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ROLE OF INDIAN GOVERNMENT PORTAL E-PG PATHSHALA IN DIGITAL LITERACY

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Abstract

The fastest growing learning trend in today's epoch is of e-education, which is otherwise also named digital learning. Plenty of online tools and learning management systems are available to guide learners. One of such most effective, highly used resources is the advent of digital libraries. Before the advent of libraries digitization, users had paid learning systems and services. One can have access to learning audios, videos or texts only after becoming a paid member. The cons to this kind of service are that user has no idea about relevancy of contents present on the website related to the topic. This way online learning once was an asset of financially high class of people. However, with the initiative of e-learning programs by NMEICT, MHRD, now studies have become approachable to all financial class learners, providing free education with apt and most relevant contents related to the topic. This paper presents a study on an era that has begun after invocation of digital libraries in India. It is highlighting the arenas of e-PG Pathshala, and delineating its features and impact upon society, its usefulness for all needs of information, providing multi-disciplinary approach to around seventy subjects. This will benefit a student who may not be studying at reputed institutions like IIT, NIT, IIM, AIMS, IISC etc. but wants to gain knowledge from learned faculties or students belonging to such institutes. For them the ease is just a click away by visiting e-learning platforms or by subscribing on channel partners. One can privilege oneself of learning and performing live discussions with an expert team of faculties. It is a boon to all postgraduate students, irrespective of financial backgrounds.

Keywords- *e-education, e-PG Pathshala, Digital Literacy*

I. INTRODUCTION

With the mission and vision of making India the developed nation, the former Prime Minister Dr. Manmohan Singh had initiated *India's Education Plan*, as on December 2007 in the eleventh

meeting of National Development Council (NDC). The aim of this program is to achieve rapid growth of Indian society (Digital Learning, 2008).

To meet this requirement, a dedicated satellite EDUSAT was launched (MHRD, 2008). Some of the broad steps taken by Indian Government for ICT based e-learning are eGyanKosh (IGNOU free study material), Sakshat (One stop education Portal), Gyandhara (interactive audio counseling by IGNOU), NPTEL (study platform initiative by IITians), ILLD (initiative by University of Delhi), e-PG Pathshala (initiative by INFLIBNET library), e-Pathshala (initiative by INFLIBNET for primary, secondary and higher secondary students) etc. This research article focuses on e-PGPathshala learning resources and its accessibility among learners that includes graduates, postgraduates, academicians, research scholars etc. Here presents an analytical study, showing the benefits of e-PG Pathshala with some suggested improvisations.

Briefs about e-PGPathshala



- 'epgp.inflibnet.ac.in'
- 'www.inflibnet.ac.in/epgp/'
- Channel Partner : Vidya-mitra and Epg Pathshala on Youtube¹

The e-PG Pathshala is an educational dedicated portal available in open access. This portal is an MHRD² Project that is being develop by dedicated team of NME-ICT³ department under the guidelines of UGC⁴. The prime objective is to meet curriculum and course content requirement for every postgraduate learner (National Mission on Education through Information and Communication Technology, n.d, p. 9-10).It has the best class of subject experts available to develop help the students. These faculties are from various institutes and universities. They are the brain for developing courseware plus constructing the interactive sessions of e-content between website and students. The digital library portal of e-PG Pathshala ensures to meet the best standards in each seventy disciplines. Thus, qualitative teams of coordinators, investigators,

¹ See also references. In name of e-PGP on Vidya-mitraIntegrated e-content portal (2015) and Epg Pathshala(2013)

² MHRD: Ministry of Human Resource and Development

³ NME-ICT: National Mission on Education through Information and Communication and Technology

⁴ UGC: University Grant Commission

multimedia managers, content writers and reviewers have furnished every disciplines and their respective subjects (E-PG Pathshala, (n.d.)).

As per data record given on the website <http://epgp.inflibnet.ac.in/>, the count of 'Total Visitors' who accessed the e-PG Pathshala since 19-March-2014 to 22-Feb-2018 is thirty four lakhs eighty thousand seven hundred sixty five (3480765). This website is a virtual library of more than eighteen thousand (18,000) e-texts, more than seventeen thousand (17,000) learning videos, more than three thousand two hundred (3200) experts, more than thirty thousand (30,000) quizzes with total count of around 70 subjects and 723 papers from multidisciplinary context (NME-ICT, 2014).

The e-Content Module

It is very important to develop an interactive, dynamic and quality content rich media for the learners. The development of such e-contents aims at delivering the right knowledge to the audience. It is imperative that the content be interactive enough to pass the right message and theory; incorporating animations, quizzes, and simulators with working exemplification, 2D-3D graphics and others could achieve this.

To fulfill these requirements and focusing upon the much advanced and qualified sectors of postgraduates, the NMEICT has proposed four quadrants of e-components for e-learning (Rao, 2011). The portal of e-PG Pathshala is fulfilling these four quadrant conditions successfully. Courseware are designed so, where each subject consists of 16-core paper (4-core papers / 4 semesters / PG course). Each paper contains around 35-40 modules covering 40 hours teaching duration (E-PG Pathshala [Brochure], n.d., p. 2). Each module consists of following four quadrants (*Table I*):

- I. **First Quadrant:** This quadrant furnishes the requirement of accessing e-contents. This may include, e-books, illustrations, PDFs along with embedded video demonstrations. This quadrant involves the designing and defining of course structure and textual contents respectively.

- II. **Second Quadrant:** This quadrant provides teaching environment via e-tutoring. It takes care of visual ability of the student. It provides a zone of rich multimedia programs. This may include 30-45 minutes long audio and video clips, animated topics and virtual labs⁵.
- III. **Third Quadrant:** This quadrant provides the provisions of accessing multiple web resources. This could be in form of hyperlinks that navigates student to the specific external learning resources. This may include, 'Points to Ponder', 'Glossaries', 'FAQs', 'blogs', 'discussion forums' and so on.
- IV. **Fourth Quadrant:** This is the quadrant of self-assessment, an important zone. A student can anytime check his progress or his understanding for the learned subjects by accessing the assessment and evaluation tools. This includes various quizzes, question and answer sessions, multiple choice questions (MCQs), true or false, sequencing, problem solving and so on.

Four Quadrant Approach	
<u>1st Quadrant</u> E-Content ▪ PDF/e-books ▪ Illustrations/Video/Demonstrations ▪ Interactive Simulations	<u>2nd Quadrant</u> E-Tutorial ▪ Content Audio/Video ▪ Animations/Virtual Labs ▪ Simulations
<u>3rd Quadrant</u> Web-Resources ▪ Related Links/Open Internet Content ▪ Wikis/Wikipedia/Anecdotal ▪ Articles	<u>4th Quadrant</u> Self-Assessment ▪ Quizzes/MCQs/Assignments ▪ Discussion Forums/Online Feedback ▪ FAQs

Table I

II. DEVELOPMENT OF E-CONTENT MODULE

INFLIBNET⁶ has designed the courseware for every subjects on e-PG Pathshala. Table 1 is a pictorial representation of development of portal. It also represents the various implemented e-learning methods in form of e-content, e-tutorials, links and e-assessment tools.

⁵ The facility of remotely accessing a fully equipped lab with all essentials tools in multi-disciplinary fields of science and technology is **virtual lab**.

⁶ **INFLIBNET**: Information and Library Network

The education portal Sakshat developed and launched by MHRD, Government of India (2006) has many professional registered users. The prime aim of this site is to furnish the professional demand of teachers and other academicians. It has representatives mostly from Government Organizations like KVS⁷, NIOS⁸, IGNOU⁹, NCERT¹⁰, NGOs etc. (Department of Higher Education, 2016). Many of the relevant e-content materials exported to e-PG Pathshala to enhance students learning. The construction of e-content for this dedicated portal is given in *Table I*. *Picture I* is displaying the implementation for four quadrants of e-education which is represented in form of a pie chart in *Picture II*.

Target users	PG students	
Subjects	77 Subjects	
Maintain by	INFLIBNET Centre	
List of 36 subject identified for 1 st phase to create e-content	There are 77 subjects identified at postgraduate level on which e-PG Pathshala to develop e-content. The e-contents are being developed for 35 subjects.	
	Social Sciences	Education, History, Law, Political Science, Psychology, Social Work Education, Sociology
	Humanities	Philosophy
	Natural Sciences	Chemistry, Earth Sciences, Geography, Physics
	Life Sciences	Anthropology, Biochemistry, Biotechnology, Botany, Environmental Sciences, Food Technology, Forensic Science, Microbiology, Zoology
	linguistics and languages	English, Hindi, Linguistics, Sanskrit
	Management Sciences	Commerce, Economics, Management, Public Administration
	Mathematical & Computer science, information & general works	Computational Social Science, Computational Sciences, Computer Science, Library and Information Science, Mass Communication and Journalism, Mathematics, Statistics

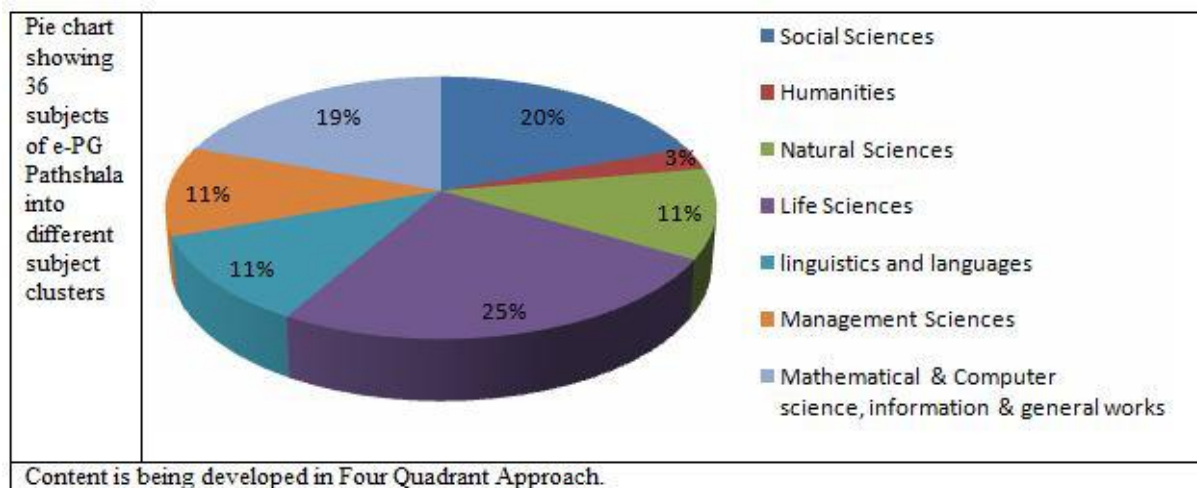
Picture I : Source – (Thakur et al., 2013, p. 466)

⁷**KVS:** Kendriya Vidyalaya Sangathan

⁸**NIOS:** National Institute of Open Schooling

⁹**IGNOU:** Indira Gandhi National Open University

¹⁰**NCERT:** National Council for Education Research and Training



Picture II : Source – Ibid.,467.

III. STUDENT MODEL OF LEARNING

The spectrum of cyberspace is providing a wider scope of learning, group-discussion, forming e-groups, writing blogs or participating in news-groups. Irrespective of such proliferation, there exists a divide, the digital divide. This kind of has divide the whole society into two. One sector has the privilege of best uses of cyberspace whereas the other sector is disadvantaged one. Unprivileged sectors forms the rural India. Thanks to JiO Revolution, which seems to be minimizing digital divide gradually.

The effect of digital divide is very obvious for students. The advantaged students are equipped with many reading tools like Kindle, Tabs and Smart Phones for easy navigation and accessibility to web learning resources, whereas the disadvantaged groups are still dependent upon bindings, papers and notes etc. for learning. Based upon the digitally divided society, this research is enlisting three kinds of learners.

A. Type-1 Learners

They are the disadvantaged group of students unaware of digital libraries and other free modes of learning available for them as an initiative by Indian Government. They face many problems like lack of apt study material, questionnaires and assessment tools due to unawareness and financial terms. Given *Picture III* depicts this below and shows the useful resources for these learners:

Type-1 Learners	Need	Platforms	
 Quadrant 1 - × Quadrant 2 - × Quadrant 3 - × Quadrant 4 - ×	- Information and Communication Technology Equipment - Syllabus, Course, Reading Material - Good Effective contents	e-GyanKosh	
		FlexiLearn	
		CEC	
		Institute of Lifelong Learning (ILLL)	
		E-contents of Fermentation Technology	
		e-PG Pathshala	

Picture III: Source – Ibid., 467.

B. Type-2 Learners

They are the ones who have access to e-content, PDFs, e-books and PPTs. This group of learners are able to collect notes and other study materials, but where they lag is the proper usage of multimedia enriched materials. This may include online videos on some particular topic by a University or a learned faculty. *Picture IV* provides a glimpse to this along with helpful resources:

Type-2 Learners	Needs	Platforms	
 Quadrant 1 - ✓ Quadrant 2 - × Quadrant 3 - × Quadrant 4 - ×	- More add-on - Audio/Visual material - Online self assessment test - Online lecture	NPTEL	
		CEC	
		Institute of Lifelong Learning (ILLL)	
		E-contents of Fermentation Technology	
		e-PG Pathshala	

Picture IV : Source – Ibid., 468.

C. Type-3 Learners

They form the advantageous section of digitally divide society. They are well versed with the usage of e-texts, visual tools like usage of multi-media enriched courses. However, the point of knowledge seizure lies into unawareness of a collaborative platform for online discussions. *Picture V* shows some of such preferable platforms that could furnish needs to Type-3 learners well.

Type-3 Learners	Needs	Platforms	
 Quadrant 1 - ✓ Quadrant 2 - ✓ Quadrant 3 - ✓ Quadrant 4 - ✗	• End to end communication • Collaborative/ Discussion platform • Forum • Participation	NPTEL	
		E-contents of Fermentation Technology	
		e-PG Pathshala	

Picture V: Source – Ibid., 468.

IV. USER ACCESSIBILITY

After identifying the different types of needs of information systems, and all being fulfilled with same source of digital library E-PG-Pathshala, the research has moved to next level of critically evaluating the pros and cons of the portal that is dedicated to provide quality excellence service to post graduate learners. Here are the findings listed in table below:

Pros of e-PG Pathshala Portal
▪ All categories of learners are availing this facility as illustrated from Picture 4, Picture 5 and Picture 6.
▪ Education has become accessible to all.
▪ It provides professional training to staffs and librarians. It also supports Universities and Institutes in conducting seminars and workshops. It has also integrated the workshop cum training sessions for PLANNER¹¹, IRTPLA¹² and CALIBER¹³ programs (Waghmode, 2014).

¹¹ PLANNER: Promotion of Library Automation and Networking in North Eastern Region

¹² IRTPLA: INFLIBNET Regional Training Program in Library Automation

¹³ CALIBER: Convention on Automation of Libraries in Education and Research

▪ Emphasis is given on development of interactive curriculum based contents.
▪ It has opened up a new avenue for better learning experience for LIS students, researchers, faculties, and working professionals (Thakur et al., 2016)
▪ It has quality educational resources for library and information science.
▪ These initiatives have met with a lot of enthusiasm and user acceptance.
▪ Very helpful for rural areas for the purpose of communication in providing informal and vocational training as well as formal education (Sharma et al., 2016)
▪ English speaking, highly qualified and techno perceptive work force faculties provided for learners.
▪ As it is completely free, education has become available to every class of people.
▪ The loot by expensive educational classes is in control.
▪ Quality of online videos and e-texts is very good.
▪ Very helpful for competitive exams preparation.

Cons of e-PG Pathshala
▪ The designing of curriculum-based syllabus has resulted in content duplication.
▪ There is no provision for promotions made at University level. This is due to in-adequacy of funds. As a result, students are still unaware about this vibrant facility.
▪ Duplication in course content creation for Library science and Education.
▪ High peak rise in cases of plagiarism.
▪ The cost of network setup across rural areas can be very high.
▪ No timely updates available. This is because of inability of untrained staff and teachers.
▪ The online mode of communication has resulted in lessening bonding between student and educators.
▪ The lengthy videos of 40-45 minutes long make the content monotonous and tedious.
▪ Some tutors explain the video with blank facial expressions and improper dress code. This distracts the students and makes the content dull and boring.

SUGGESTION FOR IMPROVISATIONS

- There is need to re-design the contents in modular wise arrangement.
- A Modular-Based approach, which includes Topics, related headings and subheadings, should be applicable to every course.
- Adoption of all the necessary cyber policies, planning and strategies by NME-ICT to reduce duplications.
- Provision of grant or financial support for creation, implementation and support of e-education.
- Special invitations to join the portal should be sent to researchers, teachers and students. This will ensure in creating collaborative learning groups and communities.
- Maintenance of ethics while designing syllabus.
- Active Discussion Forums should be devised for student-instructor interaction.
- The instructor training modules and course design of curriculum should also be revised and updated regularly.
- The tutor explaining the subject must have proper body language and facial expressions; he/she must use hands movement to display gestures and must give lectures with full enthusiasm, with proper dress code.

V. CONCLUSION

This paper depicts features of e-PG Pathshala, briefing importance of e-learning explaining its most probable pros and cons. Few of the suggestions are given to make the portal better and to be accessible for every learners. At present, we have many e-learning projects in India but there is lack of awareness among learners; they are not able to get the benefits from it. One such effective and interactive learning portal is of e-PG Pathshala, which is one stop-integrated portal for postgraduate education. The focus has shifted on skilled professionals of society to develop the nation skillfully. In conclusion, this article states that NME-ICT has taken a revolutionary step for enhancing the quality of education with learning portal e-PGPathshala and others like NPTEL, NIOS, SWAYAM etc. However, it needs certain improvisation and proper promotion. If these steps would be taken properly, we can educate the society freely, without any bias and at any time and any place, thereby developing a nation equipped with skillful labors through platform independent qualitative education.

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HEALTH, SAFETY AND WELL BEING IN A BIOCHEMISTRY LAB

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Abstract

Occupational health is a matter of concern as working conditions and job related health hazards can majorly affect performance at work or may cause change of roles or profession. World Health Organization (WHO) defines occupational health as promotion and maintenance of the highest degree of physical, mental and social well being in workers. It is essentially important to maintain an environment that protects physical and mental health of workers so as to facilitate good physical and mental health with relation to work, to achieve best performance from workers in any profession.

Laboratories have their own work environment and though considered relatively safe places as compared to many other occupations, have their own health, safety and maintenance issues which require unique and specific hazard and safety regulations. It is not only certain known harsh chemicals or strong reagents that are hazardous for scientist or any lab user but there can be unknown hazards in a biochemistry lab, which may cause some serious health threats to a laboratory user.

This paper represents unique health and safety hazards, need of SOPs, awareness and risk mitigation plans regarding health, safety and well being in a biochemistry laboratory, and how they may impact quality of research and productivity of a researcher.

Introduction

Health and safety issues are important concerns when it comes to professional well being in all sorts of professions. Only good working conditions and appropriate safety measures can ensure good occupational health, prevent accidents at workplaces and provide best performances. There are health and safety hazards common to all professions. Electricity has always been considered

as a hazard though it is a basic need in today's world. When we address health, safety and wellbeing issues at workplaces it is important to look at general hazards as well as hazards particular to a profession / workplace. This paper focuses on special health and safety hazards of a biochemistry/ biotechnology laboratory and suggests risk mitigation plans.

Review of Literature

Dance (2009) has listed a number of cases where researchers, students or other lab users have suffered from severe illnesses like cancer, developed allergies, and even died. A survey conducted by Mustafa et al. (2008) discussed status of hazards and safety systems in bioprocess industry in India. This survey illustrates that it is very challenging to identify hazards and estimate the risk associated as each type of experiment in any laboratory will comprise a hazard/risk different from another experiment of same genre. Study cites situation in where a genetic experiment on crops (experiment on Gene A of a rice variety) will have entirely different hazard involved rather than on gene B because of the presence of huge gaps in knowledge. Coelho and Diez (2015) showed that biological agents (virus, bacteria, other pathogen) make a wide spectrum of biological hazard in a biotechnology lab. These pathogens pose threat of infections as well as reappearance of old diseases or emergence of new diseases. In the growing field of biotechnology, there will be increased challenges to health and safety in a laboratory, and will also require research to address this threat. Any procedure involving microorganisms can also pose great threat of infection to laboratory staff which may spread to common people

Literature available focuses on variety of hazards present in a laboratory and general/ particular guidelines to prevent any loss due and to ensure safety. It is evident that the users of a biochemical or biotechnological laboratories face a high risk to their health at their workplace. Appropriate health and safety guidelines, more research into this area and developing a safety culture in a laboratory are the need of the hour. (Worcester polytechnic institute, Technology Information, Forecasting and Assessment Council (TIFAC), University of Western Australia, American chemical society, University of Otago, Texas State, Indiana University)

Common Laboratory Hazards

Laboratory hazards in biochemistry/biotechnology laboratory are broadly classified as Chemical, Biological, Equipment, Procedural and Physical Hazards. The risk that can be associated with handling of instruments is Equipment Hazard. Procedural Hazards are health and safety risks

involved in routine handling of lab work and procedures. Physical hazards are also challenging in managing a safe laboratory. Here is a classified list of general lab hazards which have been recognized worldwide (Worcester Polytechnic Institute, Technology Information, Forecasting and Assessment Council (TIFAC) , University of Western Australia, American Chemical Society, University of Otago, Texas State, Indiana University, United States Department of Labor, Trent University). Table 2 shows some examples of common hazards present at a workplace and some unique way to set up a laboratory.

