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Criterion 3 - Research, Innovations and Extension

Sr. No.	Title of paper	Name of the author(s)	Name of journal	Page No.
1	A Study Of Size And Capital Intensity As Major Factors Affecting Export Status And Performance: Evidence From Indian Textile Industry	Dr. Prachi Pargaonkar	Madhya Pradesh Journal of Social Sciences	06
2	Outcome-Based Education: A Comprehensive Framework For Implementation And Continuous Improvement	Dr. Prachi Pargaonkar	IJFANS International Journal of Food and Nutritional Sciencese	18
3	A Study Of Competency Mapping As A Tool For Knowledge Management	Dr. Prachi Pargaonkar	Madhya Pradesh Journal of Social Sciences	28
4	The Role Of Technology In Expanding Access To Distance Education And Improving Educational Outcomes	Dr. Prachi Pargaonkar	Journal of Namibian Studies, 35 S1 (2023): 3023-3036 ISSN: 2197-5523 (online)	39
5	Education 5.0 : A New Paradigm For Learning In The Digital Age	Dr. Manoj Kulkarni	Madhya Pradesh Journal of Social Sciences	54
6	Impact Of Chat Gpt And Ai On Indian Learning System And Employment	Dr. Manoj Kulkarni	EDUCATION AND SOCIETY	61
7	Integration Of Technology With Modern Marketing	Dr. Manoj Kulkarni	Madhya Pradesh Journal of Social Sciences	71
8	Sales Promotional Practices Of Private Coaching Classes In Marathwada Region	Dr. Ram Kolhe	Utkal Historical ~~Research~~ Journal	83

9	A Critical Review Of Banking Ombudsman In Customer Grievance Redress: Indian Scenario	Dr.Dattatraya Rane	International Journal for Legal Research and Analysis	91
10	A Study Of The Key Factors That Influence The Investment Behaviour Of Persons Who Invest In Mutual Funds Through Sip	Dr. Dattatraya Rane	IJFANS INTERNATIONAL JOURNAL OF FOOD AND NUTRITIONAL SCIENCES	105
11	Effect Of Recapitalization And Corporate Governance On Banking Performance With Respect To Selected Public Sectors Bank In India.	Sheetal Sarnot	Shodhprabha	113
12	“A Study Of Hrm Role In Corporate Social Responsibilities – Csr Initiatives Of Selected Companies For Environment Sustainability In India”	Dr. Roza Parashar	Madhya Pradesh Journal of Social Sciences,A biannually Journal of M. P. Institute of Social Science Research,	129
13	Competency Mapping As A Tool For Career Planning In Education Institute: Literature Review	Dr. Prachi Pargaonkar	Shodhprabha	143
14	A Study Of Green Hrm As An Initiative To Achieve Sustainable Development Goals Of Business	Mayuri Yadav	Shodhasamhita : Journal of Fundamental & Comparative Research	154
15	Competency Mapping As A Tool For Career Planning In Education Institute: Literature Review	Mayuri Yadav	Shodhprabha	162

16	“Green Hrm In Manufacturing Industry For Implementing Sdg’s.”	Mayuri Yadav	Madhya Pradesh Journal of Social Sciences	168
17	A Study Of Flexible Working Hours And Work Life Balance	Dr. Sangita Ulhas Gorde	Kanpur Publishers	172
18	A Study On E-Commerce Business Opportunities And Its Role In Economic Growth With Reference To India.	Sheetal Sarnot	Madhya Pradesh Journal of Social Sciences	178
19	A Study Of Employees Perception And Awareness Towards Green Hrm Practices And Contemporary Green Hrm Practices At Selected Automobile Industries In Pune District	Mayuri Yadav	Madhya Pradesh Journal of Social Sciences	186
20	A Study Of Competency Mapping As A Tool For Knowledge Management	Mayuri Yadav	Madhya Pradesh Journal of Social Sciences	199
21	Image Of Ayurvedic Product Brands And Buying Behaviour: A Perceptual Mapping For Pune City	Dr.Dattatraya Rane	Journal of Positive School Psychology	210
22	Unveiling The Key Dimensions Of Customer-Based Brand Equity: A Comprehensive Analysis	Ganesh Dinkar Yadav	Madhya Pradesh Journal of Social Sciences	220

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23	The Role Of Technology In Expanding Access To Distance Education And Improving Educational Outcomes	Ganesh Dinkar Yadav	Journal of Namibian Studies, 35 S1 (2023): 3023-3036 ISSN: 2197-5523 (online)	230
24	"An Empirical Learning Through Investors Behaviour With Respect To Bearish Market In India"	Dr. Sadhana Ogale	Madhya Pradesh Journal of Social Sciences	245
25	"A Study Of Customers Perception, Attributes And Their Conrrelation With Refernce To Real Estate Marketing In Pune"	Dr. Sadhana Ogale	Madhya Pradesh Journal of Social Sciences	245
26	"An Empirical Learning Through Investors Behaviour With Respect To Bearish Market In India"	Surajsing Paihar	Madhya Pradesh Journal of Social Sciences	262
27	Social Media Marketing And Its Influence On The Customer	Niketa Patil	Madhya Pradesh Journal of Social Sciences	270
28	Role Of Digital Education In Up-Skilling And Re-Skilling India’s Workforce In Education Sector	Dr. Prachi Pargaonkar	Journal of the Oriental Institute	280
29	Analysis Of Government Policies, A Critical Study With Special Reference To Indian Textile Industry Post Gatt	Dr. Prachi Pargaonkar	INTERNATIONAL JOURNAL OF RESEARCH IN ACADEMIC WORLD	291

30	Role of Digital Education In Up-Skilling And Re-Skilling India’s Workforce In Education Sector	Dr. Shalaka Sakharekar	Journal of the Oriental Institute	296
31	Impact of Monetary policy on Indian Economy	Mrunal Pathak	Madhya Pradesh Journal of Social Sciences	308

Journal Paper No : 1

<table>
<tr><td colspan="3">A STUDY OF SIZE AND CAPITAL INTENSITY AS MAJOR FACTORS AFFECTING EXPORT STATUS AND PERFORMANCE: EVIDENCE FROM INDIAN TEXTILE INDUSTRY</td></tr>
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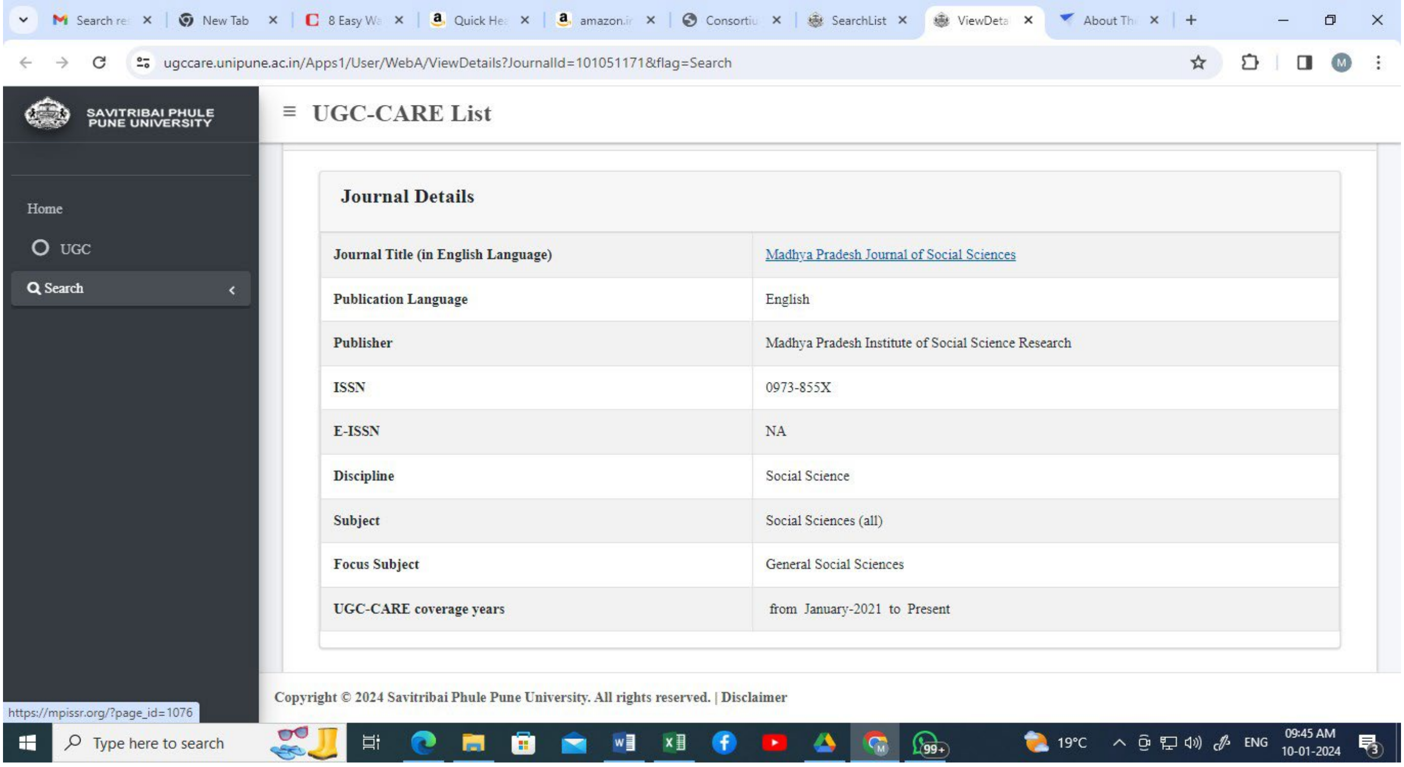

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A STUDY OF SIZE AND CAPITAL INTENSITY AS MAJOR FACTORS AFFECTING EXPORT STATUS AND PERFORMANCE: EVIDENCE FROM INDIAN TEXTILE INDUSTRY

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A STUDY OF SIZE AND CAPITAL INTENSITY AS MAJOR FACTORS AFFECTING EXPORT STATUS AND PERFORMANCE: EVIDENCE FROM INDIAN TEXTILE INDUSTRY

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Abstract:

With enforcement of GATT, the focus shifted from competitive countries to competitive companies. This exploded the export opportunities for Indian Textile Industry after 2005, the year of GATT implementation. The researchers extended the study conducted on similar topic up to 2012 to 2022. The main objective was to know whether the conclusions drawn in the study by Pargaonkar (2015) still hold good and in the same order. Total 395 companies were selected based on availability of total assets and total sales for the entire period under study. The researchers concluded that size and capital intensity still dominate the export status and performance and in the same order. However, once companies start exporting, both are inconsequential for the export performance.

INTRODUCTION

Exports of Indian Textile industry have been a topic of eminent importance, especially after 2005. With enforcement of GATT on January 2005, the importance of being Most Favored Nation (MFN) lost its shine as quota system was abolished and level playing field was given to all the nations. With this, came competition with the businesses world over and amongst low cost textile manufacturing countries like China, Pakistan and Bangladesh in particular. Under GATT principles, companies are free to source textile and apparel from any country without any quantitative restrictions; similarly, suppliers are free to export as per their ability. The only restriction was the national tariffs. (Tiwari, 2005). This was done with an expectation of increasing the share of exports of emerging economies in the world trade. Indian Textile Industry actually saw that increase in its exports especially cotton exports (Rao, 2011). Dikshit et.al. (2015) have concluded that with abolition of MFA export of yarn, fabric, and garments have grown exponentially as compared to MFA period.

The developing economies that could make available good quality effectively priced goods would prove to be successful. It has been observed by Santos-Paulino (2002) that the main benefits of higher export growth are the positive outcome that the economies get, be in efficient resource allocation, achieving economies of scale and benefits of advanced technology. The same conclusion was drawn by Kambhampati and Parikh (2003) who found adverse relationship between profit margins and exports due to increased competition. The researchers wish to study the trend of exports as its increase was the main objective of WTO. The researcher thought of studying the relationship of size of size and exports in post quota regime.

Indian textile industry has two extremes viz; companies with modern, sophisticated and highly mechanized on one hand and hand spinning and hand weaving on the other. It comprises of both large companies from an organized sector as well as small scale and cottage industries belonging to unorganized sector. Due to unfavourable Government policies, this industry has received a setback. Coupled with this, the stringent labour law added to the structural flaw of this industry. However, now this industry is being looked up to as one of the largest export contributing sectors worldwide especially after in post quota regime.

In the post quota regime, fierce competition at an international level, have forced the companies to change their policies of sourcing (Tiwari, 2005), be cost competitive with good quality (Tiwari, 2005, Verma, 2001). Declining share in growth of exports from China and compliance issues in Bangladesh has further given a major opportunity to Indian Textile Sector (P Lakhchaura et.al., 2018). Further supportive Government policies are helping Indian Textile Industry to come up from hibernation and shine in the international market. A slew of initiatives in addition to the pro-industry ‘Foreign Trade Policy’ vying 10% contribution in to the total exports amid a global slowdown considering preferential market access to 43 counties under 15 Trade Agreements, ban on Chinese textile products in the US, 20% lower duty rates in the UK are welcome initiatives to achieve this target.

Indian Textile Industry on other hand is trying hard to be more efficient to face the international competition with strong support lent by the Government. Indian Government, with its measures in form of TUFS, SITPs and few export promotion measures, has tried to gear up Indian Textile industry. Still a lot is to be achieved by the industry if they wish to survive the international competition. Indian textile is still in want of good infrastructure to reduce their transaction cost, though labour in Indian is cheaper than China; the productivity of China is 50% higher than India which the second case where India loses out.[1]

Based on the literature studies done above, the researcher tried to study the impact of free trade on overall exports since 2006-07 to 2020-21. Average growth of textile exports has been at a CAGR of 4% only. While, the share of exports in country’s total exports has been on an average 12.98%. This triggers to find out why in spite of having favourable government policies, cheap and ample availability of raw material, is Indian Textile Industry not able to take advantage of free trade.

Literature Review

The researcher tried to find out the factors that affects exports of any industry. Size of the company came out to be the biggest factor. The size of the company will help the company achieve cost competitiveness and invest in good technology. (Karmarkar, 2007, Tiwari, 2005, Sun & Tian, 2009). Strong and significant relationship of size with export performance has been established in previous studies. Nageshkumar & N.S.Siddharthan, (1994) Dholakia & Kapur, (2004) have proved strong relationship between the two viz; size and export performance in textile industry in particular. Aggarwal (2001) concluded that the crucial determinants of a firm’s export performance was in linear proportion to its size and technological capabilities by using ‘Tobit” model. The Government on other hand has to lend its support to enable the Textile industry to face stiff competition (Bedi, 2009, Karmarkar, 2007).

As the margins squeezed due to abolition of quantitative restrictions, many Indian companies have been focussing on its presence across value chain. As the margins on exports in the post quota

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[1] Besides its mass production capacity in every category, China's fiscal policies are also supportive. - **G. Gurumurthy** (Business Line, February, 23, 2005)

regime have squeezed, the companies started consolidating their position by expanding their presence from fibers to garments thereby trying to get the economies of scale. This was highlighted in the annual report of Ministry of Textiles 2012-13. It stated how exports of Indian textiles and clothing product have surely but steadily increased especially after 2004 i.e. after discontinuation of quota. India is becoming a major source for procuring raw material across the globe. This has resulted in many reputed fashion houses like Marks and Spencer, Haggar Clothing, Kellwood, Little Label, Boules Trading Company, Castle, Alster International, Quest Apparel Inc., to name a few opening up their sourcing/liaison office in the country. India now has a wide range of export basket ranging from basic raw material like silk, jute, cotton wool to end products including technical textiles. This has increased the necessity to invest in technology. Investment in technology results not only in achieving economies of scale but also bringing out new sustainable designs, products, improvement in production process. Kataria (1996) had stressed the importance of modernization specifically in cotton textile industry. As the focus has shifted from competitive countries to competitive companies (Pargaonkar, 2015), it is imperative for the companies to scale up its investment in modern technology. The World Bank had printed a book named 'Technology, Adaptation and Exports' jointly with The International Bank for Reconstruction and Development in 2006 which stressed on the fact that export-led growth is the fruit of rapid and timely upgradation and adaptation of technology, despite the size of the producers. Capital intensity growth is inevitable to overcome the chasm of smaller market size, unsophisticated products and non-responsive business climate. Specific studies highlighting the correlation between capital intensity and export performance have predominantly proved it to be significant Dijk, (2002), Nassimbeni (2001), Aggarwal (2002). Simplified access to newer technology and processes and thus its adaptation is proven to be a ray of hope to strengthen capabilities and improve export competitiveness. At the outset, technological mastery which further develops into technological deepening with increasing focus on innovation will help to develop capacity and capability (Lall and Urata, 2003). It is adequately demonstrated that the driver of the exports as the beneficiary of technological advancement and learning is the private sector as a response to competitive market forces with the government playing the facilitating role as incubators (Chandra V and Kolavalli S, 2006). Lall's (2000) statement "Low technology products tend to grow the slowest and technology intensive products, the highest" supports the above contentions. Desai (2013) re-iterated the higher export competitiveness of technology intensive products.

The researchers further decided to study the interdependency of size and capital intensity which if proved will also help the researchers know their order of impact on export performance. Literature review suggested strong relationship between technical efficiency and size. Bhandari & Maiti, (2007), Sahu (2006).

The descriptive analysis of data across years showed that exports of Indian limited companies has increased at a CAGR of 7% p.a. from 2011 ton 2022. This explains their readiness to face international competition. Further analysis showed dip in exports from 2016 to 2018 and again in 2020. The exports of the manufacturing sector are in tandem with the world data (Orfonline.org) however have recorded a sharp increase post pandemic as reported by IBEF.org. Exports of Indian Textile Industry has been uncertain especially after 2016. As the literature reviews clearly showed size as main factor for export performance, researchers tried to find out the CAGR for Big and Small Companies for its sample. It showed similar trend for both. Big companies' exports increased at a CAGR of 8% p.a. and that of small companies at 7% p.a. It was therefore decided to check the effectiveness of firm size as one of th [illegible] of exports performance. Firm size was decided based on total assets. If the total assets of the company were greater than the average total assets of the all the companies, then it was considered as BIG else SMALL.

The structure of the paper is literature review for knowing the determinants of exports and It is followed by the research methodology, testing of hypotheses and conclusion.

Research Methodology

The effect of implementation of GATT on Indian Textile Industry has been well researched. Pre-2005 studies (2005 being a benchmark year for implementation of GATT) had concluded that Indian Textile Industry needs to come up with modernization of technology that will further ensure good quality at a competitive price and timely deliveries (Tiwari, 2005), (Karmarkar, 2007). Bedi (2009), further reiterated the need of flexible labour laws, better infrastructural facilities and lower transaction costs to get optimum benefit of free trade.

The period under study is from 2011 to 2022. A similar study was done titled, “Study of Indian Textile Industry Post 2005 and their Financial Implications” (Pargaonkar, 2015), wherein the period is from 2005 to 2012 was considered. The researchers wanted to find out whether these factors as mentioned in the study were relevant till date or not.

The researchers obtained the data from the Prowess database developed by CMIE. Prowess has predefined categories of various industries. Indian Textile industry was chosen from among this pre-set and further the selection was limited to private and public limited companies. The data so collected was of 1563 companies. Further these companies were sorted on the basis of data of total assets available for the entire period under study. While considering total assets, both long and short term (Current) assets were considered. The reason for selecting companies based on total assets was it helped the researchers to assert the existence of the company. This selection led to 406 companies for study. As the study was on understanding impact of size and capital intensity on export performance, calculation of Export Score was also important. To enable this calculation, companies with 0 sales were also removed from the sample. Doing this, the sample was further reduced to 395. The companies were then bifurcated into different sub-groups viz;

a. According to size based on total assets as Big and Small.
b. According to capital intensity as “Highly Capital Intensive”, “Less Capital Intensive”.
c. According to Export Status as “Exporting” and “Non-Exporting”.

To analyze the data, Student *t* test was used using Excel

Factors Influencing Exports

In-depth literature reviews highlighted size and capital intensity as major factors influencing the export performance for Indian Textile Industry.

a. Size was one of the factors affecting export status of the companies. It was decided by considering summation of total assets for the entire period under study. If companies whose total assets were greater than the average of all the companies, they were classified as “Big” and if less than the average then classified as “Small”.
b. Similarly, capital intensity was one of the major factors contributing to economies of scale and competitive pricing and was thought to be increasing exports. This factor too was considered and the relevant data was collected. It included investments in Plant and Machinery, Computers and IT systems, Intangible assets except Goodwill, Net Electrical Installation and Fittings, Communication Equipment and Transport, all of them net of depreciation.

c. To determine Export status of the companies, if total exports of companies for period under study was found to be greater than 0, then, they were classified as “Exporting” else, “Non-Exporting”. Based on this classification, 283 companies were found to be exporting and 112 companies to be non-exporting.

Variables involved:

1. Export Score – To quantify the export status and performance, an export score was calculated by dividing total exports for the period under study with total sales for the period under study.
2. Capital Intensity – It was quantified as proportion of investment in capital intensive assets by total assets for the period under study.

Data Analysis

Following table shows the export performance and level of capital intensity of companies based on Size

Descriptive Statistics		
Arithmetic Mean of	BIG (65)	SMALL (330)
Export Score (%)	21	13
Proportion of Capital Intensity to total assets (%)	31	25

Above table shows that mean performance of BIG and SMALL companies differ to a large extent as far as Export Score is concerned, however, it does not differ much with respect to capital intensity. This shows that small companies are ready to take the leap and are investing in modern technology. However, are they able to catch up with the big companies was the question that needed to be answered. Following table shows the descriptive statistics for both big and small companies.

Descriptive Statistics – Capital Intensity		
Arithmetic Mean of	High Capital Intensity (66)	Low Capital Intensity (329)
Export Score (%)	21%	13%
BIG – Export Score (%)	21%	21%
SMALL - Export Score (%)	14%	13%

All companies irrespective of size that were having high capital intensity were found to be exporting as against that out of 329 companies that were having low capital intensity, 34% (112) companies were found not exporting and all of them were small in size.

As size was found to be prominent factor, the researchers further tried to analyze the impact of size on only exporting companies. Following was the statistics.

Descriptive Statistics – Exporting Companies		
Arithmetic Mean of	BIG (65)	SMALL (218)
Export Score (%)	21%	20%
Proportion of Capital Intensity to total assets (%)	31%	26%

It can therefore be seen that, there is not much of a difference between big and small companies as far as their export performance is considered. However, there is surely a difference between their capital intensity. Big companies have higher capital intensity than small companies.

Based on the above descriptive statistics, researchers observed that size played an important role in determining the export status. Similar was the case with Capital Intensity. The researchers, therefore, decided to prove whether these factors were statistically significant using 't' test with unequal variance using Excel. This test is applied when when the samples are normally distributed, the standard deviation of both populations are unknown and assumed to be unequal, and the sample is sufficiently large (over 30). As the data is large enough, it is assumed to be normally distributed. Further their inter-dependency that is between size and capital intensity too was checked statistically.

Hypothesis

H#0 There is no relation between size and export status

H#1 Size positively affects export status of Indian Textile Industry

t-Test: Two-Sample Assuming Unequal Variances

	Export Performance Big	*Export Performance Small*
Mean	0.213628771	0.129293328
Variance	0.040342458	0.041912021
Observations	65	330
Hypothesized Mean Difference	0	
df	92	
t Stat	3.084311654	
P(T<=t) one-tail	0.001346975	
t Critical one-tail	1.661585397	
P(T<=t) two-tail	0.00269395	
t Critical two-tail	1.986086317	

Export status of the sample was tested using mean export score. 't' test with unequal variance revealed that the mean of export performance of the above groups was significant when tested at 5% significance level as p value (0.001) was less than 0.05. This implies that the size does positively affect export status of the companies. Big companies performed better at a global level as compared to smaller companies.

One of the reasons for this can be that, they have better technology that helps them reduce their production cost and thereby offer their products at competitive price. The researchers therefore, decided to test the impact of size on capital intensity.

Hypothesis 1a)

H#0 There is no relation between capital intensity and export status

H#1 Capital intensity positively affects export status of Indian Textile Industry

t-Test: Two-Sample Assuming Une

	Exports Score of Highly Capital Intensive Companies	*Exports Score of Less Capital Intensive Companies*
Mean	0.205846249	0.130598225
Variance	0.038331948	0.042543789
Observations	66	329
Hypothesized Mean Difference	0	
df	96	
t Stat	2.823810132	
P(T<=t) one-tail	0.002885453	
t Critical one-tail	1.66088144	
P(T<=t) two-tail	0.005770907	
t Critical two-tail	1.984984312	

Export status of the sample was tested using mean export score. ‘t’ test results revealed that the mean of export performance of the above groups was significant when tested at 5% significance level as p value (0.002) was less than 0.05. This implies that the mean export performance of highly capital intensive companies was significantly more than less intensive companies. As highly capital intensive companies have more economies of scale, they are better placed in the competitive global market.

