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OF MANAGEMENT RESEARCH AND APPLICATIONS

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Goods and Service Tax (GST) on e-commerce in retail sector: Issues and Challenges in India

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Abstract

The e-commerce industry in India is still in its infancy, but it has shown a remarkable growth over a period of time and has contributed significantly to the country's GDP. GST is basically an indirect tax levied on the sale of goods and services and is considered a solution to several complex tax maladies being encountered by the E-commerce companies in the retail sector. The introduction of GST which is a consumption based tax is expected to end the tussle between the states to tax e-commerce transactions. The implementation of GST for an e-commerce company can give them a much needed relief from the recurrent sales tax demands, investigations, and stoppage of goods at the check post. In this paper, the researchers have tried to find out the implications of GST on e-commerce in the retail sector and whether it proves to be more of a boon than a bane to the e-commerce companies.

Keywords : GST, Ecommerce, Retail Sector.

Introduction

The primary attempt to implement GST in India was made on November 10, 2009 to give boost to indirect tax structure and create a common market Several deadlines have already been set to implement GST in India but all has been extended due to several obstacle in its way. GST is considered as a destination based consumption tax, in which the consumption states are liable for revenues as the origin states is likely to get 1% additional tax for at least 2 years. It is considered to be a major improvement over the pre-existing central excise duty at the national level and the sales tax system at the state level, the new tax will be a further significant breakthrough and the next logical step towards a comprehensive indirect tax reform in the country. The implementation of GST will increase the tax revenue for the Government and it would end the distortions of differential treatments of manufacturing and service sector. Several Taxes like Octroi, central sales tax, state levels sales tax, turnover tax, etc, will be clubbed under one ambit GST. It will also help to curb inflation as the tax rate under GST regime will remain constant over a period of time.

Objectives

1. To know the impact of GST on E-commerce in Retail Sector.
2. To know various benefits of implementation of GST in India
3. To know various challenges in implementation of GST System in India

Research Methodology

This is basically descriptive and qualitative research in which data has been collected through secondary sources like National and International Journals, Government Reports, websites and news articles and media reports.

GST in India:

GST will going to overcome n number of taxes levied on our consumption from entertainment tax to sales tax, VAT, excise duty, import duty and luxury tax. GST will help to overcome the problem of double taxation as under this tax will be levied on supply of goods and services as it is based on

"Destination Principle" which means tax will be levied at the place of final consumption. GST will be collected at last Point of Sale.

The Government of India is in a process of adopting a Dual System GST comprising of two components: Central Goods and Service Tax (CGST)

State Goods and Service Tax (SGST)

Intra-state supply and consumption of goods & services

Inter-state movement of goods

Import of Goods & Services

The arrival of GST

The GST is an improvement towards the comprehensive tax reforms in the country and would give India a world class tax system and improve tax collections by the integration of goods and services taxation. It would end distortions of differential treatments of manufacturing and service sector. It will lead to the abolition of taxes such as octroi, central sales tax, state level sales tax, entry tax, stamp duty, telecom license fees, turnover tax, tax on consumption or sale of electricity, etc. GST is expected to create a business friendly environment, as price levels and hence inflation rates would come down overtime as a uniform tax rate is applied. It will also improve government's fiscal health as the tax collection system would become more transparent, making tax evasion difficult. The GST at the central and at the state level will thus give more relief to the industry, trade, agriculture and consumers through a more comprehensive and wider coverage of input tax set off and service tax set off, inclusion of several taxes in the GST and phasing out of CST and thus in a way will help remove the shortcomings of VAT.

Impact of GST on e-commerce

The e-commerce sector in India has been increasingly contributing to the Indian economy and in order to reap the benefits of a mature and a rewarding e-commerce sector, a stable indirect tax arrangement is required as a panacea to several tax maladies encountered by the e-commerce companies in retail space.
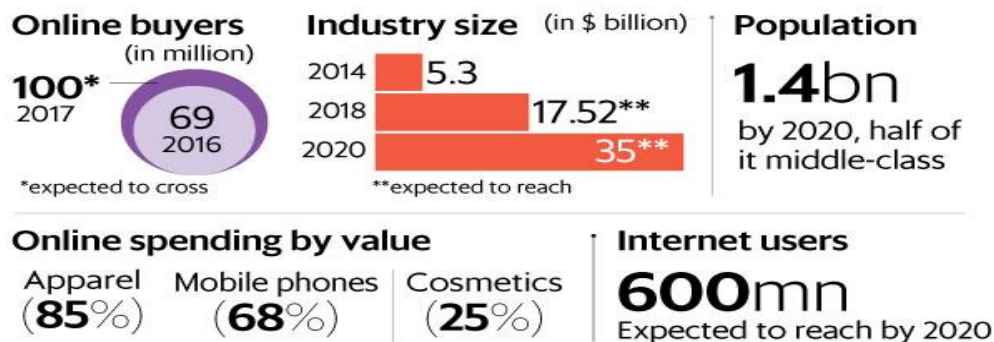
The implementation of GST is also expected to resolve many supply chain issues faced by the ecommerce companies enabling faster shipment and returns and a reduced paperwork. This will also help the companies to make better supply chain strategies with increased focus on improving warehousing and network decisions would be purely cost and service driven. The dual structure of GST will also bring in transparency and simplification of tax system makes it easier and prompt for those selling across states thus lowering the burden of consumers.

The following chart shows SEZ approvals after introducing GST in India-
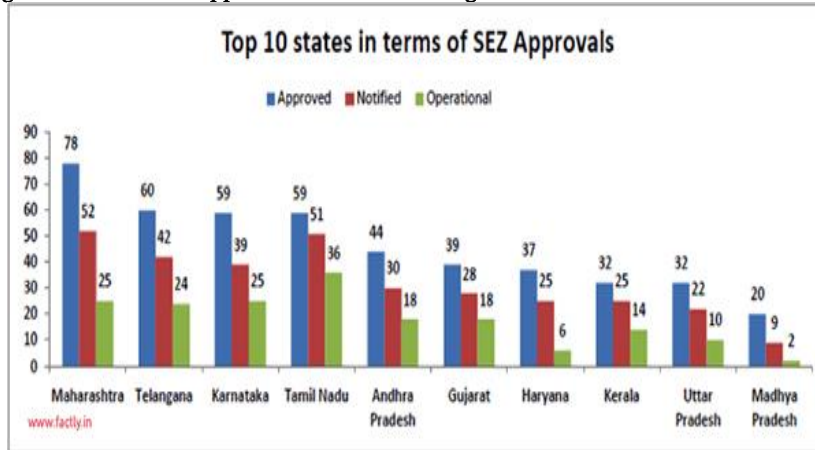
Benefits of GST implementation

- It will make the taxation system more transparent and simple and easy to understand.
- It will reduce the overall cost of goods and services to final consumer as cascading aggect of taxation will be overcome.
- It will facilitate free flow of goods and services and thereby reducing overall transaction cost.
- Since GST is not levied on goods and services which are exported so it provides an incentive to EOUs, SEZs and EPZs. And GST will be levied on goods or services imported into the country with destination principle where the imported goods or services are consumed that state will enjoy the tax revenue. Since intermediaries in the supply chain can claim the tax credit which will reduce the cost the cost of doing business.
- It will reduce the scope of corruption in the economy as a whole.
- It will increase the tax base as more firms will come under the tax regime which ultimately increases the tax revenue collection for the government.
- GST will guarantee the consistency of taxes over the states, irrespective of place of production or consumption.
- The normal taxation rate on organizations will fall which will decrease the expenses of Indian goods and services and make them competitive in the global market and ultimately GDP would increase
- The taxation burden will be divided equitably between manufacturing and services, through a lower tax rate by increasing the tax base and minimizing exemptions.
- For paying GST, 13/15 digit PAN-linked identification in line with Income tax will be allotted which will ease the tax payment system

Challenges for implementing Goods & Services Tax system

- Determining threshold limit is a great challenge right now as low limit will bother small scale traders and service providers but high revenue for government whereas high threshold limit will result in less revenue for the government due to 3rgani tax base.
- Lot of changes at planning and implementation level will be required where administration to be made in line with IT infrastructure.

- To implement GST, cooperation from state government is required as the states where consumption of goods and services are high will enjoy more revenue than states which have low consumption of goods and services.
- Determination of rate of tax on goods and services is a great challenge for the government due to problem of consensus between centre and state in this regard.
- Heavy expenditure on IT infrastructure including Tax Information Exchange System (TINXSYS), is required that too in a time bound manner for enhancing operational efficiency, enabling voluntary compliance and enhancing tax payer's convenience
- Since there will be dual model of GST, so there will be different tax rates at State level and Centre level and there further subdivision of these taxes will be difficult depending upon necessity, location and resources of each state.

Conclusion:

The introduction of Goods and Services Tax (GST) would be a significant step in the reform of indirect taxation in India. Amalgamating several Central and State taxes into a single tax would mitigate cascading or double taxation, facilitating a common national market. The simplicity of the tax should lead to easier administration and enforcement. From the consumer point of view, the biggest advantage would be in terms of a reduction in the overall tax burden on goods, which is currently estimated at 25%-30%. GST is expected to pave way for better E- Commerce and will make industries more competitive.

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A Study on Cultural Diversity Management

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Abstract

India is a country in transition. Its unique cultural diversity and confluence of multiple forces, including liberalization, identity politics, religious tension and threats to national security, have a contextual effect on the Indian workforce. Each individual brings deeply rooted cultural experiences based on state or location, caste, religion, beliefs, norms, ethics, behaviour and attitudes to the workplace. These factors need to be analysed to understand the differences in work values among Indian generations.

The differences in skill sets, work values, attitudes and overall approach to life exist across generations are identified. These differences can have both, a positive and negative impact on organizations. Increased creativity, innovation, openness to change, stimulation for alternate thinking, cross pollination of ideas and better collaboration due to interdependency are some of the strengths that can be leveraged for competitive advantage in terms of business outcomes. On the other hand, conflicts, delayed decision making, dissipation of energy, chaos and dysfunction are also likely to increase due to generational diversity. These could result in counterproductive outcomes such as increased attrition of high potential talent, reduced engagement and workplace stress. It is this context that offers the avenue to the need to understand multi-generational diversity from the perspectives of the employee, the team and the organization

Keywords: Cultural Diversity, Management.

Introduction

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India has a population of more than 1.24 billion people. Of this, 28.7 per cent of the population is between 0-14 years of age, 64.9 per cent between 15-64 years of age and 5.5 per cent above 65 years. By 2020, the median age in India will be 29 years as compared to 37 years in China and USA, 45 years in Europe and 48 years in Japan. India, with a current Gross Domestic Product (GDP) of 7.6 and a projected GDP growth of 8.6 by 2020, will encounter a host of socio-economic and cultural changes in

the workplace. The implications of India's rapid economic growth trajectory include the demand for people continuing to outstrip the supply. This will cause a disproportionate number of young people entering the workforce, holding managerial and technical roles earlier in their professional careers. Anecdotal evidence suggests that the average age of the multinational subsidiaries which operate in India is 24 years, while their global average, excluding India, is about 55 years. This gap arising from emerging market opportunities accompanied by an aggressive outsourcing strategy has skewed the age profile of organizational pyramids. This trend is likely to continue over the next two decades and get accentuated further as the workforce ages across the world. Organizations, therefore, will become more diverse than they have been in the past.

In this background, the paper examines cultural diversity in demography, develop cultural awareness and cross-cultural understanding, Identify the impacts of cultural diversity on business functions, establish the business case for managing cultural diversity. The paper has been developed based on the inputs gathered from print medias are known as secondary sources.

Understanding Cultural Dimensions

An essential aspect of managing workforce diversity and delivering public services knows the demographic make-up of the team you manage and the community you serve and keeping up to date with population trends and changes. Cross-cultural communication is complex, but if we analyse contacts, behaviours and situations, four elements are usually present, though one or two may stand out.

1. Verbal behaviour: What we say and how we say it. This includes accents, tone of voice, volume, rate of speech and slang.
2. Non-verbal behaviour: What we say when we're not talking. This includes 'body language' such as eye contact and ways of showing respect, 'object language' such as dress codes and ornaments and 'environmental language' such as house and office design.
3. Communication style: How we prefer to express ourselves.This includes ways of getting our point across, assumptions about ways of speaking and interacting with each other.
4. Values, attitudes and prejudices: What we believe is right.

The values, attitudes and prejudices held by a culture embody the way a group of people sees the world. The comparisons presented in this section are generalisations that are useful in understanding the complex and hidden dimensions of cultures. Because cultural values cannot readily be seen until they are manifested in particular behaviours, and because they have the greatest influence on people's attitudes and behaviours, it is critical when managing culturally diverse teams to understand the dimensions of cultural values in order to be able to take them into account when approaching or analysing situations. It is also important to recognise that these dimensions and values operate on sliding scales between and within cultures, influenced by personality, circumstances and the diversity within cultures.

All of the significant differences between people, including perceptions of differences that need to be considered in particular situations and circumstances. Often the most significant differences are the least obvious, such as our thinking styles or beliefs and values. There are multiple dimensions of diversity which may be more or less significant in different business functions and relationships: Gender ,Age, Culture , Ethnicity, Regional culture , Sexual orientation, Mental and physical abilities, Education, Religion, Language, Literacy , Work experience, Functional role and status , Economic status, Family status , Career roles, Geographic location , Work style, Communication style , Learning style, Thinking style etc.