Table 2: Types of Hazard

Type of Hazard	Description
Physical	Heating devices, noise, projectiles, fire, cold, etc.
Equipment	Centrifuges, microtome, electrophoresis devices
Procedural	Glassware, handling and disposing materials, sharps
Chemical	Toxins, corrosives, flammables, and reactives
Biological	Microbes, animals, plants, and genetically modified agents
Radiation	Ionizing and non-ionizing radiation
Electrical	Fire and shock
Mechanical	Moving machinery
Ergonomic	Standing, repetitive motion
Airborne	Vapors, dust etc.
Safety	Unguarded machinery, moving parts, tripping hazards, raised work area, unsafe wiring etc.

Identifying the Hazards and Risk Assessment

To have good health, safe working and well being in a laboratory it is extremely important to study the work area, type of work being perused so as to identify the possible hazards, assess the risk and accordingly lay out a plan / guidelines to manage hazards and make laboratories safer places to work.

As Biochemistry/ Biotechnology labs have peculiar hazards, their uniqueness needs to be considered to eliminate risk associated with them. Ignoring laboratory guidelines in a Biochemistry/ Biotechnology laboratory may result in serious consequences (University of Otago).

- Swallowing hazardous chemicals
- Microbial infection

- Spilling of substances during filling or transferring from one container to another
- Cuts, burns due to incorrect handling of glassware and chemicals
- Accidentally dropping containers of hazardous and infectious substances
- Exposure to hazardous reagents or fragments of shattered glass of a vessel
- Explosions or fire, Flammability, toxicity
- Physical and infection risks presented by some waste substances
- Catching infection or diseases due to exposure to any biological sample if not stored/handled/disposed off properly

These are some possibilities if hazards are not taken care of while working. In order to make laboratory a safe work place every laboratory should follow the sequence/procedure which is given below-

- Identify possible hazards
- Assess risks
- Manage risks
- Monitor control method

Above procedure must be followed without fail, which should further result in formation of SOPs/ safety guidelines for users of that laboratory. Possible hazards should be totally eliminated or managed carefully with specific guidelines. Every laboratory should display work guidelines to be followed by all laboratory users. Users should have knowledge regarding the materials and work they are performing.

There always is a possibility of encountering new hazards. Any new hazard or risk observed by anyone should be noted and added to list of known hazards. New risk factors should be addressed immediately and should either be totally eliminated or managed.

Laboratories should be assessed regularly for risk by undergoing safety audit as per checklist. It is important to appoint a person responsible for keeping a check on laboratory safety on regular basis. To assess overall risk in a laboratory, identified hazards should be checked for the frequency in which they may appear during work.

Appropriate control measures should be applied to manage known hazards, and each laboratory should be well equipped to handle uncontrolled hazards in an emergency situation. Users should be provided with personalized safety equipments alternately, general safety equipments should be installed, and all users should be trained to use them during an emergency. This requires training and safety drills conducted on regular basis.

Biochemistry laboratory offers many unique workplace challenges as there can be microbial and animal models of work present which may include hidden biological hazards as unknown infectious materials, pathogens, allergies causing serious health problems to people directly or indirectly involved in such procedures.

Scenario in College Labs

Schools are the first to introduce laboratory to their students and so should be first to begin with laboratory safety. Students sensitized for laboratory safety at an early age will grow to understand the importance of laboratory safety at all times during their laboratory usage. Colleges with biochemistry laboratory have responsibility to provide safe laboratories for students, staff, faculty and other users of laboratory. It requires teachers, students and other users to know the methods and materials of their work and follow procedural as well as safety guidelines.

A college laboratory, with large number of students entering the lab, has special safety concerns. As the students are new to laboratory environment, risk is increased because of increased possibility of human error during laboratory procedures. Spilling of reagents, breaking glassware, errors in pipetting or transferring liquids can be easily encountered in a college laboratory and can sometimes have serious consequences. Often, in colleges in India, laboratories are shared by students from junior college to students from master's courses. This increases the risk factor as increased number and variety of users of a laboratory increases the chances of mishandling of the laboratory. Additionally there are increased chances of a risk not being reported and not attended. Variety of procedures performed in the laboratory are also increased which requires a variety of safety measures to be applied Hence, it is more challenging to apply control measures.

A survey conducted across biotechnology industry in India (TIFAC, India) shows that overall level of laboratory safety standards in biotechnology is below satisfactory level and the worst conditions are present at medical college labs and hospitals. The safety requirements are not fulfilled by institutions, and procedures/SOPs/safety manuals are largely misplaced.

Recommendations for Better Laboratory Safety and Well Being

To have safer laboratories at colleges it requires that the instructor or faculty should be well trained in best laboratory practices in order to ensure their and student's safety as well as to inculcate a culture of safety in science laboratories. Faculty and students working in laboratories should be well aware of laboratory guidelines and should have a strong sense of safety. Also they should be trained to respond effectively in case of emergency.

In academic laboratories it is important to follow the procedure to identify hazard, assess risk, manage risk and application of control measures. Here are some suggestions to follow for colleges to achieve better laboratory health and safety-

1. As per the layout of laboratory, hazards should be identified and based on their classification, risk should be assessed.
2. Safety guidelines should be followed strictly by instructor and other laboratory staff to ensure implementation of the same by students.
3. Work and safety guidelines must be displayed clearly in the laboratories.
4. Signage should be put at appropriate places, and laboratory users should be well aware of these signages.
5. Teacher / instructor must instruct students each time before/during an experiment regarding care to be taken or safety measures.
6. Experiments should never be left unattended, and students should be well guided about handling of equipments, chemicals, or glassware.
7. Pipetting of liquids should never be done by mouth; open flames should be avoided at all times.
8. SOPs should be followed for all the work.
9. Hazardous chemicals should be labeled and storage of such chemicals should be done separately and as per the guidelines.

10. Chemicals should be ordered in required quantities only to avoid waste generation. Recycle strategies should be attempted before discarding chemicals completely.

11. Waste disposal guidelines should be prepared and followed for hazardous waste. Minimizing chemical as well as biological waste production would lead to minimum hazard. Emergency exits should be easy to access and first aid should be readily available.

12. Presence of fire extinguishers and treatments for small injuries should be handy.

Other strong recommendations for enhancing hazard management and safety practices in laboratories are as follows -

1. To set high standards, there should be exchange of information with international standards to create need based guidelines in India. These should be covering the large and versatile field of biochemistry/biotechnology.
2. At every institution, hazard management and safety practices should be reviewed at regular intervals.
3. More research should be carried out to support changing needs and filling the gaps.
4. Running awareness campaigns on safety issues in laboratory is very important.
5. Industrial and academic laboratories should complement each other and implement safety guidelines given by government agencies.
6. Government should give priority to safety topics in research and budgets. There should be no tolerance policy against neglect in safety measures. Occupational health in laboratories should be prioritized.
7. In academia and industry recognition /accreditation should be based on high hazard and safety standards.
8. Safety culture should be initiated right from school laboratories.

It is observed that safety is not a priority. Hence while working in a laboratory, the attitude is casual, e.g. wearing lab coat is essential in any biochemistry laboratory but seldom students/staff at a college laboratory wear them by choice. A study by Mustafa et al. (2008) shows that the overall standard of health care and safety in Indian laboratories is lower than international standards, and advocate that accreditation of institutions should consider hazard and safety status of laboratories.

Conclusion

Health, safety and well being issues should be on top priority of research. With the ever changing world, the challenges in all work fields including laboratories will increase. However, there would be newer hazards being recognized now and then. Keeping an eye on these upcoming hazards and managing older known hazards with appropriate control measures is the key to maintain good health, safety and well being in a biochemistry laboratory.

A strong safety culture requires commitment from the users and managers of a laboratory as well as policy makers. The major lacuna in such issues, especially in developing countries is because of policies at governance level and unwillingness of implementers at the very ground level. There are many factors responsible such as attitude of officers or people of academic hierarchy, funding agencies, resources available to an institution etc. (National Research Council, 2014). In any given situation it is the responsibility of an institution to follow a high standard of health, safety and well being in a laboratory in order to ensure not only safe working, but also productivity and quality in work.

It is the responsibility of each individual involved in working of a laboratory to follow SOPs and safety guidelines, make new whenever and wherever required, to carefully observe laboratory for any hazards and be quick in reporting and managing them. Workplace environment is the key to performance and productivity of a worker. Good health of laboratory user ensures good amount and quality of work, no shift of career and a high performance. Ultimately safety of laboratory users should be our highest priority, and inculcating a safety culture in a laboratory should begin with the first-ever encounter of a person with the laboratory.

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CONTEMPORARY RELEVANCE OF HUMAN RELATIONS APPROACH IN MANAGEMENT

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Abstract

Harman Relations Theory fundamentally focuses on management as a web of interpersonal relationship. The theory lays great emphasis on behavior role occupants in an organization based on formal structure. In such case, the level of workers' production and organizational output is determined by human relations at work rather than the physical and economic conditions of work culture. In such case, the informal organization plays a significant role in determining the organization efficiency and transparency. One should not do much work if one is a 'rate buster' and one should not do little work is one 'chiseler' and 'squealer'. The paper examines various human conditions and experiments in America, Europe and India to asses as how human behavior is import today despite economic globalization, hi-tech revolution and impact of ICT culture on human resource management.

Key Words: *Human Relations, Management, Organization, social behaviour*

Background

In a layman's language, Human Relations is the body of knowledge to understand the behavior of mankind that lays stress on individual workers for satisfactory establishment of values and principles of life. Very often it is associated with utilization of human minds, integration of knowledge power, productive work culture, attitude, behavior, emotions, motivation, feeling and ideology of action. It supports integration process, cooperation and satisfaction at all managerial levels. Human Relations Theory of organization arose in 1930's in opposition to scientific management school. It was greatly influenced by Hawthorne Studies in America where large

number of proponents like Elton Mayo, F.J. Roethlisberger, Robert Merton, A.H. Maslow, Alex Bevelas, Chris Argyris, Keith Davi, D. Cartwright and Leonard Sayles gave primary focus on human beings, psychological motivation and informal group of behavior. Scholars established that the nature of man is impressively unique and almost incredible. None of the scholarly or scientific values can be evaluated, examined and analyzed without the application of 'Man World: A Rational End'.¹

Human Relations in Management (HRM) is one the most discussed and critical areas of research in public administration, management and social sciences. It is the single, most acceptable and comprehensive areas in Management Sciences that has made dramatic impact on life pattern. The name of human resource itself suggested the importance of theory as it views human being as a social model and not a machine, science or discovery. Classic exponents of theory commonly believe in five common principles: land, labour, capital, enterprise and organization, as the key to understand human ideology. Truly speaking, no scientific development is possible without the application of 'human brain' as the gift of nature. It is most commonly linked with developmental activities like education, industry, technology, science, media, administration, judicial system, labour management, fiscal policy, insurance, banking and social security. The handling of physical, material and financial are integral to 'Human Engineering'.

Need of Human Resource

Question about the need of HRM remains a debated topic now and then. An anonymous scholar has truly said: 'The purpose of HRM is not simply to discover clever technique for winning friends and influencing people. It is rather a means to assist working more effectively through improved morale and motivation'. HRM remains a path breaking in the discipline of public administration and is based on human being as the rational creature who can apply the best tool to solve human problem. No machinery or artificial technology can conquer human minds as a 'social man' rather than 'machine man' - the crux of HRM.

The fundamental principle of HRM was coined by Elton Mayo often called as 'Father of Human Relations'. However, the idea got instrumental support from Fritz Roethlisberger, associated with Graduate School of Business Administration, Harvard University, USA. As a great visionary, futuristic and well trained in medicine, psychology and philosophy, both Mayo and Fritz established identity in HRM and developed several theories and applications in due course of time. However, Mayo's ideas got instrumental support from American Political Science Association (APSA) and American Public Administration Society (APAS) for a single reason that he conducted series of experiments that popularly came to be known as 'Hawthorne Experiments' which were believed to be the foundation HRM Theory. The test was conducted under the supervision of Western Electrical Company (WEC) Chicago, and the company had a great reputation in terms of managerial efficiency, impressive wage system, good employee relations, liberal working hours and leadership qualities. Unfortunately, however, WEC started facing serious challenges due to competitive modernization of other companies in USA during 1920s. Soon, WEC Management took alternative initiative to modernize the firm with best managerial efficiency by using scientific tool but failed to earn wider reputation. Finally, WEC had no option but to approach the experts of Harvard Business School that took concrete initiatives where Mayo himself accompanied with several experiments which included Great Illumination Experiment (1924-1927), Bank Writing Experiment (1930-1932), Human Attitude & Sentiments (1928-1931) and Human Behavior Action (1932-1934). In a nutshell, HRM has been one of the best classic examples to examine the behavior of mankind that became imperative to focus on informal organization.² Mayo's three prominent works: Human Problems of an Industrial Civilization (1933), Social Problems of an Industrial Civilization (1945) and Political Problem of Industrial Civilization (1947) became the backbone of HRM as shown in the following table.³

Table: I WEC Management Related Experiments

SL. No.	Experiments	Remarks/ Role/Major Test
1.	Great Illumination Experiment	➤ Assess the impact of working culture on environment and Industry ➤ Two Groups of female workers were deputed as mechanical engineers to assess the performance of telephone relay
2.	Human Attitude & Sentiments	➤ Mayo group conducted research on attitude and sentiments to assess the likings and disliking of workers/employees ➤ Experiment on 21,000 workers acquired new skill and better fellow workers ➤ Findings showed the social situation as crucial to assess human sentiments
3.	Bank Working Experiment	➤ Role of Psychology and industrial productivity ➤ Engagement of male workers for writing jobs ➤ Payment of wages as per nature of work ➤ Contractual results of workers refused to work like an 'Economic Man'
4.	Social Behavior	➤ Behavioral pattern and deep seated distrust against management ➤ Findings were based on close knit group

Results of Elton Mayo's Hawthorne studies proved the human relationship as the most important determinant. The researchers realized that productivity increased due to relationships being part of a supportive group where each employee's work had a significant effect on the team output.

Chester Barnard: Experiments of Human Relations Theory

A great American scholar of Human Relations Theory, Chester Barnard has presented the most scientific way by evolving a social system. Broadly speaking, Barnard's theory is characterized by:

- i. Organization is based on 'cooperation cooperation' model as the key to understand Human Resource.
- ii. Need of coordinated and balanced underrating between form and informal organizations are must.
- iii. Consent or acceptance is important to determine the willingness based on four prerequisites: authority, popularity, knowledge power and conformity.
- iv. Organization works as 'Equilibrium of Power' between sacrifice and satisfaction. A moral understanding is must to assess human resource.

In fact, human relations management theory believes that people desire to be part of a supportive team that facilitates development and growth. Therefore, if employees receive special attention and are encouraged to participate, perceive their work as significant, and they are motivated to be more productive, resulting in high quality work. Factors like individual attention and aligns with the human relations theory, motivational approach and human relations in business are important constraints. The following table provides a brief outlook of Human Relations Theory.

Table II: Human Relations Theory- An Overview

SL. No	Remarks
1.	Individual attention and recognition alignments as imperatives
2.	It is the logical extension of motivational pattern
3.	HRM is crucial in business and management principles
4	Increased attention of workers fetch better outcomes
5.	Being human as Machine Model through different psychology and distinct ideology exit
6.	HRM is a universal phenomenon and applicable to a particular society
7.	HRM Model is a subject to change depending on different environment, and psychology of man
8.	Once an individual or person is kept on observation, he/she shows better performance.
9.	HRM always remains complex ever since the existence of social laws
10.	Howthorne Model can be used as a piece of classic work, continues to remain relevant.

Employee Relations: An Indian Perspective

Human relations scenario is constantly changing world wide and India is no exception. However the role of state, government and different NGOs have major role that embark a huge difference to the subject of Industrial relations. Today's educated workforce and workers have a need to control the workspace, and are paranoid about obsolescence, thus the jobs need to be challenging, and focus should be on innovation and upgrading their current skill set. Economic development has brought changes in Indian society. India presents a typical scenario of HRM due to prevailing differences in ideology, social variations, linguistic

regionalism, work culture and political system. Consequently, there is a big gap in the attitude of non skilled, semi skilled, skilled and highly skilled employees. Hierarchy of power, unity of command and span and control practice in India system are under serious threats, resulting in frequent Industrial strikes, *Gherao*, lock outs, use of uncomfortable slogans, and caste-class-religious gaps. It can be briefly mentioned as follows:

- i. Develop, implement and administer policies and programs that are related to the management of all managerial colleagues to ensure the maintenance of a positive and productive employment environment. Monitor for fair and consistent application in Industrial and administrative management of India.
- ii. Provide assistance, guidance and counseling to the Managing Directors, Leaders and Line Colleagues in order to maximize the quality and professionalism by listening and interpreting concerns and objectives and seeking solutions.
- iii. Employers need to ensure compliance with all laws as well as regulations that pertain to Human Resources by reviewing current management practices, implementing new procedures and communicating verbally and in writing any new requirements through supervision of affirmative Action Program.
- iv. Supervise promptly and inform all problems or unusual matters of significance coming to his/her attention. Corrective action could be taken when appropriate.
- v. Serve as the point of contact for employment relations in managerial and civil service practices.
- vi. Monitor adherence to internal policies and legal standards.
- vii. Deal with grievances and violations invoking disciplinary action when required.
- viii. Anticipate and resolve litigation risks and report to senior management by analyzing data and using HRM metrics: policies and programmes. Such affirmative guidelines are imperative to promote better human relations in managerial, professional services and corporate governance.

HRM and Status of Multinationals in India

India, world's largest democracy and second largest population with over 1300 million inhabitants, continue to face serious challenges in several scores. India's mismanaged economic sectors, uninterrupted labour unrest, uncomfortable track of educated employment, poverty line records, communal fringes, scams and scandals, and politically motivated government programmes directly affect the function of Human Relations. Besides, rampant administrative corruption, black marketing, lapse of polices and visionary public sectors are also responsible for managerial human relations. Knowingly well, a single handed Modi Government's Directions, censorship of press, bargaining with corporate sectors, imposition of demonetization, new GST Rules, poor organizational skills and corrupt practices in several social services are effective conditions to human relation discourses. Both domestic and multinational corporations have partly fulfilled the basic objectives of Human Relations in general. The following table provides an overview of selected sectors.

Table III: HRM: Tracks in India & Multinationals (Only Five Best)

SL. NO.	NAME OF FIRM, COMPANY, CORPORATION	OVERVIEW OF MNCS & THEIR FAMILIES /	HUMAN RELATIONS TRACK RECORD
1.	Maruti Suzuki	Since 1981, A Japanese Suzuki India Limited, Commonly Referred as Maruti Udyog Limited, is the largest Automobile Manufacturer in India. Range of Cars: Maruti 800, Alto, Ritz, A-Star, Swift, Wagon R, Zen, Dzire, Kizashi Sx4, Eeco, Omni, Suzuki Ertiga And Sports Utility Vehicle Grand Vitara Are Duly Noted.	Maruti Suzuki has shown the Best Performance in Human Tracks in India. Number of Contract Workers at India's Largest Carmaker Increased by 61.5% between 2013-14 and 2015-16. Maruti had 10,626 Contract Workers, 13,259 Permanent Workers And 1,276 Apprentices as Oof 31 March. The Total Workforce at India's Largest Carmaker Increased 24.41% to 25,161 during the period, according to the

			Company's Annual Report.* The Competitive Automobile Market has affected the Production and Sale of Maruti Vehicles.
2.	Pepsi-Co	Pepsi Co. Inc. entered the Indian market with the name of PepsiCo India since 1989. Fastest growing coke company as well as largest beverage and food manufacturer. Expansion of Good-For-You Business has virtually captured India's 50% market force.	Good pay and fast promotion remain the priority concern. Now the company is undergoing serious threat due to peoples' awareness about the bad effects of cold drinks and beverages.
3.	Nokia Corporation **	Oldest Known Since 1865, Largest Mobile Company Entered in Indian Market in 1990. Normal Mobile Handsets, Smart Phones, Touch Screen Phones, Dual and Business Phones with Digitally Powerful features are available in Market.	Worker's needs are becoming secondary concern. The end result is that all employees, numbering over 22,000, of Nokia Chennai factory were fired and left to fend for themselves. The company has fading glory due to competitive business ventures in India.
4.	Microsoft	Microsoft Corporation India Private Limited, The us Based Microsoft Corporation, one of the Software Giant, has got their Headquarter in New Delhi that started its Operation in 1990.	i. Microsoft Corporation India (Pvt.) Limited (Marketing Division) ii. Microsoft Global Services India iii. Microsoft Global Technical Support Centre iv. Microsoft India Development Center v. Microsoft IT. vi. Microsoft Research India . All are favorable conditions for employees as IT sectors remain the most preferred interest to young generation of India.
5.	Flip Kart	An American Online Business Brain, Flipkart is an Indian E-Commerce Company Founded In 2007, by Sachin and Binny	Online Shopping of Books, Mobile Phones, Digital Cameras, Laptops, Watches, Clothing & hundreds of other Products at Best Price in India. With extensive support of MNCs

		Bansal and Headquartered in Bangalore.	products, it is now the biggest online shopping mart. It is the most customer friendly and less labour incentive entrepreneurs. GST, other tax conditions and new online companies have affected the marketing and sale of Flip Kart.
*www.livemint.com **http://www.gadgetsnow.com/tech-news/Microsoft-Nokia-deal-disregarded-workers-needs-Labour-Union/articleshow/46310958.cms			

Apart From The Above Said There Are Also Large Number Of MNCS Controlled Allied Services. Some Are: Atlantic Data Group (Market Research), Oracle India (It Software), Icici Securities (Financial Services), Idea, Vodafone, Airtel (Telecom), Toshiba, Cosmic Meltdown Crew (Event Management), Tesco (Retails), Ingram Micro (It Hardware), Ibm (Software), Oxfam (Ngo), Bajaj Alliance & Max New York Life (Insurance), Spice Jet, Indigo, Goaair (Air Buses), Kotak Mahindara Bank, Hdfc (Banks), Ansr (Printing), Dhl Express (Logistics), Cadbury (Milk Products) And Domino's Pizza (Fast Food).⁵ Besides, Other Important One With Satisfactory Human Relations-Cum Machine Age Are: Lenovo, Asus, Coolpad, Gionee, Huawei, Vivo, Oppo, Accer, Htc, Dell, Apple, Hp, Motorola, Blackberry, Toshiba, Panasonic, Philips, Samsung, And Lg.