In-depth analysis of above factors

For in-depth understanding of above factors on export performance, their inter-reliability was checked statistically. This allowed the researcher to arrive at better conclusion

1) Relationship between size and capital intensity

H#0 There is no relation between size and capital intensity

H#1 Size positively affects capital intensity of Indian Textile Industry

t-Test: Two-Sample Assuming Unequal Variances		
	Capital Intensity Big	*Capital Intensity Small*
Mean	0.307147897	0.250552023
Variance	0.00956843	0.015875804
Observations	65	330
Hypothesized Mean Difference	0	
df	110	

t Stat	4.049644007	
P(T<=t) one-tail	4.78938E-05	
t Critical one-tail	1.658824187	
P(T<=t) two-tail	9.57877E-05	
t Critical two-tail	1.981765282	

‘t’ test with revealed that the mean capital intensity of the above groups was significant when tested at 5% significance level as p value (very close to zero) was less than 0.05. This implies that the mean capital intensity of big companies was significantly more than small companies. Big companies invested more in modern technology than smaller companies.

2) Relationship between size, capital intensity of only exporting companies

However, for companies who already are exporting, size was found to be statistically insignificant using student ‘t’ test, with p value of 0.28206 which was greater than standard p value of 0.05 at 95% confidence level. This showed that if an exporting company is big or small, it does not result in superior export score. But, if exporting company is highly capital intensive, then, that will have significant impact on its export score. When tested, p value came to 0.001736 at 95% confidence level.

Conclusion

Exports are seen to be dominated by size followed by capital intensity. This is quite justifiable as bigger the company more is their financial power to invest in modern technology and be more capital intensive. More capital intensity brings in more economies of scale, better quality, uniformity and less rejection rate. This gives bigger companies an edge over their counterparts. This modern technology is not only limited to production but can and should be extended to supply chain as well. This conclusion is in line with the conclusion drawn by a report by Muskan Agrawal (2022) that states the importance of having high technology base for better export growth. It was also observed that though size was an important factor deciding the export status, it became insignificant once the companies start exporting. In such a case, government can play a major role to further the chances of export for smaller companies. as is shown in the Annual Report of the Ministry of Commerce and Industries for the F.Y. 2022-23, it was submitted that investment in technical textiles has been allotted along with investment in textile engineering, 75 textile districts identified for swelling production. This further reinforces the importance and strategic advantages offered by increasing the capital intensity of firms. Government through its various schemes are already helping smaller firms, but if clusters for small companies are formed, wherein end to end processing firms are there at one place (Pargaonkar, 2015), then it might help the companies to achieve better economies of scale, become more competitive and gain inroads to the exports. This paper strongly agrees with the Pargaonkar (2015), even today, for exports, size and capital intensity are strong forces. However, further, in-depth product analysis will throw more insights on the export score of various products and give better evidence for the above research

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Journal Paper:02

Outcome-Based Education: A Comprehensive Framework for Implementation And Continuous Improvement		
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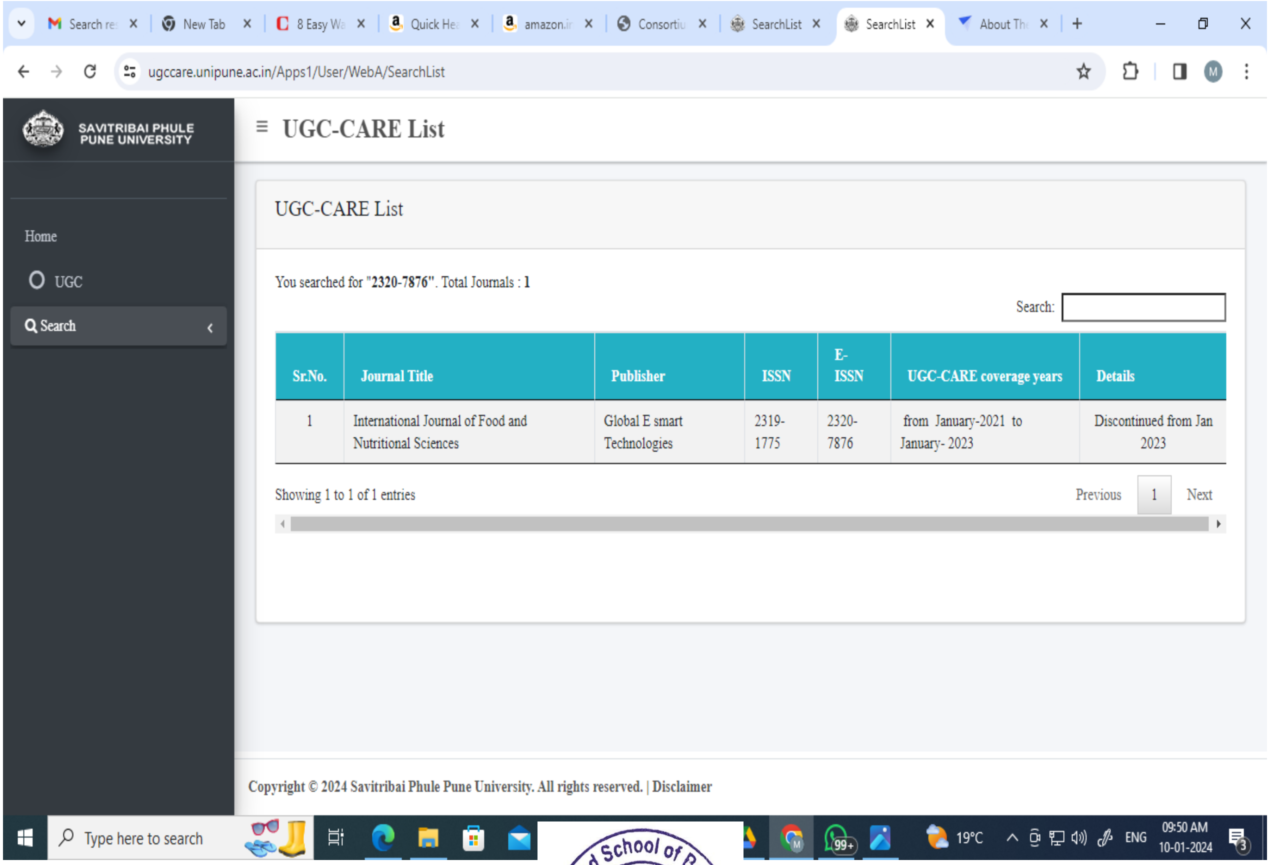

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OUTCOME-BASED EDUCATION: A COMPREHENSIVE FRAMEWORK FOR IMPLEMENTATION AND CONTINUOUS IMPROVEMENT

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ABSTRACT:

This study examines the foundational ideas and practical application of outcome-based education (OBE), a pedagogical strategy that bases instruction on predetermined learning outcomes. This article discusses the significance of OBE in influencing educational practices, highlighting the alignment of objectives with institutional values and mission statements, drawing influence from W. Spady's landmark work from 1994. The article outlines a structured process for accomplishing OBE, focusing on the stages involved and the mechanisms for ongoing assessment and improvement. In conclusion, this research article bridges the gap between the theoretical foundations and practical implementation of Outcome-Based Education. It aims to empower educational stakeholders with the knowledge and tools needed to embrace OBE as a transformative educational approach that enhances the quality and relevance of learning experiences. However, it is crucial to acknowledge the potential limitations and contextual considerations while applying OBE principles in diverse educational settings. As education continually evolves, the recommendations presented in this article serve as a foundational resource, requiring periodic reassessment and adaptation to remain effective in shaping the future of education.

KEYWORDS: Education, OBE, Learning.

INTRODUCTION

Outcome-Based Education (OBE) stands as a prominent educational theory that underscores the pivotal role of establishing clear educational objectives and orchestrating every facet of the education system to accomplish these goals. First articulated by W. Spady in 1994, OBE is rooted in the idea that learning experiences should be purposefully designed to ensure that students achieve desired outcomes. This approach fundamentally reshapes the traditional educational paradigm by shifting the focus from what educators teach to what students learn. OBE has garnered considerable attention in the realm of education for its potential to enhance the quality and relevance of learning experiences.

This research article embarks on a comprehensive exploration of OBE with a dual objective. Firstly, it aims to provide an in-depth understanding of the principles and underpinnings of OBE, elucidating its theoretical foundations and the rationale behind its adoption. Secondly, this article endeavors to offer a practical guide for the implementation of OBE within educational institutions. Recognizing the need for a structured approach, the article navigates through the various stages involved in OBE's execution, from the formulation of institutional mission and vision statements to the continuous improvement strategies necessary for sustained excellence. By delving into both the theoretical underpinnings and practical aspects of OBE, this research article aspires to serve as a valuable resource for educators, administrators, and policymakers seeking to embrace this transformative educational paradigm.

The objective of the study, as outlined in this research article, can be summarized as follows:

To Provide Comprehensive Insight: The study aims to offer a thorough understanding of Outcome-Based Education (OBE) elucidating its theoretical foundations, historical development, and key principles. It eaders, including educators, administrators, and policymakers, with a clear comprehension of the essence of OBE and its significance in modern education.

To Establish a Practical Implementation Framework: Building upon the theoretical foundation, the study endeavors to present a structured and practical framework for the successful implementation of OBE within educational institutions. It will explore the stages involved in the OBE implementation process and outline strategies for continuous improvement, thereby serving as a valuable guide for institutions aspiring to adopt OBE as an educational approach.

In essence, this study seeks to bridge the gap between theory and practice by providing a comprehensive resource that not only explains the theoretical underpinnings of OBE but also offers actionable steps and strategies for its effective implementation, with the ultimate goal of enhancing the quality of education and learning experiences.

OBJECTIVE OF THE STUDY:

1. To Provide a deep understanding of OBE's theoretical foundations.
2. To offer a practical framework for implementing OBE in educational institutions, emphasizing continuous improvement.

LITERATURE REVIEW:

William G. Spady (1994): "Outcome-Based Education is an educational theory that bases each part of the educational system around goals (outcomes). By the end of the educational experience, each student should have achieved the desired goal."

Lorin W. Anderson and David R. Krathwohl (2001) : "Outcome-Based Education focuses on defining what students should know, understand, and be able to do, and then designing curriculum, instruction, and assessment to help students achieve these outcomes."

Ralph W. Tyler (1949): "Outcome-Based Education is an approach that seeks to specify the objectives of education in behavioral terms, to develop assessment techniques for measuring progress toward objectives, and to develop a curriculum based on these objectives."

Hafiz Muhammad Asim, Anthony Vaz, Ashfaq Ahmed, Samreen Sadi, Outcome-Based Education and Factors Impacting Student Learning Outcomes in Tertiary Education (2021). The traditional teacher-centred approach in Pakistan's tertiary education system faces limitations in effectively preparing students for contemporary challenges. Embracing Outcome-Based Education offers a promising alternative. OBE aims to align educational objectives, teaching methods, and assessments to ensure that students attain predefined learning outcomes. This shift necessitates substantial changes in curriculum design, instructional approaches, and assessment methodologies.

V. S.Kumbhar , Impact of Outcome-Based Education in Indian Universities (2020) Outcome-Based Education (OBE) has gained global recognition as a significant advancement in contemporary Indian higher education. Indian universities are in the process of transitioning to outcome-based curricula to enhance educational quality. This study delves into the outcomes of OBE adoption, the transitional process, and the practical implementation of this approach in Indian universities. In an era of globalization and technological advancements, the shift to OBE becomes imperative to equip students with the skills needed to thrive in a rapidly changing world.

Guangya Zhang, Research on the Effectiveness of Outcome-Based Education in the Workplace Communication Curriculum of Undergraduates (2019) Outcome-Based Education (OBE) has witnessed widespread adoption across various nations. Despite its acceptance, there is limited empirical evidence on how OBE influences workplace communication skills. This study [illegible] impact of OBE on the workplace communication abilities of students a[illegible]cean University. The findings reveal that undergraduates in the experimental group exhibited significantly improved communication skills compared to those in the control group. This suggests that OBE methods effectively enhance students' communication skills, thereby supporting ongoing reforms in the teaching process. Future research will focus on refining the experimental design, incorporating additional skill evaluation indicators, and expanding the sample size to further enhance teaching practices and graduate quality.

Devasis Pradhan, Effectiveness of Outcome Based Education (OBE) toward Empowering the Students Performance in an Engineering Course (2021) A well-known educational trend called outcome-based education (OBE) was created with the goal of fostering students' creativity and helping them make well-informed decisions as they are guided toward successful professional careers. This strategy promotes holistic development in the workplace. A thorough assessment process is required to achieve the qualities listed in OBE as required by the National Board of Accreditation (NBA). The evaluation of graduate qualities plays a crucial part in improving the teaching-learning process and raising student achievement. This technique acts as a link between conventional methods of instruction and approaches to learning that are focused on outcomes. This essay starts off by tracing the origins of outcome-based education (OBE) and introducing the guiding principles for its use. Additionally, it offers a thorough description of outcomes and emphasizes how this definition calls for a paradigm shift in approaches for assessment and evaluation. The remainder of the paper focuses on assessing and evaluating student performance as it explores the important ramifications of using the OBE paradigm in the setting of engineering institutions. A description of the four fundamental operational concepts that form the foundation of the OBE philosophy is intricately intertwined within these implications.

Xinfeng Yang and Lingxiao Zhang, Analysis and Research on Outcomes-based Education (2018). Outcome-Based Education (OBE), an advanced educational philosophy, has garnered widespread recognition and attention, emerging as a central concept in educational reform, notably in countries such as the United States, Britain, and Canada. The American Engineering Education Accreditation Association (A-BET) has embraced OBE comprehensively, incorporating it into engineering education certification standards. This paper conducts an in-depth analysis and examination of OBE, covering fundamental principles, implementation guidelines, and essential procedural steps.

Research Gap Identified: While some studies examine faculty understanding and perceptions of OBE, there is a research gap in understanding how faculty members are adapting their teaching methods, curriculum design, and assessment practices to effectively implement OBE. Several studies address OBE's impact on student learning outcomes, but further research is needed to explore how OBE prepares students for the workforce and assesses its influence on employability skills and career success. The literature review mentions the global acceptance of OBE, but a research gap exists in conducting a comparative analysis of different OBE frameworks, their variations, and their adaptability across diverse educational settings.

RESEARCH METHODOLOGY

Research Design:

This research paper primarily adopts a qualitative research design with elements of a literature review and conceptual analysis. The qualitative approach allows for an in-depth exploration of the theoretical foundations and practical aspects of Outcome-Based Education (OBE).

Data Collection:

a) Sources:

The primary data sources for this study consist of scholarly literature, academic papers, books, reports, and relevant documents related to Outcome-Based Education. These sources were accessed through electronic databases, academic libraries, and online resources.

b) Data Collection Techniques:

Literature Review: A comprehensive literature review was conducted using academic databases such as PubMed, Google Scholar, JSTOR, and educational journals and websites. Keyword searches included "Outcome-Based Education," "OBE principles," and "OBE implementation."

c) Data Selection Criteria:

To ensure the relevance and credibility of the sources included in this research paper, the following criteria were applied:

Sources published within the last two decades (from 2003 to 2023) to ensure the inclusion of contemporary perspectives.

Peer-reviewed articles and publications from reputable academic journals, books from respected publishers, and official reports from educational institutions and organizations.

Sources addressing both theoretical foundations and practical implementation of OBE.

Inclusion of studies that discuss the global acceptance and adaptability of OBE.

The research methodology employed in this study allowed for a systematic exploration of Outcome-Based Education, combining a qualitative literature review with conceptual analysis. This methodology ensures the credibility and relevance of the research findings presented in this paper.

WHAT IS OUTCOME BASED EDUCATION:

The goal of outcome-based education (OBE), a method of teaching, is to define clear learning goals for students and then coordinate every step of the instructional process to guarantee that these goals are met. OBE focuses on what students are expected to know, understand, and be able to do at the end of their educational experience rather than primarily emphasizing what is taught (the content). It prioritizes students as the center of learning with the ultimate objective of preparing them for success in real-life scenarios. OBE aims to offer a precise and quantifiable method for gauging program performance and student learning.

In essence, Outcome-Based Education emphasizes setting clear, measurable, and attainable learning objectives, aligning teaching and assessment methods with these objectives, and continuously monitoring and improving the educational process to ensure that students achieve the intended outcomes. It is a student-centered approach that aims to make education more meaningful, relevant, and effective in preparing students for their future roles in society.

OUTCOME-BASED EDUCATION (OBE) ENCOMPASSES THE FOLLOWING FUNDAMENTAL INQUIRIES:

1. What are the specific knowledge, skills, or competencies we desire our students to possess or demonstrate?
2. What are the most effective strategies and approaches for facilitating students in attaining these educational objectives?
3. How can we ascertain and measure whether students have successfully reached these objectives?
4. What measures and actions can be taken to continually enhance the educational process through a loop of improvement known as Continuous Quality Improvement (CQI)?

THE BLUEPRINT FOR OUTCOME-BASED EDUCATION (OBE): A HOLISTIC FRAMEWORK FOR EDUCATIONAL EXCELLENCE:

I. Mission and Vision Statements

At this initial stage, the institution critically examines its Mission and Vision statements. The Mission statement defines the institution's fundamental purpose, including its role in society and the broader community. The Vision statement outlines the institution's aspirations and long-term goals. These statements serve as the foundational principles that guide all subsequent decisions and actions related to OBE. The process involves a thorough assessment of whether the existing Mission and Vision align with the goals of OBE and, if necessary, revising these statements to better reflect the institution's commitment to OBE.

II. Define Core Values

Defining Core Values is essential as they articulate the institution's underlying principles and beliefs. These values guide behavior, decision-making, and the institution's overall culture. The process includes identifying and clearly articulating the Core Values that will underpin the institution's commitment to OBE. It involves a collaborative effort to ensure that these values resonate with all stakeholders, including faculty, students, and administration.

III. Study Program Educational Objectives (PEOs) and Program Outcomes (POs)

In this stage, the institution reviews the Program Educational Objectives (PEOs) and Program Outcomes (POs) The goal is to ensure that the institution's programs are aligned with external accreditation standards. This stage involves a detailed analysis to confirm that the PEOs and POs are congruent with the institution's educational objectives and values.

IV. Define Program Specific Outcomes (PSOs)

Program Specific Outcomes (PSOs) are customized to each specialization within the institution. This stage entails the creation of specialized PSOs that align with the broader PEOs and POs. Specialized PSOs reflect the unique needs and goals of each program, ensuring that graduates are prepared for specific career paths or fields of study. These PSOs serve as a bridge between the institution's overarching goals and the specialized needs of students.

V. Setting Key Goals for the Institute

Based on the Mission, Vision, Core Values, PEOs, POs, and PSOs, the institution sets key goals. These goals serve as a strategic roadmap for implementing OBE. The process involves defining clear, measurable, and achievable objectives that will guide decision-making, curriculum development, and assessment practices throughout the institution.

VI. Identify Skills, Abilities, Knowledge, and Personal Attributes

Identifying the specific skills, abilities, knowledge, and personal attributes that students need to develop is a critical step. This process ensures that the educational experience is tailored to meet these requirements. It involves a detailed analysis of the skills and attributes that are essential for students to achieve the established goals, including both general and discipline-specific competencies.

VII. Define Problem Statements and Course Outcomes

Within each department or specialization for each course problem statements and course outcomes are defined. This stage uses Bloom's taxonomy to articulate clear and precise learning objectives for each course. These outcomes serve as the building blocks for achieving the PSOs and, ultimately, the broader educational goals.

VIII. Develop Assessment Rubrics

Assessment rubrics are created for evaluating students' attainment of Course Outcomes (COs) and Program Outcomes (POs). These rubrics provide detailed guidelines for faculty to assess student performance. Rubrics should align with the course outcomes and problem statements defined in previous stages and should [illegible] stent and objective assessment.

IX. Develop CO-PO Mapping Mat

The Course Outcome-Program Outcome (CO-PO) mapping matrix is developed for each specialization. This matrix links individual course outcomes to the overarching program outcomes. It ensures that there is a clear alignment between what is taught at the course level and what is expected at the program level.

X. Analyze Attainment of COs and POs

This stage involves implementing a structured monitoring and measurement mechanism to analyze the extent to which students have achieved COs and POs. It may involve assessments, examinations, and other forms of evaluation to collect data on student performance. The analysis provides valuable insights into areas of strength and areas that need improvement.

XI. Continuous Improvement

a) For outcomes that have achieved the desired level of attainment, existing rubrics are reinforced to maintain high standards. This involves ongoing monitoring and evaluation to ensure that successful outcomes are sustained.

b) For outcomes with attainment gaps, the process follows the Define-Measure-Analyze-Improve-Reinforce (DMAIR) cycle for continuous improvement. This includes reevaluating problem statements, course outcomes, and assessment rubrics to bridge the gaps and enhance the learning experience.

By following this comprehensive process, education institutes ensure that its Outcome-Based Education aligns with its mission, values, and objectives while providing students with a high-quality and specialized educational experience tailored to their future career paths. Continuous improvement remains at the core of this process to adapt to evolving educational needs and standards.

BENEFITS OF OUTCOME BASED EDUCATION:

A number of important advantages are provided by outcome-based education (OBE) for educational institutions, teachers, and students. Some of the main benefits are as follows:

Clear Learning Objectives: OBE places a strong emphasis on identifying for students clear and defined learning outcomes. This transparency gives students a clearer picture of what is expected of them and acts as a road map for their academic path.

Goal Alignment: OBE makes sure that every step of the educational process is in line with the mission and goals of the institution. This guarantees that these objectives will be met during the entire educational process.

Customization: OBE enables educational institutions to design their curricula to match the particular requirements of their students as well as the needs of the disciplines or specializations they offer. With this personalization, graduates are made sure they are ready for their desired careers.

Measurable Outcomes: OBE makes it easier to gauge how well students have learned through evaluation and assessment. Institutions can evaluate the success of their initiatives using this data-driven methodology and adjust as necessary.

Continuous Improvement: OBE encourages an environment of ongoing development. Institutions frequently evaluate and improve their programs to raise the level of instruction and keep up with evolving industry demands.

Accountability is encouraged at all levels, from administrators to teachers, according to OBE. Teachers are held responsible for students' learning and the success of their programs through clear outcomes and assessment procedures.

Increased Employability: OBE program graduates are frequently more equipped for the work market. They are more employable since they have the knowledge and skills needed by employers.

Critical Thinking and Problem Solving: OBE places a strong emphasis on the improvement of analytical, problem-solving, and critical thinking abilities. Students are encouraged to use their knowledge in practical settings, which helps them become more flexible and competent workers.

Student-Centered Learning: OBE reorients the emphasis from teaching to learning, emphasizing student-centered learning. By putting the students at the center of the learning process, it promotes participation, self-directed learning, and independent thought.

Global Relevance: OBE can be adapted to a range of cultural and geographical contexts. It encourages students to be global citizens and prepares them to work in a variety of situations.

Recognition and Accreditation: OBE is valued by many employers and accreditation authorities in ensuring the caliber of programs and student preparation. OBE program graduates frequently benefit from an advantage in terms of reputation and recognition.

Improved Faculty Collaboration: OBE promotes departmental and faculty cooperation. It promotes a common understanding of educational objectives and motivates faculty to collaborate in order to meet them.

Increased Student Satisfaction: Students are more likely to be content with their educational experience when they know what is expected of them and can see the relevance of their learning.

Making decisions based on data: OBE gives organizations useful information about student achievement. Making decisions, allocating resources, and developing curricula can all benefit from this information.

Lifelong Learning: OBE fosters in pupils a culture of lifelong learning. Throughout their professions, they are more likely to continue their education and professional growth.

Overall, outcome-based education is a holistic strategy that emphasizes clearly defined outcomes and ongoing development in order to increase the quality, relevance, and effectiveness of education.

FINDINGS:

- The research paper provides a deep understanding of the theoretical foundations of Outcome-Based Education (OBE), including its historical development and core principles. It clarifies why OBE has gained prominence in modern education.
- The paper offers a structured and practical framework for implementing OBE in educational institutions. It guides educators, administrators, and policymakers through the stages of OBE implementation, ensuring a clear and actionable path.
- It emphasizes the critical role of aligning institutional Mission and Vision statements with OBE principles. The research highlights the importance of revising these statements when necessary to reflect a commitment to OBE.
- The paper underscores the significance of defining Core Values that guide an institution's culture, behavior, and decision-making. It emphasizes the collaborative effort required to ensure these values resonate with all stakeholders.
- OBE's adaptability to various cultural and global contexts is explored, along with its potential to enhance institutional recognition and credibility through accreditation.
- The study delves into how OBE fosters a culture of continuous improvement. It showcases the practical implementation of the Define-Measure-Analyze-Improve-Reinforce (DMAIR) cycle to maintain high standards and bridge attainment gaps.
- The paper highlights how OBE shifts the focus from teaching to student-centered learning. It elaborates on how this approach promotes active engagement, self-directed learning, and independent thinking.

