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ARTICLES

From the Desk of the Editor-in-Chief

Sustainable Tourism Development in India: Making Talent Sustenance Relevant

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Sustainable tourism is economically, socio-culturally and environmentally sustainable. It is an activity that can be maintained over the long-term. This is achieved by balancing the needs of tourists with those of the destination. Increasing evidence shows that an integrated approach to tourism planning and management is now required to achieve sustainable tourism. This study aims to highlight that talent sustenance cannot be overlooked in an integrated approach to tourism planning. Successful organizations realize that employee retention is integral to sustained growth and leadership in the marketplace. Sustainable tourism aims to conserve the resources of destinations. Certainly, the indispensability of the most important resource i.e. human resource is unquestionable. Sustainable tourism strives for quality, not quantity. Communities measure tourism success not by number of visitors but by length of stay, money spent and the quality of experience. Since hiring and attrition is a continuous process in the market scenario, it can have a devastating effect on the organizations because loss of talent can have serious impact on customer service and severely impair sustainable tourism development of a particular area.

This study primarily deals with the relevance of strong and sustainable workforce in developing sustainable tourism in India. The efforts of consistent and appropriate employees can bring forward abundant opportunities for building the foundation of sustainable tourism in India. Creating a foundation of sustained retention of employees can take years and therefore tourism companies have to ensure focused and calculated methods so that their talent and profits do not drain away. The study is directed to establish the strategic role of talent sustenance towards sustainable tourism development in India. In the wake of the fact that tourism companies are still struggling to institutionalize effective talent retention practices and programmes, those companies that implement streamlined retention are poised for colossal contribution towards achieving sustainable tourism development in India.

Keywords: Sustainable tourism, Conservation, Talent sustenance.

Sustainable tourism is an implementation of the concept of sustainable development, applied to tourism (<http://www.joyofprovence.com/sustainable-tourism-p-16.html>). The positive of sustainable tourism is to ensure that development is a positive experience for local people; tourism companies; and tourists themselves (<http://sustainablecommunitytourism.net/eng/>). This kind of tourism aims to conserve the resources of destinations (<http://www.ecoindia.com/eco-tourism-in-india.html>). It is an established fact that human resource is the most important resource in any organization today. An experience can be positive or negative depending upon the service quality which eventually is dependent on the quality of employees in an organization. As a service industry, tourism businesses rely on their ability to attract and retain high quality staff (<http://www.sustainabletourisonline.com/>). As Jim Collins once said, “People are not your most important asset. The right people are (Varghese, 2009, <http://www.123oye.com/job-articles/hr/talent-sustenance.htm>). The relevance of talent sustenance in achieving sustainable tourism development thus cannot be overruled.

Loss of talent can have a serious impact on customer service and severely impair the capacity to develop future leadership. It is a catastrophic situation for the organization when employees with the right kind of competencies decide to leave as sustainable tourism requires improved productivity with lower costs. Hence, in the context of sustainable tourism development, one of the most nebulous issues for human resource professionals is pertaining to

retention of talented employees because in the process of achieving sustainable economic, socio-cultural and environmental development, the indispensability of talent pool is unquestionable. Successful organizations realize that employee retention and talent management are integral to sustaining their leadership and growth in the marketplace (Chandra Shekhar, 2009). Retention is growing in importance due to recruitment difficulties, high labor turnover.

ATTRACTING AND KEEPING THE RIGHT TALENT: CHALLENGE IN TODAY'S TALENT STARVED MARKET SCENARIO

War for talent hits every manager's desk. For the successful working of an organization and in a quest to retain talent, there are three very important elements that need to be kept in mind:

- people join great brands;
- people want to work for great companies;
- people never leave their organizations, they leave their managers.

KEYS TO TALENT RETENTION: BECOMING EMPLOYER OF CHOICE

The groundwork has to be discovered that builds employee motivation and morale. Those factors have to be discovered that influence a company's ability to hold on to people. For stronger sustainability of the workforce, the focus has to be on the employer brand. Employees want to work for a company that fits their values. The employees need to know that their work is valued and they contribute to the company's success (<http://www.financialexpress.com/news/analyse-the-drivers-of-satisfaction-at-work/366379/>). The fact that is highlighted here is the importance of

working in a reputed, professional and value-based firm. Employee-friendly tourism organizations, having a professional management culture will be at an advantageous position rather than those companies that have a 'hire and fire' culture. The way an organization treats its employees will shape their talent brand and send a message to the current workforce, whether they are treated as true assets or as dispensable fodder in the war for talent. The company that treats its employees as the latter will have employees who will seek more secure companies (<http://www.highretention.com/>).

It is tempting for the employers to slash training budgets on grounds of practicality. But it is important for the organizations to realize that trained people give the business a competitive edge and enhances their sense of value and job security. On the contrary, if the employee feels that he is not getting enough development opportunities, he may decide to leave. So providing training opportunities to the employee will integrate his/her career plans with organizational objectives and help the company retain the best staff without difficulty. Unique development opportunities offered to the employees makes them feel valued as individuals and this uplifts their morale. These valued employees give their organizations maximum benefits from their skills and knowledge so developed. A worker becomes a "knowledge worker" after training and all progressive tourism companies have to come up with innovative ideas that can retain their most critical resources, the "knowkrs" i.e. knowledge worker.

The work environment and organizational culture play a decisive role in the retention of employees. Employees differentiate a good employer from any other employer through the feeling of well being generated at the workplace. And if the employee feels good about being associated with a particular organization then they may not be able to disassociate from his/her workplace because major non-financial factors like job-security and recognition, gain advantage over financial aspects. There is a significant percentage of employees who are worried about the future. Wise employers show

appreciation for their workers and reignite passion and excitement that challenge employees to achieve high performance levels. These are people with exceptional skills, meritocratic and performance driven. Each time a talented knowledge worker walks out of the door, they take valuable expertise and organizational knowledge with them. A new study by Leadership IQ reports that 47% of the high performers surveyed are actively seeking another job. All but the most short-sighted employers will respect talented workers for their contributions as these "knowkrs" are well versed as to how to reduce cost and improve productivity through optimum utilization of resources, which is the pressing need of the hour with regard to sustainable tourism development in India. Research has shown that employees who feel good about their jobs are more likely to work hard as compared to those who dislike what they do (<http://www.123oye.com/job-articles/hr/employee-retention-hr.htm>).

To create a sustained cadre of 'knowledge workers' the factor that has to be kept in mind is, "while fair pay is an important factor in keeping an employee happy, there is so much more that the workforce looks for-trust, respect, feedback, training, active participation, having a say in matters, control and above all, the feeling of being needed" (<http://www.123oye.com/job-articles/hr/employee-retention-hr.htm>). Even though most companies realize all this, there are many who still do not give these matters the attention they deserve.

EMPLOYEE ENGAGEMENT

Most firms lay emphasis on financial performance as an indication of success. But according to Girish Johar, VP, people and culture, Ericsson India, "people are the key asset at the end of the day. Thus, assessing their engagement and satisfaction is necessary" (Ascent, 2009. p.viii). Most organizations these days aim at mapping employee engagement levels through regular and periodic surveys, opinion pools, group discussions etc. in order to improve productivity index and optimum utilization of resources. This leads to better organizational health

and performance as an engaged employee is always willing to put discretionary effort, in the form of extra time, brain power or energy. Employee engagement is thus the level of commitment and involvement, an employee has towards his/her organization and its values. Research shows that committed employees perform better. An engaged employee stays longer and contributes in a more meaningful way. Employees' belief that they have a future with their employer is a leading driver of employee commitment, a recognized precursor to engagement. Thus employee engagement is a barometer that determines the association of a person with the organization (Chandra Shekhar, 2009). Smart companies are readily addressing this issue by changing their own job environment in order to solidify their ability to compete now and in the future. Tourism companies aiming for sustainable tourism development should join the bandwagon.

Employer-employee compatibility has to be brought to have a highly motivated workforce. Both pay and benefits can motivate workers to an extent. Over the years, researchers have proven that when it comes to retaining employees, money does not buy happiness. Most human resource professionals know that while workers welcome pay raises, the boost in satisfaction that comes with extra money typically does not last, nor do raises along keep employees loyal. The glow of more money wears off quickly without other rewards (<http://changinghrtrends.blogspot.com/search?q=how+to+retain+talent+in+india>). Corporate cultures characterized by teamwork, pleasant working conditions, considerate treatment of employees, growth opportunities, skill enhancement and abundant training opportunities can contribute to employee engagement. Companies with high employee engagement show a 50% differential in operating income over those with low engagement scores, making engaging employees critical for company success especially for sustainable development. In 2007, a team of researchers from Villanova School of Business and from Right Management, a human resources consulting subsidiary of Manpower Inc. that is based

in Philadelphia, Pennsylvania, embarked on a project to learn more about the non pecuniary rewards that drive employees to stay with a company or flee. They chose the booming Indian labor market and examined the talent management practices of 28 companies operating; the researchers surveyed 4811 of those companies' employees about their attitudes towards their employers, including their intentions to stay or leave (<http://changinghrtrends.blogspot.com/search?q=how+to+retain+talent+in+india>)

The team's findings were as follows:

In India's despite salary increases averaging more than 15% annually in some industries, annual turnover rates among young professionals are averaging 15% to 30% and go as high as 50%. The explosive combination of ballooning salaries and rising attrition signals a tight market for talent that could constraint India's growth in the future. Of the many factors that affect turnover rates, the researchers discovered that when satisfaction and pride are at high levels, employees are likely to stay (<http://www.talentkeepers.com/index.jsp>) No matter what the environment, employees care about non pecuniary rewards i.e., pride, satisfaction and support of the management team. In the process of developing sustainable tourism in India, it is a mistake to cut back on these aspects.

Studies and surveys analyzing the psyche of the employee have found that the work environment has a major impact on the behavior of an employee. A balance between work and the personal goals and wants of an employee contributes positively to the retention of employees (Bhas, 2009). Challenging work, growth opportunities and a happy working environment will lead to retention of the best staff without difficulty. Tourism organizations must work to develop and nurture engagement in order to achieve sustainable tourism development.

Employee empowerment is another effective key to motivating employees. Today it is more than just a management buzzword (Taj, 2009). It means giving employees the liberty to perform their role to the best of their abilities. By giving the employees the paradigm to make decisions pertaining to their team,

the organization helps them in executing their role better. A free hand to operate and take independent decisions in the interest of the company helps him/her perform the best. Clarity in role and objectives make them more goal-oriented and focused. This leads to achieving accuracy in work, resulting into job satisfaction and confidence building which ultimately paves way for sustainable tourism development.

According to B. Venkataprasad, Head, HR, Indus League Clothing Limited, "An employee will be motivated by rewards, both monetary and emotional and with the practice of better methods provided in training; it will provide role clarity and help to channelize the energy in the right direction" (<http://www.articlealley.com/talent-management-during-a-slowdown--by-mr-ranjan-sinha-780220.html>). In many organizations which do not empower their staff, employees often feel micro-managed. This leads to a slow moving workforce that is minimally productive, lacks self-motivation and is unable to take prudent business or make innovative changes. In a nutshell, employee empowerment leads to employee engagement and thus adds to their productivity which accelerates sustainable tourism development.

ENERGIZING THE WORKFORCE THROUGH EFFECTIVE COMMUNICATION AND HEALTHY LEADERSHIP

Employees look towards their bosses for motivation, encouragement and confidence. Morale building is just as important as goal setting and performance appraisal. A small gesture on the part of the boss can truly motivate the employee to do even better the next time. Employees who are anxious and distracted because of the fear of lay-off, with their growing insecurity, hamper their productivity. Hence, it is vital for organizations to keep their employees informed and make them aware of the various management decisions taken at various times (<http://www.roopenroy.com/managingtalentintimeofslowdown>).

Companies need to reaffirm their commitment to the best performers and seek their support and commitment (Nair, 2009). Roy(as cited in Pant,2009,p.2), "To win in the war for talent, you need to create an ambience of learning, provide opportunities to grow, ensure fairness and, above all, invest in leadership that inspires and infects the team with passion" . Constant and candid communications are of great importance. Open communication from management gives clarity and transparency and also accurate information reaches employees directly from the management. According to Pankaj Agarwal, Managing Director and Group CEO, Mindteck (India), "Leadership teams, at all levels must work towards clarifying all doubts with facts and figures, thus avoiding potential negative vibes to grow within the office premises"(Nair,2009, p.iv). It is important that they are equipped with the right information to make judgments on the veracity of the situation (Nair, 2009).

It is essential to have the pulse of employees and know what is exactly happening in their minds. Infosys Technologies reaches out to its employees through their corporate intranet "Sparsh". The content published on Sparsh covers the depth and breadth of what is happening in the company. News, events, policies, awards, e-newsletter from the various units, wikis, blogs etc. are published on the site and it gets updated twice daily (<http://www.management-issues.com/2007/9/11/blog/some-bad-boss-statistics.asp>). According to R. Ramkumar, Vice-President, Corporate Marketing, Research and Communication, Cognizant, "At Cognizant, the management makes sure that every associate is empowered to know about the happenings in the organization and express their opinions and grievances. Our CEO, CFO maintain active blogs and it serves as an excellent mechanism for collecting feedback, expanding network, across our global employee base. Through this, we have made the management decision-making process more transparent." (<http://www.management-issues.com/2007/9/11/blog/some-bad-boss-statistics.asp>).

When communication is opened up and a more fluid organization is created, an effective leader in the form of boss has already established trust and confidence in the minds of employees. When the employees feel valued, they get involved and they would like to stay. Bosses, who try to create a positive work environment, have better workers who are willing to work extra hours or go the extra mile. On the contrary, a bad boss can severely affect working environment. A study from Florida State University published in Leadership Quarterly has attempted to quantify the same (Nair, 2009). According to this study, 40 percent of workers in the business world think, they work for bad bosses and hence carry a feeling of discontentment. This discontentment may lead to looking out for another place and thus a company may lose a qualified employee due to incompetent and bad management. In short it means that bad managers cost corporations money. Losses in productivity due to a bad boss are in the area of 50-70% of productivity. It leads to underutilization of resources which is contrary to the principle of sustainable tourism development.