Business Environment

How might cultural diversity influence the business environment? Every business operates within a broad macro environment, which is commonly analysed in terms of trends and situations in four

categories: political, economic, social and technological. These trends are beyond the control of individual enterprises. Political e.g. immigration policy, changes in source countries, numbers and categories of immigrants, foreign trade agreements. Economic e.g. interest rates, exchange rates, personal disposable income,wage rates, recession, boom, globalisation, industry trends. Social/Cultural e.g. ageing population, multicultural communities, increased job mobility, increasing workforce diversity, Technological e.g. IT, robotics, nanotechnology, communications, materials.

The challenges in which cultural diversity already could be a significant factor. Complying with equal opportunity, safety and anti-discrimination regulations, Competing for talent and overcoming skills shortages, Adapting to the realities of increased workforce and labour market diversity, Managing and developing knowledge and innovativeness, Managing workplace and customer relationships, Developing and maintaining good community relations, Meeting increased workforce expectations of conditions and opportunities, Marketing to and serving culturally diverse domestic and overseas customers, Competing in a culturally diverse international business environment, Ensuring ethical conduct, due diligence and social responsibility.

Diversity Management" is the ongoing process of incorporating the recognition of workforce and customer differences into all core business management functions, communications, processes and services to create a fair, harmonious, inclusive, creative and effective organization , Management style, Personality, Ideology, Profession, Industry, Organizational culture. The aims of managing diversity all sound perfectly sensible and beneficial – but how are they achieved? There are several key points for consideration:

Managing and working with diversity is a generic skill. Most business owners and managers deal with situations involving cultural differences as they arise or simply avoid or ignore them. But those that actively manage cultural diversity are the ones most likely to be more competitive.

Analyzing what motivates and satisfies employees, whatever their backgrounds or circumstances, is an important component of good management. Cultural background is one of the most complex of all the many dimensions of diversity that influence a person's motivations and expectations, along with age, gender, physical and mental ability, education and so on. Essentially, we humans are more alike than we are different. Our differences come from our upbringing, our learned ways of seeing the world and ways of doing things. The most important of these differences are often the least visible, the ones expressed in our values and attitudes.

Diversity management strategies must be linked to organizational and individual performance. An old management saying states that; "The quality of your performance depends on the quality of your thinking –which depends on the quality of your information."

When we lack important information about each other, misperceptions, mistakes and miscommunications can happen. Knowing how differences will affect relationships, decisions and actions in complex workplace and social environments helps managers to improve individual and team performance.

Diversity management requires organizations and individuals to acquire new knowledge and skills and to develop cultural competence. Effectively managing and serving people from different cultures require a combination of knowledge and skills that can be learned in order to develop Cultural Competence'. Cultural competence is simply defined as the awareness, knowledge, skills, practices and processes needed to function effectively and appropriately in culturally diverse situations in general and in particular interactions with people from different cultures.

Firstly, we seek to know the nature of culture and cultural diversity very well. Secondly, we need to acquire and work with broad concepts and frameworks that will help us to analyse and manage cultural diversity in practical ways. Without the understanding and concepts that help us make sense of

cultural diversity, we would be constantly working with details and dealing with complex situations on a case by case basis. There is a job to do and we must all negotiate and compromise to ensure that our differences don't get in the way. However, diversity management requires an examination and discussion of differences, their impacts and ways of working with them.

The Enterprise Endurance

What is the business case for managing cultural diversity? What is in it for enterprises?

An old formula for productivity states:

Actual Productivity = Potential Productivity – Faulty Process

In most enterprises, the majority of process faults are human in origin, rather than technical. Effective management of diversity - including cultural diversity – involves identifying and addressing the human factors relevant to your general business and specific project processes in three categories: Compliance factors, Organisational factors and Market factors.

They are at the heart of the business case for managing cultural diversity. Establishing an organizational culture and management system that recognises, respects and utilises cultural diversity increases the effectiveness and productivity of your workforce and underpins the management of the compliance factors and the market factors. The main organisational factors are: Organizational Development, People Management/ Human Resource Management, Knowledge Management, Products and Services Development, Customer Service.

The business case for including the management of cultural diversity in the Organizational Development process is that it is the central business function for making strategic and business plans work. Competitive enterprises factor diversity into organisational development strategies because diversity .Key Organizational Development Business Case Points are; Improved long term planning accounting for demographic trends, Improved performance in management and team functions, Improved acquisition and management of human resources, Enhanced flexibility in response to market changes, Inclusive human resource management policies and practices, Reduced costs of faulty processes, Improved problem solving and decision making Increased capacity for innovation etc.

Workforce –

Organizations that manage workforce cultural diversity effectively and develop cultural competence gain a number of advantages in attraction and retention, teams and teamwork and international people management - making them more competitive in the labour market. Attraction and Retention - Enterprises that use diversity management strategies to address the concerns of minority employees reduce annual workforce turnover, saving money, retaining skills and enhancing their reputation in their industry. Enterprises with a reputation for fairness, equal opportunity and respect for minorities gain employer-of-choice reputations. Talented individuals are attracted to organisations with a reputation for social Cohesion and active diversity management. Positive workplace relations and an inclusive workplace culture result in reduced absenteeism and labour turnover.

Increased social cohesion of the workforce reduces the negative effects of diversity on teams and facilitates more mobility between teams and sections. International Human Resource Management, Wider choice of potential overseas markets resulting from increased cultural competence, Increased effectiveness in recruiting, inducting and retaining overseas qualified employees, Greater flexibility in modes of entering overseas markets, such as joint ventures, mergers, acquisitions, exporting and franchises.

Knowledge management is the range of practices involved in identifying, creating, continuously expanding, improving and sharing the knowledge, experiences and insights of members of the organisation. The learning organisation or knowledge organisation is one which finds the most efficient ways of sharing knowledge among workers to build its knowledge as a strategic capability.

Learning and Development- Delivering learning opportunities for continuous professional and personal development, increased staff loyalty and willingness to share knowledge.

Training all staff in working with cultural diversity, both within the workforce and with customers, contributes to an enterprise's knowledge and effectiveness. Cross-cultural training improves customer service and customer relationships. The aim of innovation in business is to generate a competitive advantage. Managing cultural diversity as part of a knowledge management strategy encourages greater input from employees from diverse backgrounds.

Product and Services Development- Diverse enterprises can draw on the knowledge and perceptions of culturally diverse employees in the design and re-design of products and services. Employees who feel included and respected contribute more suggestions than those who do not feel included.

Customer Service Systems-Enterprises that recognise the diversity of their customer bases and potential markets are more competitive in their ability to align their products and services with the needs and perceptions of customer and market segments. Employees from diverse backgrounds can identify customer needs in niche markets and among non-traditional customer groups. Customer service systems that are sensitive to the ways in which cultural background influences customer perceptions and expectations are more effective, efficient and responsive, generating high levels of customer satisfaction. Understanding customer cultural backgrounds and stages of cultural adaptation enhances customer relationships and reduces stress levels among customer service staff.

Other Forces

All business owners and managers are responsible for ensuring compliance with the laws regarding the fair, just and safe treatment of employees and customers. Compliance contributes to organisational cohesion, harmony and productivity. Non-compliance damages business productivity, reputation and social cohesion.Key Compliance Factors Business Case Points are- Reduced discrimination and harassment, Reduced conflict, complaints and grievances, Improved opportunities for all employees, Increased diversity in leadership and teams, Happier, less stressed employees, Reduced staff turnover, Increased productivity Better reputation and public image, Increased access and equity in service provision More customers and diverse markets, Less sickness, accidents and absenteeism, Lower costs, increased profits etc.

A wide range of benefits result from applying diversity management principles and practices to developing the most effective marketing strategies to the various markets of an enterprise. There are cultural diversity aspects in each of the following factors. Industry Relations, Government Relations, Community Relations, Domestic Marketing, International Marketing. Key Market Factors Business Case Points are- Better relationships with multicultural market segments, Better knowledge and understanding of culturally diverse market segments, More effective communications and marketing, Enhanced ability to serve a culturally diverse range of clients through staff, language skills and cultural knowledge, Improved customer satisfaction and increased referrals, Enhanced reputation with culturally diverse communities, Enhanced reputation as an employer in domestic and international labour,markets Industry Relations, Improved communications and relationships with industry buyers and suppliers from diverse cultural backgrounds .

Drive for Diversity

The Diversity Analysis Checklist is designed to enable organisations to consider a wide range of dimensions and aspects of workforce and customer diversity in their planning and development processes. Some items on the checklist may be more applicable to the particular project or process being analysed. For example, if the project or process we are analysing is entirely focused on workforce issues, sections or items covering customer cultural diversity may be irrelevant. Diversity Analysis Sections-The

checklist comprises nine sections: Diversity Management Factors,. Customer Diversity Dimensions,. Cultural Diversity Impacts on Customer Service, Workforce Diversity Dimensions, Cultural Diversity Impacts on Core Business Functions,. Cultural Diversity Impacts on Teams and Team Effectiveness, Cultural Diversity Impacts on Stakeholders, Other Support and Resources, Action Planning Options and Recommendations.For this cultural diversity analysis exercise, select an actual, specific project or process for which our group are responsible. It may be a workforce management project or process or a client service project or process.

Way Forward

Addressing Managing Cultural Diversity Training Manual, Improved ability to meet government contract requirements for access and equity in product design and service delivery , Enhanced reputation for ability to serve customers and clients regardless of their background, Stronger proposals to federal, state and local government agencies through demonstrated cultural competence, Stronger export market development grant submissions through demonstrated knowledge of target market cultures and cultural competence in international business operations, Community Relations, Better reputation among diverse communities derived from culturally and linguistically relevant publicity, promotion and public relations, Expanded pool of diverse sales force and customer service staff, Domestic Marketing, More effective marketing planning resulting from accurate market demographic data and local knowledge, Better communication through use of cultural and language knowledge, use of ethnic media, translations and interpreters Enhanced market research and understanding of consumer behavior, International Marketing, Increased target market knowledge, including national consumer behaviours and understanding of informal institutions and communication channels , More effective marketing design and testing for cultural and linguistic accuracy, Reduced risk of marketing errors, Establishment of durable and effective relationships and partnerships with overseas agents, representatives and marketing agencies, Improved long term planning accounting for demographic trends, Inclusive human resource management policies and practices.

Conclusion

The globalization of enterprises has generated a sophisticated, complex and competitive environment. With view to be on the market, companies seek to continually create new products and services. And the best way to ensure the development of new ideas is through a diverse and inclusive workforce. A diverse and inclusive workforce is necessary to drive innovation, foster creativity, and guide business strategies. Multiple voices lead to new ideas, new services, and new products, and encourage out-of-the-box thinking. Today, companies no longer view cultural diversity and inclusion efforts as separate from their other business practices, and recognize that a diverse workforce with inclusive management strategies can differentiate them from their competitors by grabbing intellectual creams and moving in line with diverse clients.

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Challenges of rural tourism – Time to reconsider women as instruments of rural tourism promotion

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Abstract

Promotion of Rural tourism through women can be considered as a great growing sector. The rural tourism can play a very decisive role in the changing global economic scenario. The liberalized economies have paved way for out pouring opportunities to attract consumers. The development of rural tourism through women entrepreneurship can be a way towards women empowerment. This paper examines issues relating to rural women as promoters of rural tourism, their identities in rural tourism, & issues relating to prospective strategies which can prove beneficial to promotion of rural tourism through women.

Keywords: Rural women, tourism challenges, promotional benefits, role of government, prospective strategies.

Introduction

Tourism growth potential can be harnessed as a strategy for Rural Development. The development of a strong platform around the concept of Rural Tourism is definitely useful for a country like India, where almost 74% of the population resides in its 7 million villages. Across the world the trends of industrialization and development have had an urban centric approach. Alongside, the stresses of Urban lifestyles have led to a "counter urbanization" syndrome. This has led to growing interest in the rural areas. (Sri Lakshmamma .K.- Empowerment Of Women – Serials Publication 2008). At the same time this trend of urbanization has led to falling income levels, lesser job opportunities in the total areas leading to an urbanization syndrome in the rural areas. Rural Tourism is one of the few activities which can provide a solution to these problems. Besides, there are other factors which are shifting the trend towards rural tourism like increasing levels of awareness, growing interest in heritage and culture and improved accessibility, and environmental consciousness.

Objectives of Study

➢ This paper examines issues relating to rural women as promoters of rural tourism
➢ This paper examines issues relating to rural women's identities in rural tourism
➢ This paper examines issues relating prospective strategies in promotion of tourism

Initiatives of the Ministry of Tourism

Initiative of the ministry of Tourism has been great influence on promotion of rural tourism. IT is focusing on the rural tour circuits. The ministry is focusing on home stay arrangement with greater push for foreign as well as native tourists. Rural Holiday circuits which are now being focused are Hodka, Kachchh District, Gujarat, Kumbalanghi, Ernakulam District, Kerala, Aranmula, Pathanamthitta District, Kerala Karaikudi (Chettinad), Sivaganga District, Tamil Nadu Pochampalli, Nalgonda District, Andhra Pradesh, Banawasi, Uttar Kannada District, Karnataka, Pranpur, Ashok Nagar District, Madhya Pradesh, Naggar, Kullu District, Himachal Pradesh .(The report of the Tourism ministry, Government of India 2011).The Rural Tourism centers which are around main cities with better connectivity are

promoted actively India can do better if standards of accommodation provided at rural tourism centers can meet the expectations of comfort needed by international tourists.(Market research division, ministry of tourism, government of India. 2012).