The list is only an indicative one as there are large number of multinationals in market but most of these do not represent the spirit of human behaviour in HRM. Consequently, there is a loss of community feeling and social values. On the other hand, large number of industrial organizations and corporations in India like Swadeshi Tata, Birla, Dalima, Hindustan Levers, Patangali, i-Ball, HCL, Intex, Karbonn, Lava, Virgin, Videocon, Xolo are also important to assess the track record of HRM. In short, HRM requires a balancing approach to understand work ethics.

Findings

Both Mayo and Bernard made substantial sacrifices to popularize HR Theory but virtually failed to understand the true meaning of Modern Machine Man. Hence, HRM Theory lacks coherent and abstract principles, leadership pattern, and true values of changing life behavior. Consequently, the theory led to a series of controversies and continues to remain in a whirlpool despite acknowledging the importance of workers. The theory is too much simple to understand the undergoing challenges in management world and realistic pattern of life. India has changed dramatically over a passage of time where HRM approaches are fading glory and ethos need to be replaced by material supported ideologies. Eras of globalization and economic liberalization have brought major changes and revolution in men's perception that need to be radically replaced by realistic perspective. In today's competitive world, HRM is outdated where classic management theories have been replaced by modern scientific management. ICT Revolution, E-Governance, and hi-tech culture have been replaced by the new fastest growing economy and management.

Despite odds and challenges, the traditional content of HRM is immensely important as Hawthorne experiments conducted several realistic modes of human nature. In fact, HRM related Theories are characterized by classic intellectual foundation which cannot be brushed aside simply as scientific logics. The formula, 'Old is Gold' has immense reality. Mayo Formula cannot not easily forgotten from the classic pages of organization and immense historical realities. Mankind is not simply hungry for money. After all, Mayo's ideas remain the constant source of inspiration now and then in management world. In fact, the psychological motivation and its distinct dynamic behavior are not less important.

The shortage of 'Man Made' Human Resources due to impact of globalization, and economic liberalization, Hi tech culture, online revolution, ICT crze, and digital technology cannot be easily compensated with human minds due to limited appeals, non- emotional ties and poor application of human resources. Many critiques have suggested to have harmonious blending of human minds with scientific applications for prospective India that have supported the case of HRM. Of course, there is a greater need to supervise, coordinate and motivate human conditions to provide sustainable guidance. Civil servants like IAS, IPS, IFS, offices, Bank Mangers, CA Consultants, and even academic bodies are really important considerations for India.

Unfortunately, however, as the UN Human Development Index has shown a very pathetic record of HRM as India is one the most corrupt countries in the world in terms of Employee-Management Relations. India therefore requires to maintain social mainstream, legal safety and balanced human relations on priority basis.

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EMPLOYEE ENGAGEMENT

Cicely Greaves,

Independent Research Scholar

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Abstract

In the Human resources industry, it is the responsibility of those in a place of decision making to put best practices in place to assure that the employees are being given the tools to be successful on the job and in everyday life. There are current and past theories that have been used in many ways resulting in positive transformation for all. This study will show how theories and positive practices using the right methods for change will have an effective impact for the entire organization. The change can make an environment participatory, inclusive and engaging. Theories from the past and of present day can be married to create a comprehensive plan of action. Once employees are hired and are working on the job, there must be an analysis done to see how to nurture them through “Employee Engagement”. According to Macey et al (2009) when an employee is truly engaged there are four components of fulfillment, such as a sense of being enthusiastic, urgency with the right energy and not a feeling of burnout, being focused on all that needs to be completed without any distractions and intensity to the fine and larger details of the tasks that need to be completed.

Introduction

Organizations when searching for employees look to attract the best qualified and most experienced candidates to fill the position that might be created or is vacant. A lot of attention goes into advertising and interviewing, sometimes in a very extensive way to make sure that the financial investment that is going to be put into this new employee will be beneficial to the organization and that the person will stay in the company for longevity. It is quite a huge investment to have to put into someone who will only stay for a brief time or, if it does not work out. Having said that, the next step to attracting, hiring and maintaining productive employees is to make sure that they are actively engaged while they are on the job. They way to do this it to make sure that the culture of the organization is established and that the new employees and

existing employees are aware of the culture. This can be done by creating a vision such as a Mission Statement, which is one that includes the employees as well as the customers/clients. Once it is established, it will exude within and outside of the organization.

One way that this could be done is by creating a comprehensive plan for the entire hiring process. From the date that the person is hired, a checklist should be maintained with dates and times of when something should happen; with one on one meetings, interactions, trainings, along with focused activities which would include social events. When it is done in a systematic way, then there is a less likelihood that things will fall through the cracks, and ensure that there are no assumptions made and that no one is being taken advantage of.

The place to start is to make sure that the leaders in the organization starting from the top are given the tools to be able to first manage the self, their feelings and emotions. Often, there are personal behaviors and traits that have been learned over time and not been addressed, that will cause employees to feel as though they are being treated less than the way they should. How can one expect respect from others if they don't have self-respect? It starts with empowering the leaders through different methods. The way that this can be done is by integrating each one's beliefs and by putting them into a form of values, or more preferably virtues, because values differ from person to person, but if there can be a collective set of virtues such as peace, happiness, kindness, love; these are universal virtues because intrinsically people want and search for these things.

Freud talks about the id, ego and Superego; they are three things that make up the human psyche, which is also called the personality. The focus will be the Ego, this is the mechanism that creates what the world truly means to everyone. It helps each person make decisions and this is based on their inherent personality. So, in fact it helps the person to make decisions and it assists them on how to behave, based on societal norms. So, the ego likes to not experience any adversity and therefore seeks to always want happiness. It does not like to encounter any negativity. (www.simplypsychology.org)

Freud states that we do not want adversity. Having said that, we know what is needed to make a person satisfied, and therefore we can use Freud's theory to plan on how to engage employees in the workplace. We can do this by making sure that we are meeting the needs of the ego but not in a negative way, so as not to encourage behaviors that would create behaviors that are adverse.

For instance, under paying an employee would make them unhappy and then they might have to engage in another job, which will then have a negative impact on the current job that is considered their “primary” job. It could also possibly make them want to steal from the company or elsewhere to make ends meet. All these things must be taken into consideration.

The way to make sure that the employee is fulfilled is to meet the needs of the employee based on what is fair and equal. When the employee feels that enough effort has been made to make sure that there is fairness, they will automatically operate in a more virtuous way by being cooperative, supportive, reliable, contented, full of zeal and enthusiasm, and ultimately a longtime dedicated engaged employee.

Employees that are fully and actively engaged can be productive, energetic, skillful, reliable and motivated. (Klassen et al, 2012). The way to make employees responsible for themselves, their behaviors and their actions is to empower them to be responsible for themselves. The way to do that is by using the self-regulation theory - it teaches individuals how to deal with stressful situations (Latham, 2012). Employers bear that responsibility as there are times that the workplace can be quite stressful and if there is not the right method in place to support everyone, it will lead to employee burnout that can have a negative impact for all.

How can there be support for employees overall, especially in demanding situations? The way to do that is to provide supportive methods such as a value-based method, that does not include any dogmas such as religions etc. Being creative by extracting each one of the universal qualities and then planning to implement a value-based program that will make the environment more inclusive as everyone will then feel valued. (Meng, 2016) discusses how Spiritual Leadership at the workplace, works and how it creates a marriage between each and everyone's beliefs. It is a clever way to support employee engagement as it explores how organizations can be inclusive of all beliefs. When these different methods are used, it is a way to have a complete transformation of the entire organization's way of doing things in a more lateral way instead of top down.

Best practices

Leadership is a crucial factor in the equation and this takes a lot of planning, coordination, picking the right methods that will best serve the leaders for growth, and that will fit nicely into the organization's culture of the leaders, employees and management. The leaders such as

supervisor's managers etc. will be given the task to turn key the information and be able to disseminate it in a way that is consistent and inclusive, again not a top down mentality. Selvi, Tamil., &Thangarajathi (2010) said that an effective leader is one that will achieve being able to master basic skills. Once they can do that, they will be able to communicate with the team that is assigned to them and be able to do some team building that will consist of new fresh ideas, therefore making it creative in nature. If the old methods are not working, it is time for a change. Obstacles, life changing and altering situations can occur in a second, and how is one able to deal with that without taking out on the self and others? Once emotions are under control, then a leader is better able to manage in a much more effective way and will be able to play the part of a leader that would be more conducive to the environment. How is one able to make these changes? There are different ways to control how one manages situations, and this can be done in the following way. Currently there are many various places that are using tools such as mindfulness, yoga etc., alternative ways to cope. One method that is becoming increasingly popular is meditation, which has been used in the East for a very long time, and has now become very popular in the West. This can be a very effective tool for managing the self, especially one's own emotions. It can relax the mind, the body and help a person to see things differently after having a moment to calm down and regroup instead of reacting to a situation, and being able to effectively respond, therefore harmonizing the situation.

Mediation on a consistent basis will train the mind how to compartmentalize things in a more productive manner, in a way which is more rationale and once a leader is given training in this area they will be able to train the employees on how to do meditation. However, it should be done in a more controlled and uncontrolled manner, meaning if a person feels they need a few moments to regroup, they should be allowed to do so. However, if the whole organization is meditating at the same time it can really have a positive effect on the environment.

Self-Regulatory theory

There is a theory that deals with how to manage, and it is called the Self-regulatory theory Meng, (2016) states that it is an effective tool, which teaches how to implement what was once learned in all aspects of life. It is a wonderful way to teach leaders to be more effective and to change the way that they are dealing with everyday life; once they have mastered the change they will then

be able to role model for the entire team and beyond. It is a natural progression of what one sees that appears to be attainable and agreeable. Others will also want to do the same.

Bukowski, E, (2015) states that when deciding on a value-based method, it is best not to get caught up in the dogmatic systematic way of doing things, not to discuss things that are not beneficial tactfully, and not to get caught up in individual faith or practices - just capture the essence.

Gold, Evans, Earley, Halpin, & Collarbone, (2008), Hodgkinson, (1978:5) state “The intrusion of values into the decision-making process is not inevitable; it is the very substance of decision”. This is crucial regarding making the fair and equal distribution of all who are a part of the stakeholders. If anyone feels as though they are left out, it will become a failed attempt at change, which will defeat the purpose, be a waste of manpower and resources, and the same behaviors and actions will continue. It must be carefully thought out to effectively make transformation happen. Leaders should be empowering, engaging, trusting, respectful, optimistic, have an even temperament, be inclusive, consultative and participatory. These are values that can be gained by implementing a common vision.

Life Code Matrix

This approach the Life Code Matrix or LCM is a very good method, and this is grand in teaching persons how to motivate the self and to become a master of the self. When behavior traits are harmonized one will be able to say that they are a master of the self Owler, (2012); Sturt (2007) they conducted a study on how to motivate through the correct facilitation process. Their study consisted of 15 participants, in which they had to complete a survey based on the LCM method. Once the survey was completed, the results showed that there was a better understanding of the self, especially directly aligned to personality traits. This goes back to what Freud said the ego is directly aligned to personality traits so that the transformation can happen. This outcome gave them the incentive to change any adverse behaviors and outlook on events that happened.

Meditation techniques

There are many different types of meditation techniques. There is Raja Yoga mediation which is facilitated by the Brahma Kumaris, and there are two of many meditation techniques and practices and they are called Samatha Meditation and Vipassana Meditation. It shows how both techniques can be effective when practiced. A study was done on twenty management scholars from varying universities. Vispassana meditation was presented at a workshop at the American Academy of Management (Marques & Dhiman, 2009). The findings were very encouraging. It showed that the participants reported that after the meditation, there were distinct benefits and advantages. The scholars unanimously agreed that the advantages outweighed the disadvantages if any. After that, they participated in mediation more regularly. The study showed that it gives the participant an opportunity to develop better focusing skills in the workplace. Emotional intelligence improved and there was less negativity in their thoughts. A higher level of consciousness was attained, and each one was better able to manage their emotions. There is a definite shift in the atmosphere, in this case, the work environment. Each person will be able to better manage their emotions if one person, the leader, can better manage the self. All the stakeholders will benefit by just one person being able to lead the way in perception, interaction and response. (Marques, & Dhiman, 2009).

Emotional Intelligence

Emotional Intelligence or EI is another method that can be applied to the workplace and life in general. Competency increases. Kafetsios, Nezlek, Vassilakou, (2012) did a study that shows the correlation between competency and the way that the leader effectively works with their subordinates. But first what must happen is that the leader must be able to manage one's own emotions. When they can do that, it will affect the way the employees perceive the leader, and they in turn will interact with the leader and each other in a more cooperative way. Goals and objectives will be met because of the social emotional persona.

In an educational institution, it is important to be able to demonstrate Emotional Intelligence as this is a motivating factor that will give the leader the support, trust and respect that is needed. Having an unobstructed vision makes the leader effective in motivating the staff. This will make them dedicated to the organization and the leader if they are credible in their interaction with the

employees. Along with dedication, productivity will increase, and the environment will be calm more efficient. Productivity then becomes more stable, this is advantageous (Baba, M, M & Siddiqi, M.A 2017).

Workplace motivation

There are employee engagement theories for workplace motivation. Macey et al (2009) describes them as being productive and a chance for positive engagement. When employees are engaged in a way that is nurturing and inclusive it will affect productivity in a way that will be beneficial for all. Each person wants to feel a part of something that is good and to be engaged in a manner that is respectful and supportive. Coming to work daily will then become refreshing, non-threatening, and they will not have the feeling as though it is laborious.

Determining the best practices and variables for assessment purpose

Leader must be able to assess a situation and act appropriately. The definition of a good leader is one that looks at the overall performance of the organization, but at the same time carefully making sure that the employees, well-being is also a factor. Meng (2016) discusses how attention is being brought to spirituality in the workplace and the focus is the way one behaves, and the alignment with spiritual values. The values are outlined as forgiveness, kindness, integrity, empathy, honesty, patience, trust and humility and a higher purpose for self (Meng 2016).

Conclusion

When looking at ways to bring the best theory, plan, study in to implement, one must first look at several best practices to see what has been effective, especially aligning it to that workplace culture. Once that decision has been made, a comprehensive plan needs to be created and then implemented in a way that there will be multiple checks and balances; so that all bases are covered. Assessment needs to be done throughout the entire time that the plan has been implemented, making sure that the employees, needs are being met in the correct manner. When an environment is supportive, full of respect, understanding and compassion, the organization will be successful in effectively engaging the employees. Choi, Lee & No, (2016) state that when there is a compassionate environment, then that organization will thrive.

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A STUDY OF CONSUMER BEHAVIOR ON DIGITAL RETAIL BUSINESS IN MUMBAI

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Abstract

In a digital world, consumers are behaving in a dynamic way which makes it very difficult for a businessman to understand his potential customers towards his produced product. A multiple channel has multiple benefits with multiple leverage. In the present study, the researcher collected primary data from the respondents to find the solution on the consumer dissatisfaction. Researcher prepared a structured questionnaire and collected primary data which is tested through SPSS system and found the result through Chi square.

Key words: Consumer behavior, Potential customer, multiple leverage, multiple benefit.

Introduction:

Digital retail marketing is an integrated system of marketing mix. The most important factor is customer satisfaction from various perspectives and this is the primary objective of each business person. Digital integration depends upon advertisements, personal selling, sales promotion and public relation etc.

Digital integration marketing and its effect on Indian retailing:

Digital marketing is booming in the Indian economy which guides multiple new opportunities rather than one idea at the same time. There are various challenges. VSNL is the only company which has more monopoly than another internet service provider. There are various legal frameworks which we have to follow with various taxation policies and system. E-payment is

one of the effective modes to pay but some customers fear the same as Logistic system of India is very poor. Some people do not accept digital retail marketing due to various limitations.

Statement of the Problem:

- Is there any integrated company strategy on digital marketing?
- What are the sources in which consumers are aware of digital marketing?
- What methods are popular in digital marketing?
- What are the loopholes of digital marketing?

Objectives of the Study:

- 1- To study digital marketing system in the modern world regarding its potential in retail store and retail chain manager and its effect on consumer behavior.
- 2- To study company strategy and its integration in digital marketing information on different brands of the company
- 3- To study various loopholes of the digital marketing and marketing system.
- 4- To know the requirements of the potential customers in a digital world.

Scope of the study:

The main purpose of the study is to find out various issues regarding customer behavior of retail market in the digital world. The researcher also deals with the organized digital retail business. It is the responsibility of the researcher to find out the suitable market so it could be benefitted to the general or common people or consumers in the digital world. The researcher must survey the area, environment, behavior, attitude of the customers and the situation that he has to face for the better service. There, it needs to go in a broader way as it is the technical electronic world.

Hypothesis:

H₀: Potential Customers have negative approach to Digital Retail Market

H₁: Potential Customers have a more positive approach to Digital Retail Market.

Limitation of the study:

1. Time constraint is the limitation as the present study has been undertaken in a short duration.

2. Some customers are in hurry as so they may not be interested to provide the feedback of the study.

II - Literature Review:

Internet is a favorite tool for market research. Internet is used as an alternative medium for traditional method which is a behavior of the consumer. Internet is an affordable tool for marketing research which gives more offer and many opportunities (Oliver Furer and D Sudarshan). Professionals are skeptical about the usage and benefit of digital marketing as it is a compact tool to promote the product (Fawad Khan and Prof. Dr. Kamran Siddique). Social media can identify the advantages to be gained by digital business (M.Nick). Large section of the population uses internet for doing retail marketing through e-payment which is more beneficial for both marketer and consumer (AmitSaha). Retailer can increase awareness of their brand by being creative when engaging customer on social media sites. Global smart phone sales are estimated to grow from 1.5 billion in 2015 to 1.7 billion by 2017 (Dr. Satyendra N. Singh, PK and A.K. Dubey). Social networking sites have become an avenue where retailers can extend their marketing campaigns to a wider range of coarseness (Holly Paquette). Use of internet as a medium all over the world is an innovative tool for marketing goods and services in a competitive world that affects the consumer behavior. There is a strong link between consumer behavior and digital shopping which affects business strategy (You Qinghe, Chen Weyuan, Liu Kaiming Jan). Digital and social media marketing include consumer digital culture, response to digital advertising , effect of digital environment on consumer behavior, Mobile Environment and On Line word of mouth (Andrew T. Stephon). Consumers have a huge amount of choices and this does seem to be in decline. In future the retail trend towards less is more, which would mean that a focus on fewer, bigger ideas may be beneficial. (Prof. Ulf Bernitz, Ariel Ezruchi and Thomas Kramler). Internet, Mobile and Digital devices in store and other technology affect retail businesses that in turn affect shopping experience and relation between shoppers and customers. (David Preplentary). There is a distinction which is possible because strategy and business models are different constructs.(Ramon Casadesus Masanell and Joon Enric Ricart). Psychological, social and economical benefits are of luxury consumption in digital consumptions. (Jay H. - 2016). The Interaction of consumer behavior and digital media clearly defines consumer power and empowered in internet and social media context. There are four

consumer power sources demand- information, network and cloud based power (Laauren I Labrecque, Loyal University, Chicago, Joan Ver Don Esche, University of Munster, Charla Mathwick, Portland State University, Thomas P. Novak , George Washington University, Charles F. Hofacker, Florida State University, (Oct. 2017). Multichannel retail is the set of activities involved in selling merchandise or services to consumers through more than one channel. There is domination on multichannel which has more benefit with multiple challenges. (Jie Zhang, University of Maryland, Paul W. Farris, University of Virginia, Tarun Kushwaha, University of North Carolina at Chapel Hills, Thomas J. Steenburg Harvard University, Barton A Weitz, University of Florida). Crypto currency depends upon Exchanges, Wallets, Payment currencies and mining. The lines between the different crypto currency industries sectors are increasingly blurred, and a growing number of crypto currency companies can be characterized as universal platform (Dr.Garrick Hileman and Michel Prauchs).

III - Research Methodology:

In this study the researcher followed random method of samples and found the result which was tested through SPSS system. The researcher used both primary data through questionnaire and observation method in different places in Mumbai and Navi Mumbai Secondary data was collected from books, research journals and different electronic media. The research design is prepared in such a way so as to find out suitable solutions for digital marketing. The researchers used careful statistical analysis on consumer behavior on digital marketing. The study was conducted in Mumbai and Navi Mumbai. Structured questions were prepared to get feedback from the respondents.

