojukwu (2008) which stated that the business education needs re-adjustment in its curriculum in order to bridge the gap as a result of new technologies.

The result in table 2 also revealed and confirmed that the skills associated with the courses are very relevant to business education. This was shown in their grand mean ratings of 3.18 and standard deviation of 0.83, indicating that the answer to the research question 2 was valued very relevant. The two hypothesis tested were upheld indicating that the respondents were of the same opinion and the implication is that they considered the courses generated by this study and the skills associated with it as very relevant and suitable for business education programme.

Conclusion

In conclusion, it is believed that the eleven courses generated by the study are suitable for business education programme. The new technological skills and knowledge as generated by the study could be introduced into the programme to reflect new technological skills and knowledge in business and office activities. This will also improve the programme and benefit its graduates by equipping them with relevant current skills and knowledge.

Recommendations

It is recommended amongst others that the Curriculum Agents should review the courses generated by this study and consider the most suitable ones for business education programme, NUC should also review the courses in this study and set a benchmark that will enable curriculum standardization in business education programme, in order to embrace the new technologies. The result of this study will help the Business Educators and Secretaries to improve and update their knowledge in line with the recent technological skills and knowledge expected in the work environment, so that they can sustain their jobs, impact current knowledge and be relevant and effective in their respective work places.

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Money at Call Business in Andhra Pradesh – A Huge Financial Loss to the Receiver.

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Abstract

Call money business in Andhra Pradesh is an unauthorized, informal business where the people who are not having access to the banks and other financial institutions, avail the necessary credit from money lenders at an exorbitant interest rates ranging from 120% to 200%. The name call money market is coined because, the money is provided at call and should be repayable at call. From the present study it is known that the interest rates of call money market is 100 to 150% higher than the normal bank rates with which the call money receivers, generally the poor people are being exploited by the call money lenders. The government of Andhra Pradesh considering the issue, had come out with Andhra Pradesh money lenders bill 2015, to regulate the money lending business and help the poor and needy people from the clutches of unscrupulous money lenders.

Key words: *Call money, Micro Finance Institutions (MFIs), AP Money lender bill 2015, Call money lenders, and call money receivers*

Introduction to Call Money Business in Andhra Pradesh

Financial needs of the people, business houses and other establishments can be met through many ways. One way through which temporary financial needs are met by the banks and other financial institutions is through call money market. Investopedia, an Internet financial dictionary, describes call money as money loaned by a bank that must be repaid on demand. Unlike a term loan, which has a set maturity and payment schedule, call money does not have to follow a fixed schedule. In the interbank call money market, one bank to meet its short-term asset-liability mismatch borrows money from another; in few cases to meet the cash reserve ratio (a commercial bank is required to keep certain portion of its deposits with the RBI) individual banks borrow unsecured loans from other banks in a call money market. The interest rates of call money market are subjected to fluctuations based on the macro economic situation in a country. Sometimes interest rates shoot up, viz., when there is severe scarcity of money or a crisis of confidence, example aftermath of the collapse of the US investment bank Lehman Brothers Holdings Inc. (The Hindu, September 8th 2015)

The call money business in the state of Andhra Pradesh is quite different to the interbank call money market. Here call money is an instant loan available over a call through flexible process where the lender comes home with money, promissory note and other documents which can fix borrowers. The interest rate usually ranges from 120% to 200%. Another key ingredient in the process is that the lender can demand return of the money by a call anytime. Sources say that call money business in Andhra Pradesh is close to over Rs. 600 crores in Vijayawada (The December 9th The Hindu, 2015) (Janyala, 2015) (Bandyopadhyay, 2016) (Sridhar, 2015) (2015 call money scandal, 2015) (Correspondent, 2015).

Through the present study an effort is made to find out how the call money business in Andhra Pradesh came in to picture and in how many ways the call money holders will lend the money to the borrowers and rate of interest they generally charge. The major objective of the study is to analyze the ill effects of receiving money from the call money lenders and the various initiatives taken by the government to contain the call money operations in the new emerging capital of Andhra Pradesh. The present study is exploratory in nature and the data for the present study is collected through primary and secondary sources. The primary data is collected from the 45 call money lenders and 80 receivers by conducting an informal interview to know about the practices of providing money, terms and conditions of interest and principal payments. Secondary data is collected from newspapers and magazines.

History of Call Money Business in Andhra Pradesh

Call money business in Andhra Pradesh has its roots from the chit fund business two decades ago. From the secondary data it is evident that, initially chit fund business was operated in an unauthorized way by few sections of people. Others got attracted to it and they had also started the chit fund business. There was no problem during the initial days and every one (both member and owner of the chit had enjoyed the benefits of the chit). From the year 2001 trouble started in the form of default in payment by members to the chit fund group and this was followed by many more, as a result chit fund owners had started threatening the default members by entering their houses and taking away articles. The police commissioner by that time put an end to the fiasco by opening rowdy sheets against the chit fund operators and by promoting public awareness among the people. Later with the advent of real estate boom in Andhra Pradesh this call money market came into picture to meet temporary financial needs of the borrowers. (Rao, 2015)

Perspectives of the study

The call money interest rates in the states, Telangana and Andhra Pradesh are between 120% and 200%, and the amount could be a few thousands to few lakhs, given by money lenders. The receivers of call money is the small business holders who require money for day to day operations like purchasing necessitates for petty business and others who are in need of money and could not have accessibility to the bank loan. These call money operations are more popular in rural areas and semi urban areas. Call money business have become more popular in the costal belt of Krishna, Guntur and other parts of Andhra Pradesh. The call money is being issued in various forms like; the call money holder will charge interest on day-to-day basis, on monthly basis or half-yearly basis. The way the money is lent also varies from a place to place. In some places the money is lent by deducting the interest from the principal (say for example if Rs.10,000/- is lent as a principal for one month at 120% interest rate. He/She will be given only Rs.9,000/- initially) and at the end of the term period the receiver of the call money has to pay the money completely i.e., Rs.10,000/-. Other form of call money will be in the form of monthly interest or weekly interest. This is purely informal business where the call money holders will give money at higher interest rates by putting some bonds/jewellery or other fixed assets as collateral. Post dated checks will be collected from the borrowers in case if he has bank accounts. In some cases they will consider promissory notes in which they mention only nominal interest rates like 18%, but unofficially money lenders collect the difference amount from them which will be around 100% (120%-18%). The rate of interest being charged varies from person to person and from place to place considering the receiver situation and needs.

How Detrimental Call Money is to the Receivers

In one of the cases, the victim paid about Rs. 6 lakh for Rs. 1.5 lakh loan she took. (Bandyopadhyay,2016). Consider an example to know how detrimental call money to the receiver is. Say if a receiver X borrows Rs.1,00,000 from the call money lender for certain period, he/she has to pay exorbitant amount of money as interest and principal at the end of the term period. The calculations are given below.

Table-1: Table Showing Figures of Interest and Principal Which a Receiver Has to Pay Call Money Lender at Various Interest Rates

Percentage	6months	1 year	2 years	3 years	4 years	5 years	10 years
120%	160000	220000	340000	460000	580000	700000	1300000
140%	170000	240000	380000	520000	660000	800000	1500000
160%	180000	260000	420000	580000	740000	900000	1700000
180%	190000	280000	460000	640000	820000	1000000	1900000
200%	200000	300000	500000	700000	900000	1100000	2100000

Source: Calculations done based on compound interest formula $I_c = P[(1 + r^N) - 1]$

From the Table No.1 it is known that at 120% rate of call money interest the principal amount with interest amounts to 2.2 times the principal in a year, at 160% it is becoming 2.6 times, at 200% it is 3 times the principal. On the other hand at 14.5% bank interest the principal amount with interest amounts to 1.15 times the principal in a year and is same for 15% also. From the above calculations it can be known that how detrimental the call money is to the receiver, as it is 91% higher than the normal bank interest rate for one year at 120% rate of interest. As the interest rate and time period goes up the difference in payment of interest, between the bank rate and call money rate also increases at higher rate.

Table-2: Table Showing Figures of Interest and Principal Which a Receiver of a Bank Loan Has to Pay to the Bank

Percentage	6months	1 year	2 years	3 years	4 years	5 years	10 years
14.5%	107250	114500	129000	143500	158000	172500	245000
15%	107500	115000	130000	145000	160000	175000	250000
15.5%	107550	115100	130200	146500	160400	177500	255000

Source: Calculations done based on compound interest formula $I_c = P[(1 + r^N) - 1]$

From the above finding it evident that the receivers (petty business owners) of the call money are in a very sorry state of doing business, as majority of the money which they had earned are being paid in the form of call money interest to the money lenders, which are making them financially weak. Apart from the financial loss to the receiver there are many other types of problems in the form of threatening calls, sexual abuse of female borrowers when an interest/loan is not repaid in time.

Few cases relating to call money issues in Andhra Pradesh

In one of the case registered in ongole police station, Andhra Pradesh, Ch.Sambasiva Rao, who runs a small eatery, says he borrowed Rs. 50,000 and had been paying Rs. 500 every day for the past five years. Yet the lender has not returned his documents and promissory note. He laments that the call money lenders had made his life hell. Another case had been registered with the Vijayawada police, wherein women who are doing small business had borrowed money to make ends meet; when she can’t repay the money she was sexually exploited. (Sudhir, 2015)

Many other cases relating to the call money issues had been registered with different police stations in Andhra Pradesh in which many political leaders are involved.

Initiatives taken by the government to help the needy

In the wake of various incidents like call money lenders using unethical practices to recover loans, by using coercion and muscle power apparently led to suicides by the borrowers and various complaints were lodged against them alleging charging high interest rates, had forced the Andhra Pradesh government to come out with an ordinance in October 2010 to help and save the borrowers, restricting microfinance institutions from collecting repayments from borrowers homes, workplaces and ordered them to collect money at public places on monthly basis rather than weekly basis (The Hindu, 2015). This ordinance became an act, through which the micro finance institutions have to take government’s approval for every new loan and the forceful practices to recover loans were made illegal.

The state government of Andhra Pradesh has ordered a judicial probe into the call money racket that had came into light recently (November, 2015) in Vijayawada, a city which is on the banks of the Krishna River. Considering the intensity of the problem the government of Andhra Pradesh had passed a bill named as Andhra Pradesh Money Lenders Bill, 2015, in the month of December 2015. According to the AP Money lenders bill 2015, it is mandatory for all those business people who want to do money lending business to get license from the state government. They have to pay security deposit ranging from Rs.5000/- to Rs.2,50,000/- depending upon the size of business which they wish to do and also they should make arrange the display boards mentioning the names of the money lenders and the (correspondents., 2015) rate of interest they are charging. The money lenders have to maintain all the accounts relating to lending, should make transparent calculation of interest and should get their accounts audited annually; they should also make audited accounts accessible to the revenue and other government authorities for inspection. In case if any of the money lender found guilty for charging exorbitant interest rates he/she is eligible for imprisonment up to 3 years and a fine of one lakh rupees.

Conclusion

The government of India is taking various initiatives for promoting rural credit in the form of financial inclusion, increasing the network of rural banking and making it mandatory for the nationalized banks to step up at least few branches at the rural centers with the objective to increase the awareness about rural credit among rural people. From the above case study it is evident that all the initiatives for the benefit of the people are going in vain. It is observed from the study that the common man is not having proper awareness about the initiatives taken by the government and also the complex lending procedures by the bank is making the small business holders to approach call money market lenders and being exploited. Mere passing the AP money lenders bill 2015 will not serve the purpose of the government, through proper mechanism should able to put check the unscrupulous money lenders and thereby help the poor from the clutches of the call money lenders.

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What is GST Bill?

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Good and Sales Tax(GST) is a consumption based tax/levy. It is based on the "Destination principle."GST is collected on value-added goods and services at each stage of sale or purchase in the supply chain. GST paid on the procurement of goods and services can be set off against that payable on the supply of goods or services. The manufacturer or wholesaler or retailer will pay the applicable GST rate but will claim back through tax credit mechanism. But being the last person in the supply chain, the end consumer has to bear this tax.

Indian Government is opting for Dual System GST. This system will have two components which will be known as

- **Central Goods and Service Tax** *(CGST)* and
- **State Goods and Service Tax** *(SGST)*.

The current taxes like Excise duties, service tax, custom duty etc will be merged under one tax i.e. CGST. The taxes like sales tax, entertainment tax, VAT and other state taxes will be included in SGST.

How is GST Levied? GST will be levied on the place of consumption of Goods and services. It can be levied on :

- Intra-state supply and consumption of goods & services
- Inter-state movement of goods
- Import of Goods & Services

Benefits of GST Bill implementation:

- The tax structure will be made lean and simple
- It is good for export oriented businesses. Because it is not applied for goods/services which are exported out of India.
- In the long run, the lower tax burden could translate into lower prices on goods for consumers.
- The Suppliers, manufacturers, wholesalers and retailers are able to recover GST incurred on input costs as tax credits. This reduces the cost of doing business, thus enabling fairer prices for consumers.

Challenges:

GST, being a consumption-based tax, states with higher consumption of goods and services will have better revenues.

A Comparative Study of Indian Gold Schemes with Special Reference to GDS and GMS in Indian Context.

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Abstract

As 'gold' is known as a one of the oldest and precious metals in the world's fastest growing economy and it is concerned with the wealth and symbol of status. Gold is a part of India's culture and tradition which is emotionally attached with the Indians. India was called the country of "Sonay ki Chidiya" (Golden Sparrow) in ancient time. India is the second largest importer of gold. As India imports near about 900-1000 tonnes of gold per annum, for which around $35 Billion is paid every year. Mostly Indians prefer purchasing the gold for investment point of view rather than put their money in the banks. Traditionally Indians buy gold and lock it up in the almirahs and bank lockers, which cannot generate money and nobody taking benefits from that pile of gold. In order to provide the benefit the honorable Prime Minister of India Mr. Narender Modi launched three gold based financial schemes under the banner of "Swarna Bharat" (Golden India) i.e. Gold Monetization Scheme(GMS), Sovereign Gold Bond Scheme and India Gold Coin Scheme. The Gold Monetization Scheme has been launched by abolishing Gold Deposit Scheme (GDS) and Gold Metal Loan (GML) scheme. The main purpose of these schemes invites the households and institutions to deposit their gold into banks with progressive interest instead of traditional earn interest as well as to get the rebate in tax.

In this paper, we have studied three gold schemes with comparative analysis of GDS and GMS.

Keywords: *Monetization, Bond, Consumption, Investment, Schemes, Households.*

Introduction

Every country's economy depends on its natural resources, banking, financial institutions and foreign trade. India is one of the second biggest consumers of gold after china as well across the world and imports approximately 900-1000 tonnes of gold annually, for which around $35 Billion pay every year. Indians are emotionally attached with gold for their loving and storing habit , but it is very harmful for our economy, due to this reason Indian government import more gold which affect the balance of payment negatively, which reduce the growth and development of country and further lead to weak economy. It is estimated that Indian consumers have holed more than 20,000 tonnes of gold over the centuries, which is lies in the bank lockers which is neither traded, mobilized nor monetized and it evaluated to worth Rs. 60 lakh crore at the current market price nor contribute to the growth of the Indian economy.

In past, India has two gold schemes i.e. Gold Deposit Scheme (GDS) and Gold Metal Loan Scheme (GML), which was not satisfactory to all the parties at different aspect such as low rate of interest, complicated procedure, increasing smuggling and import which further leads to current account deficit. New gold schemes are a great tool to make the most of the unused gold which we keep in homes or bank lockers, and earn a great capital on it. Almost every family in India has some amount of gold with them, mostly in form of jewelleries. India has a large amount of gold reserves in combined to of combined gold reserves of USA, IMF Switzerland and Germany.

India imported 661.4 tonnes gold worth $33 Billion in 2013-14 and it is the biggest imported item after Crude Oil in our imported bill. Around 967 tonnes of gold was imported in 2014-15 and the import bill was $34.4 Billion. As a result, due to increase in demand of gold during past two subsequent years, government invested more money to import gold to fulfill the requirement of Indians which will further affect the investment, growth and development of various sectors in Indian economy. In this context government always try to reduce the import bill and gold's smuggling. According to Directorate Revenue Intelligence (DRI) sources approximately 886 kg gold worth Rs. 234 crore was grabbing in first quarter of 2015-16 alone. So, the honorable Prime minister of India Mr. Narender Modi introduces three gold based financial investment schemes. India's exports of Gems and Jewellery was recorded in negative manner in October 2014, arriving around $3.9 Billion, which was low around 2.25% nearby $4 Billion observed in October 2013. According to the World Gold Council (WGC), the rupee gold price in India has increased around 400% over the last decade, but gold demand (75% in jewellery form) in India continues to grow with over two-thirds of the demand coming from the rural parts of India.

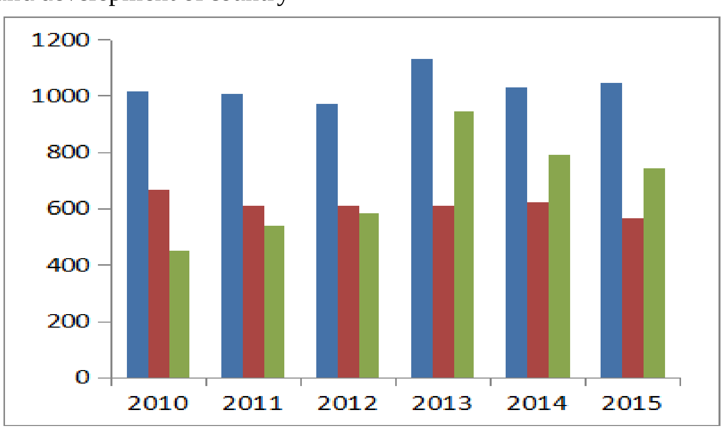


Fig. 1 Demand of Gold among India, China and Rest of the World from 2010-2015 (in Tonnes)

Source: Metal Focus U.S. Global Investors

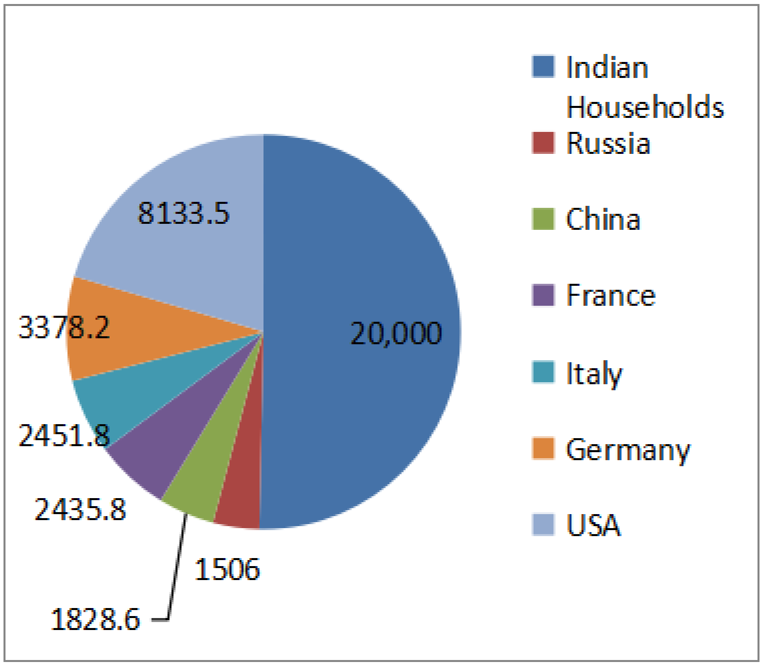


Fig. 2 Indian households own more gold than Top Six Central Banks of five different countries in Tonnes.
Source: Economic Times, World Gold Council, U.S. Global Investors

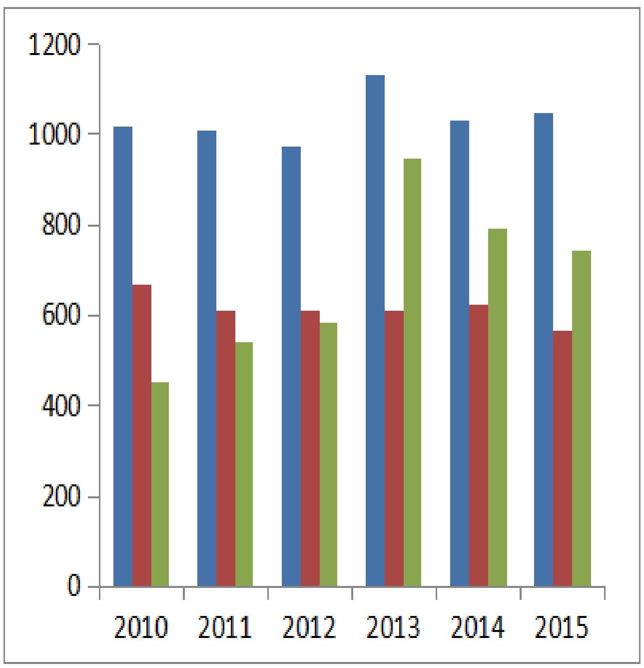


Fig. 1 Demand of Gold among India, China and Rest of the World from 2010-2015 (in Tonnes)
Source: Metal Focus U.S. Global Investors

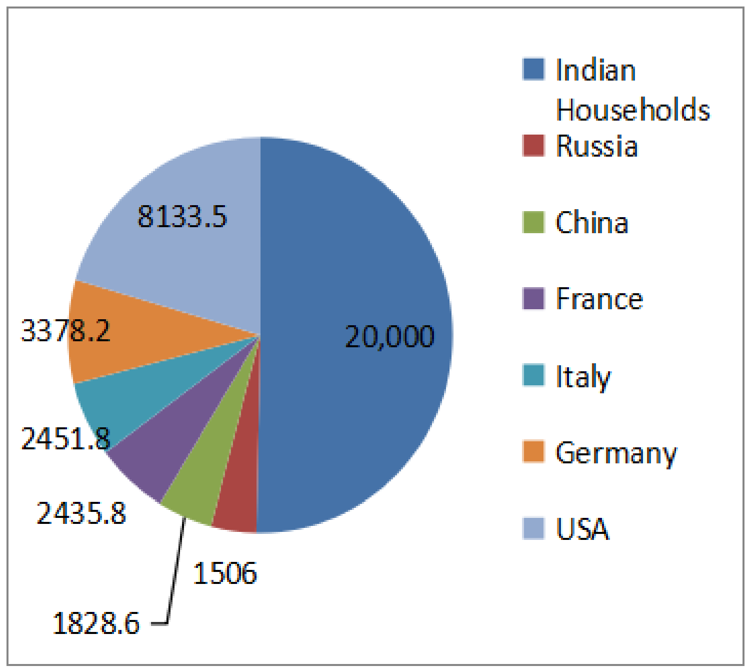


Fig. 2 Indian households own more gold than Top Six Central Banks of five different countries in Tonnes.
Source: Economic Times, World Gold Council, U.S. Global Investors

Figure 1: reveals that the demand of gold of India was greater than China from 2010 to 2012 and China's demand was greater than India from 2013 to 2015. Gross demand of gold of China was greater than India in last five years. China's and India's gold demand was more than double in comparison to rest of the world in last five years. In the 1st half of 2016, world jewellery consumption goes down 29% year by year. Whereas India's, Russia's and China's consumption

Figure 2: represents the Indian households have largest quantity of gold i.e. 20000 tonnes in comparison to the Central Banks of Germany, Italy, France, China, Russia and USA have gold reserve 3378.2, 2451.8, 2435.8, 1828.6 and 1506 tonnes respectively as of February 2016.

India's foreign reserves

India's foreign reserves have grown to an all-time high of nearly $360 Billion as of April 2016. India's gold holdings were 5.5% of its total foreign exchange reserves in April 2016, down from 9.2% in September 2011. The percentage decrease is due in part because

India has added any gold to its reserves in recent years, even though her total reserves have grown.

India’s gold reserves

Gold Reserves are country’s gold assets which is held or controlled by the central bank. Figure 3: and 4 and Table 1: reveals about the India’s gold reserves. On April 1, 2016, India had 5.5% gold stock of its total foreign exchange reserve, whereas it was 9.2% on September 2011. In October 2016 India holds 557.8 tonnes (6.4%) of gold in reserve.

Table 1: Top 10 Countries with the Highest Gold Reserves in 2015 & 2016

		March 31st, 2015		Oct. 2016	
Sr. No.	**Country**	**Gold Reserves (Tonnes)**	**Official Gold Holdings (% of Total Reserves)**	**Gold Reserves (Tonnes)**	**Official Gold Holdings (% of Total Reserves)**
1	United States	8133.50	74 %	8,133.5	75.8%
2	Germany	3383.40	68%	3,378.2	69.6%
3	Italy	2451.80	67%	2,451.8	69.2%
4	France	2435.40	65%	2,435.8	66.6%
5	China	1054.10	1%	1833.5	2.4%
6	Russia	1238.30	13%	1526.1	16.3%
7	Switzerland	1040.00	7%	1,040	6.7%
8	Japan	765.20	2%	765.2	2.6%
9	Netherlands	612.50	57%	612.5	64.1%
10	India	557.70	6%	557.8	6.4%

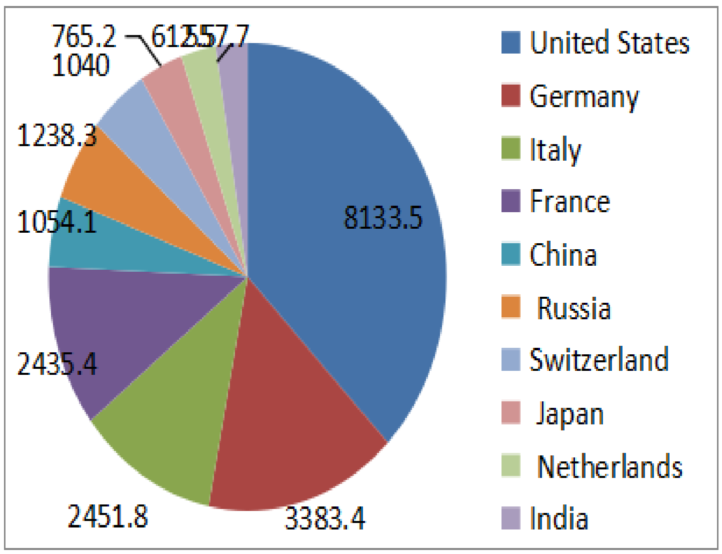


Fig. 3 Top 10 Countries with the Highest Gold Reserves in 2015

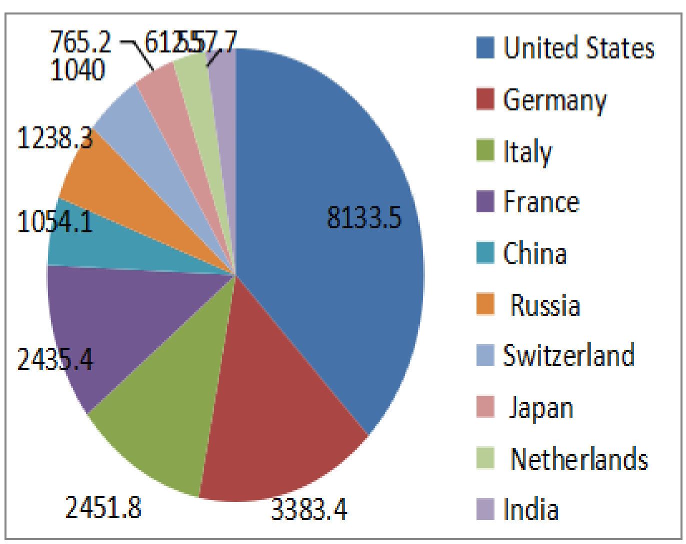


Fig. 4 Top 10 Countries with the Highest Gold Reserves in 2016.

Need of the study

The fundamental aims of these schemes are to collect the gold held by households and organizations in the country and bring it for using in productive areas. The objectives of this study that how to these schemes to reduce the import of gold in the long-term. The scheme will provide the investor with the opportunity to earn interest by depositing of their unused gold in bank lockers.

Review of literature

R. Deepak (2016) conducted a study on Gold Monetization in India: A Paradigm Shift in Regulation. This study reveals that the introduction of gold schemes, there is also a perception that Exchange Traded Funds (ETFs) would lose their luster. Thus, the lessons learnt from the past have been revisited in the present in the present schemes by increasing the deposit rates to encourage investors. V R. Nanthiga (2015) conducted a study on Gold Investments Schemes in India 2015-2016. This study tells Gold Monetization Scheme and gold Bond Scheme to reduce the requirements of gold through imports. The accomplishment of economically stable gold investment schemes can bring changes in our economy. Adhana Deepak K. (2015) conducted a study on An Introduction of Gold Schemes 2015 in India. This study discusses about the probable advantages and disadvantages of gold schemes and gives some suggestions to develop gold market and monetize of gold which is held by Indian households and temples.

Top 20 Gold Mining/Producing Countries

There are 20 biggest gold producing nations for 2015; it reveals that the majority of countries show only slightly higher production rates for 2015. Some of the world's top-gold producing countries are as follows in Table 2.

Table 2: Top 20 Gold Mining/Producing Countries in the World

S. No.	Country	Production in 2015 (in Metric Tonnes)	S.No.	Country	Production in 2015 (in Metric Tonnes)
1	China	458.1	11	Uzbekistan	83.2
2	Australia	275.9	12	Brazil	80.8
3	Russia	252.4	13	Argentina	64.1
4	USA	216	14	Papua New Guinea	57.2
5	Peru	175.9	15	Mali	49.1
6	Canada	158.7	16	Colombia	47.6
7	South Africa	150.7	17	Kazakhstan	47.5
8	Indonesia	134.3	18	Philippines	46.8
9	Mexico	124.6	19	Tanzania	46.8
10	Ghana	95.1	20	Congo	45.7

In Table 3: we observe that accumulative gold demand in 2003-2015 was approximately 48,050 tonnes. Out of 48,050 tonnes the demand of gold approximately 62% for jewellery, 12% for industry and 26% for investment (central banks were net sellers of 1%). As from 2009, there was demand of gold62% of the 29,840 tonnes of jewellery, 12% of the 5,185 tonnes of industrial and 26% of the 12,570 tonnes of investment (central bank was purchases 8%).In 2015, mine production on peak i.e. 3,158 tonnes.

Table 3: World Gold Supply Demand

	2003	**2004**	**2005**	**2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**2014**	**2015**
Mine Production	2631	2504	2560	2497	2498	2427	2608	2734	2829	2850	3042	3131	3158
Net Producer Hedging (De-hedging)	289	438	92	434	432	357	234	106	18	40	39	104	24
Scrap	991	881	902	1189	1029	1387	1764	1744	1705	1701	1303	1158	1173
Total Supply	3333	2947	3370	3252	3095	3457	4138	4372	4552	4511	4306	4393	4307
Jewelry	2484	2616	2729	2334	2458	2338	1849	2064	2064	2036	2470	2242	2166
Industrial	519	564	586	482	488	476	423	476	468	426	417	398	361
Net Central Bank Purchases (Sales)	620	479	663	365	484	235	34	77	457	544	409	466	483
Investment	177	215	251	721	680	1279	1506	1667	1750	1624	812	946	942
Total Demand	2560	2916	2893	3172	3142	3858	3744	4284	4739	4630	4108	4052	3952
Net Balance	773	31	477	80	47	401	394	88	187	119	198	341	355

(Source GFMS Gold Survey 2015)

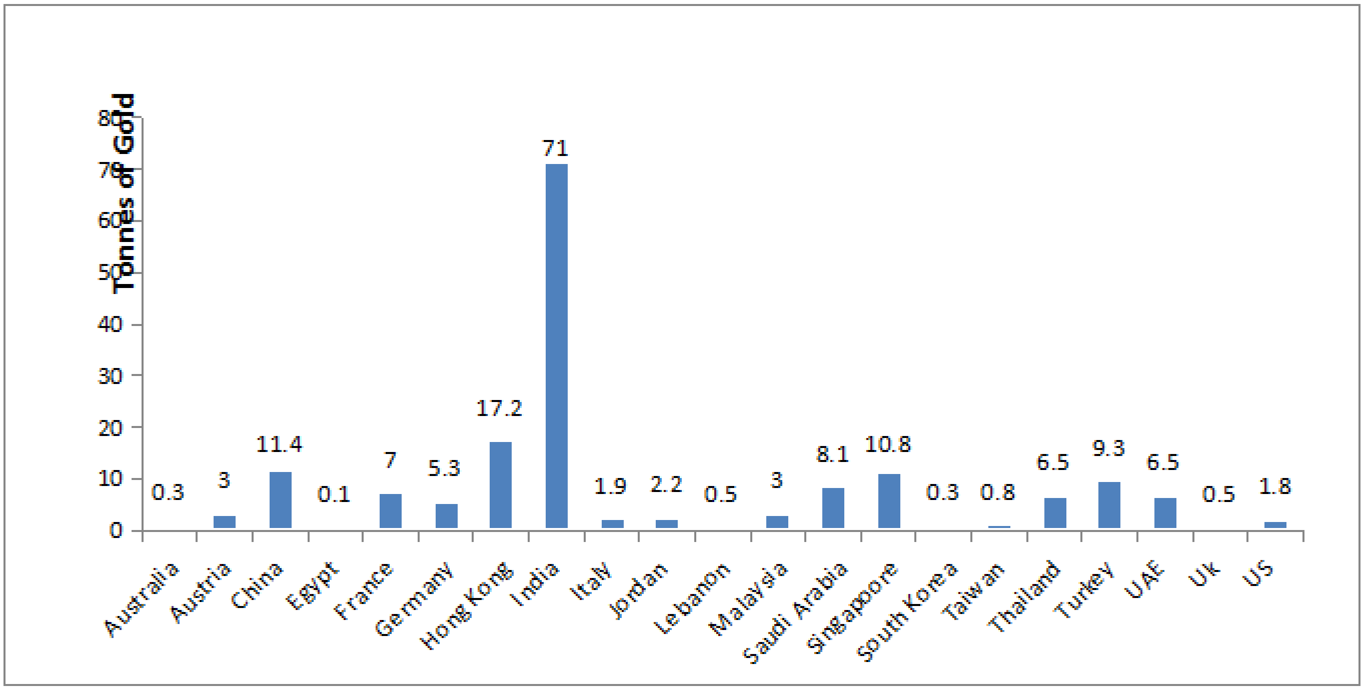


Fig. 5 Swiss Gold Exports to different major countries in July 2015
(Source: Times of India, Friday October14, 2016 Gold Survey by GFMS)
Figure 5: represents that India was imports of gold 71 tonnes in July 2015 through Switzerland.

Objectives of the study

1) To study the detailed concept of Gold Schemes.

2) To study how the new schemes are different from old gold schemes.