Heavy emphasis is being given by Ministry of Tourism, Govt. of India while financing the schemes. Some of the centers have really come up very well like Raghurajpur in Orissa , Lachen in North District Sikkim , Samode (Jaipur), Aranmula(Kerala), Pranpur (Madhya Pradesh) to name a few centers which are ready to accept international tourists.

Challenges of Rural Tourism

1. The success of rural tourism depends on the projects & destinations. The rail road connectivity plays a decisive role in success of such tourism. Government should see that destinations chosen should be very near to nearby rail junction of road terminal.

2. While choosing a destination as a rural tourism spot government should see that such a place is famous for its arts crafts festivities customary tradition unique handicrafts etc.

3. The role of capacity building programs is very significant .the rural local people should be trained to project their place as a unique touring destinations. Women should be given training through orientations & group discussion to entertain tourists in their habitual way. (Market research division, ministry of tourism, government of India. 2012).

4. Women who are creative by nature can be made to accommodate tourists in local flavor special handmade garlands, apparels, eateries, seating arrangements, hospitality cuisines, kitchenware, Music, dancing, special musical instruments etc. Local traditional folk culture attracts tourists more than any other sophisticated tour location.

5. Most of the rural tourism project fails to succeed because they give priority for commercialization of the destination. In a bid to attract foreign / indigenous tourists heavy prices are attached to goods in the name of exclusivity, inimitability & folk.

6. Rural tourism projects fail to get promotion because women as key role players are neglected. All stake holders are equally important in such an endeavor, but women who are the assets of a community can be promoted to participate in tourism linking constructive work.

7. Most of the projects fail to succeed because the businessmen instill urban glance to rural setting & disregard the distinctiveness on a rural setting. Once the rural area turns into an urban / semi urban neighborhood the rural destination loses its originality & charm.

8. The creativity of women in arranging a local hospitality gives way for glass decorations , costly furnishings , glass fittings , glossy tiled sinks, bathing accessories , polished furniture , upholsteries etc.

Role of government

The objectives behind empowering women through rural tourism can become a sustainable & alternative livelihood resource. Government mechanism should concentrate on environmental friendly projects, sustainable water management projects, community oriented projects. Taking the feedbacks on visitor satisfaction is very important for policy formulations on tourism women as a key player of community empowerment process should be taken to consideration.

Prospective strategies

1. India's geographical spread and cultural diversity provide multiple interests all season visitor experiences Hence Rural Tourism can be utilized as a device to en-cash empowerment opportunities.

2. Rural Tourism can be utilized as a device to create a major tourism opportunity to position the Indian rural tourism product as a unique visitor experience in low impact settings. The visitors come nearer to India's rural heritage as they vibe with the present.

3. Rural Tourism can be utilized as a device to connect the visitor from the hectic current situation with traditional assets of communities whose domain still holds the traditional flavor.

4. Rural Tourism can be utilized as a device to give due weightage to women in civil society, the primacy of human developments & preservation of heritage.

5. Rural Tourism can be utilized as a device to put special packages in art & craft imparted by skilled local artisans/ weavers,/ singers / dancers/ artists , metal workers /masons. Etc

6. Rural Tourism can be utilized as a device to village entertainment groups / SHGs which can unveil local history & culture, natural and oral treasurers.

7. Thus rural tourism especially for ensures government's developmental preparation for economic & social development on environmental sustainability for women.

Conclusion:

Women entrepreneurs can be involved in rural tourism promotional activities they be made to become economically active independent with a redesigned tourism policy women can be made to become entrepreneurs through capacity building. Special packages in art & crafts can be made to unveil the rural traditional treasures. Thus rural tourism ensures government's developmental plan for economic & social development of women as a thorough process of community empowerment.

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Usage of ICT for Information Administration in Indian Higher education Institutions – A study

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Abstract

A good higher education system is required for overall prosperity of a nation. A tremendous growth in the higher education sector had made the administration of higher education institutions complex. Many researches reveal that the integration of ICT helps to reduce the complexity and enhance the overall administration of higher education. This study has been undertaken to identify the various functional areas to which ICT is deployed for information administration in higher education institutions and to find the current extent of usage of ICT in all these functional areas pertaining to Information administration. The various factors that contribute to these functional areas were identified. A theoretical model was derived and validated.

Keywords : General administration, Information administration, Information and Communication Technology (ICT), Student administration, Staff administration, Path Model.

INTRODUCTION

Change has been happening at an uneven pace in any growth-oriented industry, and the education sector is no exception. Rapid growth in the field of education has made governance in academic sector a very complex task. The 21st century has witnessed tremendous advancements in technology which has led to far-reaching developments in the administrative system. Cost-effective technology combined with the flexibility in learning and administrative activities is essential to enhance efficiency.

Information and Communication Technology (ICT) plays a vital role in supporting powerful, efficient management and administration in education sector. It is specified that technology can be used right from student administration to various resource administration in an education institution.

Sharad Sinha (2008) mentioned the various administrative challenges for Indian education system of the 21st century as given below:
- ➢ Global and local challenges
- ➢ Universal and individual challenges
- ➢ Balancing between traditional and modern approaches
- ➢ Long term and short term considerations
- ➢ Competition and equity challenges
- ➢ Extraordinary expansion of knowledge

THEORETICAL MODEL

- • Rajeev Singh (2008) has specified that ICT has played a major role in reducing operational inefficiency and improving decision-making in many areas of governance. An integrated Higher Education Service System is one such concept that can empower the governing bodies to administer the progress of the education plan in the whole country and serve various stakeholders in a much better manner.

- According to (Christiana Maki 2008), administrative subsystems include Personnel administration, student administration, resources administration, financial administration and general administration.
- Ulf Fredriksson and Elżbieta Gajek (2009) mentioned that Communication and general administration are the two main areas in which ICT is used in the 16rganizing of education institutions. It is evident from the above that administrative activities in a higher education 16rganizing16 conists of student administration, staff and resources administration, communication and genral administration.
- Olive Mugenda (2006) said ICT fosters the dissemination of information and knowledge by separating content from its physical location. This flow of information is largely impervious to geographic boundaries allowing remote communities to become integrated into global networks and making information, knowledge and culture accessible, in theory, to anyone. It is also mentioned that ICT enhances day-to-day management of institutions and the various functional areas in which it could be used are specified below:
  - Timetabling
  - Student admission and Tracking
  - Financial Management
  - Medical services
  - Procurement and Store management
  - Data distribution and management

ICT is used in maintenance of student and staff records and for communication and document management (OECS 2001). Ashish Kumar and Arun Kumar (2005) have mentioned about the positive perception towards the use of ICT in education. It is mentioned in the study that students of different universities reported the usage of ICT for communication and for on-line discussion forums. ICT facilitated contact and information exchange and also promoted access to higher education. ICTs included systems for student admission and records, examination results and transcripts, finance database, human resources database, and management information.

Based on the literature review the three main functional areas of information administration that are of great significance for day-to-day management of higher education institutions was identified as follows: • Student administration
  - Staff administration
  - General administration

Student administration is an important and integral part of information administration. This involves various activities commencing from the admission process to learning activities till processing of results and performance analysis. The integration of ICT into this process enhances the overall admission activities of higher education institutions by making it more accessible to many (Thomas Kwaku Obeng 2004). Based on the literature review, the important items identified under this category relates to the automation of admission process through e-media. This includes admission enquiry by students, applying for admissions through electronic media, registration / enrolment using computers, course allotment, and availability of information like timetable / class schedule in electronic form and attendance monitoring / maintenance through e-media. Further it includes the various communications relating to transport, hostel accommodation and other communication to guardians/parents. The integration also helps in expansion of the geographical boundaries for student intake, thus facilitating cross-border higher education.

METHODOLOGY

Information administration was identified as one of the important functional area in higher education institutions. It is often mentioned in various studies as managerial. Usage of appropriate information technologies could improve the overall environment and operational efficiency of higher education institution and it helps to improve the following functional areas and not limited to inventory control, allocation of resources, fiscal management, communications, pupil/personnel services, student records, employee productivity etc.

The Methodology adopted involved the following:
- Item generation
- Content Validity
- Reliability test
- Criterion Validity
- Path Validity

Reliability test was done using SPSS software. The overall reliability of the instrument was 0.884. The final alpha scores for Student, Staff, and General Administration were found to be .693, 802, and 580 respectively. Criterion validity is the extent to which a measurement instrument can predict a variable that is designated as a criterion. It is concerned with detecting presence or absence of one or more criterion considered to represent constructs of interest. Criterion validity for Information administration was tested by examining the R2 value obtained for the construct whose value depicts the extent of representation by the independent variables.

ANALYSIS AND INFERENCES

The overall mean score for the functional areas of Information administration was 3.54 which reveal that all the functional areas contribute well towards Information administration. Analysis was done to see whether the indicators for Information administration had a statistically significant relationship with each other. Pearson correlation test was done to examine the association between the indicators. All the constructs correlate positively with each other either at 0.01 or at 0.05 level of significance. The demographic factors were analyzed for their impact on the functional areas of Information administration. Most of the demographic factors did not have any statistically significant difference in the functional areas of Information administration. These include the demographic factors relating to respondents such as gender, age, department, designation and the factors relating to institutions such as years of existence, affiliated university, and region.

Years of existence, affiliated university, and region. It can be observed that the mean score for Student and staff administration are well above 3.02 and that of General administration was little less with the score of 2.82. This clearly indicates that the integration of ICT into general administration has large scope. Every item of all the respondents was analyzed based on the above and the items contributing to Student, Staff, and General administration were grouped to find the extent to which technology is currently in use.

ICT has become a necessary tool for accomplishing the administrative tasks with ease. Through this study it is evident that transformation in accordance with technological advancements is happening in the education sector. It is mainly used in the areas of student administration and staff administration. The extent of usage for general administrative activities is comparatively less.

CONCLUSION

This study has identified a comprehensive set of functional areas of Information administration. It was found that current level of usage indicates a clear integration of ICT for managerial or information-based administration in higher education institutions.

It was also evident from the validation of the path model that all the functional areas identified have an influence on Information administration. This reveals that enhancing the usage of ICT on these functional areas and especially for general administration will enable enhancement of overall information administration in higher education institutions in the realm of global competitive environment. This study could serve as a base for education planers to deploy Technology based administration in higher education institutions.

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Importance of Strategic Planning in Human Resource Development

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Abstract

HRD is a positive concept in HRM. It is based on the belief that an investment in human beings is necessary and will invariably being in substantial benefits to the organization in the long run. It aims at overall development of human Resource in order to Contribute to the well being of the employee, organization and the society at large.

Planning is a primary function in the management if any organization or System. In simple terms planning involves selling the direction for the system and determining how to guide the system in that direction planning activities can be highly complex or simple, and can involve an individual or an entire multinational organization the act of planning usually takes place at every level and within every function of a system and is crucial to the survival and success of the system.

Strategic planning for HRD is a key concept of HRD policy making. It is a diatomic and interactive process in which as part of an ongoing and future company policy, appropriate HRD goals objective are formulated concerning employees and company development using targeted learning process of improvement and innovation (wognum1999).

Keywords: Strategic Planning, Human Resource Development

Importance of Strategic Planning in Human Resource Development

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HRD Plans

HRD plans include the design and construction of developmental activities that are essential to assisting people to achieve the organization goals planning will work more effectively when the organizational culture views planning has a normal part of work and there is a readiness or sense of some urgency to plan

Here, we are taking 2 planning strategies for HRD, discussed by "sofo" *strategic planning and *scenario planning.

Strategic planning involves evaluating the performance of the organization quality flying its achievements ,defining its long term goals, developingstrategic and allocating resources to meet its goal .most strategic planning models involve in some form three main questions

      1) What are we achieving now?

      2) Where do we want to go?

      3) What is the best way to get there?

      Scenario planning is an art based on "the wisdom of experience " it is a way of envisioning alternative future environ mints in which organization decisions might play out the eight main steps scenario planning are

      1) Identify local issue or decision

      2) List key influencing success of the decision

      3) List driving forces in the macro environment

      4) Rank driving forces in the macro environment

      5) Select the scenario logic for the plots

      6) Create 3scenario, narratives

      7) Reference the future, look for implications

      8) Select the leading indicators

      The scenario approach helps individuals andorganizations to think in new ways and to reference their ideas and assumptions

H R Functions can contribute to strategic plans & actions of the organization in the following ways

a) **Encouragement of pro-active rather than re-active behavior:** Being pro-active means that the firm has a vision of where it wants to go hence, and has human resources who help it reach there. Being reactive means confronting problems as they surface. By being reactive the firm tends to lose sight of the long-term direction. It is people who can make the firm pro-active or allow it to simply rest on past laurels.

b) **Explicit communication of goals:** Generally every firm shall have a goal and this must be communicated to all the employees . Everyone should world towardsreaching the goal. The role of H R manager in formulating goals and communicating it to all is indeed crucial .

c) **Stimulation of critical thinking:** Managers often depend on their personal views and experiences to solve problems and make decisions . The assumptions on which they make decisions can lead to success if they are appropriate to the environment in which the firm operates However serious problems can arise if the assumptions are no longer valid.

d) **Productivity as an HR based strategy:** The more productive anorganization. The better is its completive advantage Perhaps none of the resources used for productivity in organizationsis as critical as human resources. Many of the HR functions contribute to productivity. Pay appraisal systems, training, selection and job design are HR activities that directly contribute to productivity

e) **Quality and service are HR-based strategies:** Besides productivity, other factors which contribute to a firm's comparatives advantages are quality and customer service Quality can come from people and realizing this firms are spending vast sum of money on quality training-since the early 1980s firms have recognized the value of W-Edwards Deming's theories as a way to improve quality.

f) **Proficient Strategic Management :** Proficient Strategic Management depends heavily on competent personnel, better-Than-adequate competent capabilities and effective internal Organization. Building a capable Org'n is obviously always a top priority in strategy execution.