Sample Design:

Age	18-22 Years	23-30 Years	31-40 Years	41-50 Years	50 and Above	Total
	19	18	16	4	3	60
Marital Status	Unmarried	Married with child	Married without child	Divorced	Others	
	35	19	4	1	1	60

Sex	Male	Female	Others			
	34	26	-			60
Qualification	Below 10 th	10 th	12 th	Graduate	Master and above	
	1	-	4	24	31	60
Income	Below Rs.20,000	Rs.20,000 to Rs.30,000	Rs.40,000 to Rs.50,000	Rs.50,000 to Rs.60,000	Rs.60,000	
	27	16	6	4	7	60

The design was from potential cConsumers in various languages like Marathi, Hindi, English and others. Survey was done through questionnaire on digital marketing in Mumbai and Navi Mumbai.

Data analysis tools:

Raw data was analyzed through SPSS System statistical tools such as Chi-square.

Validity of data:

This survey adopts random research design and undertakes the survey through questioning primary method.

IV- Result and Discussion

Data analysis: The researcher collected data from 60 respondents from Mumbai and Navi-Mumbai on random basis. Before the collection of data the researcher prepared structured questions for collecting data from the respondents. At the time of digital marketing the multiple leverage transactions and goods may not be as per requirement of the customers. Some sites first ask for money, and thereafter provide delivery of the product. In this case the website designer, account holder and product seller may not be the same. So the potential customer may be in leverage.

Chi-Square Test: Frequencies :

Age				Qualifications			
	Observed N	Expected N	Residual		Observed N	Expected N	Residual
18-22	19	12.0	7.0	Below 10th	1	15.0	-14.0
23-30	18	12.0	6.0	12 th	4	15.0	-11.0
31-40	16	12.0	4.0	Graduate	24	15.0	9.0
41-50	4	12.0	-8.0	Master and above	31	15.0	16.0
51 and above	3	12.0	-9.0	Total	60		
Total	60						

Feedback about digital marketing

	Observed N	Expected N	Residual
.00	1	10.0	-9.0
Very satisfactory	1	10.0	-9.0
Delightfully	5	10.0	-5.0
Satisfactory	18	10.0	8.0
Somewhat satisfactory	10	10.0	.0
Not satisfied	25	10.0	15.0
Total	60		

Buying Experience			
	Observed N	Expected N	Resi dual
.00	1	10.0	-9.0
Very Satisfactory	2	10.0	-8.0
Delightfully Satisfactory	9	10.0	-1.0
Satisfactory	27	10.0	17.0
Somewhat Satisfactory	10	10.0	.0
Not satisfied	11	10.0	1.0
Total	60		

Test Statistics

	Age	Qualification	Feedback about Digital Marketing	Buying Experience
Chi-Square	20.500 ^a	43.600 ^b	47.600 ^c	43.600 ^c
Df	4	3	5	5
Asymp. Sig.	.000	.000	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 12.0.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 15.0.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 10.0.

The table above shows that Chi-square value of 47.600 (df=5, N=60), $p < 0.05$ is significant at 4 degree freedom. It shows that there is significant difference in expected and observed frequencies. As such we reject the Null hypothesis 1 and accept the Alternative hypothesis 1, that is, the influence of digital marketing in case of feedback about digital marketing.

Similarly, we can conclude from the table above shows that Chi-square value of 43.600(df=5, N=60), $p < 0.05$ is significant at 5 degree of freedom, showing that there is significant difference in expected and observed frequencies. As such, we reject Null hypothesis and accept the alternative hypothesis, that there is positive attitude towards digital buying experience of potential customers.

V- Conclusion:

In the present scenario, the entire world is crazy about digital marketing. It becomes a general social need in the modern era. It is high time to take precautions and involve digital marketing for the excellent future of the country. However continuous training must be given to the customers and awareness and guidelines must be provided to them. There is a need to follow the system of digital objectives. There are various types of complaints regarding digital marketing, such as customer unhappiness about the goods and delay in services. While some companies' higher authorities shows that they are the best product sellers, generally we find the drawbacks from both the sides. In this respect sellers and buyers can go to any extent.

It has been suggested that consumers wanted more benefits on their part. In this regard digital market generated competition. The future digital market will be dependent on the potentiality, facility, behavior, reliability and good relationship of the market stake holder. In totality, digital marketing has a positive response in the current scenario.

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CONTEMPORARY CHILDREN'S LITERATURE IN INDIA – OBSTACLES & EXPERIMENTS

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Abstract

Children's literature plays a significant role in their growth and development, and the shaping of their value system. India boasts of one of the oldest and richest traditions of children's literature, and most children's literature a few decades ago was based solely on mythology, or moral stories. With lack of interesting reading material from India, Indian children turned to foreign authors whose books transported children to a world very different from their own. The last few decades, however, have witnessed an attempt at indigenous writing, experimentation with numerous contemporary themes, and an advent of publishers exclusively focusing on children's books. It is ironic, because this is an age of digitization, and ostensibly that of decline in the reading habits of children which are gradually being replaced by gadgets like phones and tablets. This paper focuses on some of the lesser known books in Indian English writing for children, and explores new and contemporary themes that convey important lessons, but yet in a subtle and indirect manner.

Keywords: *Children's literature, mythology, moral stories, sensitisation, conformity, gender role stereotypes*

Objectives of the study

- i) To analyse obstacles encountered by authors and publishers in publishing books for children in India
- ii) To explore contemporary themes and experimentation in children's literature in India

Research Methodology

The paper is based on secondary research obtained from books and the internet, and presents an analysis of five children's books that reflect the changing trends in children's literature in India.

Introduction

This paper provides an overview of Indian literature for children, and examines the changing trends in this field. It embarks on obstacles encountered by publishers and authors in breaking free from the shackles of mythology and moral science. The paper attempts to analyse how the children's publishing industry has been turning these obstacles into an opportunity to experiment with unexplored topics. It focuses on some of the lesser known books in Indian English writing for children. Devdutt Pattanaik's *The Girl Who Chose* (2016) reinterprets the mythical character of Sita by projecting her as a strong decision maker. *Why are you Afraid to Hold my Hand* (1999) by Sheila Dhir deals with attitudes of people to children with disabilities. *The Mouse with Seven Tails*(2000) by Bapsi Sidhwa talks about peer pressure which often leads an individual to change his or her own personality in order to conform. Fun Ok Please's book *Brown Like Dosas, Samosas and Sticky Chikky* (2014) by Rebecca Manari, is a beautifully told story which challenges the Indian obsession with fair complexion, and defies the notion that fair is beautiful. *Ma, Can I Help*(2013) by Girija Rani Asthana, breaks gender stereotypes by projecting gender role equality within a family, where each member, regardless of sex, helps with the household chores.

The Role of Children's Literature

Laura Kramer in *The Sociology of Gender: A Brief Introduction* (2004) defines socialization as "the process of learning the rules of the social group or culture to which we belong or hope to belong, and learning to define ourselves and others within that setting" (6).

Various factors and individuals play an important role in the socialization of a child. The primary agents of socialization are the family, peers, television, media, school, language and religion. Literature also plays a significant role in the socialization of children - in their growth and development, and the shaping of their value system. It influences their perception of the world and relationships. It enhances their creativity and imagination, and provides various stimuli to which they respond. It helps them to understand their own culture, and also respond to other cultures. It enables them to develop sensitivity and acceptance of diversity in the world.

However, the representation of stereotyped images in children's literature can encourage the child to develop a one-dimensional perspective of his or her surroundings. For instance, Rossi

(1964) and Sharpe (1976) had suggested that the depiction in children's books of 'doll play' as an activity that is restricted to girls, seems to reinforce the idea of 'doll play' as a 'feminine activity' intended to develop their nurturant instincts (Cited in Sayers). Similarly, children's books often reinforce gender role stereotypes by portraying the mother as taking care of the needs of the house and children, while the father is projected as the bread winner of the family.

When a child reads a book, he is both a creator and a recipient. By being selective in what they write and publish, and what they don't, authors and publishers play a major role in moulding and sculpting the new generation.

Children's Literature in India: An Overview

India boasts of one of the oldest and richest traditions of children's literature – be it the *Panchatantra* or the *Jataka Tales* or the *Hitopadesa*, not to mention the two great epics, the *Ramayana* and the *Mahabharata*. It is not surprising, therefore, that several generations of Indians have been brought up primarily on these stories, to an extent that experimentation with new ideas and themes was overshadowed by the retelling of the same stories over and over again. For years, *Amar Chitra Katha* popularized stories from Indian mythology through comic books.

With lack of interesting reading material from India, Indian children turned to foreign authors like Enid Blyton for creating a fairy tale world of magic and fascinating boarding schools. The Nancy Drew, Hardy Boys, and Sherlock Holmes series quenched the thirst for mystery and adventure. The books transported children to a world very different from their own – one that they could enjoy but never identify with, because such books presented them with a culture that was a stark contrast to their own.

In fact, till Independence, Indian children's literature in English as a separate genre was negligible. As Ravi Shankar states in 'Profile of a Publishing House', "There was not enough indigenous literature in India apart from epics and folklore and myths and legends. They were brought up on Western writing... As a result these children were conversant with Western life styles rather than with the way of life of children in other parts of their own country" (Cited in Sharma).

From *Chota Henry* by Mrs. Sherwood, one of the first English children's books published in India in 1814 to Dhan Gopal Mukherjee's books on wildlife, to the establishment of the Children's Book Trust and the National Book Trust in 1957, we have certainly come a long way. India now boasts of a number of publishers that are publishing books exclusively for children, and focusing on contemporary themes.

At one point, if children's stories were not mythological, they were moral stories. Each story was a lesson in ethics, and had a clear objective in mind. It ended with an overt and direct message that it wanted to convey to children to inculcate values of honesty, hard work, loyalty and righteousness.

The last few decades, however, have witnessed an experimentation with numerous contemporary themes, and an advent of publishers exclusively focusing on children's books. It is ironic, because this is an age of digitization, and ostensibly that of decline in the reading habits of children which are gradually being replaced by gadgets like phones and tablets. Despite the threat from technology, there is a conscious movement to inculcate reading among children, creating for them a world that is fantastic, and yet often close to reality. It is a world that children grapple with in their day-to-day lives, and issues that have been suppressed in the past.

However, this transition has not been easy, and publishers as well as authors have encountered resistance from schools as well as parents in their attempt to promote literature that deviated from the norm.

Shobha Viswanath, Publishing Director of Karadi Tales states, "Irreverent retellings of popular tales, stories laced with dark humour and those which deal with controversial issues are still reluctant topics for children's publishers to engage with" (Viswanath, 2014).

Radhika Menon, Managing Editor of Tulika Books, claims that well known schools have returned books on gender and sex, claiming they were 'inappropriate' for children. However, she also adds that individuals and reading groups have been using such books to sensitise children to a variety of issues (Cited in Mantri, 2016).

Contemporary Children's Literature in India – Novel Perspectives and Themes

This paper focuses on some of the lesser known books in Indian English writing for children, and explores new and contemporary themes. While the themes and concerns are universal in nature and may be applicable to children across the globe, the books are set in an Indian context which makes them more relevant for the Indian reader. The paper examines books written for younger readers, from the age group of five to ten.

While there are still books that are based on mythology, some of them are reinterpretations of ancient myths, and told from a modern perspective. For instance, Devdutt Pattanaik's book *The Girl Who Chose*(2016) portrays Sita not as a passive and submissive wife who accepts the decisions of the male members of her family, but as a woman empowered to take her own decisions and make her own choices. It is Sita's choices that determine the course of actions of the myth. The book ends by stating that every choice has a consequence, and that one must gracefully accept the consequences of the choices one makes. The concept of karma has therefore been explained in a simplistic manner, through the example of an oft-told tale.

Moreover, several other contemporary children's books also focus on giving wisdom to children, without being straightforward sermons on morality and value education. The message is subtle, implied and understated. Often, human qualities are projected on to animals, who are then used as tools to communicate the message. Learning does indeed take place in these books but the learning is that of the characters who become wiser as a result of their experiences. Readers are not directly instructed to learn through examples or mistakes.

Some important themes that contemporary writers seem to deal with include inclusion of marginalized groups, peer pressure, gender role stereotypes, social acceptance and individuality.

ShielaDhir's *Why are you Afraid to Hold my Hand*(1999), published by Tulika Books, deals with the attitudes of people to children with disabilities. The book is a silent dialogue of a differently abled child suffering from cerebral palsy, with society. It describes the reactions of people, their questions and misconceptions, their doubts and fears, and thwarted preconceived notions of children with disabilities.

It attempts to sensitize children to the feelings of kids who are differently abled, and focus on their strengths. People say all kinds of hurtful things intentionally and unintentionally, and often

mock the child. No one seems to understand that like all other children, this child too has the same desires and interests, and wants to be accepted and included in fun and games:

Yes, I have a problem.

No, it will not go away.

Take me for who I am: a child

Who simply wants to play.

According to the website My Child @Cerebral Palsy.org, “Children without disabilities often have misconceptions about children with special needs that, however inadvertently, put a child with disabilities in the position of an outsider.” The child in the story doesn’t want to be treated like an outsider, She doesn’t want sympathy, or people to hover around her trying to help her and do things for her as though she is completely incompetent and incapable of doing things on her own:

Don’t smother me.

Give me space

To live my life

At my own pace.

People are also quick to misconstrue her disability and correlate physical disability with mental retardation, without trying to understand that the two are unrelated.

Is her mind okay?

Just because

My legs are wobbly,

People think

My mind is wobbly too.

The child has an ego and self-respect too, and feels slighted and insulted when people give her special treatment where it is not required:

I don’t like it when you fuss.

It makes me feel so small.

Let me do it my own way

So what if I should fall?

The book beautifully delves into the psyche of the disabled child and her reaction to the world around. It suggests the need for acceptance, regardless of differences. It creates awareness of the feelings of a child who is like other children, yet unlike. It points to the need to assimilate the similarities with sensitivity and understanding, instead of highlighting the differences.

Taking forward the theme of acceptance is the idea of peer pressure and the need to conform to the dictates of significant others in order to be liked and accepted by them. While peer pressure has generally been associated with adolescence and teenagers, studies reveal that peer pressure begins during pre-school years, and young children are as susceptible to peer pressure as their older counterparts. *The Mouse with Seven Tails*(2000) by Bapsi Sidhwa, published by Pratham Books, deals with the need for approval and belongingness that children are often faced with – resulting in a desire to change one's identity.

The story revolves around a mouse with seven tails, who is contented, and especially pleased with the special gift of seven wishes she receives from her grandmother on her fifth birthday. Little mouse has been waiting impatiently to go to school where she will learn new things like long jumps and stealing food from mouse traps. However, her enthusiasm wanes on the very first day of school when she is teased by her classmates: "Little Mouse with seven tails, silly mouse with seven tails. What a funny little mouse you are!"

Little Mouse decides to use one of her wishes, and despite her mother pleading with her not to, she wishes away her tail. However, this does not stop the other mice from making fun of her. The Little Mouse wishes away one tail after another, until she has used up all her seven wishes, and has no tail left. Even then, the mice tease her and call her "Little Mouse with no tail." She begs her mother to give her a tail, promising to look after it with great care and caution.

But by then it is too late. Her mother sadly tells her that she will now have to live without a tail forever, "You have learned an important lesson. Don't try to change yourself just to please other people. You must decide what is best for you and makes you happy." The book emphasizes the need to retain one's individual identity and not give into peer pressure.

Yet another book that tackles the notion of identity and conformity is *Brown Like Dosas, Samosas and Sticky Chikky*(2014)by Rebecca Manari published by Fun OkPlease. The book revolves around the Indian obsession with fair complexion which is often correlated with beauty.

Brown is the story of a young girl called Samaira who finds a blue and white jar of “jewels filled with light”. She starts floating in the sky as she takes off the lid and meets a purple lady who promises to turn her into a shade of white, just like snow, in exchange for the jar of light.

But Samaira is firm and confident in her own skin:

I'm a girl, not a snowflake,
I said with a quiver,
Your icy words are making me shiver.
The land I come from is sunny and brown,
And there's no snowfall in my town.

She focuses on the belief that her colour is just like her natural habitat. She claims that her identity cannot be changed. Anahi still persists and tempts her with all things white – eggs, doves, white mice, sugar and flour.

But Samaira gives her a befitting reply:

Mamma always says – so many colours have we.
Brown like dosas, samosas and sticky chikki.
Some are the shade of earthy potatoes so sweet
Others light brown like sand at my feet,
Coconut, cinnamon and the bark of a tree,
That's what we look like: my friends and me!

She reiterates that it is this very feature that distinguishes them from other cultures and people. Anahi compliments her on being an intelligent girl and on the values she has imbibed. She puts a medal around Samaira's neck and says:

Everywhere you go,
And all around the world,
Always remember, you precious girl,
Whatever be your unique shade,
Pretty and perfect
You've been made!

While the books discussed so far have focused on the self, there are some books that are deliberately making an attempt to break gender stereotypes and challenge the traditional division of labour where the father is perceived as the breadwinner of the family, and the mother's domain is the household. Unfortunately, these gender stereotypes have been ingrained in children through conditioning, exposure to their own families as well as books. *Ma, Can I help?*(2013) by Girija Rani Asthana, published by Vishv Books challenges these stereotypes.

The book revolves around Gagan and Geeta, whose mom is a doctor and is baking a cake in the kitchen for her doctor friends whom she has invited in the evening. Both the children are excited to help their mother in the kitchen. However, when they are half way done, she receives a call from the hospital and has to rush for an emergency.

Sensing Ma's anxiety, Gagan and Geeta decide to finish the work before Ma gets back and surprise her. As they are trying to use the hand mixer, it stops working. Geeta figures out what the problem is, and suggests it must have overheated. "Great! The house mechanic!" Gagan compliments her. "I'm sure you'll make a good electrical engineer when you grow up." Fixing electrical gadgets has generally been associated with men, and so has the engineering profession. It is interesting to note that it is Geeta, not Gagan, who is credited with being the mechanic of the house.

The kids not only finish making all that needs to be done, but even lay the table and decorate the house. They leave no trace of their work, and ensure that the kitchen is spick and span before Ma returns. Ma is touched by their efforts, and the guests are impressed when Ma tells them that the children have done all the work. When one guest enviously expresses her surprise that Gagan, despite being a boy, also helps out in the kitchen, Ma replies: "Yes, in my house Gagan and Geeta and even my husband all help with the household chores. We all share work." When the guests leave, Ma compliments the kids on their efforts and promises to take them to the Fun Village as a reward for what they have done. Positive reinforcement would encourage the kids to continue their good work. Moreover, what is important is that Ma has inculcated values of equality in her children, with the support of her husband who also shares the household work.

The Social Learning Theory suggests that 'male' and 'female' behaviour is learned by imitating and observing significant others. Since the children see both parents sharing the household work, it seems natural that they do the same. Michel (1970) asserts that behaviour is further reinforced

and continued if it is rewarded. Hence, Ma's acknowledgement and appreciation of their work, followed by a reward would encourage them to continue the behaviour.

Conclusion

Thus, while publishers, authors and illustrators are working together to create meaningful books for children, the genre of children's literature is still sadly not accorded the importance it deserves. Considering the fact that children's literature lays the foundation for the thought process of an entire generation, the miniscule media coverage and critical thinking on children's literature and the lack of representation of children's literature in literary festivals is indeed deplorable. More experts in the field need to come together to revolutionize the movement and spread awareness of the importance, need and variety of Indian children's literature in the market today.

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KNOWLEDGE MANAGEMENT IN IT : CHALLENGES AND OPPORTUNITIES

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Abstract

Knowledge Management is the systematic management of an organization's knowledge assets for the purpose of creating value and meeting tactical & strategic requirements; it consists of the initiatives, processes, strategies, and systems that sustain and enhance the storage, assessment, sharing, refinement, and creation of knowledge. Implementing knowledge management has several dimensions such as strategy, organizational structure, organizational Processes, Management & Leadership, Technology and Politics.

There are many factors which leads to failure of knowledge management such as lack of performance indicators and measurable benefits, inadequate management support, improper planning, design, coordination, and evaluation, inadequate skill of knowledge managers and workers, problems with organizational culture, improper organizational structure, lack of widespread contribution, lack of relevance, lack of quality, improper implementation of technology, improper budgeting and excessive costs, lack of responsibility and ownership and loss of knowledge from staff defection and retirement.

To overcome the above failures is the challenge faced by IT industries today and the paper focuses on these challenges faced and what are the possible opportunities in future.

Knowledge Management (KM) is the process of creating, sharing, using and managing the knowledge and information of an organization. Knowledge Management, as a concept can be

understood better after clear definition and meaning of the words Data, Information and Knowledge.

Data is raw which is not processed and consists of random symbols, texts, diagrams or numbers. Data is meaningless and cannot be used for decision making. **Information** is processed in a form that adds value to the decision maker. Information has a surprise value and aids in decision making. For example, raw material in any manufacturing company is data and the finished product is information. **Knowledge** is an understanding possessed by an individual and is generated out of experience. In order to make a decision, the manager or the decision maker requires accurate information along with her accumulated knowledge in the required domain. The knowledge that is available across the people manning the organization can be managed with the help of technological tools. These tools will help make the knowledge accessible seamlessly in the required levels of the organization.