According to Shailesh H. Mehta, eLearning evangelist and founder CEO, Gurukul Online Learning Solutions, "if an organization is transparent with its employees, the suggestions to tackle a difficult situation would come from the employees themselves and this would help the organization in handling the situation in a better way" (Ascent, 2009,p.vii). It is the duty of the leaders to bring in positivism through effective communication, take them into confidence so that they may understand business priorities and contribute towards sustained high performance and sustained tourism development in India.

SUCCESSION PLANNING IN THE AGE OF MILLENNIAL'S

It is essential for tourism organizations to have a succession pool for undisturbed functioning. Managers need to evaluate their current workforce

with an eye for the future to ensure that they have the skill sets essential for the business of tomorrow. They should possess knowledge retention plans that preserve the intellectual capital of the company, retain their existing critical talent and also develop that talent to meet the competitive demands. For the human resources function, the challenge lies in the ability of the organization to maintain competent and healthy bench strength without digging into the corporate wallet. Retention is going to be a top business initiative over the next couple of decades in the age of the Millennials because this generation belongs to a more open culture. They are upbeat and ambitious in nature and want to achieve everything in a short span of time. A 2008 survey by UK recruitment consultancy Fresh Minds Talent in partnership with Management Today suggested that Generation Y are generally more ambitious, brand conscious and tend to move jobs more often. A 2007 episode of the American TV news magazine 60 Minutes titled, "The Age of the Millennials" proposed that members of this generation are exceptionally tech-savvy. They are especially tuned to their own value in the job market, have limited loyalty to any particular employer, and insist on working in a stimulating job environment.

They have more options, more opportunities and a wider canvas to choose from, whether it's education, career or enjoyment. Clear thinking, crisp communication and restlessness are what define them aptly. For this generation, growth, change and variety are the key factors. Managers have to coach them through problems rather than simply tell them what to do. This generation is more tech-savvy, possesses the kind of confidence the corporate world needs today and are high performance driven.

Organizations need to have a robust succession planning strategy. Having competent bench strength can help organizations produce more without pulling purse strings *i.e.* helps in conservation of resources, aids economic development. But most organizations have a weak succession strategy and this can spell disaster for organizations. The succession plan has to be more of a 'progression plan' to hold back

Millennial where the emphasis is on individual's growth and career progression. Succession planning should be articulate and must ensure that the right job moves are made (<http://changinghrtrends.blogspot.com/search?q=how+to+retain+talent+in+india>). Employers should target high-potential employees extremely early in their tenure and create accelerated development plans for them. In the high-velocity market place, if young, high-potential employees do not get professional opportunities soon, they begin looking around for other organizations that can provide for them. Succession planning is integral to corporate management and can save organizations caught in a downward spiral. However, this is only possible if tourism organizations adequately invest in it.

SUGGESTIONS AND STRATEGIES FOR TALENT SUSTENANCE FOR SUSTAINABLE TOURISM DEVELOPMENT IN INDIA

The focus needs to be on building a work-culture that can bind employees to the organization in such a way that they feel more engaged and generate a sense of ownership towards their workplace. The following suggestions will go a long way in creating a foundation of sustained retention: Many companies delay raises and promotions under the belief that these actions will reduce costs. But they reduce costs only in the short-term. On the contrary, it allows morale to drop and damages employment brand which ends up costing more. So cuts and freezes should be based solely on employee performance and future opportunities. Critics argue that a continuous inflow and outflow of people into any organization keeps it healthy but care should be taken to ensure that outflow does not exceed the inflow. Necessary steps should be taken to identify the causes of turnover and to ensure that it is kept at an acceptable level. Succession pool has to be drawn up and deepened. Incentive plans should be put in place to reward and motivate. If talented employees are underpaid for too long, due to market place

changes, there is a risk of losing them. So the situation has to be fixed. It is always advisable to look for opportunities to give back to employees wherever possible. For instance, if extra finances are not available then flexi-time working opportunities can be considered. Some employees may not mind taking a pay cut in exchange for additional time-off, although temporarily. Emotional loyalty has to be created. An environment of fun and togetherness makes the bond between employee and employer tighter and the staff feels more connected to the business. So it is never advisable to cancel their Christmas party or the teams' night out or their monthly lunch out. The team-spirit has to keep soaring high. When people feel they have a common goal and are pulling together, it creates a sense of loyalty that no amount of money can buy. Building a culture of appreciation is most advisable. Consistent, appropriate and frequent recognition encourages increased employee performance. The employees should be made aware that their daily efforts contribute to the company achieving its goals. Companies should reinforce their psychological contract with employees through a recognition program.

In a nutshell, employers should continue to develop and enhance their corporate compensation and benefits packages to avoid high turnover. Employers can retain skilled workers by offering competitive salaries, flexible schedules and making sure individual employees feel challenged and appreciated. These suggestions lead towards talent sustenance and ultimately towards sustainable tourism development through sustainable profits generated by a team of sustainable human resource.

CONCLUSION

Opportunities abound for corporate human resource professionals to grow their organization in a more focused, calculated way. During the current scenario the stress is on minimizing wastage, optimizing resources and sustaining the development of tourism. For this purpose, a strong team of people is required. So the focus should be on retaining the right people. Building an

internationally competent workforce whose members know the business, are flexible and open-minded can take years. Human resource professionals have to ensure that their profit does not drain away with its talent. It becomes critical for companies to use good retention techniques to attempt to preserve the layer of talent rather than let it leave.

In today's uncertain economic environment, it is important that organizations address talent issues promptly but it is equally important to get them right in the first place. This is so because there is little room for trial and error as all initiatives are expected to produce solid financial results. Unfortunately, most tourism companies are still struggling to institutionalize effective talent retention practices and programs. There are quite a few silver linings in today's scenario consumed by the clouds of gloom and doom. Human resource professionals who implement streamlined retention strategies during present times are poised for a more aggressive growth and sustainable tourism development in India.

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Juice Brands' Assertion of Purity and Quality: Do Indian Consumers Deem?

ANURAG

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INTRODUCTION

Looking at the quantities consumed, India might appear to be a juice-guzzling nation. That's natural as well, considering the fact that it is the world's second largest fruit growing country. With 50 million tonnes a year, we have a lot of fruit in India. And yet in the midst of this abundance, juice is still a middle-class luxury food (Economic Times, 21 June 2009). A one litre carton of branded juice sells for upwards of Rs. 80 while a single serve pack is for Rs.15. That means for the average-sized family, juice cannot be an item of daily consumption. The market is growing with the change in lifestyle and urbanisation. Rising health consciousness, disposable incomes and urbanisation is driving the growth of the packaged juices in India In today's fast life juice is a convenient as well as healthy option.

But owing to excessive workloads and stifling deadlines, our new Indian has been left wanting for time. Things like home-made meals and exercise have been put on the backburner as the new Indian searches for equally effective yet less time consuming ways of remaining healthy. This is where the Fruit Juice comes in.(Parab, 2011)

FRUIT JUICE, INDIAN CONSUMERS AND THE INDIAN MARKET

It requires a lot of conscious effort and meal planning to make sure one eats the recommended number of fruits every day, and it can be cumbersome to make an effort to consume the required number of

The juice market in India has been growing steadily and with the increase in health consciousness and disposable incomes of consumers. Both packaged juices and 'freshly taken out' juices are growing steadily.

The USP that most packaged juice marketers are using is 'purity' of the juice inside the tetra-pack. They are also highlighting their usage of 'handpicked fruits' to manufacture the juice. However, conventionally Indian consumers' perception of 'freshness' has come from the fat that they should see the juice coming out of the juicer in front of their eyes. This can be self-made juice at home or at a juice bar or at a street vendor's cart. But the same reasons (health consciousness and increasing incomes) are now making the Indian consumer feel that juices served at the conventional venues are, although 'fresh', but are not hygienic. As a result, Indian consumer is facing a sort of confusion between their notion of 'freshness' versus 'purity and quality (of fruits in the juice)'.

Companies are spending millions to change the notions of Indian consumers about packaged juices but it would be interesting to witness which way the consumer goes. This study aims to measure consumers' perception across geographies and demographics, about their apprehensions about and acceptance of packaged juice as a product. Also, it is an attempt to study the various factors affecting the preferences of consumers towards fruit juices, in general and packaged juices, in particular.

Keywords: Consumer Behavior; Perception; Buying Decision and Juice.

individual fruits in whole form. Indians have known the benefits of fruits like everyone else, but what is changing is the way they are consuming it. Juice is available in India at street vendors and juice bars as well as at the aisles of retail outlets. The concept of packaged juice is relatively new but these juices have become increasingly popular in India with the growing health consciousness and also because they are convenient in comparison to the tedious traditional process of buying, carrying, peeling, having and cleaning, which is required if one wanted to have a fruit or a fruit juice.

However, despite being slightly less convenient, most Indian consumers perceive that packaged juices are not only expensive but they also believe that this so called tedious process gives them control of choosing the quality of fruit as well as prevent them from consuming the unhealthy preservatives that are there in the packaged juices. The perception is that this tedious process not only provides far superior health benefits, but you can create them in the comfort of your own home and according to your own taste and to address specific health conditions.

For consumers of Packaged Juices, the market conditions are confusing. So many brands have come up in such little time that most Indians never realize that fruit juice is different from a fruit based drink. Brands like Frooti, Maaza, Minute Maid, Tropicana, Active, Saint and Real etc are all perceived as juices, whereas only a selected few (like Active, Tropicana and Real etc) claim to be offering 70-100% fruit juice, with the rest offering only 20-50% fruit juice or even less (Parab, 2011)

In general, offerings in the Indian juice market have come a long way: from juice prepared by street vendors, via India's first popular drink, Frooti, to aseptic packaged fruit juices. The Indian packaged juice segment is expected to display a growth rate of 7.8 per cent over 2009-14, as per Datamonitor. In terms of volume sales, the category displayed a healthy 15 per cent CAGR over the 2004-09 period, reflecting the growing demand among Indian consumers (Datamonitor, 2011)

According to the aforementioned Datamonitor

report of 2011, the major inhibitor to this category was a cultural aversion to packaged food and beverages but consumers are slowly progressing towards branded fruit juices, primarily on account of growing health-consciousness. As of 12 April 2011, fruit drinks (those containing 029 per cent juice) enjoy 80% market share and contribute the highest volumes to the category. Also, the highest growth will be observed in the 100% concentrate juice segment. The segment is set to display the highest CAGR of 12.5 per cent over 2009-14.

According to the website yellowpages.co.in (n.d.), the packaged juice market in India is pegged at around Rs.700 crores. Dabur is the pioneer in the packaged juice market, and despite increased competition over the years, Dabur, with its brands Real and Real Activ, controls around 52-54 per cent of this market. In the first quarter of the current fiscal, Dabur's foods business showed a 31.5 per cent growth. The overall market for packaged juices is also reporting strong double-digit growth.

As mentioned above, consumers are increasingly becoming health-conscious and more informed buyers. So, they have started differentiating between a fruit-based drink and a packaged fruit juice. They are also aware of other factors like no-added preservatives or colour or flavour. The emergence of modern trade has also helped improve visibility and sales of packaged juices in urban India.

PACKAGED FRUIT JUICE: AN URBAN PHENOMENON

Packaged fruit juice is still an urban concept and the fact remains that over the recent years, we see a growing consumer trend in tier-1 and tier-2 cities where the demand for packaged fruit juices has been growing phenomenally. This has been induced by multiple factors like increased media penetration, growing consumer awareness on health and nutrition etc. Dabur introduced the concept of packaged fruit juice in India with the launch of Real in 1997. Real offers the highest number of variants, thereby providing more choices to consumers in

terms of taste. The packaged juice category is poised for good growth in the future (yellowpages.co.in, n.d.)

To drive the growth of brands in the juice segment, as per Datamonitor, "Affordability of juices should be the top priority, as it is important for attracting the mass consumer." Also, Datamonitor says positioning the juices as a part of a regular Indian diet can drive growth by encouraging frequent usage. PepsiCo's Tropicana 100%, positioned around the breakfast preferences of Indians, is doing the same.

THE 'MIXED-FRUIT' MIDDLE CLASS

The study will also help in finding out whether Middle class families want to shell out their pockets for brand, convenience and storage purpose of juices. They rather prefer to go to their nearby kiosk to get a glass of fresh juice price ranging from Rs 10 to 25. And yes of course, that has no preservatives, added colours or other chemicals. Then why pay for those unwanted stuff when one is getting the pulp at reasonable prices.

REVIEW OF LITERATURE AND RESEARCH OBJECTIVES

Consumer Preferences for Trade-offs among Product Attributes - Prediction of individual preference is a difficult and elusive task; it is an important task, however, since it represents a fundamental step in understanding consumer choice. Asking whether or not preference can be predicted on the basis of knowledge of the consumer and his characteristics is a prelude to identifying the causes of preference and the means by which it can be influenced. This study of consumer brand preference was an application of a model of consumer attitudes; the basic hypothesis was that, measures specific to the preference alternatives, rather than more general measures such as those of socioeconomic and personality characteristics, would lead to successful predictions. While the approach is intuitively appealing and seemingly

obvious, this study is the first to publicly present results from testing the hypothesis (Bass and Talarzyk, 1972).

According to Anderson and Shugan (1991) a change in the intensity of consumer preference for attributes such as speed, efficacy, health, or convenience can have an important influence on products and services that compete to fulfil the same consumer needs. For example, some products and services may not be able to respond as effectively to changes in consumer preferences. As a result, these products and services may lose market share and position. However, others may be particularly well suited to adapt to changing consumer needs and offer more or less of an attribute such as convenience or caffeine.