Main stages of HRD planning

      Ideal strategic HRD plans should take place at three letter, i.e strategic, tactical and Operational levels of the organization, the main stages of strategic HRD planning Include.

a) Ideality organizational strategies, Problems and developments at all possible organizationallevels
b) Examine these in relation to possible HRD implications
c) Make strategic choice about the way in which strategies, problems and development's
    Can be supported by HRD programs or other formal or informal learning interventions.

Implementation of strategy

Strategies formulated need to be implemented, Implementation of strategiesis, often more difficult than their formulation.

Difference b/w strategy formulation &Implementation.

Formulation	Implementation
1. S.F is positioning forces Before the action	1. S.I is managing forces during the action
2. It focuses on effectiveness	2. It focuses on efficiency
3. It is primarily an intellectual process	3. It is primarily an operational process
4. It requires good initiative and analytical skills	4. It requires special motivation and Leadership skills
5. It requires co-ordination among a few individuals	5. It requires co-ordination among many Process

Implementation Of the plan May fail If the Plan formulation is inadequate and /or people ignore the work plan. "Planning is a process of re- creating and co –creating vision".

Importance of strategic planning in HRD

The next article explores strategic planning for HRD: Why is strategic planning important For HRD? HRD is fairly new discipline in a turbulent environment, the capacity to learn and change is more important them ever to individuals and the organizes in which they work .As part of the natural learning process of organizations and individuals, HRD must become strategicDevelopment referred to relatively permanent change in knowledge, skills and attitudes as a result of formal training ,education, and informal learning processes.(Nadler and Nadler,1989).Nadler introduced the term HRD in 1969, meaning all organizes to bring about the possibility of performance improvement and personal growth (Walton 1999).In practice HRD turned out to be a peripheral activity within organizes, isolated form essential organizational functions and processes.

As intervention which is ad hoc, and short term oriented, reacting on specific problemsthat occurthere is hardly every alignment with the organization strategy and therefore has little practical impact.

According to wognum, strategic HRD planning, or alignment, "is a dynamic and interactive process in which, as part of an ongoing and future company policy.apocopate HRD goals and objectives are formulated concerning employee's and company development using targeted learning processes of improvement and innovation "The term "Strategic" emphasizes the organizationalperspective and Connects HRD to organizational goals and objective.

Conclusion :

Strategic human resource planning the process of analyzing an organization human resource needs under changing conditions and developing the activates necessary to satisfy this needs. When applied HRD, training courses and other formal or informal learning interventions are necessary activities to satisfy organizations need for wells skilledemployees. Following on both authors it can be said that HRD Planning becomes strategic when some attempt is made to anticipate the companies needs for actual and further knowledge, skill and attitudes, relative to Changing conditions, and use all kinds of formal and more informal learning events to meet these needs.

Strategic HRD planning is a dynamic and interactive process in which, as part of an ongoing and future company policy,HRD goals and objectives are formulated conserving employees and company development using Targeted learning process of improvement and innovation (woganum,1999).The word strategic emphasizes the company perspective and connects the link between HRD and organizational goals and objectives.

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An Empirical Study on Impact of Technology Innovation on Human Resource Management

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Abstract

The world of technology and mobile computing has made the concept of "traditional workspace" a thing of past. Today, employees can work from anywhere at any time. Technology has completely redefined the role of human resources all over the world. Recent advances in technology have transformed nearly every aspect of HR, right from sourcing to performance management. Some industry experts opined that technology is one factor that is impacting the HR department to a great extent. Information technology plays a vital fragment of today's scenario while human resource management has also being affected in different methods through its implementation and application. The impact of technology innovation on HRM discovered that increasing the efficiency of HR management activities through an effective employee communication and involvement while the roles and of HR managers has grown extensively due to their adoption and incessant advancement of knowledge in the use of IT .

This study aims is to identify the impact of technology innovation on human resource management. Primary data used for collection data with structured interview schedule in this study. This study contributes to the existing literature by elaborating the role of innovative practices and technology in the context of competitive digital environment. Further, several implications were discussed for the purpose of promoting sustainable development of digital era. Study limitations and future research directions are also discussed.

Keywords: Human Resource (HR), Human Resource Management (HRM), Information Technology (IT).

I.   INTRODUCTION

"The HR professionals should remember that employees are the lifeblood of any company. If we create a great workplace experience for them, they'll pay you back one hundred fold in feedback and productivity", Craig Bryant.

Human Resources are the most significant and vital for the success of any organization. The roles and skills of HR managers have grown considerably in recent times due to the adoption and use of new technologies. The managers are now able to perform the traditional functions of procurement, maintenance, development and utilization more effectively and efficiently.

According to Valverde (2006), HR function Is "all managerial action carried out at any level regarding the organization of work and the entry, development and exit of people in the organization so that their competencies are used at their best in order to achieve corporate objectives". It includes the actors as well as their relevant responsibilities and tasks. HR managers are facing many challenges in present business scenario like Globalization workforce diversity, technological advances and changes in political and legal environment change in information technology. All these challenges increase the pressure on HR managers to attract, retain and nurture talented employee.

Industries that seek to sustain their competitive edge, both at present and in the future require human force well equipped with recent techniques and technologies to face the changes and upcoming challenges of 21st century. There are an incredible number of demands on organizations today. Few of them includes escalating globalization, tough competition, frequent changes in technology, new

organizational alliances, novel organizational structures, demographical shift, change in methods of working etc. With all these changes, there is a huge amount of pressure on today's organizations and especially HR function has a very critical role to play in order to help and navigate through evolutions. Hence HR needs to increase its apparent as well as real value.

IMPACT OF TECHNOLOGY ON HRM

1. New skills required:

As new technologies are developed and implemented, there is an urgent need to upgrade existing employee skills and knowledge if the organization wants to survive and flourish in a competitive world. Additionally there will be growing demand for workers with more sophisticated training and skills especially in emerging 'hot' sectors like telecommunications, hospitality, retailing, banking, insurance, biotechnology and financial services.

2. Downsizing:

New Technologies have decimated many lower end jobs with frustrating regularity. Increased automation has reduced employee head counts everywhere. The pressure to remain cost effective has also compelled many a firm to go lean, cutting down extra fat at each managerial level. The wave of merger and acquisition activity, in recent times has often left the new, combined companies to downsize operations ruthlessly.

3. Collaborative work:

Technological change has resulted in hierarchical distinctions being blurred and more collaborative teamwork where managers, technicians and analysts work together on projects. Team based incentive plans have also made it necessary for all classes of employees to work in close coordination with each other.

4. Telecommuting:

The rapid advances in technology have led to the relocation of work from the office to the home. Telecommuting has become the order of the day where employees work at home, usually with computers and use phoned and the Internet to transmit letters, data and completed work to the home office. Companies have been able to increase their applicant pool through this mode and employees have also been able to live further away from cities and gain considerably due to savings in rents, transportation etc.

5. Security Practices:

Securing employee records used to mean locking a file cabinet. In the 21st century, best HR practices have to include security for the digital data. Some security is more an IT matter, such as a good firewall. HR needs to have good policies in place, though, governing who can access confidential data, both hard copy and in electronic form.

5. Internet and intranet revolution:

Internet and information technology have enabled companies to become more competitive by cutting costs. Manufacturers, bank, retailers, and you name anything have successfully harnessed computer technology to reduce their costs and deliver want satisfying goods and services to customers at an amazing speed. Even in HR, internets and intranets are being used to handle training, benefit administration, performance management and out placement functions, in recent times. The cumulative impact of new technology is so dramatic that at a broader level, organizations are changing the way they do business.

Role of HR in a virtual organization:

A virtual organization is network of companies or employees connected by computers. Virtual workers work from home, hostel, their cars, or wherever their work takes them. The human resources function plays a unique role in a virtual organization:

a. Psychological fit:
The lack of face-to-face interaction in virtual organization virtually compels HR professionals to determine the psychological fit between different units initially.

b. System alignment:
Given the lack of physical proximity, it becomes even more critical that the organization's mission, vision and measures be aligned and that all parties are familiar with these issues, the HR function can play an important role in this task.

c. Reconsider staffing needs:
In a virtual organization, most employees work on a contractual basis. Finding people with requisite skills, knowledge and motivation levels become an important activity.

d. Build partnerships:
Virtual, teams have to be built from scratch paying attention to their unique requirements. The concept of employment needs to be replaced by the concept of 'partnership' especially when most tend to work independently away from the permanent employee or owners of the organization.

e. Develop leaders:
Leaders become the major forces for building trust, creating a mission and instilling a sense of belonging to the organization HR can play a major role in ensuring that leaders assume these responsibilities and meet them in an effective away.

Opportunities for implementing IT with HR function
1. Competitive Advantage: Giving customized applications through HRM portals implies that e-HRM can be a key technique in innovation (i.e., E-training-Selection, E-Recruitment. E-Compensation, E-Appraisal)

2. Accessibility: Data is accessible to everyone, through web or intranet. Any employee can get any information effortlessly HR entryways permit the representatives to get to all the required data at a transgression click.

3. Rapid and Mistake-free exchanges: Technological innovations have expanded the pace of administration in organizations. Mechanical frameworks eliminate human errors.

4. Interactive Atmosphere: Technology enhances interactions among the representatives through the electronic gateways. Bigger organizations have more data needs, and they can take more points of interest from these data. With mid-size organizations, it enables data spread over various structures and locations

Challenges associated with HR technology:
1. Expensive: "Technology pulls cost". An innovation-based HR framework is expensive, but once executed, it decreases the operational expenses. Substantial organizations may introduce HR gateways/bundles, while small- to mid-size organizations find it difficult to bear the cost.

2. Recognition: Because of IT usage, different issues like skills/knowledge for its utilization, job dangers and so on dependably ascend in its direction. Acknowledgment from the workforce is required for using it up to its fullest.

3. Back-ups and Security: Maintenance cost is high if we need to prevent hacking/open to all arrangement/illegal acts. A lot of thought is required on these lines.

4. Increasing Isolation: Due to the arrangement of virtual networks through intranet or eHR gateways, the individual collaboration among the representatives has reduced. In the traditional frameworks, they collaborate with the representatives, and were integral to the organization. They are disengaged from each other now, and are connected for all intents and purposes through such entryways only.

II. REVIEW OF LITERATURE
1. **Alkali A.U., Nur Naha Abu Mansor (2016)** The paper reviews the extant literature in the field of e-training in order to develop a framework for understanding intention to use e-training.Empirical

articles that specifically focused on e-training, online training, and web-based training were given priority while other non-empirical articles were considered based on their relevance and theoretical contributions to the field of e-training.

2. **Daniel Karanja and others (2018):** The study established that though ICT integration was perceived by lecturers to have a positive influence on HRM, the influence was markedly on HR administrative functions such as employee's record management and payroll administration. It was however minimal on the more strategic applications such as staff recruitment and selection, training and development as well as performance management. Finally it is ICT is currently permeating every aspect of human life. In higher education, ICT is being seen as a crucial tool that facilitates acquisition, use and management of information that is critical in decision-making.

3. **Jain V. K. (2014):** This study highlights on the Various HR functions of HR can be effectively managed through the use of computers and IT tools. For example, the functions of recruitment, employee selection, employee management and workforce planning are managed through Internet, web portals, video conferencing, data warehouse etc.; training, maintenance and performance evaluation, feedback, employee turnover, tardiness and absenteeism analysis, management and planning functions, succession planning etc. through Internet, Intranet, employee portals, and company portals etc.

4. **Puja Sareen (2015):** The present study finds a relationship between various demographic variables and level of satisfaction of employees (referred as End-users in the study) towards e-HRM system of their respective organizations. It concludes that the results show that tenure, work experience and age has a significant relationship with the 'level of satisfaction' towards the e-HRM system for 'End-users' of selected organizations. However, there is no significant relationship of the 'level of satisfaction' with gender for 'End-users' of selected organizations.

5. **Vinay Saxena, and Rohit Sharma. (2017):** In the present study the role of IT in HRM is very wide and special. An IT in HRM generally should provide the capability to more effectively plan, control and manage HR costs; achieve improved efficiency and quality in HR decision making; and improve employee and managerial productivity and effectiveness. This study investigates the extent and comparative impact of IT use on HRM functions in organizations from different sectors. It has also taken into account the usage pattern of different IT tools to perform different HRM functions in organizations.

III. METHODOLOGY

Objectives of the study

The study was planned with the following objectives.

1. To know the impact of technology innovation in HRM
2. To study the opinion of employee's, HR's on the technology innovation in HRM.
3. To understand the role of HR in technology innovation.
4. To know the challenges and opportunities in technology innovation in HRM
5. To suggest suitable measures for strengthening technology in HRM.

Statement of the problems

Many researchers have been undertaken in the past to study the changing role of HR function. Hr is no longer now restricted to procurement of manpower. HR professional are rather involved in complete transformation of HR processes with the use of latest technology. The use of IT in HR is likely to reduce cost, improve service, and achieve effectiveness. Keeping these facts in mind, the present study has been undertaken.