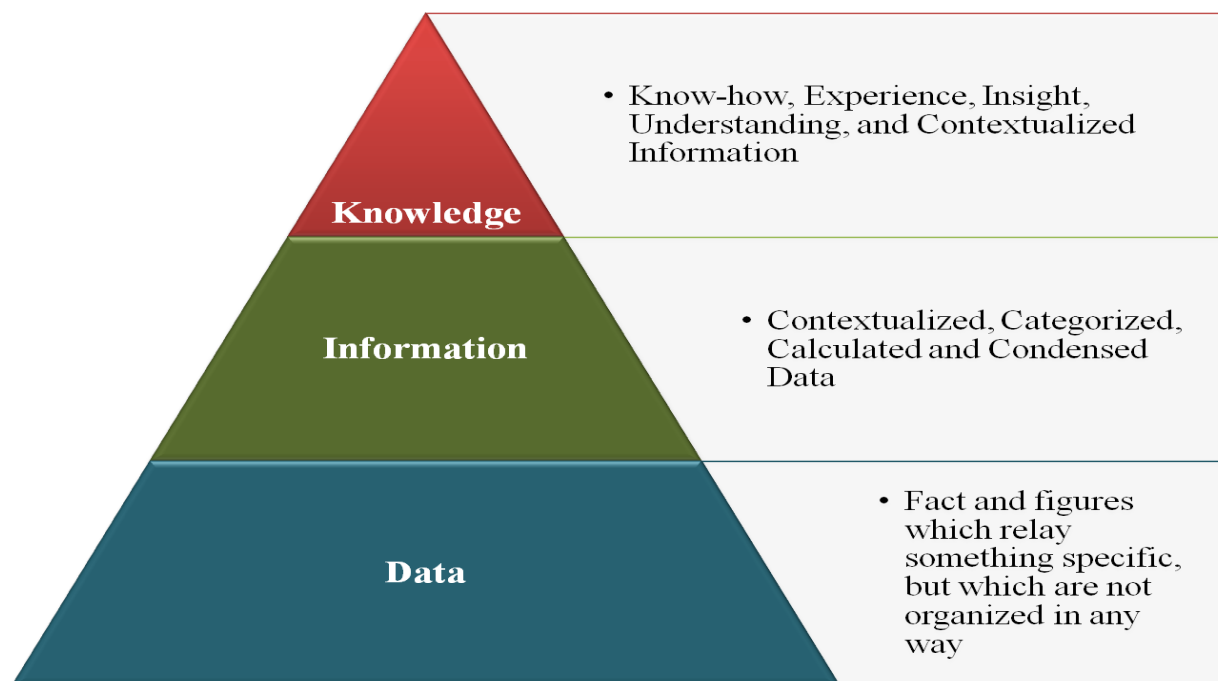


Fig 1: Information requirements at various organizational levels

Implementing knowledge management has several dimensions such as strategy, organizational structure, organizational Processes, Management & Leadership, Technology and Politics.



Fig 2:Dimensions of KM

It is important to remember that knowledge management is not about managing knowledge for knowledge's sake. The overall objective is to create value and leverage and refine the firm's knowledge assets to meet organizational goals.

Implementing knowledge Management thus has several dimensions including:

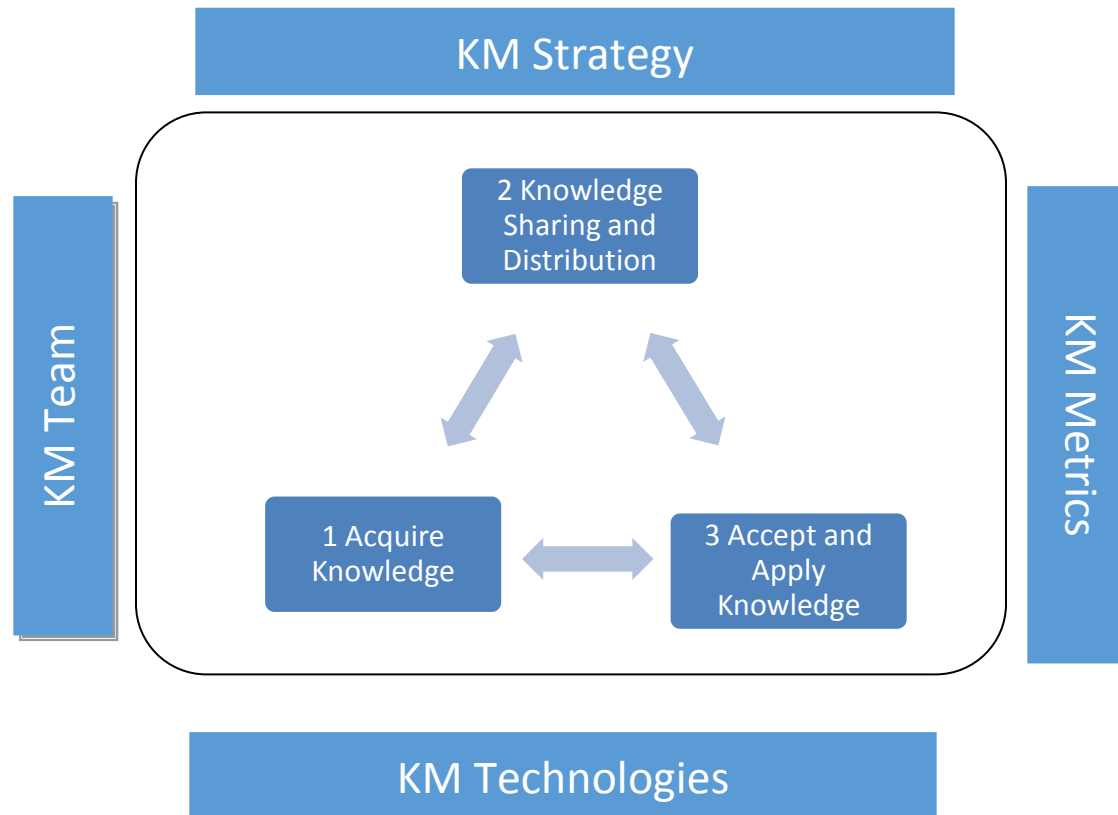
- **Strategy:** Knowledge Management strategy must be inline with corporate strategy. In order to meet the strategic requirement of an organization, knowledge must be created and made available to the concerned users.
- **Organizational Culture:** The culture of the organization affects people's interaction, scenario of knowledge creation, hesitation to accept changes and the way knowledge is shared or not shared.
- **Organizational Processes:** In order to implement KM in the organization, there is a requirement of right processes, environments, and systems.

- **Management & Leadership:** At all the organizational levels, KM requires competent and experienced leadership. The implementation of KM gives rise to the need of variety of KM related roles to be incorporated in the organization hierarchy.
- **Technology:** KM cannot be implemented and used without the aid of technology, so proper softwares, tools and technologies are required to complement the KM advantage.
- **Politics:** The long-term support to implement and sustain initiatives that involve virtually all organizational functions, which may be costly to implement (both from the perspective of time and money), and which often do not have a directly visible return on investment.

KM Process:

The following is the process of knowledge management strategy to be introduced in any organization –

- Acquire knowledge (create)
- Knowledge sharing and distribution
- Accept and apply knowledge



1 Acquire Knowledge:

Knowledge can be acquired by identifying knowledge through two sources viz. internal source that is know-how within the organisation and/or external environmental source. **Knowledge Creation** is the addition of new knowledge that was non-existent within the organisation.

2 Knowledge sharing and distribution

Once, the knowledge has been created and identified that it is of value, the next step is to save, share and distribute the knowledge seamlessly. The technology should match the key elements of the content of the newly acquired knowledge to a variety of users and it should be incorporated into the processes of the business.

3 Accept and apply knowledge

Once the knowledge has been embedded into the system, the concerned users will be accepting and applying the knowledge on various decision requirements. The users will basically use the content to take an action. They will also update its usefulness and also communicate whether the content is outdated.

Approach for Successful Implementation of Knowledge Management

- 1: Knowledge Management is a discipline
- 2: One champion is not enough
- 3: Cultural change isn't automatic
- 4: Create a change management plan
- 5: Stay strategic
- 6: Pick a topic, go in-depth, and keep it current
- 7: Don't get hung up on the limitations
- 8: Set expectations or risk extinction
- 9: Integrate KM into existing systems
- 10: Educate your self-service users
- 11: Become a knowledge-enabled organisation

Benefits

Some of the common benefits of knowledge management include improved organisational agility, better and faster decision making, quicker problem-solving, increased rate of innovation, supported employee growth and development, sharing of specialist expertise, better communication and improved business processes. This in turn creates better products and

services, develops better strategies, improves profitability, reuses existing skills and expertise, increases operational efficiency and staff productivity. It also helps to recognise market trends early, gain advantage over your rivals, benchmark against your competitors and make the most of your collective intellectual capital.

Failures

But there are many factors which lead to failure of knowledge Management:

- Lack of performance indicators and measurable benefits
- Inadequate management support
- Improper planning, design, coordination, and evaluation
- Inadequate skill of knowledge managers and workers
- Problems with organizational culture
- Improper organizational structure
- Lack of widespread contribution
- Lack of relevance, quality, and usability
- Improper implementation of technology
- Improper budgeting and excessive costs
- Lack of responsibility and ownership

To overcome the above failures is the challenge faced today by IT industries.

Challenges

The key to any successful knowledge management system is knowing its limitations. Some of the common challenges include:

- Finding ways to efficiently capture and record business knowledge
- Making information and resources easy to find
- Motivating people to share, reuse and apply knowledge consistently
- Aligning knowledge management with the overall goals and business strategy
- Choosing and implementing knowledge management technology
- Integrating knowledge management into existing processes and information systems

Opportunities

The above challenges should be faced by the companies, and they should be able to maximize utilization of KM tools. Solving the challenges would further lead to opportunities listed below:

1. The KM tools available are following only English language. This rigidity can be eradicated if the developers of KM tools can target local languages as well.
2. Balance between creation and application of knowledge can be tapped by developing tables like the Contribution Index (percentage of employees contributing to knowledge creation), Engagement Index (percentage of employees using existing knowledge) and Usage Index (percentage of assets being accessed and reused).
3. Social media are playing an increasing role as knowledge narrative, and mobile cloud is a key trend in workflow infrastructure. Some companies can develop their own hybrid social media tools that integrate the best features of consumer social media tools.

Referemces

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ROLE OF BANKS IN DIGITAL INDIA

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Abstract

Digital India is a dream to transform *India* into a digitally empowered nation. Digitization in the financial sector involves Banks offering both customer facing and back office financial technology products and services. It is not only moving from traditional banking to a digital world but also includes how banks and other financial institutions interact with its clients and satisfy customers by rendering services. This paper explores the role of Banks in Digital India since the flagship program was launched by Government of India. Data used for study has been obtained from secondary sources, i.e., Reserve Bank of India annual and monthly reports, International Research Journal. The study finds the drivers of digital banking transformation, role of banks in digitization and facilities offered to make India cashless.

Keywords: - *Digital India, Banks, E-Banking, Information Technology and Digital payments.*

Introduction

Over a period of time, technology has changed the world. Businesses have used technology to become more efficient, cost-effective and grow. Information Technology is changing the business models and organizations are using the advanced version of technology to create business value for today and forecast the growth prospects for tomorrow. The financial sector cannot be any exception. With evolving business landscapes, growing globalization, increasing competition, and international compliance requirements, the traditional finance function is also evolving to meet the current needs. Over the years, different forms of payment systems have been in existence. Initially, it was barter system followed by the introduction of various forms of money. As traditional instruments are no more in existence and due to emergence of potentially superior substitute, that is, 'Digitization' a move towards Digital India was launched.

A campaign named, “Digital India”, was launched by Prime Minister Narendra Modi, Government of India on 2 July 2015 to ensure that Government services are made available to Indian citizens in an electronic form by way of improving online infrastructure and increasing Internet connectivity and making the nation digitally empowered in the field of information technology. The initiative includes plans to connect rural areas with high-speed internet networks. With Digital India, the government has a vision to make 100 Smart Cities by 2022 and provide almost all the services in an electronic form to its citizens. Digital India essentially includes three core components. They are:-

- Creation of digital infrastructure

It starts with building a correct ecosystem Digital Infrastructure like high speed internet and smart devices should be available at affordable prices. A private space should be made available to individuals on public cloud regarding all his or her identification details. And all these things should happen under a highly secured environment. Due to competitive market customers have preference in choosing smart phones and internet data plans from a big pool. Each service provider is coming out with new smart phone application for easy access.

- Delivering services digitally

Next aspect is to make all services seamlessly integrated and electronically available to citizens. Smart cities are now being designed keeping this objective in mind. Customers receive messages in order to make right choice. New and advanced technologies such as GPS and Beacon etc. clubbed with high end data crunching will play a major role with regards to delivering services digitally.

- Digital literacy

Third aspect is to improve the Digital Literacy in India. Despite a very high usage of mobile in our country, the potential for leveraging this technology remains largely untapped. Bringing this digital change would be a challenging task. Companies are pouring more money to make digital channel easy and attractive. Many digital tools are made available in multiple Indian languages to increase digital adoption rate.

Digitization in financial sector aims at smooth functioning of banking services and seamless for the customers. The use of branches has been reduced tremendously due to digitization in banking industry. Most of the banks focus on offering new technology-based services to its customers like mobile banking, mobile banking apps, e-wallets and websites. The biggest merit of digitization in banking sector is its ability to provide new services and customer specific business models by way of analyzing the banking pattern which explores the customer value to the maximum.

Objectives of the Study

- To identify and analyze the Drivers of Digital Banking Transformation.
- To study the contribution made by Indian banks towards Digital India.
- To identify facilities offered by Indian financial sector to make India cashless

Scope of the Study

To carry out the study, the period considered for analyzing the role of Indian banks in Digital India move was from 2015 till date.

Research Methodology

The data for the study has been obtained from secondary sources, i.e., from Reserve Bank of India annual and monthly reports, international research journals and internet.

Literature Review

- (Nirala, Chandrawati; Pandey, Dr. BB;, 2017)

Chandrawati Nirala and Dr BB Pandey in, “Role of E-Banking services towards Digital India”, state that Government of India is encouraging people to move towards Cashless Economy. This would be achieved by use of Debit, Credit cards, electronic payment gateway systems such as National Electronic Funds Transfer (NEFT) and Real Time Gross Settlement (RTGS) etc. Also, due to increase in Internet, mobile adoption, new channels like websites, social media and mobile App, has given a new way for consumers to access financial transactions. Here, the

researcher tries to find role of E-Banking services in Digital India. The researcher aims to identify the Drivers of Digital Banking Transformation, contribution of banking sector towards Digital India, facilities provided by Indian banks to make India cashless, key barriers in Digital payment and to identify threat for Indian bank. Technology has become a tool that facilitates banks' organizational structures, business strategies, customer services and related functions. Digitalization changes the face of branch banking.

- (Gupta, Dr. Karuna; Arya, Mr. Ravindra; Goel, Mr. Vineet;, 2017)

Dr. Karuna Gupta, Mr. Ravindra Arya and Mr. Vineet Goel in, "Emerging Trends in Banking Sector in India (With Special Reference to Digitization)", state that the financial sector, of which Banking sector is the largest player, plays a dominant role in building the economy of an individual as well as a nation. Banks have control over a large part of the supply of money in circulation. They are the main stimulus for the economic progress of a country. A strong banking and finance sector is, therefore, necessary for a country to emerge as a developed one. It is vital for growth, creation of jobs, generation of wealth, eradication of poverty, encouraging entrepreneurial activity and increasing the gross domestic product. Today banking is known as innovative banking. Information technology has given rise to new innovations in the product designing and their delivery in the banking and finance industries. Customer services and customer satisfaction are their prime work. The focus is shifting from mass banking to class banking with the introduction of value added and customized products. Technology allows banks to create what looks like a branch in a business buildings lobby without having to hire manpower for manual operations One of the most significant areas where IT has had a positive impact is on substitutes for traditional funds movement services. With the advent of electronic banking, electronic funds transfer and other similar products, funds transfer within time frames which would have appeared impossible a few years ago have become a reality. With networking and internet connections new challenges are arising related to security privacy and confidentiality of transactions. Finally the banking sector will need to master a new business model by building management and customer services with a variety of products and controlled cost to stay in the long run and services.

- M.C. Sharma and Abinav Sharma “Role of Information Technology in Indian banking Sector” - Here, the researcher concludes that Indian public sector banks that are holding around 75 % of market share have taken initiative in the field of IT. They are moving towards centralized database and decentralized decisions making process. They possess enviable quality manpower. Awareness and appreciation of IT are very much there. What is needed is a “big push”, the way it was given in the post nationalization period for expansionary activities.

Digital Banking

The concept of digital banking comes under digital India. Digitalization in banking does not only mean online banking, internet banking, mobile banking or paperless banking; rather, it is the application of new technologies to transform the existing banking business model into a new banking business model – a model which will itself produce new customer base, unveil new financial services, ensure faster and seamless services to clients with reduced operational cost, zero error, ease of use and apparently, maximum security. Therefore, it's not only a new channel; rather it's a whole new way of transforming existing transaction-based banking into experience-based banking so that, banking can be accessed by customers anytime and from anywhere.

Drivers of Digital Banking Transformation

- **Mobile, Tablet and Laptops**

The use of devices like Mobile, tablet and laptop has transformed the social and commercial relevance of software. Nearly all the communication, interaction and transactions are taking place in banking sector virtually. People are using smart phones not only for taking photos/pictures, texting or calling friends/family, checking product availability, purchase goods or services online but also to get in touch with banks or financial institutions in order to do the transactions.

- **Paperless**

By going paperless customers receive statements and transactional history electronically each month. Clients skip the hassle of shredding or filing paper and which in turn is environmental friendly. Since all the data and paperwork could be stored in a computer system, supported by an

online storage or an external drive in order to view your statement which is much cheaper than keeping loads of files in a cabinet or storage.

- **Omni-channel**

It is much more than just providing multiple ways for customers to transact. It is about a seamless and consistent interaction between customers and their financial institutions across multi channels. Omni channel focuses on transactions.

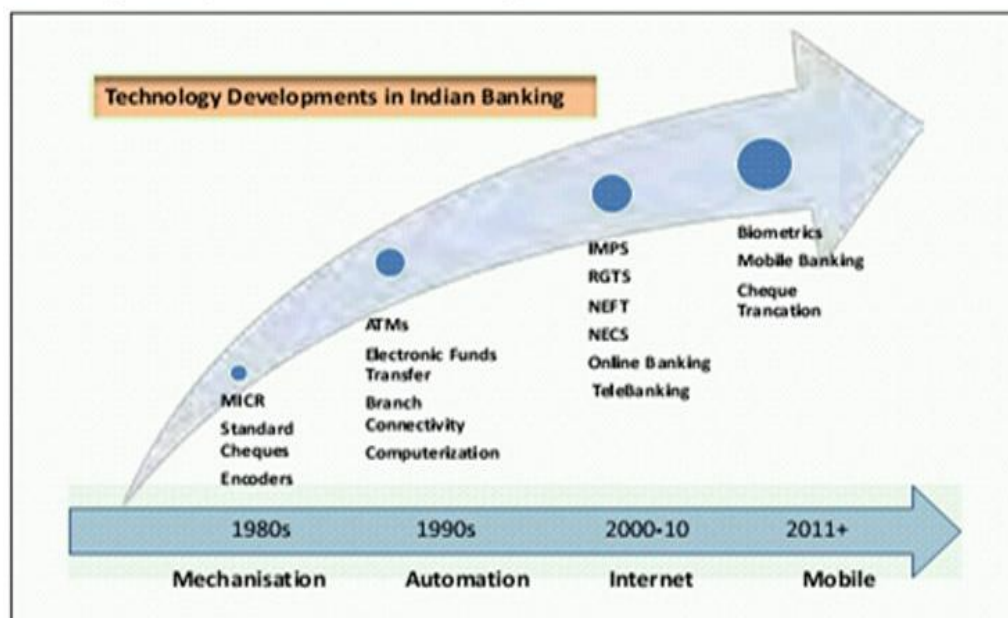
It is a multichannel approach to sales that seeks to provide the customer with a seamless shopping experience, whether the customer is shopping online from desktop, tablets, laptop or mobile device, by telephone or in a bricks and mortar store.

- **Consumerization of the User experience**

Consumerization in banking is driving more profitable relationships. It is changing how both customers and employees interact with their banks through social media, and is more customized and targeted approaches to product development.

Technological Milestones in Indian Banks

Snapshot of Technology Developments in the Indian Banking Sector:



Role of Banks in Digital India

In the proposed digital India model, banks will elevate themselves from payment facilitator to advisor and value aggregator. Finally, this will lead to more loyal customers. The day-to-day basic individual needs like food, home, transport, clothing, education, travel, health etc. can be captured using upcoming technologies like GPS, Beacons, Internet of Things. The interconnectivity between different service providers and information through different social profiles present in public cloud, will result in plethora of customer information. At this juncture, bank will play a key role and can help customers not only in payment but also in decision making. Banks can build on their trust with the customers by advising them on their non-financial needs. Bank will become a key part of customer's ecosystem and social community. Banks alliances with different service providers will help them to transfer customized and attractive offers. This will be a great value add to customers. Currently, banks are the connecting link between customers and service providers. In the near future, smart banks will leverage this to bring themselves to a next level in digital ecosystem.

In addition to banks as contributors to the Digital India programme, they will also be direct beneficiaries of some initiatives. National Unified USSD Platform (NUUP), Pradhan Mantri Jhan Dhan Yojana, Pradhan Mantri Jeevan Jyoti Bima Yojana, Pradhan Mantri Suraksha Bima Yojana, Atal Pension Yojana, Aadhaar enabled payment, RuPay Card, Payment Banks are few key initiatives by the government, and banks need to plan jointly and strategically.

Facilities offered by Indian banks to make India cashless

- Indian Banks offer Mobile banking app for Android, iPhone and Blackberry which helps customers to check account balance, transfer funds, pay bills and much more. For example iMobile by ICICI Bank, State Bank anywhere and State Bank Freedom from SBI, Axis mobile from Axis bank ltd, U-Mobile from Union bank, HDFC Bank mobile banking, BOI Mobile banking, PNB mBanking, CANMOBILE from Canara bank, IDBI Bank Go Mobile, Bank of Baroda M-Connect etc.
- Almost all Indian banks provide internet banking services to their customers.