3) To understand how does the scheme work.

4) To examine the challenges, merits, demerits and timelines of gold schemes.

History of gold failures

1. The first gold bond-6.5%, 15 year instrument was floated in Nov 1962, but it could collect only 16.7 tonnes.

2. Another bond in March 1965 and it could mobilize even less and collect only 6.1 tonnes.

3. The National Defence Gold Bond Scheme in 1980 and it raised only 13.7 tonnes gold.

4. Another Gold Deposit Scheme (GDS) was approved by the Central Bank RBI in November 15, 1999.

Different types of Gold Schemes

GDS*:* GDS is like fixed deposit which earns interest. In GDS, the gold melted and converted to a bar, and the minimum quantity of gold deposited was 500 grams and the period of deposit ranges up to years, with a minimum lock-in period of 1 year. GDS allows maximum 1% rate of interest per annum.

GML: It is specially launched for domestic jewelry manufactures or exporters. With the help of this scheme, the authorized banks gave the loan and lease facility to the Indian jewelers or exporters and in lieu of they (bank) receive cash as interest which is close to international interest rate because of the banks acquire the gold on lease from the international financial market with a time interval belonging to 90 to 180 days for domestic players or jewelers and 270 days for exporter with Stand-By Letter of Credit (SBLC) or Bank Guarantee (BG) from a third party bank on behalf of the international financial market.

Gold Monetization Scheme

GMS offers gold owners to deposit their gold in the banks, and get interest on it. Basically GMS = GDS+GML. Under this scheme, depositors can deposit gold and Jewelers can avail gold as loan. India imports as high as 1,000 Tonnes of gold each year. High gold import contributes to already high fiscal deficit of India. On one side India is importing tonnes of gold each year, on other side Indian households carries >18,000-20,000 Tonnes of gold reserves. Indian government is trying to bring out a part of gold locked in household reserves. Even lot of temple trusts in India has huge reserves of gold with them. GMS plans to tap temple trust gold reserves as well. Gold monetization means India's 'gold import bills' coming down to much lower levels. Even if 10% of total household gold is monetized, it will do a world of good to our fiscal deficit.

The new GMS is a gold saving account in which households and institutions deposit their gold in physical form like jewellery, coins or bars which can predefined period and earn regular interest which depend on gold weight and exempted from the tax. The interest amount is depending on deposited gold and it can also in the form of gold. At the time of maturity, gold gets heavier because of interest generate regular on gold and peoples have an option to get principal plus interest accrued in the form of gold or cash. GMS may help reduce in amount on import of gold to fulfill the domestic demand and may create some positive impact over the year.

Objectives of GMS

- To use the unproductive Gold in productive manner.
- To give the customers an option to earn interest on

their Gold holdings.

- To decrease dependency on import of Gold over time to meet the demand.
- To encourage the jewellery sector in the country by providing Gold available as raw material on loan from the banks.

Process of GMS

Step-1 Purity Verification and deposit of gold:

a) Purity Testing Centers (PTCs):

Presently approximate 1326 Hallmarking centers and 55 PTCs are available, which are certified by Bureau of Indian Standards (BIS). The interested investor who wants to monetize the gold goes to Hallmarking Centers. These centers take a determine fees.

b) Preliminary test: PTCs will conduct a preliminary test, where a XRF machine tests the purity, quality, amount and weight of the gold. After that if the customer will agrees, he/she will have to fill up a KYC/Bank form and give their consent to melt the gold, otherwise he/she will not agrees, they can take his gold back after paying nominal charges of the test.

c) Fire Assay Test:

After preliminary test and customer's consent, the gold sent to cleaning center where, the gold's dirt, studs, meena etc. are removed from it. And, then net weight told to the customer. Then the gold will be melted and its purity will be ascertained through fire assay test within 3-4 hours.

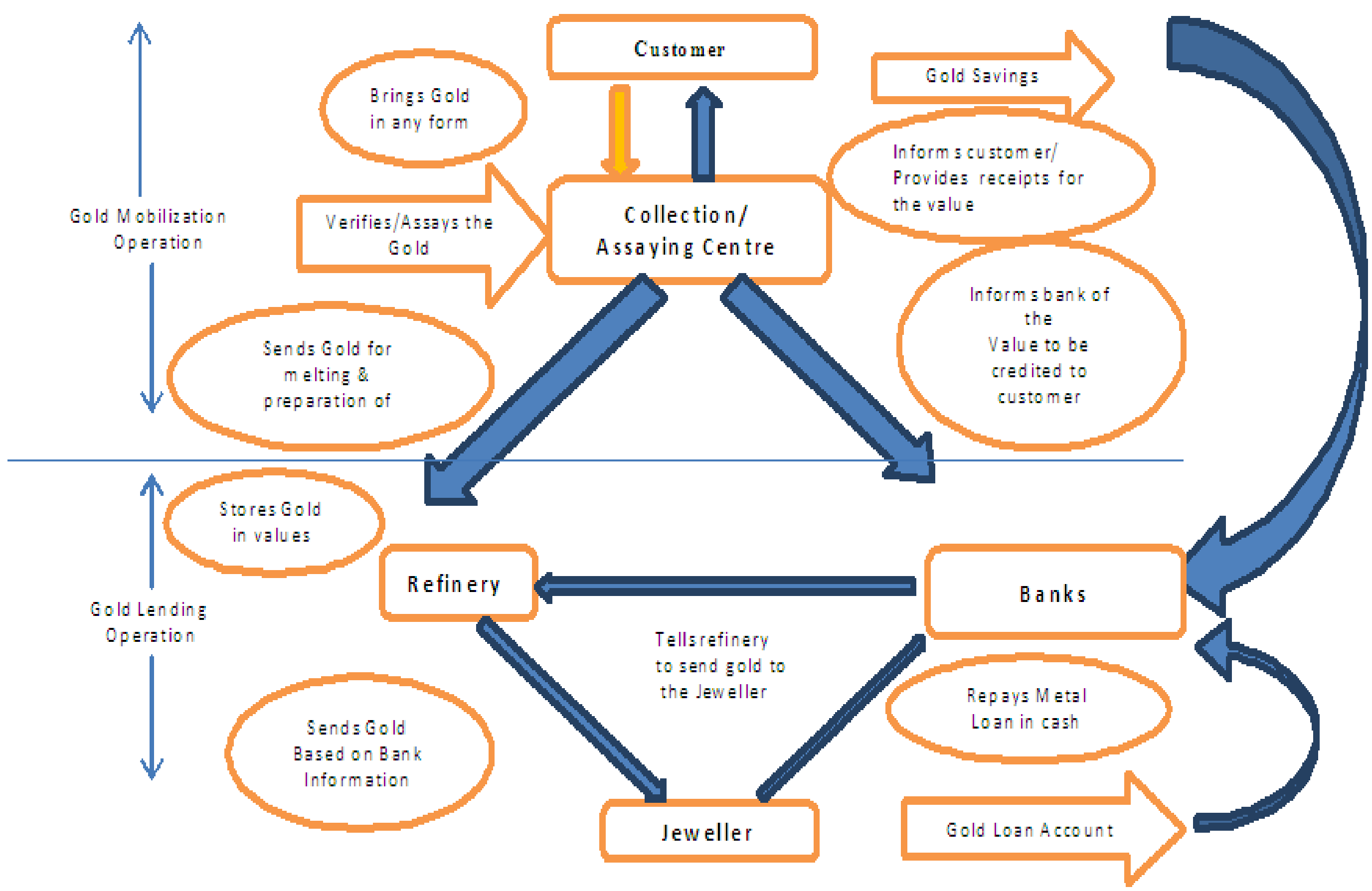
D) Deposit of Gold:

After above process, if the customer agrees to invest the gold, he will get a purity certificate, in which gold's weight and purity will be mentioned. Then, the center also intimates the bank.

E) Conditions:

The customer can be deposited minimum 30 gram gold and there is no maximum limit, and the gold will be accepted in any form such as, bullion or jewellery.

Fig.6 Process of GMS



Step-2 opening of Gold Savings Account with the banks:

a) Gold Savings Account:

When the customer deposit purity testing center's certificate in bank, the bank will open a "Gold Savings Account" and then bank credit sufficient amount into the customer's account, which is equivalent to the quantity of standard of gold 995 fineness.

b) Interest payment by banks:

The bank will commit to pay the interest to the customer which will be payable after 30/60 days in customer's "Gold Savings Account". The bank would bear the cost of fire assay test in case of deposited gold; otherwise it would be paid by the customer.

Step-3 Transfer of gold to the refiners:

a) Refineries:

PTCs will send the gold to the refiners. For the services provided by the refiners, they will be got fee by the banks, as decided by them, mutually.

Lending gold to the jewellers:

b) Gold Loan Account: The jewellers will fulfill the requirement related to "Gold Loan Account" and opened at the bank. After open "Gold Loan Account", the jewelers get physical gold from the refineries. On the granted gold, bank will charge interest as follows i.e. interest charged by banks will be: Interest paid to depositor + Money paid to Gold Collection Centers + Money paid to refineries + Profit margin of Bank.

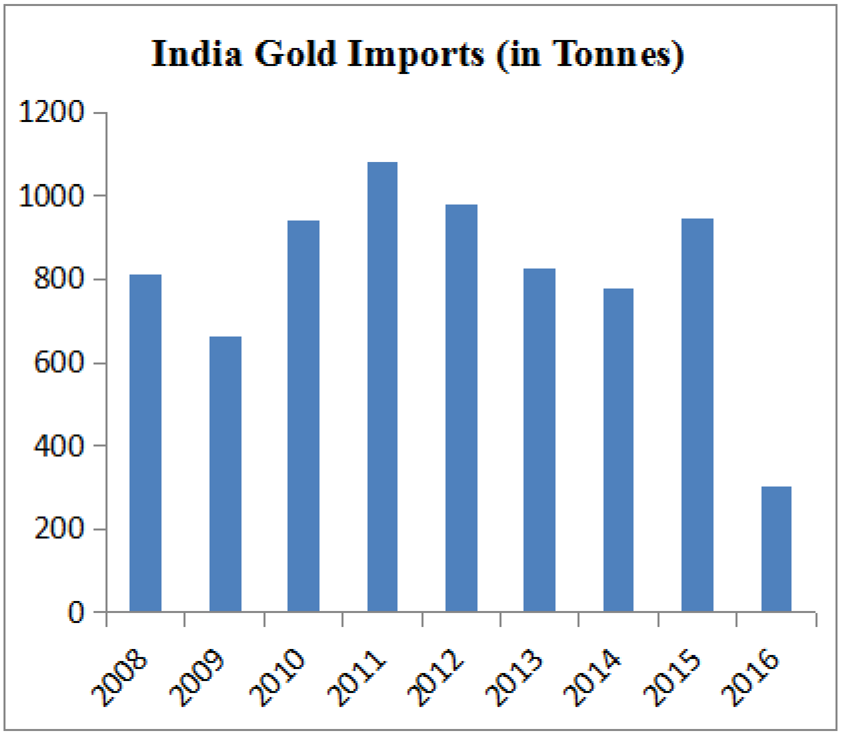


Fig. 7 India Gold Imports from 2008-2015

Source: WGC US Global Investors

Table 5: India has recovered 26% Gold Sept. 2015 to Aug. 2016

Period	Gold Price (in Rs.)	Gold Price (in $)
Sept 2015	70500	1140
Oct 2015	73000	1100
Nov 2015	77000	1180
Dec 2015	71500	1170
Jan 2016	71000	1060
Feb 2016	73000	1090
Mar 2016	83000	1210
Apr 2016	84000	1280
May 2016	85000	1260
Jun 2016	85000	1280
Jul 2016	87000	1270
Aug 2016	89000	1320

Figure 7: reveals that India has about 301 tonnes import of gold after innovate GMS. Under GMS, India's gold imports drop 16% in March 2016. Indian gold imports are significant. They would be higher but for the Indian government's anti-gold policy. Indeed, as a result of the Indian government actions outlined below, Indian gold imports fell 16% in March 2016.

Table 5: reveals that India has recovered 26% of gold as of August 2016 after launched GMS.

Difference between GDS and GMS:

Table 6 reveals that GMS different with GDS. GMS has some unique features which have differentiate with GDS.

Table 6: Difference between GMS and GDS

S. No.	Basis of Difference	GDS	GMS
1	Purpose	To use the deposited gold in public and social welfare and in productive purposes and generate the interest on the gold.	To collect the gold from the Indian household and institutions and used in increase the country's wealth and decrease their burden in the form import of gold which create domestic demand.
2	Minimum quantity	500 grams (gross) – no upper limit applies	30 grams
3	Period of deposit/ Tenure	3-7 years. The maturity period was changed - ranging from six months to seven years - in February 2013.	Three options will be made available: short-term : 1-3 years (with a roll out in multiples of one year); medium-term : 5-7 years long-term : 12-15 years
4	Rate of interest and payment	The current interest rate is approximately 1% per annum. Interest is calculated in gold currency (XAU) and paid in equivalent rupees. Payable in cash at fixed intervals or at maturity, as decided by the bank.	The current interest rate is approximately 1% per annum. Interest is calculated in gold currency (XAU) and paid in gold form (grams).
5	Issue of Gold Deposit Certificate	Gold Deposit Certificate will be issued by the bank. After issuing the certificate, the gold is melted, assayed and minted at India Government Mint (IGM).	Gold Purity Certificate will be issued by the collection centre (i.e. listed BIS certified hallmarking centre). After producing certificate, the bank will open a Gold Savings Account. Gold may be refined by any authorized refiner.
6	Time taken for purity verification	Minimum 90 days	1 day
7	Utilization of gold	The utilization of gold was not clearly specified in the scheme.	Under medium and long-term deposit options, the deposited gold is proposed to be used for: Auctioning, Replenishment of RBI's Gold Reserves, Coins and Lending to jewelers. Under short-term deposit: Coins, Lending to jewelers
8	Premature Withdrawal	Premature redemption in gold will be permitted after the minimum lock-in of 1 year.	Allowed after minimum lock-in period with penalty.
9	A cceptance of gold	Gold i.e. Gold bars, Coins, Jewellery etc. will be accepted in scrap form only.	Gold i.e. Gold bars, coins, jewellery excluding stones and other precious metals.

Gold Coins and Bullion Scheme

According to this scheme, India has minted a gold coin as part of the GMS scheme. This scheme reduce dependence on imports of gold and demand for coins imprinted outside India and also help to recycle the gold which is available in India. Now India has its own gold coin. The second gold scheme is GCS. In gold coins 24 Karat pure gold available and it will have the National Emblem of "Ashoka Chakra" incise on one side and Mahatma Gandhi on the other side, as a part of a broader push to make people deposit gold with the government. The gold coin is available in 3 sizes i.e. 5, 10 and 20 gram. About 15,000 coins of 5 gram, 20,000 coins of 10 gram and 3,750 gold bullions will be made available through MMTC outlets. On Jan. 22, 2016 The Reserve Bank of India permitted banks to sell India Gold Coins (IGC) through their branches.

Sovereign Gold Bond Scheme (SGBs)

The RBI, in consultation with the Government of India, has launched the Sovereign Gold Bonds Scheme on July 2016 for public issue. The main aims of this scheme to motivate the investors in Demat gold bonds to make the reduction in imported gold. The bonds will be issued by RBI on behalf of the Government of India. It is an indirect way of investing in gold. The investor can invest in gold in a paper form and the underlying asset which is gold in this scheme. In this scheme, jewellery, coin or bar does not acceptable. This scheme's intent is to convert the demand for physical gold, as an investment avenue, to paper gold. Rather than buy physical gold, investors would buy paper gold. The amount of gold bond increases according to the gold market conditions. The government receives money from investors, who invest in the bond, and pays a fixed periodic interest known as coupon on it. On maturity, the investors receive the money. In same manner, in a gold bond, people, such as households and investors, will be able to give credit money to the government by investing in a bond whose price will be based on the price of a certain quantity of gold. On this, they will receive a coupon periodically (apporx.1.5-2%). When bond get mature/sale, the bond holder will receive an amount equal to those value depend on the underlying amount of gold on same date. Therefore, they shall receive the same return as purchasing gold bars/coins and selling them later, when their price goes up.

The government planned to collect INR 15,000 crores by the end of March 2016 but the appearance offer of SGB has collected just INR 246 crores which is equivalent to 917 kg or about 0.1% of the country's annual consumption of gold of 820 tonnes.

Objectives of Sovereign Gold Bond Scheme (SGBs):

1. To reduce the demand of gold as India is biggest importer of gold.
2. To encourage people to invest in Demat gold bonds.

Advantages to the investors are:

1. Gold is bought at a wholesale price even for small denominations.
2. Compared to the alternative options such as ETFs, there are no transaction costs.
3. Interest can be earned.

Current Account Deficit (CAD):

As imported gold is the part of the current account and when government of India imports more gold it will create negative impact on balance of payment. A current account deficit reveals that the value of imported goods / services / investment incomes is more than the value of exported items. It is also referred to as a trade deficit. We have taken only the goods (gold) items which is only part of the current account.

Table 10: India's gold Imports Vs. CAD (in Bullion Dollars)

Year	Gold Imports	CAD
2008-09	20.73	27.91
2009-10	28.82	38.18
2010-11	40.66	48.05
2011-12	56.5	78.16
2012-13	53.82	88.16
2013-14	28.7	32.4
2014-15	34.41	27.94

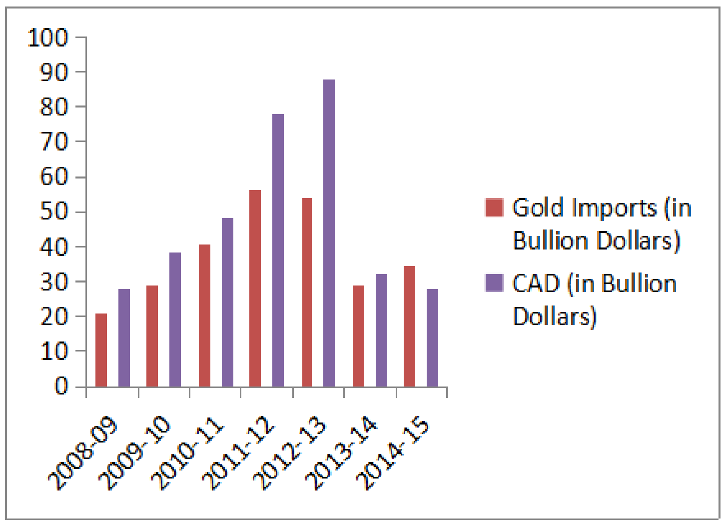


Fig. 13 India's gold imports versus Current Account Deficits

The above Table 8 and figure 13: show that from 2008-09 to 2012-2013, larger gold was imported, which have pulled up current account deficit down. Whereas in the year of 2013-14 CAD and gold import was decreased this was just half of previous year. Further in the year of 2014-15 CAD decrease with slightly increase in import of gold as compare to year 2013-2014.

In year 2015-16, CAD has decreased 1.1% as compared to previous year. In the April-September, 2016 Gold imports down by 54%. The decline in gold imports would impact on the current account deficit (CAD) of the country. Due to lower trade deficit, the CAD has reduced to 1.3% of the gross domestic product (GDP) during the third quarter of FY 2015-16 when compared to 1.5% in the corresponding quarter of FY 2014-15.

Conclusion

As India is known as poor country but in fact it is very rich in natural resources as well as with other items. India has around 20,000 tonnes of gold lying with Indian households and temples. The key to the success of the investment scheme will be depending in the hands of Indian households, temples and investors. In addition to this it has been observed that GMS helped to reduce India's CAD after initiation of GMS. Creating awareness among the consumers over the presence and benefits of scheme shall be critical (especially for the rural population), along with offering them attractive interest rates to part away with their gold holdings. The interest rates on deposited will start from the next day after depositing the gold, which was not available in other previous gold schemes. Gold coins and bars are easily available for the peoples which are used as investment assets. Gold bonds are available in Demat form which is very secure and easy for using. These investment schemes was launched at that time when the gold smuggling was on the peak and the government seized of 2,372 kg of gold of worth Rs. 557.83 crore in year 2013-14 and 4,082 kg of gold Rs. 832.08 crore and 886 kg gold of Rs. 429.84 crore recorded in year 2014-15 and 2015 to November, 2016 respectively. Although the presence of gold investment schemes are for minimizing the smuggling of gold as well as for reducing demand of gold now, India is exporting the gold to foreign countries as per their demand in order to reduce the CAD as well as for giving the strengthen to economy.

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Ratan Tata- Cyrus Mistry Tussle

by ***Ms. A . Asha***, Asst. Professor, Department of Business and Management Studies

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The Ratan Tata-Cyrus Mistry boardroom battle was the biggest corporate spat of 2016. It started on 24 October, when Ratan Tata in a surprise and unexpected move, dismissed Mistry as the chairman of Tata Sons. Mistry was appointed as the chairman of the Tata group holding company in December 2012. While the Ratan Tata said Mistry was expelled, as the board of the company lost its confidence in him, Mistry has maintained that the Ratan Tata was afraid of his clean-up drive which resulted in his dismissal. Mistry has also raised various corporate governance issues in the Tata Group since his expulsion. Ratan Tata also called up extraordinary general meetings of the shareholders of the listed group companies to expel Mistry from their boards. However, Mistry himself resigned from the boards after Tata Consultancy Services (TCS) and Tata Steel shareholders voted him out. The incidents that happened over almost a year resulted in Cyrus Mistry's unceremonious ouster from Tata Sons.

The reasons behind the war:

1. Difference in beliefs, values, and vision.
2. Mistry's decision to do away with non-profit businesses and concentrate on cash cows.
3. The way NTT DoCoMo dispute was handled.
4. Mistry's decision to acquire assets of Welpsun Group.
5. Mistry's decision to change the structure of the company's hospitality arm from owning

properties to one managing properties across the globe and also the unceremonious sacking of the then Indian Hotels MD Raymond Bickson.

6. Style of functioning and leadership skills.
7. Clash between the working styles of the old and new generation.
8. Conflict of Interests

The removal has been followed by bitter outbursts from the ousted chairman, and the now interim chairman Ratan Tata and team have moved to file caveats in Bombay High Court, Delhi High Court and the National Company Law Tribunal as a measure to guard them from any legal action that Mistry may initiate.

Critical Analysis of Commodity Futures with Special Reference to Multi Commodity Exchange – MCX.

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Abstract

The objectives of this paper are to test of any difference from one kind of commodity to another kind of commodity and identify the more favourable response towards the total commodity futures at MCX in terms of the value, tonnes and the lots along with the identification of possible strategies to strengthen the trading of commodity futures at MCX. The data extracted from the SEBI Hand book of 2015 from the period of 2010-11 to 2014-15 and applied multiple regression analysis .The study found that trading of value of bullion was more favourable response towards the total value of MCX and it was followed by the energy, metals and the agriculture and in terms of trading of tonnes of metals was more favourable response towards the total trading of tonnes of total and it was followed by energy, agriculture and the bullion. The study also identified that the total lots of bullion was more favourable towards the total lots of volume and it was followed by the metals, energy and the agriculture. It is suggested to include more number of commodities to expand the size and value of the commodity futures.

Key Words: *MCX, Metals, Bullion, Agriculture and Energy.*

Introduction

In twentieth century, there were a few item trades exchanging jute, pepper, turmeric, potatoes, sugar, and so on. Continuously, the ranchers as a vendors and merchants as a purchasers began resolving to trade the produce for trade out future. The item trades have, as a component of its plans of action, needed to make the vital framework to direct their operations. Ware markets are meeting spots of purchasers and dealers and the item trade in Indian contains exchange bullion, metals, vitality and rural items. Remote coin and stock records are not some portion of our ware advertise simply like India. Ware markets in India are still in their underlying phases of advancement. Product markets have a colossal potential in the Indian setting due to the agri-based economy. A ware trade is a spot where different products and subordinates are purchased and sold. Items trades for the most part exchange on product prospects. Item trades give electronic stage to vender and purchasers to exchange numerous alternatives accessible. An individual incapable go to trade and make the exchange. Trade approves dealers, who collaborate with clients for the benefit of trade and charges commission/financier for their administrations. In India, there are 22 product trades, of which the six national level ware trades. The national level trades includes the Multi Commodity Exchange of India Limited (MCX), Mumbai; National Multi Commodity Exchange of India Limited (NMCE), Ahmadabad, National Commodity and Derivatives Exchange of India Limited (NCDEX), Mumbai; Indian Commodity Exchange Limited (ICEX), Mumbai as an across the nation multi item trade, Ace Commodity and Derivatives Exchange Limited, (ACE) Ahmadabad and as of late, settled Universal Commodity Exchange Limited, (UCX) Mumbai.

Multi Commodity Exchange of India Ltd., (MCX)

MCX is a free, and demutualised online multi-product trade began in 2003. It is situated in Mumbai. The trade is advanced by Financial Technologies India Limited, SBI and its affiliations, NABARD, NSE, Fid Fund (Mauritius) Ltd., a member of Fidelity International-Corporation Bank, Union Bank of India, Canara Bank, Bank of India, Bank of Baroda, HDFC Bank, SBI Life Insurance Co. Ltd., ICICI Ventures, IL&FS and Merrill Lynch. MCX offers prospects exchanging bullion, farming items, ferrous and non-ferrous metals, heartbeats, oil and oilseeds, vitality, manors flavors and other delicate products.

Review of Literature

M. Dhanbhakyam and P. Kamalnath (2010) found that MCX Agri futures are found to be the best diversifying agents but MCX Energy futures do not add any diversification benefit to the portfolio of equities. **Ghosh M. (2011)** pointed out that the extent of intra- and inter-state spatial integration of these markets has ameliorated during the post-reform period relative to the pre-reform one.**Takeshi Inoue and Shigeyuki Hamori (2012)** found that the long-run equilibrium relationship between the Multi-Commodity futures and spot price. The study indicates that there was a co integrating relation between them, which means that a necessary condition for market efficiency is satisfied. **S. Selvanthan and V. Manohar (2013)** examine that the online trading involves investment activity which takes place over Internet and it does not require physical inclusion of the brokers. **M. Venkateswari and Ravindran (2014)** is undertaken to interpret the trend of and progress of Commodity Derivatives Trading in NCDEX and MCX and analyze the performance of these two commodity exchanges. **S Poornima, and Deepthy K (2015)** trace out the impact of the SEBI-FMC merger and also to analyze future growth prospects and challenges of Indian commodity markets.

Statement of the Problem or Research Gap: After extensive review of the existing literature it was found that majority of the researchers were confined to the theoretical aspects of the commodity exchanges rather than the empirical and also stated that developments in commodity stock exchanges have been taken place rapidly and also there is an immense need to know the trading of commodities from one form of category to another form of category in terms of value, tonnes and lots. In view of the above requirements the following objectives were framed.

Objectives of the Study

1. To identify the more favorable response towards the total commodity futures at MCX in terms of the value, tonnes and the lots.
2. To trace out the possible strategies to strengthen the trading of commodity futures at MCX.

Hypotheses:

NH_1: There is no significant difference between the values of commodity future of agriculture to the value of commodity future of metals.

NH_2: There is no significant difference between the values of commodity future of Metals to the value of commodity future of bullion.

NH_3: There is no significant difference between the values of commodity future of bullion to the value of commodity future of energy

NH_4: There is no significant difference between the values of commodity future of energy to the value of commodity future of metals.

NH_5: Value of commodity future of energy do not differ significantly to the value of commodity future of agriculture.

NH_6: Value of commodity future of agriculture does not differ significantly to the value of commodity future of bullion.

Research Methodology:

Source of Data: The data collected from the SEBI Hand book of 2015. The required data also collected from the Journals, Websites and the Magazines.

Period of Study: The period of study was confined to 2010-1 to 2014-15.

Techniques: The multiple regression analysis technique was applied to infer the results.

Research Model-1:

TVV of MCX = a + a_1 x V of agriculture + a_2 x V of metals + a_3 x V of bullion + a_4 x V of energy.

a = constant

a_1, a_2, a_3, a_4 – un standardized coefficients of â

TVV = Total Volume of Value

Research Model-2:

TVT of Commodity futures of MCX = a + a_1 x T of agriculture + a_2 x T of metals + a_3 x T of bullion + a_4 x T of energy

TVT = Total Volume of Tonnes

a = constant

a_1, a_2, a_3, a_4 = Unstandardised coefficients of â

Research Model-3:

TVL of Commodity futures of MCX = a + a_1 x Lots of agriculture + a_2 x Lots of metals + a_3 x Lots

a = constant

a_1, a_2, a_3, a_4 = un standardized coefficients of β

Table 1:Trends in Commodity Futures at MCX-Turnover (Rs in Crore)

Year	Agriculture	Metals	Bullion	Energy	Total
2010-11	114152	2508858	5169268	2049224	9841502
2011-12	197781	2709758	9963667	2725889	15597095
2012-13	270295	3140109	7807063	3663589	14881057
2013-14	171391	1726336	4263195	2450527	8611449
2014-15	110268	1274213	2153427	1645799	5183707

Source:MCX

Table-1 : This table shows the trends in commodity futures at MCX-turnover in terms of value during the year 2010-11 to 2014-15.

Table 2: Paired Samples Test of the Commodity Futures of MCX-In –Terms of Value

					95 per cent Paired Difference Value				
No of Pair	**Name of Product**	**Mean**	**Std. Deviation**	**Std. Error Mean**	**Lower**	**Upper**	**t**	**df**	**Sig. (2-tailed)**
1	Agriculture - Metals	-2099077.40	711067.84	317999.2	-2981984.74536	-1216170.05464	-6.601	4	.003
2	Metals - Bullion	-3599469.20	2444647.98	1093279.8	-6634900.58739	-564037.81261	-3.292	4	.030
3	Bullion - Energy	3364318.40	2561188.28	1145398.2	184183.11482	6544453.68518	2.937	4	.043
4	Energy - Metals	235150.8000	466798.72	208758.7	-344456.37159	814757.97159	1.126	4	.323
5	Energy - Agriculture	2334228.200	699908.52	313008.6	1465176.97983	3203279.42017	7.457	4	.002
6	Agriculture - Bullion	-5698546.600	3011635.39	1346844.2	-9437985.84190	-1959107.35810	-4.231	4	.013

Source: SPSS

Hypothesis 1

Null Hypothesis (Ho): There is no significant difference between the values of commodity future of agriculture to the value of commodity future of metals.

Alternative Hypothesis (Ha): There is a significant difference between the values of commodity future of agriculture to the value of commodity future of metals.

Analysis: The value of mean was-2099077.40 and std deviation 711067.84 with a 95 per cent difference of lower value was the -2981984.74536 and the upper value was the -1216170.05464 and calculated t value was -6.601 at df was 4 with significance value was 0.003. Hence, it can be concluded that the proposed null hypothesis was rejected and the alternative hypothesis was accepted and finally came to knew that there was a significant difference from the value of commodity future of agriculture to the value of commodity future of metals.

Hypothesis 2

Null Hypothesis (Ho): There is no significant difference between the values of commodity future of Metals to the value of commodity future of bullion.

Alternative Hypothesis (Ha): There is a significant difference between the values of commodity future of Metals to the value of commodity future of bulliom.

Analysis: The value of t was-3.292 at df was 4 with significance value wa.030s. Hence, it can be concluded that the proposed null hypothesis was rejected and the alternative hypothesis was accepted and finally came to knew that there was a significant difference from the value of commodity future of metals to the value of commodity future of bullion.

Hypothesis 3

Null Hypothesis (Ho): There is no significant difference between the values of commodity future of bullion to the value of commodity future of energy.

Alternative Hypothesis (Ha): There is a significant difference between the value of commodity future of bullion to the value of commodity future of energy.

Analysis: The value of mean was 3364318.40 and std deviation 2561188.28 with a 95 % difference of lower value was the184183.11482 and the upper value was the 6544453.68518 and calculated t value was 2.937 at df was 4 with significance value was.043. Hence, it can be concluded that the proposed null hypothesis was rejected and the alternative hypothesis was accepted and finally came concluded that there was a difference from the value of commodity future of energy to the value of commodity future of bullion.

Hypothesis 4

Null Hypothesis (Ho): There is no significant difference between the values of commodity future of energy to the value of commodity future of metals.

Alternative Hypothesis (Ha): There is a significant difference between the values of commodity future of energy to the value of commodity future of metals.

Analysis: The value of t was1.126 at df was 4 with significance value was 0.32.3. Hence, it can be concluded that the proposed null hypothesis accepted and the alternative hypothesis was rejected and inferred that there was no significant difference between values of commodity future of energy to the value of commodity future of metals.

Hypothesis 5

Null Hypothesis (Ho): Value of commodity future of energy do not differ significantly to the value of commodity future of agriculture.

Alternative Hypothesis (Ha): value of commodity future of energy differs to the value of commodity future of agriculture.

Analysis: The value of t identified that 7.457 at df was 4 with significance value was 0.02. Hence, it can be concluded that the proposed null hypothesis rejected and the alternative hypothesis accepted and concluded that value of commodity future of energy differ to the value of commodity future of agriculture.

Hypothesis 6

Null Hypothesis (Ho): Value of commodity future of agriculture does not differ significantly to the value of commodity future of bullion.

Alternative Hypothesis (Ha): value of commodity future of agriculture differs to the value of commodity future of bullion.

Analysis: The value of t identified that -4.231 at df was 4 with significance value was 0.013 Hence, it can be concluded that the proposed null hypothesis was not accepted and the alternative hypothesis accepted and concluded that value of commodity future of agriculture differ to the value of commodity future of bullion .

Table 3: Test of More Favourable Response towards the Total Value of the Commodity Futures

	Unstandardised Coefficients		Standardized Coefficients
Particulars	**B**	**Std. Error**	**Beta**
(Constant)	-.508	.000	
Agriculture-Volume-Turnover-MCX	1.000	.000	.015
Metals-Volume-Turnover-MCX	1.000	.000	.173
Bullion-Volume-Turnover-MCX	1.000	.000	.697
Energy-Volume-Turnover-MCX	1.000	.000	.174

a. Dependent Variable: Total-Volume-Turnover-MCX

Source: SPSS

Table-3: This table shows the more favourable response towards the value of total volume of MCX. The table shows that value of bullion volume of MCX was more favourable response towards the value of the total volume of MCX and it was followed by the energy, metals and the agriculture.

Table 4: Trends in Commodity Futures at MCX-Volume (in 000Tonnes)

Year	Agriculture	Metals	Bullion	Energy	Total
2010-11	27241	124163	710	631869	783984
2011-12	32465	118499	1011	730401	882377
2012-13	32926	151396	723	816377	1001423
2013-14	20878	85674	400	421354	528306
2014-15	13504	62083	240	404556	480383

Source: MCX

Table-4: This table shows the trends in commodity futures at MCX-in terms of tonnes of volume during the year 2010-11 to 2014-15, regarding the agriculture, metals, bullion and the energy.