Research methodology

The methodology for the present study involves descriptive research study. The study involves the primary method of data collection that includes the gathering of relevant data after conducting personal interview with the elected employees and HR's. A structured as well as unstructured Interview schedule was used. A sample of 100 respondents was prepared through multi-stage random sampling based on age, sex, economic condition, educational qualification, profession, designation etc. Findings has analyzed through using different statistical tools like tables & graphs. The secondary data for present study has collected from various books, journals, party literature, pamphlets, newspapers, unpublished thesis, officials" records and reports available at the company office to support the views express by respondents.

Limitations study

There are also many limitations of this study which includes; First, the study is only limited to stovekraft industry, So the results of this study can only be used for further research in stovekraft industry at different levels. Secondly the HR practices discussed in this study are very short in numbers. These HR practices are taken from the research work already done by different researchers and according to the predominant HR practice at stovekraft, hence there are several other practices which could be focused in future studies.

IV. DATA ANALYSIS AND DISCUSSION

Table-1: The impact of technology on Human Resource Management

Variable	Respondent	Percentage
Improve in organizational change and development	12	12
Improve the employee performance & productivity	16	16
Cost-reduction and efficiency and time consumption	07	07
Improve the Advancement in HR Practices	45	45
New skill require and improve communication skills	10	10
Security Practices	06	06
Collaborative work	04	04
Table-2: Opinion of Employee's and HR's		
It can save our time and reduce the cost of organization	13	13
It can reduce the paper work & manual workload	14	14
It can helps us to acquire new skills	25	25
It is very feasibility & accessible	37	37
It can increase the image of the organization	05	05
It is increase the quality of work life	06	06

The table-1 shows that 12 per cent of the response that the innovation of HR Technology can improve the organizational change and development. As 16 per cent of the respondent says it can improve the employee performance and productivity. About 07 per cent of respondent says it can helps for Cost-reduction and efficiency of the company. A huge number 45 per cent of the response that the innovation of HR Technology can impact on improve the advancement of HR practices. About 10 per cent respondent says it can improve the acquiring new skills and enhance communication skills of employees. A less number 6 per cent of the respondent says that the impact of technology also can impact on security practices in the company. A few number 4 per cent of the respondent says that the technology impact on collaborative work.

An analysis shows that the huge number 45 of the respondent said the innovation of technology in HR can impact to bring enhancement the advance technology in HR practices

The table-2 shows that about 13 per cent of the respondent's opinioned technology can help to reduce the cost. A 14 per cent of the respondents said that technology can reduce the paper work & manual workload. A colossal number 37 per cent of the respondent opinioned that it can helps us to acquire new skills. A mammoth 25 per cent of the respondent said technology is feasibility & accessible. A few number 5 per cent of the respondents opinioned it can increase the image of the organization. A small 6 per cent of the respondent said that it is increase the quality of work life.

An analysis shows that the mammoth number 37 per cent of the respondent's gives their opinioned about HR technology can helps them to acquire new skills and enhance communication skills.

Table-3: Role of HR in technology innovation

Variable	Respondent	Percentage
As change agents	21	21
As strategic business partners	42	42
As administrative experts	05	05
employee champions	03	03
Human capital developer	15	15
Functional expert	12	12
Employee Advocate	02	02
Table-4: Opportunities		
Competitive Advantage	12	12
Accessibility	48	48
Rapid and Mistake-free exchanges	12	12
Interactive Atmosphere	28	28
Table-5: Challenges		
It is very expensive	13	13
Recognition	11	11
Increasing isolation	12	12
Employee resistance	44	44
Organizing training	20	20

The table-3 shows that as many as 21 per cent respondents said HR can play their role as change agents in the part of technology innovation. A massive number 42 of the respondents said HR can play role as strategic business partners. 5 per cent respondents said HR can play their role as Administrative experts in the part of technology innovation. 3 per cent respondents said HR can play their role as employee champions. 15 per cent respondents said HR can play their role as Human capital developers. 12 per cent respondents said HR can play their role as Functional expert. 2 per cent respondents said HR can play their role as Employee Advocate.

An analysis says that a massive number 42 of the respondents said HR can play role as strategic business partners.

The able-4 shows that a massive number 48 per cent of the respondents said HR technology gives an opportunity of competitive advantage. About 12 per cent of the respondents said HR technology is more accessible. A small number 12 per cent of the respondents said HR technology helps Rapid and Mistake-free exchanges. A mammoth number 28 per cent of the respondents said HR technology is gives more Interactive Atmosphere.

An analysis says that a massive number 48 per cent of the respondents said HR technology gives an opportunity of competitive advantage at global market.

The table-5 shows that 13 per cent of the respondent response the technology is very expensive. 11 per cent of the respondent response the technology does not have recognition by global market and government. About 12 per cent of the respondent response the technology Increasing employees isolation. A huge number 44 per cent of the respondent response the Employees make resistance about adoption of technology. As colossal number 20 per cent of the respondent response that organizing training is very difficult.

As analysis shows that a huge number 44 per cent of the respondent response the Employees make resistance about adoption of technology in industry.

V.   MAJOR FINDINGS

The major findings of the study based on the analysis and interpretation of the data are as below -

1. An analysis shows that the huge number 45 of the respondent said the innovation of technology in HR can impact to bring enhancement the advance technology in HR practices
2. An analysis shows that the mammoth number 37 per cent of the respondent's gives their opinioned about HR technology can helps them to acquire new skills and enhance communication skills.
3. An analysis says that a massive number 42 of the respondents said HR can play role as strategic business partners.
4. An analysis says that a massive number 48 per cent of the respondents said HR technology gives an opportunity of competitive advantages in global market.
5. As analysis shows that a huge number 44 per cent of the respondent response the Employees make resistance about adoption of technology in industry.

VI.   SUGGESTIONS

1. Technology innovation can play very important role in the enhancement of advance technology in HR Practices. Therefore management should focus many more innovative technologies need to adoption in HR practices. As well as management also should concentrate and adopts more innovative technologies in the other departmental operations, so that make it easy to accomplish the goal of organization effectively.
2. All the technology was invented by human being and operates by him only. So that the management should provide proper training to that human being to acquire more knowledge about innovative technology and also take some actions to enhance their quality of work life.
3. HR can play vital role in the part of organization development by innovation of technology in HR. Management should consider & support the HR decisions & actions regarding enhancement of organization functions. Even employees also should support HR activities about technology innovations.
4. Innovation of technology in HR gives more opportunities of competitive advantages for HR and employees with global challenges. In this regard management should organize proper training to acquire knowledge for coping with challenge of competitive advantage created by global employment sector.
5. Most of organization employees make resistance about innovation technology in HRM, due to go down of job opportunities. Management should organize employee motivational programmes.

VII.   CONCLUSION

This study is a continuous effort in investigating and highlighting the challenges in Information Technology adoption in emerging nations. Today the world is free. In the free world, complicated technologies are frequently creating and involving with the existing technology. This sophisticated technology places new requirements on human resource managers. For instance, human resource managers must ensure that employees could be able to handle these technologies with more effectively and efficiently. In order for human resource to meet these goals, they must carefully recruiting and selecting employees and train themselves in order to operate these sophisticated technologies. Side by side employees should enhance their technological knowledge in order to get the job in the highly sophisticated technology dependent world.

The role of HR professionals has been simplified with new technological tools, communication technologies and new application software have made and they can now spend more of their time on policy framework, strategic planning and other such issues. Effective HR transactions, increased speed , lesser paperwork and cost effectiveness are definitely some of the advantages which not only ensures transparency, but also facilitates better controls by the top management. But the implementation of e- HR requires a fundamental change in the way HR professionals view their roles.

Finally the study suggested to management about organizes proper technical training prohramme, organize motivational programmes, recognition of HR role, coping knowledge for competitive advantage and provide quality of work life.

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Future Trends in Performance Management System

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Abstract
Almost every company has a performance management system or conducts performance reviews with employees. However there is little research that demonstrates the performance management system is effective at modifying performance, especially in knowledge workers. Performance management system is the systematic approach to measure the performance of employees. It is a process through which the organization aligns their mission, goals and objectives with available resources (e.g. Manpower, material etc), systems and set the priorities.

The execution administration framework is a constant procedure of characterizing and conveying the activity parts and duties, execution desires, goals and set their needs between boss (administrator) and subordinates (workers). It incorporates association, office and representative shared objective and targets which are lined up with frameworks and assets. It is the channel of providing clarity about goals and also to improve the business processes through various methods and mechanism.

The competency, skills and knowledge gaps are also identified through this process which can be improved by providing guidance, trainings, coaching and mentoring to employees or teams at different levels and designations. It optimizes the results through a proper channel and process which reduces the conflicts and grievances among teams or employees. Because each individual is clear about the expectations from his/ her role and put their efforts to meet performance standards.
Keywords: Performance, Appraisal, Performance Management System

Introduction:
Performance management is a system designed to identify the ways to achieve organizational goals through constant assessment and feedback leading to improvement of employee performance. Performance management, unlike the performance appraisal or annual evaluation process, is an ongoing assessment of employees in a manner geared to match their goals to the organizational goals. It also makes strong use of goal-setting and metrics to identify progress and areas of individual strengths.

Objectives:
- To understand the concept of Performance management system
- To identify the drawbacks in the present Performance management system
- To suggest measures to improve the Performance management system

Research Methodology
The study is both practical & theoretical in nature and the required material for the study is collected from secondary sources like books, journals, reports.

Performance Management System- a Present Scenario
Performance Management System (PMS) is the strategic process by which an organization measures the performance of the employees in order to reward their contribution towards the organization growth and success. Organization constantly strives to improve the efficiency of the employees in order to develop their skills and managerial capabilities. This would allow the organization to achieve its "Vision" through the "Missions" laid down.

Performance Management System (PMS) has gained significance with the rise in demand for niche skills and evolution of technology which requires organizations be to nimble footed in order to adopt new strategies for survival, as well as create a pool of talents with required skills/expertise to meet the ever changing demands of the industry. Organizations are still in the process of transforming their HR practices in alignment with the Industry needs and demand.

Previously, PMS was understood to identify the best employees and reward them for their efficiency in terms of compensation, promotion, designation. But the scenario is fast changing, it is no longer restricted to identifying and rewarding the talent. PMS has gained greater significance, it now includes, identification of potential talent for the future, grooming and development of human capital, design succession plan for the employees based on their core capabilities and strength, imparting new skills through training. Performance Management System (PMS) aims at grooming, caring, developing and retaining the key talents for the future. Thus, the "need" is to shift focus from quantitative approach to qualitative approach.

Business Strategies and HR Practices need to be aligned in order to build friendly work environment which allows employees to perform to the best of their ability. This would help in motivating employees, increase efficiency, encourage individuals to participate in decision making process and ultimately evolve as a Leader.

Elements of Performance Management

Armstrong identifies the five elements of performance management as agreement (of employee, unit, and organizational goals), measurement, feedback, positive reinforcement and dialogue . These elements ensure that the performance management process is positive, successful and a spur to employee improvement. Key to the performance management process are continued feedback and assessment, depicted shown in the performance management cycle
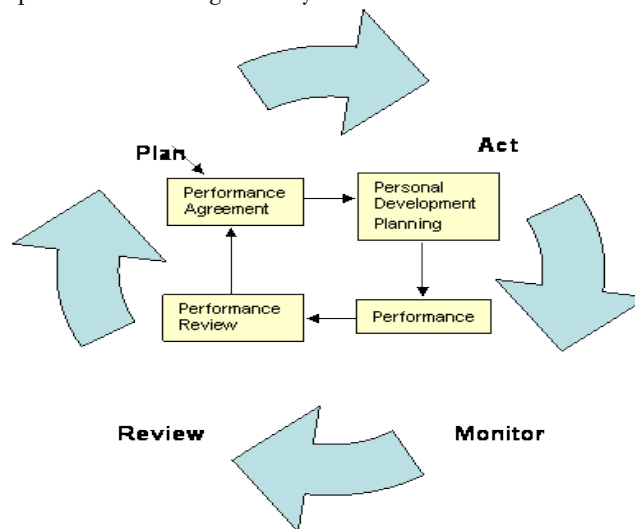
There are four main elements of the planning portion of the performance management cycle: role creation and development, objective planning, assessment and development planning. The first step, role creation and development, is important because an employee must understand his or her role in the organization before the performance of that role can be fairly assessed. By first defining the employee's goal, a supervisor can then align the employee's objectives with the organizational goals.

In performance management, employers provide continuous appraisal through feedback and re-alignment of goals based on performance. Unlike the annual evaluation process, most performance management systems are designed to meet the changing needs of both the organization and the employee. Armstrong identifies that performance assessment can include the following:

- Discussing what the job holder has done and achieved;
- Identifying any shortfalls in achieving objectives or meeting standards;
- Establishing the reasons for any shortfalls, including changed circumstances;
- Agreeing to any changes required to objectives and work plans in response to changed circumstances;
- Agreeing to any actions required by the individual or the manager to improve performance.

The organizations that have chosen to use a performance management process have often done so because the annual evaluation process has failed to meet their appraisal needs. The constant communication loop of performance management enables organizations to meet both the goals of their organization and the development and feedback needs of their employees. In contrast, the annual evaluation process, which is retrospective in nature, provides no formal opportunity for employees to receive feedback about their performance, request development to increase their efficiency or ask for new goals during the year.