Today there is an increasing demand for healthy and nutritional products as a consequence of consumers being better educated and more demanding; which leads to a need for new products and a more differentiated food product assortment (Linnerman et al., 1999). In fact, consumers want high quality products that also deliver specific benefits in terms of health, safety and environmental quality (Van der Heuvel et al., 2007).

Kupiec and Revell (2001) explain how consumers perceive product attributes is a critical aspect in the food choice process. Several studies have been conducted to examine how consumers evaluate different product attributes in numerous food products. Bech-Larsen et al. (1999) mention that health, nutrition, taste, price, convenience are some of the criteria consumers use to determine which product is more attractive, whereas Blaylock et al. (1999) write that consumers face many trade-offs in their food choices, for example between nutrition and price, nutrition and convenience.

Juice for Health - Nutrition and health claims have become an established way of communicating the healthiness of a food product. They convey relevant information on the product's nutritional content and health benefits that would otherwise remain hidden or unknown to consumers (Williams, 2005; Van den Heuvel et al., 2007) and aim at helping consumers to make better-informed and healthier food choices

(Leathwood et al., 2007; Williams and Ghosh, 2008).

Tropical fruit juices are considered intrinsically healthy and health promoting in a very natural way. Additional information about nutritional and health-related benefits through the use of claims is not seen as a persuasive tool for their purchase. Though, nutrition and health claims seem to influence consumption and purchase decisions, particularly when the combination claim - juice is perceived optimal. Results indicate that the acceptance of tropical fruit juices with a claim depends on the specific nutrient or ingredient mentioned in the claim and its perceived link with the carrier. People prefer claims emphasising the juices' naturalness (e.g. with natural fibres) over claims that possess a less natural link with the carrier (e.g. Ca-enriched). Furthermore, this study indicates that the relevance of the claim for consumers plays an important role in their purchase behaviour. Consumers with specific health-related needs (e.g. diabetic) will tend to buy fruit juices with claims that are related to their needs (e.g. no added sugar).

According to the works of Wansink et al.(2004), Leathwood et al. (2007), Siegrist et al. (2008) and Lampila et al. (2009) nutrition and health claims are widely used for marketing and product differentiation purposes as they potentially affect consumer food choice decisions. Various studies have investigated the influence of nutrition and health-related information on changes in consumers' overall acceptability of food products (Kähkönen et al., 1997; Kähkönen and Tuorila, 1999; Ghazanfar and Camire, 2002 and Stein et al., 2003).

Awareness of Consumers towards Brands - Theorists like Klemperer (1987) have long speculated that willingness to pay for brands today could depend on consumers' experiences in the past. Taking this forward Becker and Murphy (1988) and Schmalensee (1982) explain that willingness to pay could be a function of past consumption, which could enter expected utility directly, through switching costs, or through beliefs about quality. Schmalensee (1983), Doraszelski and Markovich (2007) maintain that it could also depend on past

exposure to advertising, or on past observations of the behaviour of others. This point has been supported by Ellison and Fudenberg (1995) also.

Aaker (2000) opined that, brand awareness was remarkably durable and sustainable asset. It provides a sense of familiarity especially in low-involvement products such as soaps, a sense of presence or commitment and substance and it was very important to recall at the time of purchasing process. Apart from the conventional mass media, there were other effective means to create awareness viz., event promotions, publicity, sampling and other attention getting approaches.

Nandagopal and Chinnaiyan (2003) studied that the level of awareness among the rural consumers about the brand of soft drinks was high which was indicated by the mode of purchase of the soft drinks by "Brand Name". The major source of brand awareness was word of mouth followed by advertisements, family members, relatives and friends.

Age and Preferences - Children are becoming consumers at younger and younger ages, and a variety of influences and experiences shapes their consumer habits. Of particular interest and concern are factors that affect their food- and nutrition-related decisions and behaviour. Many factors interplay to affect children's and teenage youths' consumer decision making skills and behaviour that can directly influence their dietary choices and eating patterns. The family has been identified as one of the most influential environmental factors affecting food- and nutrition-related decisions and behaviour, operating at the levels of parent modelling and parent child interactions (Gillespie, 1989).

Price Vs Quality - Shapiro (1968) found that pricing is an important decision area of marketing. It is the only element of the marketing mix that generates revenue; all the other elements involve cost. In spite of its importance, however, pricing has been an area of little theoretical understanding and even less operating precision.

Although it is believed that price serves as an indicator of quality, there exists no general price-perceived quality relationship. In fact, price becomes a less important indicator of quality in the presence of other product quality cues such as brand name or store image (Erickson and Johansson, 1985). According to Zeithaml (1988) the use of price as an indicator of quality depends on the following:

- Availability of other cues to quality;
- Price variation within a product class;
- Product quality variation within a product category;
- Level of consumer awareness about price;
- Consumers' ability to distinguish quality variation in a product group.

Scitovsky (1945) holds that price is identified as an important index of quality. In his view, the word 'cheap' usually means inferior quality. In one of the pioneering studies on price-perceived quality relationship, Leavitt (1954) observed that the buyers tended to have doubts when they chose the lower priced brands than in the case of higher-priced brands. He concluded that a higher price might sometimes increase the buyers' readiness to buy.

GAPS IN EXTANT LITERATURE

As shown above in the review of literature of previous studies, there are many determining factors towards purchasing the fruit juices, but there is no specific study to identify preferences for purchase of packaged as well as fresh fruit juices. So in regard to the gaps existing in the research, the current study aims at understanding the determining factors for the purchase of packaged and fresh fruit juices.

RESEARCH OBJECTIVES AND PROBLEM STATEMENT

This study aims at three objectives which are interrelated. One is to understand the consumer's

reasons for buying and consuming fruit juices and the other is to find out the determinant factors affecting the consumer buying decision-making process towards fruit juices. Finally, the third objective is to understand consumers' perception towards packaged juice in relation to the fresh juice sold through juice bars and roadside hawkers. In other words, the research objectives for this study are

- To understand and determine the factors affecting the consumer buying behaviour towards fruit juices.
- To find out whether health is the main reason for which consumers buy a fruit juice.
- To find out in particular the effect of occupation, age and gender of consumers on their preferences of fruit juices.

Based on the above, the following hypotheses were formulated:

H₁: The preference of people towards consumption of packaged fruit juice is same as that of Fresh Fruit Juice.

H₂: Age group and preference for type of Juice (Packaged/Fresh) are independent of each other.

H₃: A strong relationship between price and quality of packaged fruit juice does not exist.

H₄: The preference of the consumer towards packaged fruit juice is independent of geographic location.

H₅: Health is not the prominent reason for the purchase of packaged fruit juice.

H₆: Income group and consumption pattern of Juice are independent of each other.

RESEARCH DESIGN

There are many factors affecting the consumer preferences towards purchase of fruit juices, but only few of them have a greater impact on the consumer. A Descriptive study was conducted to identify the statement of the problem, by conducting

a questionnaire survey in order to know their preferences to purchase fruit juices.

PILOT STUDY AND CRONBACH ALPHA

A pilot study was initially conducted and 19 responses were received and analysed to know the determinants of consumer buying behaviour towards purchase of fruit juices. The respondents were asked to rate 9 variables in terms of the extent that these variables affect their buying behaviour towards purchase of fruit juices. A five point Likert scale was used in the study as a rating tool with value 1 being 'Strongly Disagree' and 5 being 'Strongly Agree'. After the Pilot Study was conducted it was reviewed and found fit for research with all 14 variables.

DATA COLLECTION AND ANALYSIS

Primary data were collected by survey method through a structured questionnaire. All the consumers with different occupations and age groups who purchased fruit juices were directly interacted with the retail outlets and offices, and first hand data were obtained from them. The same questionnaire was also circulated online for wider respondent reach.

The following statistical tools were used for data analysis:

- *T-Test* was used to find out the preference of people towards consumption of packaged fruit juice and that of Fresh Fruit Juice.
- *Chi-Square Test* was used to establish if the age group and type of Juice (Packaged/Fresh); Income group and consumption pattern; are independent of each other.
- The relationship between price and quality of packaged fruit juice was established by using *Pie-Charts*.
- *One way ANOVA & Post Hoc Test* were used to identify whether the preference of the consumer towards packaged fruit juice is independent of geographic locations.

- *Multiple Regression* was used to identify if Health is the prominent reason for the purchase of fruit juice.

SAMPLING: SIZE AND OTHER CONSIDERATIONS

Simple random sampling was used to determine the samples and the sample size of 186 respondents were determined to be targeted from the five Indian cities of Delhi, Mumbai, Pune, Ludhiana and Udaipur. The genesis of sample size can be found in *Appendix III* of the report. A total of 257 questionnaires were collected and were used and processed for analysis.

DISCUSSION AND FINDINGS

H₁: Consumers' Preferences towards 'Packaged Juice' - The preference of people towards consumption of packaged fruit juice is same as that of Fresh Fruit Juice. T-test was applied for checking preference of packaged juice. We found that the significance value (p value) is less than level of significance ($0.000 < 0.1$) for the sample. Therefore we concluded to reject the null hypothesis due to a greater significance value of preference of packaged juice over fresh juice.

H₂: Impact of Age on Consumers' Preferences - Age group and preference for type of Juice (Packaged/Fresh) are independent of each other. Chi-Square Test was used to check the independence of the age group and preference for the type of fruit juice. The significance value of Pearson Chi-Square showed a result of 0.549 which is greater than the level of significance ($0.549 > 0.1$). Therefore it was concluded not to reject the null hypothesis, establishing the independence of the age group and preference.

H₃: Price and Quality Relationship - A strong relationship between price and quality of packaged fruit juice does not exist. The analysis of responses was done by pie-chart that revealed 42.41% of the

respondents believe that "higher the price of the juices they consume, better would be the quality". Whereas, 19.07% responded neutrally and the rest disagreed. Hence, it is evident that there exists a strong relationship between price & quality of the packaged fruit juice. Pie-chart is annexed to the report.

H₄: Geography's Impact on Preference of Consumers - The preference of the consumer towards packaged fruit juice is independent of geographic location. One way ANOVA was used to analyze the responses from the five cities in the study to find out the variation of consumer preferences in the cities. The analyzed data showed that the significance value (p-value) was less than the level of significance ($0.056 < 0.1$). Hence it is evident that the preference of consumers is dependent on the respective geographic locations. Further, the results of the Post Hoc Tests also emphasize the dependence of the consumer preference across these geographies.

H₅: Health as a reason for packaged juice - Health is not the prominent reason for the purchase of packaged fruit juice this is reflected from the calculated value of R^2 , which was 0.72. This is greater than the desired value of 0.6, which strongly indicates that the Regression data model is stable and also gives the measure of goodness of fit. Moreover, the Sig. F change value is 0.000 which is less than the level of significance [0.10], thereby indicating that the mentioned factors are important in determining the preference of consumer towards the packaged fruit juices. Also, the value of 0.546 corresponding to the coefficient of taste indicates that taste is the primary factor impacting the consumer preference relative to the other factors studied in the research. Health has been found as the second most important factor having an influence on the consumers' preferences for purchasing packaged fruit juice followed by the rest of the factors.

Similarly, the calculated value of R^2 from the acquired data for fresh fruit juice, was 0.516, which is mostly closer to the desired value of 0.6, which indicates that the Regression data model is stable and also gives the measure of goodness of fit.

Moreover, the Sig. F change value is 0.000 which is less than the level of significance [0.10], thereby indicating that the mentioned factors are important in determining the preference of consumer towards the fresh fruit juices. Also, the value of 0.571 corresponding to the coefficient of hygiene indicates that hygiene is the primary factor impacting the consumer preference relative to the other factors studied in the research. Custom made (made to order) has been found as the second most important factor having an influence on the consumers' preferences for purchasing fresh fruit juice followed by the rest of the factors.

H₆: Income group's Impact on Preference of Consumers - Income group and consumption pattern of Juice are independent of each other. Chi-Square Test was used to check this 'independence' of the income group and preference for the type of fruit juice. The significance value of Pearson Chi-Square showed a result of 0.370 which is greater than the level of significance ($0.370 > 0.1$). Therefore it was concluded not to reject the null hypothesis, establishing the independence of the income group and preference.

FINDINGS

Besides the analysis of hypotheses, the following findings also emerged from this research:

- As observed from the regression analysis, it is found that respondents prefer Packaged fruit juice for Taste, whereas, they prefer fresh fruit juice for hygiene.
- The data collected from the surveys conducted in five cities indicate that 54% respondents are in the age bracket 16-30 years. Within this age bracket, 53% respondents prefer fresh juice. Therefore, we can infer that, as indicated in the study, there is a huge untapped potential in the age bracket 16-30 years for companies selling packaged juices.
- As per the data collected, of the five cities surveyed, respondents in Udaipur showed the maximum (84%) preference for fresh juice and the minimum preference for packaged juice (4.3%). Also, respondents in Ludhiana showed

the minimum (9%) preference towards fresh juice and 25% preference towards packaged juices.

- d. The data suggests that of the respondents who prefer fresh juice, 17.5% consume it on a daily basis. However, of the respondents who prefer packaged juice, only 7.9% consume it on a daily basis.

RECOMMENDATIONS FOR MARKETERS

- a. *Companies selling fresh juice* should establish organized setups which cater to the needs of people believing in high price high quality notion (good taste, wide availability, preservative free, freshness, hygiene, customization being some of these needs), as people of this segment would not mind paying a high price provided their needs are catered to. Therefore, *skimming* the market segment would be a fair strategy to boost revenues. These organised setups will have ambiance to offer an array of drinks made from fresh fruits without the use of any artificial colourings or flavours. They can also offer fruit juices that are 100% organic and packed with nutritional values. Through this strategy they would be able to position their products efficiently relative to their competitors. But this strategy would involve immense capital investment for the company.
- b. *Packaged juice companies* can rope in celebrity doctors and pharmacists to endorse their products as they would be effective *opinion leaders* for the consumers. In this strategy identification of effective opinion leader for the concerned target segment would be a challenging task for companies.
- c. Endorsing of marathons and health related events, to encourage product trials. This strategy would require huge expenditure.
- d. Packaged juice companies can try to have tie ups with health club brands to sell their products. Vending machines can be installed at these establishments and special discounts can be given to their members. But managing these tie

ups could become difficult in the absence of an effective control mechanism.