Table 5: Test of More Favourable Response towards the Total Volume of the Commodity Futures(In Terms of Tonnes) at MCX.

Model	Particulars	Unstandardised Coefficients		Standardized Coefficients
		B	Std. Error	Beta
1	(Constant)	-.488	.000	
	Agriculture-Volume-Tonnes-MCX	1.000	.000	.037
	Metals-Volume-Tonnes-MCX	1.000	.000	.155
	Bullion-Volume-Tonnes-MCX	1.003	.000	.001
	Energy-Volume-Tonnes-MCX	1.000	.000	.816

a. Dependent Variable: Total-Volume-Tonnes-MCX

Source: SPSS

Table-5: This table shows the more favourable response towards the tonnes of total volume of commodity futures of MCX, it was identified that tonnes of energy volume of MCX was more favourable response towards the tonnes of the total volume of MCX and it was followed by the metals, agriculture and the bullion.

Table 6: Trends in Commodity Futures at MCX-Volume (in Lots)

Year	Agriculture	Metals	Bullion	Energy	Total
2010-11	3967369	74149730	76508289	58172478	212797866
2011-12	6118325	88865001	228344739	66526548	389854613
2012-13	7630359	113943114	162279284	91192784	375045541
2013-14	5905031	63797242	92748201	51751062	214201536
2014-15	3371516	47352037	46294585	51557804	148575942

Source: MCX

Notes: Natural Gas Volumes are in mmBTU, CFI volumes are in tons of CFI units and not included for computing the total volume.

Conversion Factors: Cotton(1 Bale=170kgs), crude oil(1 tonne=7.33barrels),Heating Oil(42 Gallons=100 barrels,1 tonne=7,5 barrels),Gasoline(42 Gallons=100 barrels, 1tonne=8.45 barrels),ATF(1tonne=7.8 barrels)

Table-6 : This table shows the trends in commodity futures at MCX in terms of the lots in the form of volume during the year 2010-11 to 2014-15 regarding the agriculture, metals, bullion and the energy.

Table 7: Test of More Favourable Response towards the Total Volume (In Terms of Lots) of the Commodity Futures at MCX

		Unstandardised Coefficients		Standardized Coefficients
Model	Particulars	B	Std. Error	Beta
1	(Constant)	-8.733E-8	.000	
	Agriculture-Volume-Lots-MCX	1.000	.000	.016
	Metals-Volume-Lots-MCX	1.000	.000	.235
	Bullion-Volume-Lots-MCX	1.000	.000	.681
	Energy-Volume-Lots-MCX	1.000	.000	.153

Table-7: This table shows the more favourable response towards the total lots of total volume of MCX and it was identified that lots of bullion volume of MCX was more favourable response and it was followed by the metals, energy and the agriculture.

Findings of the Study:

1. The study found that value of bullion was more favorable response towards the value of the total volume of MCX and it was followed by the energy, metals and the agriculture.
2. The study also witnessed that tonnes of total volume of metals were more favorable response towards the value of total tonnes of MCX and it was followed by the energy, agriculture and the bullion.
3. The study also witnessed that lots of total bullion was more favorable response towards the total lots of total value of MCX and it was followed by the metals, energy and the agriculture.

Suggestions:

1. In differentiation to securities and money advertise, the merchandise can be physically conveyed to the exchange commodities as indicated by the necessities and prerequisites of financial specialists. Regardless of the result of the stock wherein you have been contributed, it is simpler to purchase and offer, as a decent administrative framework shaped by the FMC trade.
2. One of the advantages of Multi Commodity Exchange is that is not important to contribute huge cash, rather than investing a critical part of capital if one somehow happened to purchase singular stocks.
3. While the item exchange can be fun, yet not hazard free, gives financial specialists another method for broadening their venture portfolios in.
4. There is no partnership hazard connected with, with regards to item exchanging as opposed to stock exchanging. Since exchange items is about merchandise request and supply. At the point when there is an expansion in products request, it puts a higher cost, pretty much as, on the other hand, as well.
5. The appearance of online business would permit development in the crude materials market, to some degree like that saw in the value market. It would likewise secure whereby the business sector nearer to both the client and the shipper.
6. Another motivation behind why the items good for nothing is that costs rise when stocks fall. Since wares are real resources, not at all like the shares and bonds, which have an alternate response the length of monetary conditions change. Truth be told, products decrease chance and upgrading the potential for long haul gainfulness.

Conclusion

The present study is an investigation into the present status, growth and developmental policy alternatives for commodity exchanges in India. India is traditionally an agrarian economy; therefore, instability of commodity prices has always been a major concern of the producers as well as the consumers. In India, two-third of the one Billion populations depends on agricultural commodities. Commodity futures markets are a part and parcel of a programme for agricultural liberalization. Many agricultural economists understand the need of liberalization in the sector. Futures markets are on instrument for achieving that liberalization. However the recent attempt by the Government to permit National level Multi-Commodity Exchanges has indeed given it, a shot in the arm-commodity includes all kinds of goods.

Limitations of the Study

1. The study period was only limited to during 2010-11 to 2014-15, hence, the reliability of results may not be accurate based on the limited period.
2. The compiling of data too tedious, because of multiple natures of products.

Scope of further Research

1. There is a scope to do a research from one energy commodity of one stock exchange to another energy commodity of another stock exchange.
2. There is a scope to comparative analysis from one country to another country

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Performance of Public Sector Banks Scrip's (With use of Fundamental Analysis and Technical Analysis).

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Abstract

Banking especially Public Sector Banking is one of the important financial pillars of the financial sector which plays a crucial role in the functioning of an economy. It is also necessary to suggest the remedial measures of banks so that they can take right action whenever required to keep all the operation and function of banks at right track. So it is necessary to study on this topic with the rationality of banking sector with operational performance based on DuPont chart parameters with selected banks of public sector.

This study is based on the leading banks of private sector and public sector in India. Those banks are engaged in different activities of the financial services. The performances of banks are examined empirically. As per the requirement of the objectives, performance of the banking system is examined by the DuPont chart, statistical tools and portfolio evaluation.

Key words: *ROE-Return on Equity, PAT-Profit after tax, EBIT-Earning before interest and tax, NW-net worth, RE-Retained Earnings, SBI- State Bank of India, SBBJ- State Bank of Bikaner and Jaipur, BOI- Bank of India, BOB- Bank of Baroda, AHB-Allahabad Bank, CP- Corporation Bank, UCO- United Commercial bank Of India, UBI- Union Bank of India, United-United Bank of India, SBM- State Bank of Mysore, SBT- State Bank of Travancore, IB- Indian Bank, OBC- Oriental Bank of Commerce, CB- Canara Bank, SYB- Syndicate Bank, AB- Andhra Bank, BOM- Bank of Maharashtra, PNB- Punjab National Bank, IDBI- Industrial Bank of India, CBI- Central bank of India, PSB's-Public Sector Banking)*

Introduction

Public sector banks are the ones in which the government has a major holding. These are divided into two groups i.e. nationalized banks and state bank of India and its associates. Among them there are 19 nationalized banks and 8 state bank of India associated. Public sector banks dominate 75% deposits and 71% of advance in the banking industry. Public sector banks are dominated commercial banking India. There can be further classified into

1.State bank of India 2. Nationalized banks 3.Regional rural bank

- **Objectives of the study**
- To identify performance of public sector banks.
- To measure the stock market performance depends upon fundamental analysis.
- To analyze the stock market performance depends upon technical analysis.
- To link their performance to market reflection in terms of price movement.

Methodology of the study

The entire study depends upon primary data and secondary data. For primary data collected from BSE and NSE stock exchanges for conducted live trading, and coming to secondary data collected form concern public sector banks official sites, magazines, annual reports for financial information.

Sample size and period

In current research selected 20 public sector banks only because selection depends upon shares performance, size of capital, and profit performance and data period commencing from 08-08-2013 to 01-09-2015.

Analyzing tools

For fundamental analysis purpose used comparative analysis with use of DuPont chart analysis…for ex:-..ROE, PAT to PBIT, etc,

For technical analysis purpose: 1.Treynor ratio, 2. Sharpe ratio, 3. Jenson alpha, 4.Beta calculation, 5. standard deviation, 6. co-variance.

Review of Literature

Prashanta Athma (2000) in his PhD research submitted at Osmania University Hyderabad, "performance of public sector banks – A case study of State bank of Hyderabad, made an attempt to evaluate the performance of public sector commercial banks with special emphasis on state bank of Hyderabad. The period of the study for evaluation of performance is from 1980 to 1993-94, a little more than a decade. In this study, athma outlined the growth and progress of commercial banking in India. And analyzed the trends in deposits, various components of profits OF SBH, examined the trends in asset structures, evaluated the level of customer satisfaction and compared the performance of SBH with other PSB's, associate banks of SBI. Statistical techniques like ratios, percentages, compound annual rate of growth and averages are computed for the purpose of meaningful comparison and analysis. The major findings of this study are that since nationalization, the progress of banking in India has been very impressive. All three types of deposits have continuously grown during the study period, through the rate of growth was highest in fixed deposits. A comparison of SBH performance in respect of resource mobilization with other banks showed that the average growth of deposits of SBH is higher than any other bank group. Profits of SBH showed an increasing trend indicating a more than proportionate increase in spread than in burden. Finally, majority of the customers have given a very positive opinion about the various statements relating to counter service offered by SBH.

Single HK (2008), in his paper, 'financial performance of banks in India', in ICFAI Journal of bank management No.7, has examined that how financial management plays a crucial role in the growth of banking. It is concerned with examining the profitability position of the selected sixteen banks of banker index for a period of six years (2001-06). The study reveals that the profitability position was reasonable during the period of study when compared with the previous years. Strong capital position and balance sheet place, banks in better position to deal with and absorb the economic constant over a period of time.

Subramanian and Swamy (1994) in their paper, comparative performance of public sector banks in India" Prajan, Vol.XXII, have analyzed and compared the efficiency in six public sector banks, four private sector and three foreign banks for the year 1996-97. Operational efficiency is calculated in terms of total business and salary expenditure per employee. The analysis is revealed that higher per employee salary level need not result in poor efficiency and business per employee efficiency co-efficient was also calculated. Among the PSB's bank Baroda registered the high efficiency and operating profit per employee. Among the private sector banks Indus bank followed by Citi bank registered highest and second highest operating profit per employee retrospectively. However, among the nationalized banks there existed wide variations in efficiency. Frequent charges are order of the day for the topics of this nature. Therefore, one should rely on latest information. Some organizations like, RBI, IBA, SBI and ICRA have carried out several research studies on various issues relating to banking and exclusive banking journals/periodicals like bank quest, the bankers, RBI occasional papers, RBI bulletins and general magazines like business today, France India, have been publishing papers on various aspects like NPA's capital adequacy, branch expansion, credit dispensation, deposit mobilization, service quality, technology, performance evaluation, etc. same studies and papers suitable to this study are being reviewed here.

SBI research department in 2000, through its paper "Performance analysis of 27 public sector Banks" published in SBI monthly review performance, Vol.XXXIX, was prepared by Economic Research Department of State Bank of India, is to analyze the performance of the 27 public sector banks for the year 1999-2000 visa-versa the preceding year. Selecting four different categories of indicators-business performance, efficiency, vulnerability and labour productivity indicators, carried out the analysis. Altogether, 39 indicators were selected for this purpose. For the purpose of analysis, 27 PSB's disaggregated into four groups, namely, the SBI, Abs (7), the SBGs (8), the NBs (19). During the 1999-2000, the PSBs exhibited better show in terms of several parameters studied above. Nevertheless, the problems of NPAs and capital adequacy remain to be taken care of. Researchers in this paper questioned that greater operational flexibility and functi onal autonomy should be given to PSBs especially to strengthen their capital base. Further, they felt that since net interest margin will continue to remain compressed in a deregulated interest rate regime, a lot of effect would have to be made to mitigate this through generation of non-interest income. As far as NPAs are concerned, they believe that the outdated laws and regulations that pose hindrance to banks in getting back their dues need to be suitably amended or public sector banks, state bank of Patiala and Andhra bank is the top two. In the category of best old private sector banks, the magazine ranks the Jammu and Kashmir bank and karur vysya bank as the first best and second best. In the category of new private banks, HDFC as number one and ICICI bank at number two. Finally in the category of foreign banks, the magazine ranks standard chartered bank and Citi bank at the top two slots.

With an intention to honor excellence, Outlook Money (2004), titled "The best in the Business Cover Story", (March 2004), has announcing annual awards for the best performers in the personal finance universe. In the best bank award category, the magazine selected Corporation bank among public sector banks and HDFC bank among private sector banks and presented outlook money award 2004 to these two banks. A rigorous selection process was devised in consultation with earnest and young. The shortlisted contenders were mailed questionnaires seeking information on operational aspects like number of branches, number of ATMs deposits, NPAs CAR, Return on Assets, they have taken two categories of banks public and private sector. All public sector banks (except SBI nominates for Hall of Fame Award), and private banks with deposit base of more than Rs.2000 Cr as on 31st March 2003 were selected. The jury-A.K.Purwar, Anu, Aga, Shitin Desai, Uma Shashikanth and Sandipan Debo-assigned weights to various parameters and choose the winner for 2004.

Limitations of the Study:

- This study purely based on secondary data
- This study valid for those selecting days only
- Future is uncertainty

About fundamental analysis:

This method was depends upon company annual financial performance. If annual financial performance was good then fundamental analysis was given good results. If fail then results are also negative.

Advantages of fundamental analysis:

- It is simplest method and easy to understand
- It is more helpful for know the company financial status
- It is guide to investor for selecting the best scrip in current market

Disadvantages of fundamental analysis:

- It is traditional method
- companies does not disclose the actual performance of the company
- Its time consuming for analyzing the financial information.

About Technical analysis:

Technical analysis is modern method. It minimizing the risk and maximizing the result. It was depends upon company shares sales and purchase performance. If trend is positive then technical analysis also given positive results.

Advantages of technical analysis:

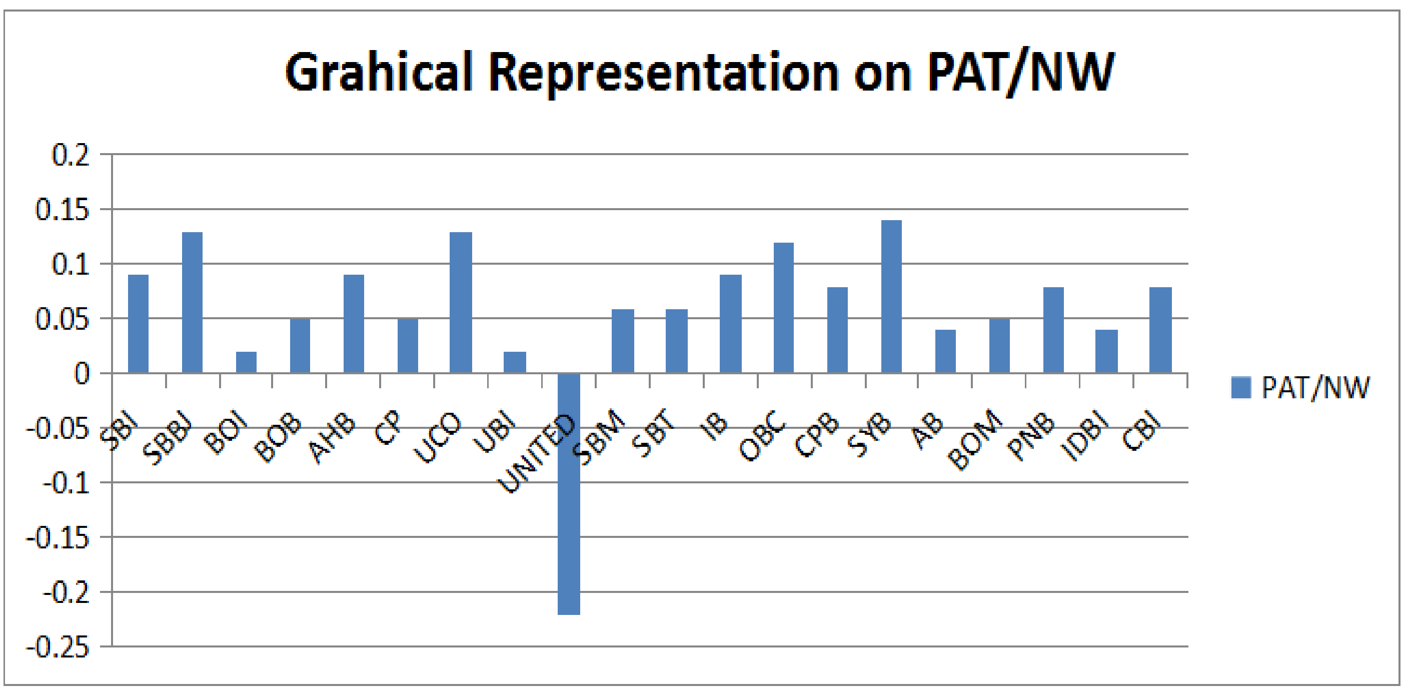
- It is modern method, it will be given results are accrual basis
- It is depends upon entire stock market performance
- It is minimize the risk

Disadvantages of technical analysis:

- It will be require technical professional for calculating the results
- It is not a easy to understand
- Its take time consuming.
- Future is uncertain

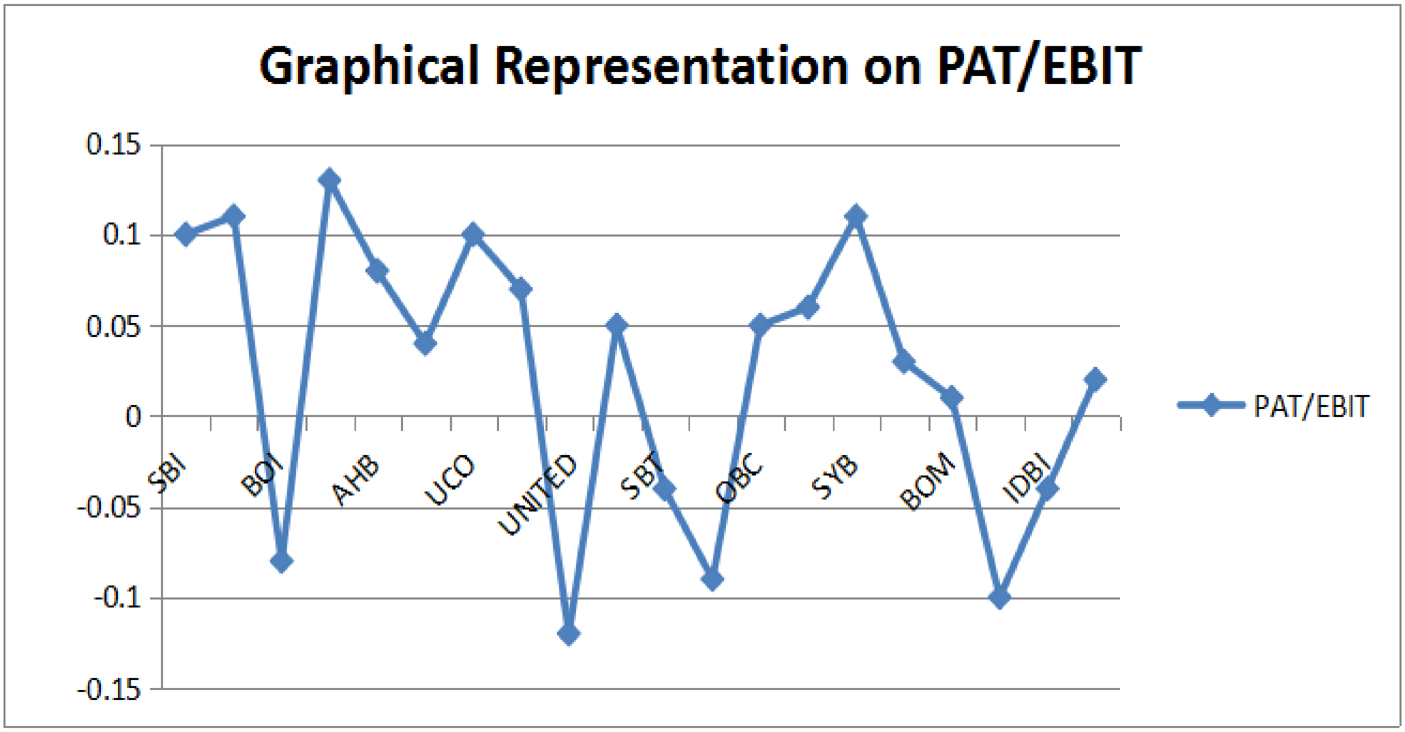
Table represents: ROE performance with use of DUPONT chart analysis

Name of the bank	PAT/NW	PAT/EBIT	NA/NW	EBIT/NA	RE/NW	RE/PAT
SBI	0.09	0.10	0.45	1.92	0.09	0.97
SBBJ	0.13	0.11	0.40	2.98	0.11	0.80
BOI	0.02	-0.08	0.89	1.14	-----	0.98
BOB	0.05	0.13	0.43	2.09	0.12	0.95
AHB	0.09	0.08	0.36	3.54	0.09	0.97
CP	0.05	0.04	0.48	3.11	0.05	0.87
UCO	0.13	0.10	2.39	0.51	0.13	0.98
UBI	0.02	0.07	0.47	2.69	0.09	0.97
UNITED	-0.22	-0.12	0.69	2.62	---	----
SBM	0.06	0.05	0.54	1.96	0.05	0.89
SBT	0.06	-0.04	5.88	0.29	0.06	0.918
IB	0.09	-0.09	1.00	-1.13	0.09	0.981
OBC	0.12	0.05	0.62	3.75	0.12	0.932
CB	0.08	0.06	0.65	1.72	0.07	0.95
SYB	0.14	0.11	0.62	-2.02	0.13	0.96
AB	0.04	0.03	0.56	2.28	0.05	0.97
BOM	0.05	0.01	1.69	2.95	0.05	0.97
PNB	0.08	-0.10	0.31	-2.58	0.08	0.97
IDBI	0.04	-0.04	0.47	-2.10	0.04	0.99
CBI	0.08	----	0.90	-1.35	0.08	0.08



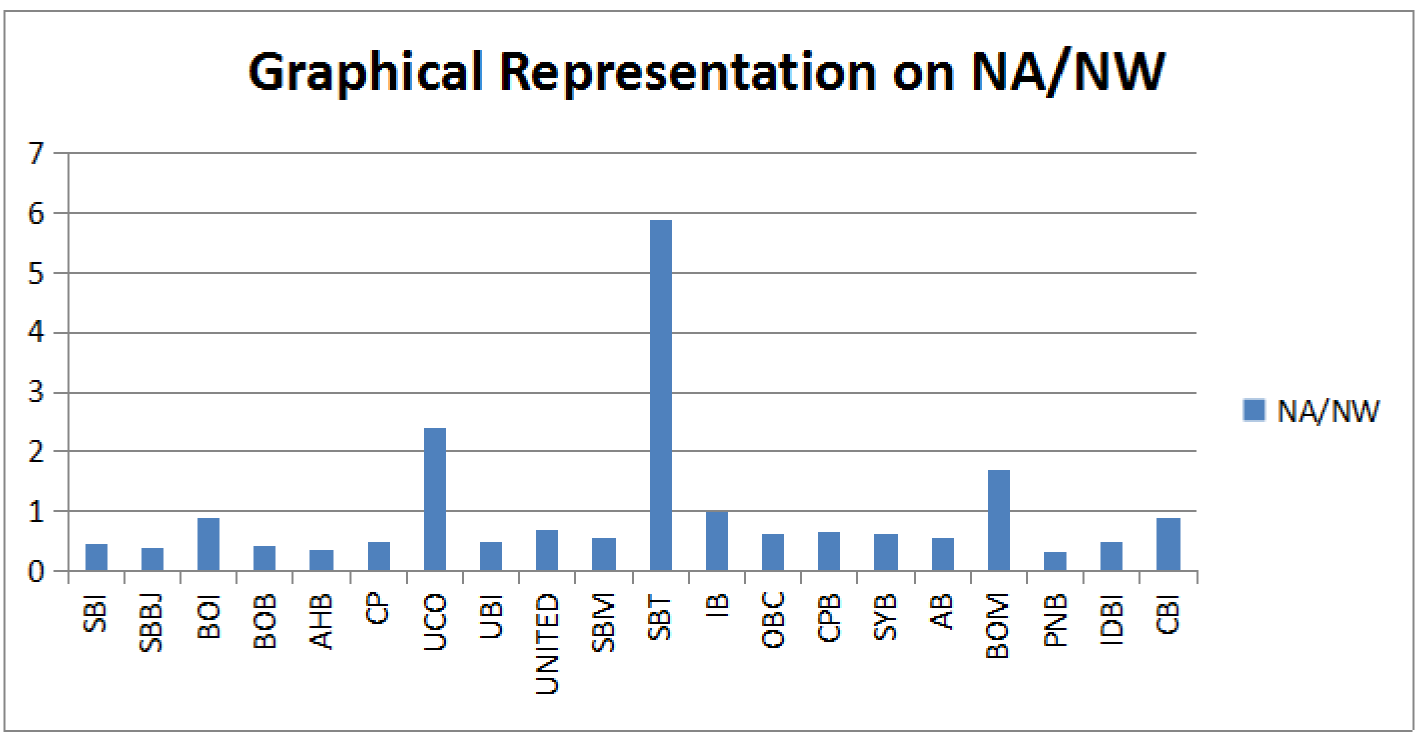
Interpretation:

In above chart represents compare to profit after tax to net worth. As per results basis syndicate bank performance was good and followed by state bank of India and UCO bank. But not satisfied for united bank.



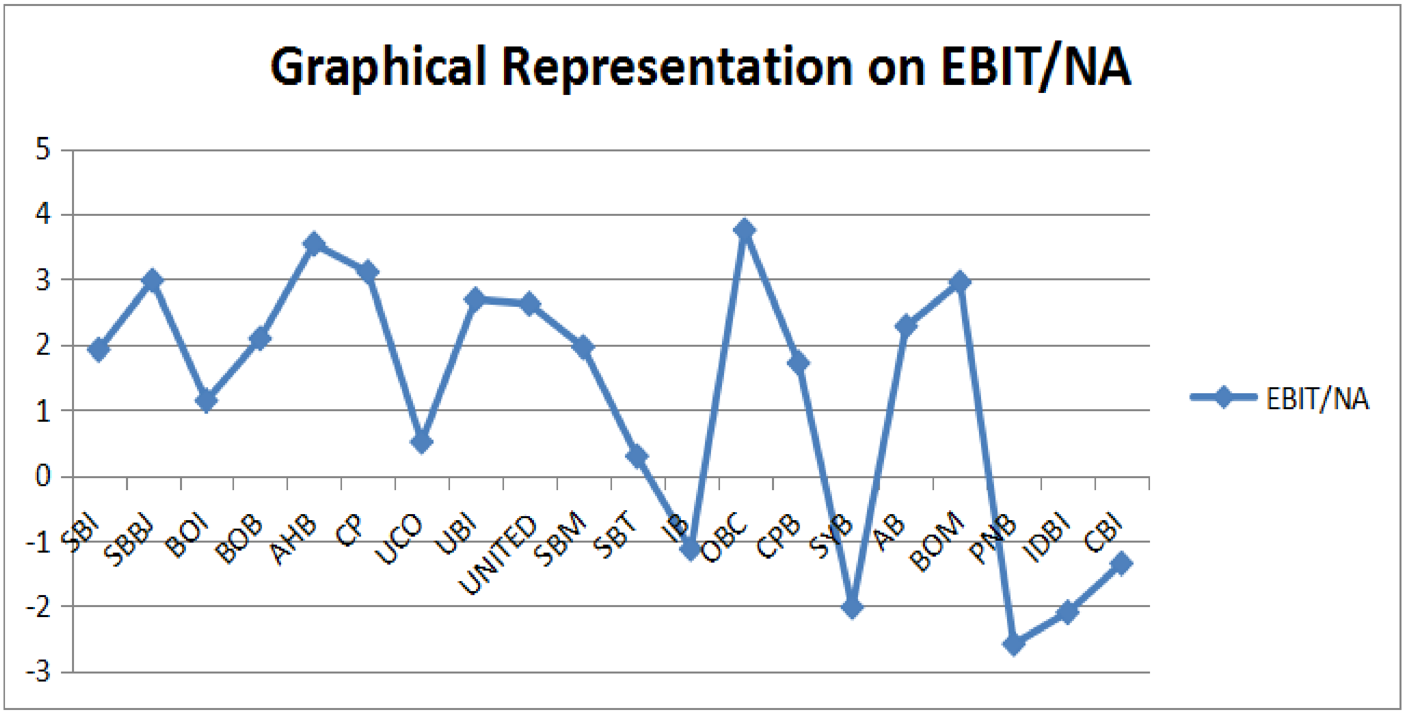
Interpretation:

In above chart represents compare to profit after tax to profit before interest and tax. Bank of Baroda performance was good and followed by state bank of Bikaner and Jaipur, and syndicate bank, but united bank performance was not satisfactory.



Interpretation:

In above chart represents compare to net assets to net worth. In overall observation state bank of Travancore and UCO banks performance was so good. Punjab national bank performance was not good. It's occupied least position.



Interpretation:

In above chart represents compare to earnings before interest and tax to net assets. In top position occupied by oriental bank of commerce, and least position occupied by Punjab national bank.

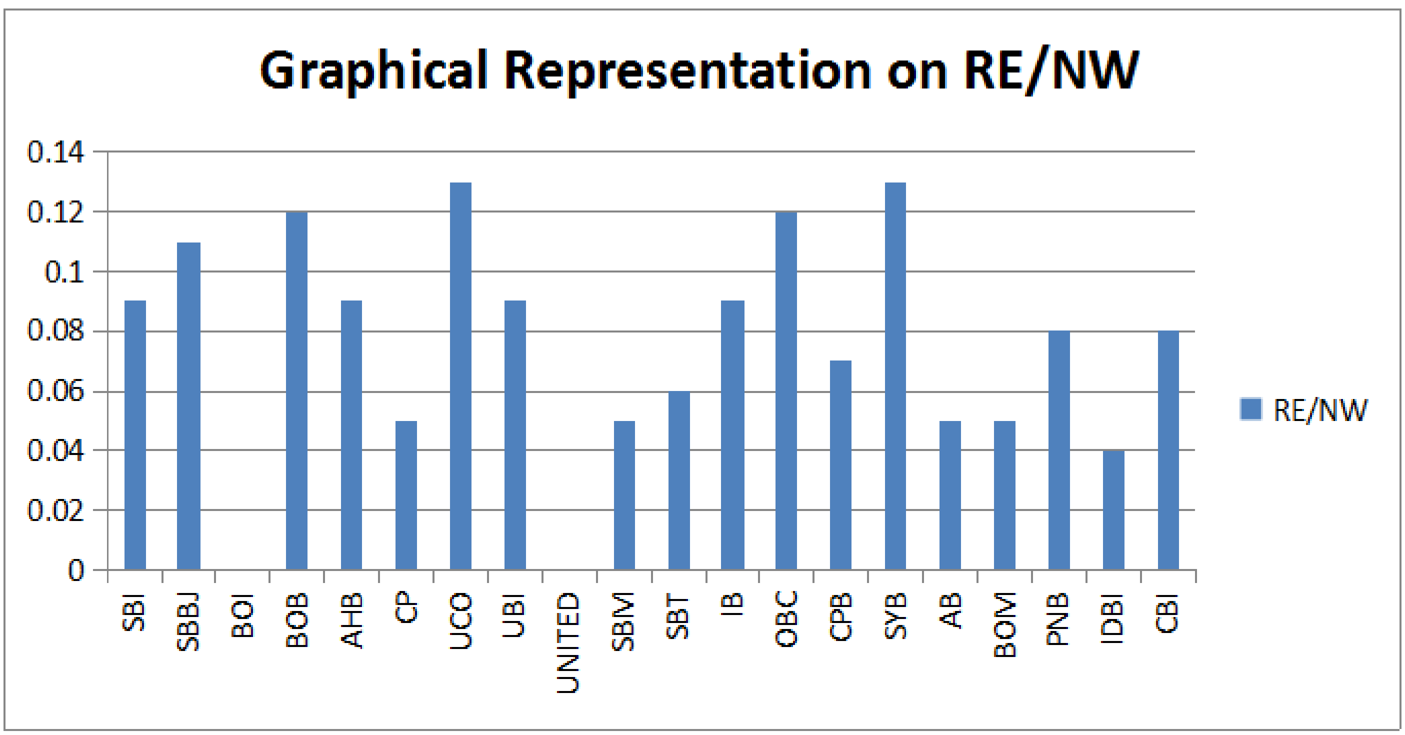
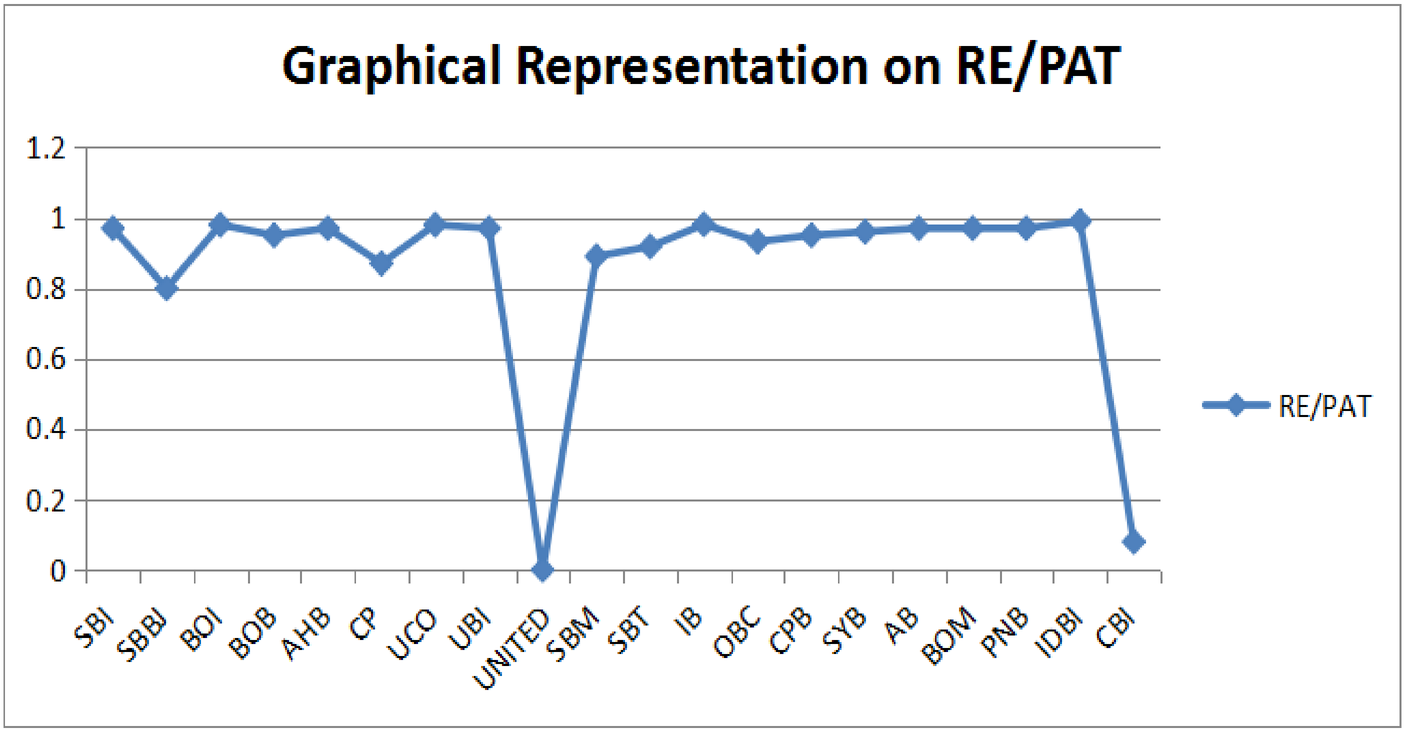


Chart presentation:

In above chart represents compare to retained earnings to net worth. In top position occupied by syndicate bank and followed by UCO bank, bank of Baroda and oriental bank of commerce. Least position occupied by United bank.