- Indian banks provide Debit and Credit cards to their customers. Also known as plastic card, bank card and more, customers can enjoy electronic access from saving/current account in any bank via ATMs, from e-gallery deposit and withdrawn of money without the hassle of standing in long queues. Same can be utilized for mobile banking and internet banking.
- Types of cards:- Visa debit card, Visa electronic Debit card, Master card Debit cards, Contactless Debit cards, RuPay Debit cards, Maestro Debit cards.
- Mobile banking is possible by using basic handsets without internet-USSD (Unstructured Supplementary Service Data) technology is the solution for you if find it difficult to pay digitally due to poor or no internet connectivity.
- The USSD refers to a simple interactive text messaging system, using which a mobile phone user can reach out to his/ her bank for simple banking services. Though USSD is an old system, it is of great significance for a country like India where availability of internet at each and every location is low and larger population of the nation still uses basic handsets over which they cannot connect to the internet.
- Bharat Interface for Money or BHIM app has been launched by the Govt. which simplifies the process of cashless transactions. The Aadhaar card based app, which combines the power of UPI (United Payment Interface) and USSD (Unstructured Supplementary Service Data) into one, was launched by PM Modi during Digi Dhan Mela event in Talkatora stadium in New Delhi. Named after Dr BR Ambedkar, BHIM app has been described as a 'wonder app'- One app for all bank accounts, where internet is not required, finger-print based cashless transactions. As customers used the app, they found the interface super clean, and the usability flawless. Within 10 seconds after downloading the app, the user could transfer money, receive money as well as check his linked bank account's balance. Currently, the Indian banks are being supported by BHIM app, because they have started UPI based transactions.

Conclusion

The efficient and modern information technology has significantly influenced Indian banking industry. An access to Net facility has definitely encouraged India to shift towards becoming cashless. Financial Sector has now made their services and solutions available through advanced information technology system. Information Technology now has become a tool for banks and financial institutions which facilitates organizational structures, business strategies, customer services and related functions. Digitalization has changed the face of branch banking. To conclude, digital banking will be an easy way to fulfill the objective of digital India.

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BLIND HIRING: A SOLUTION TO BIAS

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Abstract

Blind hiring is making headlines these days as a tool to fight bias and increase diversity while simultaneously finding the best candidates. Blind hiring is a procedure to judge potential hires exclusively based on their abilities. The problem is that our unconscious bias about candidates' age, gender, the school and college they attended and so on, can be discriminatory because these biases generally don't correlate with actual performance.

Keywords: *Hiring, Unconscious bias, gender diversity, gender discrimination*

Introduction:

Hiring is among the most challenging tasks in the corporate world. It pays a lot of dividends if done right, and at the same time can cause lot of hassles if done wrong. This puts quite a pressure on the recruitment team and they try to collect a lot of data about the candidates before coming to a conclusion about their competency for the particular job. This whole process of collecting detailed information about the candidate helps a lot in the hiring process, as the team can take well informed decisions. But, more than often, this overflow of information triggers the personal prejudices of the hiring team and makes them subconsciously lean into or lean away from a particular set of candidates based on their personal affinities.

To avoid such precarious situations, the concept of blind hiring has evolved and is gaining more and more ground in the recruitment sector. Blind hiring is a technique that “blinds” or removes

identifiers or details about a candidate from the recruiter which have the potential to leading to biases. This allows them to assess the candidates exclusively based on their ability, thus producing a more diverse and competent workforce. It involves masking of candidate's information like gender, ethnicity, age and other such non-job specific elements to help the recruiters make choices that are not driven by unconscious personal biases. For an example, if a tech start-up wants to hire a coder, then it doesn't necessarily judge the candidates on the basis of a college degree and work history or the culture he or she comes from, but on the basis of his or her coding skills. So, by obliterating the information that would not contribute to the skill of coding, hiring managers have a better chance to select the meritorious candidates.

Literature Review:

In a nation like India, where diversity is prevalently observed in terms of language, religion, culture, skin colour, region and of course, age and gender, such biases are bound to surface during the hiring process. These biases act as hindrances when it comes to attracting the right talent. The most dominant biases in the Indian corporate sector while hiring are –

- Gender Bias – The organizations tend to prefer specific gender, that they think would fit in the particular job description. Most of the times, female candidates are overlooked when recruiting for a power of position or in the industrial sector, where women are considered to be 'weak' for the position. The end result is that the organization remains deprived of the gender diversity and more importantly of the right talents.
- Educational Bias – This is based on the fact that some recruiters think that the candidates from an elite college would be more competent than the other ones. Even though it can be true to some extent, but by blindly following this, recruiters are foreseeing the traits and skills that are substantial to execute the job and solely relying on the credentials of the college and not on the personal credentials of the candidate.
- Confidence Bias – This bias plays an inherent role during the interviews. Everyone likes a confident and well-articulated candidate. Though these two qualities certainly are good to have in candidates, they can sometimes mask the other inabilities of the candidate

resulting in a zealous bad hiring. The introverts that may be more competent and knowledgeable than that of the seemingly confident candidates don't really emerge out as the appropriate choice, and thus the organization steps over the right talent.

- **Resume Bias** – Poorly composed resumes, that don't depict visual design skills and effective presentation, are outright neglected by some of the hirers. While it can be true that the candidate might be lacking creativity and the ability to compose a well-structured piece of writing, but it doesn't necessarily portray that these candidates would be incompetent in the job role. This is especially true for field jobs, where most of the candidates have been working hands-on with the equipment and deprived of the comfort of desks and the leisure of picking up good document processing skills.
- **Language, Caste, and Culture** – In a culturally diverse India, this is the most rampant and regressive bias found in the Indian Corporates, wherein some hiring managers prefer to select candidates of their own origin. This is nepotism of its own kind, relevant more in the medium and small scale businesses where the hiring team believes that such a choice would make their working easy on the longer run. On the contrary, such a practice proves to be detrimental to the organization as aggregating a team of same culture and background would deprive the possibility of new and fresh outlook in the organization.

To remain competitive in today's work world, it is imperative for organizations to attract, hire and retain a diverse workforce. As such, the concept of 'blind hiring' or 'blind auditions for hiring' is getting recognized with increased focus on workforce diversity.

According to the study by Timesjobs.com on 'Blind Hiring: Concept, Challenges and Competence', nearly 60 per cent of India Inc employers listed workplace diversity as their prime focus. The study says, 70 per cent of the employers from across sectors claimed that there is a lack of workforce diversity within organizations, with 55 per cent saying that the gap was mostly in terms of gender diversity.

Top companies such as Google, Facebook and Apple have gone on record about their goals to improve gender and ethnic diversity in their organizations. They have tried blind hiring and it has emerged as a probable solution to the tricky issue of workplace diversity.

Objectives:

1. To study and analyze the techniques of Blind Hiring
2. To understand the Pros and Cons of Blind Hiring

Research Methodology:

This research paper is descriptive in nature and is based on the secondary data attained from the various secondary resources such as, websites and other available sources. A systematic review of collected literature was done in detail.

1. Blind Hiring Techniques**Blind hiring technique #1: Blind candidate screening**

Blind hiring starts by removing personal information from candidates' profiles and resumes such as their names and photos. Other personal details that can be removed is information that can reveal a candidate's age and income level such as their graduation year, names of schools attended, and addresses. Blind candidate screening has the potential to be an important strategy for increasing workplace diversity.

Blind hiring technique #2: Blind pre-hire testing

The second blind hiring technique is anonymizing a pre-hire test of a candidate's job-related skills and knowledge. Another common pre-hire test is a personality assessment. Research has found that companies that use a personality assessment during their recruiting have more racially

diverse workplaces. A simple way to blind pre-hire tests is to assign anonymous candidate ids and remain “blind” to who the candidate is while scoring the assessment.

Advances in pre-employment screening have created opportunities to measure both technical skills and cognitive abilities (i.e. problem solving, creativity, critical thinking). The latest technology makes it easier to screen en masse as applicant-to-hire ratios surge, giving companies blind results for both data gathering and as a first-pass filter on talent.

Blind hiring technique #3: Blind interviewing

Interviews will always be part of the hiring process, but when and how they happen can create bias. Having the face-to-face interview too early can allow personal judgments about a candidate come into play based on physical appearance. In addition, open-ended interviews can lead to judgments without any tangible metrics. The best way to blind this part of the process is to delay face-to-face interviews until the applicant has been evaluated across more objective metrics first (resume, portfolio, phone call, then face-to-face), and then during the interview, to use a consistent set of questions and criteria so that every applicant has the ability to answer the same questions.

2. Pros and Cons of Blind Hiring

2.1 Pros of Blind Hiring

A) **Gender Diversity**- Gender diversity is the biggest advantage of Blind Hiring. Blind hiring can open up an employer’s mind to consider candidates that ordinarily may have been skipped over, such as someone from a community college or women looking to break into a male dominated industry.

B) **Emphasis on skills**- Blind hiring makes a candidate’s skills the first impression for the employer rather than the candidates brand such as school affiliation, gender, former employers, age, or nationality.

C) **Competence in the workplace.** Individuals can perform better on the job by hiring people based on skill and/or experience instead of likability. Applicants who possess the right talents and those who pursued additional education can find work that best fits their qualifications.

2.2 Cons of Blind Hiring

A) **Interviews are a two way street:** Not only is the interviewer interviewing the candidate, but the candidate is also interviewing the employer. Having interactions purely through chat room technology or in a disguised voice, makes conversations a bit less meaningful where candidates and employers can't showcase their personality or be who they really are.

B) **Case by case situation:** Sometimes candidates may want hiring managers to see where they graduated from or if they worked for a highly reputable organization, with hopes that this will increase their chances of landing an interview or job offer.

C) **Postponing discrimination:** At some point, an employer and candidate are going to come face-to-face before a final hiring decision is made. Blind applications work well for trying to create a fair environment where most candidates are given a good chance to showcase their capabilities. But, once recruiters or hiring managers meet them during the personal interview, some bias may still arise due to personal preference. This could lead to more frustration and wasted efforts on the part of the job seeker.

D) **Cost and time:** Blind hiring implementation can be quite a big investment for an organization as it is costly, and more time consuming for HR or the hiring managers to manage.

Conclusion

Blind hiring is a technique that “blinds” personal information that can lead to unconscious bias about the candidate. Blind hiring helps increase workplace diversity by allowing us to be more objective when evaluating a candidate's skills, knowledge, and potential to succeed, free from biases about what a “good candidate” looks like (e.g., race, gender, age, education level). Currently, tools for blind screening and blind pre-hire testing exist, but whether we'll ever see widespread adoption of blind interviewing remains to be seen. Blind hiring might represent the future since many organizations are struggling to hire the right candidates in the traditional

methods since research has shown that candidates who are hired based on which college they attended or which company they worked are as good or as worse as hiring based on impersonal methods wherein the applicant is judged not according to their past but based on present capabilities as well as future potential and contribution to the organization. The success of your blind hiring program should be captured in metrics by measuring your diversity statistics for screening, short-listing, testing, interviewing, hiring, and retention before and after.

The aim of this paper is to study about blind hiring when implemented the expectation is that these types of review processes reduce the incidence of bias at the initial application stage. The initial evidence broadly shows that blind hiring can play a role in improving the diversity of candidates selected to interview. The current experimentation with blind hiring in a range of areas will contribute greatly to a fuller understanding of the effects and implications of anonymous candidate selection processes.

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JOB SATISFACTION

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Abstract

The law of nature states that the basic wants of human beings are food, clothing and shelter. But, today, just by meeting the basic needs is not enough; along with that a 'good job' with which an individual feels satisfied has become a necessity too! Job satisfaction describes how happy an individual is with his/her job. The happier the people with their job, the more satisfies they are said to be. The objectives of the study were to study the job satisfaction levels of an employee by using a four-point rating scale; to analyse the job satisfaction levels of the employees and to study the perspectives of the employees towards their job. The study was carried out in the city of Mumbai with a sample size of N=200. A questionnaire was designed with a four-point rating scale and the data was statistically treated accordingly. The results showed that a significant difference did not exist between job satisfaction of male and female employees. The t-test results, of Private and Government organization employees were compared; the Private sector employees showed significant difference. Hence, satisfaction on a job, might be motivated by the nature of work.

Keywords: *Job Satisfaction, Private Sector, Government Sector, Managerial Levels*

Introduction

Human Resource Management is the most valuable asset in any organization. It is the sum-total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors, and the rank and file employees. It may be noted here that human resources should be utilized to the maximum possible extent, to achieve individual and organizational goals. It is thus the employee's performance which ultimately decides the attainment of goals. However, employee performance is to a large extent, influenced by motivation and job satisfaction. Human resource management is a specialized functional area of business that attempts to develop programmes, policies, and activities to promote job satisfaction of both individual and organizational needs, goods and objectives.

People join organizations with certain motives like security of income and job, better prospects in future, and satisfaction of social and psychological needs. Every person has different sets of needs at different times. It is the responsibility of the management to recognize this basic fact and provide appropriate opportunities and environment to people at work to satisfy their needs.

The term 'job satisfaction' was introduced by Hoppock in the field of management to the experts. According to him, Job Satisfaction is the combination of psychological, physiological and environmental circumstances that cause a person to truthfully say, "I am satisfied with my job". Job Satisfaction is the ultimate feeling of an individual after performing a task. Job satisfaction is the result of worker's hard work of achievement and success on the job performed by him. It is correlated directly to productivity as well as to personal well-being. Job satisfaction implies of the job performed and enjoyed, doing it meticulously and being rewarded for one's efforts. It also implies enthusiasm and happiness with one's work. Through Job satisfaction an individual gains recognition, an increase in income, gets promotion, and the attainment of other goals that lead to a feeling of fulfillment (Kaliski,2007). The job of a person, fulfils the basic needs with the expectation that the job he/she is doing will be satisfying. The satisfaction would be positive or negative depending upon whether the job has satisfied the individual's need or not. Herzberg's three theories reveal that: job satisfaction is a function of, or is positively related to the degree to which the various motivators or satisfiers are present in the job situation; job satisfaction is a function of, or is positively related to the degree to which one's personal needs are fulfilled in the job situation and job satisfaction is a function of, or is positively related to the degree to which the characteristics of the job meet with the approval and the desires of the groups to which the individual looks for guidance in evaluating the world and defining social security.

Job Satisfaction is different from motivation but, often they are linked together. Job Satisfaction depends on two factors: (i) Environmental factors – occupational, job content, considerate leadership, pay and promotional opportunities, and interaction and the work group; (ii) Personal factors – age, educational level and sex. Hence, checking Job Satisfaction of the employees becomes one of the most important activities for any organization.

Review of Literature

The study of Job Satisfaction is a topic of concern for both people who work in the organization and for the people who study them. Job Satisfaction has been closely related to organizational matters like motivation, performance, leadership, attitude, conflicts, morale etc. Experts in the field of management must seek to identify each aspect of Job Satisfaction by measuring its importance and examining the components of every employee's productivity.

Spector (1997) refers to job satisfaction in terms of how people perceive their jobs and different facets of their jobs. Ellickson and Logsdon (2002) support the idea by defining job satisfaction as the extent to which employees are satisfied with their jobs. C.R. Reilly (1991) defines job satisfaction as the feeling that a worker has about his job, or a general attitude towards work or a job, and is influenced by the perception of one's job. Job satisfaction can be defined also as the extent to which a worker achieves his rewards he or she gets out of his or her job, particularly in terms of motivation (which can be intrinsic) (Statt, 2004). The term job satisfaction refers to the perspective an individual has towards his/her work. Favorable and optimistic attitude towards the job indicate job satisfaction. Unfavourable and pessimistic attitude towards the job indicate job dissatisfaction (Armstrong, 2006). People's job satisfaction levels can range from extreme satisfaction to extreme dissatisfaction. In addition to having attitudes about their jobs, people have their point of view about other aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay (George et al., 2008). Job satisfaction is intricate and various concepts which can mean different things to different people. Job satisfaction is related to motivation, but the nature of this relationship is not quite clear. Satisfaction is not the same as motivation. Job satisfaction is more related to one's behaviour, an internal state. It could be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005).

Hypotheses of the study

1. There will be no significant difference in the job satisfaction levels of male and female employees.
2. There will be no significant difference in the job satisfaction levels of Private and Government Sector Employees.

3. There will be no significant difference in the job satisfaction levels between and within the managerial levels.

Objectives of the study

- i. To study the Job Satisfaction levels of employees
- ii. To analyse the Job Satisfaction levels of the employees
- iii. To study the perspectives of the employees towards their job.

Methodology

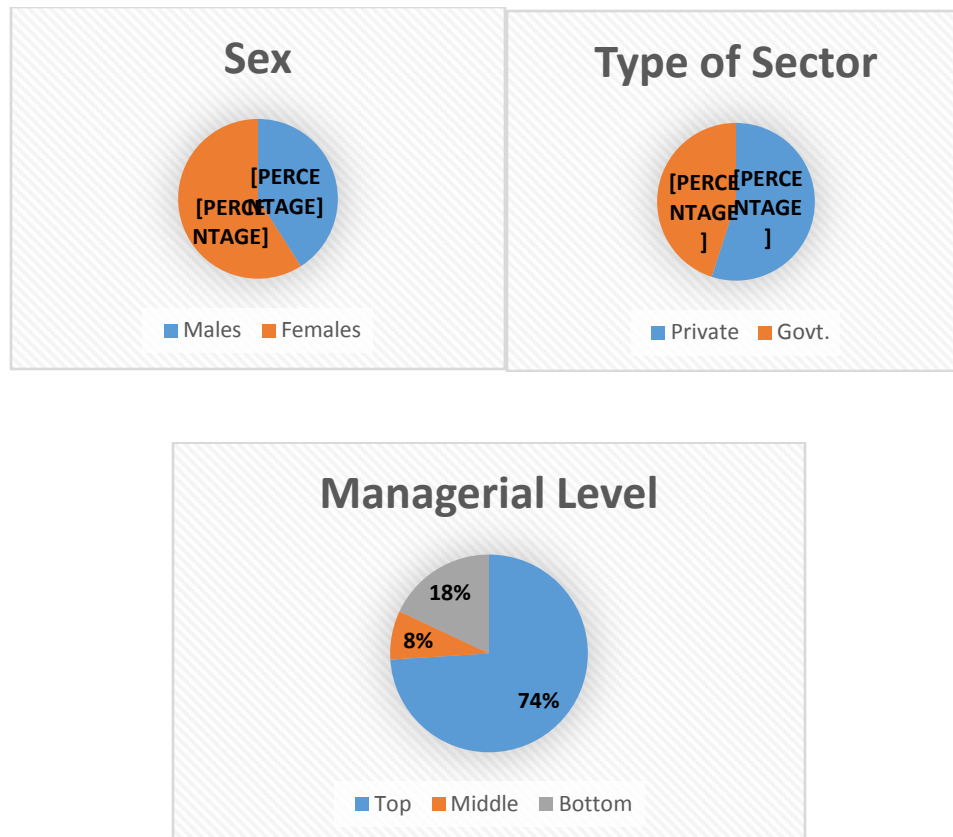
The study was carried out in the city of Mumbai with a sample size of N=200. A questionnaire was designed on a four-point rating scale and was floated amongst the respondents who were randomly selected employees from Private sector as well as Government sector. Only those subjects were considered for the study who had minimum two years of work experience. The data was analysed using statistical treatment.

Results and Discussions

Demographic profile

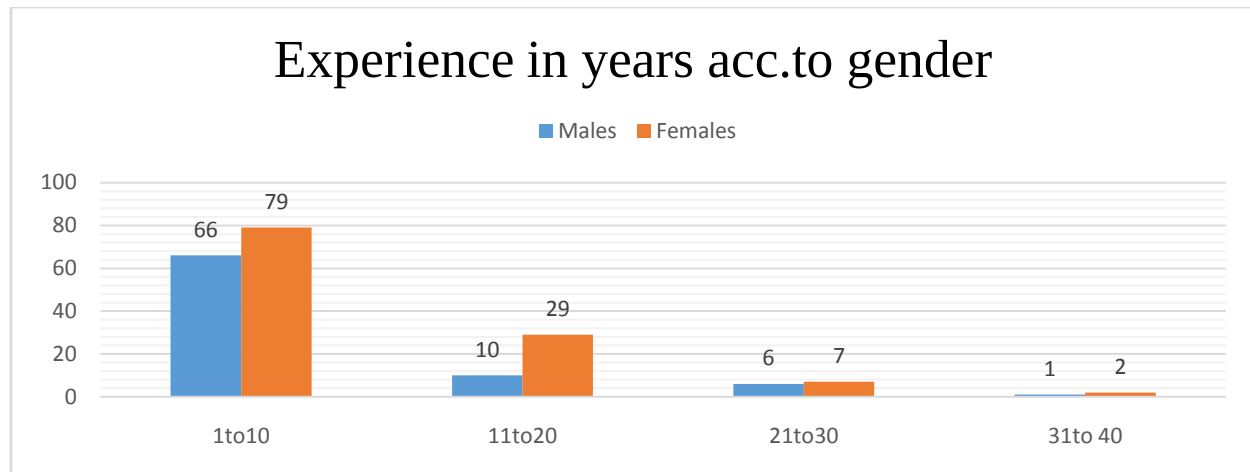
The subjects who participated in the study were employees from Private as well as Government sector. This included male and female respondents who belonged to all managerial levels of management that is Top, Middle and Bottom level. The number of respondents with respect to their sex, type of sector, managerial level they belonged to, and the total number of years of work experience according to gender was expressed in percentage.