- e. Initiating tie-ups with corporate, hospitals, educational institutes, etc. to promote institutional sales. But managing these tie ups could become difficult in the absence of an effective control mechanism.
- f. In order to entice the younger lot and enhance the frequency of consumption, packaged juice companies can come up with various persuasive schemes. For instance, there would be a 'club' under which every time one buys a pack of juice of that brand, s/he would earn points which s/he can collect and exchange for attractive gifts. Also, various offers, gifts and fitness related information would be available to the members. Designing effective schemes to entice consumer across segments could be a challenge. As there could be overlapping of segments.
- g. Companies can promote their products through health bulletins, health leaflets and other local persuasive schemes in non-metro cities. This strategy would require huge expenditure without any immediate results. For the aforementioned strategies, it is recommended that
- *Companies selling fresh juice* should first establish organized setups which cater to the needs of people believing in "high price high quality notion" as *skimming* the market will be the ideal strategy for capitalizing on price sentiments of consumers in this segment, to boost the topline of these companies.
 - *Companies selling packaged fruit juices* should first explore the strategy of improving Brand Image by celebrity endorsements and event sponsors targeting the youth (age group 16-30 years) in order to primarily capture the demand shortfall relative to fresh fruit juices in the near term.

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BIOGRAPHIES

Dr. Anurag has more than thirteen years of enriching experience with top names in industry and academics, including Symbiosis Institute of Business Management (Pune); Leeds Metropolitan University (India Campus); Indian Institute of Management (Bangalore), ICFAI (Hyderabad), Amity Business School (Jaipur), Gyan Vihar University (Jaipur), JIMS (Jaipur), Usha International Limited, NBSPL (Mumbai) etc.

Along with a doctorate from University of Rajasthan, he is also a qualified MBA (Marketing), PGDBM (Marketing) and Masters in Commerce (Business Administration). He has got various publications to his credit and is also a regular contributor to conferences. He has presented papers at prestigious international and national level conferences at IIM, Indore, IIM, Bangalore and IIM, Kozikode, amongst others.

His areas of interest include Services Marketing and Brand Management.

To Study Gender Wise Comparison of IT Industry Employee's Responses for Occupational Stress

ANURAG

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Stress is a universal element and persons from nearly every walk of life have to face stress. Stress can have negative impacts on both the employee and the organization. Present research paper has tried to analyze the responses of employees towards occupational stress on various dependent variables like Group Cohesiveness, Consistent Role Demands, Role Autonomy, Managerial Support, Fair Compensation, Adequate workload and so on. The study describes the occupational stress in IT companies. A randomly selected sample of 203 employees from various IT companies in NCR region has been collected for study.

Keywords: Occupational stress, IT employees, organizational behavior.

Modern life is full of hassles, deadlines, frustrations, and demands. For many people, stress is so commonplace that it has become a way of life. In recent years, the concept of organizational stress has gone from being a 'buzzword', to becoming a norm among many corporations worldwide. Companies need to stay competitive, certainly. But it's hard to be competitive if you have a stressed-out workforce. The effect stress may impose on an organization can be tremendous. Organizational stress can lead to lost productivity, decreased profits, employee tardiness and increased absenteeism, devastating effects on corporate culture, and hinder the organizations ability to satisfy its clientele and accomplish goals.

Several factors concerning occupational stress have recently been discovered. For instance, stress is the second largest occupational disease after musculoskeletal disorders. Stress accounts for 90 million lost work days annually in the U.S. alone. Around 390,000 new cases of occupational diseases are estimated to appear annually. \$150 billion is spent annually for psychiatric treatment, lost productivity and disability payments due to occupational stress related ailments. The cost of stress in Australia has also risen to record levels. For example, in 1993 and 1994, 6623 Australian worker's compensation claims were submitted for evaluation, while 6716 cases were submitted between 1994 and 1995. On average, stress accounts for approximately 5% of all claims under worker's compensation. Claims, according to occupation, consist of managers with 6.5%, while 25.15% of clerical workers may suffer from some type of occupational

To Study Gender Wise Comparison of IT Industry Employee's Responses for Occupational Stress

stress. Health Canada in its 2000 report concluded that "toxic stress in the workplace" has emerged as a major health and safety issue in Canada, and put the lion's share of the blame for rising stress levels on poor management practices.

In Psychophysiology, stress refers to some stimulus resulting in a deflectable strain that cannot be accommodated by the organism and which ultimately results in impaired health or behavior. The present day researchers and practitioners visualize the phenomenon of stress in a new perspective. Each individual needs a moderate amount of stress to be alert and capable of functioning effectively in an organization. Stress is inherent in the concept of creativity (Pestonjee, 1992) and entrepreneurship (Pareek, 1995).

As a competitive definition *stress is a dynamic condition in which an individual is confronted with an opportunity, constraint etc.* Pestonjee and Pareek (1997) in their study wrote that the concept of stress was first introduced in the life sciences in 1936 by Hans Selye. *Occupational Stress is a mental or physical tension or both, created and related to occupation and its environment comprising of persons and objects from within and outside the work place which results into absenteeism, turnover accidents, low productivity and service efficiency, lack of motivation and initiative, job dissatisfaction, alienation and disruption of the smooth functioning of the organisation.*

STRESS IN IT INDUSTRY

IT/ITeS industry in India got tremendous boost in the past decade due to factors like liberalization and globalization of the Indian economy coupled with favorable government policies (Bhatt and Verma; 2008). This sector of the sunshine industry brought a new work environment and sea changes in the employment trends. Service providers characterized this sector by adhering to strict deadlines set by their customers, working in different time zones, interdependency in teams, multitasking, increased interaction with offshore clients and extended work hours. IT/ITeS professionals are constantly under

pressure to deliver the services efficiently as well as to remain cost effective. The customer expectation in terms of skills required for processing jobs keeps changing and forces professionals to upgrade/adapt very fast to their demands. At times IT/ITeS professionals are forced to change the entire paradigms amidst constant uncertainty and high risk. These working conditions lead to high stress in the professionals. Organizations have started recognizing high stress as a worthy area to address growing attrition rate prevalent in this sector. The workforce in IT/ITeS faces its unique challenges. The technological advancements in this sector come up in short span of time with significantly high efficiencies, putting them apart from technology previously/currently in use. The movement to new technology puts a lot of pressure on employees and organizations, demanding more immediate and direct changes across all functions. This sector is very volatile and faces the problem of lack of job security and constant upgradation of skills to remain marketable. The working conditions in the Information System profession is becoming very stressful (Vowler, 1995; Engler N. 1996; Sethi et.al., 1999; Thong and Yap, 2000) with average working hours extended to 50 hours per week, working on Saturdays and Sundays and not being able to take leave when sick (King, 1995). Due to long working hours and monotonous work, the call-centre jobs have been equated to 'electronic sweat shop', 'battery hens' '19th century prison' and 'Roman slave ship' (Shahnawaz, 2006). According to ComPsych Corp. survey, more than two-third of the employees feel 'high stress' in their jobs. Around 78% of the cases are related to anxiety, stress, and neurotic disorder. The survey involved workers in the age group of 25- 54 years (24-34 years, 35-44 years and 45-54 years accounted for 25.5%, 28.2%, and 24.4 of the cases respectively (Workers Health book Chartbook, 2004). Thus, there is a strong need for systematic research on stress among IT/ITeS professionals.

LITERATURE REVIEW

Manthei (1989) surveyed the school counselors

about the job-related stress. Results indicated that females reported significantly more than males when performing non professional duties. Males reported more stress regarding financial concern than did females. Older subjects reported less stress than younger subjects. Stressors included role ambiguity, role overload and the role conflict.

Beena and Poduval (1991) studied gender differences in relation to the work stress with age as an independent variable. The sample consisted of 80 first-level executives of a large industrial organization. A 25-item work stress related scale was developed by using items from the Higging's scale. The findings of the study indicated that stress experience of the executives increased with advancing age. Sex was also found to be a major factor affecting the stress condition.

Lim and Teo (1996) examined gender differences in occupational stress and coping strategies among Information Technology (IT) professionals in Singapore. It was found that the female IT personnel reported significantly higher scores on sources of stress originating from 'factors intrinsic to the job', 'managerial role', 'career and achievement', 'organizational structure and climate' and 'relationships with others'. Contrary to initial prediction, no significant gender difference was found for stress originating from 'home-work interface'. With respect to coping strategies female IT personnel tend to suppress their emotions and deal with problems in a logical and unemotional manner.

Mishra (1997) conducted a study to compare the level of Occupational Stress among public and private sector public relations officers. The Occupational Stress Index of Srivastava and Singh (1981) was administered to the sample population. Critical ratio test was used to find out the difference between perceived occupational stress among public and private sector public relations officers. The analysis of the data revealed that public relations officers of public sector experienced significantly higher occupational stress on the

dimensions of role ambiguity, role conflict, unreasonable group and political pressures, powerlessness, poor peer relations at work, intrinsic impoverishment, low status and strenuous working conditions as compared to public relations officers of private sector. Guglielmi and Tatrow (1998) reviewed the health effects of Teacher Stress and reported serious health problems as suffered by teachers having occupational stress.

RESEARCH METHODOLOGY

For present research a sample of total 203 was collected from IT industry.

Since the present study involves group comparison based on a number of independent and dependent variables, the technique of Multivariate Analysis of Variance (MANOVA) has been found suitable to bring out systematic behavioural differences among the groups. The result and discussion of which are as follows:

Wilks' lambda is a test statistic used in multivariate analysis of variance (MANOVA) to test whether there are differences between the means of identified groups of subjects on a combination of dependent variables.

Wilks' lambda performs, in the multivariate setting, with a combination of dependent variables, the same role as the F-test performs in one-way analysis of variance. Wilks' lambda is a direct measure of the proportion of variance in the combination of dependent variables that is unaccounted for by the independent variable (the grouping variable or factor).

Table shows the results of Two Way MANOVA with gender and industry as independent variables and factor of organizational stress as dependent variable. The two way MANOVA revealed that gender impacted significantly on the combined dependent variable occupational stressor Wilks Lambda = .931, F value (11,395) = 2.644, p value = .03.

Table: Mean Scores of IT Industry Gender wise for All Factors of Occupational Stress		
Dependent Variable	IT Industry	
Group Cohesiveness	Male	3.771
	Female	3.974
Role Clarity	Male	3.100
	Female	3.130
Fair Compensation	Male	3.123
	Female	2.960
Consistent Role Demands	Male	3.394
	Female	3.724
Adequate Workload	Male	2.992
	Female	3.042
Managerial Support	Male	3.199
	Female	3.011
Context Sensitive	Male	3.110
	Female	3.088
Comfortable Job	Male	3.065
	Female	3.193
Job-Capability Fit	Male	3.457
	Female	3.573
Role Autonomy	Male	3.188
	Female	3.404
Stress Score	Male	3.240
	Female	3.311

same sex at the workplace to collaborate with and therefore finds more group cohesiveness. Referring to the results of consistent role demands and role autonomy, it can be said that the structure of the work is changing at a very fast pace suiting to the knowledge workers. Moreover the law limits the presence of women in the offices, which has to be followed stringently for their safety. So women get more repose in terms of late hours and field works which generates more stress. The probable explanation to the females being more stressed due to managerial support could be that because of the societal limitations, sharing most of the problems become difficult with the boss of the opposite sex and thus may create a gap which further leads to the feeling of less managerial support.

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Trapping the Growth Potential of Rural Market in India

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This paper attempts to study the immense potential of Indian Rural Market. With a population already in excess of one billion people, India has caught the eye of multinational corporations across the globe as a place of opportunity for exploring new markets. Understanding the characteristics that make the people and the market in rural India unique has help corporations to enter this market with success. The key characteristics define the term rural, determine the amount and flow of income, and determine the types of products and packages that are typically used in rural India. 68.8% population lives in rural India. The rising literacy level and increasing income sources in rural India are due to upsurge of FMCG companies in rural market and Government aided programmes for the upliftment of rural poor. The underlying aim of the research is to study the factors which are responsible for increase of the opportunity in rural markets and to explore the effectiveness of Government programmes for rural India.

Keywords: Package, FMCG, multinational

INTRODUCTION

Rural markets in India constitute a wide and untapped market for many products and services which are being marketed for the urban masses. There is a demand for telecommunication services to be provided to in these areas. Currently Rural market is characterized by large diverse and scattered market; Major income rural consumer is from agriculture, Standard of living and rising disposable income of rural customers, Traditional outlook and rising Literacy level(68% as per 2011 census).

With 68.8% population in rural India we have indispensable resources available with us.

Before a company considers entering the rural market, understanding the types of products and packages that rural Indians typically use is crucial.

For example, urban Indian consumers would typically use toothpaste for brushing their teeth, while most rural Indians prefer using tooth powder (Balu 2001). As a company seeking to enter India's market with an oral care product, this would be an important fact to know and consider during both the product and package development stages. Similarly, Hindustan Unilever Ltd. (HUL), the Indian subsidiary of Dutch-based Unilever, discovered that rural Indians tend to use the same soap for washing everything from hair to their bodies to clothing (if they use any soap at all). Because HUL manufactures products including various soaps and detergents,

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HUL product and packaging development processes have taken this rural habit into account by designing all-in-one soaps (Balu, 2001).

By taking into account the low disposable incomes and the unique product and package needs of this market, the consumer products that are designed and packaged for this market have great potential.