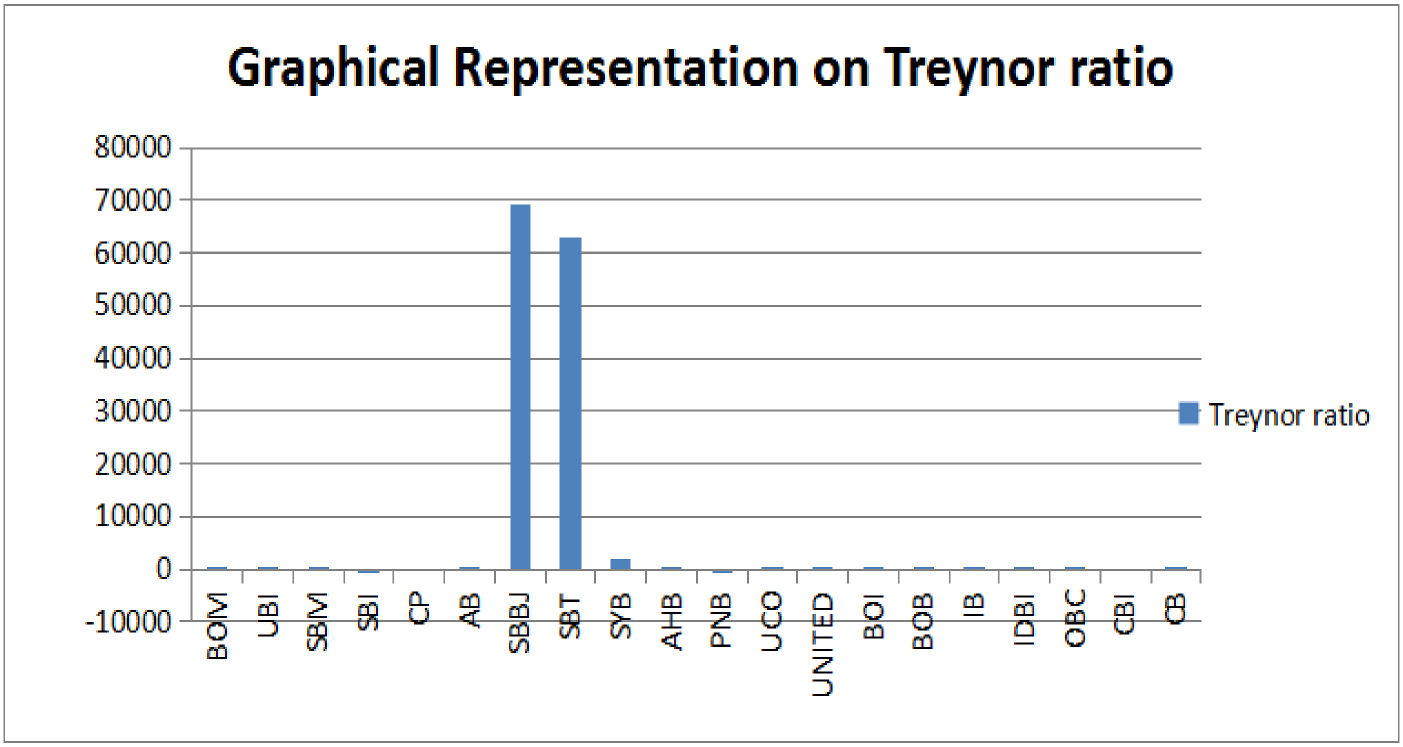
Interpretation:

In above chart represents compare to retained earnings to profit after tax. In overall observation IDBI bank occupies top position and followed by UCO, UBI, Andhra bank etc,. But least position occupied by United bank and Central Bank of India.

Technical analysis:

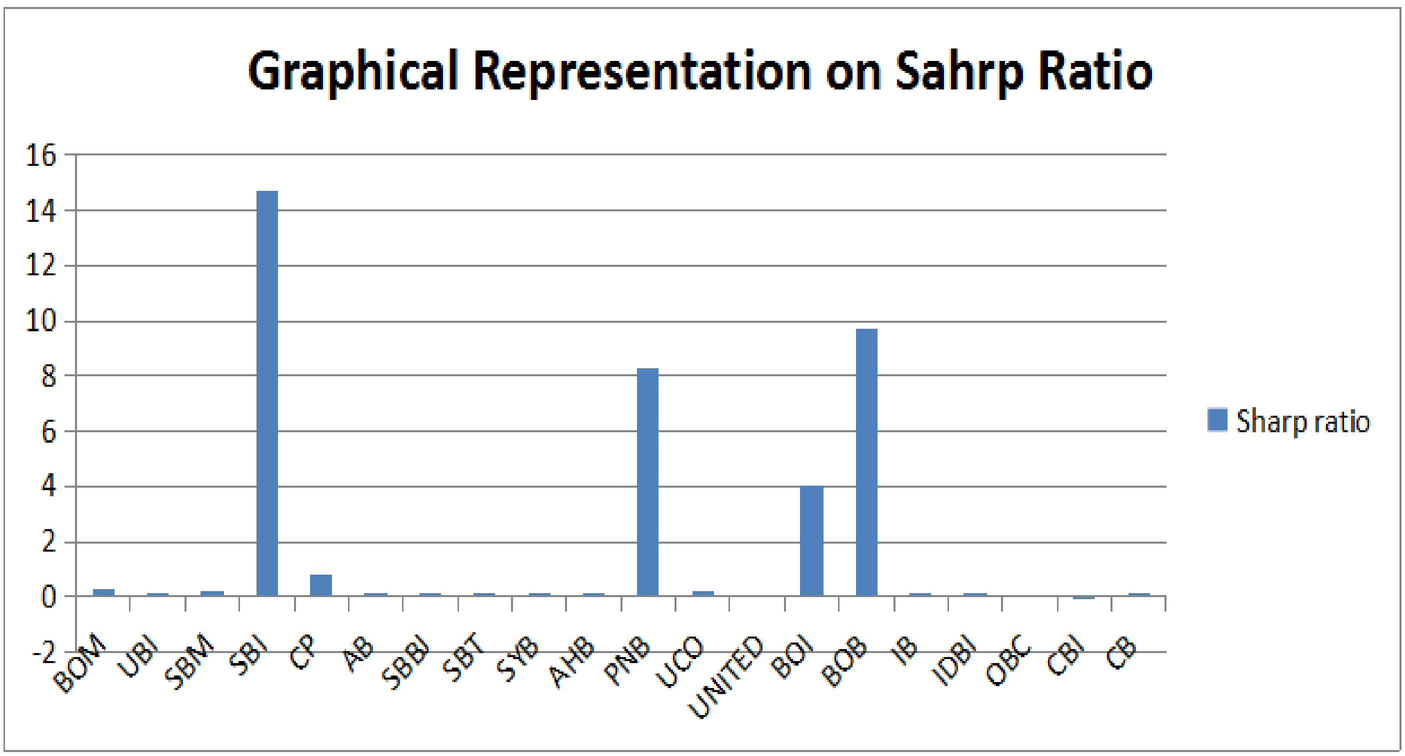
Table represents: PSB'S performance with use of statistical tool formula based ratios

Name of the Bank	Treynor Ratio	Sharp Ratio	Jensen Alpha	Beta
BOM	1.071936	0.270637	1.277095	-0.00114
UBI	2.544253	0.057785	0.556489	0.001907
SBM	46.31398	0.1797	10.41121089	0.000118
SBI	-286.257	14.72429	1092.868583	-1.97E05
CP	-2.6012	0.784786	166.4627844	-0.00017
AB	2.440692	0.047742	2.575241039	0.000446
SBBJ	69011.48	0.044982	6.19133455	0.000158
SBT	62987.98	0.122042	3.64131266	2.17E05
SYB	1868.688	0.178908	2.174423	0.000776
AHB	469.3918	0.066734	0.578186382	0.000501
PNB	-375.973	8.30067	378	0.000127
UCO	2.211661	0.239157	3.731260346	0.000656
UNITED	2.512961	0.103062	4.489544	1.008322
BOI	4.550404	4.033642	8.773179	80.94047
BOB	10.91389	9.726189	85.1588	-3516.7
IB	1.325473	0.042499	2.752863	11.12065
IDBI	0.437141	0.057738	0.749915	0.399164
OBC	2.640174	0.017265	15.94167	110.8134
CBI	-0.16982	-0.01415	4.925119	57.05139
CB	7.688719	0.15457	21.56935	99.42466



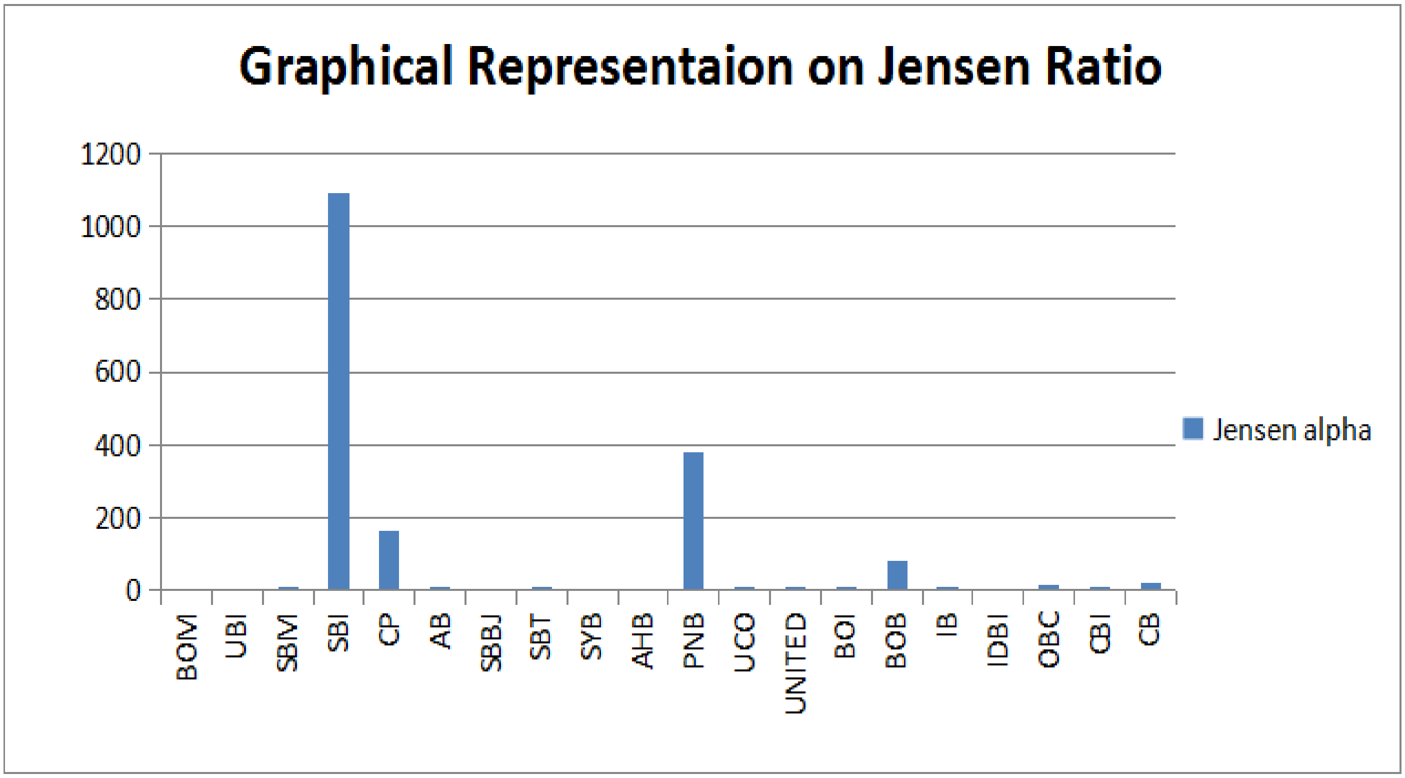
Interpretation:

In above chart Treynor ratio represents SBBJ, SBT, SYB, are the bank scrip's with least risk return during the period.



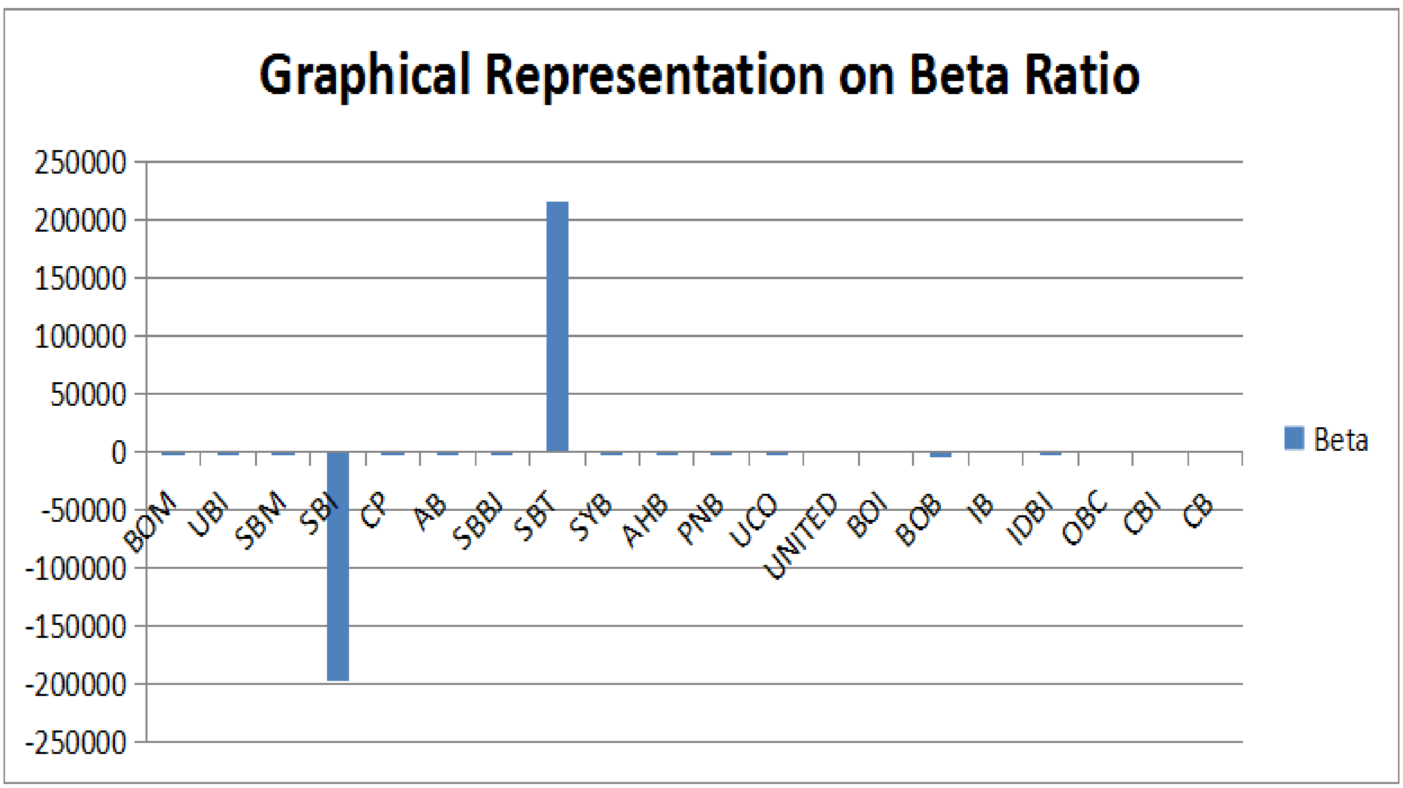
Interpretation:

In above chart sharp ratio represents SBI, BOB, PNB, BOI, CPB are scrip's with better risk adjusted return during the period.



Interpretation:

In above chart Jensen alpha ratio represents SBI, PNB, BOB, CPB, CNB, OBC, are the bank scrip's that have given much better than normal market returns du8ring the period.



Representation:

In above chart beta represents BOB exhibited the highest risk among public sector banks during the period, followed by CBI, CNB, BOI and OBC.

Findings of the study:

As per fundamental basis:

1. Based on ROE: Union bank of India should never be invested. But SBBJ, UCO, OBC, BOB can be invested.
2. Based on RE/ PAT: IDBI bank, UCO, UBI, Andhra Bank, BOI, SBI, BOM, PNB, ALLAHABAD BANK are worth

investing in.

3. Based on RE/NW: SYB, UCO, BOB, SBBJ, OBC, UNITED BANK OF INDIA, AHB are worth investing in.
4. Based on EBIT / NA: OBC, AHB, CPB, BOM, UNITED BANK, UNION BANK OF INDIA are worth investing in. SYB, PNB, CBN, should not be investing in.
5. Based on NA / NW: SBT (by far the best) UCO bank (far second) BOM are worth investing in.
6. Based on PAT / EBIT: BOB, SYB, SBBJ, SBI, UCO bank, Indian bank, AHB, are worth investing in. United bank, PNB, Bank of India, should not be invested in.
7. Based on PAT / NW: Vijaya bank, SBI, SBBJ, are worth investing in as per technical analysis (portfolio tools):
8. SBBJ, SBT, SYB, are the bank scrip's with least risk return variation during the period.
9. SBI, BOB, PNB, BOI, CPB are scrip's with better risk adjusted return during the period.
10. SBI, PNB, BOB, CPB, CNB, OBC are the bank scrip's that have given much better normal market return during the period.
11. BOB exhibited the highest risk among public sector banks during the period. Otherwise higher risks are CBI, CNB, BOI, and OBC.

Suggestions of the Study

There is a dire need to remit the management and performance structures of the Indian public sector banks. There is obviously something basically wrong with the way management of PSB is either selected or is run or is supervised in India. A detailed study on the management capabilities of public sector bank is thus warranted.

Conclusion

Only as handful of public sector banks had active banking and returned a much better market performance during the period. Rest of the public sector banker did not exhibit any initiative and returned a very unimpressive return during the period. Majority of public sector banks are thus not fit candidates for investment in India.

The winners are SBI, SBBJ, SBT, and Corporation bank.

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Housing Finance Schemes in Andhra Pradesh.

(A Comparative Study between SBI and ICICI Banks).

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Abstract

The study was fundamentally planned to survey and dissect the level of mindfulness, recognition and fulfilment of borrowers with regards to the lodging money administrations of SBI and ICICI, the previous speaking to the private division and the last the intermediary of open part lodging account organization. The 630 home advance recipients (SBI-92 and ICICI-82) from the three zones in the condition of Anghra Pradesh make the example out of the study. This study is to attempt the performance of both public and private sector banks in AP and what are the schemes are offering by the both banking sector.

Key Words: *Housing finance, Housing loan products, Housing finance institutions, Borrower awareness, Borrower perception, Borrower satisfaction, Residential mortgage backed securitisation, Reverse mortgage loan, On-line approval, Non-performing assets.*

Introduction

Housing is one of the fundamental needs of humanity and it is as key as sustenance and dress. The issue of lodging has been of extraordinary significance ever since the development of humanity. The primitive men were typically vagrants in nature with no particular spot to remain. They lived in holes and tree gaps to shield themselves from wild creatures and ideas of nature. Later when civilisation started to thrive, individuals assembled tough homes and began to settle in their developing area. In this way, lodging is a pre-imperative to enlightened life. House is seen not just as an essential need, yet an instrument of progress to produce wage, gives safe living and increment efficiency. It puts a critical part in the socio-mental advancement of person. House is central to man's presence and survival.

There has been gigantic development in the interest for lodging in our nation amid this decade because of populace development, extension of mechanical furthermore, business exercises and the subsequent movement of individuals in expansive scale into urban ranges. There is wide crevice amongst interest and supply of lodging, which is at a never meeting extent. Subsequently, there is requirement for expanded supply of lodging. This is conceivable just by developing extra lodging units and enhancing the current reparable lodging stock by receiving exchange and financially savvy advances in development.

As of late the lack of lodging pleasantries has been irritated by the non-accessibility of area, absence of satisfactory fund offices and lack of building materials, which deplete the pockets. Further, lodging the poor is a awesome test to the administrations of creating nations confronting accordingly of fast populace development and enormous country/urban movement which has put tremendous lodging requests.

Review of Literature

K. Sirajuddin (2007) conducted a study among the housing loan borrowers in Pollachi taluk, Tamil Nadu, to ascertain their loan seeking behaviour. He also analysed the determinants of awareness of borrowers and the factors influencing their satisfaction. In the article entitled, "Is Housing Finance Safe as Houses? Or Delinquency in Housing Finance", Srinivas P. Subbarao (2006) explained the factors influencing the housing finance, advantages of housing finance to banks and the drawbacks in housing loans. He highlighted the fact that nonperforming loans in the Indian housing finance sector are much higher than those experienced in a developed market such as the U.S. This is a reflection of the industry's aggressive marketing tactics and some inadequacies in appraisal standards and systems. Banks, therefore, should concentrate on providing loans within the prudent credit norms for eligibility and margin. If the banks have not taken the prudential norms for housing loans they have to conduct recovery mela instead of present loan mela.

A.P. Helen (2006), in her study, has made a comparative analysis of the schemes of HDFC and KSHB and tried to see how far the economically weaker section in the three metro cities in Anghra Pradesh (Trivandrum, Kochi, Kozhikode) benefited the services rendered by these two institutions. She also made an evaluation of the cost effective and conventional housing, examined the awareness of the low cost housing technology and recommended the need for cost effective, eco-friendly housing. She opined that, in Kochi, low cost housing means low quality housing, meant for the poor and hence there is urgent need to popularise low cost housing so as to change the mindset of people.

Mahi Pal (2005), Associate Professor, Haryana Institute of Rural Development, in his article, "Panchayati Raj Institutions and Rural Housing", provided a brief account of the housing shortage in the rural areas and the role of panchayats to meet the requirements of houses in the rural areas as envisaged in the National Housing and Habitat Policy 1998. He opined that the Panchayats themselves should come forward to provide shelter to the villagers in the shortest period and should implement the centrally sponsored schemes in an effective manner by way of activating the Grama Sabha. In addition to this, Panchayats should also take up the work of construction of houses by investing their own resources as well as by borrowing funds for the purpose from financial institutions.

Scope of the Study

The study is restricted to two specific commercial banks SBI – ICICI . The study is centred on the lodging credit borrowers of sSBI and ICICI in the condition of Andhra Pradesh. The study is for the most part planned to survey the view of borrowers with respect to the lodging account administrations of SBI and ICICI. The different variables affecting mindfulness and fulfilment of borrowers are likewise concentrated on.

Significance of the Study

It is critical to break down how far the chose the banks from the specific lodging money segment can battle the rivalry made in the lodging money industry by the financial changes started in the nation. It is additionally critical to know the level of consciousness of the borrowers of these organizations and the degree to which they are fulfilled with the items offered to them by the loaning organizations. The aftereffect of the study should assist the loaning offices with rendering better administrations tuned in to the desire of their borrowers. The study will likewise encourage the legislature in defining or reconsidering lodging arrangements and financial concessions while drafting their financial plans. The forthcoming borrowers in the lodging money industry can likewise be profited as they turn out to be more mindful of the creative home advance plans and their related angles, which should help them in the detailing of reasonable money related administration arrangements in their own lives.

Objectives of the Study

1. To analyse the magnitude of housing problems in AP
2. To study the problems facing by the SBI and ICICI in in the AP.
3. Assessing and comparing the awareness and perception of satisfaction of the customers of SBI and ICICI in housing finance services.
4. To elicit the major factors determining the satisfaction level of home loan borrowers in AP.

Methodology

The research design adopted for the study is both descriptive and analytical in nature. In pursuance of the objectives and hypotheses, following

Methodology was adopted.

Sample Frame

The universe of the study comprised the borrowers of two top financial institutions from specialised housing finance sector of India. The institutions selected were SBI and ICICI, the former representing the private sector and the latter the proxy of public sector specialised HFI. The population of the selected institutions was identified as the average number of borrowers who availed themselves of housing loans in recent years.

Source of Data

The study is based on primary as well as secondary data. Data collection process was made in two different stages. In the first stage, a review of literature was undertaken so as to acquaint with the various aspects of the study to formulate the conceptual framework for the study. In the second stage, primary data were collected with the help of a pre-tested and structured interview schedule that was finalised after a pilot study. Secondary data were obtained from published and unpublished reports, text books, periodicals, journals, seminar papers, web sites, government publications and commission reports. The annual reports, brochures, pamphlets and other documents of selected financial institutions were also used.

Method of Analysis

Tables, charts and graphs have been used extensively to present the data in appropriate chapters. For the purpose of analysis both descriptive and inferential statistical techniques were used. Rating scales and ranking tables were used to measure the awareness, satisfaction level, as well as the borrowers' perception of various aspects of service.

Limitations of the Study

The study is restricted to just two noteworthy particular lodging fund Institutions SBI and ICICI. The information gathered from chose home credit borrowers of SBI and ICICI in AP framed the premise of the study. Consequently, the primary goal of the study is to evaluate the fulfilment level of recipients with respect to the administrations rendered by these organizations. Since the study was predominantly on this most subjective or subjective nature of human conduct - 'fulfilment', definite measurement of information got to be troublesome. The examination experiences non-testing mistake, since a portion of the respondents was hesitant to give right data. Further, there might be inclination or unwillingness from the part of the organizations to give adequate data. The assessment and examination is liable to certain characteristic constraints, which are basic for all studies in view of social study.

Housing and Housing Finance: A house is a permanent shelter to protect the human beings from vagaries of nature. Hence, adequate housing is a fundamental need of every human being. The international community has acknowledged the peoples' claim to have a safe roof-a shelter against bad weather. In the Universal Declaration of Human Rights, housing is included as a 'Package' right to a standard of living adequate for health, including food, clothing, medical and social services. Article 11 of the International Covenant on Economic, Social and Cultural Rights repeat this, adding the right to a continuous improvement in living conditions. Since the adoption of the Universal Declaration of Human Rights, there has been a progressive change in the concept of housing as a right. Periodic studies, such as the UN World Population and the world social situation, have given an insight into crying social and economic needs, and economic and social indicators have developed as measuring tools of progress. It is no longer an element of what should be an "adequate standard of living", but has become part of the concept of 'human settlement', covering metropolis as well as the township and the village and all the physical needs of the community from family housing to schools, hospitals, roads and water supply. Thus, now housing is a symbol of social prestige and an indication of the standard of living of the people.

Housing Finance : Housing has become inaccessible to a common man due to the spiralling increase in the cost of land, construction cost, and the cost of providing other amenities. His life-time savings will not be sufficient for owning a house. So, he needs the support of some institutions through credit assistance for meeting his primary need of shelter. Thus, housing finance is the arrangement and provision of finance or money to facilitate purchase or construction of new house or flat and also for extension, repairs and maintenance of the existing house. The fact that housing is a very expensive service which needs huge capital outlays testifies the vital role of finance in housing sector.

Housing Problems in India

1. Lack of investment and funds.
2. Lack of building materials like red bricks, timber, steel

sections, flats, angles, rods etc. as well as glass, tiles, sanitary-wares and cement and sand, as well as lime and plaster.

3. Lack of a definite housing programme.

4. Non-availability of low cost housing ideas to be built for village and rural areas.

Evolution of Housing Finance Industry in India

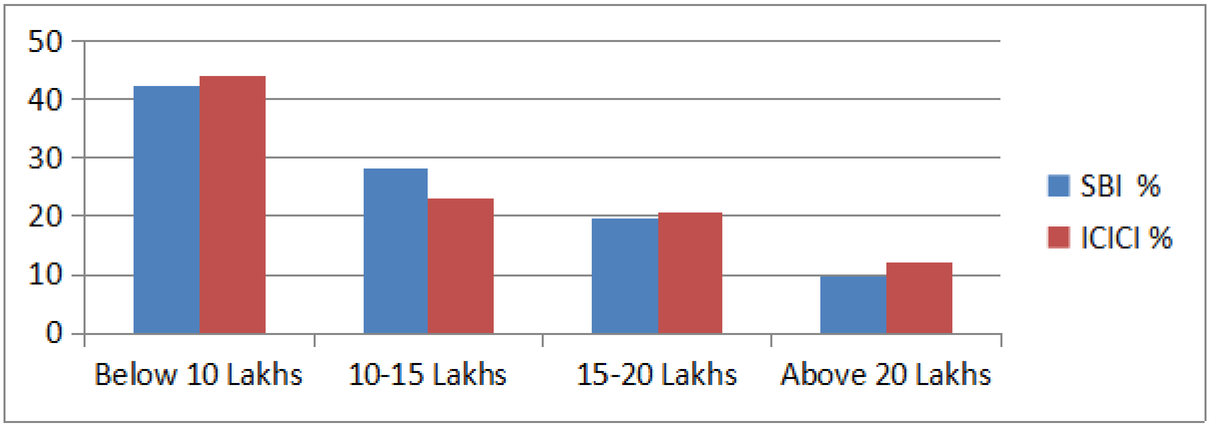
Since 1960s, the LIC of India provided home financing loans to its policyholders. In 1977, HDFC was formed in the private sector as the pioneer housing finance institutions in India to cater to the housing finance needs of individuals. The establishment of HUDCO (1971) in the public sector and HDFC (1977) in the private sector gave great boost to housing finance in India. Although these agencies were providing direct finance to individuals for house construction, there was no well-established housing finance system till mid 80's in as much as it had not been integrated with the main financial system of the country. Till the mid-eighties, the responsibility to provide housing finance largely rested with the Government of India.

Data Analysis

1.Expenditure for construction of buildings

Category	SBI		ICICI	
	N=92	%	N=82	%
Below 10 Lakhs	39	42.4	36	43.9
10-15 Lakhs	26	28.3	19	23.2
15-20 Lakhs	18	19.6	17	20.7
Above 20 Lakhs	9	9.8	10	12.2
	92	100.0	82	100.0

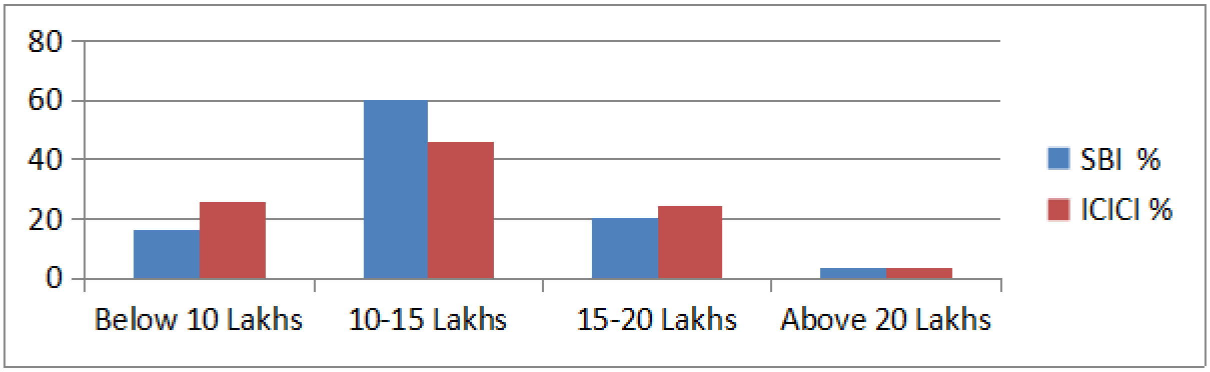
The above table representing the information relating to the Expenditure required for the construction of building for the house. According to the above table it is identified that in the case of public sector banks 42.4% of customers are expenditure level is below 10 lakhs and only 9.8% of customers are need above 20 lakhs, but in the case of the private sector banks it is also followed the same trend.



2. Amount required for completion

Category	SBI		ICICI	
	N=92	%	N=82	%
Below 10 Lakhs	15	16.3	21	25.6
10-15 Lakhs	55	59.8	38	46.3
15-20 Lakhs	19	20.7	20	24.4
Above 20 Lakhs	3	3.3	3	3.7
	92	100.0	82	100.0

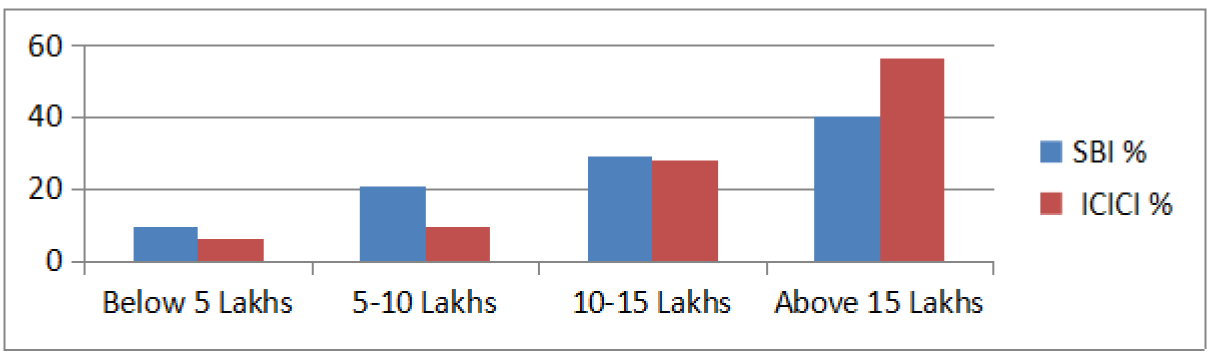
It is observed from the above table the amount is required for completion of the house of borrowers in AP is in the SBI 59.8% of customers are required the 10-15 lakhs it is in the ICICI 46.3% required the same amount and only 3.3% and 3.7% of customers are need above Lakhs amount for completion of the house.