- The research explores how OBE prepares graduates for the job market by developing critical thinking, problem-solving, and analytical skills. It highlights the advantages of OBE graduates in terms of employability and adaptability.
- The study underscores the role of data-driven decision-making in OBE. It explains how OBE provides institutions with valuable data on student performance, aiding in resource allocation, curriculum development, and program assessment.
- The paper discusses how OBE encourages collaboration among faculty members and departments. It elaborates on how this collaborative environment supports a shared understanding of educational goals.
- The research points out that OBE instills a culture of lifelong learning in students, promoting their continued education and professional development.
- The paper suggests that students tend to be more satisfied with their educational experience under OBE when they understand expectations and see the relevance of their learning.

The findings of this research paper collectively emphasize the transformative potential of Outcome-Based Education in enhancing the quality, relevance, and effectiveness of educational institutions. They underscore the importance of aligning institutional values and fostering a culture of continuous improvement to meet the evolving needs of students and the broader society.

CONCLUSION:

In conclusion, this research article has provided a comprehensive exploration of Outcome-Based Education (OBE) that encompasses both its theoretical underpinnings and practical implementation. We have illuminated the transformative potential of OBE as an educational approach that centers on predefined learning outcomes and offers a clear roadmap to educational excellence.

Our study commenced with a thorough examination of the theoretical foundations of OBE, delving into its historical development, core principles, and the pivotal role it plays in reshaping the educational landscape. It has been our endeavor to empower educational stakeholders, including educators, administrators, and policymakers, with a profound understanding of the essence of OBE and its significance in modern education.

Furthermore, we have extended our focus to the practical dimensions of OBE implementation within educational institutions. Recognizing the need for structured guidance, our research has navigated through the various stages involved in executing OBE, from aligning institutional mission and values to the continuous improvement strategies essential for sustained excellence. By offering actionable steps and strategies for effective implementation, we aim to provide a valuable resource that aids institutions in embracing OBE as a transformative educational paradigm.

As we conclude, it is essential to acknowledge that the application of OBE principles may require contextual adaptations in diverse educational settings. OBE is a dynamic approach that should be continuously reviewed, refined, and tailored to meet the evolving needs and standards of education. Additionally, the successful implementation of OBE relies on the commitment, collaboration, and dedication of all stakeholders involved.

In summary, this research article bridges the gap between theory and practice in the realm of Outcome-Based Education. It aspires to empower educational institutions with the knowledge and tools needed to enhance the quality and relevance of learning experiences, ultimately preparing students for success in real-life situations. OBE, with its emphasis on clear outcomes, data-driven decision-making, and continuous improvement, stands as a beacon guiding educational institutions towa [illegible] l more effective future.

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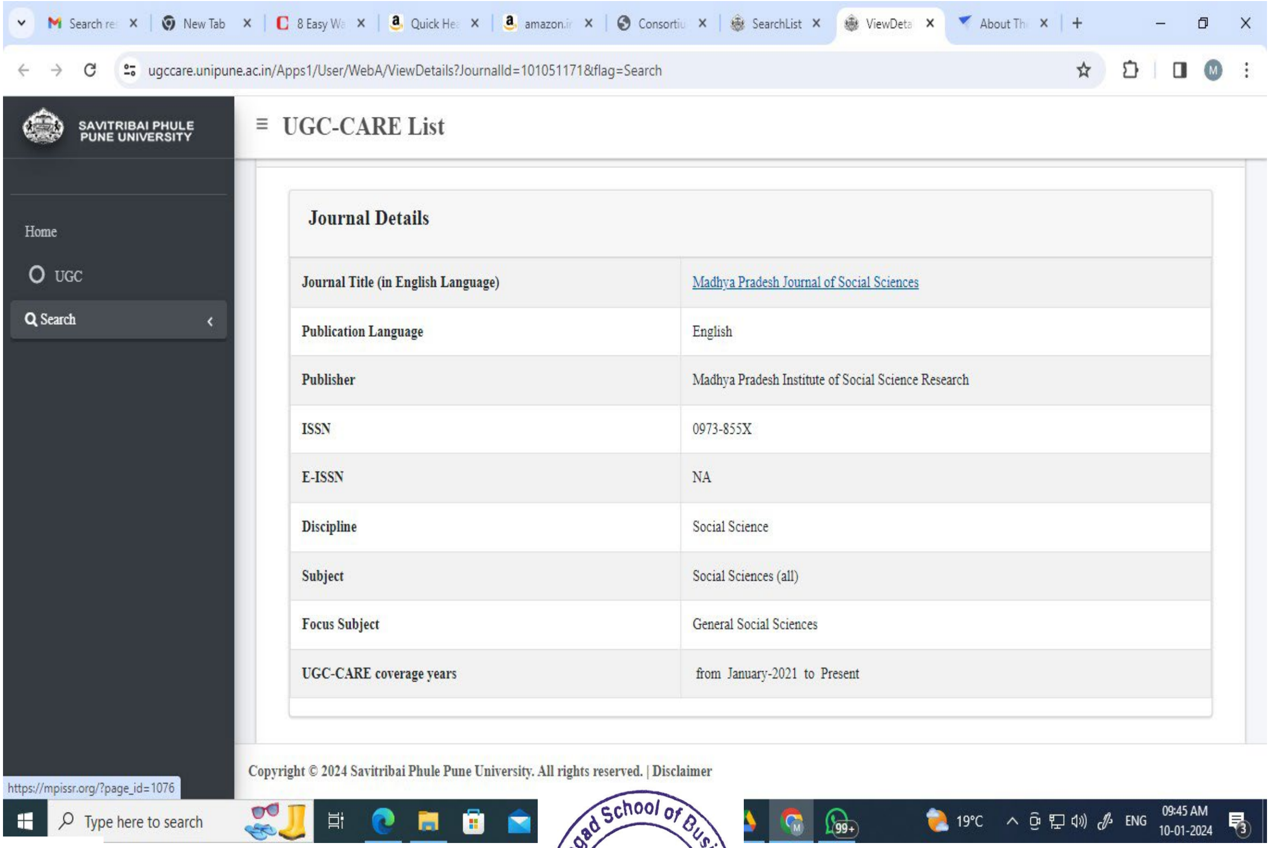

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A STUDY OF COMPETENCY MAPPING AS A TOOL FOR KNOWLEDGE MANAGEMENT

Article · July 2023

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Abstract:

Competency mapping is a crucial tool for knowledge management in today's dynamic and competitive business environment. The process of competency mapping helps organizations identify and develop the skills and abilities of their employees to ensure that they possess the knowledge required to meet the organization's objectives. This research paper aims to explorethe importance of competency mapping in knowledge management and how it can be used to achieve organizational success. The paper discusses the various stages involved in the competency mapping process and examines the benefits of using this tool for knowledge management. Through an extensive review of literature and case studies, the paper highlights the best practices for implementing competency mapping in organizations. The research concludes that competency mapping is an effective tool for identifying and developingemployee skills and knowledge, leading to increased productivity, employee satisfaction, and overall organizational success.

Key words:

Competency mapping, Knowledge management, Human resource development and Performance management

Introduction:

Competency mapping has emerged as a powerful tool for knowledge management in recent years, offering a comprehensive framework for identifying and managing the skills and knowledge required to achieve organizational goals. As businesses increasingly rely on the knowledge and expertise of their employees to drive innovation and stay ahead of the competition, the need for effective knowledge management has become more pressing than ever. Competency mapping provides a structured approach to identifying and developing the competencies necessary for success in various roles and functions, enabling organizations to optimize their workforce and achieve their strategic objectives.

At its core, competency mapping is a process that involves identifying the knowledge, skills, and abilities required for success in a particular role or function, and then assessing the proficiency of individuals against these competencies. This process can help organizations to identify gaps in their current workforce, and to develop targeted training and development programs that address these gaps. Competency mapping can also be used to create a clear careerprogression path for employees, as well as to support succession planning and talent management efforts.

One of the key benefits of competency mapping is its ability to support knowledge managementinitiatives. By identifying the specific skills and knowledge required for success in different roles and functions, organizations can ensure that their workforce is equipped to perform effectively and efficiently. This can be especially valuable in knowledge-intensive industries, where staying ahead of the curve requires a deep understanding of emerging trends, technologies, and best practices. By leveraging competency mapping as a tool for knowledge management, organizations can create a culture of continuous learning and development, enabling their workforce to [illegible]e in an ever-changing business landscape.

In this research paper, we will explore the concept of competency mapping in greater detail, examining its origins, evolution, and current applications. We will also explore the relationship between competency mapping and knowledge management, and the ways in which organizations can leverage this powerful tool to optimize their workforce and achieve their strategic objectives. Through a review of current research and case studies, we will provide insights into best practices for competency mapping and knowledge management, and offer recommendations for organizations seeking to implement these approaches in their own operations.

Objectives of the Study:

1. To study the relationship between competency mapping and knowledge management, identifying how competency mapping can serve as a tool for effective knowledge managementin organizations.
2. To assess the impact of competency mapping on knowledge acquisition, sharing, and retention within organizations, examining how it contributes to knowledge transfer and organizational learning.
3. To study Challenges in Implementing Competency Mapping as a Tool for Knowledge Management
4. To develop a comprehensive framework or model that integrates competency mapping andknowledge management, providing practical guidelines for organizations to effectively implement and utilize competency mapping as a tool for knowledge management.

Literature Review:

1. Shivanjali, Mitushi Singh, Tripti Singh (2019), Competency Mapping: A StrategicPerspective in Employee Retention, International Journal of Recent Technology and Engineering (IJRTE), Volume-8 Issue-2, This study focuses on examining the competence mapping-related elements that support both the development of the organisation and the retention of talent. To explain and report the linked occurrences, a descriptive and conclusive study design was used. The research also looks into variations in the weights of several competency mapping-related elements. The study also helps to a better understanding of the elements that affect employee retention through an empirical research that is included in the paper.

2. Cyril, Madhumitha M (2018), A Study on Competency Mapping in Organizations This research paper provides a comprehensive examination of Competency Mapping within organizations, exploring its various types, methods, and procedural aspects. The study draws heavily from secondary sources such as textbooks, journals, and e-resources to ensure a robust analysis.

3. Nalini Devi. S, Dr. N. Panchanathan, (2013), Analysis on Literature review on competency mapping for nurses in healthcare, American International Journal ofResearch in Humanities, Arts and Social Science, ISSN (Online): 2328-3696, A study was done to verify the skills that could be used to teach advanced practice registered nurses how to write prescriptions. The foundation for evidence-based legislation and state board regulation can be laid by prescribing competences, which could help APRNs realize their full potential. Competencies identification has risen to the top of the priority list for serving society as a result of the recent rise in disease. As a result, we can comprehend the value of competency mapping for nurses in the healthcare industry.

4. A. Tejeswari, Dr. T. V. Ambuli, (2016), A study on competency mapping of employees with reference to murugappan and company, international journal of research science management, ISSN: 2349-5197, Impact Factor: 2.715, According to a recent study, competency mapping is a key technique for identifying a person's strengths and limitations, which can then be used to help that person better understand who they are and where they need to focus their career development efforts. Competency mapping was done on the team at Murugappan and Company by the researcher. The study's chosen research design is a descriptive study with 102 participants. At the conclusion, the researcher created and examined competency maps for each Murugappan & Co. group. The organisation can utilise the data acquired to plan its next training and development initiatives for the upcoming year. The results of competency mapping also give a clear knowledge of the employees' curre [illegible] ghlighting the many skills and competencies that employees presently possess and how to leverage them to the organization's advantage.

5. **Ankush Puri, Asha Pachpande (2019), competency mapping a tool to boost profitability of an organization, ISSN: 2250-0138, (2): 398-403,** There a number of competency mapping tools, which aid in managing skills, knowledge, attitude, attributes, etc. to boost an organization's effectiveness and productivity. The researcher used the first-hand information of 300 respondents, who were HR experts working in Pune's manufacturing sector, particularly the car industry. It has been discovered that the opinion of HR professionals plays a key role in controlling and foreseeing future skills to boost organisational productivity.

6. **Dr. L. J. Soundara Rajan, (2015) Competency Mapping Analysis: A Study conducted in Specific Package Industry at Puducherry State of India, Vol.7, No.19,** carried out a study on the specific package industry in the Indian state of Puducherry. 70 people make up the sample. Primary data were gathered through interviews and questionnaires. Additionally, conversations with the managers of each department and the direct supervisors took place. The corporate website, profile, company manuals, and prior year records were used to gather the secondary data. Following statistical research, a number of recommendations are made regarding the need for the company to create a competency model for the current workforce. because only around 25% of employees have the degree of competency that is needed, and about 27% of employees do not have the amount of competency that is expected. The organization needs to concentrate more on creating the competency model. The qualified candidate needs to be elevated to the subsequent top level position. Because the study indicated that those with experience have a greater degree of competency

7. **.Dr. Saikumari V, Ms. Sunitha V (2021) A Study On Effectiveness Of Competency Mapping Through Training And Development, Vol.12 No.11,** This study focuses on how competency mapping is used in training and development to improve training and development effectiveness. According to this study, training that is focused on functional and behavioural abilities will be helpful. This study suggests that organisations adopt more contemporary training methods, give staff hands-on training, and give participants specialised learning tasks or projects to close their skill gaps.

8. **V. Lakshmi (2022), Why competency mapping is required in academic institutions?- Aliterature review, International Journal For Innovative Research In Multidisciplinary Field, Volume - 8, Issue - 2,** In this study, the researcher attempts to review the literature to determine the effect of competency in educational institutions, and it is discovered that only academic institutions are behaviorally competent. The study tends to emphasise the significance of competency mapping of teachers inside academic institutions because the study's precise framework of competency mapping is confined to a small number of competencies, including Pedagogy, Leadership, Managerial, Social, and diverse authors. The goal of the study is to comprehend the value of competency mapping and how it affects high standards in education. The essay focuses on specific competencies including pedagogy, leadership, management, social skills, and behavioural skills. In order to better understand the concept of capabilities and how competency mapping may be used to understand requirements and their effects on providing.

9. **Odor, J Bus Fin Aff 2018, Knowledge Management, Journal of Business & Financial Affairs,** This conceptual paper proposes a perspective shift towards viewing knowledge management as an integral part of the organizational learning process, rather than a separate management concept. It emphasizes that knowledge management is an extension of organizational learning since knowledge cannot exist without learning. The paper further highlights that obstacles such as interpersonal relationships, organizational trust, skills, and time constraints significantly hinder knowledge sharing among organizational members. By recognizing these factors, organizations can address them to facilitate effective knowledge management and foster a culture of shared learning.

10. **Gbosien Chris Sokoh, Ugo Chuks Okolie (Issue 20/2021) Knowledge Management and Its Importance In Modern Organizations**, The foundation of this paper rests upon secondary data and employs content analysis to interpret the gathered information. A key finding of this study is that the achievement of quality efficiency and effectiveness in performance is contingent upon the development of employees. In the current business landsca cts and services are growing increasingly intricate,

organizations vie for success by harnessing knowledge. As a result, the imperative for lifelong learning has emerged as an inescapable truth.

What is Competency Mapping?

The practice of defining and rating the competencies required for a position is known as competency mapping. Its goals are to identify skill gaps for training and development and make sure that organizations have the right people in the right places.

The Competency Mapping process typically includes the following steps:

Identify job roles and responsibilities: Define the different roles and responsibilities in the organization and identify the required competencies for each role.

Define competencies: Determine the specific knowledge, skills, and abilities needed for each job role.

Assess competencies: Evaluate the existing competency levels of employees and identify any skill gaps that need to be filled.

Develop training and development programs: Create programs to help employees acquire the necessary competencies for effective job performance.

The Benefits of Competency Mapping include:

- **Improved hiring decisions:** Competency Mapping can help organizations make better hiring decisions by identifying the specific competencies required for each job role and ensuring that candidates possess those competencies.
- **Improved employee performance**: Competency Mapping can help employees to perform their jobs more effectively by identifying the specific competencies required for their job roles and providing training and development programs to help them acquire those competencies.
- **Improved career development**: Competency Mapping can help employees to identify their strengths and weaknesses and develop a career path that aligns with their skills and interests.
- **Improved succession planning:** Competency Mapping can help organizations to identify potential leaders within the organization and develop succession plans to ensure continuity of leadership.

Overall, Competency Mapping is a useful tool for organizations to identify the skills and knowledge required for each job role, assess employee competencies, and develop training and development programs to improve employee performance and achieve organizational goals.

What is Knowledge Management?

Knowledge Management is the process of managing an organization's intellectual capital to enhance productivity and gain a competitive edge. It involves identifying, creating, sharing, and utilizing knowledge effectively. The purpose is to maximize the value of intellectual capital, leading to better decision-making, innovation, and overall performance. Benefits include increased efficiency, fostering innovation, and leveraging knowledge for identifying trends and mitigating risks. Knowledge Management is crucial for organizations aiming to thrive in a knowledge-driven economy, fostering continuous learning and improvement.

Competency Mapping as a Tool for Knowledge Management:

Competency Mapping is a valuable tool for Knowledge Management, enabling organizations to leverage their knowledge assets effectively. It can help organizations in the following ways:

Identify skills gaps: By mapping competencies, organizations can pinpoint knowledge and skills gaps within their workforce, leading to targeted training programs.

Develop a knowledge repository: Comp[illegible] aids in identifying critical knowledge assets, allowing organizations to create a reposit[illegible] employees for support and knowledge preservation.

Build cross-functional teams: Leveraging competencies, organizations can assemble cross-functional teams with complementary skills to tackle complex challenges and generate innovative ideas.

Support succession planning: Competency Mapping assists in identifying skills and knowledge required for different roles, facilitating succession planning and preparing potential successors through training and development programs.

By utilizing Competency Mapping as a Knowledge Management tool, organizations enhance productivity, foster innovation, and gain a competitive advantage.

Proposed Process to Use Competency Mapping as Tool for Knowledge Management

Identify key competencies: Begin by identifying the critical competencies required for various roles and positions within the organization. This involves understanding the knowledge, skills, and abilities necessary for successful performance.

Assess and map competencies: Conduct competency assessments to evaluate the existing competencies of employees. This can be done through interviews, surveys, or performance evaluations. Map these competencies to specific roles and functions within the organization.

Identify knowledge gaps: Analyze the competency mapping data to identify gaps in knowledge and skills. Determine areas where additional training, development, or knowledge sharing initiatives are needed.

Design learning and development programs: Develop targeted learning and development programs to bridge the identified knowledge gaps. These programs can include formal training, mentoring, job rotations, or knowledge-sharing platforms.

Foster a culture of knowledge sharing: Encourage employees to share their expertise and best practices with others. Establish communities of practice, knowledge-sharing forums, or online platforms to facilitate the exchange of knowledge and experiences.

Align competencies with business goals: Ensure that the identified competencies align with the organization's strategic objectives. Regularly review and update the competency mapping framework to reflect evolving business needs and priorities.

Monitor and measure progress: Continuously monitor and evaluate the impact of competency mapping on knowledge management efforts. Track the development of competencies, knowledge sharing activities, and the overall improvement in organizational knowledge and performance.

By implementing these steps or strategies, organizations can effectively utilize competency mapping as a tool for knowledge management, enabling them to leverage their employees' skills and expertise for improved performance and innovation.

Future Challenges in Implementing Competency Mapping as a Tool for Knowledge Management:

Resistance to Change: One of the major challenges that organizations may face when implementing Competency Mapping as a tool for Knowledge Management is resistance to change. Employees may be resistant to change, especially if they feel thattheir jobs or roles may be impacted. To overcome this challenge, it is important for organizations to involve employees in the process and communicate the benefits of Competency Mapping and Knowledge Management.

Identifying Relevant Competencies: Another challenge is identifying the relevant competencies for each job or role. It is important for organization understanding of the competencies that are required for each job or role, and to involveemployees and managers in this process. Competency Mapping tools can be used to identify the required competencies and gaps in skills and knowledge.

Measuring and Assessing Competencies: Measuring and assessing competencies can also be a challenge. Organizations may need to develop appropriate assessment tools and methods to measure and assess competencies accurately.

Integration with Other HR Processes: Competency Mapping should be integrated withother HR processes, such as performance management and training and development.This can be a challenge, as it may require changes to existing processes and systems.

Strategies for Overcoming Challenges:

Communication and Change Management: To overcome resistance to change, it is important for organizations to communicate the benefits of Competency Mapping andinvolve employees in the process. Change management techniques such as communication plans, training programs, and stakeholder engagement can be used.

Involvement of Employees and Managers: Involving employees and managers in the Competency Mapping process can help to ensure that the relevant competencies are identified and assessed accurately. Employees can provide valuable input on the skillsand knowledge required for their jobs, while managers can provide insight into the organization's strategic goals and objectives.

Use of Technology: Competency Mapping tools and technology can be used to streamline the process and make it more efficient. These tools can help to automate the assessment and measurement of competencies, and provide insights into skills gapsand development needs.

Integration with Existing HR Processes: Competency Mapping should be integrated with other HR processes such as performance management and training and development. This can be achieved by aligning competencies with performance objectives and using the results of Competency Mapping to inform training and development plans.

Examples organizations that have successfully implemented CompetencyMapping as a tool for Knowledge Management:

Infosys: Infosys, a global IT services company, used Competency Mapping to identifythe knowledge, skills, and abilities required for various roles within the organization. They then developed training programs to help employees acquire these competencies,and used performance metrics to measure the effectiveness of the training. This helpedInfosys to ensure that employees had the necessary skills to perform their jobs effectively, and to maintain a high level of productivity and quality.

Wipro: Wipro, another global IT services company, used Competency Mapping to identify the skills and knowledge required for various roles within the organization, andthen developed a competency-based training program to help employees acquire these competencies. They also implemented a knowledge sharing platform, which allowed employees to share their knowledge and expertise with each other. This helped Wipro to improve collaboration and knowledge sharing within the organization, and todevelop a culture of continuous learning and improvement.

Zensar Technologies: Zensar Technologies, an IT services and consulting company, used Competency Mapping to identify the skills and knowledge required for various roles within the organization, and then developed a competency-based performance management system. This system helped managers to assess employee performance based on the competencies required for their role, and to provide targeted feedback anddevelopment opportunities. This helped Zensar Technologies to improve employee performance and productivity, and to align employee goals with organizational objectives.

In all of these cases, Competency Mapping was used as a tool for Knowledge Management toidentify, develop, and leverage the knowledge and skills of employees, and to align their competencies with organizational goals. The organizations were able to improve collaboration,productivity, and quality, and to gain a competitive advantage by using their knowledge and expertise effectively.

Key Findings:

1. Competency Mapping is a useful tool for identifying, developing, and leveraging the knowledge and skills of employees in organizations.
2. Knowledge Management is essential for organizations to remain competitive and to gain a strategic advantage in their respective industries.
3. There are various theoretical frameworks that can be used to explain the relationship between Competency Mapping and Knowledge Management, including the Resource-Based View.
4. Successful implementation of Competency Mapping requires a clear understanding of the competencies required for various roles within the organization, as well as a systematic approach to training and development.

Recommendations for Future Research:

1. Further research is needed to explore the effectiveness of proposed framework and process of Competency Mapping as a tool for knowledge management, and to identify the most effective approaches for specific organizational contexts.
2. There is a need to investigate the role of technology in facilitating Competency Mapping and Knowledge Management, and to explore the potential of artificial intelligence and machine learning in this context.
3. Research is needed to examine the impact of Competency Mapping on employee motivation, job satisfaction, and career development, as well as its effect on organizational performance and productivity.
4. There is a need to investigate the relationship between Competency Mapping and otherKnowledge Management practices, such as knowledge sharing, knowledge creation, and knowledge retention, and to identify the synergies between these practices.

Conclusion:

This research paper highlights the significance of competency mapping for effective knowledge management in organizations. It concludes that competency mapping plays a crucial role in identifying, developing, and utilizing competencies to enhance organizational knowledge and performance. The findings demonstrate that competency mapping facilitates knowledge acquisition, sharing, and retention, leading to knowledge transfer and organizational learning. However, challenges exist in implementing competency mapping, requiring strategies to overcome them. Integrating technology and developing a comprehensive framework can improve the implementation and utilization of competency mapping for knowledge management. Embracing competency mapping as a strategic approach enables organizations to optimize knowledge management, foster continuous learning, and gain a competitive advantage in the knowledge-driven economy.