Table I. Number of respondents with respect to their sex, type of sector and managerial level (N=200)



The above diagrams explain that there were more female respondents who participated in the study (59%) as compared to their male counterparts with (41%). Private sector employees (55%) were more in number compared with the Government sector employees who were a part of the study. Lastly, it was also seen that maximum number of respondents were from top level (74%), followed by low level (18%) and the least from middle level with only 8%.

Table II. Number of experience in years according to gender (N=200)



The above table explains the total number of male and female employees work experience in years. It was seen that; maximum employees had their work experience between 1-10 years, and the least number of years work experience was seen between 31-40 years.

Male and Female Employees Job Satisfaction

The percent score for males (mean $\pm$ sd = 80 $\pm$ 14) was slightly but not significantly higher than that of females (mean $\pm$ sd = 79 $\pm$ 15), indicating that there was no gender difference (t stat=0.736, p=0.463).

Table III. Male and Female Employees Job Satisfaction using t test (N=200).

	t-test for Equality of Means		
	t	df	Sig. (2-tailed)
Total Job Satisfaction Score in %	.736	198	.463

The above table explains, the mean score of total job satisfaction in male employees is 80.3%, which is greater than the mean score of female employees is 78.8%. These sample statistics are used to compute a test statistic to make inference about the group they represent. The test statistic is 0.736. The test follows a t distribution with n=198 degrees of freedom. The P value for this test which is 2 tailed is 0.463.

To make a conclusion, the P value is compared to the P value level of significance. In this case, $P \leq 0.05$, the difference in the mean scores of males and females is significant. In the above table, $P = 0.463$. Hence the mean job satisfaction of males and females is same.

The test fails to reject the Null Hypotheses. The test does not show a significant difference of job satisfaction between male and female employees.

A significant difference does not exist between job satisfaction of male and female employees.

Job satisfaction levels of Private and Government sector employees

Table IV. Job Satisfaction levels between Private and Government Sector Employees (N=200)

	t-test for Equality of Means		
	T	df	Sig. (2-tailed)
Total Job Satisfaction Score in %	1.721	193	.087

Table 6.3 explains that the mean score of total job satisfaction in Private organization employees was 81.09% which is more than the mean score of Government organization employees, i.e. 77.41%. The last column in t-test (Sig. 2-tailed) is called P-value. In above table $P=0.087$ (2-tailed). Hence the mean job satisfaction of Private and Govt. organizations is significantly different. Hence, **Private organization employees are more satisfied (81.09%) than Government organization employees (77.41%).** The test fails to reject the Null Hypotheses.

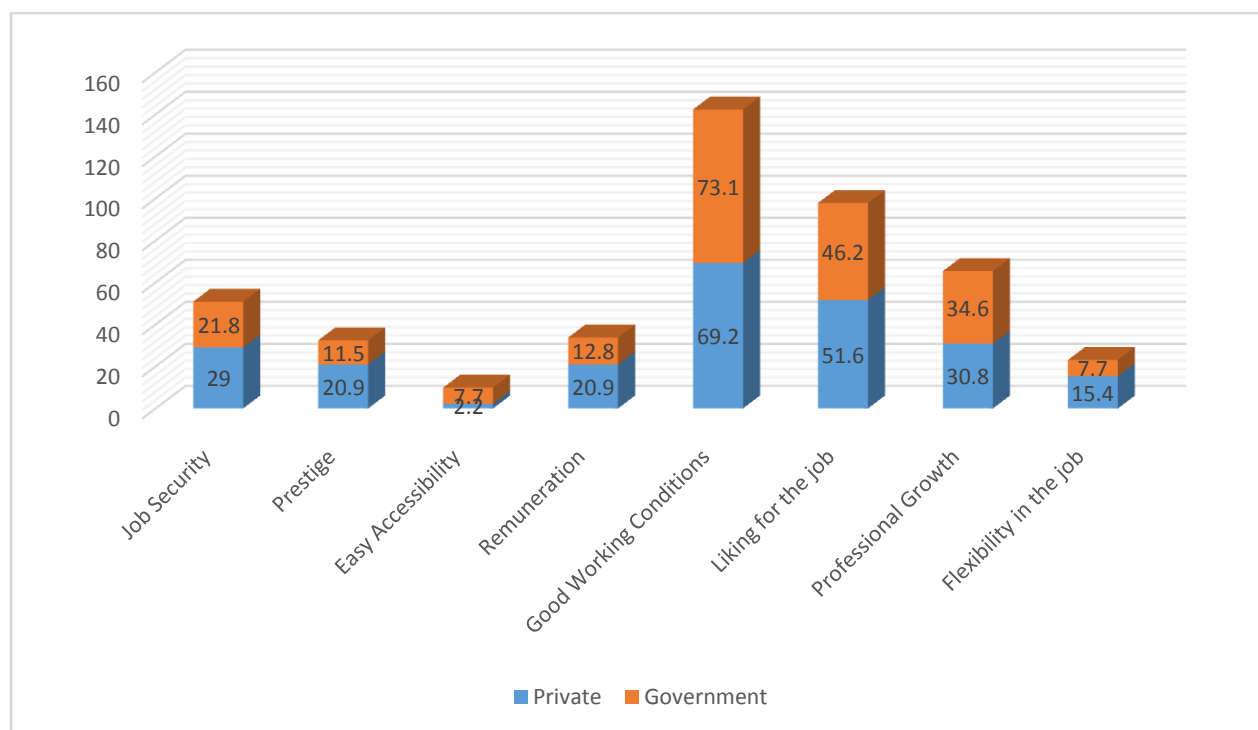
Job Satisfaction levels of within and between Managerial levels of Employees

Table V. Comparison of three groups using ANOVA of Job Satisfaction levels of Managerial levels of Employees (N=200).

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	133.492	2	66.746	.297	.744
Within Groups	42995.286	191	225.106		
Total	43128.778	193			

A one-way analysis of variance (ANOVA) was calculated on the Total Job Satisfaction of low, middle and top-level employees of the organization. The analysis was not significant, $F(2,191) = 0.297$, $p=0.744$. It was seen that mean satisfaction scores were highest amongst the top-level employees ($M=80.2$, $SD=16.5$) as compared to middle level employees ($M=79.3$, $SD=14.1$) and low-level employees ($M=76.2$, $SD=14.9$). **The results indicate that since $P= 0.744$ which is >0.05 , there is no significant difference in the mean satisfaction scores of Low, Middle and Top-level employees of the organization.** The test fails to reject the Null Hypotheses.

Perspectives of the Employees



The above table explains the perspectives of the employees towards their jobs. It was seen that maximum number of respondents liked their job because of good working conditions at their workplace which in turn increased the productivity of the work, followed by the liking for the job, that is, they always wanted to be in such a workplace, professional growth was given equal importance as they experienced it in that particular organization. The least liking was given to the flexibility in the job, remuneration, prestige and job security and no easy accessibility to reach their workplace.

Conclusion

Job Satisfaction represents one of the most vital areas for an employer to deal with his employees. Many studies have been conducted globally on Job Satisfaction. Researches have showed a high collision of Job Satisfaction on the motivational levels of the employees which in turn influences the work productivity and the turnover of business organizations. There is a considerable impact of the employee's perceptions for the nature of his work and the overall level of Job Satisfaction.

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RETAIL DIGITAL MARKETING

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Abstract

Growing Internet penetration, entry of global majors, rise in smart phone adoption, innovation in mobile technologies, access to funding, millennial consumers and digital payments are fuelling the growth of the ecommerce market in the country. E-commerce, also known as online shopping, is becoming more widespread as more consumers look to the Internet for purchasing decisions. Consumers can find a wider variety of goods, often at more competitive prices, than they would at their local brick and mortar retailers. E-commerce marketing is the practice of guiding online shoppers to an e-commerce website and persuading them to buy the products or services online.

The paper aims at finding out what E-commerce or Retail Digital Marketing is all about, and how a retail business firm can be more competitive by using digital marketing strategies to gain a competitive edge over others. It explores the main issues in adoption of digital marketing practices. The paper describes the current scenario of digital market and explores the challenges and opportunities businesses have with retail digital marketing. Why are companies adopting it? What is the future of retail digital marketing? It concludes that retail digital marketing is something that will continuously grow in both practice and demand.

Key Words: *Digital payment, mobile technologies, online shoppers, brick and mortar retailers.*

Introduction

Ecommerce marketing is the process of driving sales by raising awareness about an online store's brand and product offerings. Digital marketing for ecommerce applies traditional marketing principles to a multichannel, data-driven environment.

Ecommerce marketing can be divided into two general actions: driving website traffic and optimizing the user experience for conversion. Both are critical components to growing an online business — failure in one is all but sure to undermine any success in the other. Seasoned marketers can thrive in a digital landscape, starting with a solid foundation of common terms.

Ecommerce Marketing Channels

- **Pay-per-click Advertising (PPC):** Effective PPC campaigns drive users with intent to purchase, making it more efficient than many traditional advertising platforms. Businesses bid on impressions for paid listings at the top of search engine results, paying on a per-click basis. Impressions are determined by user search query, with strategy revolving around which keyword bids yield the highest ROI.
- **Search Engine Marketing (SEM):** Sometimes used a synonym for PPC, referring to paid advertising campaigns. SEM is often used to describe efforts on Google's AdWords platform and paid platforms on other search engines, such as Bing. This multifaceted term is also used by many marketers to describe all paid and organic efforts.
- **Search Engine Optimization (SEO):** Unlike the paid media opportunities described above, SEO traffic comes from unpaid "organic" results on search engines such as Google and Yahoo. Successful SEO requires adherence to best practices on a product page level in tandem with content creation, inbound links, social media engagement, and many other factors that search engine algorithms take into consideration.
- **Display Advertising:** Banners, sidebars and other predominantly-visual advertisements that appear on other websites. Display ads are facilitated by ad networks such as Google Display Network.
- **Affiliate Marketing:** Referrals from other websites with industry or product-focused content such as reviews, comparisons, and testimonials. Successful affiliates have a loyal following or receive traffic from some of the above channels. They typically receive a set commission of referred sales, often determined on a case-by-case basis.
- **Email Marketing:** Newsletters, abandoned cart notifications and remarketing all use email to target past and potential customers.

Objectives of the study

Following are the objectives of the study:-

1. To provide an understanding of the concept, need and importance of Retail Digital marketing.
2. To study the initiatives taken by Indian retail business organisations for digital marketing
3. To determine the future of retail digital Marketing

Research methodology

- The present study is exploratory in nature, intended to provide a clear guidance for empirical research.
- For this purpose secondary, data were collected. The secondary data were collected through newspapers, magazines, books, journals, conference proceedings, Government reports and websites.

Need for Retail digital marketing

➤ Participation of niche companies

With the increase in awareness about the benefits of online trading, there has been a significant rise in investment in E-Commerce business. Hand in hand with offline trading, many established business houses have setup online transaction channels. Online retailing is the 'in-thing' in today's commerce. Every other day a new company is being set in the online retail segment.

Specialization and customization are the underlining features of online trading. E-Commerce companies are specializing in exclusive items and have consciously moved away from the 'one for all' concept. Every new company is focusing on a definite item or targeting a particular demographic segment. So instead of addressing universally, it is better to concentrate on a single area and execute it to your best ability. Consumers prefer this kind of preferential treatment and personalized attention.

India, being a land full of diversity, offers ample scope for new companies to join in this E-Commerce business tirade. Business opportunities are limitless considering the innumerable clothing, food, and cultural habits of Indian communities.

➤ **Role of FDI**

Foreign direct investments (FDIs) till lately was not allowed in E-Commerce for the single brand or multi-brand retail companies. It was only allowed for B2B businesses. Now, FDI is allowed in cases of wholesale trading or in cases where involvement is limited to use of technology platform. The ever-expanding Indian E-Commerce market has attracted companies from Europe and United States who are joining as conglomerates.

Though FDI has been successful in lending variety to online market of India, their full participation is limited by government laws.

➤ **Implementation of GST**

A uniform taxation structure, which GST (Goods and Services Tax) purports to achieve would contribute to the success of E-Commerce business in India. Online business is carried out pan-India, and a uniform tax structure makes calculations easier and uniform. Same tax for same product or service across Indian Territory would certainly help in maintaining price uniformity. For online business operators, differential tax structure was a deterrent.

➤ **Inclusion of food and grocery in online retailing**

Earlier food and grocery were never thought of as items for online trading. However, with the change of working habits, and consumers opting for adaptability and convenience, there are now innumerable small and large E-Commerce companies selling provisions and food items. Indian E-Commerce industry is in a position to sustain itself as a viable business opportunity not only for established names but even for start-ups.

Retail digital marketing strategies

➤ **Social media**

Every retailer has a social media presence whether with an active strategy or without. Consumers constantly communicate to brands through social media. They review and recommend products, advising for or against them, or even complain about them.

Indian retailers are leveraging this space for multiple objectives; from creating awareness of new collections, to creating engagement via contests, to generating customer testimonials.

Head-Marketing, Pepe Jeans, Neha Shah says, “We create style guides to show visitors across social media platforms how to incorporate items into their everyday life. This helps in creating awareness of collections season-on-season.”

It comes as no surprise that Facebook is the preferred choice. Whether it is to create constant engagement through contests, or to ensure that consumers can locate stores (especially for a predominant offline retailer like Toons Retail), or build preference through testimonials, retailers are leveraging the popularity of Facebook to their advantage.

Crocs India leverages Facebook to research prospective buyers and improve targeting the right consumers. Continuous analytics helps fine tune target audiences, resulting in more relevant communication rather than carpet bombing.

Contests seem to have emerged as a strong hook to engage consumers - whether it is through region-specific contests done by Crocs India, or by creating content and contests around trending topics, or for creating relevant events for consumers like the World Shorts Day from the Future Group.

Effectively using Google Search and optimizing marketing plans using analytics is also becoming key to finding, connecting and engaging with existing and new users. Group Head-Digital, Future Group, Pawan Sarda says “We use Google search very effectively for our brands and formats. Use of digital to increase convenience for our customers is very important.”

➤ **E-mail Marketing**

New age analytics have helped e-mail marketing evolve from a one-way communication tool to an interactive and impactful one.

Head of Business – E-commerce, Orra Fine Jewellery Pvt. Ltd., Varun Arora explains how e-mail marketing has shed its fuddy-duddy imagery in the last few years. “Email marketing has evolved from a static imagery to interactive information with analytics involved. This means that

we can decide our next line of e-mail communication to the customer depending on how consumers respond to the emailer. It has become an essential sharing tool with in-depth pre-and post-sharing analysis.”

➤ **Influencer Marketing**

Influencer Marketing is starting to resonate with retailers, be it for targeting online or in-store shoppers. In some ways, influencer marketing is nothing but a natural extension of traditional word-of-mouth marketing, with the friend at work or person next door being amplified by online voices that have become trusted sources for recommendations. The key difference is that retailers can now exercise some control over what is being said, influencing increase in sales.

By combining paid influencer content with unpaid user generated content (UGC), retailers have twice the opportunity to create a powerful platform to close sales.

E-commerce and Digital Marketing Head, Crocs India, Bhavna Tewari believes this is a key emerging trend. To quote, “Instagram led UGC campaigns to break the stereotype of clogs as the main product of Crocs. Our product portfolio has expanded since the days of just clogs. We have a stylish and trendy range that is relevant to a certain kind of customer. Digital media via strong creative and targeted reach is helping us change the way the brand is perceived, and is helping gain acceptance for our complete range of products.”

Head-Marketing, Amante, MAS Brands, Smita Murarka believes, “Effective use of influencer marketing helps build high SOV.”

Head-Marketing, PR & Loyalty, Celio Future Fashion, Abhishek Shetty too endorses the fact that influencer marketing is gaining importance in the Digital Marketing mix. He says, “We are also in the process of identifying digital influencers and building high quality native content to get more brand conversations going.”

Head-Marketing, Pepe Jeans, Neha Shah believes that working with influencers provides the brand access to a new audience and gives consumers unique content. She further emphasises that in today’s day and age, “Social media influencers are at the pinnacle of the digital realm.

Curating content specific to influencers who have great following, helps in not only retaining existing customer base but also in acquiring new audiences.”

➤ Shareable Content And Gamification Of Content

Shareable content is the benchmark of success in content marketing and what every retailer aspires for. Every marketing head acknowledges the fact that good quality and shareable content helps deliver value to consumers. To get it right, the industry is witnessing extensive experimentation with formats from blogs to video content, from listicles and infographics to even gamification of content.

Head Marketing, Reliance Vision Express Pvt. Ltd, Jermina Menon speaks of the efficacy of blogs in educating prospective customers about the latest trends in eye wear technology, and conveying their benefits to convince them to buy. On the other hand, Celio Future Fashion has been working with the gamification trend to deliver a unique experience to its digital savvy consumers.

➤ Data Analytics

Industry reports suggest that the online customers are going to cross the 100 mn mark by the end of this year. With so many consumers online, data analytics will become critical to predict consumer behaviour. Says Associate Vice President – Marketing and Corporate Communication, Inorbit Malls (India) Pvt. Ltd., Puneet Varma, “We rack conversations around retail brands to understand perception and feedback.”

Top 10 E-Commerce companies in India 2018

Amazon: Amazon is placed at first position in the list of top 10 e-commerce companies of India. In the last 2 years Amazon has completely focus on bringing new products on the website, this step help them to retain customers.

Second step taken by the Amazon to come to other E-Commerce companies are improving their delivery service, with the launch of Amazon Prime, company has provided one day delivery option to the customers. This means if you are a Amazon Prime member and you have order sum

product from the Amazon website then they will make sure that product will be deliver within next 24 hours.

To counter Flipkart, Amazon global has invested more than 8500 crore in Amazon India.

Seeking to create the vastly client centric web destination and marketplace for users to explore and find anything on this famous virtual store, it assures to offer everything, providing plenty of options and choices, at lower prices, insuring reliable and faster delivery and lend a convenient and trustable experience along with providing sellers with a top notch and renowned e-commerce marketplace. It also deals in offering consumer products such as Fire tablets, Amazon Kindle e-readers, Fire TV etc. that is world's biggest provider of cloud infrastructure services. Set up in year 1994, in year 2018, it is known to release a popular streaming service reckoned as Amazon Music Limited. Counted among one of the reputed and most popular one stop platforms to buy almost everything, it has actually created a user base of more than 30 million people in a span of years.

Flipkart : Flipkart is the perfect example of a Startup that has grown thousand times in last 10 years. The journey of Flipkart is amazing; it was started with the small eCommerce website that sells books and presently it is the largest e-commerce website of India. Recently Flipkart has received funding of 10 billion dollars which the company will use to enhance your technology, delivery bringing new product on the website.

In year 2015, as per the information it has bought a minority stake in route optimization and Navigation start-up acknowledged as MapmyIndia assisting to improvise and upgrade its delivery utilizing its assets. In 2014, the platform introduced its own set of mobile phones, tablet and Phablet. The foremost tablet series and phones that were introduced was DigiFlip Pro XT 712 tablet. Also, it introduced its first wireless networking router in July 2014 under its own acknowledged brand name DigiFlip WR001 300 Mbit/s.

Paytm : Paytm the third largest E-Commerce company. The journey of Paytm started from mobile wallet that provide features like online recharge of mobile. 2 years back paytm has entered in the e-Commerce industry by launching its E-Commerce platform Paytm Mall. From

Paytm Mall customer has the opportunity to buy apparels, electronic products, mobiles and tablets. Paytm was founded on Jan 1st 2010 and has become leading E-Commerce company within 7 years. In the year 2017 Paytm has raised 4.4 billion US dollar funding from Softbank. With this step Softbank has become the major shareholder in Paytm, and has also received a seat in Paytm board.

Jabong : Jabong is at the 4th position and among the top list of top 10 E-Commerce companies of India. Jabong was launched in the year 2012 by the rocket internet. Recently e-commerce market consolidation happened in India and Jabong was takeover by Flipkart. Even after the merger of Jabong and Flipkart, Jabong is running the website as separate entity. Jabong theme revolves around fashion from where you can buy ethnic wear, clothing, footwear, bags, sunglasses and makeup products.

Myntra: Myntra is another prominent e-commerce company that sells fashion related products. It was founded in the year 2007 by Mukesh Bansal. In 2014 Flipkart has acquired Myntra to expand their business. Flipkart has taken this decision because maximum people are buying fashion products online. In the present scenario, consolidation has happened and Flipkart, Jabong and Myntra are working as a one unit and trying to capture market share of growing e-commerce industry of India

Zomato: Zomato is another eCommerce company that has achieved amazing growth in last few years. Zomato is a platform through which you can order food online; the partner restaurant will deliver the food at your doorstep on behalf of Zomato. Initially Zomato started as a Discovery platform that only provide information about restaurants and later it entered in the food delivery business. Recently Zomato has launched gold membership in India and in which Zomato team has to tie up with prominent restaurants of Delhi, Mumbai, Bangalore. If you are Zomato gold member, then featured restaurants will provide you one meal free on the meal you buy, for instance if you buy Paneer Tikka from one restaurant then you can avail free item of the same value.

MakeMyTrip: It is a leading e-commerce company that basically sells air tickets, bus tickets, holiday packages, train tickets. MakeMyTrip

started in the year 2000 and has its head office in Gurgaon. Company was founded by deep Kalra who was an alumni of Indian Institute of Management. Company is listed in NASDAQ, and has 1805 working in different teams of company. Recently MakeMyTrip has acquired Ibibo group to become the largest player in Indian travel industry. In the past, company has acquired holiday IQ, ITC group, hotel travel group and Mygola.