3. Loan amount applied

Category	SBI		ICICI	
	N=92	%	N=82	%
Below 5 Lakhs	9	9.8	5	6.1
5-10 Lakhs	19	20.7	8	9.8
10-15 Lakhs	27	29.3	23	28.0
Above 15 Lakhs	37	40.2	46	56.1
	92	100.0	82	100.0

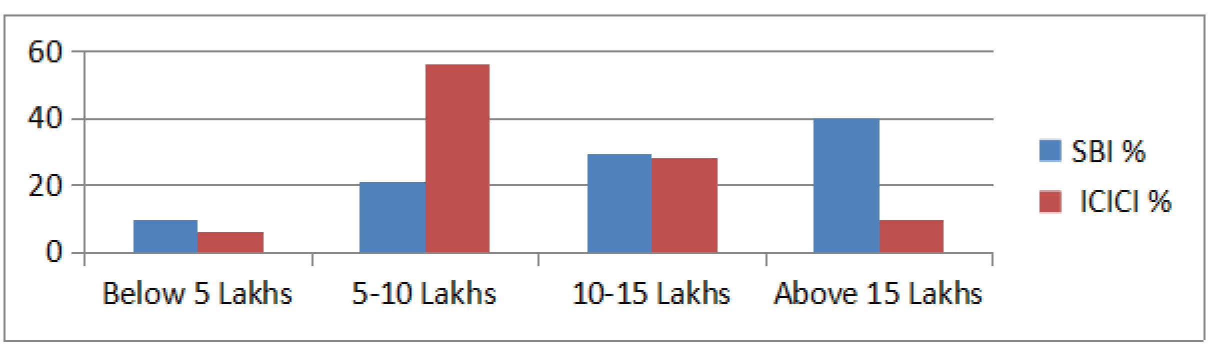
The above table consist the information relation to the loan amount applied byu the customers in both banks. It is observed in the case of SBI majority of the borrowers (29.3%) are applied 10-15 lakhs and 28.0% are ICICI bank customers and only 9.8% and 6.1% customers are applied below 5 lakhs.



4.Loan amount sanctioned

Category	SBI		ICICI	
	N=92	%	N=82	%
Below 5 Lakhs	9	9.8	5	6.1
5-10 Lakhs	19	20.7	46	56.1
10-15 Lakhs	27	29.3	23	28.0
Above 15 Lakhs	37	40.2	8	9.8
	92	100.0	82	100.0

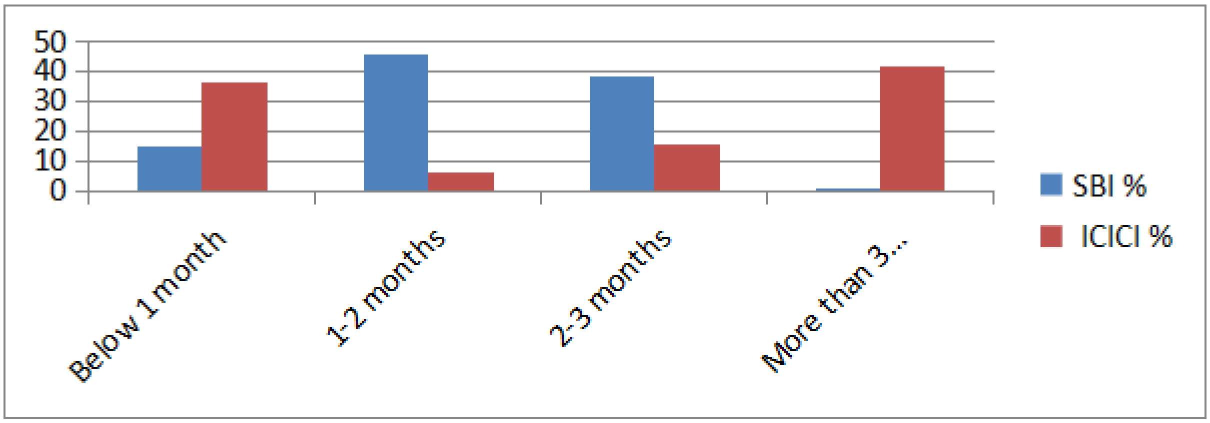
The above table shows the information relating to the loan amount sanctioned by the banks. Here it is observed that in the SBI majority of the customers are got the 10-15 lakhs and it is in the case of ICICI o56.1% are got the 5-10 lakhs.



5. Time taken to sanctioned home loan

Category	SBI		ICICI	
	N=92	%	N=82	%
Below 1 month	14	15.2	30	36.6
1-2 months	42	45.7	5	6.1
2-3 months	35	38.0	13	15.9
More than 3 months	1	1.1	34	41.5
	92	100.0	82	100.0

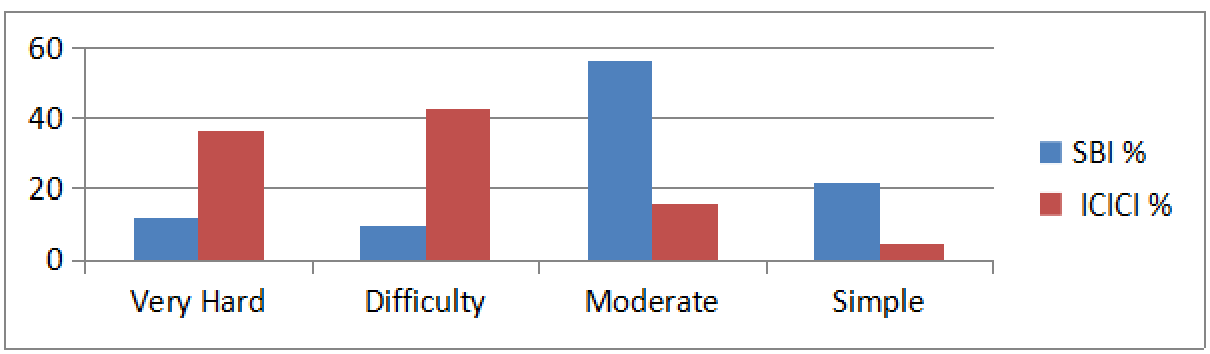
The above table shows the information relating to the time taken by the banks to sanction home loan. It is observed in the case of SBI 45.7% of customers are expressed that the bank taken the time to sanctioned loan is between 1-2 months and it is in the case of ICICI 41.5% of customers are said that the banks are taken the moth than 3 months. Few customers are said that in SBI banks taken above 3 months is 1.1% and in the ICICI 6.1% of customers are said that banks are taken the 1-2 months' time.



6. Opinion on documentation process

Category	SBI		ICICI	
	N=92	%	N=82	%
Very Hard	11	12.0	30	36.6
Difficulty	9	9.8	35	42.7
Moderate	52	56.5	13	15.9
Simple	20	21.7	4	4.9
	92	100.0	82	100.0

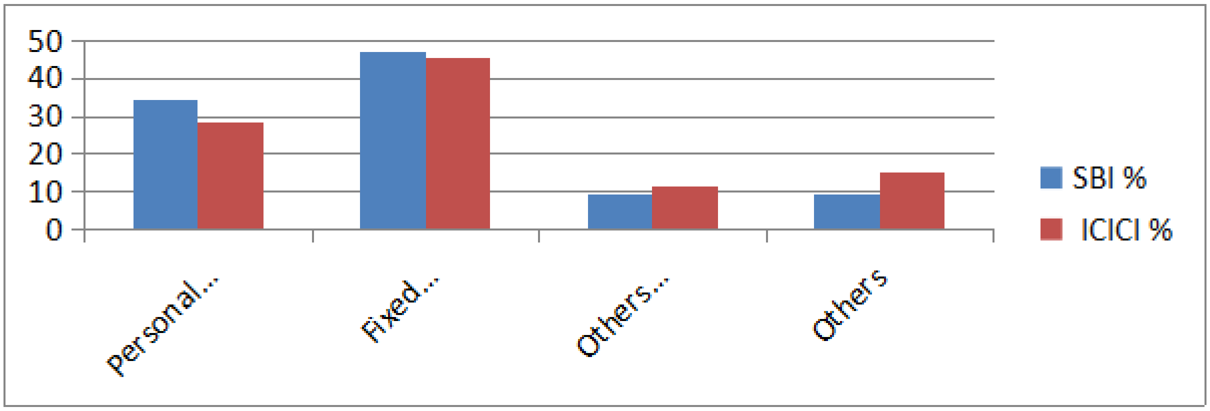
The above table shows revels the information regarding opinion of home loan borrowers on documentation process. It is found that in the case of SBI 56.5% of borrowers are said that the process of documentation is moderate but in the case of ICICI 42.7% of customers are said that it is very difficult and only 9.8% of SBI borrowers are said that the documentation process is difficult and 4.9% ICICI borrowers are said that this process is very simple.



7.Type of securities provided

Category	SBI		ICICI	
	N=32	%	N=53	%
Personal Securities	11	34.4	15	28.3
Fixed Securities	15	46.9	24	45.3
Others Guarantees	3	9.4	6	11.3
Others	3	9.4	8	15.1
	32	100.0	53	100.0

The above table analysis is shows the information relating to the type of securities is provided by the borrowers. It is observed in the case of SBI the borrowers are expressed that 46.95 of borrowers are provided the fixed securities and only 9.4% of borrowers are said that others documents are provided. The same trend is followed in the case of ICICI also.



8.Type of problems faced

Category	SBI		ICICI	
	N=34	%	N=60	%
Repeated Calls	9	26.5	17	28.3
There is no proper guidelines	14	41.2	12	20.0
Non availability of Officers	2	5.9	12	20.0
All the above	9	26.5	19	31.7
	34	100.0	60	100.0

The above table analysis shows the information relating to the type problems faced by the borrowere at the time of getting home loans. Here it is observed in the case of SBI majority (41.2) of the borrowers are felt that there is no proper guideline in the banks and only 5.9% of borrowers are expressed that non availability of officers. But it is in the case of ICICI 31.7% of borrowers opinion is they are faced all types of the problems and only few borrowers are said that there is no proper guidelines and non-availability of officers.

9.Satisfaction on loan amount sanctioned

Category	SBI		ICICI	
	N=92	%	N=82	%
Highly Satisfied	19	20.7	8	9.8
Satisfied	56	60.9	22	26.8
Dissatisfied	11	12.0	47	57.3
Highly Dissatisfied	6	6.5	5	6.1
	92	100.0	82	100.0

The above table consist the information relation to the satisfaction of borrowers on loan amount sanctioned by the both banks. Here it is observed that in SBI 60.9% of borrowers are satisfied with the loan amount sanctioned by the banks and only 6.5% are highly dissatisfied. It is in the case of ICICI 57.3% borrowers are dissatisfied and only 6.1% are highly dissatisfied.

Findings

1. It is found that in the both banking sector the expenditure level to construct building is below 10 lakhs.
2. The amount required for completion of house id 10-15 lakhs in the both cases.
3. It is found that in SBI 40.2% borrowers are applied above 15 lakhs and in ICICI 56.1% are applied same amount.
4. It is find in the loan sanctioning by the both banks in the SBI 40.2% are got the above 15 lakhs and 56.1% of borrowers are got 5-10 lakhs in ICICI.
5. It is found that in both sector SBI is taken the maximum time to sanctioned loan than the ICICI.

Suggestion

1. Borrowers should be made aware of default penalties in advance. Prepayment penalty should be avoided. Customers may be given freedom to repay the loan at any time before the agreed tenure.
2. Socio-economic profile of the borrowers should be considered while deciding the extent of efforts to be taken for making the customer aware of the products.
3. They should correlate their repayment capacity with the amount of loan before making any decision related to borrowing. This will help them avoid huge penalty for delay and default in payment.
4. Proper planning should be made by the borrowers to complete their house projects within the time, thereby avoiding cost escalation.

Conclusion

The study entitled "Housing Finance schemes in Anghra Pradesh with special reference to SBI and ICICI Housing Finance Ltd" is a genuine attempt to analyse and compare the service performance of leading specialized SBIs from the perception of their customers who have borrowed funds for owning their 'dream homes'. The study has compared the performance of two leading financial institutions specialized in housing finance- ICICI in the private sector.. In many of the aspects of the performance of these two banking sectors we have found similarities especially in borrowers' level of satisfaction with regard to mode of repayment, flexibility of products, customer service, dealings of staff etc.

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Digital Marketing

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Digital Marketing is promotion of brands using all forms of digital. The key objective is to promote brands through various forms of digital media. Digital marketing extends beyond internet marketing to include channels that do not require the use of the internet. It includes Mobile Phones, Social Media Marketing, Display Advertising, Search Engine Marketing, and any other form of Digital Media.

Digital Marketing leverages electronic devices to provide an experience that influences a desired audience to take an action. However, that sounds too easy when it's significantly more complex than that. It is believed that 'digital' is not just yet another channel for marketing. It requires a new approach to marketing and a new understanding of customer behaviour. For example, it requires companies to analyse and quantify the value of downloads of apps on mobile devices, tweets on Twitter, likes on Face Book and so on.

Growth Rate of Digital Marketing in India

Digital marketing is growing with a rapid pace not only in India but throughout the world as well. While all other Industry are struggling with a growth rate of 5 to10%, Digital marketing industry is booming with a growth rate of 30% in 2014-'15 and estimated growth for year 2016-'17 is 40% and the most important part is that growth rate is not going to be stagnant in coming years. As the internet users are increasing day by day e-commerce industry is also on a booming path. Companies are shifting their advertising budget from traditional marketing to digital marketing strategies. User engagement over social networks and internet penetration rate gave a clear signal that online presence is not only necessary but it is must for all the business who wants to grow in new era.

A Study on “Factors Affecting the Fund Selection Behaviour of Mutual Fund Investors”-with Reference to Guntur (Dt).

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Abstract

Marketing financial products in the present competitive market scenario is very difficult. More number of financial products are designed and offered now. Among them one of the romantic financial product is mutual funds. In Indian capital market more number of mutual fund companies are offering various types of mutual fund schemes. With the reforms of industrial policy, public sector, financial sector and the many developments in the Indian money market and capital market, Mutual Funds which has become an important portal for the small investors. In order to get success, mutual fund companies are using various marketing strategies like segmenting, targeting and positioning. This study is under taken to find out factors affecting the fund or schemes selection behavior of the investors. The outcomes of the study would be helpful to mutual fund companies in order to design new schemes which can be best suited to the investor's needs.

Key words: *Mutual fund companies, capital market, competitive markets, Mutual fund investor, investor behavior*

Introduction

The Indian capital market has been growing tremendously with the reforms of the industrial policy, reforms of public sector and financial sector and new economic policies of liberalization, deregulation and restructuring. The Indian economy has opened up and many developments have been taking place in the Indian capital market and money market with the help of financial system and financial institutions or intermediaries which foster savings and channel them to their most efficient use. One such financial intermediary who has played a significant role in the development and growth of capital markets is Mutual Fund (MF).

MFs are looked upon by individual investors as financial intermediaries/ portfolio managers who process information, identify investment opportunities, formulate investment strategies, invest funds and monitor progress at a very low cost. Thus the success of MFs is essentially the result of the combined efforts of competent fund managers and alert investors. A competent fund manager should analyze investor behaviour and understand their needs and expectations, to gear up the performance to meet investor requirements.

Statement of the Problem

However, in the financial literature, there are no clear models, which explain the influence of “perception” and “beliefs” on “expectations” and “decision making”. No doubt, reality is so complex that trying to fit individual investor's behaviour into a model is impossible. Investor's behaviour may change from period to period even if the other variables influencing the behaviour are held constant. However, to a certain extent, we can borrow concepts from social psychology where behavioural patterns, rational and irrational are observed and empirically tested. On the same lines we can develop certain models to identify the financial behaviour, to the extent of the availability of the explanatory variables. Such models can help understand the “why” and “how?” aspect of investor behaviour, which can have managerial implications for policy makers.

Hence, with this background, this study attempts to evaluate the behavioural aspects of fund selection criteria of individual investors and also to assess the conceptual awareness of MFs during the period, July 2015- December 2015.

Literature Review

Sanjay Kant Khare (2007) opined that investors could purchase stocks or bonds with much lower trading costs through mutual funds and enjoy the advantages of diversification and lower risk. The researcher identified that, with a higher savings rate of 23%, channeling savings into mutual funds sector has been growing rapidly as retail investors were gradually keeping out of the primary and secondary market. Mutual funds have to penetrate into rural areas with diversified products, better corporate governance and through introduction of financial planners.

Naimy (2008) reports that fifty-two million U.S. households and 88 million individuals invested in more than 8,100 mutual funds in 2006. The total investment was over $10.4 trillion. Based on the numbers, she states that mutual funds constitute a major financial asset for many investors and play a key role in today's investing world. Investors can help accomplish their investment goals with the well established mechanics of mutual funds. She cites professional investment management as vital to achieving results in today's complex markets.

Vyas and Moonat (2012) Gold was the most important option among investors and mutual funds ranked 6th in this regard. Further mutual funds got an average score on all parameters like safety, liquidity, reliability, tax benefits and high returns.

Rao and Daita (2013) in their study attempted to analyze the influence of fundamental factors such as economy, industry, and company on the performance of mutual funds.

Sundar and Prakash (2014) in their study examined the awareness among the investor community in choosing the best mutual fund scheme as it conducted a comparative analysis of the mutual funds of three AMCs. This study also showed that much information about mutual funds is not available publicly. There is no information on fund styles or comprehensive league tables to allow the comparison of mutual funds in the market. Review of Literature reveals that in developed markets lot of study has been done, but developing markets also deserve an extensive research.

Objectives and Research Methodology

1. To know the savings objectives of mutual fund investors.
2. To find out the preferred savings avenue of mutual fund investors.
3. To trace out the fund/ scheme preference of investors.
4. To evaluate fund related qualities that would affect the selection behaviour of Mutual Fund investors(MF).
5. To understand the fund sponsor qualities influencing the selection of MFs/Schemes.
6. To evaluate investor related services that would affect the selection of Mutual funds.

Methodology

Data Collection and Sample:

The study mainly deals with the investment behavior of Individual Investors towards Mutual funds in Guntur District of A.P. The required data were collected through a well-designed questionnaire by providing it to 200 educated individual investors. For the study required data were collected from SBI mutual funds investors. Respondents were screened and inclusion was purely on the basis of their knowledge about Financial Markets and MFs in particular. The sampling method includes convenience sampling. The survey was conducted during July - December 2015, among 200 educated, geographically dispersed individual investors belonging to different towns of Guntur city, Narasaraopet, Tenali.

The analysis of data was done with mathematical tools like percentages were used. The following statistical tools were used to analyze the data: Rank score analysis is used to identify current preference of savings avenue, scheme preference and investment objectives of individual investors. Weighted mean value was calculated for finding the attitude of investors towards given financial instruments. Weighted mean values were calculated for all fund related qualities, sponsor related qualities and investor service related qualities. **Factor analysis** was used to identify the important factors that would affect the fund selection behaviour of individual investors. SPSS software was used to compute the data gathered

Findings of the Study:

1)Distribution of Individual Investors by Demographic factors

Of the total population 80% of the sample were married investors and 20% were unmarried investors, 75% of the respondents were employees and 12% were professionals, remaining 10% were retired employees and 3% were business people. From the total respondents 55% were in the category of above Rs.1, 00,000 and below Rs.3, 00,000 income level. 50% respondent's annual savings are less than Rs.50, 000.. 40% of the respondent's annual savings are in between Rs.50,000 – Rs.1, 00,000.

From the study, it is observed that majority of the investors are preferring postal savings and life insurance schemes for their investment. From the study, it can be interpreted that majority (38%) of the respondents investment objective was to get benefit after retirement. The Financial instruments i.e. Shares, mutual Funds, Bonds and Debentures were rated on a 5-point scale. Shares were rated as 'Favourable' at 3.14 and MFs, Bonds and Debentures were rated in the 'Somewhat Favourable' category. From the study, It can be interpreted that 70 % of the respondents are preferring open ended schemes for their investment purpose. The investors are given more weightage to the growth schemes. Then it is followed by balanced and income schemes. From the study, It is observed that majority of the respondents are investing in mutual funds for the reason of capital appreciation, next for tax benefit.

Most of the respondents (39%) were informed about mutual funds through the financial magazines. It is observed that 31% of the respondent's preferred automated response which included internet, fax and mail etc. 30% of the respondents preferred to communicate through telephone. From the study, it is found that 47% of the respondents prefer investing in mutual funds over equity investing.

Factor analysis for fund related variables:

To test the sampling adequacy, Kaiser-Meyer-Olkin measure of sampling adequacy was calculated. The overall significance of correlation matrix was tested with Bartlett test of sphericity (chi-square 244.120 and significant at 0.00). This supports the validity of applying the factor analysis. Principal components analysis was employed for extracting factors. Orthogonal varimax rotation was applied. The variables whose communalities were greater than 0.1 were retained. The latent root criteria were used for extraction of factors. The factors with eigen-values greater than one were considered.Kaiser-Meyer-Olkin (KMO) statistic is 0.582. Therefore the factor analysis is suitable for further analysis of data. In this category three factors having eigen-values greater than one were extracted.

On the basis of Varimax Rotation with Kaiser Normalisation, 3 factors have emerged. Each factor is constituted of all those variables that have factor loadings greater than or equal to 0.5. Thus A2, A4, A8, and A9 constituted the first factor. The researcher conceptualized this factor as **"Brand Image & Intrinsic Product Qualities"**; A3, A7 and A10 constituted the second factor and this was conceptualized as **"Schemes expense ratio & rating"**; A5, A6 and A11 constituted the 3rd factor and was conceptualized as **"flexible investment facilities".** Thus, after rotation, **factor 1** (I Brand image & Intrinsic Product Qualities) accounts for 17.373% of the variance; **factor 2** (Schemes expense ratio & image) accounts for 14.676% of variance and **factor 3** (flexible investment facilities) accounts for 14.233% of variance and all 3 factors together explain for 46.281% of variance.

The identified factors with the associated variable and factor loadings ignoring signs are given in the following table:

Factor	Variable	Factor loading
Brand image & Intrinsic Product Qualities	Fund's/Scheme's reputation or brand name	0.764
	Scheme's portfolio of investments	0.499
	Innovativeness of the Scheme	0.572
	Products with tax benefits	0.68
Schemes expense ratio & rating	Scheme's expense ratio	0.768
	Favorable rating by a rating agency	0.616
	Entry and Exit load	0.756
flexible investment facilities	Reputation of scheme(s), portfolio manager(s)	0.553
	Withdrawal facilities	0.658
	Minimum initial investment	0.647

Factor analysis for sponsor related services:

To test the sampling adequacy Kaiser-Meyer-Olkin measure of sampling adequacy was calculated. The overall significance of correlation matrix was tested with Bartlett test of sphericity (chi-square 68.673 and significant at 0.00). This supports the validity of applying the factor analysis. Principal components analysis was employed for extracting factors. Orthogonal varimax rotation was applied. The variables whose communalities were greater than 0.2 were retained. The latent root criteria were used for extraction of factors. The factors with eigen-values greater than one were considered. In this category two factors having eigen-values greater than one were extracted.

The percentage of total variance which is used as an index to determine how well the factor solution accounts for what the variables together represents was found to be 48.298. Retaining only the variables with eigen values greater than one (Kaiser's criterion), we can infer that 26.786% of variance is explained by factor 1; 21.513% of variance is explained by factor 2 and together, all two factors contributed to 48.298% of variance.

Thus B2, B3, B4 and B5 constituted the first factor. The researcher conceptualized this factor as **"infrastructure"** and B1 and B6 constituted the second factor and this was conceptualized as **"reputation"** Thus after rotation factor 1 accounts for 26.786 of variance and factor 2 accounts for 21.513% of variance and together they explain for 48.298% of variance. The identified factors with the associated variable and factor loadings ignoring signs are given the following table:

Identification of sponsor related factors in fund selection

Factor	Variable	Factor loadings
Infrastructure	B2 Recognized brand name	0.735
	B3 Agency and network	0.57
	B4 Expertise in managing money	0.67
	B5 Sponsor has a well-developed research and infrastructure	0.519
Reputation	B1 Reputation of sponsoring firm	0.78
	B6 Past performance	0.637

Factor analysis for investor related services

To test the sampling adequacy Kaiser-Meyer-Olkin measure of sampling adequacy was calculated. The overall significance of correlation matrix was tested with Bartlett test of sphericity (chi-square 75.829 and significant at 0.00). This supports the validity of applying the factor analysis. Principal components analysis was employed for extracting factors. Orthogonal varimax rotation was applied. The variables whose communalities were greater than 0.3 were retained. The latent root criteria were used for extraction of factors. The factors with eigen-values greater than one were considered. In this category three factors having eigen-values greater than one were extracted.

Varimax Rotation was done to obtain factors that can be named and interpreted. Under Varimax Rotation also 3 out of 8 variables have factor loadings >0.5 in case of factor 1. On the basis of Varimax Rotation with Kaiser Normalisation, 3 factors have emerged. Each factor is constituted of all those variables that have factor loading greater than or equal to 0.5. Thus, C3, C5 and C6 constituted the first factor. The Researcher conceptualized this factor as **"Subsequent Disclosure"**; C4, C7 and C8 Constituted the 2nd factor and this was conceptualized as **"Tangibles and fringe benefits"**; and C1 and C2 constituted the 3rd factor and was conceptualised as **"preliminary disclosure"**.

Thus after rotation factor 1 accounts for 19.473 of variance and factor 2 accounts for 17.114% of variance and factor 3 accounts for 13.655 and all together they explain for 50.242% of variance. The identified factors with the associated variable and factor loadings ignoring signs are given the following table:

Identification of investor Service related factors in Fund/Scheme Selection

Factor	Variable	Factor loadings
Subsequent Disclosure	Disclosure of method and periodicity of schemes sales and repurchase	**0.73**
	Disclosure of deviation of investments from the original pattern	**0.571**
	Mutual fund investor's grievance redressal machinery	**0.673**
Tangibles and fringe benefit	Disclosure of NAV on every trading day from the original pattern	**0.655**
	Fringe benefits	**0.586**
	Prefer MF to avoid problems of bad deliveries and follow up with brokers and companies	**0.619**
Preliminary disclosure	Disclosure of investment objective	**0.632**
	Disclosure of periodicity of valuation	0.752

Suggestions

The following are a few suggestions given by the researcher:

- Investors are seeking liquidity for their investment, it is suggested that the company's new schemes must be open ended.
- AMC's should design schemes which can survey the triple needs of investors such as adequate return, safety and liquidity.
- Employees are investing more in mutual funds, so mutual fund companies should focus on employees. they must design advertisement strategies to reach the more number of employees. Also they should design schemes which can be best suited to employees.
- Mutual Fund Company should concentrate and design products to the middle income people i.e., 1-3 lakhs, because majority of individual investors are placed in this category.
- In generally, majority of investors are investing in life insurance policy and postal savings schemes. Mutual Fund Company can reach potential investors through LIC agents and postal employees.
- Many investors investing mutual funds with an objective of retirement benefit. So mutual fund products should be in long term orientation.
- Mutual fund products should be growth oriented funds. Because majority of investors seeking growth oriented schemes.
- Mutual fund products should be focused and designed in order to meet the objective of capital appreciation.
- Majority of investors are employees. They are getting exposure through financial magazines. Mutual Fund Company should give advertisements through financial magazines to reach the many mutual fund investors.
- Mutual fund firm should contact through telephone due to more investors preparing the mode of communication by telephone.
- Mutual Fund Company should focus on reducing expenses ratio, improving the rating of the fund and flexible investment services.
- They also concentrate on development of infrastructure facilities of company such as agencies and network, developed research facilities and try to improve reputation of sponsoring firm.
- In the category of investor's service related factors, disclosure of fund related information and fringe benefits weighted more. So Mutual fund companies should concentrate on those issues to satisfy more investors.

Conclusion

Presently, more and more funds are entering the industry and their survival depends on strategic marketing choices of mutual fund companies, to survive and thrive in this highly promising industry, in the face of such cutthroat competition. In addition, the availability of more savings instruments with varied risk-return combination would make the investors more alert and choosy. Running a successful MF requires complete understanding of the peculiarities of the Indian Stock Market and also the psyche of the small investor. Under such a situation, the present exploratory study is an attempt to understand the financial behavior of MF investors in connection with scheme preference and selection.

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Recruitment through Social Media.

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With many users over internet around the world and development of social media provided an easy and economical platform for individuals and organizations to connect.

Social media is Internet-based and interface that allows individuals to interact with one another, exchanging details about their lives.

The acquisition of human resource is an extensive process; it includes identifying the right candidate, communicating, checking the profile and screening by comparing possessed skills with required skills. It is interesting to know that 14.4 million job seekers used Social Networks to find a Job; Seventy three percent (73%) of companies successfully hired a candidate through social media. Forty two percent (42%) percent say candidate quality improved and thirty one (31%) percent saw an increase in employee referrals. Ninety three percent (93%) of companies use LinkedIn for recruiting, Sixty six percent (66%) use Facebook and fifty four (54%) use Twitter.

With the emergence of social media sites new media source is adopted by organizations to fill vacancies. Social media is a rich source with different people and groups. A survey made by "Insight series" (The Insight Series-an online based company provides organizations with scientifically validated information) found that almost seventy four percentage (74%) of the people are maintaining Facebook profiles. LinkedIn got a vast number of members including Eighty five percent (85%) of jobseekers.

Facebook, Youtube, Twitter, LinkedIn, Pinterest, Googleplus and Tumblr are renowned social networking sites with large number of users.

Facebook is not only the largest social network but also the first on the internet where people spend much of their time. People who hangout on Facebook are by choice, and if the job postings on Facebook are just links which redirect them to "Career Page" or a "Job Portal". Posting jobs on social media can enhance the number of applications by thirty (30%) to fifty percent (50%).

Social media acts as a formal tool in recruitment because it offers quick information about individual not only about their skills but also about their future interests, likes and concerns which are very useful for organizations to retain talent and mitigate "Turnover".

On Time Payments – An Important Marketing Mix Element in Construction Industry.

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Abstract

The present study focuses on providing a general overview of the some pricing strategies that are strongly influencing the Indian Unplasticized poly vinyl chloride windows (UPVC) door and windows market. As the UPVC windows are new entrant to Indian market, there were no significant studies in India .For the conducting this study the researcher collected primary data with the help of a consumer survey method in a a span of 4 months. This was conducted by visiting architects and builders in Hyderabad market with the help of a questionnaire. In this study the researcher followed a judgmental sampling technique. With generic products, consumers may not be aware of the quality and features of the products they buy. They are often unable to make a quality comparison among various brands. Moreover, they often gather little information even when the financial commitment involved is substantial. A popular belief is: 'You get what you pay for'. Therefore, consumers tend to believe that high price is an indicator of better quality. Although many studies conducted on price-quality relationship have supported this belief, there are other studies that have found the relationship to be product-specific and weak in general. setting the price too low will negatively affect the quality image of the product and the consumer would be reluctant to buy a low-priced brand as it might lower his image in the society. The researcher felt that payment period is the critical elements for the buying decision as the product is generic in nature. Freedman's test was used to rank intensity of marketing mix elements effect on UPVC windows sales volume. simple- Regression analysis was used to check the effect of credit period ,price deals , fair price – price mix Elements on brand choice.

Key words: *Elements of Marketing Mix, 4P's, price, Pricing strategies, construction industry, UPVC windows*

Introduction

Marketing deals with the activities that direct the flow of goods and services from producer to consumers. Identifying and meeting the human and social needs fall under its ambit. The present business situation is characterized by consumer oriented market. Immense competitions, rapid increase in technology and liberalization, privatization and globalization have become the major points in competitive edge in the market. In these circumstances the survival and growth of a business firm essentially depends on a marketing strategy which results in broadening the customer bases as much as possible by not only creating new customer bases but also retaining existing customers. The researcher was fascinated by the new developments and trends in the marketing field of India. After conducting preliminary survey, it was decided to focus on the fast growing construction industry.

There is no correct data available on the size of the doors and windows market in India as majority of the players earlier were of small scale and from unorganized industry. But with rough estimates from the senses of housing and from plan approvals for new constructions data, it was estimated that Indian door and window market is about 12000 cr size and mainly dominated by unorganized and low quality products.

From last four years, the doors and window market significantly changed and due to the government's ban on wood, non-availability of good quality carpenters for the growing needs of Indian real estate market, builders are looking at UPVC windows and initially importing from European market. The UPVC windows entered in India long back, but the customer reluctance from shifting the material from wood forced the UPVC windows as failure initially. The quality of the windows were also not good as they are not UV resistant windows and not suggestible for exterior application. But with technological developments and introduction of UV resistance PVC windows, lot of players entered into India.

Windows are no longer an object to fill the openings in the Building envelope. Today's windows are expected to perform various functions such as letting in light, keeping out heat/cold, noise attenuation, as well as being aesthetically attractive, needing lower maintenance and using energy saving/efficient materials/processes in place of scarce/energy efficient conventional materials. UPVC Windows/Door profiles are made from Poly Vinyl chloride resin, one of the most extensively used thermoplastics finding end uses in diverse sectors such as infrastructure, agriculture, healthcare etc. UPVC Windows/ Doors are extensively used abroad, and are currently at a growth stage in India. Much needs to be done in marketing of these products by showcasing the advantages of these products to the builders, architects and common man which includes the major advantage of energy saving i.e. reduction in air conditioning bills up to 20-30% as well as saving of wood (in turn-forests) and energy intensive materials like Aluminum

Hence the researcher took the decision to strategize the study in relation to this very vibrant market. Marketing strategies selected for this study, particularly pricing strategies. The study seeks to formulate a suitable strategy to fill up the gap and to take care of future needs of consumers. The introductory part deals with the following elements of the study as: Significance of the study, Objectives of the study, Hypothesis of the study and finally Reviews of literature.