Proposed Model for Understanding Challenges in Implementations and Relatedsolutions

Individual /Employee Level	
Barriers	**Solutions**
1. Employeeapathy	1. Promoting andadhering to competency mapping
2. Employee reluctance	2. Developing knowledge manag skills

3. Lack of awareness aboutcompetency mapping and knowledge management	3. To create awarenessabout competency mapping as a tool for knowledge management

Implementation Barriers and Solutions

Industry Level	
Barriers	**Solutions**
1. Finding people withmulti-dimensional experience and skills	1. Changing old methods of knowledge management in industry 2. Implementing competency mapping for knowledge sharing

Organizational Level	
Barriers	**Solutions**
1.Infusing new blood in organization	Focus should be on long term benefit and organization brand
2.Lack of competency mapping	Efforts to be increased to manageand share knowledge though it is time consuming andcomplex task
3.Lack of knowledge management	Involvement andsupport from top management
4.Ignorance of Top Management	Creating awarenessamong staff by corporate communications
5.Lack of support from all staff	Promoting competency mapping

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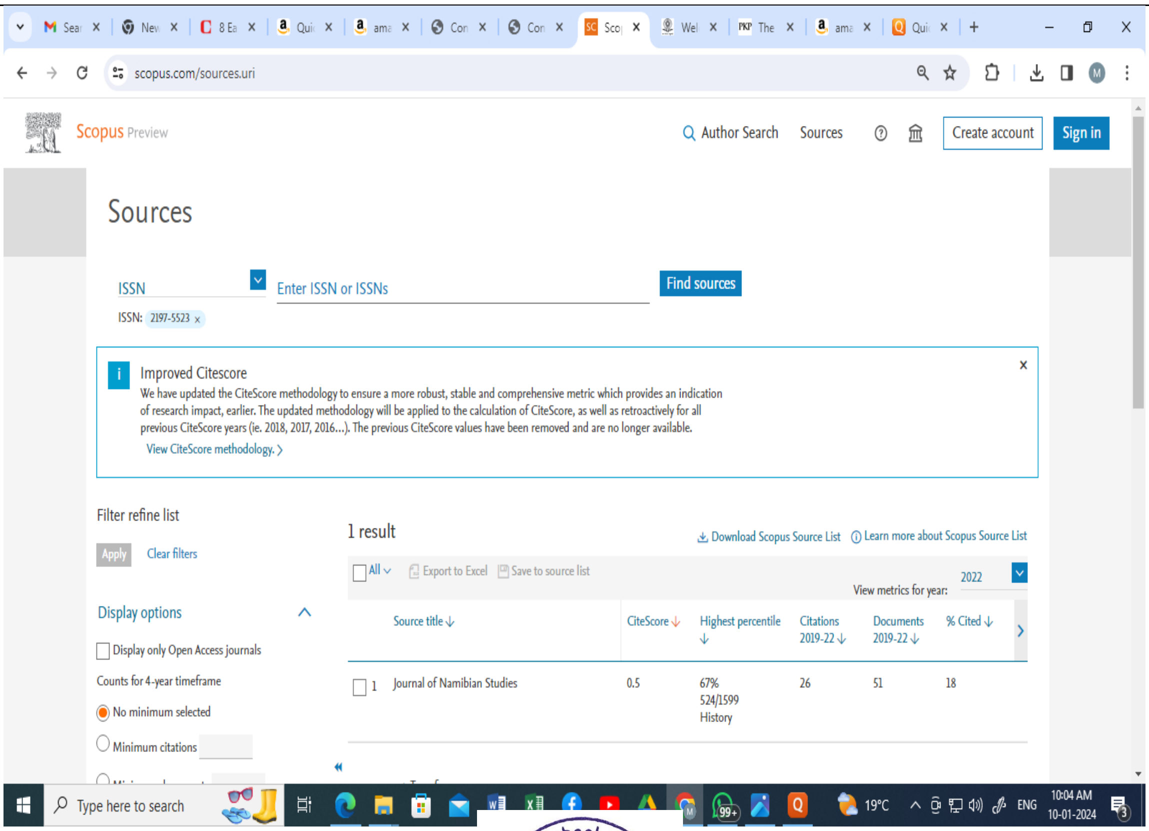

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The Role Of Technology In Expanding Access To Distance Education And Improving Educational Outcomes

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Abstract:

This research paper aims to investigate the role of technology in distance learning and its impact on enhancing the learning quality of students. The study examines existing literature and research on the effectiveness of technology in delivering quality education regardless of time and place constraints. It also explores the use of interactive methods such as videoconferencing and AI systems to facilitate learner-instructor interaction. The findings highlight the advantages of distance learning, including flexibility, equity, low-cost alternatives, new learning experiences, and expanded resources. However, concerns are raised regarding the potential violation of social boundaries and issues of responsibility, agency, and surveillance associated with the use of AI systems in online learning.

Keywords : technology, distance education, AI.

Introduction:

Traditional education methods face numerous challenges, leading to the need for alternative approaches such as distance learning [illegible]tion emphasizes the problems with traditional education and the significance of incorporating technology to humanize education rather than dehumanize it. The study aims to evaluate whether existing technology is adequate for delivering quality distance education.

Definition of Distance Education

The concept of distance learning encompasses various interpretations. The compilation of many definitions of distant learning was undertaken by the creator of the distant Education Clearinghouse, an entity overseen by the University of Wisconsin-Extension. The author's conclusion posits that distance learning is a deliberately structured educational setting that incorporates technology, and its design should prioritize facilitating interaction among learners.

Technology in Distance Education:

The section on technology discusses the impact of technology on distance education. It emphasizes the importance of using interactive methods like videoconferencing, satellite, computers, interactive TV, and the Internet. These technologies enable students to engage in real-time communication, access educational resources, and participate in remote classes[1].

Effectiveness of Interactive Distance Education:

A synthesis of studies on interactive distance education reveals a small positive effect in favor of distance learning. The effectiveness varies based on factors such as the learning environment, learner attributes, and technological characteristics. Programs that combine individualized approaches with traditional classroom instruction yield more positive effects. Telecommunications, enhancing classroom learning, short duration, and small group sizes also contribute to improved learning outcomes.

Benefits and Disadvantages of Distance Learning:

Distance learning offers several benefits, including flexibility, equity, low-cost alternatives, new learning experiences, and expanded resources. However, potential disadvantages include technical issues and social isolation. To ensure the effective use of technology, schools need data-driven decisi monstrate educational achievement[2].

Perception of AI Systems in Online Learning:

Participants in a study expressed concerns regarding the use of AI systems in online learning. While AI systems have the potential to enable personalized interaction between learners and instructors at scale, there is a risk of violating social boundaries. Participants raised concerns about issues of responsibility, agency, and surveillance. Students believed that AI systems could increase communication quantity and quality, while instructors saw potential in AI systems for addressing repetitive questions and focusing on more meaningful communication. However, students worried about unreliable answers and negative impacts on grades, as well as difficulties in holding AI systems accountable[3].

The Relationship Between Technology and Distance Education

This section pertains to the impact of technology on distance education.

According to Gates (1995), there exists a concern among individuals that technology may have the potential to dehumanize the field of education. The speaker further asserted that observing students residing in various nations engaging in cross-border information exchange could perhaps lead individuals to reconsider the notion that technology has the capacity to "humanize" education. Gates further asserted that "the technological advancements that will render learning indispensable will also render it feasible and pleasurable." Corporations are currently undergoing a process of redefining their operations in response to the versatile options presented by information technology. Consequently, educational institutions will also need to adapt and modify their traditional classroom settings.

Objective of the study

The objective of this research endeavor is to investigate and analyze the purpose of the study being conducted.

The research study aimed to assess the utilization of technology in delivering high-quality education from the perspective of students in remote locations. The objective of this study is to assess whether technology has achieved a sufficient degree [illegible] cilitate the provision of high-quality education, without being limited by the temporal and spatial constraints faced by students and/or instructors. Furthermore, the present study aims to identify the technical advancements that offer students and instructors a suitable level of engagement, a fundamental aspect of conventional educational practices.

Significance of the study

The study holds considerable significance due to its potential contributions to the existing body of knowledge in the field.

This study holds significance for individuals who possess an interest in the integration of technology into the decision-making framework for the implementation of distance-learning initiatives.

Institutions engaged in the examination of various technical advancements applicable to remote education may derive advantages from this study. Gaining comprehensive understanding of remote education can assist universities in effectively integrating non-traditional distance education options while maintaining a balanced approach with their traditional on-site programs.

This study may or may not highlight the significance of utilizing technology for the implementation of a distant education initiative. If it is determined to be essential, then the findings could hold significance for decision-makers within institutions.

Literature review

The growing prevalence of technology in educational settings has raised concerns regarding excessive reliance on technological tools among pupils. Although technology can undoubtedly serve as a valuable tool, it is worth considering if students possess the necessary skills to effectively address and resolve challenges that arise in relation to technology.

The adoption of the flipped classroom approach is being observed among certain educators, facilitated by the utilization of technology. This approach enables students to independently review the course content outside of the classroom, so facilitating more interactive and collaborative learning experien [illegible] erson sessions, which involve discussions [illegible] ctivities.

Song and Kapur (2017) noted that there is a limited amount of research available on the development of students' problem-solving skills and improvement of their conceptual understanding in the context of a flipped classroom approach to mathematics inquiry. In this educational context, students are acquiring a greater degree of independent learning. However, they are also experiencing a deficiency in the opportunity for engaging in extensive discussions on complex issues that typically arise during lectures. This article examines the various advantages and concerns associated with the implementation of a flipped classroom model.

In their study, **Fisher et al. (2014)** examines the increasing utilization of technology in educational settings and its impact on pedagogy. The authors also explore the evolving nature of teachers' responsibilities in response to this technological shift. The role of the instructor transitions into that of a facilitator, guiding students on their educational journey and engaging in a collaborative learning process rather than simply instructing them. Students are required to exercise critical thinking skills in order to assess and quantify the significance of the information they acquire. Learners are engaging in self-assessment through the utilization of technology. According to the author, this approach facilitates the transition of learners from passive recipients of information to active creators of knowledge.

1.The topic under discussion is the provision of high-quality distance education.

The meaning of excellence in education is subject to variation across individuals, making it challenging to reach a consensus on a universally agreed-upon idea. According to **Aldag and Stearns (1991),** quality refers to the attributes that consumers desire in products and services and are ready to allocate resources towards. In their work, Moore and Kearsely (1996) examined the significance of "quality assessment" within the context of overseeing a distant education initiative. According to the authors, it is necessary to evaluate a distant education initiative using multiple criteria. The factors encompassed in this category are the quality of the application and enrollment process, the academic performance of students, their level of satisfaction with [illegible] nal experience, the contentment of faculty members, the reputation of the program or institution, and the quality of the course materials.

2. The Role of Distance Education in Facilitating Interactivity

According to **De Vries (1996)**, the use of interactive technologies that facilitate communication and collaboration between students and instructors has the potential to create a conducive learning environment. In his work, Schwier (1994) examined the rationales of including interactivity into distant education initiatives. There are several reasons that support the use of multimedia in education. Firstly, it allows for the exploration of various methods for accessing educational materials. Secondly, it facilitates interactive analysis of media, enhancing the learning experience. Thirdly, it enables the creation of more robust learning environments by combining multiple forms of media. Fourthly, it has the potential to improve student retention rates. Fifthly, it promotes independent study by providing a conducive environment. Sixthly, it offers immediate access to information, enhancing the efficiency of learning. Seventhly, it contributes to a more inclusive and less hostile learning environment. Eighthly, it improves record keeping practices. Lastly, it has the potential to reduce costs associated with education.

3. The Role of Technology in Delivery Systems and Distance Education

This section provides an analysis of electronic devices and delivery mechanisms employed in the context of distance education. According to **McLean (1996),** the utilization of technical advancements has the potential to establish global connectivity among classrooms using satellite communication, computers, interactive television, and the Internet.

According to Brennan (1992), telecommunication has the potential to establish novel connections between learners and instructors. The author further stated that the concept of "interactivity" is commonly linked to the domain of telecommunication.

According to a study conducted by Lucio Teles in 2002, a total of 32 onlin[illegible] om various countries including the Unite[illegible], Canada, Netherlands, Greece, Colombia, Australia, South Africa, the United Kingdom, and Spain were questioned. The findings of the study revealed that instructors expressed a preference for teaching technologies that are intuitive and have a shorter learning curve. Moreover, according to Morse (2002), there is a range of distant learning approaches available. The approaches encompass a spectrum of educational methods, including traditional correspondence courses as well as real-time interactive videoconferencing. According to **Glossbrenner and Glossbrenner (1996**), it may be observed that when it comes to providing distance education, there are several modes that can be utilized. These modes encompass print materials (Bates, 1995), electronic mail and facsimile (Romiszowski, 1993), video conferencing, interactive video technology (Buntzman, 1996), audio graphics (Steiner, 1997), teleconferencing and audio conferencing (Patton-Bennington, 1997), as well as the Internet.

According to **De Vries (1996),** the integration of interactive technology and distance education systems can provide a conducive learning environment by facilitating interactivity and enabling the discussion of relevant topics. De Vries further argued that the attainment of effective remote education is contingent upon the students' level of personal commitment. This section examines the justifications for establishing an interactive environment in the context of distant education.

According to **Salmon (2002**), it is essential for learners to undergo a structured developmental cycle in order to achieve success and satisfaction in online learning. Jones (1995) conducted a study on the utilization of interactive-intercampus telecommunication systems in Alabama, which were connected through a compressed video network and employed for distance education purposes. In his investigation, Jones reached the conclusion that technology exhibits efficacy and adaptability in enhancing instructional methodologies for teachers.

Klopfer et al. (2009) examined the phenomenon of pupils becoming increasingly accustomed to and integrated with digital technologies. According to the study, a significant number of students in this particular group are utilizing novel forms of media and technologies to generate innovative creatior [illegible] nowledge, and engage in novel modes of communication with unfamiliar individuals. These behaviors have become deeply ingrained in their cognitive processes and overall approach to navigating the world. Despite the prevalent reluctance towards the integration of technology, it is evident that numerous instances exist when these technologies have proven their educational worth to various industries, hence affirming the significant learning opportunities and advantages they offer. In the context of assessing the impact of technology on educational settings, Klopfer et al. assert a firm conviction that the integration of technology significantly enhances the efficacy of the classroom environment. The authors contend that the integration of recent technologies such as digital games and Web 2.0 in the classroom is crucial. They assert that while effective lessons can still be delivered without these technologies, there exists a significant disparity between the instructional methods employed in schools and the approaches to socialization, meaning-making, and accomplishment prevalent in the outside world.

In their study, **Shivakumar and Manichander (2013**) examine the role of technology as an influential instrument in facilitating education in the contemporary day. The participants placed significant emphasis on the importance of collaborative efforts and the integration of blended learning, alongside the utilization of information and communication technology (ICT). According to the source, ICT encompasses technologies that facilitate the retrieval and dissemination of information via telecommunications. When using information and communication technology (ICT) in the field of education, educators gain the opportunity to acquaint themselves with technological advancements and the various challenges that may occur. This research proceeds to examine various forms of Information and Communication Technology (ICT) and their advantageous implications for the educational setting.

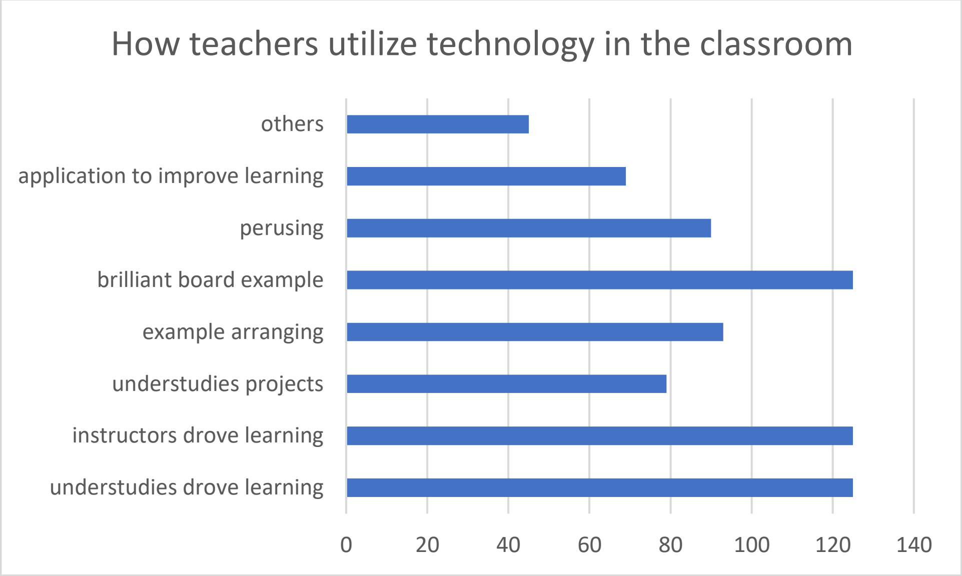
Research Methodology

The researchers utilized a mixed method approach to understanding how the integration of technology affected students' learning. A survey was developed and administered through Qualtrics to collect data. The survey contained 14 questions that utilized a variety of questions formats such as open-ended, multiple choice, and Likert scale. Total respondents were 125.

Data analysis and discussion

1. How teachers utilize technology in the classroom

Particulars	Respondents	%age
understudies drove learning	125	100
instructors drove learning	125	100
understudies projects	79	63.2
example arranging	93	74.4
brilliant board example	125	100
perusing	90	72
application to improve learning	69	55.2
others	45	36

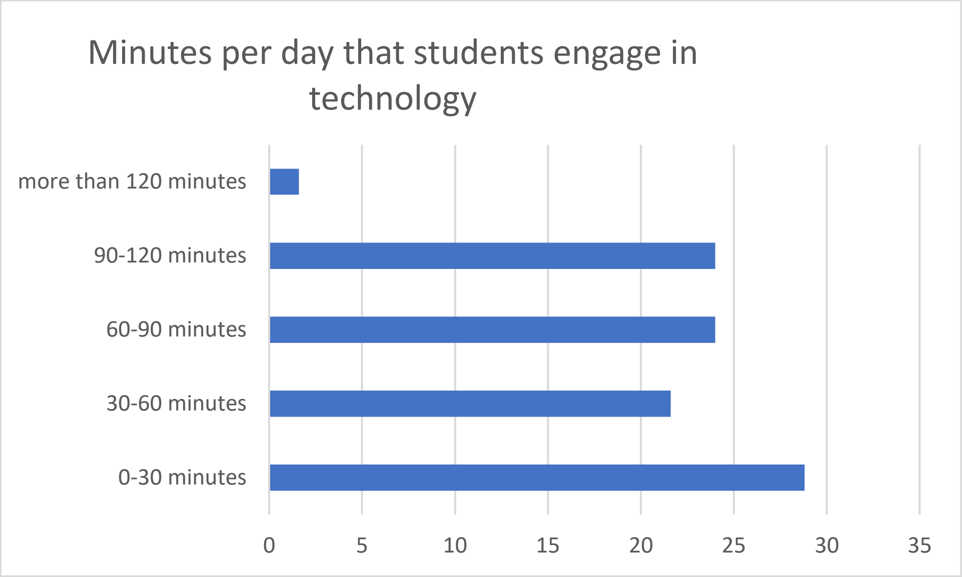


Most teachers who use technology in the classroom report using it to facilitate teacher-led instruction. The smart board can be used for a variety of instructional purposes, including as a teaching tool. The time spent by teachers on lesson preparation and student contact using technology was minimal. Teachers who took part in the study agreed that incorporating technology into lessons piques students' attention. Teachers have reported that students utilize computers for a variety of purposes, including creating and collaborating on projects, reading, and participating in math centers, among others.

Minutes per day that students engage in technology

Particulars	pondents	%age

0-30 minutes	36	28.8
30-60 minutes	27	21.6
60-90 minutes	30	24
90-120 minutes	30	24
more than 120 minutes	2	1.6
	125	100



The researcher aimed to get a district-wide sense of how much time teachers spend utilizing technology to enhance instruction and student development. Time spent everyday using technology by pupils is displayed in Figure 2. According to the districts' teachers, most pupils only spend 30 minutes a day using electronics. Students' daily tech use, measured in minutes and as a percentage of total class time, looked like this: There were 36 (28.8%) who exercised for 0-30 minutes per day, 27(21.6%) who exercised for 30-60 minutes per day, 30 (24%) who exercised for 60-90 minutes per day, 30(24%) who exercised for 90-120 minutes per day, and 2 (1.6%) who exercised for more than 120 minutes per day. There were 125 in total.

Different parts of the district have different levels of access to technology. One-to-one device ratios are common in some classes, whereas others have far more pupils than computers. Some groups of students use the same equipment and work in the same labs. The district now requires students in fifth through twelfth grades to bring their own electronic devices to class.

The school system makes regular use of a wide variety of technological resources. The poll results showed that many educators had both positive and negative experiences with the use of technology in the classroom.

District educators agree that there are numerous benefits to integrating technology into the classroom. The district's adoption of technology has provided pupils with access to far more material than was previously possible within the confines of individual classrooms. Today's youth rely heavily on and are most at ease while using technological resources for their education. The use of technology in the classroom increases students' motivation and involvement in the learning process. Teachers believe that students now have more opportunities to take charge of their own education and become independent learners as a result of the proliferation of technological tools.

Technology that is both up-to-date and reliable has the potential to significantly improve students' ability to collaborate and learn in the classroom setting. In the study, instructors were prompted to choose the top three digital tools they use in the classroom. The top three technological resources used across a district to improve student learning and teacher growth and planning were ranked in a wide range of ways by survey respondents. High-interest learning is made possible with these materials and digital games, and instructors are given the flexibility to tailor lessons to the needs of their students. Students' enthusiasm and openness to using technology in their learning give them access to invaluable tools that make them better, more engaged students. There is a wide range of students represented in educational institutions.

There are pupils who thrive on challenges, others who thrive on academic support, and those who may benefit from technological aids in mastering even the most basic of life skills. Disabled pupils can benefit from voice to text software thanks to technological advancements. Students that have an easier time expressing themselves verbally will have the opportunity to do so here. Students can receive individualized instruction or be exposed to supplemental materials thanks to the incorporation of technology during station time.

While the benefits [illegible]gy in the classroom are undeniable, there a[illegible]wbacks to consider.

While kids now have access to a wealth of material at their fingertips, much of it is either inaccurate or inappropriate for classroom use. This may make it more challenging for educators to keep tabs on students. Commonly voiced criticisms of today's classroom technologies include that they frequently fail to function when needed and that users are "at the mercy of the server." Neither the Wi-Fi nor the classroom technology is consistently reliable. According to the results of the survey, the most frustrating aspect of technology for educators is when it stops working properly. One comment explained how lost instructional time is the result of dealing with technology problems during the school day.

Some educators worry that implementing technological solutions is increasingly a managerial issue. The time it takes to get students logged in and logged out during a 15-minute station is more than half of the station's total time.

The length of time involved makes it a potential source of disruption. Students will discover methods to waste time on their electronic devices, such as conducting irrelevant web searches during class time. "Technology has a tendency to increase distraction and dishonesty in some students," reads one remark.

The availability of technological tools and the subsequent demand for increased training of personnel and students is the final negative impact of technological development. Teachers have a vested interest in pupils not disrupting their lessons by wandering around aimlessly. There is not enough time in the day to help pupils who need extra assistance with technology from teachers. One contributor admitted they do not have a lot of faith in technology but are aware of the potential benefits of incorporating it into the classroom.

Conclusion:

The research paper concludes with recommendations and conclusions drawn from the study. It emphasizes the value of technology in delivering quality distance education and the need for institutions to balance traditional and non-traditional education methods. The paper also highlights the importance of addressing concerns related to the use of AI systems in online learning to ensure a positive and effective learning e

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- Study on the Adequacy of Existing Technology for Delivering Quality Distance Education
- Quantitative Synthesis of Studies on the Effectiveness of Interactive Distance Education Using Videoconferencing
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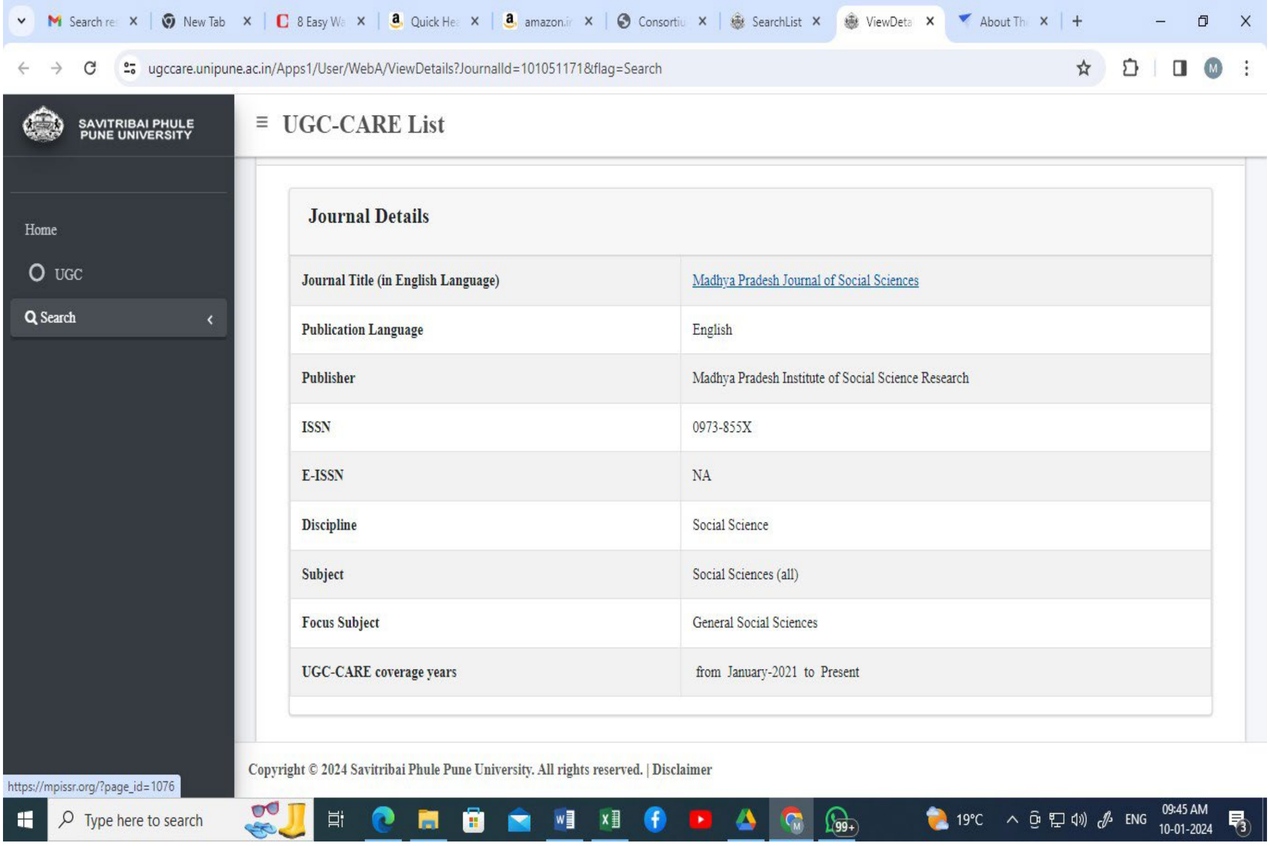

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EDUCATION 5.0: A NEW PARADIGM FOR LEARNING IN THE DIGITAL AGE

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Abstract:

Education 5.0 is a new paradigm for learning that has emerged in response to the rapid advances in digital technology and the changing needs of students in the 21st century. This paper explores the key features of Education 5.0 and its potential impact on the future of education. It argues that Education 5.0 represents a shift from traditional models of education to a more personalized, student-cantered approach that emphasizes the development of critical thinking skills, creativity, and collaboration. The paper also discusses the challenges and opportunities of implementing Education 5.0 in the classroom and highlights some of the key policy implications of this new paradigm.