Approaches to Performance Management System (PMS)

Traditionally, PMS was regarded as an Annual exercise to identify and measure the performance of the individual basis the goal set for them by their respective manager. It was primarily restricted to give ratings based on the pre defined parameters which again was uniform for all the employees. The supervisor/line manager was responsible for awarding grades/rating purely based on the performance for the particular year. The system did not necessarily focus on the Training and Development Needs, Skills Upgrade and Performance Advancements showcased by an Individual over a period of time. The performance measurement was based on comparison with peers who may have been assigned additional tasks or responsibilities; thereby it failed to measure the actual productivity/efficiency of the concerned employee.

Shortcomings of Present Performance Management System

1. Not Giving Employees Timely Feedback

If the only time an employee hears of how he or she is performing is once per year, there are bound to be some surprises in there. Many managers use the existence of a performance management system as an excuse to delay giving feedback until the formal review period—but this is a recipe for disaster. The formal review period should be just that: a formal summary of status. There should be no surprises at that time if employees are given feedback at appropriate times throughout the year. In other words, this should not be the first time an employee hears how he or she is tracking against goals and expectations.

2. Setting Inappropriate Goals

For example, consider these simple missteps:

- Not tying employee goals to company goals. If employee goals are set randomly, they may help individuals achieve their goals but may not bring the business any closer to achieving its organizational goals or mission. Ideally, individual goals should be clearly linked to company goals.
- Failing to set stretch goals. Goals that are set at levels that are easily achievable without any extra effort don't motivate employees to perform at their best. Goals should be realistic, but they should require some effort to achieve and maintain—otherwise the system isn't helping to motivate behaviors.

- Creating goals that are not measurable or objective. There should be a clear understanding of what it looks like to achieve a goal and how it will be measured. Goals need to be specific, measureable, achievable, relevant, and time-bound (commonly referred to as "SMART" goals). Goals should not be vague.

Also remember that goals should be updated as needed for changes in the business's situation. They should also be reviewed often to see whether you're on track.

3. **Failing to Follow Through on the Performance Appraisal Schedule**

Even worse than not providing timely feedback is not providing feedback at all! If managers cannot be bothered to treat the program with the respect it warrants, then why bother even having a system? Employees will get discouraged if they're never given feedback.

4. **Not Explaining Clear Paths to Improvement**

Even if a performance management system is used well and employees are given appropriate feedback, the system can go awry if an employee needs to improve but does not understand how to do so. The performance management system should have a clear path for employees to meet expectations as well as a clearly communicated plan for when they don't.

5. **Not Documenting the Process**

The rating of employees should be justified, and that justification should be put into writing. The appraisal should be clear, complete, and easily interpreted (that is, able to be correctly interpreted) by a third party.

6. **Ignoring Problem Employees`**

- It decreases employee morale because others don't feel like problems are being addressed.
- It can make other employees resentful that they cannot get away with the same actions of their coworkers.
- It fails to solve productivity problems. Managers often mistakenly think that giving a performance review that is better than the employee deserves will be a motivator—but instead it sends the signal that the poor performance is acceptable.
- It can be a legal nightmare if the employee is later let go for poor performance, and there is no record of performance reviews indicating any problem at all.

7. **Using the System Inconsistently**

When different managers or departments are inconsistent in when and how they implement the performance management system, this can set up situations in which employees perceive unfairness or favoritism. This can negatively impact both productivity and morale—and can appear discriminatory in some cases. A related issue is when managers intentionally give ratings that are inaccurate. For example, a manager may inaccurately rank someone highly in order to move them to a new (undeserved) role, just to get them out of the department. Another example—falsely ranking someone too low, which can happen if rankings are forced, rushed, or implemented with personal bias.

Measure to improve the Performance management system

- **Clearly Define and Communicate Performance Expectations**

Performance management needs to be conducted first and foremost for the benefit of staff. The process exists to help employees learn and grow with an organization and to better understand their strengths and weaknesses in relation to maximizing their performance. For the best possible outcomes managers and employees need to work together to set achievable goals and monitor and regularly review progress against these goals.

Having clear, measurable, well-defined and realistic performance expectations from their manager ensures that every employee is pulling in the same direction and working towards common goals. Simply

put, when employees have greater input on setting their own goals and are provided with regular performance check-ins to evaluate progress, they are far more likely to achieve them.

- **Schedule Regular Performance Check-Ins**

Standard yearly reviews are too few and far apart. When you think about it, a performance evaluation based on the anniversary of an employee's start date is incredibly arbitrary. Try conducting more frequent reviews throughout the year that are tied to defined and measurable performance milestones. Managers and employees can agree on expectations at the beginning of a performance period, and then evaluate, adjust and modify those expectations to suit shifting business conditions.

More frequent reviews provide managers with visibility and insight into the performance of their individual staff members. This insight supports managers in developing a much better understanding of collective progress on major goals and can identify and correct problems as they arise.

- **Connect Employee Tasks and Goals to the Organization's Strategic Plan**

Effective employee performance management involves ensuring that employees are aware that their individual goals are directly tied to the key strategic objectives of the organization. When employees' day-to-day work is aligned with the success of the organization, they become more engaged and recognize the interdependence between themselves and the organization. As a result employees become more committed to achieving positive outcomes for the business overall, and share in that success!

- **Provide employees with positive reinforcement**

Positive reinforcement is no jargon; it's simply a token of encouragement. Positive reinforcement is a powerful motivator to every team. It rewards positive employee behaviour and effectively strengthens the spirit of positive conduct.

Teams that are positively reinforced are likely to deliver better results over and over. This improves the individual's self-esteem, which ultimately reflects in employees' improved confidence at work.

Conclusion

Traditional performance management systems are at odds with our instantly updated and connected world. Strong change management and culture change is absolutely necessary to move an organization from a deeply ingrained performance management system to something new. While employees and managers dislike their current performance management systems, there is an enduring perception that it is often better to deal with the thing you are most familiar with and know, even if it is not ideal, than to take a risk with something unknown. Regardless of the performance management system, employee and manager training is absolutely necessary for improving performance. Coaching, development, and giving and receiving feedback is a learned and necessary skill for all employees, regardless of their position in the organization.

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Study of Consumer Buying Motives for Private Labels in India – A Study

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Abstract
Private labels play an important role in retail strategy. They are doing much more than just adding value through convenient pricing. In many parts of the world, the share of store brands, is impressive and given the current economy situation across the world, its importance in increasing. Due to global recession Indian retail industry had to change their merchandise strategy and they develop private labels to create customer loyalty, increase margin and compete with the national brands. The aim of the paper is to evaluate the opportunities of private labels in India and to find out its position in compare to national brands. It concludes that as India is an emerging economy and there is a lot of scope for private label brands. In addition to that customer perception is changing towards private labels in compare to national brands.
Keywords: Private Label Brand; Recession and Customer Perception

Introduction
In India the rise of retailer's own brand has been significant. Most of the large department stores have their own private labels, which cater to a specific audience and rely largely in store advertisement. Private labels are no longer generic product offerings that competed with their national brand by means of price-value proposition. (Pradhan, 2012) Beneka (2010) described private label brand as "brands that are owned by, are sold through, a specific chain of stores. Primarily these products are manufactured by the third party and marketed by the retailers. The evolution of private label brands has started in Europe and Canada, and then it is spread to all over the world. Bozhinova (2013) classified private labels are into two types, one is economy private label and image private label. Economy private labels have focused on price conscious customers. Normally it offers low price products like FMCG and food items. Whereas image private labels have focused on prestige centric customers. Normally it includes luxury products with good quality. Again image private labels derived into two types such as innovative private label and status private label. Innovative private labels oriented to the customers who want new product and status labels are meant for those customers who want expensive high quality products.

Objectives of the study
1. To evaluate the opportunities of private label brands in India.
2. To examine the position of private label brand in compare to national brand.

Research Methodology
Selection of Sample
We chose random sampling for this project to capture a balanced and unbiased opinion on the subject matter. An online questionnaire was used to capture the opinion of the respondents.

Data Collection
Primary Data

Primary data collection was done with the help of a questionnaire that was floated to the prospective respondents online through Surveymonkey. The sample copy of the questionnaire has been attached to this report.

Evolution of Private Labels

Store brand have been present in the country for a much longer time. Two cases in this point are the Khadi and Village Industries Commission (KVIC) and the Nilgiri's super market which started on 1905.The KVIC has over the year sold under its own brand name products like honey, jute, leather products, agarbatti, village oil, soap, palm products and hand made products. Private label brands were traditionally defined as generic product offerings that competed with their national brand counterparts by means of a price-value proposition- first developed by Sainsbury in the U.K. in 1869 (Collins & Bone, 2008), these products often sacrificed quality to reduce costs and appealed primarily to lowerincome consumers. Often the lower priced alternative to the "real" thing, private label or store brands carried the stigma of inferior quality and therefore inspired less trust and confidence. There was no attempt to make them anything more than just a 'value pay' and retailers evolved these products often referred to as private label. These are terms consumer use interchangeably, but the market has actually changed quite considerably. Retailers continued to push more and more private label products into different categories of the marketplace because they represented high margins and the promise of profitability with little to no marketing effort. The first value brand was Tescos Value range, launched in 1995; today, it includes over 2,000 products in food and non-food categories (Collins & Bone, 2008). Other retailers quickly followed suit creating their own value lines. For example, Sainsbury created essentials, later renamed Basics, and Wal-Mart created Coles Smart Buy (Collins & Bone, 2008). During the past 30 years, internationally we have seen all major retailers jointing the bandwagon and some of them today are emerged exclusively in private brands or labels, e.g. - The Gap, Banana, Republic, Benetton.

Growth of Private Label Brand in India

The retail sector in India is growing at a phenomenal pace, with an increasing focus on private label. Recently in sharp contrast to earlier periods, consumers have started considering purchase of private label as smart shopping. Indian retail industry is the fifth largest in the world with currently estimated at around $450 billion and organized retail accounts for around 5% of the total market share. It is estimated that the retail sector would continue to grow at 10-12 % per annum, which is extremely encouraging when the country's economy is only projected to grow at 6%. Private brands already account for close to 7% of modern trade sales in India, compared to 1% in China, according to a Nielsen survey that covered more than 50 countries last year.

According to Images Retail Report 2015, as quoted in Indian Retail: Time to Change Lanes" by KPMG; private label brands constitute 10-12% of organized retail in India. Of this, the highest penetration of private label brands is by Trent at 90%, followed by Reliance at 80% and Pantaloons at 75%. Big retailers such as Shoppers Stop and Spencer's have a penetration of 20% and 10% respectively. Globally, store brands constitute nearly 17% of retail sales. In fact, international retailers such as Wal-Mart and Tesco have 40% and 50% of in-house brands in their stores. According to Salil Nair Customer Care Associate & COO, Shoppers Stop Ltd. "Private labels are highly profitable. The profits earned from them are almost double than those from the third -party brands."Customers have begun to like private labels due to better quality, high food safety standards, international look and feel of products, customized packaging created after customer feedback and the credibility of the retailer," said William Savage, chief merchandising officer, Bharti Walmart, which has Private labels owned by retailers such as Bharti Retail, Future Group and Aditya Birla Retail outsell several national brands in

certain home care and food categories at their retail stores even as big brands push more sales through modern retail. In India some of important retailers who have come up with their own brands are:

Reliance Fresh is a subsidiary of Reliance Retail Ltd which in turn is a subsidiary of Reliance Industries Limited. Reliance Retail Ltd. was established in 2006. The first Reliance Fresh store was unveiled in October 2006 in Hyderabad. Reliance Fresh is the pioneer for the multi-format retail initiative of Reliance and involves an investment of Rs 25,000 crore. Reliance Fresh stores stock inhouse brands like Reliance value grains, pulses, rice and spices, Reliance Select tea, noodles, jam, honey grains, dry fruits, dals as well as healthy life fortified grains, flours and pulses.

Shoppers Stop is an Indian department stores promoted by the K Raheja Corp Group (Chandru L Raheja Group), started in the year 1991 with its first store in Andheri, Mumbai. Shoppers Stop is one of the leading retail stores in India. Shoppers Stop began by operating a chain of department stores under the name of "Shoppers Stop" in India. Shoppers Stop has 35 stores across the country and three stores under the name Home Stop. Shoppers Stop retails a range of branded apparel and private label under the following categories of apparel, footwear, fashion jewellery, leather products, accessories and home products. These are complemented by cafe, food, entertainment, personal care and various beauty related services.

Aditya Birla Retail Limited is the retail arm of Aditya Birla Group, $40 billion corporation. The Company ventured into food and grocery retail sector in 2007 with the acquisition of a south based supermarket chain. Subsequently, Aditya Birla Retail Ltd. expanded its presence across the country under the brand "more." with 2 formats Supermarket & Hypermarket. They are currently pursuing strategy to increase its private label sales from the current 3% to 10-15% of total sales in the next two to three years. These products shared the shelf space with other branded products. For instance, in the Reliance store that we visited, its curd brand Dairy Life was placed next to the other brands, such as Amul. More offers food brands like Feasters, Kitchen Promise, Best of India and home and personal care products like Enriche, 110%, Pestex, Paradise and Germex.

Easyday India is the retail chain operated jointly by Wal Mart and Bharti Retail a subsidiary of Bharti Enterprises. It opened its first retail outlet in the city of Ludhiana in 2008. The first Easyday store in South India was opened at Mysore. Bharti Retail has introduced eight Walmart private labels, including two of its largest-'Great Value' and 'George'-in its supermarket chain Easyday. It has introduced Great Value line of food (flour, dry fruits, spices, cereal and tea). Equate, a brand for pharmacy and health and beauty items, has been introduced only in the hand wash category as of now in Easyday stores.