Distribution to rural markets is planned through the Godrej group's rural outlets 'Aadhaar', ITC's e-Choupal and Reliance's rural retail network (Sangani, 2006). FMCG companies have adopted pricing and packaging strategies in India. The low price and less priced packaging are few of them. In addition to the measures mentioned above, the Government announces minimum support price for various agricultural commodities from time to time in a bid to ensure fair returns to the farmers. These prices are fixed in accordance with the recommendations of the **Agricultural, Price Commission**. If the prices start falling below the declared level, the Government agencies like the Food Corporation of India intervene in the market to make direct purchase from the farmers at the support prices. These purchases are sold off by the Government at reasonable price through the public distribution system. The **directorate of marketing and inspection** was set up by the Government of India to co-ordinate the agricultural marketing of various agencies and to advise the Central and State Governments on the problems of agricultural marketing. The activities of this directorate include promotion of grading and standardization of agricultural and allied commodities, statutory regulation of markets and market practices. The government has done much to provide warehousing in towns and villages. The period between 1960 1990 focused on agricultural marketing with green revolution and white revolution where our target market was urban market. Post 1990 we have more broad level strategy for rural market i.e. rural marketing where the target market is both urban and the rural areas.

LITERATURE REVIEW

When packaging consumer products for rural markets, companies must use prominent logo symbols and logo colors to assure that illiterate consumers will be able to recognize the products (Bullis, 1997). Nirma, the largest selling detergent in the world, found success in the rural Indian market by using unelaborated packaging to position their product as one that cleaned well yet was affordable (Bullis, 1997). With an average income equivalent to \$42 per month (\$504 dollars per year), rural Indians have a very low disposable income (Kripalani, 2002). Importing has only been a viable means of getting consumer goods into India for just over ten years, when trade restrictions were eased (Luce, 2002). Loud, bright colors are typically used on packages to differentiate a product from the others on the shelf and to create a lasting impression in a consumer's mind (Srivastava, 2003). For example, a 100-milliliter (3.4 oz.) bottle of Pantene shampoo retails for 61 rupees where- as 100 milliliters worth of sachets sells for 40 rupees (88 cents) (Bailay, 2003).

PROBLEM STATEMENT

The Indian rural market is flooded with opportunities and many NGOs and government are initiating new strategies and porgrammes to capture the market for the growth of our Indian economy. Our major manpower employment is in agriculture and service sector is booming vigorously. The agriculture also has to be encouraged and maximum services are to be captured in rural India so that our agriculture and service sector give us the optimum result to us. In this research this problem is highlighted with studying on the factors which leads to increase in the opportunity in rural market and the effectiveness of government aided programmes for the same can make wonderful impact on our overall growth of Indian economy. It is convenient for a big company than a small company to make the retail presence in Indian rural market because making distribution channel for Indian rural market is an expensive business.

RESEARCH DESIGN

The study is about identifying the factors which are responsible for abundant opportunities available in Indian Rural market and measuring the effectiveness of government programmes. The data have been collected from primary and secondary. Sources. For primary data collection questionnaire and observation is used and various publications, magazines and official websites have been referred for secondary data collection. The exploratory study has been used for considering different aspects of problem. The research has laid following objectives for further study.

RESEARCH OBJECTIVES

1. To identify the FACTORS which ARE RESPONSIBLE for increase in the opportunities for Indian rural market.
2. To explore the effectiveness of the selected GOVERNMENT AIDED SCHEMES for the development of Indian rural market.

RESEARCH METHODOLOGY

The research technique used is hypothesis testing method i.e. t-test for exploring the effectiveness of government initiatives in growth of rural market. The factors are also identified in this research which is responsible for increase of rural market opportunity.

SAMPLE SIZE AND TECHNIQUE

The sample size is 106 in which 100 responses have been taken from the staff of retailers of Ghaziabad for identifying the factors which are responsible for increase in opportunities in Indian Rural Market. 6 rural retailers' sales figures have been taken from Ghaziabad rural areas for exploring the effectiveness of government programmes for their business. Convenience sampling is used for collecting responses from the respondents.

DATA ANALYSIS

The retailers in rural market are more unorganized than organized. The sales figures have been collected randomly of rural retailers and have made certain analysis. The names of the retailers are changed.

Table 1:						
Retailers Monthly Sales	ABC ('00)	XYZ ('00)	PQR ('00)	STU ('00)	EFG ('00)	MNO ('00)
Before the Government programmes	53	28	31	48	50	42
After the government programmes	58	29	30	55	56	45

H0 (Null hypothesis) - Government programmes have not been effective

H1 (Alternate Hypothesis) Government programmes have been effective

Table 2:				
Retailers	Sales before Government programme	Sales after Government programme	X-Y	(X-Y) ² S ²
ABC ('00)	53	58	-5	25
XYZ ('00)	28	29	-1	1
PQR ('00)	31	30	1	1
STU ('00)	48	55	-7	49
EFG ('00)	50	56	-6	36
MNO ('00)	42	45	-3	9
N=6				

$$\begin{aligned} S^- &= \frac{\sum S}{N} = -3.5 \\ SD &= \sqrt{\frac{\sum S^2 - (S^-)^2 \cdot N}{N-1}} = 3.08 \\ t &= \frac{-3.5-0}{3.08/\sqrt{6}} = -3.5/1.257 = -2.78 \end{aligned}$$

Degree of freedom = 5

The derived value is less than the table value of t. Hence the null hypothesis is rejected. It means **Government programmes have been effective in increasing the sales of these rural retailers** and hence rural market growth shows the upward growth. Many mom and pop stores, pavement vendors, convenience stores are prevalent in Indian rural market. Thus unorganized retailing is maximum in Indian rural market which needs to be organized. The government programmes in order to organize them are encouraging industries to develop their business.

The programmes meant for the promotion of small and rural industries are as follows-

1. National Bank for Agriculture and Rural Development (NABARD)

NABARD was setup in 1982 to promote integrated rural development. Since then, it has been adopting a multi-pronged, multi-purpose strategy for the promotion of rural business enterprises in the country. Apart from agriculture, it supports small industries, cottage and village industries, and rural artisans using credit and non-credit approaches. It offers counseling and consultancy services and organizes training and development programmes for rural entrepreneurs.

2. The Rural Small Business Development Centre (RSBDC)

It is the first of its kind set up by the world association for small and medium enterprises

and is sponsored by NABARD. It works for the benefit of socially and economically disadvantaged individuals and groups. It aims at providing management and technical support to current and prospective micro and small entrepreneurs in rural areas. Since its inception, RSBDC has organized several programmes on rural entrepreneurship, skill upgradation workshops, mobile clinics and trainers training programmes, awareness and counseling camps in various villages of Noida, Greater Noida and Ghaziabad. Through these programmes it covers a large number of rural unemployed youth and women in several trades, which includes food processing, soft toys making, ready-made garments, candle making, incense stick making, two-wheeler repairing and servicing, vermicomposting, and non conventional building materials.

3. National Small Industries Corporation (NSIC)

This was set up in 1955 with a view to promote aid and foster the growth of small business units in the country. This focuses on the commercial aspects of these functions. Supply indigenous and imported machines on easy hire-purchase terms. Procure, supply and distribute indigenous and imported raw materials. Export the products of small business units and develop export-worthiness. Mentoring and advisory services. Serve as technology business incubators. Creating awareness on technological upgradation. Developing software technology parks and technology transfer centres. A new scheme of 'performance and credit rating' of small businesses is implemented through National Small Industries Corporation (NSIC) with the twin objectives of (i) sensitizing the small industries about the need for credit rating and (ii) encouraging the small business units to maintain good financial track record. This is to ensure that they score higher rating for their credit requirements as and when they approach the financial institutions for their working capital and

investment requirements.

4. Small Industries Development Bank of India (SIDBI)

This was set up as an apex bank to provide direct/indirect financial assistance under different schemes, to meet credit needs of small business organizations. To coordinate the functions of other institutions in similar activities. The National Commission for Enterprises in the Unorganized Sector (NCEUS) was constituted in September, 2004, with the following objectives:

- To recommend measures considered necessary for improving the productivity of Small enterprises in the informal sector.
- To generate more employment opportunities on a sustainable basis, particularly in the rural areas.
- To enhance the competitiveness of the sector in the emerging global environment.

To develop linkages of the sector with other institutions in the areas of credit, raw materials, infrastructure, technology upgradation, marketing and formulation of suitable arrangements for skill development.

5. Rural and Women Entrepreneurship Development (RWED)

The Rural and Women Entrepreneurship Development programme aims at promoting a conducive business environment and at building institutional and human capacities that will encourage and support the entrepreneurial initiatives of rural people and women. RWE provides the following services:

- Creating a business environment that encourages initiatives of rural and women entrepreneurs.
- Enhancing the human and institutional capacities required to foster entrepreneurial dynamism and enhance productivity.

- Providing training manuals for women entrepreneurs and training them.
- Rendering any other advisory services.

6. World Association for Small and Medium Enterprises (WASME)

It is the only International Nongovernmental Organization of micro, small and medium enterprises based in India, which set up an International Committee for Rural Industrialization. Its aim is to develop an action plan model for sustained growth of rural enterprises.

7. Scheme of Fund for Regeneration of Traditional Industries (SFURTI)

To make the traditional industries more productive and competitive and to facilitate their sustainable development, the Central Government set up this fund with Rs. 100 crores allocation to begin within the year 2005. This has to be implemented by the Ministry of Agro and Rural Industries in collaboration with State Governments. The main objectives of the scheme are as follows:

- To develop clusters of traditional industries in various parts of the country;
- To build innovative and traditional skills, improve technologies and encourage public-private partnerships, develop market intelligence etc., to make them competitive, profitable and sustainable; and to create sustained employment opportunities in traditional industries.

8. District Industries Centers (DICs)

The District Industries Centers Programme was launched on May 1, 1978, with a view to providing an integrated administrative framework at the district level, which would look at the problems of industrialization in the district, in a composite manner. In other words District Industries Centers is the institution at the district level which provides all the services

and support facilities to the entrepreneurs for setting up small and village industries.

Factors responsible for increase in opportunity in Indian rural market-

1. Increase in procurement prices-

The government sets the minimum support price -- MSP -- for many farm products which have contributed to a rise in rural demand. A series of good harvests on the back of several good monsoons boosted rural employment in agricultural and allied activities.

2. Bridging of the gap in the supply chain-

The distribution channel is a major concern in Indian rural markets. United Villages, a new rural supply company operating in Jaipur in Rajasthan, believes it can fill the gap in rural India's supply chain and get big brands to even the smallest of villages. (Dutt, 2011)

3. Progressive mobile technology in rural India-

Mobile technology may be the first step towards opening up potentially large base of consumers to big retail business. Communication is still a challenge in many of the villages and remote places. While at present, the telecom service providers concentrate on subscriber acquisition in the rural market. Airtel has tied up with IFFCO KISAN SANCHAR LIMITED for providing multipurpose services to Indian agricultural consumers. While at present, the telecom service providers concentrate on subscriber acquisition in the rural market.

4. Government Schemes-

Government schemes like NREGS [National Rural Employment Guarantee Scheme], which guarantees 100 days of employment to one member of every rural household] reduced rural underemployment and raised wages. Also, farmers benefited from loan waivers [introduced in the last Union Budget]. The Bharat Nirman program with an outlay of

US\$34.84 billion for improving rural infrastructure is another step that has helped the rural economy.

5. Increase in Purchasing Power-

The increase in rural purchasing power is reflected in rural growth across a number of categories. Total income in rural India (about 43% of total national income) is expected to increase from around US\$220 billion in 2004-2005 to US\$425 billion by 2010-2011, a CAGR of 12%.

6. Growth of FMCG Companies-

Noodles, macaronis and soft-drinks made rapid inroads into the rural markets driving up growth in the fast moving consumer goods (FMCG) industry - 10% by volume and 12% by value - in the first ten months of 2011(Sharma, 2011). Godrej introduced three brands of Cinthol, Fair Glow and Godrej (soap) in 50-gram packs, priced at 10 cents; Adidas and Reebok increased their sales by 50% in rural markets by reducing prices.

7. Growth of Organized Retail-

To some extent, the growth of organized retail can also be held responsible for the rural economy's growth, as this has ensured that farmers get a better price for agricultural produce.

8. Initiatives of Banks-

Several initiatives taken by banks like ICICI and SBI are also responsible in changing the shape of Indian Rural Market. Apart from the financial assistance in the form of loan waiver, other schemes have also been implemented by banks. The State Bank of India (SBI) has started a zero-balance bank account program for villagers. Called the SBI Tiny account, there are no physical branches or officials, just a paid volunteer who is equipped with a small box and a cell phone. The advantage for the villagers is that they can withdraw money from their

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accounts at any time of the day or night. SBI hopes to cover 100,000 villages by 2012. The bank has tied up with India Post for some services.

9. Growth of Consumer Durable companies-

Videocon introduced a washing machine without a drier for US\$60; Philips launched a low-cost smokeless chulha (stove); DCM Shriram developed a low-cost water purifier especially for rural areas. Improving product acceptance -- LG Electronics developed a customized TV (cheap and capable of picking up low-intensity signals) for the rural markets.

10. Growth of automobiles-

Maruti Suzuki, India's leading automobile manufacturer, today sells 5% of its vehicles in the INDIAN rural markets.

FINDINGS

1. In recent years, the big consumer goods companies that produce everything from toothpaste to crisps have established a presence in small and mid-sized towns and districts. However, few have been able to establish direct contact with villages of 5,000 people or less.
2. 'Rising expectation' of the rural people, rise of literacy level, favorable government policies, growth in income, attraction of higher standard of living, marketing efforts of companies etc are few factors which directly contributes to overall growth of Indian rural market and is the driver for economic growth.
3. Government schemes are quite effective in developing the industrial growth in rural India. Several schemes are there to promote the non-farm sector, mostly initiated by the Government of India. For instance, there are schemes for entrepreneurship through subsidized loans like **Integrated Rural Development Programme (IRDP)**, Prime Minister Rojgar Yojana (PMRY), **schemes to provide skills like Training of**

Rural Youth for Self Employment (TRYSEM), and schemes to strengthen the gender component like Development of Women and Children in Rural Areas (DWCRA).