Key Words: Education 5.0, Higher Education, Society, Faculty

Introduction:

The emergence of digital technology has had a profound impact on the way we live, work, and learn. In the field of education, it has led to the development of new models of learning that are more flexible, personalized, and adaptive to the needs of students. Education 5.0 is one such model that has gained popularity in recent years. It is a new paradigm for learning that builds on the strengths of previous models of education, while incorporating the latest advances in digital technology. In this paper, we will explore the key features of Education 5.0, its potential impact on the future of education, and the challenges and opportunities of implementing it in the classroom.

Key Features of Education 5.0:

Education 5.0 represents a shift from traditional models of education to a more personalized, student-cantered approach. It emphasizes the development of critical thinking skills, creativity, and collaboration, and seeks to create a more engaging and interactive learning experience for students. Some of the key features of Education 5.0 include:

1. Personalized Learning: Education 5.0 is designed to be more personalized, with a focus on individualized instruction and feedback. This is achieved through the use of digital technologies such as adaptive learning platforms and personalized learning algorithms.
2. Project-Based Learning: Education 5.0 emphasizes project-based learning, where students work on real-world problems and projects that are relevant to their interests and passions. This approach fosters creativity, critical thinking, and collaboration, and helps students develop practical skills that are valuable in the workforce.
3. Social Learning: Education 5.0 recognizes the importance of social interaction in the learning process. It encourag [illegible] n, peer-to-peer learning, and social learning

networks, where students can share ideas, collaborate on projects, and provide feedback to each other.

4. Gamification: Education 5.0 incorporates elements of gamification in the learning process, such as leader boards, badges, and rewards, to make learning more engaging and motivating for students.
5. Data-Driven Learning: Education 5.0 relies on data analytics and machine learning algorithms to personalize the learning experience for each student. This approach enables teachers to track student progress in real-time and provide targeted feedback and support.
6. Potential Impact of Education 5.0: Education 5.0 has the potential to revolutionize the way we learn and teach. By focusing on personalized, student-cantered learning, it can help students develop the skills they need to succeed in the digital age. It can also help teachers become more effective and efficient by providing them with real-time data and analytics on student progress. Additionally, Education 5.0 can foster innovation and entrepreneurship by encouraging students to work on real-world problems and projects that are relevant to their interests and passions.
7. Challenges and Opportunities: Implementing Education 5.0 in the classroom poses several challenges and opportunities. One of the main challenges is ensuring that all students have access to the necessary technology and resources to participate fully

Use of Education 5.0 to the society:

The implementation of Education 5.0 has the potential to positively impact society in various ways. By focusing on personalized learning, Education 5.0 can help bridge the achievement gap and promote equity in education, ensuring that all students have access to high-quality education regardless of their background. This can lead to a more educated and skilled workforce, which can in turn boost economic growth and innovation.

1) Moreover, Education 5.0 can help prepare students for the jobs of the future by developing critical thinking skills, creativity, and collaboration. This can lead to a more entrepreneurial and innovative society, where individuals are better equipped to solve complex problems and create new opportunities. Education 5.0 can also promote lifelong learning, where individuals continue to learn and develop new skills throughout their lives, ensuring that they remain competitive and adaptable in an ever-changing job market.
2) In addition, Education 5.0 can help address some of the pressing social and environmental challenges facing society. By emphasizing project-based learning and social learning networks, Education 5.0 can enable students to work on real-world problems and projects that are relevant to their communities and the world at large. This can lead to the development of innovative solutions to issues such as climate change, poverty, and social inequality.
3) Overall, the implementation of Education 5.0 has the potential to create a more educated, skilled, and innovative society, where individuals are better equipped to address the challenges of the 21st century.

Effect of Education 5.0 on Primary Education:

Education 5.0 is a modern educational paradigm that emphasizes the integration of technology, personalization, and social learning into the teaching and learning process. The effect of Education 5.0 on primary education can be significant in several ways, including:

1. Personalized Learning: Education 5.0 emphasizes personalized learning, which allows educators to create individualized learning paths for each student based on their strengths, weaknesses, and learning style. This approach can help primary school students to learn at their own pace and in a way that suits their unique needs.
2. Technology Integration: Education 5.0 involves the integration of technology into the learning process, which can enhance student engagement, motivation, and participation. Primary school students can use educational apps, digital games, and multimedia resources to supplement their classroom learning and improve their understanding of the subject matter.
3. Collaborative Learning: Education 5.0 also emphasizes social learning, where students learn through collaboration, communication, and teamwork. This approach can help primary school students to develop important social and emotional skills, such as empathy, respect, and cooperation, while also improving their cognitive abilities.
4. Teacher Training: Education 5.0 requires teachers to have advanced technological and pedagogical skills to effectively integrate technology, personalization, and social learning into their teaching practice. Therefore, primary school teachers will need to undergo training to develop these skills, which can improve the overall quality of primary education.

In conclusion, Education 5.0 can have a positive impact on primary education by promoting personalized learning, technology integration, collaborative learning, and teacher training. These changes can improve the quality of education for primary school students and better prepare them for the challenges of the future

Future of Education 5.0:

1) Continued emphasis on personalized learning: Education 5.0 is designed to focus on individual needs, abilities, and interests. In the future, personalized learning could become even more personalized, with the use of artificial intelligence and machine learning algorithms to tailor learning experiences to each student's unique needs.
2) Expansion of experiential and project-based learning: Education 5.0 places a strong emphasis on hands-on learning, which can help students develop critical thinking and problem-solving skills. In the future, there could be an even greater expansion of experiential and project-based learning, with students working on real-world problems and projects that are relevant to their communities and the world at large.
3) Integration of emerging technologies: Education 5.0 is built on the use of technology, and as new technologies emerge, they will likely be integrated into the education system. For example, virtual and augmented reality technologies could be used to create immersive learning experiences, while block chain technology could be used to verify and authenticate student credentials.

4) Increased focus on lifelong learning: Education 5.0 emphasizes the importance of lifelong learning, and in the future, there could be an even greater emphasis on upskilling and reskilling. With automation and artificial intelligence disrupting the job market, individuals will need to continue to learn and develop new skills throughout their lives in order to remain competitive.
5) Greater emphasis on global citizenship: Education 5.0 aims to develop students who are globally aware and socially responsible. In the future, there could be a greater emphasis on developing global citizenship skills, such as cultural competence, intercultural communication, and cross-cultural collaboration, in order to prepare students to be effective global citizens in an interconnected world

Use of Education 5.0 for Management Faculty:

Education 5.0 can offer several benefits for management faculty in terms of teaching and learning. Some of these benefits include:

1. Personalized learning: Education 5.0 is designed to provide personalized learning experiences to students, and this can benefit management faculty as well. By tailoring their teaching methods to the individual needs, interests, and abilities of each student, management faculty can create a more engaging and effective learning environment.
2. Project-based learning: Education 5.0 emphasizes project-based learning, which can help management faculty to develop critical thinking, problem-solving, and collaboration skills among their students. By assigning real-world projects that are relevant to the field of management, faculty can help students to develop practical skills that they can use in their careers.
3. Experiential learning: Education 5.0 encourages experiential learning, which involves hands-on experience and learning by doing. Management faculty can use this approach to help their students to gain practical experience and skills, such as leadership, team management, and decision-making.
4. Technology integration: Education 5.0 relies heavily on technology, and management faculty can use this to their advantage. By using technology tools, such as learning management systems, online collaboration platforms, and video conferencing, management faculty can create more engaging and interactive learning experiences for their students.
5. Lifelong learning: Education 5.0 emphasizes the importance of lifelong learning, and this is particularly relevant in the field of management. Management faculty can use this approach to encourage their students to continue learning and developing their skills even after they graduate.

Side effect of Education 5.0:

While Education 5.0 can have several positive effects on the education system, there are also potential side effects that need to be considered. Here are some possible side effects of Education 5.0:

1) Over-reliance on technology: Education 5.0 emphasizes the use of technology in the teaching and learning process. While technology can enhance the learning experience, over-reliance on technology can have negative effects, such as reduced creativity and critical thinking skills among students.
2) Social isolation: With the emphasis on personalized learning and technology integration, Education 5.0 can lead to social isolation among students, with reduced opportunities for face-to-face interaction and collaboration with peers and teachers.
3) Inequality: Education 5.0 requires access to advanced technology and infrastructure, which may not be available to all students, particularly those from low-income families or underdeveloped regions. This can create inequalities in the educational opportunities available to different groups of students
4) Data privacy and security: Education 5.0 involves the collection and analysis of data on student learning and performance, which raises concerns about data privacy and security. There is a risk of sensitive student data being exposed or misused, which could have serious consequences for students and their families.
5) Teacher displacement: The use of technology in Education 5.0 can lead to reduced demand for traditional teaching methods, which could result in teacher displacement and job losses.

In conclusion, while Education 5.0 can bring significant benefits to the education system, it is essential to consider potential side effects and take measures to mitigate them. This requires careful planning and implementation, as well as ongoing monitoring and evaluation of the impact of Education 5.0 on students, teachers, and the education system as a whole.

Overall, Education 5.0 can provide management faculty with innovative approaches to teaching and learning that can help them to create more engaging, effective, and relevant learning experiences for their students. By incorporating personalized learning, project-based learning, experiential learning, technology integration, and a focus on lifelong learning, management faculty can prepare their students for successful careers in the field of management.

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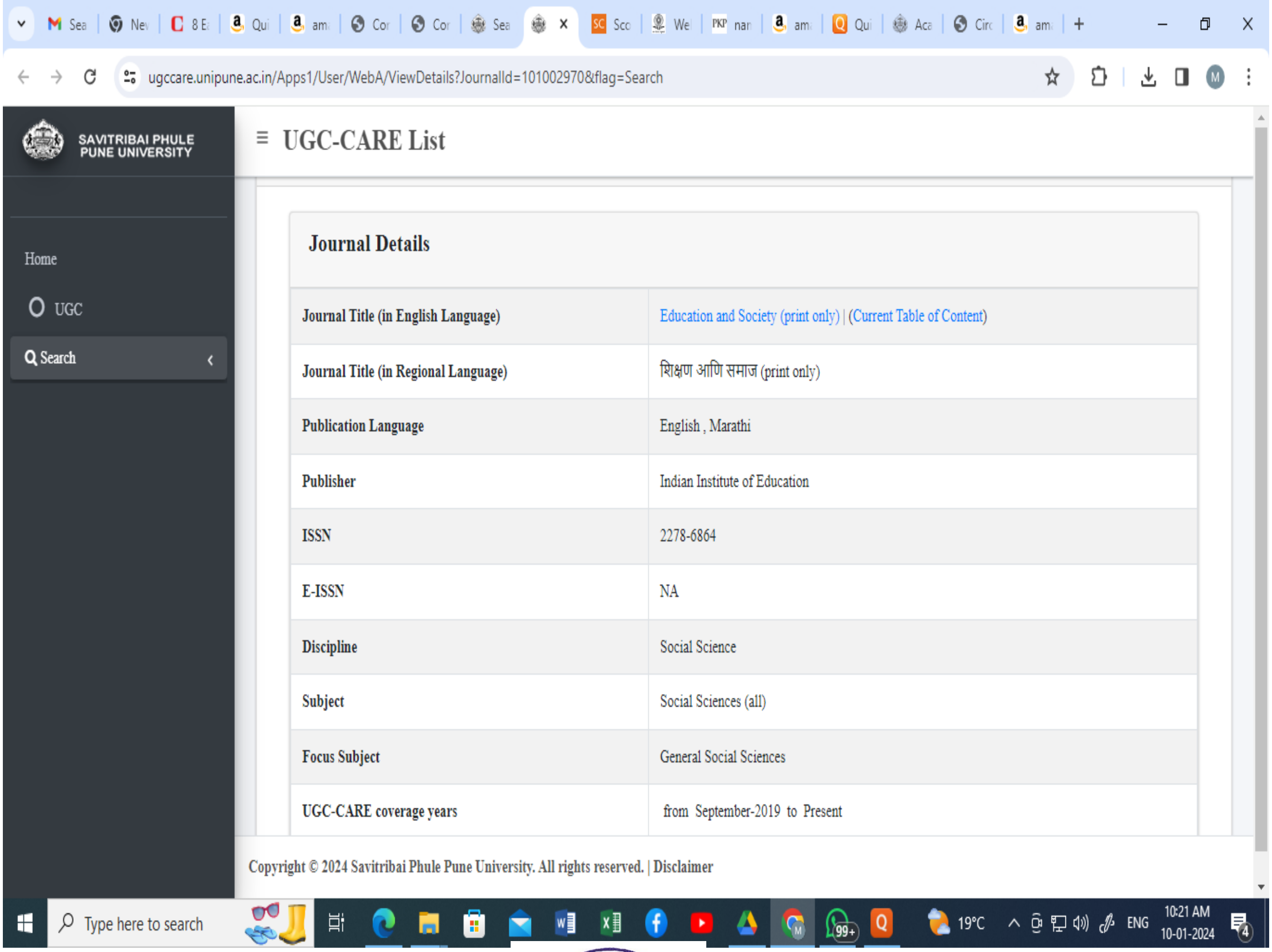

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IMAPACT OF CHAT GPT AND AI ON INDIAN LEARNING SYSTEM AND EMPLOYMENT

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Abstract:

Abstracts are typically concise summaries of a topic or research paper. Since chatbots, Chat GPT, and AI are broad subjects, here are brief abstracts that provide an overview of each topic:

1. Chatbot: Chatbots are computer programs designed to simulate human-like conversations with users. They utilize natural language processing (NLP) techniques to understand and respond to user queries or inputs. Chatbots can be employed in various domains, such as customer service, information retrieval, and healthcare, providing automated assistance and improving user experiences.
2. Chat GPT: Chat GPT is a language model developed by OpenAI that focuses on generating human-like responses in conversational interactions. It is trained using large-scale datasets and deep learning techniques. Chat GPT can generate contextually appropriate and coherent responses, making it suitable for chatbot applications and facilitating interactive and engaging conversations with users.
3. Artificial Intelligence (AI): Artificial Intelligence refers to the field of computer science dedicated to creating intelligent systems that mimic human cognitive abilities. AI encompasses various techniques and approaches, including machine learning, natural language processing, computer vision, and robotics. It aims to develop machines capable of perceiving, understanding, learning, reasoning, and making decisions to perform tasks that typically require human intelligence. AI has numerous applications in diverse domains, impacting industries, and transforming the way we live, work, and interact with technology.

Key Words : Chat Gpt, Chat Boat, AI, Machine Learning

Introduction :

Chat GPT is a language model developed by OpenAI. It is based on the GPT (Generative Pre-trained Transformer) architecture, specifically GPT-3.5, which is one of the largest and most powerful language models available as of my knowledge cutoff in September 2021. Language models like ChatGPT are trained on vast amounts of text data from the internet, allowing them to learn patterns, grammar, and contextual information. This training enables them to generate coherent and contextually appropriate responses when given a prompt or a series of messages as input. ChatGPT is designed specifically for conversational interactions, aiming to simulate a human-like conversation. It can handle a wide range of conversational tasks, such as answering questions, providing explanations, offering suggestions, and engaging in small talk. Users can interact with Chat GPT by providing text inputs, and it responds with generated text based on its learned knowledge and understanding of language. It is important to note that Chat GPT, like other language models, generates responses based on patterns it has learned from its training data. While it can provide helpful and informati [illegible] may also occasionally produce incorrect or [illegible]nsensical responses. It does not ha [illegible] al-time information or personal experiences [illegible]yond its training data. Open AI has [illegible] terations of GPT available to the public, and developers can access and utilize the model through APIs (Application Programming Interfaces) to integrate it into applications, products, or services to enhance conversational capabilities.

What is AI?

AI, or Artificial Intelligence, refers to the field of computer science and technology that focuses on creating intelligent machines capable of performing tasks that typically require human intelligence. AI aims to develop computer systems that can perceive and understand the world, reason, learn from experience, and make decisions in a way that mimics human cognitive abilities. Artificial Intelligence encompasses a wide range of techniques, methodologies, and approaches, including machine learning, natural language processing, computer vision, robotics, expert systems, and more. These methods enable AI systems to process and analyse large amounts of data, recognize patterns, make predictions, and automate complex tasks.

There are two broad categories of AI:

1. Narrow AI (also known as Weak AI): Narrow AI refers to AI systems that are designed to perform specific tasks within a limited domain. These systems excel at specific applications, such as speech recognition, image classification, recommendation systems, or playing games like chess or Go. Narrow AI is focused on solving well-defined problems and does not possess general intelligence.
2. General AI (also known as Strong AI or Artificial General Intelligence - AGI): General AI refers to AI systems that exhibit intelligence similar to human intelligence across a broad range of tasks and domains. General AI aims to replicate human-level cognitive abilities, including understanding, learning, reasoning, and adapting to new situations. Achieving AGI remains a significant goal and challenge in the field of AI.

What is Machine Learning System ?

Machine Learning (ML) is a subset of Artificial Intelligence that focuses on the development of algorithms and models that enable computers to learn and make predictions or decisions based on data without being explicitly programmed. It is a way for machines to automatically learn from experience and improve their performance on a given task.

At its core, machine learning involves the following key components:

1. Data: Machine learning algorithms require access to relevant and representative data to learn patterns, relationships, and insights. This data can be labelled (where each example is accompanied by a target or output value) or unlabelled (where only the input data is available).
2. Training: During the training phase, machine learning models are exposed to the labelled data and learn from it. The algorithms analyse the data, identify patterns, and adjust internal parameters to optimize their performance on the given task. The goal is for the model to generalize well and make accurate predictions or decisions on new, unseen data.
3. Features: Features are the measurable properties or characteristics of the data that are used by the machine learning model to make predictions or decisions. Feature engineering involves selecting or creating informative and relevant features that capture the important aspects of the problem at hand.
4. Algorithms and Models: Machine learning algorithms are the mathematical procedures and techniques used to train models. These algorithms can be categorized into different types, such as supervised learning (where labelled data is available), unsupervised learning (where only unlabelled data nd reinforcement learning (where an agent learns through interactions wi nt).

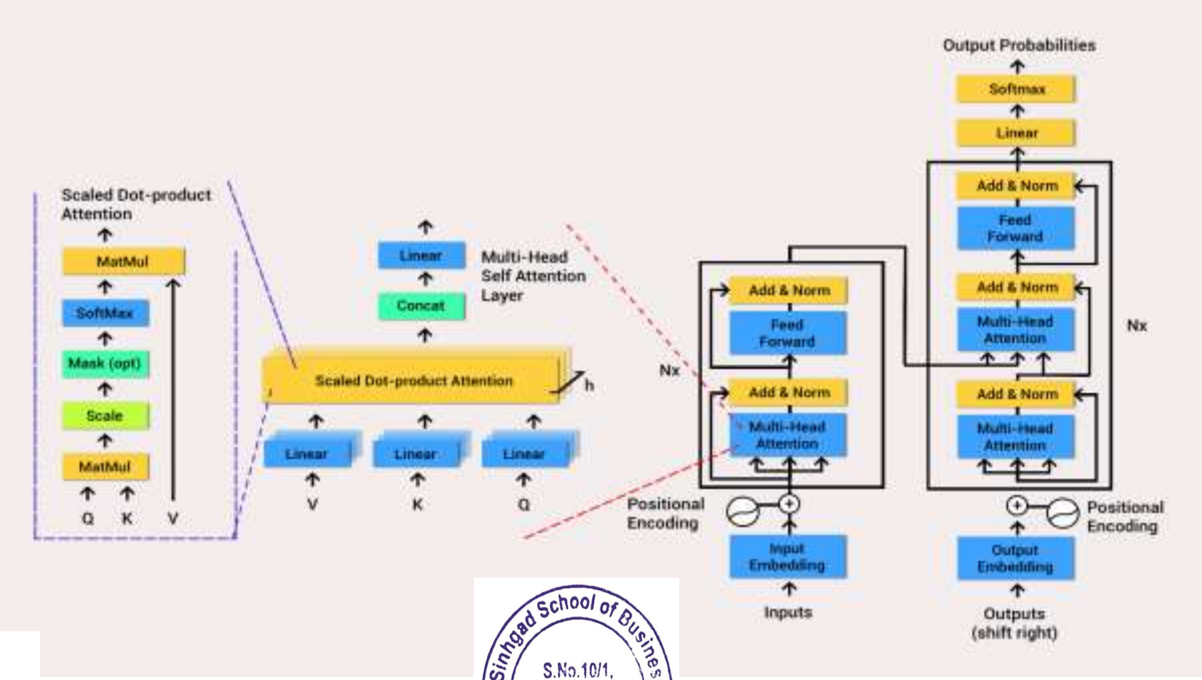
5. Evaluation and Testing: Once the model is trained, it needs to be evaluated on new, unseen data to assess its performance. This evaluation helps determine how well the model generalizes and performs on real-world examples. It also aids in identifying potential issues like overfitting (when the model performs well on the training data but poorly on new data).

Relation Between AI and Machine Learning:

AI (Artificial Intelligence) and Machine Learning (ML) are closely related fields, with machine learning being a subset of AI. AI is a broad field that encompasses the development of intelligent systems capable of performing tasks that typically require human intelligence. It aims to create machines that can perceive and understand the world, reason, learn, and make decisions. AI covers a wide range of techniques, methodologies, and approaches, including machine learning. Machine learning, on the other hand, focuses specifically on the development of algorithms and models that allow computers to learn from data and make predictions or decisions without explicit programming. It is a subfield of AI that deals with the statistical and mathematical techniques used to enable machines to learn and improve from experience. In other words, machine learning is a method or approach within the broader field of AI. It provides the means for AI systems to automatically learn patterns and relationships in data, adapt to new information, and improve their performance on specific tasks. Machine learning algorithms are designed to learn from labelled or unlabelled data, and they use statistical techniques to make predictions or decisions based on that data. While machine learning is a crucial component of AI, AI is not limited to just machine learning. AI can also encompass other areas like expert systems, natural language processing, computer vision, robotics, and more. These areas may use techniques beyond traditional machine learning approaches to achieve intelligent behaviour.

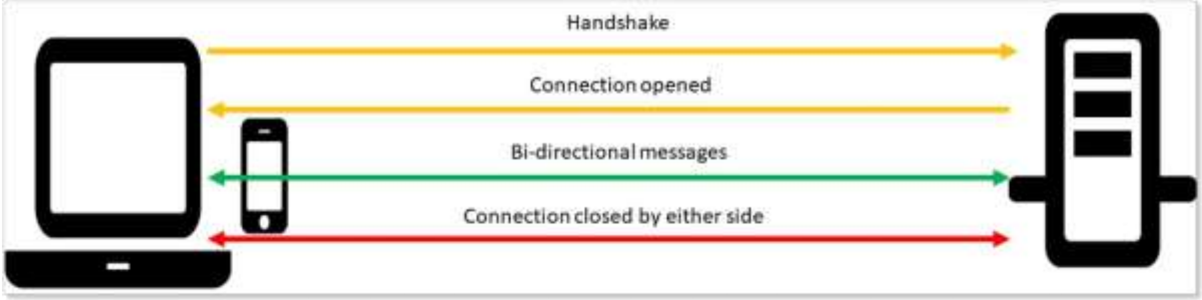
In summary, machine learning is a subset of AI, focusing on algorithms and models that enable machines to learn from data, while AI encompasses a broader range of methods and techniques to create intelligent systems. Machine learning plays a significant role in enabling AI systems to learn, adapt, and make predictions or decisions based on data.