Significance of the Study

Windows form the major input in the construction industry. The Indian market which is traditionally driven and culturally bonded, housing forms becomes a major insignia for taste and living habits. Wood continues to play a major role in the housing industry. In the modern era of depleting natural recourses and environmental imbalances, introduction of alternatives for the traditional wood with other products is much necessary and becomes a social need. UPVC windows their introduction, proving as successful alternative to wood, penetrating the markets and their sustainability is the need of the hour. UPVC Window and Door Profiles provide a lucrative investment opportunity in India – it is an attractive project that offers high value addition and returns. The Indian market size for windows and doors is approx. Rs 12000 crore (Source: Long, Kenneth. World Windows and Doors. Study. The Fredonia Group) with the predominant material of constructions being Timber (in rural and in upper end constructions), MS (in low cost housing) and Aluminum (in urban constructions). Out of approx. Rs 12000 crore market for windows, approx Rs.1000 crore exists for UPVC windows.

The market is growing at considerable pace and in Hyderabad itself more than40 fabricators started selling UPVC windows with different brand names. The number of players are increasing considerably as the product is accepted by the market and apart from metros / state capitals, lot of fabricators started in district headquarters level also. The numbers of players in south India are in huge number and trends are showing that there is going tough competition in the industry. Hence the researcher felt that there is a need to study the marketing strategies which will be helpful to the small fabricators to sustain in the market. During the pilot study, researcher identified that in project orders where volumes will be high, brand shift is more and the reason for shift is not due to poor quality of product or services. As the product is generic and differentiation in the product features is limited, customers spatially builders are shifting to other brands only due to payment periods. Builders are looking at the UPVC window suppliers as a source of funding for their projects .hence there is necessity of studying in depth about the impact of payment terms on the brand Choice.

Marketing mix Elements

Product	Price	Promotion	Place
Product variety	List price	Sales promotion	channels
quality	discounts	advertisement	coverage
design	allowances	Sales force	assortments
features	Payment period	Public relations	location
Brand name	Credit terms	Direct marketing	inventory
Services warranties			transport

Source: The four 'p' components of the marketing mix by Philip Kotler

Research Objectives

For the purpose of conducting this study Main objectives have been formulated. Main objective is:

- To ascertain the effect of price-related marketing strategies on consumers' purchasing behavior in the Indian UPVC door and window market.

Research Hypotheses

Based on research conceptual model and framework as well as factors which should be considered to estimate these effects, following hypotheses are devised

- H1: Marketing mix elements have significant effect on UPVC windows sale.
- H2: Price mix has significant effect on UPVC windows sale
- H3: The perceived quality of a brand is related positively to the extent to which the price of the brand is perceived to be high.
- H4: Brand preference in UPVC windows is dependent of the market segment.
- H5:There is positive relation between the credit period and the Brand choice
- H6:There is positive relation between the price deals and the Brand choice
- H7:There is positive relation between the fair price (reasonable price) and the Brand choice

Literature Review

Marketing is still an art, and the marketing manager, as head chef, must creatively marshal all his marketing activities to advance the short and long term interests of his firm
-NEIL H. BORDEN

Borden (1965) claims to be the first to have used the term "marketing mix" and that it was suggested to him by Culliton's (1948) description of a business executive as "mixer of ingredients". An executive is "a mixer of ingredients, who sometimes follows a recipe as he goes along, sometimes adapts a recipe to the ingredients immediately available, and sometimes experiments with or invents ingredients no one else has tried" (Culliton, 1948).

The early marketing concept in a similar way to the notion of the marketing mix, based on the idea of action parameters presented in 1930s by Stackelberg (1939). Rasmussen (1955) then developed what became known as parameter theory. He proposes that the four determinants of competition and sales are price, quality, service and advertising. Mickwitz (1959) applies this theory to the Product Life Cycle Concept. Borden's original marketing mix had a set of twelve (12) elements namely: product planning; pricing; branding; channels of distribution; personal selling; advertising; promotions; packaging; display; servicing; physical handling; and fact finding and analysis. McCarthy (1964) refined Borden's (1965) idea further and defined the marketing mix as a combination of all of the factors at a marketing manger's command to satisfy the target market. He regrouped Borden's 12 elements to four elements or 4Ps, namely product, price, promotion and place at a marketing manger's command to satisfy the target market.

Especially during 1980s number of researchers proposes new 'P' into the marketing mix. Judd (1987) proposes a fifth P (people). Booms and Bitner (1980) add 3 Ps (participants, physical evidence and process) to the original 4 Ps to apply the marketing mix concept to service. Kotler (1986) adds political power and public opinion formation to the Ps concept. Baumgartner (1991) suggests the concept of 15 Ps. MaGrath (1986) suggests the addition of 3 Ps (personnel, physical facilities and process management). Vignalis and Davis (1994) suggest the addition of S (service) to the marketing mix. Goldsmith (1999) suggests that there should be 8 Ps (product, price, place, promotion, participants, physical evidence, process and personalization).

Typically, the firm can change its price, sales force size and advertising expenditure in the short run. it can develop new product and modify its destitution channels only in the long run.

Despite the increased role of non price factors in modern marketing , price remains a critical element of the marketing mix. Price is the marketing mix element that produce revenue ; the others produce costs.

In setting its pricing policy, a company follows a six step procedure. First it selects pricing object (survival ,maximum current profit, maximum market share, maximum market skimming or product-quality leadership), second estimates the demand curve, third, estimates how its costs vary at different levels of output, fourth, examines competitors' costs, prices and offers fifth, it selects a pricing method and finally, it selects final price, taking into account psychological pricing, the influence of other marketing mix elements on price, company pricing policy and impact of price on other parties.

Price also is one of the most flexible elements. It can be changed quickly, unlike product features and channels commitments. At the same time, price competition is the number one problem faced by companies. Yet many companies do not handle pricing well. common mistakes that are committed are., pricing is too cost-oriented, price is not revised often enough to capitalize on market changes, payment period is one of the most neglected mix element. Majority of the firms consider discounts, allowances are the most important price mix elements.

Spatially when the company is dealing with generic product and the scope of product differentiation is very low, the marketer need to focus on the payment period and it is possible only by making payment period as Fifth P in product marketing or eighth p in service marketing

Price premium reflects the brand's ability to command a price higher than its competitors. The price premium construct is consequently important for all types of brands, despite their actual positioning within a category (Chattopadhyay, Shivani and Krishnan, 2009).

Price is identified as an important index of quality (Scitovsky, 1945). In his view, the word 'cheap' usually means inferior quality. In the United States, the word 'expensive' is in the process of losing its original meaning and becoming a synonym for superior quality. In the Indian scene, Mehta, Parasuraman and Ambarish Kumar (1972) conducted an experimental study to find out the relationship between quality and price and to examine the consumers' brand choice with respect to ready-made shirts. The study indicated that a majority of the buyers perceived some quality difference between the two shirts which were identical in all respects except for the brand names. The study revealed that the name of a well-known brand induced the consumers to be favourably disposed towards that brand in terms of quality and price perception and they were willing to pay a higher price for the well-known brand

Price deals tend to decrease brand equity, in spite of short-term financial gains prompted by an increase in sales (Yoo et al, 2000). The impact of price deals is only short-term, with no lasting effects on long-term brand sales (Pauwels et al., 2002). Moreover, price deals may also undermine the brand in the long run, since frequent price changes create confusion among consumers. That is, unexpected differences between the expected and actual price may contribute to the perception of brand quality as unstable (Winer, 1986). Price deals generally have a negative impact on brand assessment by consumers, before they even try out the respective product. Such activities often lead to a decline in perceived brand quality, so that even a single price deal may suffice to undermine the perceived brand quality (Raghubir and Corfman, 1999). Yoo et al. (2000) demonstrated that price deals prompt consumers to assume that a given brand is of poor quality. Price deals thus also have a negative impact on potential brand differentiation (Boulding et al., 1994). Consequently, the use of price deals has a negative impact on brand image, leading to a decline in brand equity.

As the researcher want to study the construction industry, and dealing with generic product (windows), where there is lot of substitutes available, very expensive products will increase the cost of a building. Therefore, price would definitely be a very important consideration when purchasing specially for builder segment. The product range that a supplier can provide is also important in maintaining their loyalty because a supplier who carries a wide range of products will mean that buyer's need not source for other suppliers to fulfill their needs. Therefore this result is consistent with our literature review finding that says product and price play an important part in maintaining customer loyalty

The concept of 4Ps has been criticized as being a production-oriented definition of marketing, and not a customer-oriented (Popovic, 2006). It's referred to as a marketing management perspective. Even, a study by Rafiq and Ahmed (1995) found that there is a high degree of dissatisfaction with the 4Ps; however, 4Ps is thought to be most relevant for introductory marketing and consumer marketing.

Research Methodology

The study is primarily empirical in nature. The required information has been collected with the help of primary and secondary sources. To evolve an appropriate methodology for the study and to formulate a conceptual frame work for the study, the secondary data are immensely helpful. The primary data have been collected with the help of a consumer survey method by visiting different architects (influencers) and builders in Hyderabad city. Properly designed and pretested interview schedules were used for the collection of primary data. The population to be covered was large, Judgmental sampling techniques were resorted to as the sampling procedure for collecting data. The builders list collected from builders association of India, Confederation of Real Estate Developers Associations of India (CREDAI), and Andhra Pradesh Infra & Real Estate Developers Association(APIRDA). Total sample size slected for the study was 58 architects and 60 builders chosen from asociation list. Proper care was taken to see that the selected sampe is aware of UPVC windows and used the windows earlier. Finally, the data collected were analyzed with the help of statistical tools (chi- square, Regression analysis and Excel). Statistical techniques such as scaling and scoring techniques are used for the analysis of the data. Likerts' scaling technique has been used to analyze the attitude of respondents. The hypothesis formulated for the study was tested with the help of Chi square test, Regression analysis, the results of the analysis have been presented by means of tables whenever it was found necessary. Marketing Mix elements were analyzed with Rank order scaling. Friedman Test was used to test elements ranks within each block. Validity was confirmed by experts. The results demonstrate that the measures used in the current study all exceed the commonly accepted standard of coefficient alpha 0.7 for measure reliability.

Results and Discussions

Data analysis and discussion gives an idea about the various Pricing strategies of UPVC window fabricators for acquiring and retaining consumers of the Indian doors and window market.

A. Hypotheses test

To test research hypotheses, one sample 't' test is used and the results for each hypothesis are shown in table 1. In this order, mean of variables compared with mediocrity of scale of measure tool (e.g., number 3). The statistical hypotheses of on sample t test are as follow:

Hypothesis number	size	Mean	s.d	d.f	t	sig	result
H1	118	1.52	0.391	117	-50.368	.000	support
H2	118	1.63	0.567	117	-26.309	.000	support
H3	118	2.40	0.705	117	-9.26	.000	support

Table.1: Results of one sample't' test for research Hypotheses

As you can see in table.1, result of one sample't' test for all hypotheses was in significant level. Thus the null hypothesis was rejected and alternative hypothesis were accepted, significant at 5% level. Therefore, research hypothesize base Marketing mix elements, Price mix has significant effect on UPVC windows sale volume are supported by 95% confidence level. The perceived quality of a brand is related positively to the extent to which the price of the brand is perceived to be high.

H4: Brand preference is dependent of the market segment

Chi-square test: There is enough evidence to indicate that brand preference is dependent on the market segment. So the management can go for different sales and marketing policy. Based on the survey, the researcher investigated the relationship between brand preference and the market segment. The result of the Chi- square test clearly reveals that, at 95% confidence level, the critical value obtained from the chi-square table is 7.8147 and calculate as 14.1698, which is more than the tabular value and falls in the rejected region. Hence the null hypothesis is rejected and alternative hypothesis is accepted. There is enough evidence to indicate that brand preference is dependent in the market segment. So the management can go for different sales and marketing policy. The researcher further investigated and found that the builder who is more price conscious preferred low price brand and architect who is of more quality conscious, preferred brand which is offering better hardware and good service there is enough evidence from the survey that brand image is positive when perceived service quality improves.

B. Ranking intensity of marketing mix elements effect on UPVC windows sale volume:

Freedman's test was used to rank intensity of marketing mix elements effect on UPVC windows sales volume. Its results are shown in table 2. The statistical hypotheses of Freedman's test are as follow:

H0: The grades of examined elements is equal.

H1: The grades of examined elements isn't equal.

Elements	Product Mix		Price Mix		Place mix		Promotion mix	
Rank Mean	1.74	1.59(Ar)	1.63	1.66(Ar)	2.97	2.95(Ar)	3.66	3.81(Ar)
priority	2	1	1	2	3	3	4	4
Test statistic	Chi-square:206.51		d.f.:3		N:118		Sig:.000	

Table.2: Results of Freedman's test and ranking Elements

As seen in table 2, calculate chi-square (x2) for all four variables is significant at freedom degree 3and 0.05 of determination level. Therefore, statistical null hypothesis regarding non-difference between the grades of examined elements is refused with 95% probability. Therefore, elements are ranked in above table based on ranks average. it is also established that there is variation in the architects and builders segments. Rank mean with (Ar) is the mean of the element of architect segment.

C. Ranking intensity of effect of each one of the variables of price mix elements on UPVC windows sale volume

Elements	Fair price		discounts		Payment period		Price level	
Rank Mean	2.75	2.33(Ar)	2.63	2.72(Ar)	2.17	2.64(Ar)	2.45	2.31(Ar)
priority	fourth	second	third	third	first	fourth	second	first
Test statistics	Chi-squre:13.64		N:118		Df:3		Sig:.000	

Table.3: Results of Freedman's test and ranking price mix variableS

As seen in table 3, calculate chi-square (x^2) for all variables of price mix is significant at freedom degree 3 and 0.05 of determination level. Therefore, statistical null hypothesis regarding non-difference between the grades of price mix variables is refused with 95% probability. Therefore, variables are ranked in above table based on ranks average. The payment period of suppliers has the most important of variables for overall sample but architect segment look for price level and payment period is least as they are not the end customer and only influencers for the customer's decision. Rank mean with (Ar) is the mean of the element of architect segment.

D: Simple Regression Analysis:

H5) There is positive relation between the credit period and the brand choice

To answer this question simple-Regression analysis was used to check the effect of credit period – an important price mix dimensions on brand choice of UPVC windows.

Dependent variable	R	R2	F	DF	Regression Coefficient			
					Ind. Variable	B	T	Sig
Credit Period	0.854	0.729	311.631	117	Brand Choice	0.993	17.653	0.000

Table 4: Simple-regression test to check credit period on brand choice

The results indicates there is a significant effect of credit period on brand choice the significance level was (0.00) which is considered significant on the level (0.05). The value of R was (0.854) on the significance level (á d” 0.05) and R2 reached (0.729). **There is very high correlation between credit period and brand choice. .**

H6) There is positive relation between the fair price and the brand choice

To answer this question simple-Regression analysis was used to check the effect of Fair price - price mix dimensions on brand choice of UPVC windows

Dependent variable	R	R2	F	DF	Regression Coefficient			
					Ind. Variable	B	T	Sig
Fair price	0.719	0.512	123.968	117	Brand Choice	0.703	11.134	0.000

Table 5: Simple-regression test to check fair price on brand choice

The results indicate there is a significant effect of Fair price on brand choice the significance level was (0.00) which is considered significant on the level (0.05). The value of R was (0.719) on the significance level (á d" 0.05) and R2 reached (0.512). **There is significant correlation between Fair price and brand choice.**

H7) There is positive relation between the price deals and the brand choice

To answer this question simple-Regression analysis was used to check the effect of price Deals - price mix dimensions on brand choice of UPVC windows

Dependent variable	R	R2	F	DF	Regression Coefficient			
					Ind. Variable	B	T	Sig
Price Deals	0.173	0.022	3.572	117	Brand Choice	0.132	1.89	0.006

Table 6: Simple-regression test to check Price deals on brand choice

The results indicates there is no significant effect for price deals on brand choice the significance level was (0.06) which is considered significant on the level (0.05).The value of R was (0.173) on the significance level (á d" 0.05) and R2 reached (0.022). **There is no positive relation between price deals and brand choice.**

Influence of Price-related Marketing Strategies on Consumers

It is irrefutable that a good and proper pricing strategy employed may help the UPVC window manufacturer to achieve a predetermined share of the market. Here the researcher has taken into account some selected pricing strategies resorted to by the merchant for increasing market share and profit maximization in the market. This can be achieved mainly through differential pricing strategy.

Payment period is one of the important elements for price related strategy, especially for builder segment payment period is going to be the game changer. Builders are looking UPVC window suppliers as one of the source for their finance due to stringent credit policies to real estate sectors from the banks. Product being generic in nature, it was observed that brand shift is there if supplier is not giving good payment period.

It was noticed from the survey data that the price expectation of different segments were varying to large extent. Around 61% of the respondents are expecting the price at Rs 350/-per sft or below (97% of the builder segment) and balance 39% are expecting the price range as above 350/- (60% of architects segment). This clearly indicates the manufacturer need to have differential pricing strategy to different segments. But it will be difficult for the manufacturer to have differential pricing to different segments with the same product where each will interact with other segment. Hence it is suggested that the differential pricing has to be adopted with add on features like architrave profile, elegant hardware, and different services.

It was also noticed that about 72% of the respondents are placing orders of less than Rs.20 lacs worth and the expected pricing is low for the bigger orders and vice versa hence the pricing strategy should different for bulk order i.e. more than Rs.20 lacks worth (project order) and retail order. Bulk order with low margin and retail order with high margin.

Research Limitation

Researcher identified that apart from the 4p's of marketing mix, service is the vital element in sustaining in the market. Researcher felt that as the value of the service component in the total window value is on 10% and hence lot of fabricators are neglecting or diluting the importance of service hence they are losing the customers .Brand image is enhanced with the ability to do the installation of windows. Customer retention and customer loyalty substantially increases based on the ability do the service. Hence it is advised to the fabricators that in UPVC window market service is going to be Unique Selling Point (USP).

From the survey, it was clear that the USP is going to be the service and add on features to the product and it was also observe red that lot of the respondents want written warrantee for the UPVC windows which clearly states that physical evidence is another marketing tool required by the manufacturer. At the same time 79% of the respondents are not looking for the test certificates.

We need to study the influence of Physical Handling—policies and procedures relating to: a) Warehousing. b) Transportation. c) Inventories. . The researcher felt that as lots of fabricators are depending on importing the sections from china, we need to study the above elements to understand and formulate the procedures.

Customers from metro's and customers from B towns may differ and as the study is limited to only Hyderabad, we need to study in B-towns also to formulate and implement the marketing mix strategies

Conclusion

In the light of the above disquisition, it is obvious that this research adds a new dimension to our perception of the attitude of UPVC windows consumers towards the different pricing strategies in the Indian market. The primary data was collected from 118 respondents from two different segments with the help of a survey method in Hyderabad. In this study the researcher provides an overview of the influence of various Pricing strategies on consumers in the Indian doors and window market. There is no denying the fact that UPVC windows market is one of the growing sectors in India, especially in south India and it is going to have sustained growth. In the doors and windows market, the manufacturer should be keeping themselves updated with the dynamic of economic and market environment conditions, and also expertise in market research. They have to formulate result-oriented and workable marketing strategies in such a scenario. They not only develop marketing strategies but also evaluate existing ones, identifying problems and giving proper solutions. While developing marketing strategies, they mainly focus on understanding the current and emerging needs of customers, opportunities available in market and how they can grab these opportunities to achieve marketing goals and business objectives.

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Demonetization and its impact

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Demonetization is the act of stripping a currency unit of its status as legal tender. As the demonetization initiative encourages the use of plastic and electronic money, cash transactions become less common. The transition to a cashless economy also improves savings in financial assets which will benefit intermediaries such as banks, microfinance and digital money operators. On 8th November, 2016, shall be marked as the day when the largest democracy in the world declared 86% of its currency base as dead. These objectives of this sole move were stated as:

1. Eliminating fake currency.
2. Black money to be accountable through penalty.
3. Controlling terrorist activities.
4. Mobilization of Deposits with banks, and
5. Turning India into a cashless economy.

The impact of demonetization is felt across all sectors with different intensity. A study by the National Investigation Agency and the Indian Statistical Institute, in 2016, estimated that fake Indian currency notes in circulation have a face value of Rs 400 crore. India has a shadow economy. Many poor people work in cash intensive enterprises outside the official, tax net. The sudden note ban may push these cash-intensive enterprises into difficulty. The move is good for the organised industry. But in the short run, it may impact the working capital of Fast Moving Consumer Goods (FMCGs). Finance companies may feel short to medium term crunch. Housing finance companies see a key impact on loan against property. Real estate is expected to be one of the most affected sectors. The number of buyers is expected to come down and consequently low demand will bring about lower prices.

Indian banks witnessed over Rupees Eleven Lakh Crore (Rs. 11 Lakh Cr) entering into the system till 30th November,2016 after the demonetization exercise announced on 8th November,2016 as per a Consumer News and Business Channel (CNBC) report. This increase in deposits will create more demand for government bonds and other high-rated bonds. Linked sectors like real estate, cement, steel is likely to run negative credit. Consequently, daily wage employment and job contracts will be impacted adversely. Online transactions and payment wallets are seeing a surge already. Paytm, one of the largest payment wallets in India today said that it has seen 35 million transactions for mobile and DTH recharges on its platform post the government's move to scrap Rupees Five Hundred(Rs. 500/-) and Rupees Thousand(Rs.1,000/-) notes.

Retail Sector in India: Driving Factors and Challenges.

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Abstract

The Indian retail industry has emerged as one of the most dynamic and fast-paced industries. The retail sector is expanding and modernizing rapidly in line with India's economic growth with the changing demographics and an increase in the quality of life of urban people. With a growing economy, improving income dynamics, rising awareness, and a youth-heavy customer base, India is well on its way to become one of the most prospective markets for the domestic and global retailers. In India the vast middle class and its almost untapped retail industry are the key attractive forces for global retail giants wanting to enter into newer markets, which in turn will help the India Retail Industry to grow faster.

The main objective of this paper is to analyze the opportunities available in Indian retail Industry. The present paper identifies the drivers which affect the growth of the Indian retail market and also highlights the challenges to be faced by the industry in the near future. The study describes the infrastructure, economic growth and changing demographics of consumers are the major drivers of organise d retail in India.

Key Words: *Retailing, organise d Retailing, Unorganised Retailing, Traditional Retail, Modern Retail.*

Introduction

The Indian retail industry has emerged as one of the most dynamic and fast-moving industries due to the entry of several new players in India. Retailing in India is one of the business enterprises of its economy and accounts for 14 to 15% of its GDP and around 8 per cent of the employment.

India is the world's fifth-largest global destination in the retail space. Retailing in India is gradually inching its way toward becoming the next boom industry. The whole concept of shopping has altered in terms of format and consumer buying behavior, ushering in a revolution in shopping in India. Modern retail has entered India as seen in sprawling shopping centers, multi-storied malls and huge complexes offer shopping, entertainment and food all under one roof.

The Indian retailing sector is at an inflexion point where the growth of organise d retailing and growth in the consumption by the Indian population is going to take a higher growth trajectory. The Indian population is witnessing a significant change in its demographics. A large young working population with median age of 24 years, nuclear families in urban areas, along with increasing working-women population and emerging opportunities in the services sector are going to be the key growth drivers of the retail sector in India. Standing on the threshold of a retail revolution and witnessing a fast changing retail landscape, India is all set to experience the phenomenon of global village. India is the "promised land" for global brands and Indian retailers A "Vibrant economy". India tops in the list of emerging market for global retailer and India's retail sector is expanding and modernizing rapidly in line with India's economic growth. The retail sector is also expected to have one of the highest incremental workforce requirements of 16 million people over the next seven years.

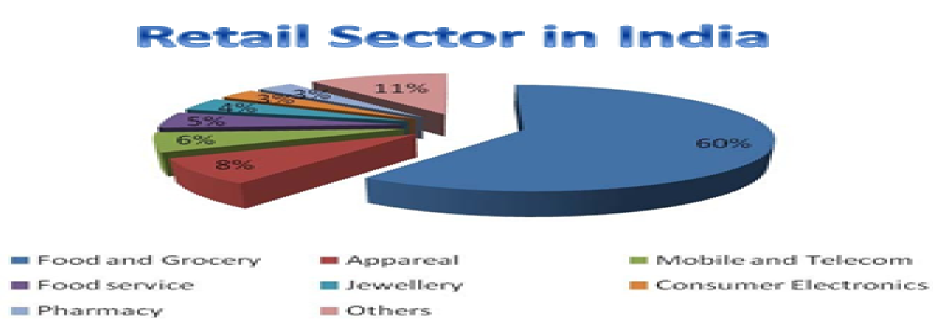
Retailing in India

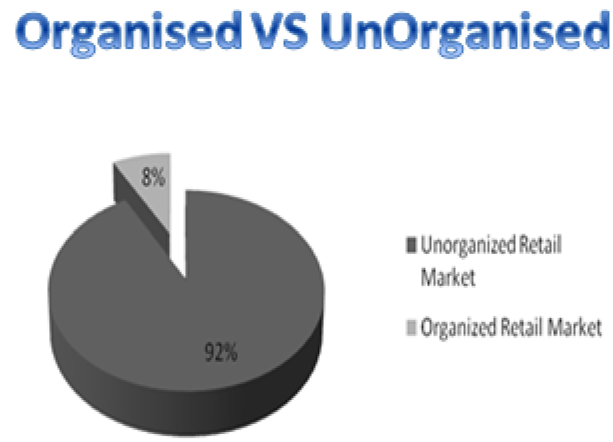
Indian retail sector has seen many changes in the last decade and is regarded as one of the pillars of the economy. It accounts for 14-15 percent of the GDP and employs about 40 million people. The Indian retail market currently estimated at around US$490 Billion, is project to grow at a compound annual growth rate (CAGR) of 6 percent to reach US$865 Billion by 2023. India's retailing industry is essentially owner managed small shops account for more than 90%. In 2010, larger format convenience stores and super markets accounted for about 4% of the industry, and these were present only in large urban centers. The Indian retail industry is generally divided into organise d and unorganised retailing:

§**organise d retailing -** organise d retailing refers to trading activities undertaken by licensed retailers, those who have registered for sales tax, income tax, etc. These include corporate-backed hypermarkets and retail chains, and also privately-owned large retail business. Various estimates put the share of organise d retail to group to 20percent by 2020.

·**Unorganised retailing -** Unorganised retailing refers to the traditional forms of low-cost retailing, for example, local kirana shops, owner-operated general stores, paan/beedi shops, convenience stores, handcart and street vendors, etc. The growth of unorganised retail sector is pegged at 6percent.

Growth in Indian Retail





Factors driving the growth of Retail Sector

Indian economy is growing at the rate of 8%, indicating a prosperous future. The consistent economic growth resulted in a decent rise in income level of the middle class. The thickening of the pocket of the consumer resulted in a revolution of the retail industry. Many International brands have entered the market. With the growth in organise d retailing, unorganized retailers have brought drastic changes in their business models, and many factor are responsible for the growth of retail sector. These are:

1.Increasing Disposable Income: Rising disposable incomes in middle class and lower middle class with increase in employment opportunities for young adults in IT & IT enabled sectors are the major cause of retail growth in India.

2.Increasing No. of Dual Income Nuclear Families: In India, hefty pay packets, nuclear family along with increasing working women population and dual income in family are the factors contributing to prosperous retail sector.

3.Changing Lifestyle and Consumer Behavior: Due to increasing working population, comfortable life, travel and leisure are given importance. These key factors are growth drivers of retail sector in India which now boast of retailing almost all the preferences of life – apparel and accessories, Appliances, Electronics, cosmetics & Toilets etc.,

4.Experimentation with Formats: Due to competition in the market, retailing is still evolving and the sector is witnessing a series of experiments with new formats being tested out.

5.Store Design: Shopping malls and super markets are growing at a very faster rate. Improvements in infrastructure and enhanced availability of retail space, store design are the factors increasing the share of organise d retail and thereby contributing to growth of Indian retail sector.

6.Credit Availability: The higher penetration of credit cards in India has also boosted the growth of the organised retail sector; in fact, the young population's increasing fancy for plastic money has further fuelled their purchasing power. Moreover, the spurt in issuance of credit cards and loans by both Indian as well as foreign banks has further boosted the segment's growth. According to the RBI, as on FY15, the total number of outstanding credit and debit cards in India was 22.8 million and 615.3 million respectively.

7.Expansion Plans Of Existing Players: India has achieved moderate growth during the time when most of the countries across the globe are falling prey to slowdown and recession and this is one of the key reasons why an average Indian retailer is confident about the growth of the industry. It seems that the industry will achieve an annual growth rate of 15-25% in the next two years while 36.1% companies feel that the industry will grow annually by 5-15% during the same period.

8.Emergence of New Categories: The emergence of new retail formats like departmental stores, hypermarkets and supermarkets that gained nationwide popularity. organised retail sector emerged as one of the fastest-growing sectors in India. The emergences of other segments like home décor and furnishing, footwear, jewellery, consumer durables and electronics and health, beauty and pharmaceuticals to name a few, has been the highlight of this decade.

Challenges Faced by organise d Retail Sector

Organised sector has only recently emerged from its embryonic stage and yet has to become a preferred career option for most of India's educated class. The roadblocks in the success of organise d sector are:-

1. Talent shortage & lack of trained manpower. Supply chains are not yet so efficient and the kind of quality that customers demand is not being provided yet.
2. There are too many intermediaries. These long intermediaries' chains are in turn driving up their costs.
3. A plethora of clearances are required for setting up retail outlet. It limits the expansion of retail outlets at a faster pace.
4. Inadequate infrastructure, such as roads, electricity, cord chains and posts, hampers going for a pan-India network of supplies. Due to this, retailers have to resort to multiple vendors for their requirements which is raising their costs and prices.
5. Organised sector does not have industry status. It is further making it difficult for the players to raise funds for their expansion plans.
6. Government restrictions on FDI limit are resulting in limited exposure to international best practices.

Future Roadmap

Indian Government seems determined to go ahead and gradually liberalize the retail sector despite continuing opposition from the Left parties. The tortoise-like slowness with which the retail sector is being opened up is due to objections by the Communists, but the amazing fact is that some movement is taking place. The fears of the Left, on the other hand, are that the entry of retail giants will mean job losses as small mom-and-pop retailers get pushed out of existence. The fact is there is merit in both arguments. On the plus side, it is clear that agriculture is not providing enough jobs for the economy and there is an unprecedented wave of migration to urban areas. The entry of retail chains, which buy straight from the farmer, is bound to bring about greater purchasing power as the producer will get much better prices. Similarly, this gives a bonanza to the consumer who gets food products sourced directly from the farmer without having to pay the middleman's commission. Clearly, a win-win situation for all. But the Agitators have a point too. They are worried that the 15 million small retailers in the country may be forced out of existence. India has the largest retail economy in the world, according to a study by the CII (Confederation of Indian Industry) and A.T. Kearney. It pegs the size of the retail industry currently at about $270 Billion with the Closure of the countless tiny retail outlets that dot the countryside can mean severe hardship for the families working in them. At the same time, as the saying goes, no one can stop an idea whose time has come. And the time has certainly come for retail chains to enter this country. The process has been gradual, as mentioned earlier, but even so large retail has made a dramatic impact in the areas where it has been allowed to make an entry.

By 2018, the Indian retail sector is likely to grow at a CAGR of 13 per cent to reach US$ 950 Billion. In the long run, it is clear that the entry of large retail chains will benefit the agricultural sector, which is in dire need of resuscitation. They will also have a long-term effect on agricultural unemployment, which is the big worry for policymakers right now. Besides, Indian consumers are not likely to desert heir neighborhood grocers en masse immediately. Therefore the hue and cry over loss of jobs is somewhat premature. domestic retail chains have already been allowed to set up business and it is now merely a matter of allowing bigger foreign players into the country Multinational giants like Walmart and Carrefour also have deep pockets and their huge investible funds are meant for sourcing products from rural areas, which in turn will provide more jobs. The thinking in the commerce ministry right now seems to be that the existing policy of allowing only single brand retailing can be extended in a phased manner to multi-brand retailers.

Conclusion

India is at the crossroads with regard to the retail sector. Several emerging market economics have gone ahead and reaped the benefits of modern retail. Politics is an unfortunate reality that has been coming in the way of success of organise d sector and ultimately the overall retail sector. The hue and cry created by unorganise d sector against Reliance Fresh, Wal-Mart especially in U.P., Jharkhand etc., is not appreciable, it is the major hindrance in the growth of retail sector. There is need of balanced approach to retail & government has to play a very vital role in shaping the future course. Though tradition retail has been performing a vital function in the economy, but it has to shed off its shortcomings and inefficiencies and this is actually happening. Thus, the organise d sector is not only impacting the other sectors positively but also it has benefited its own competition i.e. unorganise d sector. So, organise d sector becomes the growth mantra of Retail sector.

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Analysis of Stress Management in Banking Sector- Nationalised Banks.

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Abstract

Stress is inevitable in our society. Researchers on stress make it clear that, to enter in to the complex area of stress, especially in to the area of occupational stress, is very difficult. Stress is an unavoidable consequence of modern living. During the past decade, the banking sector had under gone rapid and striking changes like policy changes due to globalisation and liberalisation, increased competition due to the entrance of more private (corporate) sector banks, downsizing, introduction of new technologies, etc. Due to these changes, the employees in the banking sector are experiencing a high level of stress. In light of the above, the present study attempt to throw light on the various problems of occupational stress among banking professionals specifically the Nationalised bank employees. For meeting the objective Occupational Stress Index (OSI) constructed by Srivastava and Singh was used in the study. The 46 item questionnaire is categorised into 12 sub scales namely Role Overload, Role Ambiguity, Role Conflict, Unreasonable Group and Political Pressure, Responsibility for Persons, Under Participation, Powerlessness, Poor Peer Relations, Intrinsic Impoverishment, Low Status, Strenuous Working Conditions and Unprofitability. The subjects were the 90 professionals occupying the managerial positions in the Punjab National Bank. The study was largely concentrated in Northern Region of India focusing on the branches of PNB located in Punjab, Haryana and Chandigarh. The result obtained was analysed using descriptive statistics and Pearson Correlation. The study concluded that employees of the selected bank are experiencing high degree of stress with respect to the dimensions of Poor Peer Relations, Responsibility of persons, Strenuous Working Conditions, Powerlessness and Unprofitability.

Key Words: *Occupational Stress Index (OSI), Stress, Role Overload, Role Ambiguity and Role Conflict, Bank Employee, Nationalised Bank*

Introduction

The advent of technological revolution in all walks of life coupled with globalisation, privatisation policies has drastically changed conventional patterns in all sectors. The banking sector is of no exemption. The 1990s saw radical policy changes with regarding to fiscal deficit and structural changes in India so as to prepare her to cope with the new economic world order. Globalisation and privatisation led policies compelled the banking sector to reform and adjust to have a competitive edge to cope with multinationals led environment. The implications of the above said transformations have affected the social, economic and psychological domains of the bank employees and their relations. Evidence from existing literature states that more than 60% of the bank employees have one or other problem directly or indirectly related to these drastic changes. All the factors discussed above are prospective attributes to cause occupational stress and related disorders among the employees.