4. There are schemes to provide wage employment like **Jawahar Rojgar Yojana (JRY)**, food for work etc., on rural works programmes to achieve the twin objectives of creation of rural infrastructure and generation of additional income for the rural poor, particularly during the lean agricultural season.
5. There are schemes for specific groups of industries such as khadi, handlooms and handicrafts.

CONCLUSION

Understanding the available distribution networks in rural India is crucial to making a successful move into the rural Indian market. Packages need to be designed to withstand more distribution abuse due to poor roads and more primitive modes of transportation. Finally, when creating a package for rural India, small sizes allow consumers to try new products. Further rural consumer needs to be aware of latest technology and he should be accessible to these facilities. It also caters to the fact that most rural Indians have low disposable incomes and little storage space at home. It is rightly said," Rural Jobs Can

Provide Momentum to the Wheel of the Economy". By applying these lessons that have been learned from the task of trapping the rural Indian market, the results may be promising.

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A Study of E-Banking Services In India

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Almost all foreign, private, Public sector banks have computerized their operations till today .This is not merely back-office computerization to improve efficiency but full branch automation, complete with Automated Teller Machines (ATMs), offering any time banking service 24 hours a day 365 days a year. The market is seeing new products such as 'Anywhere banking' and 'Internet banking' to service the customers more efficiently. The objective of this paper is to examine the adoption of e-banking channels by Indian banking customer. The data for the study was obtained from primary source with the use of well structured and pre-tested questionnaires, which were distributed among the three Cities of lucknow, Kanpur, and Varanasi. The findings revealed that among the e-channels surveyed, ATM was the most adopted technology by the banks further; it was revealed that non-complexity of ATM technology and convenient nature of ATM to many customers, were the major factors encouraging the bankers in advancing to e-banking arena.

Keywords: E-Banking Services, Any Where Banking, ATM'S,Internet Banking, Mobile Banking, Phone Banking, RTGS/NEFT

INTRODUCTION

'Any where banking' is a new concept which makes one a customer of the whole bank and not merely that of a branch facilitating instantaneous on-line remittances of funds, collection of instruments and enabling him to carry his account along, where ever he goes across the country through satellite communication technique, VAST (Very Small Aperture Terminals).

The Automated Teller Machine (ATM) is a machine which does the work of dispensing cash, accepting deposits of cash and cheques (only in special envelopes and not note pieces or cheque leaves), throughout the day (Srivatava 2000). It is an extended service of the branch which enhances customer service by virtually keeping major customer services open for 24 hours thus providing the convenience of "Anytime" banking. The next phase of automation will see the emergence of real time tele banking and customer terminals to access the central data base and transact business from the comforts of one's home or office any time of the day or night, any day of the year, from any where across the country.

Internet Banking is a new concept in banking which holds promise for the future. For example ICICI Bank and Indus land Bank can be reached through Net. According to M. Shenol, Vice-President, human resources and planning of ICICI Bank - "Internet Banking is the genuine and true home banking and it is definitely cost effective". A recent study carried out by Booz, Allen and Hamilton states that on

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global internet banking, the internet and other channels have a significantly lower cost structure than traditional delivery channels. On a pure operating cost basis, the research indicates that internet banks can operate at an expense ratio of 15 to 20 per cent compared with 50 to 60 per cent for the average bank.

Basically, internet banking will be introduced in three phases. In the first phase, the bank will allow customers to view transactions in their account, exchange messages with the officers concerned in the bank through a mail box request cheque books and get printed account statements. In the second phase, the customer can request for funds transfer between accounts issue instructions to stop payments and do deposits. In the third phase the Banks will establish on line connectivity where a bank generally provides the customer with the ability to directly debit and credit the account without the banks intervention.

There are currently 1.200 retail banking websites and over 500 corporate banking websites in the world wide web. The Booz, Allen and Hamilton report points out that though internet banking is at an early stage of development through out the world, Australia, Canada, Europe and the USA are more advanced than Asia, Japan and Latin America.

The research of Burc Ulengin (1998) in Turkey and Almossawi (2001) in Bahrain concluded that ATM network in convenient locations was a dominant factor in bank selection decision making of consumers in that countries.¹

It is of little use for an organization to attempt to position an offering by emphasizing a particular attribute(s) that do not constitute significant choice criteria in target market (Devlin, 2002).²

Applications of modern technology help service excellence, by improving operating processes and helping to gather and-collate more information both about and for the customers, so that the banks can

provide customers with better and more appropriate products and services. (Kleiner and Kim, 1996).

Moutinho and Smith (2000) studied the bank customer satisfaction through mediation of attitudes towards human and automated banking. Their findings suggest that the drive towards 'ease of banking' and convenience is favored by customers and therefore banks should find alternative strategic routes designed to improve service delivery, either human based or technology based. The study also suggests that Bank customer's attitudes towards the human provisions of services and subsequent level of satisfaction will impact on banks switching more than when the same delivery is made through automation.³

Berry, Parasuraman and Zeithaml (1988) built an instrument SERVQUAL containing 22 items spanning five dimensions as Tangibles, reliability, responsiveness, assurance and empathy, to measure the quality of services.⁴

Sharma and Mehta (2004) made a comparative study of quality perceptions on four banks in India State bank of India, Corporation bank (both government owned banks), UTI Bank (NPSB) and J & K Bank (OPSB) using SERVQUAL model. The result indicated that there is a difference in the service quality perception of customers in the public sector and private sector banks. On tangibility dimensions, UTI Bank topped the list followed by Corporation bank, SBI and J&K Bank. Public Sector Undertaking Banks were ranked better compared to private sector banks on reliability. On the dimensions of responsiveness (employees' capability to respond to customers) the ranking was Corporation bank leading the list followed by UTI, SBI and J&K Bank. On empathy dimensions (Bank's understanding of customer needs) Corporation bank lead the ranking followed by UTI, SBI and J&K Bank. PSU Banks were found to be ahead of private sector bank on assurance dimension of service quality.

RESEARCH METHODOLOGY

Research Design:

The research design is exploratory in nature. The research has been conducted in the three Cities of lucknow, Kanpur, Varanasi., U.P., India. Convenience sampling method has been adopted and an attempt has been made to include all the age groups and gender as the customers of banks.

Sample Area: The preferences of banking services changes across the demographic factors like education, sex, salary/earnings etc. hence an attempt has been made to get a true representative sample, from public and private banks in Lucknow. The private and external sector banks included in the study were ICICI Bank Ltd., HDFC Bank Ltd., AXIS Bank and IDBI Bank, Standard Chartered Bank. Among public sector banks the respondents were from Bank of India, Punjab National Bank and State Bank of India.

Sample Unit: Individuals customers of banks.

Sample Size: 450 customers of banks

Sources of Data:

The study area comprised of urban area of Lucknow. Lucknow covers a geographical area of 359.51 square kilometers with a population of 36, 81,416 as per 2001. In 1991 its population was 27, 62,801. The industrial scene in Lucknow is very dismal. Majority of population is either from service class or self-employed. There are very few industrial units in organized sector to mention about.

The population of Varanasi urban agglomeration in 2001 was 1,371,749; the sex ratio was 879 females every 1000 males. However, the area under Varanasi Nagar Nigam has a population of 1,100,748 with the sex ratio being 883 females for every 1000 males. The literacy rate in the urban agglomeration is 77% while

that in the municipal corporation area is 78%. Approximately 138,000 people in the municipal area live in slums. The crime rate in the city in 2004 was 128.5 per 100,000 which is higher than Uttar Pradesh rate of 73.2 but lower than the national rate of 168.8.

Kanpur is situated on the banks of the river Ganga; the population was 2,551,337 as per the 2001 census. In the last decade the population rose rapidly. One of the factors for this kind of growth can be a higher number of in-migration to Kanpur City from other areas. It ranked third after Lucknow and Varanasi in 1901, but by 1961 it assumed a position on top of the list. It has registered an increase of over five times from 197,170 in 1901 to 883,815 in 1961 in the course of six decades. Kanpur has an area of about 1640 km² and is 126 meters above sea level. Languages spoken in and around Kanpur include Hindi, English and Urdu, Bengali and Punjabi. They have since well established business in the city and reside in areas such as Govind Nagar, Gumti no.5, Ashok Nagar and 80 ft road

SAMPLING INSTRUMENT

Structured questionnaire having close ended questions was used for seeking responses on various aspects of customer's usage of ATM's services. After completion of questionnaire, Data was carefully coded in the Microsoft excel sheets and than transferred to SPSS 16.0 (Statistical package for social sciences). Analysis and testing of relationship between various variables has been done with the help of Microsoft excel and SPSS.

Objectives:

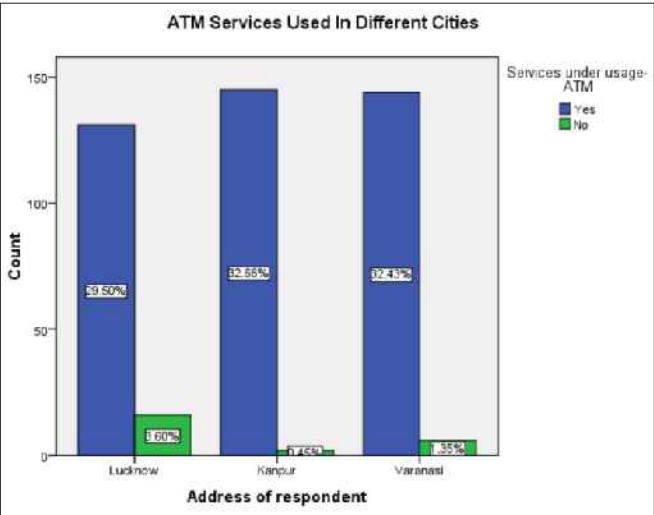
- To study the usage of ebanking services among the customers of banks and
- To suggest some remedial measures to ATM Services.

Data Analysis:

H₀: There is no significant association between the city and usage of ATM

H₁: The Association between the City and usage of ATM is significant

Crosstab					
			Services under usage-ATM		Total
			Yes	No	
Address of respondent	Lucknow	Count	131	16	147
		Expected Count	139.1	7.9	147.0
	Kanpur	Count	145	2	147
		Expected Count	139.1	7.9	147.0
	Varanasi	Count	144	6	150
		Expected Count	141.9	8.1	150.0
Total	Count		420	24	444
	Expected Count		420.0	24.0	444.0



Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	13.913a	2	.001
Likelihood Ratio	14.024	2	.001
Linear-by-Linear Association	6.785	1	.009
N of Valid Cases	444		

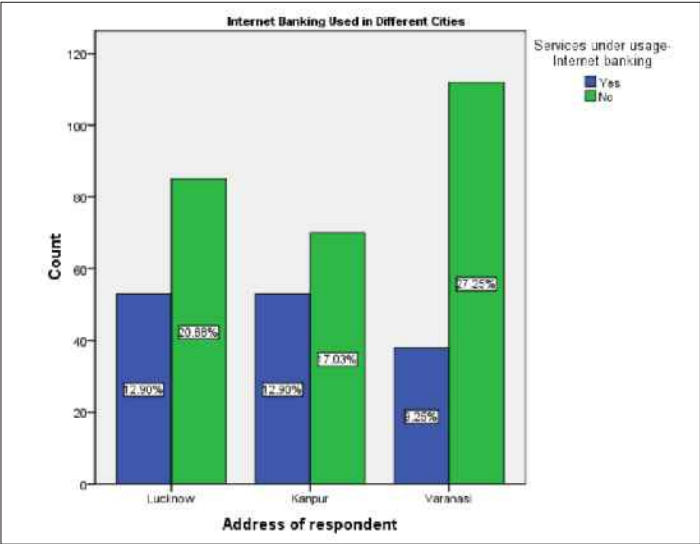
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 7.95.

The null hypothesis was taken, as that there is no significant Association between the cities and usage of ATM i.e., the two attributes are independent. The calculated value of Chi Square was 13.913 whereas the table value at 2 df. and 5% level of significance is 5.991. The calculated value of Chi square is more than the table value and hence the Null hypothesis is Rejected and it is concluded that ATM usage is influenced by the cities .

H₀: There is no significant association between the city and usage of Internet

H₁: The Association between the City and usage of Internet is significant

Crosstab					
			Services under usage-Internet banking		Total
			Yes	No	
Address of respondent	Lucknow	Count	53	85	138
		Expected Count	48.4	89.6	138.0
	Kanpur	Count	53	70	123
		Expected Count	43.1	79.9	123.0
	Varanasi	Count	38	112	150
		Expected Count	52.6	97.4	150.0
Total	Count		144	267	411
	Expected Count		144.0	267.0	411.0



Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.398a	2	.006
Likelihood Ratio	10.619	2	.005
Linear-by-Linear Association	5.619	1	.018
N of Valid Cases	411		

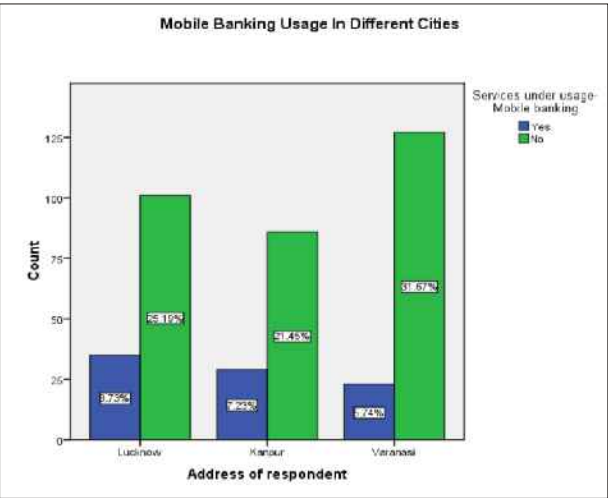
a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 43.09.

The null hypothesis was taken, as that there is no significant Association between the cities and usage of Internet i.e., the two attributes are independent. The calculated value of Chi Square was 10.398 whereas the table value at 2 df, And 5% level of significance is 5.991. The calculated value of Chi square is more than the table value and hence the hypothesis is rejected and it is concluded that internet usage is influenced by the cities.