HOW AI Works with Chatboat or Chat Gpt



AI works with chatbots or Chat GPT by leveraging the power of language models and natural language processing techniques. Here's a high-level overview of how AI interacts with chatbots:

1. Language Understanding: Chatbots utilize AI techniques to understand and interpret user input. When a user sends a message or query, the chatbot employs natural language processing (NLP) algorithms to extract the meaning and intent behind the text. This involves tasks like tokenization, part-of-speech tagging, named entity recognition, and syntactic parsing.
2. Dialogue Management: AI helps in managing the conversation flow within a chatbot. It allows the chatbot to keep track of the context, previous user inputs, and system responses. AI techniques like rule-based systems or more advanced methods such as reinforcement learning or sequence models can be employed to handle dialogue management and determine appropriate responses.
3. Response Generation: AI language models, such as Chat GPT, are utilized for generating responses in a conversational manner. These models are trained on vast amounts of text data and learn patterns, grammar, and contextual information. When a chatbot receives a user input, it can pass that input to the language model, which generates a response based on its understanding of the input and knowledge acquired during training.
4. Personalization and Learning: AI can be utilized to personalize the chatbot's responses based on user preferences, historical interactions, or other contextual information. The chatbot can learn from user feedback or explicit guidance to improve its future responses. AI techniques like reinforcement learning can be employed to train the chatbot to optimize its conversational behavior.
5. Integration and Deployment: AI-powered chatbots can be integrated into various platforms, such as websites, messaging applications, or voice assistants. The AI component handles the processing of user input, generation of responses, and integration with other systems or services as needed.



How does live chat work

It's important to note that the quality and performance of AI-driven chatbots depend on several factors, including the quality and diversity of training data, the design and implementation of the AI models, and the ongoing refinement through user feedback and iterative improvement processes

Use Chat Gpt and AI in Indian Education System:

As of my last update in September 2021, the use of Chat GPT and AI in the Indian education system was still in its early stages, but there were several potential applications. Here are some ways AI, including Chat GPT, can be [illegible] ian education system:

1. Personalized Learning: AI-po[illegible] and virtual tutors can provide personalized learning experiences to stude[illegible] eir individual learning styles, strengths, and

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weaknesses. These AI systems can adapt the content and pace of teaching to suit each student's needs, helping them learn more effectively.

2. Tutoring and Homework Assistance: AI chatbots can act as virtual tutors, assisting students with their homework, answering questions, and providing explanations for various subjects and topics.
3. Language Learning: AI language models like Chat GPT can aid in language learning by providing conversational practice and offering language exercises to improve vocabulary, grammar, and pronunciation.
4. Automated Grading and Feedback: AI can automate the grading process for objective assessments, such as multiple-choice questions, freeing up teachers' time for more meaningful interactions with students. AI can also provide instant feedback on assignments and exams, helping students understand their mistakes and areas of improvement.
5. Adaptive Learning Platforms: AI-powered adaptive learning platforms can analyze student performance data to identify knowledge gaps and recommend appropriate learning materials and exercises to fill those gaps.
6. Educational Content Creation: AI can assist in generating educational content, such as quizzes, practice exercises, and study materials, catering to various subjects and grade levels.
7. Intelligent Content Recommendation: AI can recommend relevant educational resources, books, and articles to students based on their interests and academic goals, fostering a habit of self-directed learning.
8. Student Support and Counselling: AI chatbots can offer counselling and support to students on various issues, such as career guidance, mental health, and stress management.
9. Early Detection of Learning Difficulties: AI algorithms can analyze student performance patterns to detect potential learning difficulties at an early stage, enabling timely interventions and support.
10. Administrative Efficiency: AI can streamline administrative processes in educational institutions, such as enrollment, course scheduling, resource allocation, and student record management, leading to improved efficiency.
11. Virtual Classrooms and Remote Learning: AI-powered virtual classrooms can facilitate distance education, making education accessible to students in remote areas and during emergencies like the COVID-19 pandemic.

It's important to note that the successful integration of AI into the Indian education system requires careful planning, adequate infrastructure, and continuous teacher training. Additionally, privacy and data security concerns should be addressed to protect students' personal information. AI should be seen as a supportive tool that enhances the capabilities of teachers and empowers students to learn in more engaging and effective ways

Impact of chatgpt and AI on employment

The impact of ChatGPT and AI on employment is a topic of ongoing debate and speculation. While AI technologies like ChatGPT have the potential to automate certain tasks and improve efficiency in various industries, their impact on employment is complex and multifaceted. Here are a few key points to consider:

1. Automation of Routine Tasks: AI technologies, including chatbots, can automate routine and repetitive tasks, freeing [illegible] ers to focus on more complex and creative work. This can lead to increas[illegible] and allow employees to utilize their skills in more valuable and strategic w[illegible]

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2. Job Displacement and Transformation: As AI continues to advance, some jobs may be at risk of being replaced or transformed. Tasks that are repetitive, rule-based, or easily automated may be more susceptible to displacement. However, AI can also create new job opportunities and lead to the emergence of entirely new industries and roles that we may not foresee today.
3. Augmentation of Human Capabilities: AI technologies can augment human capabilities by providing support and assistance in various tasks. For example, chatbots can help customer service representatives by handling routine inquiries, allowing human agents to focus on more complex customer needs. This collaboration between humans and AI can enhance productivity and improve customer experiences.
4. Upskilling and Reskilling: The widespread adoption of AI technologies may require individuals to acquire new skills or update existing ones. Upskilling and reskilling programs become crucial to help workers adapt to the changing demands of the job market. This could involve developing skills in areas like data analysis, AI system management, or creative problem-solving, which complement AI technologies.
5. New Job Opportunities: AI advancements can also create new job opportunities that directly or indirectly relate to AI development, deployment, and management. These roles may include AI researchers, data scientists, AI ethics specialists, AI trainers, and AI system maintainers. Additionally, AI can enable the growth of new industries and services that were previously not feasible.
6. Socioeconomic Implications: The impact of AI on employment can vary across different sectors, regions, and socioeconomic groups. Some industries may experience significant disruptions, while others may see minimal impact. It is crucial to consider the potential socioeconomic implications of AI adoption and ensure inclusive strategies that minimize inequalities and support affected workers.

It's important to approach the impact of AI on employment with a balanced perspective. While AI may lead to job displacement in certain areas, it can also create new opportunities and improve overall productivity and economic growth. Effective policies, education, and workforce development initiatives can help navigate these changes and ensure a smooth transition for workers in the AI-driven economy

Future of Chat Gpt and AI

The future of ChatGPT and AI in general is exciting and holds great potential for advancements in various fields. Here are a few potential directions and developments we may see:

1. Enhanced Language Understanding: Future versions of language models like ChatGPT could possess a deeper understanding of context, allowing them to engage in more coherent and contextually appropriate conversations. They might be better equipped to comprehend nuances, subtleties, and even emotions in text, leading to more natural and empathetic interactions.
2. Multimodal Capabilities: Currently, models like ChatGPT primarily operate with text-based inputs and outputs. However, future iterations may integrate multimodal capabilities, enabling them to understand and generate responses incorporating both text and other modalities like images, videos, and audio. This could open up new possibilities for communication and problem-solving.
3. Customization and Personal [illegible] PT might become more customizable and adaptable to individual users. [illegible] rom user feedback and preferences, allowing it to tailor responses accordi [illegible] quirements, industries, or user personalities.

This would make the interactions more personalized and valuable for individuals and organizations.

4. Domain-Specific Expertise: AI models like ChatGPT can be fine-tuned to become domain experts in various fields. For instance, in healthcare, they could provide accurate medical advice or assist in diagnosing diseases. Similarly, they could be trained to offer legal guidance, financial planning, programming assistance, and more. These specialized models would be highly knowledgeable and reliable resources in their respective domains.
5. Ethical and Responsible AI: As AI technology advances, there is an increasing emphasis on ethical considerations and responsible deployment. Future iterations of models like ChatGPT may incorporate built-in mechanisms to avoid biased or harmful outputs. Efforts will likely focus on ensuring transparency, accountability, and fairness in AI systems to minimize potential risks.
6. Collaborative Problem-Solving: AI models may be developed to facilitate collaborative problem-solving by engaging in conversations with multiple users simultaneously. This could enable group discussions, brainstorming, and collective decision-making with the assistance of AI, enhancing productivity and fostering creative solutions.
7. Continued Research and Development: The field of AI is constantly evolving, and research and development efforts will persist to address existing limitations and explore new frontiers. We can expect ongoing improvements in model architectures, training techniques, data availability, and computational infrastructure, leading to even more capable and efficient AI systems.

It's important to note that these predictions are speculative and based on current trends. The future of AI is inherently uncertain, and unforeseen breakthroughs and challenges are likely to shape its trajectory. Nonetheless, AI's potential to transform industries, improve automation, and augment human capabilities remains promising.

Career of ChatGpt and AI:

A career in chatbots, ChatGPT, and machine learning can be both exciting and rewarding, given the growing demand for AI-driven technologies. Here are some potential career paths and roles associated with these fields:

1. Chatbot Developer/Engineer: As a chatbot developer or engineer, you would design, develop, and deploy chatbot systems. This involves implementing NLP algorithms, designing conversational flows, integrating with backend systems, and ensuring the chatbot's functionality and performance.
2. AI Researcher/Scientist: If you have a strong interest in advancing the state-of-the-art in AI, you can pursue a career as an AI researcher or scientist. This involves conducting research, developing new algorithms, and pushing the boundaries of machine learning and natural language understanding to improve chatbot capabilities.
3. Machine Learning Engineer: As a machine learning engineer, you would work on developing and implementing machine learning models, including those used in chatbots. This role involves data preprocessing, model training, evaluation, and deployment to build robust and efficient AI systems.
4. Data Scientist: Data scientists play a crucial role in developing chatbots and AI systems by analyzing and interpreting data, identifying patterns and insights, and building predictive models. They work with larg erive meaningful information and optimize chatbot performance.

5. AI Ethics Specialist: With the increasing use of AI technologies, ethical considerations are vital. AI ethics specialists focus on ensuring responsible and unbiased AI deployment. They address issues such as fairness, transparency, privacy, and accountability in chatbot systems and AI applications.
6. Natural Language Processing (NLP) Engineer: NLP engineers specialize in developing algorithms and techniques for natural language understanding and generation. They work on tasks such as text classification, sentiment analysis, information extraction, and language generation to enhance chatbot capabilities.
7. AI Product Manager: AI product managers oversee the development and management of AI-driven products, including chatbots. They collaborate with cross-functional teams, define product requirements, prioritize features, and ensure alignment with user needs and business goals.
8. AI Consultant: As an AI consultant, you would provide expertise and guidance to organizations on leveraging AI technologies effectively. This can involve assessing business requirements, recommending AI solutions, and guiding the implementation and integration of chatbots and other AI systems.

It's important to note that these career paths may require a combination of technical skills, domain knowledge, and expertise in machine learning, NLP, and AI. Pursuing relevant educational programs, gaining hands-on experience through projects, and staying updated with the latest developments in the field can help you thrive in these career areas

Disadvantages of ChatGpt and AI:

While chatbots, ChatGPT, and machine learning offer numerous benefits, they also come with certain disadvantages and challenges. Here are some notable ones:

1. Lack of Contextual Understanding: Chatbots and ChatGPT models might struggle to comprehend complex or ambiguous queries. They may generate responses that lack proper context or fail to address user intent accurately, leading to frustrating user experiences.
2. Dependency on Training Data: Machine learning models, including ChatGPT, heavily rely on the quality and representativeness of their training data. Biases or inaccuracies present in the data can be reflected in the model's responses. Care must be taken to ensure the training data is diverse, unbiased, and reflects a wide range of perspectives.
3. Limited Domain Knowledge: Chatbots are typically designed for specific domains or tasks. They may struggle to handle queries outside their designated scope and provide relevant responses. Expanding the domain coverage of a chatbot requires extensive training and data collection efforts.
4. Privacy and Security Concerns: Chatbots that handle sensitive user information must have robust privacy and security measures in place to protect user data. Weaknesses in data handling, storage, or encryption can lead to breaches and unauthorized access to personal information.
5. Ethical and Legal Considerations: The deployment of chatbots should adhere to ethical guidelines, ensuring transparency, fairness, and accountability. Issues like biased responses, inappropriate content generation, or misuse of user data can raise ethical and legal concerns.
6. Need for Continuous Training and Improvement: Machine learning models, including ChatGPT, require continuou[illegible]mprovement to stay up-to-date and deliver accurate responses. This in[illegible]g data collection, model refinement, and monitoring of performance, w[illegible]edicated resources and effort.

7. User Dependency and Disengagement: Over-reliance on chatbots for customer service or support can result in reduced human interaction. This may lead to user disengagement or frustration when complex or emotional issues require human empathy and understanding.
8. Lack of Creativity and Common Sense: Chatbots and machine learning models lack inherent creativity and common sense reasoning. They may struggle to generate creative or imaginative responses, leading to limitations in certain types of conversations or tasks.

Conclusion :

It is important to recognize these disadvantages and challenges and work towards addressing them through continuous research, ethical considerations, user feedback, and ongoing development efforts.

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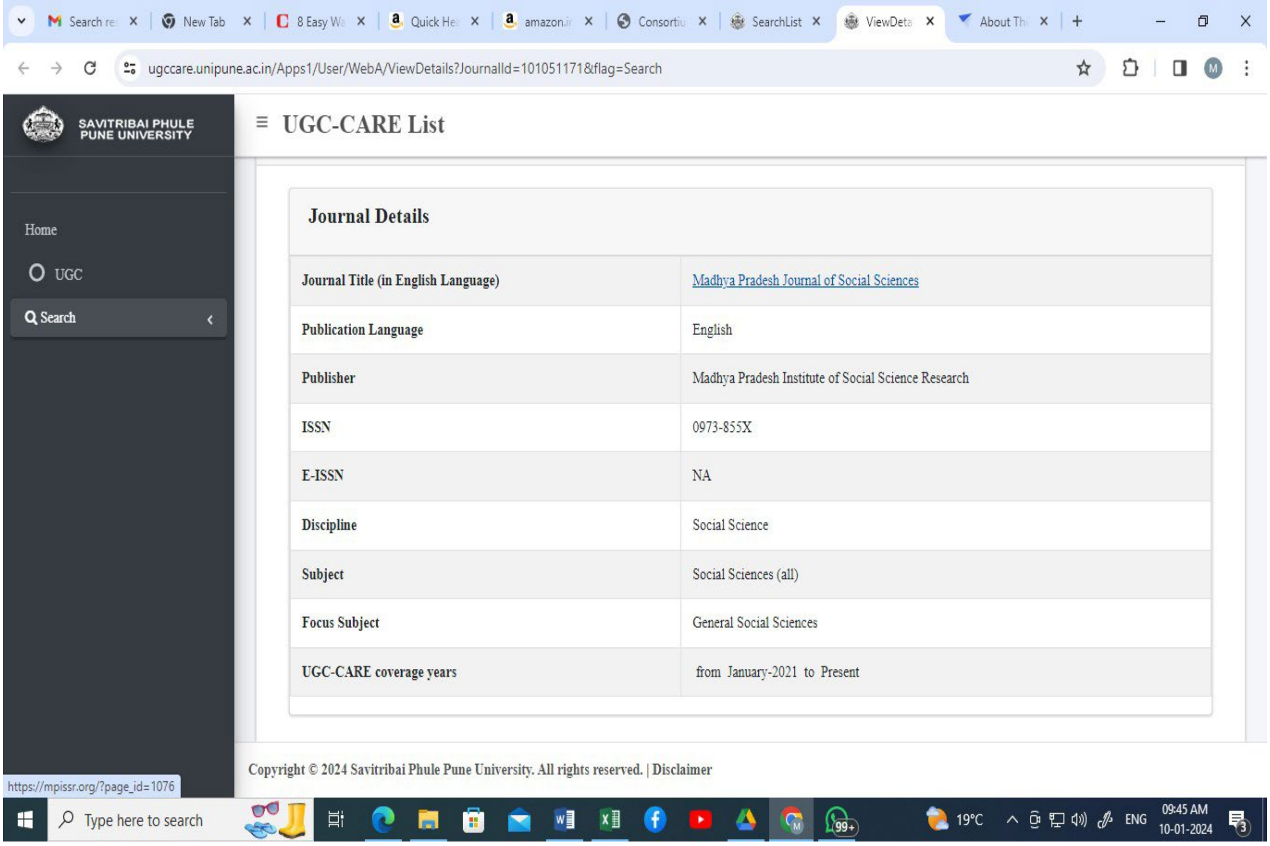

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INTEGRATION OF TECHNOLOGY WITH MODERN MARKETING

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Abstract: Online social networking, information distribution, and communication have all grown to rely heavily on the rise of social media in the last several years. Online marketing, for example, may greatly benefit from the reach, consistency, and speed of social media. Social media marketing refers to promotional activities conducted via social networking websites. Businesses may now quickly, efficiently, and successfully communicate with their ideal customers using social media marketing. In addition, there are a number of difficulties inherent to social media advertising. This article discusses the pros and cons of using social media for advertising in the modern day. The marketing process has real-world consequences. Many of us in the marketing industry—including retailers, distributors, competitors, raw material suppliers, and consumers—also function as end users. We all know that marketing is an ever-evolving notion. The term "marketing" refers to any endeavor that results in mutually beneficial exchanges of goods or services.

Keywords: Marketing Technology, Martech, Modern Marketing, Social Media Marketing, Digital Marketing

1. INTRODUCTION

1.1 Background and Motivation:

This is essentially what marketing has always meant to people. Traffic and attention may be increased for a website by using social media marketing. The marketing industry in India is moving quickly to take advantage of the 'new normal' scenario. The widespread use of social media has presented businesses with a unique marketing opportunity that cuts out the middlemen and brings them closer to their target audiences. The majority of Indian marketers (59%) still priorities customer acquisition. Social media, email marketing, and search engine marketing are the top three online investment channels in 2021, say top Indian marketers. Integrating email and social media marketing was seen as being crucial by 52% of senior marketers. This is why companies all around the world are looking into social media marketing. Marketers are moving their attention from "getting the word out" to "getting involved" with their target audience. The traditional 'batch and blast' approach to marketing is giving way to the establishment of 'listening posts' and 'conversation hubs' inside communities of customers. Marketers are adapting to the problem of meeting the demands of modern customers across a wide variety of devices and channels by moving away from standalone pure play conventional platforms and towards an integrated multi-channel strategy. Indian marketers are taking use of all the tools at their disposal, including email, text messaging (SMS), and social media. Here, we'll examine the state of social media marketing in India, its current and potential applications, and the results of a survey designed to gauge Indian consumers' opinions on the topic as it pertains to brand management through social media.

Besides research tools, various companies provide specialized platforms and tools for social media marketing:

1. **Social media measurement**
2. **Social network aggregation**

3. **Social bookmarking**
4. **Social analytics**
5. **Automation**
6. **Social media**
7. **Blog marketing**
8. **Validation**

As we have seen, the primary goal of marketing is to create mutually beneficial partnerships between a company and its consumers [2]. Because of these efforts, marketing now plays a critical part in the functioning of most businesses and in our larger society. The goal of marketing for a nonprofit is to increase the number of people who donate to or otherwise engage with the organization so that it can fulfil its objective. Without a dedicated marketing campaign, the survival of any sort of business is questionable. The public's perception of an organisation is shaped by its marketers since marketing is the department most regularly in contact with the general public [3].

1.1. Modern marketing management practices and new trends in marketing

From the dawn of marketing till now, innovating fresh justifications for consumers to make a purchase has been the Holy Grail. Subsequently, the principal objective has started to expose reasons to make customers speak about the brand, thanks to the marketing change that began in the 2000s. There has been a shift from one-way to two-way marketing communication and the development of sophisticated communication strategies for businesses. This leads to further refinement and expansion of the many channels of communication used in the integrated marketing strategy. [4].

1.2. Below are some of the trends for some new markets applied by companies today

1. Green Marketing
2. Guerilla Marketing
3. Database Marketing
4. Interactive Marketing (Viral Marketing)
5. Word of Mouth Marketing
6. Internet Marketing

New marketing trends emerged in the 2000s and persist today, as mentioned up above. Many businesses nowadays use these modern advertising methods. With the rise of digital technology in tandem with other technological advancements, processing various types of data is now a breeze [5]. Getting and collecting client information has never been more important in marketing than it is today, yet until recently, it was thought to be technologically impossible to do. The foundation of contemporary marketing management [6] is the necessity to gather, store, and evaluate data in the target market using the marketing communication tactics of the firms. There are three fundamental capabilities that must exist in a business in order to do database marketing. There are three types of analytical tools:

a. **Data**

The kind and breadth of the data in databases are directly tied to the insights that may be gleaned by firms for their marketing efforts. In addition to these factors, the quality and variety of data also influence customers' propensity to remain loyal. Customers' birthdays and anniversaries, as well as other personal details and habits, are gold in database marketing. Information such as the customer's name, address, phone number, email address, credit card number, and order history should be r [illegible] e in the database even when the company moves from one industry to another. The first step for businesses is to begin storing this information in databases. [7].

b. Strategy

Database marketing that is both precise and efficient requires first establishing a company-wide mentality and formulating a plan. The salesman in the field, the marketing team in the office, and upper management are all impacted by database marketing. Effective and coordinated unit work depends on a well-thought-out database approach. Using data collected in-house, business owners must choose which clients to contact and how to go about doing so. Information from the database will be culled and put to good use in accordance with these plans. [8].

1.3 Marketing Analysis Tools

Having the right database analysis tools is also crucial for successful database marketing. Reports, mathematical models, and data mining are the three broad classes under which they fall. Getting the information you need from a computer system is usually done via the generation of reports. It may be roughly broken down into two categories: private and renewable. A renewable report is a report that may be generated on a recurring basis, such as weekly or monthly. Without having to ask for them, users may automatically get renewed reports at certain times [9]. Mathematical models allow us to peer into the future and make predictions. Data and observations from the past are used to populate mathematical models. Professionals use simulation software to model the available data and make predictions about potential future outcomes [10]. Information extraction; Information has no value in and of itself, but may be used to useful ends via proper analysis [11].

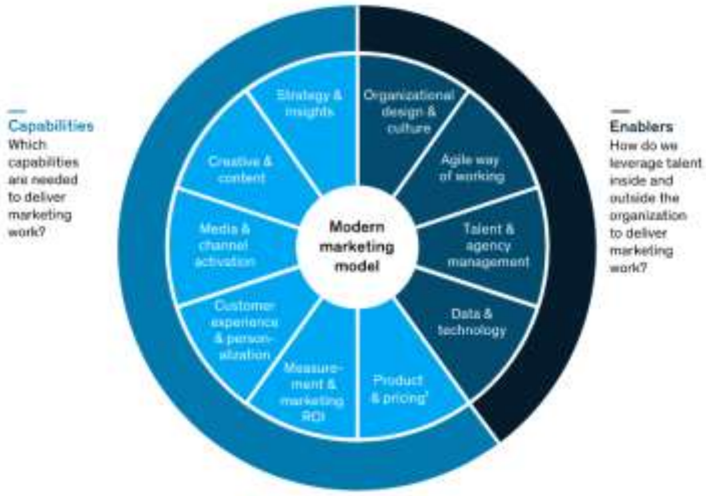

Figure 01: Modern Marketing Model (Source: https://www.mckinsey.com/capabilities)

1.4 General Social Networking Statistics:

1. The majority of people (62%) are now online socially.
2. Second, social networking sites like Facebook, Twitter, and Pinterest account for 22 percent of all time spent online. [13].
3. Third, 64% of the Fortune 500 is active on Twitter.
4. Ninety percent of marketers use social media for professional purposes, with 93 percent considering social technologi [illegible] their work.