Market Review of Private Label Brand

Although India may represent one of the least developed modern retail markets globally, the story of private label retail has been secular, and holds much significant promise for the future. Moreover, this segment is now at a tipping point. Lessons from European countries indicate that private label growth in a country is likely to accelerate when market share enters a 5%-8% range.

Brick & mortar modern retailers traditionally have been betting big on private labels. This segment has been gaining momentum in India because of its ability to satisfy value conscious consumers. Currently, Shoppers Stop and Lifestyle derives 15-25% of sales from private labels and this percentage is as high as 70-80% for Trent and Landmark. E-tailers, on the other hand, have embraced this segment much more promptly than their offline counterparts. Leading 'horizontal' players such as Snap deal, Flipkart as well as 'vertical/ niche' players such as Big Basket, Urban Ladder and many more are deriving at least 20% sales.

The USD 3 billion e-commerce industry in India is getting competitive and is dominated by copycat models. As the online ecosystem further matures, private label is expected to be a key

differentiator. Private labels can solve this situation as 'category fillers' to cater to Indian shoppers across price points. The scope of private label is expected to become more broad-based in coming years. Globally, private label brands are strong in commodity-driven product categories such as food & apparel but research indicates that there is ample room for many more including generic medical products and paper products.

Results and Inference
General information of the respondents

Gender	Response	Percentage (%)
Male	71	50.40
Female	70	49.60
Income		
Below 20000	28	19.9
20000 – 40000	23	16.3
40000 – 60000	28	19.9
60000 – 80000	8	5.7
80000 and above	7	5.0
NA	47	33.3
Age		
Below 20 years	7	5.0
20-30	110	78.0
31-40	19	13.5
41-50	2	1.4
51-60	3	2.1
Above 60 years	0	0

The primary objective of the project was to find out that whether people are aware of what private label brands are. The results were in line with the expectations because 82.3% respondents said that they were aware of private labels and only 17.7% respondents said that they were not aware of what private labels are.

70.9% respondents said that they buy private labels majorly in the apparel category which came out as the most favoured category in terms of private labels. This was followed by 40.4% respondents saying that food & beverages is the second most purchased category.

Majority of the respondents mentioned that „discounts‟ are the main reasons why they purchase private labels. 40.4% respondents voted for „discounts‟ as the main motivating factor. It was closely followed by „competitive pricing‟ as a factor with 39.7% respondents voting for that.

The respondents were asked to rate the selected attributes of private label brands on a scale of 1 – 5. The „ease of availability‟ got a weighted average of 3.48. „Attractive packaging‟ received a weighted average of 3.13. Reliability of private labels received an average of 3.39. The fact that private labels are comparatively cheaper received an average rating of 3.29 and more than average respondents felt that that the private labels are of high quality by giving it an average rating of 3.40.

54.60% respondents i.e 77 out of 144 respondents disagree with the perception that private label brands are inferior in quality. 70.21% respondents i.e 99 out of 141 respondents feel that there is no correlation private label brand being cheap and their quality. They don‟t think that private labels are cheap because they are of low quality. 57.44% respondents i.e 81 out of 141 respondents strongly believe that private label brands have improved in quality over the years. 60.99% respondents i.e 86 out of 141 respondents believe in the fact that private label brands offer value for money.

Majority of the respondents (56%) i.e 79 out of 141 respondents have claimed that they have seen private label brands being advertised across various channels. 44% i.e 62 out of 141 respondents have not seen private label brands being advertised.

The assumption in this case was that mostly advertising of private labels happens within the store. This assumption was proved true as 71.4% responses were in favour of „In store promotions". This was followed by „word of mouth" which had 38.1% responses. The least effective mode for advertisements as per the data is „Radio".

Conclusion

It is clear from the data collected from the respondents that they feel that private labels offer high quality and that is a major motivating factor behind buying private labels. Majority of respondents have been exposed to the advertisements of private labels. According to them the most effective mode of advertisement is „in-store promotions". This is an important insight as this proves that in-store promotions and offers actually influence the buying behavior of customers and retailers should concentrate more on effective promotion of their private labels within the stores.

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Impact of Globalisation on New Media, Culture and Society in India: A Study

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Abstract

Education is the backbone of a nation where higher education occupies the apex of educational pyramid in the formal process of Indian education. Globalization increased the demand for education in two parts. The first is the economic rising payoffs to higher education to global, science based, knowledge and intensive economy make university training more of a necessity to get good jobs. The second part is socio-political, demographic and democratic ideals increase pressure on universities to provide access to groups that traditionally have not attended universities. Knowledge society, information and communication technologies, the market economy, trade liberalization and changes in governance structures elements of globalization have a significant impact on Indian higher education. India's higher education sector has failed to map the future demand for various skills, Global Competition and Competitiveness as higher education system in India suffers from acute paucity of funds, lack of autonomy, burden of affiliation. Besides these higher education has been affected by-politicization, poor quality of intake, heterogeneity of student population, communication gap between universities and colleges, unsystematic growth of institutions, managerial inefficiencies, overcrowded classroom, wastage in instructional hours, poor course design, inadequate student service, inadequate material resources, inefficiencies in teaching, lack of training facilities for educational administers and teacher. Now the students have easy scope to acquire higher education because a lot of colleges and universities are opened for higher education. But contribute to national development urgent steps will be taken to protect the system from degradation. Therefore along with quantitative expansive of education quality must be maintain in relation to the global market. We should encourage foreign universities to come to India to setup in collaboration with existing Indian institutions, colleges to promote global research activities for sustainable development. It will also improve our educational standards as well as solve the burgeoning problem of enrolment. Opening Indian higher education to foreign competition will benefit us and boosts our growth.

Keywords : Knowledge society, information and communication technologies, the market economy, trade liberalization and Global Competition and Competitiveness.

Introduction

Education is the backbone of a nation. So education should be acquired from the cradle to grave. Higher education occupies the apex of educational pyramid in the formal process of education. Generally it comprises of three stages- graduate, post graduate and research programme i.e. M.Phil and Ph.D. Higher education also comprises of general, technical, commercial, medical, engineering, law and other professional degrees and diplomas. Therefore the scope of operation of higher education is extensive and intensive. It is intensive in the sense that, it provides a broad prospective of opportunities to the students about almost all the aspect of our life. In the recent year efforts have been made by the commission to regulate the growth of higher education as well as the establishment of new universities and colleges with a view to ensuring that, higher education grows to meet the genuine needs of the

society for trained manpower with appropriate level of professional training. Globalization increases the demand for higher education and for educational quality.

The globalization is not a new but is an old age concept which was first introduced by Adam Smith in the year 1776 through the book titled Wealth of Nations. The word globalization connotes where all the nations join their hands with each other and create a kind of socio-economic environment to do business or any commercial, cultural and educational activities in which every participant nation should be benefited. Globalization means more competition not just with remains in the same countries but throughout all over the world. Globalization increased the demand for education in two parts. The first is the economic rising payoffs to higher education to global, science based, knowledge and intensive economy make university training more of a necessity to get good jobs. The second part is socio-political, demographic and democratic ideals increase pressure on universities to provide access to groups that traditionally have not attended universities.

High education in India

Higher education is an educational level that follows the completion of a school providing a secondary education. Higher education includes teaching, research, exacting applied work and social services activities of universities. The primary role of higher education is increasingly to transform students by enhancing their knowledge, skills, attitudes and abilities while simultaneously empowering them as life longical and reflective learners. The higher education system in India grew rapidly after independence. By 1980, there were 132 universities and 4738 colleges in the country enrolling around five per cent of the eligible age group in higher education. Today, in terms of enrolment, India is the third largest higher education system in the world, behind China and the USA, with 37,000 institutions and 729 universities. Higher education in China having the highest enrolment in the world (nearly 23 million), is organized in only about 2,500 institutions. While the average enrolment in a higher education institution in India is about 500-600 students, a higher education institution in the United States and Europe would have 3000-4000 students and in China this would be about 8000-9000 students. This makes the system of higher education in India a highly fragmented one that is far more difficult to manage than any other system of higher education in world. However, other than a handful few institutions of national importance providing high quality higher education, the system is failing to produce wealth creators and creative, intellectual leaders who are much needed in all sectors of the society. India's higher education sector has failed to map the future demand for various skills, Global Competition and Competitiveness.

Frame work of higher education in India

The present format of Higher Education in India was started in 1857 with the inception of universities in the three presidency towns. At present, India possesses a highly developed higher education system which offers facility of education and training in almost all aspects of human's creative and intellectual endeavors such as arts and humanities, natural, mathematical and social sciences, engineering, medicine, dentistry, agriculture, education, law, commerce and management, music and performing arts, national and foreign languages, culture, communications etc. For smooth conduction of higher education in India we have the following framework.

Academic Framework

Undergraduate level- After 12 years of schooling education bachelors degree is offered in two streams- liberal i.e. three years of degree course in arts, science and commerce and professional course i.e. agriculture engineering, medicine, pharmacy.

Postgraduate level- Masters Degree is normally of two years duration in both the liberal and professional course.

Research programme- A research programme i.e. M.Phil and Ph.D is taken after completion of master degree.

Diploma- Diploma course are also available at the UG and g level.

Framework

The degree and diploma awarding institutions in India for higher education are Central Universities, State Universities, Deemed Universities, Private Universities, Open Universities and Institutes of National Importance.

Regulatory Framework

The institutions imparting higher education at different levels are regulated by University Grants Commission (UGC), All India Council of Technical Education (AICTE), Medical Council of India (MCI), India Council for Agriculture Research (ICAR), National Council for Teacher Education (NCTE), Bar Council of India (BCI), Distance Education Council (DEC).

Globalization and its impact on higher education in India

1. **Globalization and economic reforms:** In India have yielded significant changes in the role of state and restructuring of social welfares education, employment, agriculture and health system. In higher education it was always the monopoly of middle class and elite groups of the society.

2. **Privatization of higher education-** There has been an increasing trend towards privatization of higher education in India. The quality and content of the education are industry oriented due to privatization. In this day age of globalization and privatization with competition and to meet the new challenges of the 21st century higher education should be radically transformed. India is required to set up a chain of educational institutions which are accredited, globally acceptable. We should also keep in mind that quality can come only from quality teachers and quality infrastructure, under quality leadership.

3. **Women education-** Women literacy rate has grown over the three decades. Women education plays a very important role in the overall development of the country and improving the quality of life at home and outside.

4. **Commercialization-** Impact of globalization is commercialization of higher education due to which self financing courses have been introduced which has deprived many from getting higher education especially in countries like India where illiteracy still prevails and education is a dream to many. The existing policy of globalization of higher education is motivated by profits rather than social justice or the policy of the government. Its goals therefore are to meet the demands of the market.

5. **Teacher education-** In the global society today the aspects of rapid change, lifelong learning, flexible routes of learning and the use of technology have a major impact on all the areas of teacher education. Major steps to be taken qualitative expansion, value based, competency based and ICT based teaching learning.

6. **Knowledge-** The impact of globalization on higher education is the transition to a knowledge society towards universities as knowledge-centers.

7. **Skill-** Higher education is seeking ways to meet the demands and challenges put forth by globalization. Higher education today is expected to produce skilled and trained workforce who can compete in this global market.

8. **Education policies-** Globalization also impact the education policies on higher education in India. In the last two decades Indian government has formed various committees, commission and also different kinds of economic bodies came to existence like NAAC.

9. **Entry of Foreign Universities-** Foreign Direct Investment (FDI) is important tool of globalization. As government lack of funds FDI is allowed into higher education. The foreign universities is expected to bring the quality infrastructure in teaching, research as well as physical infrastructure This will

attract large scale foreign investments into India and also to an extent reverse brain drain. However, the government will have to create a level playing field for all institutions and also ensure that other factors are considered. Their entry should also increase the qualities in research areas and so on, rather than focus on undergraduate programs.

10. **Communication**- The effects of globalization on education bring rapid developments in technology and communications. It changes the role of students and teachers and producing a shift in society from industrialization towards an information-based society.

11. **E-learning-** People with disability get benefit from globalization only if they endowed with knowledge, skills, capabilities and rights needed to pursue their basic livelihoods. The introduction of technology into the classroom is changing the nature of delivering education to students is gradually giving way to a new form of electronic literacy , more programs and education materials are made available in electronic form, teachers are preparing materials in electronic form; and students are generating papers, assignments and projects in electronic form. Video projection screens, books with storage device servers and CD rooms as well as the emergence of on-line digital libraries are now replacing blackboards. Even exams and grades are gradually becoming available through electronic means and notebooks are starting to give way to laptops. Also, students can be examined through computer managed learning systems and do tutorial exercises on a computer rather than in a classroom.

Conclusion

The higher education is treated as the educational pyramid at present times. Now the students have easy scope to acquire higher education because a lot of colleges and universities are opened for higher education. But contribute to national development urgent steps will be taken to protect the system from degradation. Therefore along with quantitative expansive of education quality must be maintain in relation to the global market. Therefore the only slogan of today's higher education will be taught according to requirement. It will also improve our educational standards as well as solve the burgeoning problem of enrolment. Opening Indian higher education to foreign competition will benefit us and boosts our growth.