The frontiers of knowledge on the concept of stress and its effects are expanding in all directions. There exists a multiplicity of theories and invalidated explanations to the term stress. But there is general acceptance of the concept of stress as a description of the individual's reactions to the environmental demands and influences which are potential stressors. Stressors combine to pressure an individual until stress develops. Hans Selye defines stress as, "the non-specific response of the body to any demand made upon it". Beehr and Newman define job stress as, "a condition arising from the interaction of people and their jobs and characterized by changes within people that force them to deviate from their normal functioning." Thus stress is an adaptive response to an external situation that results in physical, psychological and behavioural deviations for organisational participants. Cooper (1983; 1985) summarized and categorized six factors responsible for stress 1. Factors intrinsic to the job (heat, noise, chemical fumes, shift work); 2. Relationships at work (conflict with co-workers or supervisors, lack of social support); 3. Role in the organisation (for example, role ambiguity); 4. Career development (lack of status, lack of prospects for promotion, lack of a career path, job insecurity); 5. Organisational structure and climate (lack of autonomy, lack of opportunity to participate in decision making, lack of control over the pace of work); 6. Home and work interface (conflict between domestic and work roles; lack of spousal support for remaining in the workforce).

Sources of managerial stress have been well documented since the late 1970s. Ivancevich and Matteson (1980) identified four categories of work stressors: physical environment, individual level (a mixer of role and career development variables), group level (primarily relationship-based) and organisational level (a mixture of climate, structure, job design and task characteristic). Schuler (1982) also identifies seven categories of work stressors in organisations: Job Qualities, Relationships, Organisational Structure, Physical Qualities, Career Development, Change and Role in the organisation. Quick and Quick (1984) proposed four categories of stressors: task demands, physical demands and interpersonal demands.

Although a lot of studies have been conducted on the psychosocial side of the new policy regime in many sectors, there are only few studies, as far as the banking sector is concerned, while the same sector has been drastically influenced by the new policies. In this juncture, the present study is undertaken to throw light in to the pathogenesis of specific problems of bank employees related to occupational stress.

Review of Literature

Research has shown that the psychological demands of a job can have pervasive and profound emotional and physical effects on the lives of workers (Kahn, 1981;Karasek and Theorell, 1990; Matteson and Ivancevich, 1982). The explosive increase in research on occupational stress, especially during the last decade (for example, Cooper and Cartwright, 1994; Quick et al., 1997; Spielberger and Reheiser, 1994; Spielberger et al., 2002), has clearly established that job-related stress has an adverse impact on productivity, absenteeism, worker turnover and employee health. In addition to these severe consequences of stress-related problems in the workplace, reduced productivity and diminished customer services are hidden costs that often result from 'exhausted or depressed employees who are not energetic, accurate, or innovative at work' (Karasek and Theorell, 1990, p. 167). According to Matteson and Ivancevich (1982), costs in the US economy relating to reduced productivity, absenteeism and worker turnover have continued to escalate as a function of measured occupational stress.

Rapid change is now a fundamental characteristic of modern working life, with greater demands to learn new skills in order to adapt to increasingly complex types of work. A study conducted by the Princeton Survey Research Associates (1997) found that 75 % of employees believed that they experience more on-the-job stress than workers did a generation ago.

Stressors at the individual level have been studied more than any other category. Role conflicts, role ambiguity, role overload and under load, is widely examined individual stressors (Mc Grath 1976; Newton and Keenan, 1987). It is also reported by many researchers that the low job satisfaction was associated with high stress (Hollingworth et al., Abdul Halim, 1981; Keller et al., 1975; Leigh et al, 1988).

Financial compensation of workers for stress-related problems has also increased markedly in recent years (Grippa and Durbin, 1986), as reflected most clearly in a dramatic rise in the occupational claims of employees seeking compensation for stress-induced psychological dysfunctions (Lowman, 1993). Since 1970, studies of stress in the workplace have increased more than 20 fold, whereas research on family stress has received considerably less attention. Consistent with these results, a study conducted by the St. Paul Fire and Marine Insurance Company (1992) found that problems at work were more strongly associated with health complaints than were any other life stressor events, including family problems. Growing recognition of the adverse consequences of stress in the workplace for employee health and well-being is clearly reflected in an increasing number of studies of occupational stress published in the medical and psychological literature during the past quarter-century.

Cobb (1975) has the opinion that, "The responsibility load creates severe stress among workers and managers." If the individual manager cannot cope with the increased responsibilities it may lead to several physical and psychological disorders among them. Brook (1973) reported that qualitative changes in the job create adjustmental problem among employees. The interpersonal relationships within the department and between the departments create qualitative difficulties within the organisation to a great extent.

Miles and Perreault (1976) identify four different types of role conflict: 1. Intra-sender role conflict 2. Inter sender role conflict. 3. Person- role conflict; 4. Role over load. The use of role concepts suggests that job related stress is associated with individual, interpersonal, and structural variables (Katz and Kahn, 1978; Whetten, 1978). The presence of supportive peer groups and supportive relationships with super visors are negatively correlated with R.C. (Caplan et al., 1964). There is evidence that role incumbents with high levels of role ambiguity also respond to their situation with anxiety, depression, physical symptoms, a sense of futility or lower self-esteem, lower levels of job involvement and organisational commitment, and perceptions of lower performance on the part of the organisation, of supervisors, and of themselves (Brief and Aldag, 1976; Greene, 1972).

Occupational stress is an increasingly important occupational health problem and a significant cause of economic loss. Occupational stress may produce both overt psychological and physiologic disabilities. However it may also cause subtle manifestation of morbidity that can affect personal well-being and productivity (Quick, Murphy, Hurrel and Orman, 1992). A job stressed individual is likely to have greater job dissatisfaction, increased absenteeism, and increased frequency of drinking and smoking, increase in negative psychological symptoms and reduced aspirations and self-esteem (Jick and Payne, 1980). The use of role concepts suggests that occupational stress is associated with individual, interpersonal and structural variables (Kutz and Kahn, 1978; Whetten, 1978).

It is readily apparent that increased concerns about job stress have stimulated numerous studies that have helped to identify important sources of stress in the workplace (Quick et al., 1997). It should be noted, however, that the theories that guided this research have differed from study to study, resulting in diverse goals of investigation, conceptual confusion and inconsistent and often conflicting research findings (Kasl, 1978; Schuler, 1980).Kahn and Byosiere (1992) have reviewed and evaluated the most influential models of occupational stress and summarized the empirical findings relating to these models. While some investigators have focused on the pressures of a particular job, others have been concerned primarily with the behavioral and health consequences of work-related stress (Schuler, 1991). Consequently, in order to clarify and interpret research findings on occupational stress, it is essential to understand the conceptual models that have guided this research.

Models and Theories of Occupational Stress

French, Caplan and Kahn's Person – Environment Fit (PE-Fit) theory

French, Caplan, Kahn and their colleagues (French and Caplan, 1972; French et al., 1982; French and Kahn, 1962; Kahn et al., 1964) subsequently incorporated Lewin's concepts of stress and strain in their Person – Environment Fit (PE-Fit) theory, which is widely accepted as a major conceptual framework for research on occupational stress (Chemers et al., 1985; Edwards and Cooper, 1990). In the context of this theoretical orientation, occupational stress is defined in terms of job characteristics that pose a threat to the individual resulting from a poor match between the abilities of the employee and the demands of the job (French and Caplan, 1972). The workplace stress that occurs as a result of incompatible person– environment fit produces psychological strain that may contribute to stress-related physical disorders (French et al., 1982).

Stress at Work Model

Cooper and Marshall's (1976; Marshall and Cooper, 1979) Stress at Work model is similar to PE-Fit theory, but is more specific in identifying five major categories of job pressure and lack of organisational support in the workplace that contribute to occupational stress: (1) pressures intrinsic to the job; (2) the employee's role in the organisation; (3) interpersonal relationships at work; (4) limitations in career development; and (5) organisational structure and climate.

Karasek's Demand–Control Model

Karasek's (1979) Demand–Control model focuses on interactions between the objective demands of the work environment and the decision latitude of employees in meeting these demands (Karasek and Theorell, 1990). According to this model, 'the greatest risk to physical and mental health from stress occurs to workers facing high psychological workload demands or pressures combined with low control or decision latitude in meeting those demands' (Schnall, 1998, p. 1). The combination of high job demands with relatively little control contributes to lowered productivity and a greater risk of health-related problems (Theorell and Karasek, 1996). The Demand–Control model also recognizes the beneficial effects of social support from supervisors and co-workers (Karasek et al., 1982; Schnall, 1998).

Lazarus' Transactional Process Model

Lazarus' (1966) Transactional Process model of psychological stress and coping conceptualizes stress as a process that involves a complex transaction between a person and her/his environment (Lazarus and Folkman, 1984). In applying this model to occupational stress, Lazarus (1991) emphasizes the distinction between sources of stress ('stressors') in the workplace and the emotional reactions that are evoked when a particular stressor is cognitively appraised as threatening. Three types of appraisal mediate the effects of stressors on emotional reactions. Primary appraisal occurs when a stressor is evaluated in terms of its immediate impact on a person's well-being. Secondary appraisal takes into account the resources of the employee for coping with the stressor. The third type, reappraisal, incorporates new information resulting from the worker's appraisal of the effectiveness of her/his efforts to cope with a particular stressor.

National Institute for Occupational Safety and Health (NIOSH) Model

National Institute for Occupational Safety and Health (NIOSH) defines job stress in terms of 'the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker'(NIOSH, 2002). This definition of job stress, aswell as the resulting model developed by NIOSH,was primarily influenced by PE-Fit theory. The NIOSH model explicitly recognizes that exposure to stressful working conditions plays a primary role in causing job stress and influencing worker safety and health, while 'individual and other situational factors can intervene to strengthen or weaken this influence' (ibid., p. 6). However, the NIOSH model gives little attention to the significant influence of the employee's cognitive appraisal of sources of stress in the workplace.

Spielberger's State–Trait Process (STP) Model

Spielberger's State–Trait Process (STP) model of occupational stress focuses on the perceived severity and frequency of occurrence of two major categories of stressor events, job pressures and lack of support (Spielberger et al., 2002). The STP model builds on the PE-Fit and Transactional Process models by endeavoring to integrate these models with the conception of anxiety, anger and depression as emotional states and personality traits (Spielberger, 1972; Spielberger et al., 1983; Spielberger et al., 1988). The STP model gives greater emphasis than other models to the effects of individual differences in personality traits in determining how workplace stressors are perceived and appraised.

Objectives of the Study

The present research work is intended:

1. To analyse the areas of occupational stress among the Nationalised bank employees
2. To assess the level of stress among bank employees on the 12 dimensions of Role Over-Load, Role Ambiguity, Role Conflict, Unreasonable Group and Political Pressure, Responsibility for Persons, Under Participation, Powerlessness, Poor Peer Relations, Intrinsic, Impoverishment, Low Status, Strenuous Working Conditions and Unprofitability.
3. To understand the various models and theories of occupational stress.
4. To review the literature pertaining to occupational stress, related concepts and factors underlying it.
5. To offer some viable and practicable suggestions, result oriented guidelines to the bank understudy to reduce the level of stress among their employees.

Hypothesis

Theoretical considerations and previous researches enabled the researcher to formulate the following hypothesis

There are no signs of presence of stress among employees of nationalised bank on the various dimensions of Occupational Stress Index.

Research Methodology

Research Design

The present study is exploratory as well as descriptive in nature in context of nationalised banks. Here the researcher on the one hand, has attempted to lay down the theoretical ground for occupational stress and tried to explore its theories, models and various studies related to it. On the other hand he has tried to describe the psychological situation of bank employees through the mode of a scale called OSI (Occupational Stress Index).

Sample

Managers working in the different branches of Punjab National Bank (PNB) specifically located in Northern part of India from Haryana, Punjab, and Chandigarh form as subjects. In total researcher contacted 140 managers to whom the questionnaires' was distributed, out of which 90 were received complete in all respects. Therefore, the exact sample was 90.

Tools used for Data Collection

The Occupational Stress Index (Srivastava, A.K., and Singh, A.P., 1981) was used for data collection. The scale consists of 46 items, each to be rated on the five point scale. Out of 46 items 28 are 'True – Keyed' and last 18 are 'False – Keyed'. The items relate to almost all relevant components of the job size which cause stress in some way or the other, such as, role over-load, role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relations, intrinsic, impoverishment, low status, strenuous working conditions and unprofitability.

Reliability of the Scale: The reliability index (Table No. 3) ascertained by Split Half (Odd Even) method and Cronbach's alpha – coefficient for the scale as a whole were found to be .935 and .90 respectively. In general, in psychology researches, a good measure should have a Cronbach's Alpha of at least .60 and preferably closer to .90. Therefore, in the present study the scale can also be considered reliable. The reliability indices of the 12 sub-scales were also computed on the Cronbach's alpha method. The table no. 2 records the obtained indices.

Data Analysis and Results

The results obtained from 90 subjects on occupational stress on 12 subscales of O.S.I were analysed using descriptive statistics and Pearson's correlation. In the present study effect of occupational stress was investigated. The descriptive statistics is given in Table 3.For measuring the effect of various dimensions on each other, Inter-item Correlation was also performed and Inter-correlation Matrix is presented through Table No. 5

Results and Discussion

The result obtained shows the presence of significant stress among the employees of the bank understudy. (See Table No. 1.).It is observed from the total of mean scores (Mean Score = 273.41) on the 12 sub-scales of Occupational Stress Index i.e. greater the mean scores greater the stress level of the employees understudy. Hence the null hypothesis i.e. *There are no signs of presence of stress among employees of bank understudy on the various dimensions of Occupational Stress Index* stands rejected and alternate hypothesis is established that there are observable signs of stress among employees of bank understudy on the various dimensions of Occupational Stress Index.

To gain more insight into assessment of the level of stress with respect to the 12 dimensions of OSI individually, Mean Scores are observed and interpreted accordingly. Mean scores on the various sub-scales of Occupational Stress Index are shown in Table No. 4.

·The mean scores on the factors such as Poor Peer Relations (PPR) (Mean Score = 3.17) and Responsibility of Persons (RP) (Mean Score = 3.15) are higher than other factors of OSI. It is concluded that employees are highly stressed on these two dimensions. It is further interpreted that stress level is high due to the poor interpersonal relationships with colleagues, colleagues lack of cooperation in solving administrative problems. Further to add is that managers are not able to take and dispose-off the responsibility of other junior employees, their future, the progress of the organisation as a whole due to the phenomenon of less autonomy in their own jobs and less place of suggestion in problem solving and decision making, a high feeling of powerlessness exist, all these leads. to increased amount of stress.

·Mean scores is observed low on the dimensions like Role Ambiguity (RA) (Mean Score = 2.71) and the Intrinsic Impoverishment (Mean Score = 2.75) which is interpreted by the researcher as employees in the bank are less stressed due to non-availability of clear information with respect to the different aspects of job, job role, poor planning of job, vague expectations by colleagues and subordinates. It is further added that though jobs/tasks are of humdrum type, there are very less oppurtunities available to employees to utilise their optimum potential , un-conducive environment to develop their aptitude and proficiency , less say in decision making and problem solving due to which they perform under stress. But these factors are secondary causes of stress.

The researcher has conducted an Inter Item Correlation, from the same an Inter-Correlation matrix, was obtained as shown in Table No. 5, the following interpretations were obtained:

·The factor of Role Overload (RO) is having positive correlation with Role Conflict (RC) with a correlation of .22 which is significant at .05 probability level. This means that when the employees are overloaded with too much work, there would be no clarity of goals and targets. The factor of Poor Peer Relations (PPR) is having negative correlation with Role Overload with a correlation of -.31 which is significant at .01 level. This means that when employees are overloaded with greater work than there are chances that they will not indulge in too many interpersonal interactions and relations thus having poor peer relations. The factor of Under-participation (UP) is also having negative correlation with the Role Overload with a correlation of -.25 which is significant at .05 probability level. This means that due to role overload the employees will under-participate in certain tasks and will over-participate in others.

·The factor of Role ambiguity (RA) is having high positive correlation with Intrinsic Impoverishment (II) and Low Status (LS) with a correlation of .36 and .31 respectively which is significant at .01 probability level. It is interpreted that the Role ambiguity persists due to monotonous nature of assignments, less opportunity to utilise abilities and experience independently, less opportunity to develop aptitude and proficiency etc. Due to role ambiguity also the employees are not getting due significance by higher authorities to their post as well as their work. It is also positively correlated with Role Conflict and Strenuous Working Conditions (SWC) with a correlation of .233 and .237 at .05 probability level. It means that due to role ambiguity, the employee are not able to dispose-off the contradictory as well as vague instructions from higher officers, there is a greater interference of officials into the working conditions, not getting full facilities regarding new assignments. Role ambiguity also persists in the bank due to existence of tense circumstances in which work has to be done, the unsatisfactory working conditions from the point of view of welfare and convenience, work assignments being complicated and risky also.

·The factor of Role Conflict is having high positive correlation with Unreasonable Group and Political Pressure (UGPP) with a correlation of .375 and .319 which is significant at .01 probability level. It is interpreted as the phenomenon of Role conflict exists due to the existence of difficulty on the part of employees to adjust with the undue political as well as group pressures and formal rules and instructions, various compulsions to perform unwillingly, maintenance of group conformity, violations of formal procedures and policies.

The factor of Role Conflict is also having high positive correlation with Low Status (LS) with a correlation of .319 which is significant at .01 probability level. It is interpreted that sometimes due to contradictory instructions from higher authorities, unclear directions, insufficient facilities, all these leads. to inability of employee to dispose-off each and every instruction in desired manner as a result of it, the employee neither receive respect from others nor enjoy due significance to the post as well as work from higher authorities.

·The factor of Responsibility of Persons (RP) is positively correlated with Unprofitability (UF) with a correlation of .271 which is significant at .01 probability level. It is concluded that employees due to absence of rewards and lack of motivation do not owe the responsibility of other persons, their future in the organisation.

The factor of Responsibility of Persons (RP) is also negatively correlated with Intrinsic Impoverishment (II) with a correlation of -.222 which is significant at .05 probability level. It is interpreted as the employees are not able to give due weightage to the responsibility of other persons, their future and ultimately the progress of the organisation, due to the fact that their own jobs are less autonomous, more monotonous, less opportunities' to have greater use of their abilities , less existence of offering any suggestions in the problem solving .

·The factor of Under-participation (UP) is highly positively correlated with Powerlessness (PL) with a correlation of .301 at a significance of .01 probability level. It is interpreted that in the organisation understudy the employees suggestions are less accepted, they have less participations in decision making, less chance of offering opinions in making appointments for important posts etc. Due to all these causes they usually under-participate.

The factor of Under-participation (UP) is also positively correlated with Unprofitability (UF) with a correlation of .255 which is significant at .05 probability level. The results clearly explain that UP on the part of the worker will lead him to non-achievement of targets and goal thus a crucial cause of stress and failure.

·The factor of Powerlessness (PL) is having high positive correlation with Strenuous Working Conditions (SWC) with a correlation of .374 at a significance level of .01 probability level. Powerlessness is a state of helplessness which causes distress and a feeling of non-control over certain organisational issues. Powerlessness would further increase poor peer relations and there would be a sense of internal dissatisfaction (Intrinsic Impoverishment II) and due to a correlation among the above mentioned factors the working conditions would appear to be very strenuous (SWC).Our results in the inter-correlation matrix reflect the same.

·The factor of Intrinsic Impoverishment (II) is having a positive correlation of .293 and .283 with Strenuous Working Conditions (SWC) and Low Status (LS) respectively which is significant at .01 probability level. When assignments are of monotonous and complicated nature and where the work has to be done in unsatisfactory conditions , where there is a less opportunities' for developing their aptitude and proficiency, it is obvious that employees will be under stress and accordingly their efficiency will suffer.

The factor of Intrinsic Impoverishment (II) is also having a positive correlation of .283 with Low Status (LS) which is significant at .01 probability level. In an organisation when job does not allow an incumbent to increase his social status, unquestionably, the stress level of an individual will increase, same is the case with the employees of the bank understudy.

·The factor of Low Status (LS) is positively correlated with Unprofitability (UF) with a correlation of .232 at .05 probability level. It is interpreted that when an employee does not receive respect from others, no due significance is given by higher authorities to the post as well as work of an employee due to all these factors it results in low degree of motivation on the part of an employee and ultimately his stress level increases.

Table – 1 Level of Stress among Nationalised bank Employees.

	Mean	S.D.
OCCUPATIONAL STRESS	273.41	9.3748
Higher the Score Greater the Stress		

No.	Sub Scales (Occupational Stress)	Serial No. of the Items in the Schedule
1	Role Overload	1,13,25,36,44,46
2	Role Ambiguity	2,14*,26,37
3	Conflict	3,15*,27,38*,45
4	Unreasonable Group and Political Pressure	4,16,28,39
5	Responsibility for persons	5,17,29
6	Under-participation	6*,18*,30*,40*
7	Powerlessness	7*,19*,31*
8	Poor-Peer Relations	8*,20*,32*,41*
9	Intrinsic Impoverishment	9,21*,33*,42*
10	Status	10*,22*,34
11	Strenuous Working condition	12,24,35,43*
12	Unprofitability	11,23

Table 3 Reliability Index

No.	Sub Scales (Occupational Stress)	Reliability Index
1	Role Overload	.597
2	Role Ambiguity	.495
3	Role Conflict	.508
4	Unreasonable Group and Political Pressure	.540
5	Responsibility for persons	.697
6	Under-participation	.548
7	Powerlessness	.539
8	Poor-Peer Relations	.577
9	Intrinsic Impoverishment	.528
10	Low Status	.499
11	Strenuous Working condition	.525
12	Unprofitability	.518

*Note : * False Keyed Items*

Table 4 Descriptive Statistics

Sr. No.	Sub Scales	Codes	Mean	S.D.
1	Role Overload	RO	2.8500	.56481
2	Role Ambiguity	RA	2.7167	.71127
3	Role Conflict	RC	2.8178	.56936
4	Unreasonable Group and Political Pressure	UGPP	2.9083	.64526
5	Responsibility for persons	RP	3.1556	.60831
6	Under-participation	UP	2.8083	.64917
7	Powerlessness	PL	2.9704	.77192
8	Poor-Peer Relations	PPR	3.1722	.60851
9	Intrinsic Impoverishment	II	2.7500	.61808
10	Low Status	LS	2.8000	.70454
11	Strenuous Working condition	SWC	2.9417	.67567
12	Unprofitability	UF	2.9667	.85064

Source: OSI Survey

Table 5: Inter-Correlation Matrix (Independent Variable Skilled Workers)

	RO	RA	RC	UGPP	RP	UP	PL	PPR	II	LS	SWC	UF
RO	1											
RA	.072	1										
RC	.227*	.233*	1									
UGPP	.130	.163	.375**	1								
RP	.110	-.007	-.092	-.171	1							
UP	-.258*	.118	.158	.041	-.104	1						
PL	-.192	.155	.064	-.034	-.003	.301**	1					
PPR	-.312**	-.011	.088	.093	-.202	.205	.095	1				
II	-.103	.367**	.081	.173	-.222*	.102	.090	.162	1			
LS	-.007	.312**	.319**	.140	-.066	.085	.111	.206	.282**	1		
SWC	-.053	.237*	.179	.186	-.117	-.055	.374**	.073	.293**	.180	1	
UF	.073	.205	.194	.081	.271**	.255*	.124	-.130	.093	.232*	.053	1

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

Conclusion

From the above findings it can be concluded that stress exist in the employees of the bank understudy, specifically higher on the dimensions of poor peer relations, strenuous working conditions, powerlessness and unprofitability. It is further concluded that the problem of stress is inevitable and unavoidable in the banking sector. A majority of the employees face severe stress- related ailments and a lot of psychological problems. Hence, the management must take several initiatives in helping their employees to overcome its disastrous effect. The productivity of the work force is the most decisive factor as far as the success of an organisation is concerned. The productivity in turn is dependent on the psychosocial well-being of the employees. In an age of highly dynamic and competitive world, man is exposed to all kinds of stressors that can affect him on all realms of life. The growing importance of interventional strategies is felt more at organisational level. This particular research was intended to study the impact of occupational stress on Nationalized Bank employees. Although certain limitations were met with the study, every effort has been made to make it much comprehensive.

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Make in India was launched on September 25, 2014, by Prime Minister Narendra Modi to encourage multinationals as well as domestic companies to manufacture their products in India and it was dedicated to the eminent patriot, philosopher and political personality, Pandit Deen Dayal Upadhyaya who was born on the same date in 1916.This is a key issue and found its mention in Honorable Prime Minister's address to the nation on 68th Independence Day. The objective is to focus on job creation and skill enhancement in 25 key sectors of the economy, including Automobiles, Aviation, Biotechnology, Defence Manufacturing, Electrical Machinery, Food Processing, Oil & Gas, and Pharmaceuticals, among others. The initiative aims to attract both capital and technological investment in India and that the country will become the top destination globally for foreign direct investment (FDI), surpassing even China and the United States of America. Its logo –inspired by the Ashoka Chakra – is a striding lion made of cogs, symbolizing manufacturing, strength and national pride. The campaign was designed by ad agency of USA M/s. Wieden+Kennedy. As part of the campaign, the Govt. of India allowed 49% foreign direct investment (FDI) in defence sector and 100% in railway infrastructure. Between September 2014 and November 2015, the government received Rs 1.20 lakh crore in proposals from electronics companies interested in manufacturing in India. Key policies are ease of doing business, getting away with archaic laws, 100 Smart Cities, disinvestment of public sector undertakings, skills and jobs for the youth, making India a manufacturer. Criticism has also surrounded the campaign – allegations of siphoning of funds, higher pricing, more profits for MNCs setting up plants in India, land-grabbing, and re-entry of black money. Major challenges include creating a healthy business environment, removal of unfavourable factors, more focus on Indian's micro, small and medium enterprises (MSME), lack of world class research and development (R&D), and comparisons with China's 'Made in China' campaign.

A Study on Employee Empowerment with Reference to Selected Hospitals in Krishna and Guntur District.

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Abstract

The primary objective of every business organization is to stay in business so as to be able to promote the stability of the community, generate products or services that are useful to customers and provide the setting for satisfaction including growth for its members. The quality of the service rendered and the satisfaction that customers may derive will be an assessment of the entire service experience. The employees have a major role to play in determining whether a customer would enjoy the experience or contact their competitors for better solutions. However this study focused mainly on the impact of employee empowerment among the employees which results to employees working in select hospitals in Krishna and Guntur district, AP. This study examines the impact of employees' empowerment factors on quality of work life to enhance their career growth using a selected hospitals namely Lalitha Super Speciality Hospital, St. Joseph Hospital in Guntur Districts and Manipal Hospital and Ramesh Hospitals in Krishna District in A.P.

Keywords: *Employee Empowerment, Hospitals, Employee Satisfaction, Employee Career Development.*

Introduction

The primary objective of every business organisation is to stay in business so as to be able to promote the stability of the community, generate products or services that are useful to customers and provide the setting for satisfaction including growth for its member. In this regard employees in the service organisation and particularly those who have frequent contacts with customers usually serve as representatives of both the organizations and their products or services to the customers at the point of contact. The quality of the service rendered and the satisfaction that customers may derive will be an assessment of the entire service experience. Employees who are empowered and motivated in an organisation can either portray a positive or negative image to the customers.

Therefore, a satisfied customer and employee are of important value to the organization. It is the duty of the management to formulate a system that would ultimately generate satisfaction for the customers and employees. The employees have a major role to play in determining whether a customer would enjoy the experience or contact their competitors for better solutions.

However this study focused mainly on the impact of employee empowerment among the employees which results to employees working in select hospitals in Krishna and Guntur district, AP. Employee empowerment a major determinant of quality of work life among employees is some of the major factors encountered by most organizations in their daily business practice. It is then of the highest priority for senior executives of these business organizations to consider means through which their employees can be well motivated in order to create zeal and strengthen their working desires so as to be able to exploit their talent and hard-work to the maximum.

Scope of the study

This study examines the impact of employees' empowerment factors on quality of work life to enhance their career growth using a selected hospitals namely Lalitha Super Speciality Hospital, St. Joseph Hospital in Guntur Districts and Manipal Hospital and Ramesh Hospitals in Krishna District in A.P.

Employee empowerment was examined to determine their significance for the organisation under review. A variety of factors normally influence these types of research which the study intends to explore. Some of these factors include employees' reward and recognition, career development opportunity, quality of the working condition, the level of pay and benefits, work security, interpersonal relationship and the perceived fairness of the promotion system within the organization.

Choice of the Research Topic

This study focuses on employees and their role in providing quality service to the employees by banking and insurance companies in order to enhance employee satisfaction. Therefore the study intends to investigate the employees' empowerment being practiced by the organisation under review.

A good employee empowerment process is essential for the achievement of business objectives irrespective of its location. Employee empowerment normally tends to have a variety of effects. These effects may be noticed through the employees' behaviour such as low productivity and absenteeism. This study helps the researcher to realise the importance of effective employee empowerment in delivering service quality. The study examines the types and the level of employees' empowerment process and also includes a management proposal that can be utilised to innovate employee empowerment. It helps to provide insight to support future research regarding strategic guidance for organizations that are both providing and using monetary and non-monetary rewards as a process of motivation.

Research Objective

The main objective of the research was to ascertain the impact of employee empowerment in enhancing employee satisfaction of the hospitals under review. To achieve this objective the research was divided into several sections.

The first objective was to ascertain if the employees are being empowered by their management and any obstacles hindering their services and enhance their career growth.

Furthermore, to ascertain how they are being balancing work life between employee empowerment towards their career enhancement.

Theoretical Background

Empowerment

Clutterbuck and Kernaghan (1994, 12-13) defined empowerment as the "term of encouraging and allowing employees to take personal responsibility for any improvement brought about in the performance of their assigned task whilst contributing to the attainment of the overall objective of the organization". In addition Sibson (1994, 21) also defined empowerment as "delegation of authority by the managers to each employee, mostly with respect to job practices and methods".

Furthermore, according to Lashley (200 I, 2) this concept companies the achievement of organizational objectives which are attained through the involvement of all employees within the organisation irrespective of their position or rank in the decision-making process and compelling them (i.e. employees) to accept full responsibility for work satisfaction.

It is realised from the above that empowerment has been defined differently depending upon ones' perspective. But for the purpose of this research the most adopted definition will be the definition of empowerment as defined by Clutterbuck et al (1994, 12-13) as the term of encouraging and allowing employees to take personal responsibility for any improvement.

Corsun (1994, 38) elaborated on the distinction between the three types of discretionary employee empowerment. According to Corsun et al (1994, 38) routine discretion is normally implemented when employees are permitted to select another option from a list of other options in the performance of their work. Creative discretion as the term implies is present when employees' apply their personal alternative methods or means of performing their assigned task provided they do exceed the organisation stated objective. Deviant discretion involves the adoption and acceptance of certain behaviours of employees in the performance of their work outside their scope, authority and formal work description.

Empowerment process

The empowerment process depicts six levels that management might follow in planning, implementing and evaluating the empowerment plan. The combination of these process constitute a closed - loop system which should result in continuous

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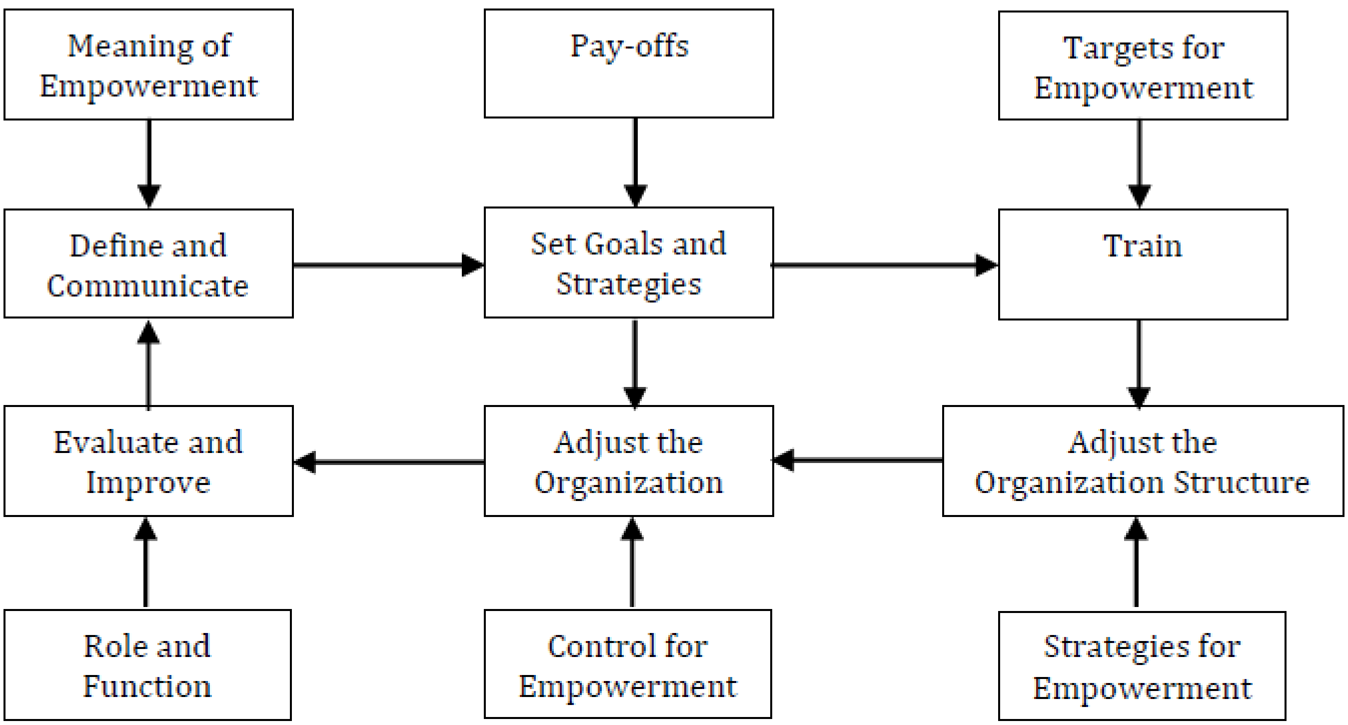

Figure 1: Empowerment process management model

Source: Bedward et al (2004, 266)

Firstly define and communicate the meaning of empowerment to everyone at all levels of the organization. Secondly define objectives and strategies that provide a framework for people at every organisation level as employees make their own effort to extend and strengthen empowerment. The third stage involves the training of employees to enable them fulfil their new roles and perform their function in a way that is consistent with the organizations objectives towards the extension and strengthening of empowerment (Kinlaw 1995,25).