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5. Almost half (43%) of all marketers say that social media efforts have helped boost sales.
6. In fact, 72% of seasoned social media marketers (those who have been at it for three years or more) attribute increased sales to social media.
7. Expert social media marketers report more website traffic (91%) and higher quality leads (79%). [14].
8. Newcomers to the field spend an average of 1-5 hours per week on social media, while those with 3+ years of expertise devote 6+ hours per week.
9. Facebook is utilized by 92 percent of marketers, followed by Twitter (84 percent), LinkedIn (71 percent), and blogs (68 percent).
10. LinkedIn is 4X better for B2B lead generation than Facebook and Twitter
11. Only 10% of marketers are actively monitoring social media ROI
12. Only 22% of businesses have a dedicated social media manager
13. 23% of Fortune 500 companies have a public-facing corporate blog
14. 58% of Fortune 500 companies have an active corporate Facebook account, 62% have an active corporate Twitter account
15. 47% of customers are somewhat likely to purchase from a brand that they follow or like

1.5 Indian Market:

1. BCG predicts that by 2016, India's Internet economy would be worth Rs. 10.8 trillion, putting it well ahead of the rest of the developing world.
2. BCG estimates that by the year 2016, the Indian Internet economy will have grown by a factor of three, contributing an additional ten percent to GDP.
3. In July of 2011, social networking sites had over 39 million unique visitors, or 86% of the overall Internet viewership.
4. More than three times as many people in India are now online because of social networks than were using the internet a year ago.
5. As of 2016, India has become the sixth biggest social networking market in the world. At its present rate, India will have more Internet users than the United States (which has roughly 245 million) in less than two years.
6. The number of monthly active users in India is approaching 30 million, which is still a sizable market but not as vast as some experts would have you believe.
7. India has close to 10 million online shoppers and is growing at an estimated 30%.
8. It is estimated that by 2020, India will have the third biggest Internet market in the world, surpassing both China and the United States in size. In 2011, the Indian e-commerce sector was worth over $600 million.
9. Smaller cities with populations under 5 million have more Internet users than the eight largest metropolitan areas combined. [15].
10. Approximately one-quarter of the world's Internet users reside in China. About 6% of the world's Net population comes from India, while the United States provides 12.5 percent...
11. The poll indicated that more than 75% of Internet users are either now enrolled in or have just graduated from high school or college.
12. Mumbai has the highest number of Internet users (6.2 million) followed by Delhi/NCR (5 million), Kolkata (2.4 million) and Chennai (2.2 million).
13. The percentage of companies using social media in top 5 markets is:
    a) China: 82%
    b) USA: 71%
    c) India: 70%
    d) Brazil: 68%
    e) Canada: 51%

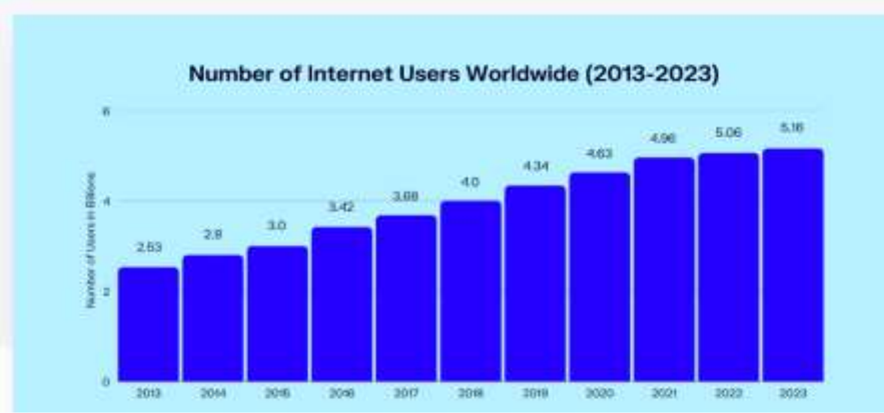

Figure 02: Number of internet users: 2013–2023 growth (Source: Data Reportal)

II. LITERATURE REVIEW

2.1 Research Gap

Web 2.0 refers to a set of web-based technologies that facilitate the development of highly interactive platforms for social media and other types of user-generated content. Web 2.0 sites built with the intention of facilitating user-generated content sharing are known as social media [12]. With the use of this technology, anybody may make posts for their social media accounts. The user's associated social networking site members will be able to see this information. This is a collaborative effort, with each participant providing input at various points. Blogs, message boards, forums, and social networks, to mention a few, are all examples of social media [13]. Social media develops highly interactive platforms by connecting people and organizing them into communities using any and all available mobile and web-based technology. Almost all companies now use social media marketing to connect with customers in the online world. To get your message out to a wide audience for next to nothing, social media is your only option. The entertainment industry was the pioneer in using social media for marketing purposes. To advertise websites, goods, or services using online social networks and reach a far wider audience than was previously possible via conventional means has been dubbed "social media marketing." Social media marketing, in its simplest form, is the practice through which businesses generate traffic to their own websites by participation in social media platforms [14]. It doesn't end there, however; businesses also use social media to update prospective consumers on company occurrences, new product launches, and other updates. According to this theory, businesses should stop "trying to sell" on social media and instead focus on "making connections" with their target audiences. Here we see the other side of marketing, where establishing rapport with prospective buyers is what ultimately leads to recurring business and devoted customers. Organizations may build a solid online reputation with the help of social media as a novel instrument for public relations. Because of the abundance of active users on social media platforms, PR management has become simplified [15].

2.2 Review of Literature

Ms. Richa Chaturvedi et al (2019). This study provides a comprehensive examination of the factors that influence customers' decisions to transfer telecom service providers. The term "mobile portability" refers to the ability to switch cell phone service providers without giving up one's existing phone number. This is the simplest and most convenient method for switching to a new cell provider. When a customer switches from one cellular service provider to another, or even from one cellular mobile technology to another of the same Access Provider, "Mobile Number Portability" refers to the abi[illegible]omer to keep the same mobile telephone number.

Krunal Trivedi et al (2018). This study puts out a theoretical framework for eco-friendly practices that corporations should use. The suggested framework may provide a useful vantage point from which companies may satisfy customer needs without diluting their bottom line. Four important sustainable marketing tactics that should be used in company are discussed in the article. Businesses in the modern day can't function without some kind of marketing strategy. Companies have recently begun spending significantly on such initiatives. Customers certainly want businesses to make environmentally responsible decisions, but ultimately, everyone is really motivated by what they need.

Fatima Naz et al (2014). The purpose of this investigation is to learn how clients rely on recommendations from friends and family while making purchases online. The next objective is to study the audience affected by word-of-mouth promotion. The influence of word of mouth on marketing is amplified by the prevalence of social media, where consumers may read reviews left by previous customers. They evaluate the cost-benefit of making such a purchase. As a result, businesses pay closer attention to consumers' preferences and work to either maintain or increase client loyalty by providing products of higher quality.

Neil A. Morgan et al (2018). The notion of "marketing strategy" is fundamental to the study of strategic marketing and to the whole marketing profession. It's also where many of the most significant problems that CMOs and marketing directors see today originate. Strategic marketing revolves on the central premise of a marketing strategy. It's also where many of the biggest problems that marketers face first appear, making it a crucial part of the marketing process. We evaluate the present status of marketing strategy research through the perspective of a novel conception of the domain of the marketing strategy construct.

Sarah Quinton et al (2019). This study makes the case for brand management to refine its paradigm in light of this change. Brand management problems that have so far been ignored by the relational paradigm are discussed, the new community paradigm is introduced, and then some instances of its use in brand management are given. Over the last decade, the widespread use of digital media by consumers has garnered a lot of interest. However, few works have explored how the rise of digital media has altered conventional notions and methods of brand management.

Sigitas Urbonavièius et al (2001). This study emphasizes both the significance of marketing as a whole and the significance of various marketing activities. Common examples of this include marketing tasks like strategic planning and market analysis. The study surveyed 205 business executives from Lithuanian firms involved in manufacturing and commerce. When asked to rank the relative importance of several marketing tasks, managers ranked marketing strategy and distribution as the highest, while marketing research and pricing management as the lowest. It was found that there were some discrepancies in ratings based on the nature of the firms themselves. Managers of subsidiaries of multinational organizations assessed four kinds of marketing activities substantially higher than did managers of independent businesses because they recognize the value of marketing strategy and marketing research.

Dr. Anukrati Shrama, et al (2013). Companies like Starbucks and Zappos who have adopted this new marketing strategy have found great success in today's open marketplace. Most marketers started rebranding their company after realizing that the success of their media campaigns depended less on the medium itself and more on the relationships they cultivated with consumers through online comr [illegible] in, the marketing profession is no longer based on the cliche that "a superior product will sell itself." Marketers have strengthened their presence in the digital domain, carefully putting themselves wherever their clients may be, thanks to the internet's role in facilitating globalization and the simplicity with which customers may find and buy things from anywhere in the globe. The savvy marketer will listen to their customers at these new contact points, collect enhanced, personalized data, and then use that info to their advantage by offering helpful solutions rather than just trying to sell them something.

Perreault, W., Jr., & McCarthy, E. J. et al (2004). The modern marketer knows that in order to succeed, they need to develop into multi-channel publishers. As people seek out new information on a regular basis, marketers must find ways to consistently provide it to them in an appropriate style, scope, and tone. The success of this tactic depends on developing open-source information and figuring out how to syndicate and integrate the messaging with other sites via links. In an effort to foster the buyer-seller connection and increase brand loyalty, businesses increasingly often use blogs to share insights with consumers about topics other than the goods or services they provide.

Filho, L. M., and F. B. Tan. et al (2009). The practice of mass marketing has taken a back seat to diverse advertising that is based on the idea that quality customer connections translate to larger returns than simply simple relationship, as marketers have come to understand the value that consumers attribute to personalized communications. Marketers are "brand vigilantes," always on the lookout for instances of brand defamation in the wake of the widespread dissemination of user and marketer-generated content. Just as one positive review written by a consumer and shared with contacts in an online community may increase a brand's reputation and customer base, so can one bad comment made by a user and shared with their own network.

Fiore, A.M., Kim, J. & Lee, H.H. et al (2019). The transition from Outbound to inbound marketing has been the most significant transformation to the marketing function since the turn of the century. Based on hard-won experience, companies now understand that it's far more effective to attract people to their product rather than force them to buy it. Outbound marketing, which is characterized by its emphasis on constantly bombarding customers with messages through print, radio, and television commercials, as well as those irritating telemarketing and spam email communications, is not only inefficient but also very expensive.

Fogg, B.J. et al (2020). The rise of pull marketing may be attributed to the failure of conventional marketing strategies. Businesses may gain a lot from adopting this new technique. Marketers may earn their way into clients' inner circles with inbound marketing by providing valuable material like white papers, eBooks, info graphics, and more. Marketers may utilize this information to hone in on their target audience, allowing them to refine their target market, identify promising leads, and design more targeted campaigns and products.

Forman, C., A. Ghose, and B. Wiesenfeld. et al (2021). Twitter, Facebook, and news aggregators like Reddit.com and Digg.com all play a role in spreading information and may significantly increase the content's potential audience size. Since most people now use a search engine to learn more about a topic or find answers, it is the job of marketers to create content that is not only user-centric, but also optimized for search engines via the strategic placement of keywords. Internet and social media have altered the way that marketers think about creating new forms of advertising and promotion.

III. MARKETING T Y: PAST AND FUTURE

It's undeniable that technological advancements have altered the ways in which people all around the world acquire, process, and respond to news. Consumers are discovering new methods to connect with businesses and goods as a result of the advent of the internet at the turn of the twenty-first century and the fast development of gadgets that provide instantaneous access to its millions of portals. Many experts and laypeople alike today think that the information age, aided by developing technology, has altered the function of marketing to accommodate the changing ways in which buyers and sellers engage. Throughout history, marketing's function has evolved. The focus of marketing departments moved to one of relationship building and maintenance. It's been almost a decade since this changed position was accepted, yet marketers are still focusing on making connections like this. Although marketing's purpose has remained the same, technological advancements have irrevocably altered the buyer-seller power dynamic, corporate attitudes towards the marketing function, and marketing strategies. The proliferation of the internet has been the most deleterious factor in the shift of power from sellers to buyers. Consumers now have instantaneous, crucial, and verifiable access to vast amounts of data from all corners of the globe thanks to the internet. Customers may learn valuable information about businesses and their offerings at the press of a mouse. They may look for similar items at lesser costs, read reviews written by other customers, and even have conversations with other customers about their experiences with the goods. In addition to consuming media, internet users are also producing and disseminating original works, facilitating hitherto unimaginable levels of information and knowledge exchange. The proliferation of social media platforms has given users instantaneous access to both positive and negative reviews of items made by their friends and acquaintances. These days, an angry customer's blog post or video might become viral in a couple of hours. The response the post generates is more significant than the activity itself. As a result, traditional concepts of brand superiority and brand loyalty are becoming obsolete. Brands are becoming commodities as customers look for ways to save money, creating new hurdles for today's marketers. Professional marketers of today are vigilant about protecting their clients' brands. Because it's not enough to just make a product and try to sell it to others. Marketers must now pay attention to what consumers want and figure out how to turn those conversations into unique, high-value offerings at prices that are competitive or lower. It's also important for the company to figure out how to infuse its goods with the highest quality customer service in order to attract digital brand ambassadors. Regardless of strategy, businesses can no longer assume complete control over their once-monopolized channels of customer information, brand messaging, and even pricing. The era of the conscientious consumer has here, thanks to technological advancements.

IV. TOOLS OF MODERN MARKETING

Digital marketing is the modern method of advertising. It's a kind of advertising that targets people via their various electronic gadgets, such as computers, phones, and tablets. To interact with stakeholders, we may use TVs and gaming consoles. Digital brand engagement is a part of digital marketing. Websites, e-mail, apps, and social media are all examples of digital marketing platforms. Digital marketing encompasses both online and offline methods of promotion. Traditional media such as television, radio, and short message service (SMS) are all examples of offline digital marketing tactics. Digital marketing includes social media marketing as one of its subsets. Although many businesses employ both traditional and digital marketing strategies, the latter is gaining ground as it provides greater opportunities for precise targeting and tracking of metrics like Return on Investment (ROI). In order to reach more potential buyers and sellers, comp[illegible]nds are increasingly turning to digital marketing? Increased use of smartphones, tablets, and computers is changing the face of advertising. Brands have a formidable task in establishing real-time connections with consumers through these many channels and devising strategies that can be used across social media, display advertising, and e-commerce. Brands can now have discussions with consumers in real time via their websites and mobile applications, which has fundamentally altered the marketing landscape. Modern marketing requires a synthesis of creative storytelling that appeals to consumers' hopes and dreams with the analytical rigor of data collection, processing, and presentation. The two disciplines don't always mesh well with one another. It may be quite difficult to bring together technical professionals and imaginative marketers. The pace, relevancy, and reach of marketing initiatives are three areas that have been revolutionized by digital. The use of digital marketing has also helped boost relevance significantly. A narrow audience may be singled out and sent highly relevant messages. The scope of campaigns has also grown substantially. With so many platforms for consumers to consume media (Facebook, YouTube, news websites, mobile/tablet applications), a successful concept may fast achieve massive success.

Figure 03: Tools of Modern Marketing (Source: Data Reportal)

CONCLUSION

By making the most of today's technology possibilities, businesses may connect with consumers on a more personal, one-on-one level. Therefore, businesses nowadays cannot function without the internet as their primary means of communication. In current marketing management, organisations employ a variety of web-based communication tools including websites, e-mail, and website optimisation to spread their message. It's hardly possible to deny the significance of the internet in present and future advertising strategies. Future survival will be impossible for businesses that fail to combine client focus with technological innovation. Brand rivalry is in large part driven by product or service communication. It does more than just tell them about a product or service; it encourages original thought. In addition to promoting products, it helps customers find what they need. The unspoken truth is that no business can grow without an engaging communication plan to win over consumers. Many companies, both large and small, rely on the dissemination of information through social media in order to raise their profile among consumers. People in India are increasingly using platforms like Facebook, Twitter, and Instagram to promote themselves, their businesses, and their products online. Creating a page, sharing content, embedding media, and other essential features and advantages are all available to all brands on social networking platforms. Young people make up the bulk of prospective users on social networking sites. They invest more time in these platforms because of the abundance of advertising, entertainment, and socializing that can be found there. Advertisements f services increasingly use interactive and engaging features in order to attract the attention of the target demographic. Advertisers and companies rely heavily on social networking platforms for marketing and building recognition among their target audience. As previously noted, contemporary marketing is an innovative idea that reflects not just corporate and monetary interests, but also those of customers and society as a whole. Businesses just care about what's in it for them, regardless of what people and communities value. Therefore, businesses should be aware of this cutting-edge strategic principle, and we must get their focus on the needs and desires of consumers rather than shareholders. This may be achieved by spreading the idea of contemporary marketing and pushing businesses to adopt it in lieu of the older methods.

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Journal Paper No.:08

Sales Promotional Practices Of Private Coaching Classes In Marathwada Region		
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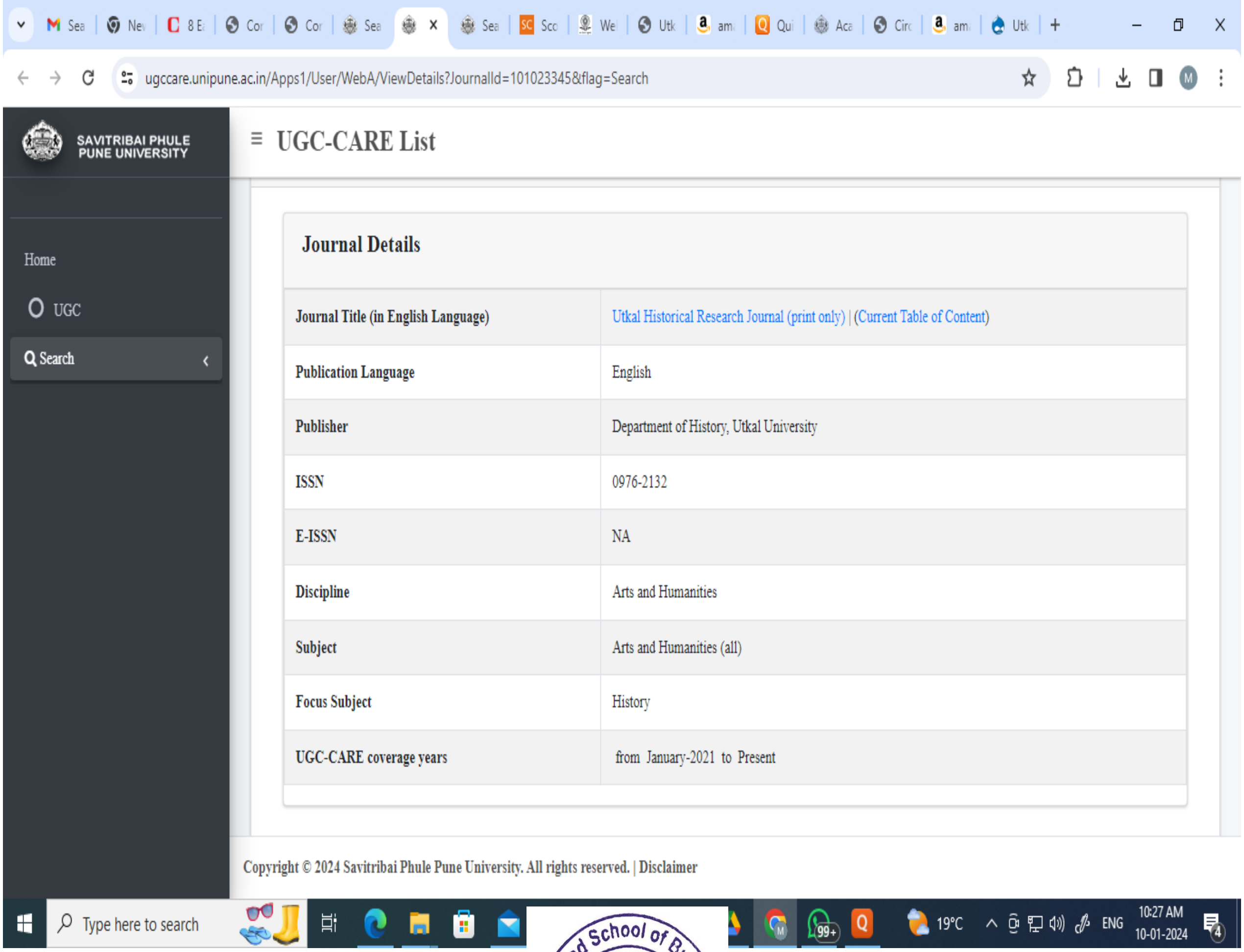

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SALES PROMOTIONAL PRACTICES OF PRIVATE COACHING CLASSES IN MARATHWADA REGION

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Abstract:
Sales Promotional Practices attracting student’s attention responsible are analysed with present research. Every year students studied hard and proved their excellence in different entrance exams. The private coaching classes in Marathwada Region are also expanding their empire to catch the flock of the students to get enrolled and tried their best by offering different Promotional tools. How students are acknowledged? with different sales promotional tools in marketing of Private Coaching Classes are discussed. Emerging trends in Private coaching classes is the recent scenario, student’s future demand and parent’s awareness to develop student’s future concern.

Keywords: Private Coaching Classes, Sales Promotions, Personal Selling, Public relation, advertising, social media.

1. Introduction:

The main goal of this research is to examine the influence of sales promotions on the purchasing behaviour of customers. Private Coaching classes in the Marathwada region, which method promotional activities carry out to meet people's needs, compete with their competitors?

This research attempts to find out how different sales promotion tools stimulate the change in the customer's purchasing decision. Effective methods of sales promotion that attract student achievement.

Promotion:

Promotion has been defined as “the co –ordination of the entire seller initiated efforts to set up channels of information and persuasion to facilitate the scale of goods, services and promotion of idea”

1. **Advertising:** Advertising is the dissemination of information by non-personal means through paid media where the source is the sponsoring organisation.
2. **Personal selling and direct selling:** Personal selling is the dissemination of information by non-personal methods, like face - to face contracts between audience and employee of the sponsoring organisation.
3. **Sales promotion:** Sales promotion is the dissemination of information by non-personal through wide varieties of activities other than personal selling, advertising, and publicity which stimulate consumers purchasing and dealer effectiveness.
4. **Public relation and publicity:** Publicity is the dissemination of information by personal and non-personal means is not directly paid by organisation and organisation is not the source.

1.1 Objectives of the study

The objectives of the proposed research study are listed as follows:

1. To Study strategies related to the promotion of Private Coaching Classes in the Marathwada region.
2. To find best suitable tools of promotions of Private Coaching Classes in the Marathwada region.
3. To study the effectivity of promoti student’s enrolment to Private Coaching Classes in the Marathwada region.

1.2 Hypothesis of the research study

For the present Research study, the hypothesis is as follows

Null Hypothesis H0: There is no association between the sales promotional strategies of private coaching classes in Marathwada region.

Alternative Hypothesis Ha: There is association between the sales promotional strategies of private coaching classes in Marathwada region.

2. Review of literature:

1. The Advertising Standard Authority's (ASA) code of sales promotion defines sales promotion as: marketing techniques are used, to make goods and services more attractive to the consumers by providing some additional benefit whether in cash or in kind.

2. Kotler and keller (1994); Proposed that advertising is the communication of companies to various publics in order to inform them and influence their attitudes and behaviour towards the company's product. Marketers carefully integrate the most effective promotional activities. In general, the relative importance of advertising, personal selling, sales promotions, and advertising in specific marketing programs depends on the nature of the product, customer purchasing behaviour, the practical competitiveness of the industry, and how you make the right choices. Product. Products Any kind of advertising measure is most effective if it is only done in coordination with the others.

3. Kotler and Armstrong (1999); discussed that all functions in happiness systems are equally important, if a system is missing the system collapses. The same goes for the ingredients of the marketing mix, those activities that together form the convenience and promotional package that is an important part of the mix.

4. Davies & Ellison, (1999); The purpose of "promoting" an educational institution is to ensure that its primary and secondary beneficiaries, as well as distant governments, understand and appreciate its work or not. Benefits of Promotions equally to customers and to the stakeholders.

5. Ivy, (2008); 1. Suggested direct mail methods, including ads and promotions. The promotion includes advertising, publicity and social media elements. Use different advertising elements for different audiences, simple advertising and websites do not fill the space. From the point of view of schools, especially private schools, one of the most important activities of the year is to attract students. Schools often target students through a variety of promotional tools such as education fairs, open houses, conferences, direct mail and advertisements, etc.

6. Bunnell, (2005); The term public relations have been greatly discredited and hated, and has even been completely ignored by most organizations. Most writers, due to their posts, ignored the term public relations and saw it as a threat to current practice and some suggested replacing the term with something more "school-friendly" such as "External Relations", which focused in good relations with all audiences. This cannot be used just for business ideas.

6. Burnley (1998); suggested that "advertising is an important 'proactive public relations' tool. In other hands, advertising and personal sales focus on offense rather than defence and finding opportunities rather than problem solving. Objective: The bottom line for marketing-oriented advertising is creating brand awareness, improving attitude towards a company and its brands, and possibly influencing buying behaviour.

7. Speck and Elliott (1997); In his research he mentioned four media sources (2 electronic sources and 2 paper sources) and the factors to avoid them.

3. Research Methodology:

Table No-3.1 Research Methodology

Sr. No	Content	Description
1	**Universe**	Private coaching classes, Marathwada
2	**Population**	Marathwada Region i.e Nanded & Latur Districts
3	**Sample frame**	Students, Parents and coaching owners, tutors.
4	**Sample size**	650 (400 students from Nanded and Latur respectively.)
5	**Type Research**	Expostfacto descriptive Research
6	**Research tools**	Questionnaire, observation, field survey, and personal interview
7	**Data sources**	Primary and secondary Data sources
8	**Primary Sources**	Online questionnaire and their responses were collected through Google forms circulated among the students and respective coaching classes.
9	**Secondary**	journals, Magazine, newspapers

(Source: Research method)

4. Data Analysis and Interpretation

The data analysis and interpretation is explained as follows

4.1 Gender wise respondents

Table No-2

1. Student Respondent					
Gender	Male		Female		Total
Nanded	182	56%	143	44%	325
Latur	155	47.60%	170	52.30%	325
Total	**337**	**51.84%**	**313(48.16%)**		**650**

(Source: field survey)

From the above table no-2 For the present study 650 respondents are there, of which 337 (51.84%) are male and 313(48.16%) are female respondents of private coaching classes from Marathwada region.