Swiggy: Swiggy, which is a food Tech e-Commerce player, has achieved tremendous growth in last 2 years. The real time tracking of the delivery of food is the major backbone of Swiggy business. Swiggy has their own delivery setup, when customer order from Swiggy, then its delivery boy picks the food from the restaurant and delivers the same to the customer. Swiggy has been providing services in all the metro cities of India, that is Delhi, Mumbai, Pune. In recent funding Swiggy has received 100 million US dollars from Naspers and Meituan.

Shopclues: Shopclues is another prominent player of e-commerce industry. It was started in the year 2011 by Sandeep and Radhika Agarwal. Shopclues delivers products at more than 30000 pin codes across India, and 60% business is generated in ShopClues from mobile app. The Company has three fulfillment centres in Pan India; till date the company has raised over 10 million dollars from different VC funds and presently it has valuation of 1.1 billion US dollars. More than 5 lakh sellers are associated with the company and are selling their products in 9 different categories that include mobiles, electronics, computers, camera etc.

BookMyShow: BookMyShow is placed at 10th position in the list of top 10 E-Commerce companies in India. At BookMyShow you can buy movie tickets, tickets of a sports event etc. It was started in the year 1999 and has ruled the ticket booking industry for last few years. Recently paytm has added the ticket booking facility on the platform. With this fight both companies are giving some discount on online ticket booking and hence benefiting the customer. Company has head office in United States, and in India their office is in Mumbai.

EBay is another prominent E-Commerce company of India. Basically eBay Asian American E-Commerce company that has started operation in India under The E-Commerce segment with the domain name eBay. in.

Company has very good product range; you can buy fashion products like sport products, digital camera, baby items, electronics and cars. All the prominent National and International brands are associated with eBay, and it has been selling their products online. You can pay the product cost by credit card, debit card, online wallets and by cash on delivery.

Cleartrip - Cleartrip travel eCommerce is a company from where you can book flight tickets, bus tickets, hotels, train ticket etc. To buy the train ticket customers have to login in to Cleartrip through IRCTC login, Clear several campaigns under which you can avail discount, mainly in the form of cash back while booking through the website.

Caratlane is one of the prominent jewellery websites from where you can buy artificial and gold jewellery. The best part of voice searching jewellery on Caratlane, is that you have a huge variety of designs from which you can choose the best one. Company also runs several campaigns in the season that boost the sales of the company. You can buy earrings, rings, pendants, bangles, bracelets, chains, nose pins, mangalsutra. During the season, Caratlane also provides discount on online orders.

Infibeam is another major E-Commerce company of India that has been working across b2B and b2c vertical. This is the only company which is listed in stock market because they could able to generate profit for 3 consecutive years. In the b2c business, the company is selling all kind of products such as mobiles, tablets, electronic items, clothes, kitchen items, baby care products etc. In the B2B segment, the company has launched cloud product on which users can build their website. This is one of the profitable segments of the company through which they could able to generate good revenue.

Conclusion

The increase in consumer demand for online purchases will fuel future revenue growth across all B2B and B2C transactional E-Commerce sectors from retail through financial services to travel and more.

It is no hidden fact. Despite all efforts, retail industry constantly struggles to keep pace with what exactly their consumers want. Expectations are temperamental and becoming increasingly difficult to live up to.

One conceivable way that can help retailers bridge the gap is by being in a constant state of dialogue with consumers. Fortunately, we live in a world where technology can bring the impossible to life. The world of digital has created conversations between retailers, mall managers and consumers. While traditional media like print and television may still dominate the media landscape, digital seeking more value, engagement and entertainment from their shopping experience are ensuring that retailers run at their pace of digital adoption. Digital marketing is an endless evolving discipline. Retailers are learning to engage their audiences, and keep bettering it every time.

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A COMPARATIVE STUDY OF DIGITAL MARKETING VS TRADITIONAL MARKETING

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Abstract

With the advent of Internet age, some old marketing methods have been eliminated, and replaced with new methods for product promotion and marketing. "Desk research" has turned into "online research". This paper makes a comparative study of traditional marketing and digital marketing, also known as online marketing. It also includes the pros and cons of traditional marketing and digital marketing.

Traditional marketing is the conservative mode of marketing that has been used since the beginning of marketing. This promotion of products and services was through:

- Television
- Newspaper
- Radio
- Flyers and billboards by the roads and highways
- Pamphlets

Digital Marketing is the marketing mode of the modern times. Digital marketing is promotion of products and services through platforms like:

- Social media like Facebook, Twitter
- WhatsApp
- Promotional ads via emails

- Paid pop ups
- Blogs
- Mobile Apps

The traditional marketing methods support digital marketing. Both the marketing methods are dependent on each other.

Introduction

The world is facing a drastic shift towards Digital environment. Many of our routine activities like Banking, Shopping, Bill Payment, Reading & Learning, and Ticket Booking are performed online. The revolution that has taken place in the field of information technology (IT) has changed the way of marketing. Nowadays, even Marketing & advertisements for promotion of their goods and services are done through internet. This new trend is much cheaper, easier, useful and proven to be successful. Without actually entering the market / shop, neither wasting time nor wasting cost nor energy, one can find what needs are and make purchases with a quick click. These activities raise many questions in our mind - Does Traditional Marketing really exist? Does Digital Marketing suppress Traditional Marketing?

Even though, digital and traditional marketing have a common goal of attracting qualified customers and building brand awareness of the product and services in the market, and both work together to boost marketing results, the differences between the two are very clear. To clarify the terms **digital marketing** concentrates on web and internet like creating a webpage, advertising the product via different social media. On the other hand, **traditional marketing** concentrates on advertisement through newspapers, magazines, ads on TV and Radio.

Objectives:

- To study briefly the concept of Digital and Traditional Marketing
- To find out why we still need to consider Traditional Marketing in Marketing Strategy
- To find out why Digital Marketing has overcome Traditional Marketing
- To observe the success of Digital and Traditional Marketing with reference to a case study

Research methodology:

This study is based on secondary data, which has been collected from various sources like National and International Published Journals, Internet, Books, etc.

What is Traditional Marketing?

Traditional marketing is the most accepted form of marketing that has been successful for years. It involves many familiar forms of advertising that we watch and listen in our everyday life.

Methods of traditional marketing can include -

- Printed Advertisements in Newsletters and Newspapers
- Billboards and Flyers along the roadside
- Pamphlets and brochures
- Catalogs
- Magazines
- Commercial Ads on TV & Radio
- Direct mail



Fig 1: Methods of Traditional Marketing

The figure below projects the different categories of Traditional marketing strategies.

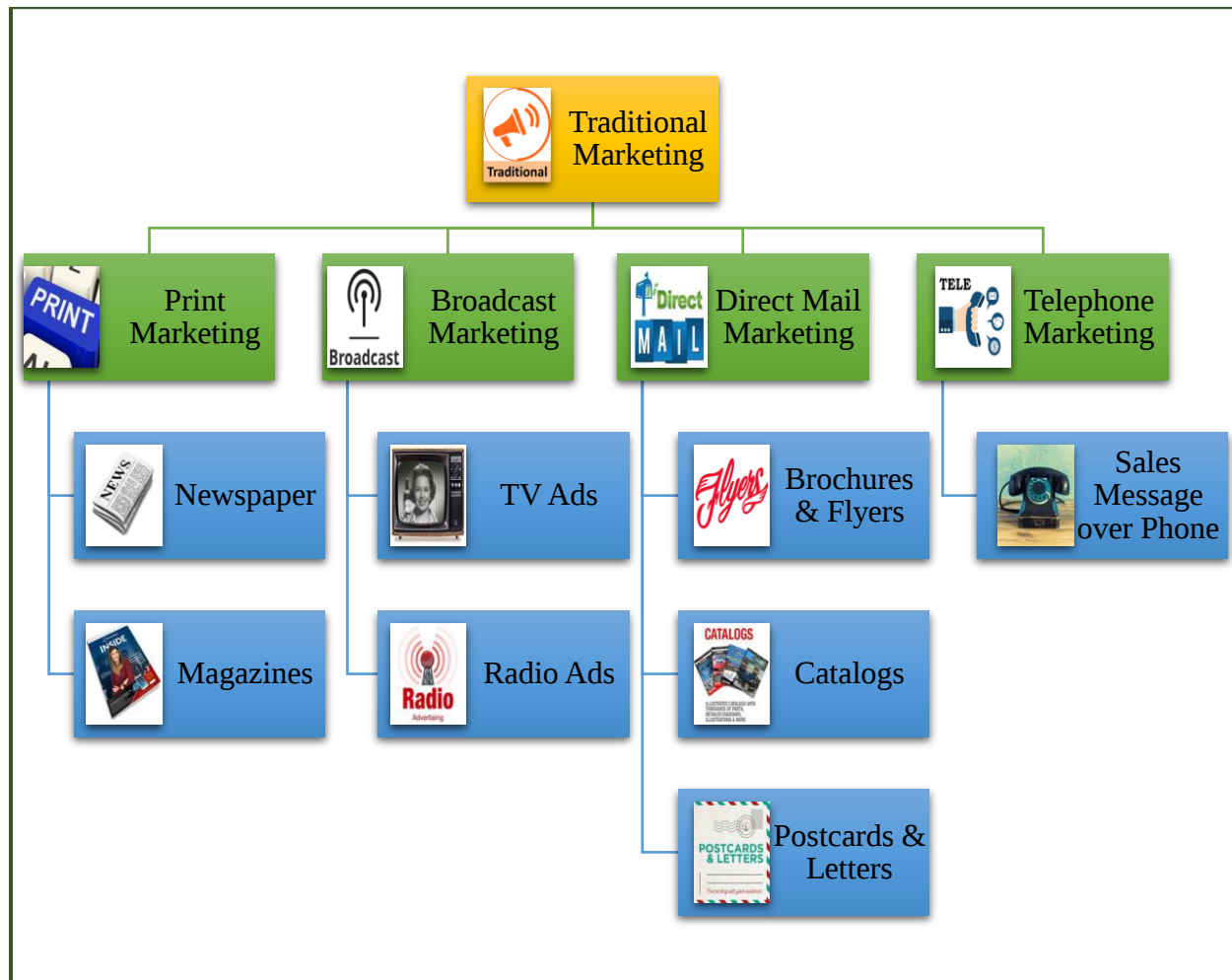


Fig 2: Categories of Traditional Marketing

Print Marketing is one of the old methods of traditional marketing which was prevalent since olden times. It is the strategy of advertising in paper form through newspapers, magazines and newsletters which could be distributed to the customers.

Broadcast Marketing is the advertisements of the product or service broadcasted on radio and television so that it could virtually attract people.

Direct Mail Marketing uses printed material like postcards, brochures, letters, catalogs, and flyers which could be sent through postal mail to the customers.

Telephone Marketing / Telemarketing is the practice of conveying sales information about the product or service via telephone and convincing them to purchase the product or service.

What is Digital Marketing?

The promotion of products or services using digital network to reach the customers across the globe is commonly known as Digital marketing which could be done through:

- Blogs
- Social media (Facebook, Twitter)
- App Development
- Promotional ads via emails
- Paid pop ups

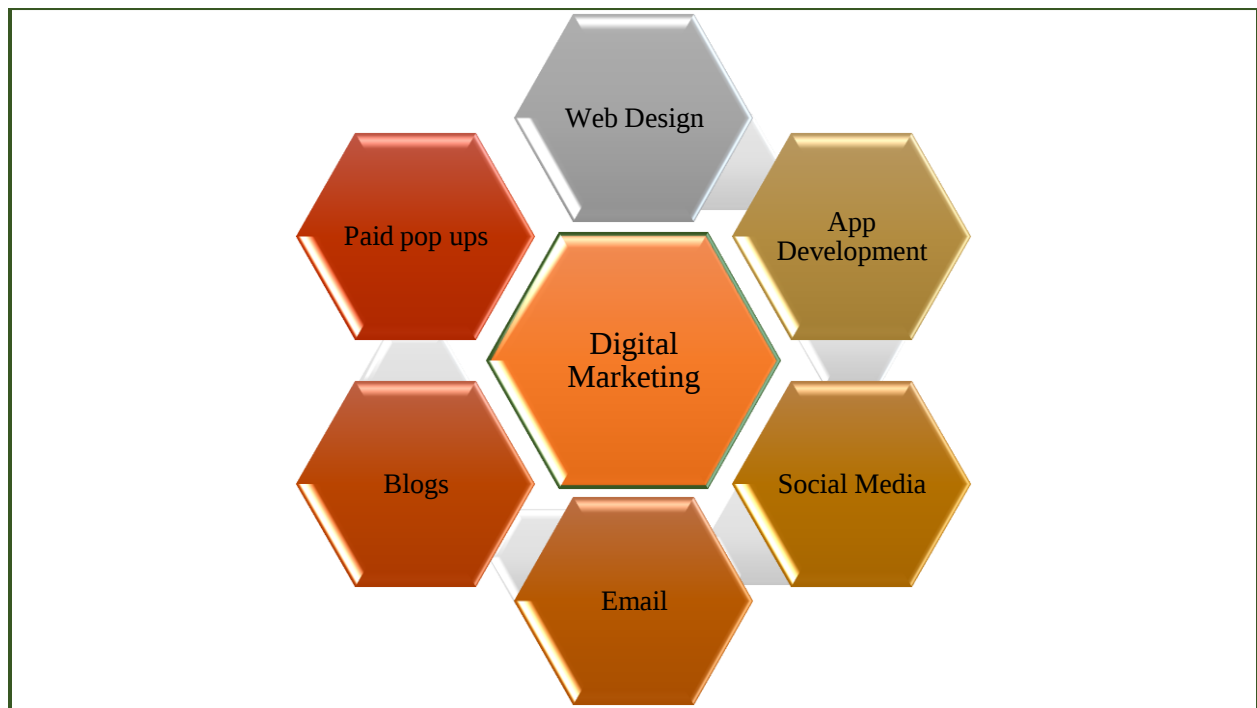


Fig 3: Methods of Digital Marketing

Why we still need to consider Traditional Marketing?

Traditional marketing methods are outdated because there is a constant look out for the most effective ways to advertise the product or service online and drive more attraction towards it. While online and digital marketing can increase branding, there are still many benefits of traditional marketing that could be lost in digital marketing. Below are just a few reasons why traditional marketing methods are still needed to be integrated into the future marketing efforts.

Greater Exposure

Advertising via digital mode can increase the exposure of the product or service, but the customers could not be expected to be online throughout to look out for the promotion of product or service. In spite of the fact that in the current world, the customers first search online to choose a product or service, there are still customers who either don't have immediate access to the internet or they are not tech-friendly. At this scenario, traditional marketing methods can help to complement the exposure of the product or service.

New Audiences

Advertising via mass media, such as billboards, television and radio, allows companies to reach a large audience spread over a wide area, and by reaching such a large number, the product or service is bound to get noticed by new viewers that one may not have been targeting. This wide circulation of product or service exposure is one advantage of traditional mass media that isn't the strength of today's digital marketing methods.

It's Personal

Traditional marketing allows the product to cross paths with customers and interact with them on a more personal level; more than what digital marketing does. People prefer human interaction and rely on relationships in all aspects of life. Traditional marketing and advertising, such as sending anniversary card with a special offer through direct mail, allows brands to create a personal connection that may invite them to the store or to the website.

Tangibility

In a digital age, it's a nice change of pace to receive hard copies of a brochure or other printed material that the customers can look through at their own comfort. Tangible items (For eg. Business cards) are good ways to bring a company's brand to the customer, rather than depend on them to find one's business through other platforms.

Why Digital Marketing has overcome Traditional Marketing?

Cost

In order to target a larger group of audience, traditional marketing methods are more expensive than digital marketing methods because in traditional marketing producing the ads about the product or service involves investment of a huge amount of money, whereas many forms of digital marketing allows products/services to communicate with the customers free of cost.

Time constraints

Traditional marketing does not allow one to respond to changes in the marketplace as quickly as digital mode of communication. As creating magazine ads and daily newspaper ads may require at least week or month advance. Also changing broadcast ads requires time and additional production expense. On the other hand, on the Internet one can instantly update the web pages or Facebook pages to let customers know about the product or service.

Hard to Target Audience

Digital Marketing allows marketers to more precisely target potential customers. It is easy to determine well in advance who visits a particular website, how often they visit, what they view and other information. Thus it is easy to track and target a specific audience and suggest similar products. On the other hand, once a magazine is mailed, a paper is delivered or an ad is broadcast, it is difficult to predict who actually read, saw or viewed their ad. Thus, it is difficult to target a specific customer.

Less Information

The message one can deliver with traditional advertising is much more limited compared to online communications. In a website with the click of a banner ad or link, there are unlimited opportunities to deliver page after page of information to customer, whereas in traditional marketing, one must communicate one's advertisements within a limited space and stipulated time.

Case study

After getting a brief understanding on digital marketing, its various techniques, advantages and disadvantages, we tried to implement it in our college i.e. Dr. B. M. N. College of Home Science. Discussions with the Management Members & Principal led to the conclusion that the admissions for BCA course were dropping gradually. Therefore, the teachers of the department decided to boost admissions with the help of digital marketing tools.

In the year 2015 – 16, the admission was 110 students for the BCA course. In the month of August 2016, the department decided to market the course through College website, which required a complete change. So the following strategies were decided-

- Changed the look and feel of the website and included all the details about the course on the website.
- Created the Facebook pages 'Ms. Vanity' and 'Once upon a time in BCA'
- Made students like/visit the website so that it could be listed in the first page of Google.
- Formed WhatsApp group of alumni and requested them to market the course.
- Uploaded all the students' achievements and college achievements on social media to spread the message.

After implementing the above strategies, the admissions for the year 2016-17 shot up to 125 students.

In order to reach out to the local students, we decided to club the traditional marketing with digital marketing practices. Thus following strategies were planned and implemented for the academic year 2017-18.

- Students were asked to conduct a survey by distributing questionnaire to at least five XII std. girl students. After receiving the data, these students were contacted through phone calls and SMS.
- Bags with course and college details printed on it were given to the students.
- Jute bags with course details were printed and distributed along with brochures & pamphlets.
- Attractive flexes & banners were displayed at the college entrance gates.

These along with all the digital marketing strategies were incorporated and the results were quite satisfactory. For the academic year 2017-18, we had 140 students enrolled for the course.

Result

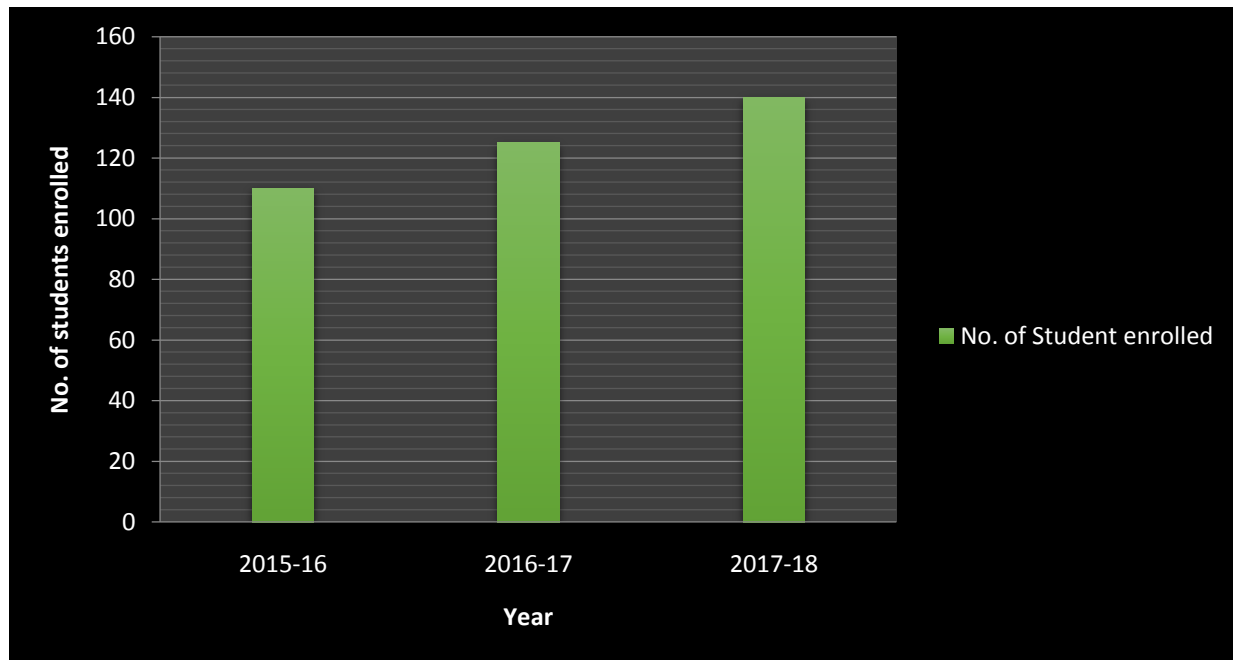


Fig 4: Graph depicting improvement in Students Enrollment

The above graph shows the improvement in students' enrollment for BCA course through implementation of digital marketing strategies along with the existing traditional methods.

Illustrative representation of Case study

Traditional Marketing	Digital Marketing
	
Ad on College Bags and eco-friendly Jute bags	Details about BCA on the College Website
	
Flex at the College Gate	Listed in the first page of Google

Conclusion

Comparing digital and traditional marketing, we would like to conclude that both can help marketers to promote their products/services irrespective of their advantages and disadvantages. Also both the marketing strategies have to be merged and applied for a satisfactory and successful result.

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