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Impact of Vocational Education in Business Management Students Employability – A Study at S.D.M College Ujire, Karnataka

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Abstract

In the present employment market, employer verifies skills of an individual than the number of degrees a candidate has or pursuing. Skill component in very important and plays a very decisive role in jobs. Vocational education can provide diverse opportunities and make them fit in present world where the common policy is survival of the fittest. Today the time has come for educational institutions to shoulder responsibilities of vocational education along with regular education prescribed for a particular course. Making candidate learn better skills, empower them and making them anywhere fit to job markets with acquaintances of necessary skills have become essential for institutions today. This study focuses on vocational skills target to graduate students and evaluation of their progress thereafter so as to bring out quality human resources to our society.

Keywords: Pursuing, Component, decisive, Shoulder acquaintance and Progress.

INTRODUCTION

One of the important task or assignment for leading institutions today is to make students go through vocational education and make them highly proficient in their skill components. To make them aware and participate in skill development courses a good faculty is required who can act as a facilitator. Today whether it is in students area of interest or not, it has become mandatory to undergo skill based education. To provide this institutions may have to undergo different challenges a few of them are as follows:

1) Daily with unmotivated and students with lack of interest.
2) Updating the courses, reinforcing new pedagogy.
3) Making students engaged in the given task.
4) Rural area constraints such as availability of resources, skilled and trained manpower etc.
5) Natural resistance to change from students.
6) Faculties may need additional motivation or push to accept additional responsibilities.
7) Creating a serene atmosphere of learning.
8) Developing a strong aim of continuous improvement.

With the constantly growing economy where there is need and greed for employment, practically these are lot of chances where one can try to put down other candidate based on skill acquired or the skill one has developed. By knowing these facts it becomes evident to have proper vocational education right from institutional level.

Degree students need more vocational education because today what employers look for eligibility for entering into the jobs. What is required for employers is a graduate from listed university and from a reputed institute and imbibed rich in job oriented skills. Most of the employees look out basically three important things from candidates, these are willingness to learn and adapt with organizational cult, bound by sense of humor and enriched with dynamic skills.

Graduation should compromise of teaching and learning specific skills, impart knowledge, came out with positive judgment and well developed wisdom. As per corporate demands it should come out with one of its fundamental aspects of imparting skill based education which can be strongly applied in jobs. The basic aim of the institution should be to bring out quality human resources to deliver quality to the employer and also to the society. The paramount importance of delivering vocation education is to bring out strong change in our degree (graduation) students so that they are absorbed and not rejected anywhere in the employment markets. This is possible if they are enriched with specific skills on time.

LITERATURE REVIEW

According to **Cutshall (2013)**, a clear message today say that the responses come out and show positive as far as vocational education and qualification for learners is concerned. Living skills has to be taught along with regular academics so that they can clearly understand the application part of it.

According to **Bhakta**, practical education should concern more with growth of students (learner). This can be achieved when one gets employment soon after his graduation which suits his profile. This is possible when the candidate's interest is identified and he is properly mentored. This can get a large glory of success.

According to **Khullar K K**, vocational education should be mandatorily imparted. But there must be multiple options and the candidate can choose any course depending on his interest.

According to **Mahantesh H.B, vocational education has to be imparted considering two important** factors firstly increasing generation gap due to fast changing trend and secondly the area of the interest of the candidate. In his interested area the growth opportunities has to be identified and shown.

According to **GovindaRao** management students should be made proficient in communication, people handling, decision making and problem solving skills which will bring true professionalism in education. These skills if acquired properly can make candidate fit anywhere in employment market.

According to **Sharma**, teachers should be the facilitators. They should guide, motivate and show right directions to their students. They must spend some time with students and practically guide them to prepare for tomorrows jobs. Faculties having industrial experience can even guide students to be fit even for industries.

According to **Sen Gupta** there is a new approach in modern education where technical and vocational education co-inside. Both are equally essential. Especially as far as management students are concerned more soft skills have to be developed for them to sharpen their saw. Sharply observing the trends, remaining focused; delivering expected results just on time should be the present day approach of providing vocational course. Whatever target should be fit for the purpose, beneficial to both organization as well as the candidate who is the integral part of the organization.

SCOPE OF THE STUDY

Educational institutions are considered as pillars of skill development, a place where individual is transformed and his personality gets developed. At the present situation along with quality education emphasis has to be given for skill development and progress. Skill components are very much demanded by employers today and it has become one of the key success factor of an individual. Skills imparted should exactly fit in to what employees look out for and should be capable of delivering results. If these skills are rightly taught on time it can make young management graduates more efficient. For a management student today wide outside exposure essential, he must be able to withstand pressure anytime, handle any situations, build better rapport and contacts and develop business of an organization. This is what employees look out for. These skills have to be specially taught.

From the international point of view, institutions will get recognized in the society as well as other regulating bodies governing the institutions. It can also get more aspiring individuals willing to

study these and make a better name for them. In other words to grow vertically in their professions, indirectly it brings credit for institutions too.

OBJECTIVES OF THE STUDY

This study is undertaken to fulfill the following objectives:

1) To stand e importance of vocational education to management students.
2) To analyze the benefits of vocational education to management students.
3) To study the perception and satisfaction level of students on vocational education.
4) To give suggestions based on findings of the study.

METHODOLOGY USED

This study is basically a source study. Data for this study is collected from both primary and secondary sources. Primary data is collected from questionnaire issued to the respondents (management students), and also by observation and interview methods. Secondary data is collected from books, magazines, journals and websites. Primary data collected is used for carrying out dedicated analysis. Findings give in this study is purely based on analysis carried out.

SAMPLING METHOD USED

Method of sampling used in this study is simple random sampling (convenient sampling) the targeted respondents chosen are management degree students pursuing their bachelor degree in management education. Area chosen for this study is Ujire of Belthangady taluk and the college taken is S.D.M Degree College only. Size of the sample is restricted to 75 respondents only.

LIMITATIONS OF THE STUDY

This study observes the following limitations:

1) Only one main college of the taluk is considered in this study.
2) Only management students pursuing bachelor degree is considered, students from other courses are not considered.
3) Size of the sample is restricted to 75 respondents only.
4) Time spent for doing the study is for only for a period of one month on the basis of availability.

DATA ANALYSIS

Data is analyzed from the responses given by the respondents. Responses are collected through primary data source given to the respondents.

Table 1: Age of respondents

Age (in years)	Number of respondents	Percentage (%)
20 – 21	45	60
21 – 22	30	40
Total	75	100

Table 2: Gender of respondents

Gender	Number of respondents	Percentage (%)
Male	43	57
Female	32	43
Total	75	100

Table 3: Area of interest (specializations)

Area of interest	Number of respondents	Percentage (%)
Marketing	36	48
Human resource	24	32
Finance & banking	15	20
Total	75	100

Table 4: Respondents opinion on teaching vocational courses along with academics

Opinion	Number of respondents	Percentage (%)
Required	51	68
Not required	24	32
Total	75	100

Table 5: Respondents opinion on influence of vocational courses in their career

Opinion	Number of respondents	Percentage (%)
Develop skills	19	25
Generation employment	32	43
Personality development	24	32
Total	75	100

Table 6: Respondents opinion on most important part of any vocational courses

Component	Number of respondents	Percentage (%)
Regularity in usage	26	35
Applicable in life	32	43
Smoothen work	17	22
Total	75	100

Table 7: Respondents opinion on role of colleges in imparting vocational courses

Collegerole	Number of respondents	Percentage (%)
Provide infrastructure	23	31
Provide resource e	37	49
Continuous motivation	15	20
Total	75	100

Table 8: Respondents opinion on benefits of vocational courses

Benefits	Number of respondents	Percentage (%)
Better prospects	35	47
Employees expectations	40	53
Total	75	100

Table 9: Respondents opinion on ideal time to teach vocational course

Ideal time	Number of respondents	Percentage (%)
During the curriculum	39	52
Vacation	36	48
Total	75	100

Table 10: Respondents perception rating on vocational course

Rating	Number of respondents	Percentage (%)
Excellent	16	21
Good	24	32
Average	32	43
Satisfactory	03	04
Total	75	100

Table 11: Respondents satisfaction level on vocational courses

Satisfaction level	Number of respondents	Percentage (%)

Highly satisfied	20	27
Satisfied	37	49
Not satisfied	18	24
Total	**75**	**100**

Table 12: Respondents opinion rating on various vocational courses that improves employability skills

a)   Communication skills

Rating	Number of respondents	Percentage (%)
Excellent	20	27
Good	31	41
Average	11	15
Satisfactory	13	17
Total	**75**	**100**

b)   Convincing skills

Rating	Number of respondents	Percentage (%)
Excellent	16	21
Good	28	37
Average	25	33
Satisfactory	06	09
Total	**75**	**100**

c)   Negotiating skills

Rating	Number of respondents	Percentage (%)
Excellent	11	15
Good	24	32
Average	33	44
Satisfactory	07	09
Total	**75**	**100**

d)   Presentation skills

Rating	Number of respondents	Percentage (%)
Excellent	18	24
Good	26	35
Average	22	29
Satisfactory	09	12
Total	**75**	**100**

e)   People handling skills

Rating	Number of respondents	Percentage (%)
Excellent	21	28
Good	29	39
Average	20	27
Satisfactory	05	06
Total	**75**	**100**

f)   Officially (professionally) writing skills

Rating	Number of respondents	Percentage (%)
Excellent	10	13
Good	23	31

Average	30	40
Satisfactory	12	16
Total	**75**	**100**

g) Decision making skills

Rating	Number of respondents	Percentage (%)
Excellent	19	25
Good	30	40
Average	21	28
Satisfactory	05	07
Total	**75**	**100**

h) Problem solving skills

Rating	Number of respondents	Percentage (%)
Excellent	21	28
Good	27	36
Average	18	24
Satisfactory	09	12
Total	**75**	**100**

i) Motivating skills to others

Rating	Number of respondents	Percentage (%)
Excellent	16	21
Good	30	40
Average	24	32
Satisfactory	05	07
Total	**75**	**100**

j) Observing & analyzing skills

Rating	Number of respondents	Percentage (%)
Excellent	17	23
Good	31	41
Average	22	29
Satisfactory	05	07
Total	**75**	**100**

CHI SQUARE TEST

Chi square test is a non-parametric test which is used in this study to determine the independence of two attributes. Calculated value is given by

$$\sum \frac{(fo - fe)^2}{fe}$$

Where 'fo' is observed frequency and 'fe' is expected frequency

Expected frequency is given by

(Row total X Column total)/ Gross total

After expected frequency is calculated the difference between observed and expected frequencies are made which is then squared and then divided by expected frequency. This will give the value of calculated chi square.

Tabulated value of chi square is taken from chi square table. This is done by taking selected confidence interval limit and calculating degrees of freedom using (r-1) (c-1) where 'r' is the number of

rows and 'c' is for number of columns. If chi square calculated is greater than chi square tabulated null hypothesis is rejected else accepted.

1) H_0: Respondents opinion on teaching of vocational course along with curriculum and their area of interest (Specialization) is independent of each other

Area of interest (Specialization)	Teaching of vocational course		Total
	Required	Not required	
Marketing	26	10	36
Human resource	16	08	24
Finance & banking	09	06	15
Total	51	24	75

Chi square calculated is 7.6282 & chi square value from the table at degree of freedom 2 is 5.991. Therefore calculated value is higher than table value. Hence null hypothesis is rejected at 5% level of significance.

2) H_0: There is a significant relationship between respondents opinion on vocational courses in their career & important component of vocational course.

Component	Vocational courses influence in careers			Total
	Develop skills	Generation employment	Personality development	
Regularity in usage	06	14	06	26
Applicable in life	08	11	13	32
Smoothen work	05	07	05	17
Total	19	32	24	75

Chi square calculated is 7.6282 & chi square value from the table at degree of freedom 4 is 9.488. Therefore calculated value is lesser than table value. Hence null hypothesis is accepted at 5% level of significance.

FINDINGS OF THE STUDY

The following are the findings of the study and these findings are based on analysis carried out.
1) 60% of the respondents are in the age group of 20 – 21 years.
2) Majority (57%) of the respondents are male.
3) Majority of the respondents have chosen their area of specialization as marketing.
4) 68% of the respondents say that they desperately need vocational courses.
5) Majority of the respondents say that vocational courses can generate employment.
6) Most of the respondents say that the important part of any vocational course lies in its real life applicability.
7) Most of the respondents say that colleges can provide better resource persons through whom, vocational courses can be better taught.
8) 53% of the respondents say that, the major benefit of vocational courses is meeting employee's expectations.
9) 52% of the respondents say that the ideal time to teach vocational course is along with regular academics itself.
10) 43% of the respondents have rated their perception on vocational courses as average.

SUGGESTIONS

1) Each individual student should be concentrated from year one itself and should be motivated from time to time in his area of interest.
2) Students should receive better counseling from mentors and must be capable of taking independent decisions.

3) Institute should diplomatically deal with certain student related issues such that moral of student as well as faculty should not come down.

4) Time to time training should be given to the students from the inner talents of the institute particularly the proficient faculties within the institutions. Such faculties should be paid reasonable amount of remuneration for their valuable services rendered.

CONCLUDING REMARKS

We strongly feel that today in the employment market supply has exceeded demand. In such cases getting suitable employment which is fit to be accepted, where there is career wise opportunity wise growth and recognition has become a real challenge for both management students pursuing their degrees as well as the institutions imparting education which has dual role to play. On one side it has to groom its students and sharpen their employability skills and on the other side it has to make sure that it provides better resources, infrastructure and manpower for providing vocational education to students. In the coming days lots of new challenges come up, hence it is always better for institutions to remain alert understand the present trends and make students fit for the purpose.

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