The fourth comprises the adjustments made to the structure of the organisation in order to achieve expert management, reduce bureaucracy and greater autonomy whilst the fifth stage constitutes the introduction of the planning process, rewarding, promoting, training and hiring in support of the empowerment process. The final level involves the evaluation and improvement of the empowerment process through the measurement of the progress including the assessment of the perception of members of the organization. (Bedward et al 2004, 266-267)

Empowerment Concept

Empowerment as defined earlier is a significant fundamental concept through which employees are able to influence and have control over decisions that affect them in the performance of their job.

Furthermore, this concept assists employees to exercise maximum control or authority of their work environment physically, socially, culturally and psychologically through the resources allocated to them. (Fatterman & Wandersman 2005, 11).

Participatory democracy is another fundamental concept or principle that merits elaborating on. According to Sibson et al (1994, 24) participation was considered to be an intrinsic attribute of democracy and thus a solution to repression. This concept involves the techniques and findings to encourage improvement and self-determination.

Levels of Empowerment

Involvement Orientation	High Involvement
	Job Involvement
Involvement	Suggestion

Figure 2: Level of Empowerment
Sources: Hoffman and Bateson (1997, 248)

Suggestion involvement level

According to Hoffman at el (1997, 248) suggestion involvement level is the control-oriented empowerment range which empowers employees to recommend suggestions for improvement on the operations of the organization. Meanwhile Clutterbuck et al (1994, 16-17) summarized suggestion involvement level as a move away from the control model to suggestion programmeswhich will empower and encourage employees to contribute ideas through formal means without necessarily making any changes to the employees' day-to-day work activities.

Work involvement level

Employees in this concept are able to examine the contents of their own work and further define their role within the organization. At this level employees tend to benefit from a multiplicity of skills and receive broad feedback from management including customers. Moreover, higher level decisions and reward allotment decisions remained the responsibility of the organisation top management. (Clutterbuck et al 1994, 16-17)

High involvement level

High involvement level according to Clutterbuck et al (1994, 16-17) is the level through which organizations give their lowest level of employees a sense of involvement on how they perform their work or how effectively their group performs but in the total organization's performance. However, Hoffman et al (1997, 248) has revealed that the objective of business organizations is essentially to train employees to manage themselves, develop team-work and problem solving skills. Furthermore, employees need to control the reward allocation decision through profit-sharing and be part of the ownership of the organisation through purchase of allocated shares.

Types of organizational empowerment

Legitimate empowerment

This type of empowerment is normally based on an employee's formal position within an organizations. However, this type of empowerment is frequently possessed by higher executives through which is applied in coercing subordinates to obey certain orders without any uncertainty. (Armstrong et al 2003,260).

Reward empowerment

This type of empowerment as the name implies is based on an employee's accessibility to rewards, for instance remuneration and promotion after the performance of certain risky tasks. Furthermore, this type of empowerment can extend beyond material reward due to the fact that some employees are more motivated by a desire for intrinsic rewards such as the need for recognition and acceptance. Therefore this type of empowerment occurs as a result of acknowledgement of management for the performance of good and efficient job by subordinates. (Armstrong et al 2003, 260)

Coercive empowerment

Coercive empowerment which as earlier elaborated is derived from the leadership of the organization. Management applies such an empowerment to ensure discipline and monitor wrongful acts within the organization. Some of the methods used include the withdrawal of privileges, allocation of unattractive assignment, denial of promotion opportunities and pay increases. (Armstrong et al 2003, 260)

Employees development

According to Looy (2003, 187) authorities in business organizations during the early 19th failed to accord employees' the required recognition and respect. But after the initiation of the theory of human capital it was realised that human resource management should be combined with the organizations overall business strategy. In this regard it then became necessary for leadership to develop strategies to retain employees'. This then introduced the issue of human resource development whose main objective was to increase the potentials of employees whilst being retained in their respective organizations. As a result human resource practices play a crucial role in the management of service operations like:

- Recruitment
- Training the employees
- Promotion of team work
- Providing needed support system
- Employee retention

Earlier studies

Over the last century, writers and researchers have been required to give due recognition to the vital role played by employee motivation, empowerment, training and quality service delivery as an overall business concept.

Early conceptions about employee motivation have greatly varied hence being termed more as a traditional management theory. Harsh managerial policies were introduced through which organizations tried to maximize motivation by the provision of adequate compensation whilst at the same time trying to prevent any sign of uncontrollable behavior. (Steers 1996, 78)

In this regard management of business organizations especially those in the service industries before were compelled to build a congenial social atmosphere in which employees felt dignified and valued. Emphasizing the significance of human resources, contemporary theories envisioned employees as idle skills, ideas and other probable assistance to an organization. The process of motivation involved in this aspect is such that work environment and incentives are well planned so as to be able to exploit as much as possible any of these unused human resources. Some of the approaches adopted include the granting of employees greater freedom, authority, responsibility and independence so as to enable them redesign or develop their personal work environment while being held accountable for both the final outcome of their actions either positively or negatively. (Kerr 1997,209)

Research has revealed that consideration is only accorded to extrinsic rewards in an attempt to revive employee motivation. Organizations in an effort to sustain happy employees have adopted motivational measures such as the provision of health care, subsidized meal plans, transportation and availability of child care facilities.

Though some motivational experts have argued that most of these motivational efforts directed at employees are just a waste of already scarce organizational financial resources and that some employees are better stimulated when offered monetary incentives. (Herzberg 1969, 46)

The 19th century was further termed the period of empowerment, yet emerging indication programmeson empowerment have often resulted in failure to meet the expectations of both decision makers and employees within an organization. Though authority and empowerment have some similarities, empowerment in the business literature has been derived of any dialogue on employee authority (Roger 2000,46).

One of the objectives of organizational empowerments involves the empowerment of employees who have been marginalized within the organization. While this concept has played a significant role in organizational development, its usage and implementation has been criticized within an organization. Roger et al (2000, 46) for instance elaborated on the controversial nature of empowerment by describing as too masculine and individualistic.

During the 19th century the debate has been whether the training offered to employees as a form of motivation is a necessity worthy of expenditure. Majority of modern training theorists has proposed that what an employee may feel in relation to their job has no relation with training. Research dated as far back as 1922 tends to reveal that over-simplified and repetitive works introduced boredom and compelling employees to resort to the taking of unauthorized resting periods on a frequent basis. Furthermore, during the early part of the 1950's a series of surveys undertaken on employee training revealed that highly departmental and simplified works without being offered the required training for them to be conversant with current technological advancement in the performance of their jobs resulted in lower employee morale including output (Roger et al 2000, 46).

The liberalization of the financial sector by most governments introduced an intense competition requiring financial institutions in the retail sector to formulate their marketing strategies towards increasing customer satisfaction and loyalty through the rendering of quality service. These retail financial institutions are pursuing this strategy due to the difficulty customers have in being able to differentiate from the services being offered. This problem arises as a result of similarities of services being offered by competitors in the financial retail sector. However majority of the research undertaken on service quality has been centered on the developed economies though the service industry is among the fastest growing sectors in emerging economies such as Namibia. (Herbig & Genestre 1996, 38)

At this juncture, research has to be undertaken in the financial sector from the perspective of emerging economies such as Namibia, which has recently liberalized its financial 'sector. As financial institutions in such economies as Namibia develop, their experiences may become knowledge to be learned by other financial institutions in developed economies as these institutions become more integrated due to globalization. Research literature has revealed that there exists a very significant space in marketing literature concerning how consumers and customers alike tend to evaluate service quality, more especially in the developed economies. (Bolton & Myers 2001,48)

Research Methodology

This section will focus on the description of the research method adopted. The study provides a critical examination of the methodological processes and issues encountered in this study, including data collection methods and analysis. Consideration was given to the significant role played by employee empowerment, training and development in the delivery of quality services to enhance customer satisfaction. The target population of this study included employees at health industries in selected hospitals in Krishna and Guntur district. The sample. size included 100 participants collating their views on employee empowerment of the organisation under review in Quality of work life. Majority of participates in the survey rate 80% importance given by management for employee empowerment policies. From the review of literature, a survey questionnaire was developed to collect data for the study. Data was collected through use of a written questionnaire hand-delivered to participants.

Questionnaires were answered by respondents or participants and returned them by hand. The questionnaire asked participants to rate the significance of employee empowerment on a scale from 5 to 1. The questionnaires were pilot tested with 40 similarly situated employees within the organization. As a result of the pilot test, minor changes in word selection and instructions were made to the questionnaire.

Sampling Size

The target group was the employees of selected units of health industries in hospitals namely Lalitha, St. Joseph in Guntur district, Manipal and Ramesh hospitals in Krishna District. Qualitative data were collected from 100 respondents.

Analysis

The objective of this study is to assist in the analysis of the research findings concerning the elements presented in the conceptual framework.

Hence this aspect is concentrated on the linkage between empowerment, employee development and quality service delivery in enhancing customer satisfaction. Every service unit such as Lalitha, St. Joseph in Guntur district, Manipal and Ramesh hospitals in Krishna District may have its own way of motivating, empowering, developing employees so as to render quality service in order to yield customer satisfaction.

Two main theories were chosen for this study to be examined, content and process theories. The content approach to motivation focuses on the assumption that individuals are empowered by the desire to fulfill inner needs. Content theory attempts to explain specific issues, which employees' empower in different situations. It is concerned with identifying people's needs and strengths. Despite the fact that content theories of motivation will assist the management of banking and insurance industries to understand employee empowerment, this theory concepts alone do not provide a comprehensive understanding of motivation.

Process theories of employee empowerment attempt to explain the process of arousing behaviour, sustaining and regulating the pattern of behaviour. These concepts tend to emphasis the underlying reasoning that influences employees' to behave and respond in a certain way. Therefore, empowering employees by either punishing them to perform or encouraging self-direction, the goal- setting theory, identifies underlying factors that achieve a given behaviour, which is the key to understanding the process approach to motivation

Table : 1 Employee Empowerment Determination

		Weighted Average	Krishna District	Guntur District
1	I feel enthusiastic about my work	4.44	0.786	0.833
2	I am satisfied with the work that I do	4.57	0.995	0.963
3	I work well	4.86	0.986	0.993
4	My opinion is asked before changes are made in the way I work	4.42	0.427	0.516
5	If I have a problem I can speak directly to management	3.27	0.318	0.630
6	I know what my job requires of me	3.27	0.318	0.630
7	My work motivates me	4.03	0.537	0.896
8	I take initiative at work	4.10	0.769	0.995
9	I get bored with my work	2.03	0.929	0.642
10	Management is a good example to employees	4.15	0.968	0.794
11	People are happy when I do my work well.	4.77	0.981	0.982
12	Management tries to solve my work related problems	4.80	0.999	0.987
13	I know exactly what I need to do in my work	4.80	0.988	0.988
14	I am rewarded for work well done	3.91	0.953	0.980
15	Management takes advantage of me	4.31	0.851	0.916
16	Management treats me in a just way	4.15	0.923	0.958
17	I fear that I may lose my job	1.74	0.154	0.211
18	I do more than what is expected of me at work	4.54	0.990	0.978
19	My work is routine and not risky	4.20	0.564	0.489
20	I know which work I should complete every day	4.80	0.998	0.979
21	I can do what is expected of me	4.81	0.995	0.995
22	I know my work related responsibilities	4.88	0.999	0.995
	Total Mean Value	**4.129**	**0.792**	**0.834**

Table 1 depicts the analysis of weighted average mean of all the determinants related to employee empowerment given more preference by management to employees with relatively to company development in the selected hospitals namely Lalitha and St. Joseph as well as the analysis is extended to analyze employee empowerment policies designed by the management in the selected hospitals namely Manipal and Ramesh hospitals in Krishna District.

Table 1 results discussed about the co-relation coefficient statistical method used by researcher to analyze whether the employee empowerment and career growth are given importance by management in select hospitals in both Krishna and Guntur districts

From the result table 1 can be understood that almost all the respondents (employees) of all hospitals said that their superiors and management give preference to employee empowerment policies was often and their respective organisation work place give more importance to employee satisfaction by maintaining good career track record internally in the organization.

As well as table 1 gave result of relationship between public and private banking and insurance companies gave similar preferences. The result between Lalitha and St. Joseph hospitals shows 0.792 were as result between Manipal and Ramesh hospitals shows 0.834. Experts said that if we implement co-relation coefficient technique the result should be in between the value of -1 to + 1. The result also shows the values in such a way.

Conclusion

Current theoretical literature on the impact of employee empowerment has assisted to emphasis on the significance of employees' quality of work life including any additional improvement achieved through their usefulness. Majority of current written literature in relation to the challenges involved in employee empowerment tend to Centre on the issues of trust and confidentiality. Management can be reluctant to empower employees due to personal dislikes whilst employees can lost their sense of security by being compelled to take decision beyond their capacity. Additionally, employees may feel less empowered that instant they realise the creativity of management in the process of empowerment. The creativity can develop misgivings and actually lead to loss of revenue including instead of an anticipated gain.

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"Entrepreneurial Development"

*Author: **Dr. S . S .Khanka***
*Publisher: **S .Chand & Company Pvt.Ltd, New Delhi***
***Edition:** Fourth Edition, 778 pages.*
*Reviewed by **Ms.Y .V . Naga Kumari.***

This book tried to bring in more clarity on the concepts viz., 'Entrepreneur', 'Entrepreneurship', 'Women Entrepreneurship', 'Rural Entrepreneurship', 'Factors Affecting Entrepreneurial Growth', 'Entrepreneurial Motivation', 'Entrepreneurial The book entitled "Entrepreneurial Development" by Dr. S. S. Khanka; This book deals with the factors affecting entrepreneurial growth, project appraisal, government policy for small scale enterprises, working capital management, project identification and selection, Marketing Management, Taxation benefits to Small Scale Industries, and sickness in small business.

This book consists of 5 Parts; each part covering all aspects of theory with their applications.

Competencies', 'Entrepreneurial Mobility', 'Entrepreneurship Development Programmes'(EDPs).

Part I of the volume stressed the necessity and the connection with the significant factor for accelerating the economic development. It promotes capital formation and wealth creation in a country and lays the foundation for any commercial success.

Part II deals with the 'Start-Up', 'Small Enterprises', 'Project Identification and Selection' (PIS), 'Project Formulation Project Appraisal', 'Financing of Enterprise', 'Ownership Structures'. This part highlights the challenges faced by SMEs while attempting to innovate and grow, revealing how these challenges can be managed in a micro and macroeconomic level. As a result, this part provides value implications for management practice.

Part III explains the concepts of 'Institutional Finance to Entrepreneurs', 'Lease Financing and Hire-Purchase', 'Institutional Support to Entrepreneurs', 'Taxation Benefits to Small-Scale Industry', and 'Government Policy for Small-Scale Enterprises'. In Part III the cases are good and result to the concepts.

Part IV deals with the Management, Its 'Nature and Scope', 'Fundamentals of Management', 'Working Capital Management', 'Inventory Management', 'Production and Operation Management', 'Marketing Management', 'Human Resource Management', 'Total Quality Management (TQM) for Small Enterprises' and its essentiality for success.

Part V discuss the 'Accounting for Small Enterprises', 'Growth Strategies in Small Business', 'Sickness in Small Business', 'Small Enterprises in International Business', 'Export Documents and Procedure for Small Enterprises'.

The Positive aspect of this book is each chapter ends with class assignments and real cases. Whereas the drawback of this book is that the cases are not revised according to the latest happenings.This book helps to attain clarity on the subject Entrepreneurial Development, especially to look at it from an Indian perspective. Cases from the Indian context, model case analyses make this book extremely student-friendly. At the end of each chapter, questions are given enabling the students to test their post-reading acquisition of knowledge.

The concepts are well defined which would be useful for students of Business Management and should serve as a good source of material for the faculty of Business Management, Management Consultant, Practitioners and Research Scholars.

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“Banking Theory and Practice”

Author: ***KC Sheskar and Lekshmy Shekhar***
Publisher: ***Vikas Publishing House Pvt Ltd, New Delhi***
Edition: *Twenty first Edition, 1038 pages.*
Reviewed by ***Ms. K . Susmitha.***

The book entitled “Banking Theory and Practice” by KC Sheskar and Lekshmy Shekhar gives a review of entire gamut of topics in the field of banking–from its evolution to the latest trends. This book consists of six (6) parts with Thirty Four (34) chapters covering all aspects of theory along with their practical applications. The Indian banking system is undergoing unprecedented changes as a result of new legislations and reforms in response to the contemporary needs. The present edition has kept pace with these developments, including the changes in legislation, growing globalization of banking, as well as the expansion of the banking business to meet the needs of customers for a wider range of services.

Through additional further reading and comments in each chapter, students are provided with an opportunity as how to integrate theory with practice relating to banking.

First two parts deals with commercial banks and its services offered to the public and functions of central bank.

Third part of this book discusses with mainly banking legislations and reforms relating to Regional Rural Banks and Nationalization of Commercial Banks. A new chapter named as “Financial stability” is added to provide enlightening reading on the various aspects of financial stability, especially with reference to India. It also covers profile of changing Indian banking scenario. It also gives a view of different Fee and Fund based financial services which are offered by banking and non-banking Institutions to the public.

Fourth part of this book concentrates on the two Foreign banking systems named as “Indian Banking system” and “American Banking system”.

In the Fifth part, there is brief review of how exchange of foreign currency takes place and the methods to control it and also discusses on International Monetary Fund (IMF) and International Bank for Reconstruction and Development (IBRD) agencies.

Sixth part of this book gives a view on practical applications of banking rules and regulations and description on the basic terms used by the public relating to banking and its applications.

This book is a collection of topics that primarily address the banking system and its applications. It examines the most recent developments in the era of banking practice and serves up important findings concerning key issues. The appendices to the various chapters are new to this edition. It is hoped that information will be useful to the readers, especially since these being elaboration of the concerned points covered in the chapters.

This Book is an essential resource not only for students, but also for professional bankers and those who pursue more advanced and practically oriented studies on the subject. The subject index at the end of the book helps especially the students with a quick review.

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“Managerial Economics”

Author: Dr. H . L . Ahuja

Publisher: *S. Chand & Company Pvt. Ltd., 1150 Pages, 2015*

Reviewed by ***S . Madhavi***

The Volume entitled **“Managerial Economics”** deals with the concepts and techniques used in economics and to enable them to apply the knowledge in decision making. Emphasis is laid to changes in the nature of business firms in the context of management of services in globalization.

The book is divided into seven sections that cover both Micro and Macro aspects of Managerial Economics.

Part I covers the ‘Nature and Scope of Managerial Economics’, ‘Basic Model of the Firm and Role of Profits’, ‘Optimisation Concepts and Techniques Marginal and Incremental Analysis’.

Part II discusses Demand Analysis and Theory of Consumer’s Choice which provides an introduction to the theory of demand and explains the various factors that determine demand for a product.

Part III deals with the ‘theory of Production and Cost Analysis’, the demand and supply side of the pricing problems in detail and explains how the maximum possible satisfaction of the people can be achieved through proper allocation of scarce resources.

Part IV covers ‘Price and Output Decisions in Various Market Structures’ and also gives a general analysis of the equilibrium of the firm and industry under perfect competition and explains how price and output are determined.

Part V focuses on ‘Pricing Practices and Strategies’, and ‘theories of price - output determination under oligopoly’ which is based on profit maximization; and behavioural theories of the firm as to how the firms actually behave, and take decisions.

Part VI examines Capital Budgeting and Decision Making under Risk and Uncertainty, cost of capital.

Part VII covers Macro economics that explains how prices of products and factors determined and how resources are allocated among various products; its applications to the formulation of economic policies and post Keynesian developments.

This edition makes an analytical study of the problems of inflation, unemployment, balance of payments, capital flows with special reference to India. It provides detailed analysis of Monetary and Fiscal policies to achieve economic stabilization and growth. This book is especially designed for Students of Economics, professionals of Economics.

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“Fundamentals of Operations Research”

[Theory and Practice]

*Authors: **Dr. P .C .Tulsian, Bharat Tulsian***

*Publisher : **S .Chand & Company Ltd.,** Edition: First Edition, 2012, Pages 329,*

*Reviewed by **Mr. S . Sivaram***

The volume “Fundamentals of Research” is a textbook designed to meet the needs of not only management students but also the other professionals who are involved in decision making. The book aims to capture the essence of optimization techniques, and is comprehensive in its approach of optimization. The author followed a multidisciplinary approach combining knowledge and experience in the domains of allocation problems like LPP, Transportation, assignment, PERT/CPM and simulation.

Operations Research includes a set of tools that allow managers and engineers to take optimum decisions. Operations Research allows the organisation to respond to external or internal opportunities and use its creativity to introduce new ideas, processes or products .It is not relegated to R&D it involves organization’s product development manufacturing and marketing especially optimizing production cost.

By utilizing operations research tools, management can trigger on the work force for the continuous development in the lines of optimization of a company. To succeed with Operations Research tools, an understanding of both the market and the technical problems are needed. By creating multi-functional development teams, containing engineers and marketers, both dimensions can be solved. Managers /Engineers must therefore optimize time and cost, without sacrificing quality or meeting the needs of the market.

This book is divided into 10 units. First three units cover linear programming-formulation and its solution methods graphical and simplex method. For any decision making problem mathematical formulation (approach) is important and that is described in detail. Practical steps involved in solving problems are given in a nice manner but introduction, definitions, scope and special cases like degeneracy in LPP are missing.

The chapters four and five covers transportation and assignment problems. Here also the algorithm to solve problems, applications is good but first nature of the problem is to be discussed first and then solution part. .In the transportation problem-two more methods row and column minimum methods should have been discussed to find initial solution (IBFS).

The chapters six, seven and eight covers PERT/CPM topics. These problems involve multistage decision making and explained in detail. Diagrammatic representations of Network diagrams given in the book are good. Algorithmic approach to solve the problems is easily understandable and is given in a simple manner. At this point also introduction to PERT ,rules for drawing and different time estimates in PERT is required first and then critical path method (CPM) should have been discussed in later stage i.e it seems some of topics to be re arranged in a sequence for better understanding.

Ninth unit covers simulation. Simulation models discussed are up to the mark and applications given in the book are more comprehensive.

The last unit tenth covers learning curve theory which reveals that there is a steadily decreasing cost for the accomplishment of a given repetitive operation. This topic is explained in a very good manner and appreciable.

The book explains in detail both concepts and algorithms with reference to Decision Making (optimization).The appendix that are listed at the end of all chapters, help readers assimilate and internalize the learning. The author may consider for improvements in the areas where the explanation is felt inadequate and strengthen in the next edition.

In conclusion the volume “Fundamentals of Operations Research” (Theory & Practice) will serve as informative and very useful book for students of management, partially for engineering students, management practitioners, consultants and faculty. The book is available in India only , offered at an affordable price of Rs.175/-.

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Financial Management

Author: ***I M Pandey***
Publisher: ***Vikas Publishing House Pvt Ltd.***
Edition: ***Eleventh Edition 2015****. Pages:* ***909***
Reviewed by: ***Ms. A . Asha***

The book entitled ***"Financial Management"*** by I. M. Pandey eleventh edition helps the reader in understanding the concepts and theories underlying Financial Management in a systematic and easy way and helps in developing skills to understand, analyse and interpret financial problems and data to make good financial decisions. This book is divided into nine parts (9).

Part one is divided into seven chapters, covers the introduction to financial management, methods of calculating Time Value of Money, Present Value concepts in valuation of shares and bonds, measurement of risk and return calculation and the relationship between them, Portfolio Theory using the relationship between risk and return of portfolios, methods of estimating beta and the use of beta in determining the cost of equity and discusses the implications of combinations of options and models of valuing options.

Part two is divided into six chapters, throws light on the nature and importance of capital budgeting decisions and their evaluation using different methods, concept of Cost of Capital and its measurement, highlights on the interaction between financing and Investment Decisions and approaches for calculating incremental cash flows, the application of Net Present Value (NPV) rule in making complicated investment decisions, discusses the concept of risk (measurement and analysis) in Investment Decisions and issues relating to the Capital Budgeting Process And Practice, and the strategic aspects of capital budgeting.

Part three is divided into five chapters, helps in understanding the way in which the capital projects are financed and the appropriate mix of debt and equity, different capital structure theories and the relationship between capital structure and the value of the firm, the relationship between leverage, beta and cost of capital and also the methodology for determining the value of the firm and the value of equity, issues of dividend policy and different models in dividend theory and also explains the objectives of dividend policy in practice.

Part four is divided into five chapters and deals with capital market efficiency and capital markets in India, the different methods of long term financing valuation methods of convertible debentures and warrants, focuses on the concept of asset based financing and types and the methods of venture capital financing.

Part five is divided into three chapters, deals with the mechanism of preparing Funds Flow and Cash Flow position, how Financial Ratios help in Credit Analysis, Competitive Analysis, determining the Financial Capability of the firm Financial Forecasting and Financial Planning and the techniques of Financial Forecasting.

Part six comprises of five chapters, discusses the principles of Working Capital Management, Receivables Management and the costs and benefits of Factoring, the need and techniques of Inventory Management, the facets of Cash Management and the techniques of preparing Cash Budget, examines the norms used by banks in financing firm's Working Capital and the different methods of Working Capital finance in India.

Part seven is divided into four chapters, focuses on Corporate Restructuring and the methodology for valuing Mergers and Acquisitions, Derivatives for managing Financial Risk, International Financial Management and the methods of financing International Operations, Shareholder Value Creation and Corporate Governance.

Part eight deals with comprehensive real-life cases of Indian companies which help in better understanding of the subject matter. Part nine consists of annexure.

New concepts like consumption beta, simulation in capital budgeting, have been added. Web links help the students in retrieving financial data from internet. Large number of real life examples is provided to illustrate the practical application of financial concepts and theories. Mini cases at the end of each chapter help the students in applying the financial concepts in problem solving. This book also focuses on the use of spread sheets and Excel function for solving problems. Free Students' CD provided has answers to review questions and problems at the end of each chapter along with Power point presentation for each chapter. This book is also useful for students, financial executives who wish to improve their ability in making financial decisions.

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“Security Analysis and Portfolio Management”

*Author**: Punithavathy Pandian***

*Publisher**: Vikas Publishing House**, First Reprint, 559 pages, 2014*

Reviewed by **Mr. G . Kamal**, *Asst.Prof.*

The book ***“Security Analysis and Portfolio Management”*** is a pre-requisite for making investments. In the Contemporary financial markets, investment is complicated. In the field of finance, it is a common knowledge that money or finance is scarce and that investors try to maximise their return. But the finance theory states that the return is higher, if the risk is also higher. Return and risk go together and they have a trade off. The art of investment is to see that the return is maximised with the minimum of risk, which is inherent in investments.

Investments may be classified as financial investments or economic investments. In the financial sense, investment is the commitment of funds to derive future income in the form of interest, dividend, premium, pension benefits, or appreciation in the value of the initial investment. Economic investments are undertaken with an expectation of increasing the current economy’s capital stock that consists of goods and services. Investors look for growth/increase in current wealth through investment opportunities. Given an investment environment, an investor’s preference will be for investment opportunities that provides highest return. Investors desire to earn as higher returns as possible but with the minimum of risk the seasoned professionals find it challenging to invest in stock markets.

This book is divided into three parts i.e.,

Part: I Indian Stock Market – It ex plains about Introduction to investment and securities, Investment planning and Alternatives, various kinds of markets for listing and selling of securities and the regulating bodies that govern the stock markets.

Part: II Security Analysis - Entirely focuses on the different aspects of Risk, Return Valuation, analysing the Fundamental and Technical factors and evaluating the various kinds of securities such as Bonds, Futures and Options.

Part: III Portfolio Analysis has been devoted to construction of Portfolio, analysing the portfolio through Markowitz Model, Sharpe Index Model, Capital Asset Pricing Model and Revision of Portfolio.

This book has been edited and revised and includes cases and excel spreadsheet applications, chapters include queries which stimulate the interest of students. New chapters on Oscillators and Indicators, Options and Futures, as well as International Portfolio Investment are included. The book gives readers theoretical clarity and exhaustive coverage with an approach suitable for students and faculty at an affordable price of Rs 450/. The book is available in Indian and Asian Markets.

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“Investment Management”

*Author**: V . K .Bhalla***

*Publisher**: S Chand**, fifth edition, 1419 pages, 2016*

*Reviewed by **Mr. G . Kamal.***

The book **“Investment Management”** provides a powerful package of systematic principles and cutting-edge applications for intelligent-and profitable-investing in finance. It focuses on the Indian financial system in terms of the institutional reforms. Many changes have took place during the controlled to a liberal economy affecting changes in the capital market. It emphasises on the changes brought about in the primary Capital Market and Stock Market. It provides an insight into the measurement of risk and return for profitable investment. It surrounds the investor with the choice of different kinds of securities and investments to suit the needs and risk taking abilities of an individual.

Fundamental analysis has become extremely important to avoid losses and to make long term plans for institutions. Since, it is important to rationalize the securities that an investor analyses and purchases those through the use of Markowitz Efficient Frontier, Sharpe‘s ideal index, investments in managed Mutual Funds portfolio‘s and through portfolio selection and diversification. This book has highlighted these strategies for ideal investments. The book also discusses theories of investments like Dow Jones Charts and indicators and the efficient market hypothesis.

Valuation is at the heart of any investment decision, whether that decision is buy, sell or hold. But the pricing of many assets become a more complex task in modern markets, especially after the recent financial crisis. In order to be successful at this endeavor, this edition includes valuation techniques for a whole host of real options, start-up firms, unconventional assets, distressed companies, Includes valuation practices across the life cycle of companies and emphasizes value enhancement measures, such as Economic Value Added(EVA) and Cash Flow Return on Investment (CFROI).

The book is divided into six parts

Part I: Investment Environment - Introduction explains the concepts of Objectives and Risks, Stocks Markets in India, New Issue Market, Listing of Securities, Market Indexes, Security Credit Rating and Capital Market Reforms.

Part II: The Alternative Investment Outlets for Funds- It focuses on Bond Valuation, Preference Share Valuation Analysis, Equity Shares, Equity Valuation and Analysis, Private Equity and Venture Capital, Government Securities, Sovereign wealth Funds, Non Security Forms of Investment, Real estate Investments and Money Market.

Part III: Security Analysis- It covers Fundamental Security Analysis, Technical Analysis, Efficient Market Theory are covered extensively with critical analysis.

Part IV: Portfolio Analysis and Management-It explains Portfolio Analysis, Portfolio Investment Process, Portfolio Choice, Markowitz and Sharpe Model of Security selection, Capital Asset Pricing Model, Bond Portfolio Management strategies, Performance Evaluation.

Part V: Derivatives – Risk Management- Focuses on Financial Derivatives in Managing the Risk, Different Types of Derivatives such as Futures, Options Convertible Securities, Warrants, Futures, Swaps, Hedging and evolution of Derivative Market in India.

Part VI: International Financial Flows- It explains international Financial Markets and Portfolio Investment Process, Issues posed by Foreign Portfolio Investment and Panics and Crashes in Financial Crises.

The book explains in detail both concepts and applications with reference Investment Management. The key takeaways are listed in each chapter to help readers assimilate and internalize the learning. Glossary provided at the ending of the book provides synonyms of the various terms that help especially students with a quick review for beginners and problems at the end of the chapter makes it a book complete in all respects.

In conclusion the volume “**INVESTMENT MANAGEMENT**” will serve as an informative and very useful book, for Students, Professionals of Finance, Chartered Accountants, Stock Markets Participants, Bankers, Corporate Houses and faculty at an affordable price of Rs 650/. The book is available in India and south Asian Markets**.**

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Soft Skills-Know yourself and know the World.

Author: **Dr. K . Alex**

Publisher: ***S. Chand & Company Pvt. Ltd., 253Pages, 2016***

Reviewed by **T . S . Leelavati**

The first ten chapters of the book "SoftSkills"makes one understand what are softskills, their definition, the art of introspection and its pragmatic utility in developing positive attitude.

Fourth chapter talks about the Value System and Ethics and the next followed by what is perception and the right cues to have right perception. The next chapter i.e. Career Planning provides different opportunities for a right career and followed by the importance of listening, reading and art of speaking which culminate into effective writing especially e-mails.

From twelfth to nineteen chapters this book seems to be a treatise on organisational behaviour and success, stressing the importance of Body Language ,Team Building, Team work ,Dos and Don'ts of Group Discussion, Etiquette and manners.

The last four chapters throw light on how to prepare a C.V and different techniques to be followed during interviews and how effective Time Management would ensure success and avoid stress and be successful.

The third revised edition in the year of 2014 which is reprinted in the year 2016 is available in all Indian Markets and should be a valuable resource for students, Professionals, Homemakers and Teachers who are into communication skills.

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Industrial Relations and Labour Laws

Author: ***S C Srivastava***

*Publisher**: Vikas Publishing House (P) Ltd. .6th revised edition, 792 pages,***

Reviewed by ***: T . Hemanth Kumar, K . Pruthvi Raj***

The sixth revised edition of ***Industrial Relations and Labour Laws*** confines the significant developments that have taken place in the sphere of labour laws and industrial relations in the recent past. The most notable development in the legislative aspect is the amendment in the Industrial Disputes Act, 1947 in 2010. In the judicial aspect, there is a marked shift in the approach of the Indian judiciary in the area of disciplinary procedure. Moreover, new norms and principles have been evolved to determine the classification of a person as a workman, provide relief in case of illegal/wrongful termination of service of workmen, determine notice period for strike and lock-out in public utility services and for regularization of services of daily, temporary, casual or contract workers. Extensively revised and updated in line with the changes in the law, this edition gives a new and more holistic dimension to the subject of labour—management relations.

Part I provides the different approaches, contextual and constitutional framework of labour law and an overview of industrial relations.

Part II deals with the trade union movement, employers' organizations and laws relating to trade unions, collective bargaining, unfair labour practices and victimization.

Part III deals with regulation of industrial disputes, persuasive, coercive and voluntary processes for settlement of industrial disputes, grievance procedure, government's power of reference, laws relating to instruments of economic coercion, management of discipline and procedure, laws relating to change in conditions of service and lay-off, retrenchment, transfer and closure.

Part IV examines laws relating to standing orders, contextual frame work of standing orders act, modifications and role of government.

Part V deals with workers' participation in management, statutory and non statutory schemes and making workers as shareholders.

This edition will serve as a comprehensive textbook for students of LLB, LLM, MBA, MSW, MPA, CS and masters and diploma programs in personnel management, industrial relations and labour laws. It is indispensable for personnel managers, law officers, lawyers, trade union officials/members, officials of labour department and members of the labour judiciary.

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