*Address of respondent * Services under usage-Mobile banking*

H₀: There is no significant association between the city and usage of Mobile Banking

H₁: The Association between the City and usage of Mobile Banking is significant

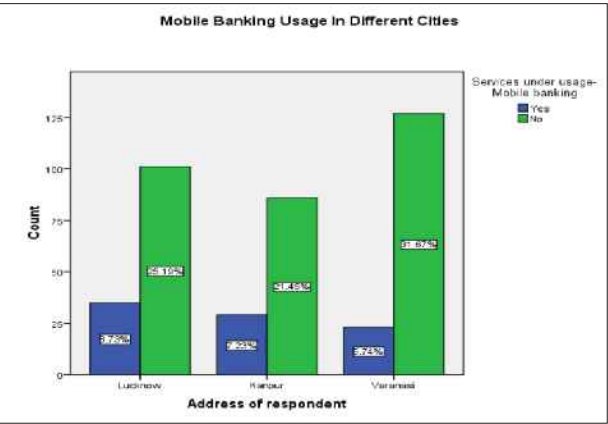


The calculated value of Chi Square was 5.720 whereas the table value at 2 DF. and 5% level of significance is 5.991. The calculated value of Chi square is less than the table value and hence the hypothesis is accepted and it is concluded that Mobile Banking is not influenced by the cities.

*Address of respondent * Services under usage-Phone banking*

H₀: There is no significant association between the city and usage of Phone Banking

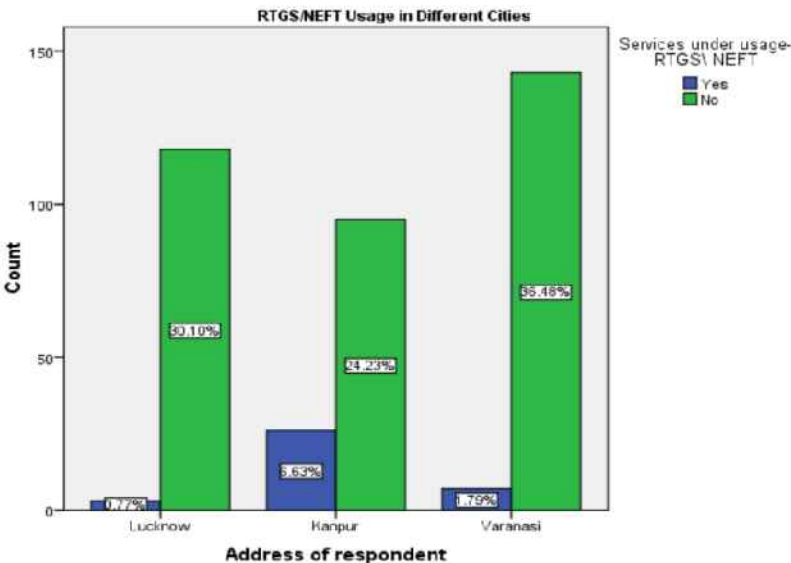
H₁: The Association between the City and usage of Phone Banking is significant



The null hypothesis was taken, as that there is no significant Association between the cities and usage of Phone Banking i.e., the two attributes are independent. The calculated value of Chi Square was 4.214 whereas the table value at 2 df. and 5% level of significance is 5.991. The calculated value of Chi square is less than the table value and hence the hypothesis is Accepted and it is concluded that Phone Banking is not influenced by the cities.

H0: There is no significant association between the city and usage of RTGS\NEFT Banking Services

H1: The Association between the City and usage of RTGS\NEFT Banking Services is significant



Crosstab					
			Services under usage-RTGS\NEFT		Total
			Yes	No	
Address of respondent	Lucknow	Count	3	118	121
		Expected Count	11.1	109.9	121.0
	Kanpur	Count	26	95	121
		Expected Count	11.1	109.9	121.0
	Varanasi	Count	7	143	150
		Expected Count	13.8	136.2	150.0
Total	Count		36	356	392
	Expected Count		36.0	356.0	392.0

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.154a	2	.000
Likelihood Ratio	29.899	2	.000
Linear-by-Linear Association	.079	1	.778
N of Valid Cases	392		

a. 0 cells (.0%) have expected count less than 5. The minimum expected count is 11.11.

The null hypothesis was taken, as that there is no significant Association between the cities and usage of Mobile Banking i.e., the two attributes are independent. The calculated value of Chi Square was 32.154 whereas the table value at 2 df. and 5% level of significance is 5.991. The calculated value of Chi square is more than the table value and hence the hypothesis is rejected

CONCLUSIONS

As per the above discussion we can conclude that in case of ATM, it is influenced by the cities. The highest usage is in the city of Kanpur, followed by Varanasi and then lucknow at a 32.66%, 32.43% and 29.50% respectively. This can be because Kanpur is the city where the business establishments are situated the maximum. Varanasi being a tourist place and Lucknow being the state capital.

The calculated value of Chi square is more than the table value and hence the hypothesis is rejected and it is concluded that internet usage is influenced by the cities. The usage of internet banking is highest in Lucknow and Kanpur at 12.9% respectively, whereas in case of Varanasi it is 9.25%. The usage can be increased with more awareness among the masses.

Looking at the services of phone banking and mobile banking, people still avoid these services; they do not have confidence in these services, and these services should be promoted among the banking customers among the masses so that they can be utilized.

The Usage RTGS /NEFT are not popular at all. The customers should be informed about these services and awareness should be promoted among these customers.

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Scope and Problems of Mobile Banking: A Review of Indian Rural Banking

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Traditional banking has a 'last mile' problem. The fixed cost of the branch network is too high for servicing low value users and low density rural areas. Traditional wire line telecommunications also has a 'last mile' problem in the form of high fixed costs of the 'local loop'. With the help of modern information communication technology, m-banking as a new type of banking services carrier can provide efficient and effective financial services for unbanked and rural peoples in India. Increased cellular subscribers in rural India are offering wide opportunity to expand m-banking services. However, in spite of opportunities there are numbers of problems and threats in m-banking system. Their major shortcomings are network coverage, security, low cost effectiveness, inconvenience in using mobile handset, IT literacy etc.

This paper discusses innovation through mobile banking that Indian banking has experienced during the past few years. It indicates the role of Indian financial system in economics, constituents of the financial system, structure of the banking industry in India, Indian scenario of mobile banking, most popular banking services on mobile, mobile banking users based on income, mobile internet usage in India and most popular banks providing mobile banking facilities. Efforts have also been made for understanding the advantages & challenges faced by mobile banking industry in India. Moreover, emphasis is also given on knowing the opportunities of mobile banking in business and service sectors as well as realizing some ground realities of mobile banking that can help in the growth and development of mobile banking in the days to come.

Key Words: Financial System, Mobile Banking, Rural Banking

INTRODUCTION

Mobile wireless telephony appears to have been successful at overcoming the last mile telecommunications problem. Even though the wireless rural teledensity of 20% is only about a fifth of the urban teledensity of 104%, it is large compared to the fixed line rural teledensity.

Moreover, rural wireless teledensity is also growing fast, having doubled over the last one year. One conclusion from this experience is that mobile telecommunications can help solve the last mile problem of banking.

The earliest attempt to solve the last mile problem in banking is the ATM. This reflects the general approach to solving the last mile problem unbundling of banking services and using technology and outsourcing to take some of the unbundled services closer to the customer at a lower cost.

However, ATMs are limited in the scope of transactions that they can handle, especially in rural areas. RBI has attempted to solve the 'last mile' problem of banking by encouraging alternative distribution channels in the form of business correspondents and use of mobile phones and prepaid card technology for providing banking services. This has also been referred to as 'branchless banking'.

A number of potentially complex issues related to cash deposits and withdrawals arise in branchless banking. In a traditional banking environment, the bank branch is the focal point of this activity and is

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subject to many regulations which ensure, albeit in cumbersome way, security and reliability.

These regulations can cover not only the physical properties of the building but also the soft infrastructure, such as levels of cash holdings and security procedures or the criteria applied to the recruitment and training of staff. The same degree of regulatory control may not be possible with business correspondents and any attempt to impose such controls may render the business unviable.

MOBILE BANKING

With the emergence of smart phones, communication for customers is not limited to voice only. Ever evolving technology has given way to multifunctional wireless infrastructure that is available to the customers 24/7, thus becoming a key driver for mainstream adoption of mobile financial services. Gen Y has responded to this in with great enthusiasm. With the mobile phone becoming an early companion to this generation, adoption of mobile banking has taken off. This 'upwardly mobile' group promises to grow in the next decade giving banks an opportunity to explore innovative services at a reasonable cost. With nearly 885.99 million mobile connections, only 400 million customers having bank accounts and only 38 percent of bank branches in rural India; do we have a long way to go? Well, not really. With the increasing awareness of technology in India, the user acceptance graph is going high. Benefits of increasing penetration of telecommunication and anytime reach, will lead to mobile based business models proving instrumental in realizing branchless banking and taking it to higher grounds by enabling low cost and real time transactions over secure networks. The main reasons behind low penetration of banking have been as shown below:-

High mobile penetration and limited banking facilities are driving the growth of mobile banking in emerging markets like India!! A glimpse of growing tele density can be seen in the graph of Number of Mobile Subscribers. The mobile services platform is a huge opportunity for banks to offer innovative banking and payment services.

Mobile banking is simply application of mobile (Cell) phone dives as mean of banking via Wireless Application Protocol (WAP), GPRS and 3G technology and short message service (SMS) facilities. Mobile financial services is a term applied to a range of financial activities conducted using mobile devices, such as cellular phones or personal digital assistants (Cheney, 2008). The terms m-banking, m-payments, m-transfers, m-payments, and m-finance refer collectively to a set of applications that enable people to use their mobile telephones to manipulate their bank accounts, store value in an account linked to their handsets, transfer funds, or even access credit or insurance products (Donner, 2007; Donne and Telleze, 2008). Mobile banking allows bank customers to check balances, monitor transactions, obtain other account information, transfer funds, locate branches or ATMs, fund transfer, mobile phone recharge, pay bills, tax pay etc. All these service are performing via SMS, WAP, GPRS, 3G or mobile Internet. According to International Finance Corporation (World Bank), m-banking refers to financial transactions undertaken using a mobile device against a bank account accessible from that device i.e. M-Payment, Mobile-money Transfer, M-Wallets etc it is the broader set of payments and financial transactions that can be enabled across mobile networks.

ORIGIN OF M-BANKING

According to Ogawara, Jason and Pete (2002) the concept of mobile payment originates in Finland. Sonera, a telecommunication company in Finland, released a mobile payment system named Sonera Mobile Pay (SMP) in 1999. Then cellular payment service named PayBox started in 2000 to online shopping In Germany. In 2001, service like SMP service Pro-TECT was released as Mobile Money System (MMS) in Japan. Korean banks also developed mobile banking network to reduce transaction cost in banking operations and increase convenience since 2002 and launched post pay mobile payment system (Terri and Fumiko, 2007). Bank of America offers mobile banking through a browser-based program In USA. Wells Fargo offers mobile banking through either a browser-based program or SMS text messaging service and

Wachovia offers mobile banking either through a browser-based service or a downloadable mobile banking application in USA. Over 1.6 million users was using m-banking services in 2007, Bank of America, reported having 5,00,000 active users of its mobile banking service In USA. Mobile banking users are projected to reach almost 35 million by 2010. In order to demand of mobile divides to use in m-banking almost of cellular device developer companies alike Ericsson, Motorola, Nokia, LG, Siemens, Samsung, Sony etc. are developing their mobile handset according to m-banking requirements. Most recent handsets are enabled with CDMA, GSM, WAP, 3G, SMS, MMS, JAWA, GPRS, Bluetooth, Infrared, and windows also.

SCOPE FOR M-BANKING IN RURAL INDIA

Indian telecommunication service scenario indicates that cellular or mobile phone service was growing tremendously in last five years. As TRAI's report on telecommunication industry in India, The wire line phone connections were declining in the last few years and mobile phone connections were increased very fast. At present, 16 cellular service providers providing cellular service in Indian and there were 621.28 million phone connections in India out of these 584.32 million mobile phone connections. Mobile phone service was not only spread in urban areas but also in rural areas in India. The rural mobile connections have reached the 190.88 million (See

Figure 1) mark as against 111.63 million in the previous year and now 32.67% of total wireless subscribers are now in rural areas and the rural teledensity at the end of March 2010 was 24.29%. It is great opportunity to the bankers to facilitate banking service to „unbanked“ through mobile banking system in India. Providing mobile banking services to the unbanked is not only social responsibility of the bankers but also it is a golden opportunity to the business expansion.

Rural Wire-Less Subscribers in India (Figures in Millions)	
Year	Subscribers (in Millions)
Mar-07	33.14
Mar-08	62.28
Mar-09	111.63
Mar-10	190.88

Banks no longer restricted themselves to traditional banking activities, but explored newer avenues to increase business and capture new market. Innovation derives organization to grow, prosper & transform in sync with the changes in the environment, both internal & external. Banking is no exception to this. In fact, this sector has witnessed radical transformation of late, based on many innovations in products, processes, services, systems, business models, technology, governance & regulation. A liberalized & globalized financial infrastructure has provided an additional impetus to this gigantic effort.

Dimensions of changes		
	Change	Impact on Business
Markets	Local to Global	- Investments in Identifying & Servicing New markets
Customers	Acceptance to delight	- Listening to Consumers - Knowing & Understanding their needs - Fulfilling Customer's Requirements
Competition	- Increased Competition - Shortage to surplus Economy	- Squeeze in margins leading to cost cuttings - Consolidating & Convergence
Technology Society	Gradual change to quantum Change Demanding Rights	- Innovational Shareholders Transparency - Corporate Governance - Concern for social obligations

The various innovations in banking and financial sector are ECS, RTGS, EFT, NEFT, ATM, Retail Banking, Debit & Credit cards, free advisory services, implementation of standing instructions of customers, payments of utility bills, fund transfers, internet banking, telephone banking, mobile banking, selling insurance products, issue of free cheque books, travel cheques and many more value added services.

Most Indian banks offer mobile banking facilities. The mobile payments market is still at its infancy in India and it is estimated that the current daily transaction volumes today is in the range of Rs. 5-10 Million. Mobile banking in India is in a budding stage, with the high penetration of mobile phones acting as a growth driver. India's existing mobile phone user base consists of 347 million users, including 73 million rural users. It is expected that mobile banking active user base will reach 2% by 2012, up from the current 0.2%.

STUDY OF MOBILE BANKING IN RURAL AREA

Objectives

The transactional capabilities of the mobile phone are clearly demonstrated with the popularity of mobile Value Added Services where carriers act as a service and/or billing provider. If m-commerce and mobile marketing are to flourish, mobile transactions will need to become main- stream with more banks and other suppliers fulfilling a similar role.

In particular, this survey aims to provide insight on the rural consumers' usage of their mobile phones to transact. The results may also influence the design of future mobile commerce services and their related marketing campaigns; all of which make up integral elements of adoption and experience of the mobile lifestyle. The big question is that, are mobile transactions now mainstream? In the context of this survey, “mobile transactions” are taken to include:

1. account based (storage) services provided by financial services
2. purchasing and payment services provided by various service providers to facilitate transactions (e.g. telecom carriers)
3. Remittance services provided by banks, carriers and money transfer services

Survey Methodology

The survey was kept short to cater to the media of choice, the mobile internet. Participants were asked 9 questions. The survey was conducted from October to December 2011 in 9 states representing different regions of India: Gujarat, Maharashtra, Madhya Pradesh, Rajasthan, Karnataka, Andhra Pradesh, Kerala, Uttar Pradesh, and West Bengal. All these states were selected on the basis of geographical locations to represent India, as well as on the basis of Mobile Baking Transactions in Rural area. From each state 25 respondents from rural area has been interviewed on the structured questionnaire.

On an average, 33% of respondents are Female and 67% Male. The most used handsets for surfing are of Nokia. The percentagewise analysis of answers received for 9 questions of questionnaire is as follows:

(1) How often do you buy with your phone?

Daily	35%
Weekly	20%
Hardly	20%
Monthly	15%
Never	10%
Total	100%

Across the India, 70% of surfers have bought something with their phone while a remaining 30% hardly ever or never buy things with their mobiles. 10% claim to never make purchases on their mobiles. Of those who do but with their phones, 35% make daily purchases, 21% make weekly purchases and 15% make their purchases monthly.

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(2) What did you last buy with your handset?

Mobile Content	46%
Prepaid Airtime	22%
Ido not buy with my Mobile Phone	9%
Other	9%
I Paid a Bill	5%
I Bought A Item from Online Store	5%
Prepaid Household Utilities	2%
I made a Booking	2%
Total	100%

Among respondents, mobile content (46%) ranks high among the most recent purchases followed by prepaid airtime (22%). Almost 70% of mobile transactions are related to the use of the mobile many content services are based on daily subscriptions package and prepaid users in many markets make small top-ups for each days' usage. Products not directly related to mobile use account for 23% of all transactions on mobile. These include payment of bills, online purchases, bookings and purchase of prepaid utilities. 'Other' products account for 9% of purchases and across the numerous markets can include low premium insurance products, devotional products and virtual items.

(3) How did you pay?

I Charged it to My Phone Account	41%
Cash	40%
Debt/Cash Card	11%
Credit Card	8%
Total	100%

Cash remains the most convenient means of payment for 51% of users, either with hard cash or debit / cash card. While 41% of users are comfortable charging their purchases to their phone account another 40% prefer to book using their mobile and pay at the venue. Only 8% transact with their credit cards.

(4) What other items would you buy with your phone?

Books, Music, & Movies	45%
Travel Booking	22%
Electronic & Small Appliances	11%
Gifts	8%
PC Games	6%
Prepaid Household Utilities	8%
Total	100%

In addition to mobile content, a large range of consumer goods are in demand among mobile users which they are prepared to purchase using their mobiles. Books, music and movies are the most sought after (45%) followed by travel bookings (22%) and small appliances (11%).

(5) Do you have a credit or debit/cash card?

No	56%
Yes, Debit/Cash Card	23%
Yes, Credit Card	14%
Yes, Debit &Credit Card Both	7%
Total	100%

A large portion of respondents (56%) do not have credit or debit cards while 14% have a personal credit facility in the form of a credit card. 44% are 'enabled' for electronic transactions either with a credit or cash card.

(5) Does your bank offer mobile banking?

I Do not Know	47%
Yes, I think so, but I do not know what Mobile Banking is	16%
Yes, but I do not use Mobile Banking	15%
Yes, and I am registered user	15%
No, They do not	7%
Total	100%

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On a global scale some 30% are registered for mobile banking although only 15% bank through their mobile. A large portion (63%) of users either do not know if it is offered or think it might be but are not sure.

(7) If you don't already use mobile banking, why not?

I don't know that is available	46%
I am worried about security	19%
I already use mobile banking	15%
It is too complicated	14%
I already have internet banking on my PC, so I don't need it	6%
Total	100%

A large portion (46%) of users do not know that mobile banking is available. 19% are worried about security and 14% think it's too complicated. 20% of mobile surfers use electronic banking. 15% use mobile banking while 6% already enjoy the convenience of internet banking via their PC.

(8) Which of the following mobile banking transactions do you think are most useful?

Checking Account Balance	50%
Transferring money between accounts	12%
Paying Bills	12%
Sending money to Family/Friends	10%
Knowing When I received deposits	8%
Viewing recent transactions	8%
Total	100%

Mobile banking is primarily used for checking account balances (50%), transferring between accounts (12%) and paying bills (12%). In close succession are sending money (10%), updates on deposits (8%) and recent transactions (8%).

(9) Do you use any other services to send money?

Yes	67%
No	33%

Besides their banks, 67% of surfers also rely on other service providers to send money. This was an open ended question and a variety of responses were secured. Notable was the role of the post office in each market (money orders, postal orders, posting of cash presumably via registered post), airtime credit transfers and independent remittance services.

Findings of Research

- (1) Mobile users are comfortably experienced with the use of mobiles and many (35%) transact daily using their phones, while most (68%) of this is related to their mobiles mobile content and prepaid airtime - users do buy other 'mainstream' products with their mobiles
- (2) Users also want to use their mobiles to buy more goods (e.g. books, music, make travel bookings, pay for household utilities, electronic appliances etc.)
- (3) The provision of these services may be impacted by payment methods:
 - a. Many users (41%) charge their purchases to their phone account (more likely for mobile content and airtime) while,
 - b. Another 40% make their payments at the venue having used their mobiles to make bookings
 - c. A smaller number (19%) of users use other forms of electronic transaction (cash card or credit card) for payments
- (4) Many users may not have all the tools for online transactions (mobile or otherwise) as 56% do not have cash cards or credit cards
- (5) However, some are equipped with the means to pay directly through bank facilities:
 - a. 44% are 'enabled' for electronic transactions either with a credit or cash card.
 - b. 14% has a personal credit facility in the form of a credit card
- (6) Bank-led online transactions via mobile may be limited as:
 - a. A large portion (63%) of users either do not

know if it is offered or are not sure what mobile banking is

- b. 15% feels it is too complicated
 - c. 19% are worried about security
 - d. Only 15% bank through their mobiles although twice that number are registered for it (6% bank via their PC)
- (7) Purchases and payments are not top of mind when surfers think of mobile banking:
- a. Most think of the additive characteristics (checking balances etc.) of m-banking probably for the convenience.
 - b. Paying bills (12%) and sending money (10%) are also considered, they are arguably transformational characteristics.
 - c. This transformational nature is taken up by many (67%) who use various other providers (some bank owned) for remittances. While no providers emerge as clear leaders across the globe Western Union and the local Post Office are consistently mentioned in nearly all markets.

Recommendations

- (1) User education is clearly inadequate as many are not aware of the m-banking services on offer. While education needs to be stepped up, this should take the form of more than a simple laundry list of functions. It must promote the convenience and ease of mobile payments.
- (2) This will mean banks and carriers will need to develop more merchant partnerships in order to meet the user demand for more consumer items - particularly in the travel and consumer electronics sectors.
- (3) Opportunities for new services are emerging as users also demonstrate a clear preference to pay on-site for their mobile purchases. This opportunity could possibly be taken up by postal services that already have widespread physical distribution, in rural areas.

CONCLUSION

Over the last three decades the role of banking in the process of financial intermediation has been undergoing a profound transformation, owing to changes in the global financial system. It is now clear that a thriving and vibrant banking system requires a well developed financial structure with various innovations in products, processes, services, systems, business models, technology, governance & regulation and many more value added services. Taking the banking industry to the heights of international excellence will require combination and evolution of new internet based technologies of which mobile banking is in a budding stage in India, with the high penetration of mobile phones acting as a growth driver. Our professionals are at the forefront of technological change and financial developments all over the world. It is the time to make the maximum use of mobile banking for the growth and development of Indian banking in the new century.

Indian banking scenario shows that there is need of Mobile Banking for financial inclusion of poor and urban people. Since last five years mobile telephone service extended tremendously in India and it provides golden opportunities to extend m-banking service in India. However, because of various problems in m-banking system this is not widely accepted by Indian bank customers. Hence, there is need to improve m-banking service including network coverage and security in m-banking.

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BIOGRAPHIES

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Book Reviews

Management Concept, Practice and Cases

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Pages-630 (635 including index)

The script is primarily well crafted, sorted out and executed properly. It has all the pre-requisites which a book on Principles Of Management must contain. It also has an accurately designed table of contents wherein all the main topics and sub-topics are covered. The writing style is lucid, flow is good and has clarity of thought and expression. There is continuity in the flow of concepts as well which are very well substantiated with relevant and recent examples, case studies of recent origin and lessons of recapitulation. Then there are exercises which would help the students to brainstorm and come up with answers which would enhance better understanding of the concepts. The practical application of the theoretical concepts would enable the students to adopt interdisciplinary approach and co-relate a single concept with

many things. Putting the sub-points in bold letters helps to retain them over a longer period of time. Thus, the overall script is very well drafted. Here, the topics begin with a quote from corporate giants and the learning objectives mentioned at the beginning help to accurately understand what topics one is required to cover or know by the end of a chapter.

Table of contents :

- 1. Chapter Sequence:** It compares appropriately with the outline of the course which is supposed to be taught.
- 2. Important Topics:** The five most important topics which are laid emphasis on are: Planning, Decision making, Centralization and Decentralization, Motivation of employees, Communicating effectively and Team Building.
- 3. Trends:** The increasingly important trends in content are Defining goals and objectives, Total Quality Management, Knowledge Management, Creativity and Innovation.

As per technology or teaching methodology we use power point presentations so that the students are able to co-relate the content of

the lecture with the slides being shown in front. The visual and auditory effects gives a enhances the grasping power of the students which ultimately results in better performance.

Chapter Contents:

- 1. Level of Rigor:** The chapters which have been sent are written well and have been substantiated with relevant examples. The examples talk about the recent instances such as the Satyam scam and the recession of 2008 whose epicenter was the United States and the main cause being sub-prime crisis. The topics have been dealt with in depth and provide a deep insight into the matter. They give an all round idea about the subject. Each topic has been given moderate weightage and the sub-topics or a bullet point of a particular main topic has been listed out clearly. It would help the students to understand easily and also improves the recall ability. The main points have been mentioned in bold letters which appear to be striking and all these would help the student to take interest not only in the book but also the subject.

- 2. Writing Style:** The writing style or language used by the author is lucid and the flow of words is apt. The choice of words is quite accurate and there is clarity in presentation of the terms and concepts. The vocabulary of this book is as per the requisite standards of a management course. The language is crisp and precise and there is no ambiguity or use of such words which are extremely difficult to comprehend. The words used are simple and the concepts are fairly dealt with. As a matter of fact, the writing style is good and lucid.

- 3. Pedagogy:** The pedagogical features of this text are well designed and executed. The introduction of each chapter begins with a quote from successful corporate leaders which would immediately boost the confidence of the students and arouse interest in them to know what the later topics have in store for them. It helps the faculty as well to create a sense of excitement and apprehension so as to keep the enthusiasm going. The introduction also asks certain questions which are a food for thought. On the other hand, the chapter summary provides a case study of recent origin so that the students are able to co-relate

the theoretical concepts with the practical problems. This would enhance the problem solving and decision making ability. The conclusion of each chapter provides Lessons for Recapitulation which is an innovative idea and which this book would bring forth. The end of chapter problems would be kind of a awareness test wherein the student would totally come to know how much of the matter he or she has been able to retain and co-relate with the events occurring in the world. All these features would be of great help to the students and would help them to easily comprehend as well as retain the matter.

- 4. Solved Examples:** The solved numerical examples connects well with the concepts presented as they elucidate the topic and substantiate a particular topic with empirical data. This would help a student to co-relate facts with figures. The consequence of such a kind of empirical data based study will improve the all round awareness and knowledge. It would provide an edge over the other books and the students would prefer this book because they will not have to personally find out statistics related to the topics.

- 5. Illustrations:** The line-art figures, drawings, and diagrams vividly describe and also give a pictorial representation of a concept which has been simply put in words. This helps even more because going only through print can get monotonous at times but when the same thing comes across as a diagram it immediately has an impression on our memory leaving long-lasting effects. Here, the diagrams have been placed wherever required and enable better and faster understanding.

In conclusion is that the major strengths of the current textbook are the writing style is lucid and the table of contents is in lieu with the course being followed. The matter is relevant and the concepts have been deeply discussed. Before the beginning of each chapter, there is a preface which helps the students to understand something about a particular before beginning with the in-depth study. The current book also provides instances from the lives of certain people with relevance to the topic being discussed to arouse curiosity in the students.

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