Respondents Perception about Promotion tools adopted by Private coaching classes in Marathwada region

Table No-3 Promotional tools

Promotion Tools	**SD**	**D**	**N**	**A**	**SA**	**Total**
1. Advertising						
i. Electronic media	62	67	47	62	87	**325**
	19.10%	20.60%	14.50%	19.10%	26.80%	**100.00%**
ii. Print media	62	57	97	51	58	**325**
	19.10%	17.50%	29.80%	15.70%	17.80%	**100.00%**
2.Sales promotion						
i. Attractive Offers	106	55	86	33	45	**325**
	32.60%	16.90%	26.50%	10.20%	13.80%	**100.00%**
ii. Discount/concession	38	49	70	89	79	**325**
	11.70%	15.10%	21.50%	27.40%	24.30%	**100.00%**
3.Public Relation						
i. Brand Royalty	66	63	41	140	15	**325**
	20.30%	19.40%	12.60%	43.10%	4.60%	**100.00%**
ii. Social Media	48	76	37	125	39	**325**
	14.80%	23.40%	11.40%	38.50%	12.00%	**100.00%**
4. Direct selling						
i. Seminars/webinar	35	74	74	54	88	**325**
	10.80%	22.80%	22.80%	16.60%	27.10%	**100.00%**
ii. Prize distribution	68	53	76	63	65	**325**
	20.90%	16.30%	23.40%	19.40%	20.00%	**100.00%**

(Source: Field survey)

Respondents Perception about promotion tools: from the above table no.3, it is found that

i. Electronic media: The 62(19.1%) and 67(20.6%) respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are influenced by advertising through electronic media. 47(14.5%) respondents are found to be Neutral for responding. Whereas 62(19.1%) and 87(26.8%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are influenced by advertising through electronic media. It is observed that 45.9 % of the respondents are influenced by seeing advertisement through electronic media (TV, mobile, radio).

ii. Print media: The 62(19.1%) and 57(17.5%) respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are influenced by advertising through Print media. The 97(29.8%) of respondents are found to be Neutral for responding. Whereas 51(15.7%) and 58(17.8%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are influenced by advertising through Print media (i.e. daily Newspaper/ magazine, pamphlets) It is observed that 33.5% of the respondents of private coaching classes in Marathwada region are influenced by seeing advertisement through Print media (i.e. daily Newspaper/ magazine, pamphlets).

Table No. 3.2 Pearson Chi square test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.476[a]	4	0.001
N of Valid Cases	325		

Source: Field Survey and SPSS output

From the above table no. 3.2, it is found that the value of Pearson Chi square test at 5% level of significance and at 4 degree of freedom is 18.476. The calculated value of 2-sided asymp significance value (0.001) is less than the standard significance value (0.05) for Pearson Chi square test, hence the null hypothesis ‘There is no significant association between the sales promotional strategies of private coaching classes in Marathwada region’ is rejected and the alternative hypothesis ‘There is significant association between the sales promotional strategies of private coaching classes in Marathwada region’ is accepted.

Hence it is inferred from the Pearson chi square test that there is significant association between the sales promotional strategies of private coaching classes in Marathwada region.

4. Findings and Conclusions of the research study:

- The study concluded that the promotional activities carried out by Private Coaching Classes in Marathwada region encourage customers (students and parents) to register and increase the sales volume.
- There is a strong relation between sales promotions, advertising and customer buying behaviour.
- Most of the Private Coaching Classes in Marathwada region are adopting promotional strategies to attract students flock.
- The promotional and advertising activities are effectively creating brand awareness among the consumers in the Marathwada region.

4.1 Sales promotion:

i. Attractive Offers:

The 106(32.6%) and 55(16.9%)respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are influenced by attractive packages offered by private coaching classes in Marathwada region. The 86(26.5%) respondents are found to be Neutral for responding. Whereas 33(10.2%) and45(13.8%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are influenced by attractive packages offered by private coaching classes in Marathwada region.

ii. Discount /concession:

The 38(11.7%)and49(15.1%)respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are encouraged by Discount offered by private coaching classes in Marathwada region. The 70(21.5%) respondents are found to be Neutral for responding. Whereas 89(27.4%) and 79(24.3%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are encouraged by Discount offered by private coaching classes in Marathwada region.

4.2 Public Relation:

i. Brand Royalty: The 66(20.3%) and63(19.4%)respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are believed in image created by brand and strong relationship wit

The 41(12.6 %) respondents are found to be Neutral for responding. Whereas 140(43.1%) and 15(4.6%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are believed in image created by brand and strong relationship with society.
It is observed that, old premier private coaching classes in Marathwada region have created Trust and strong relationship with society by proving results and best coaching services in Marathwada Region.

ii. Social media: The 48(14.8%) and 76(23.4%)respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are influenced by social media marketing by private coaching classes in Marathwada region. The 37(11.4%) respondents are found to be Neutral for responding. Whereas125(38.5%) and 39(12%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are influenced by social media marketing by private coaching classes in Marathwada region.

4.3 Direct Marketing:

i. Demo Lectures/ Seminars: The 35(10.8%) and 74(22.8%)respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are attracted by free demo lectures/ webinar/ seminar /workshop arranged by private coaching classes in Marathwada region. The 54(16.6%) respondents are found to be Neutral for responding. Whereas 54(16.6%) and 88(27.1%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are attracted by free demo lectures/ webinar/ seminar /workshop arranged by private coaching classes in Marathwada region.

ii. Mock Test/ prize Distribution: The 58(17.8%) and 45(13.8%) respondents of private coaching classes in Marathwada region are strongly disagree and disagree that they are they are attracted by mock test and high prizes/ scholarships offered by private coaching classes in Marathwada region. by private coaching classes in Marathwada region. The 79(24.3%) respondents are found to be Neutral for responding. Whereas 75(23.1%) and 68(20.9%) respondents of private coaching classes in Marathwada region are agree and strongly agree that they are attracted by mock test and high prizes/ scholarships offered by private coaching classes in Marathwada region.

5. Suggestions of the research study:

1. It is suggested that traditional coaching classes should adopt marketing strategies to recognise their brand value among youth.
2. It is suggested that private coaching classes should concentrate promotional strategies in rural and remote areas of Marathwada region so that financial weaker section should get equal benefit.
3. Private coaching Classes should concentrate not only Promotional activities but also maintain standard with quality too.

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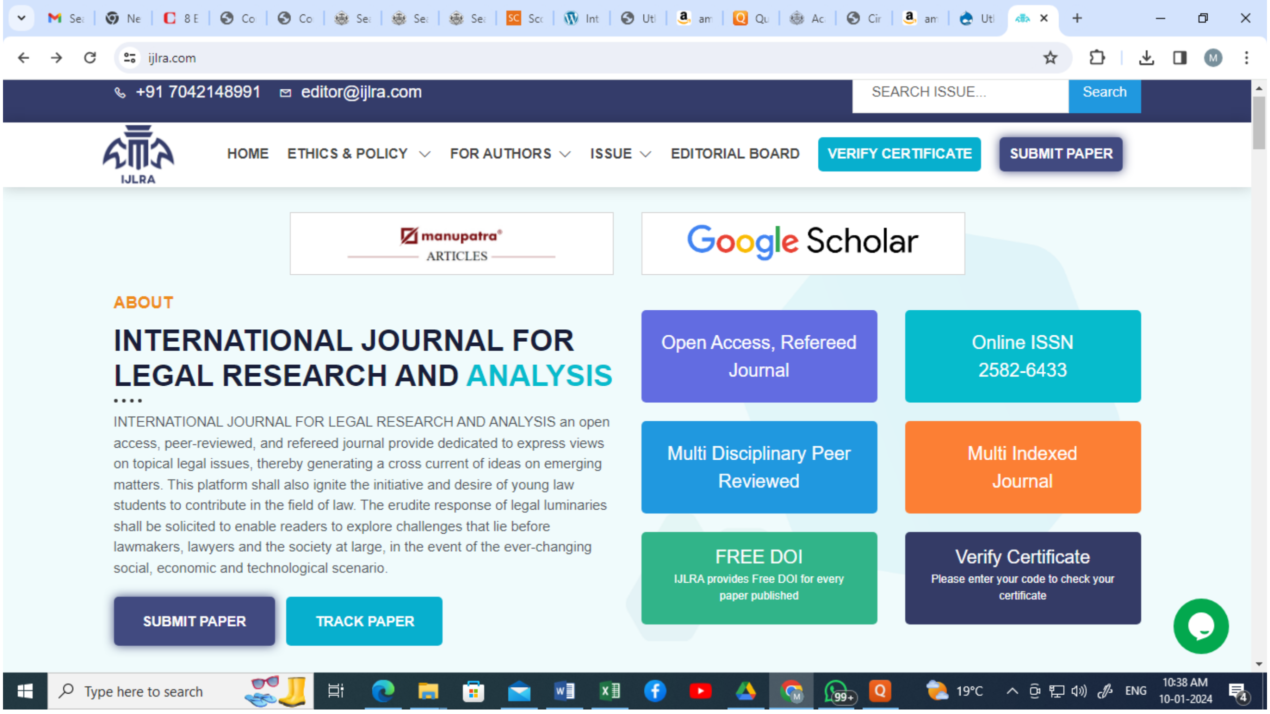

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A CRITICAL REVIEW OF BANKING OMBUDSMAN IN CUSTOMER GRIEVANCE REDRESS - INDIAN SCENARIO

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Abstract:

The Ombudsman Scheme is a procedure for quickly and affordably resolving client complaints. Under the RBI's Banking Ombudsman Scheme, clients who are dissatisfied with the services provided by a bank or encounter issues doing business with one can petition to the banking ombudsman for remedy. This study is an attempt to investigate the details of the analysis in the Banking Ombudsman Scheme regarding the receipt and handling of complaints, the types of complaints received, the distribution of complaints by geographic area, and the reasons why complaints are rejected. Appropriate statistical techniques have been used to emphasise the results.The outcome demonstrates a trend in favour of the success of the Banking Ombudsman Scheme.

Key words: Factor analysis, grievance, redressal, satisfaction, online services, banking services, banking ombudsman

Introduction:

By utilising the community's small, dispersed savings and distributing them as loans to businesses, banks help the economy flourish. As a result, banks handle the clearing and settlement of paymentsas well as the intermediation of credit. Banking is defined as "accepting, for lending or investing, deposits of money from the public, repayable on demand or otherwise, and withdrawals by checks, draughts, orders or other means" under the Banking Regulation Act of India, 1949. Banks currently provide a wide range of services, including the issuing of credit and debit/ATM cards, the availability of lockers for the safe keeping of valua[illegible] boxes and online cash transfers.The RBI and the Government of India (GOI) have consistently emphasised the need of providingtimely, effective, fair, and polite customer care to banking clients. A number of high-level Working Groups and Committees were established in order to significantly improve the standard ofcustomer care in banks. The main differentiating criteria for banks to remain competitive in the market without losing customer service quality in the current period of a changing global environment are providing innovative services to consumers, fostering increased customer loyalty,and improving efficiency. [2]

Not all of the clients are completely satisfied. They can voice their complaints to bank managers or workers, the head office, the Banking Ombudsman, or district or state forums for the redressal mechanism if they are unhappy with the way the services were delivered. A bank should have equipment to handle client complaints, just like any other company. Successful businessesunderstand that providing excellent customer service in response to complaints is a crucial component of building successful client relationships. Customers who are happy and unhappy withthe banks' various services both express their opinions. Evidently, negative press spreads more quickly than positive press. This necessitates that banks respond to client complaints quickly and effectively. [3]

The Reserve Bank of India (RBI) established the Banking Ombudsman (BO) Scheme in 1995 to quickly address complaints from bank clients. Although the number of complaints submitted through this forum has grown recently, the customers' lack of awareness was a major problem. The situation is much brighter today because to several aggressive actions taken by the RBI and awareness initiatives run by the Ombudsman. Even said, there is still plenty to be done to improvehow well the Scheme works. In light of this, an analysis of the Banking Ombudsman Scheme's performance has been made. Therefore, the current paper's goal is to evaluate the Banking Ombudsmen's performance.

A notion related to customer complaints about banking services is the Banking Ombudsman. This programme is also linked to several issues regarding the banking services that banks offer to their clients. It means that while every client has the right to profit from a variety of banking services, if they are unhappy with any of them, they can use the Banking Ombudsman Scheme to resolve their issues. Only Scheduled Commercial Banks, Scheduled Regional Rural Banks, and ScheduledPrimary Co-Operative Banks are included in this programme, allowing any of their customers to file complaints related to certain banking services. The Banking Ombudsman Scheme can assist the bank omer in resolving the following pr

The important areas of bank customer complaint are as follows:

- Non-acceptance of small denomination notes offered for any purpose without sufficientjustification and the charging of commission for this service;
- Non-acceptance of coins offered without sufficient justification and the charging ofcommission for this service;
- Non-payment or excessive delay in the payment of inward remittances;
- Failure to issue or excessive delay in the issuance of draughts, pay orders, bills, etc.
- Delays in receiving export proceeds, handling export bills, collecting bills, etc., forexporters provided the aforementioned complaints relate to the bank's operations in India;
- Refusal to open deposit accounts without any valid reason.
- Non-payment or delay in pension disbursement, to the degree that the complaint may be linked to the relevant bank's activity (but not to its employees);
- Refusal to accept tax payments when the Reserve Bank or government requires them; delaying or refusing to issue, service, or redeem government securities; forcing the closureof deposit accounts without sufficient notice or justification; and refusing to close the accounts. [7]

Research question:

Is Ombudsman sufficient to solve banking services customer complaints?

Research Method:

A descriptive form of research design has been used in order to achieve the objectives of the study.

Objectives of study:

To study the services offered by banking sector to customers. To study the grievances of bank customers.

To study the banking ombudsman scheme.

Scope of research study:

It is limited to secondary source literature available on online Research Articles, Bogs, Books etc.

Literature review:

Dr. Charu Saxena, Dr.Vikramjit Kaur and Prof. Pradeep Kumar(2022), Customers have a key rolein the bank's performance. Being in the service sector, all banks should strive to satisfy clients' expectations by offering the widest range of features, including services for handling complaints.Banks should offer their clients a reliable procedure for resolving grievances and regularly assess the level of consumer satisfaction. Banks are falling short in the responsiveness and empathy portions of their clients' grievance redressal systems [2]

Pravat Sahoo, Dr.Rabindra Kumar Swain and Dr. Sabyasachi Das(2020), In the banking sector, a number of factors influence customer happiness. Customer satisfaction with banking services is influenced by how bank workers treat their clients. The timing of the service is crucial in expressing a bank's credibility. Customer satisfaction results from sloppy service and delayed service. The client satisfaction with banking services is determined by essential changes, transferchanges, and other factors. Customers expect effective and cutting-edge service in a short amountof time and are willing to pay any price. Banks that provide quality services will raise customers' expectations. [3]

Bini R.A.(2018), The main impediment to a country's progress, corruption is its deeply ingrainedcore cause. The Lokpal serves in this capacity in India. The institution of the Ombudsman is crucialin combating the corruption problem. Currently, it is believed that the Ombudsman institution was created exclusively to address the corruption issue. Legislation alone will not be sufficient to address the corruption issue; the entire society must make a concerted and coordinated effort.4]

R.K.Uppal,(2010), Deposits, credit cards, and home loans are the subjects of complaints and all bank operations. To satisfy the customer, it is vital to address these problems. To address consumer complaints, every bank should set up a customer service centre. In order to satisfy customers, the private sector and foreign banks are leading the way. In addition, Indian public sector banks continue to be passive in the face of client complaints. [5]

Dr.Sachin Chavan (2019), A methodical procedure for resolving client complaints involving specific banking services has already been es[illegible]e Banking Ombudsman. They have ruled in support of complainants in some situations, and they have ruled against complainants in other circumstances. [6]

K.Velu and Dr.P.Amarjothi(2014), As banks are globally recognised as being important financial organisations, resolving customer complaints about their behaviour is also a key component of customer happiness. Therefore, an authority in several countries has designated an ombudsman or officer to handle consumer concerns regarding banks. [7]

Mohd Azhar-ud-din Malik, Tariq Ahmad Malik and Ajaz Ahmad Dass(2017), The last ten years have seen a notable change in the operational environment of the Indian banking sector, as well assome negative effects brought on by liberalisation. In order to give banks a level playing field andtime to adjust to the changes, the government's reform process has been implemented gradually. [8]

Kantamaneni Hema Divya, Koteshwar Reddy,and Satyadev Kota(2018), The Banking Ombudsman Scheme is a significant move made by the Reserve Bank of India to address client complaints. Customers have a channel provided by the Banking Ombudsman via which they can seek redress for their complaints. Given the study and discussion above, which indicate that the banking ombudsman receives and resolves a sizable number of complaints, it can be concluded that customers are quite satisfied with the services provided by the banking ombudsman. [9]

Seena Mary Mathew(2022), In today's highly competitive banking environment, banks must work hard to keep and grow their customer base by offering timely and effective services. Taking care of a complaint is not easy. A organised method needs to be developed in order to improve the significance and efficiency of the bank's grievance redressal mechanism. Such a method would guarantee a just and fair resolution. [10]

Findings:

- The public sector banks in India will struggle to survive in the current competitive environment if they do not make improvements to reduce consumer complaints.
- Customers of the public bank have had greater issues than customers of the private bank. The majority of respondents from the public sector bank reported having issues with charges being levied without prior notification.

- The majority of customers at private sector banks experience problems with internet banking services. Most of them, whether they work for the government or the private sector, have no desire to file complaints with the bank. In the public sector, the respondentsbelieve that filing a complaint is a waste of time and resources, whereas in the private sector, the top justification for not filing a complaint was that the problem was not serious.
- In the public sector, the majority of customers use spoken methods to file complaints, butin the private sector, the majority uses digital methods.
- The Banking Ombudsman has a conduit through which customers can file complaints andseek remedies. Given the volume of complaints the banking ombudsman receives and handles, it can be said that clients are generally happy with the services they receive. Thisis true for urban residents, but rural residents are still unaware of the banking ombudsman.
- Some complainants have received decisions from the Banking Ombudsman because they committed fraud.

Suggestions:

- The process for filing a complaint should be made straightforward, and relevant information should be posted where it is appropriate:
    - Bank representatives should maintain positive client relationships in order to modernize the social banking environment.
    - Regular awareness campaigns to encourage customers to be more thankful and reduce theiruse of complaint channels
    - Bank employees should work to resolve consumer complaints without voice complaints. Bank branches may set up distinct grievance departments, and staff members should receive both technical and behavioral training.
- When interacting with consumers personally, bank workers should always provide high- quality services and inspire confidence in them.
- Banks that provide quality services will raise customers' expectations. Banks should priorities client happiness over all other considerations.
- The administration will become more sensitive to public sentiment and the demand for fairness as a result of being aware of the Ombu[illegible]ice. Additionally, it is preferable to grant

constitutional status to the Ombudsman institution.

- The Indian "reserve bank" should give orders to all public sector banks to address customercomplaints as soon as possible.
- The Banking Ombudsman will make the appropriate judgement despite being aware of thebogus allegations.
- The handling of complaints should be considered one of the client retention strategies of banks. Customer relationship management should receive major attention. If the complaints are resolved fairly, customers will support the bank's reputation. The technology needs to be improved for complaint modes. Scheduled customer meetings at regular intervals will convey to customers how much the bank values them. consumers' ignorance of bank services is a major source of complaints, and this kind of engagement will aid in consumers' comprehension of banking services.
- To ensure better customer service and for overall bank awareness, the policies should be made available at all branches for the information of all staff members. The programme needs to specify who responds to complaints, when they should be clarified, to whom theyshould be addressed, and what should be done with them after they are received. Banks should do research to pinpoint their trouble spots and comprehend client expectations.
- For the banks to conquer clients, some corrective steps are vital.

Conclusion:

The sector's liberalization has led to the entry of new generation banks into the private sector, which has redefined the banks' range of services.

The goal of complaint management in an organization should be to continuously improve the quality of the goods and services provided to clients. The Banking Ombudsman Scheme is a significant move made by the Reserve Bank of India to address client complaints.

One of the finest ways to address customer issues and enhance their connection with banks is through the banking ombudsman programme.

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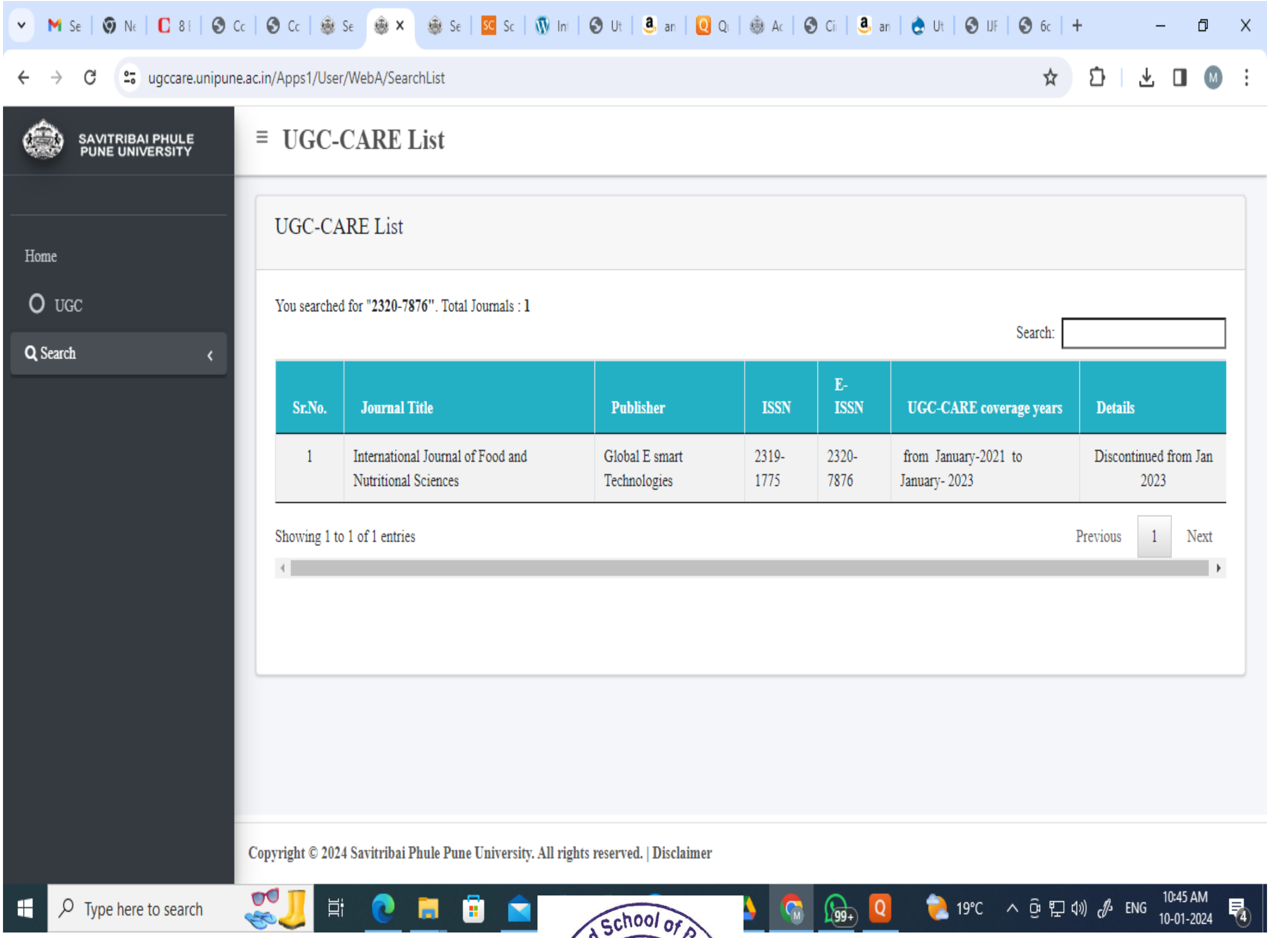

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Previous 1 Next

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A study of the key factors that influence the investment behaviour of persons who invest in Mutual Funds through SIP

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Abstract

This study analyses the key factors that influence the investment behaviour of persons who invest in Mutual Funds through SIP. the study was carried out in Pune City, and 122 investors were selected using convenience sampling technique. The data was collected through structured questionnaire and analyzed using percentage, mean, standard deviation and multiple regression analysis. The results of the study indicate that all the four independent variables namely age, income, education and occupation have significant influence on investment behaviour of persons who invest in Mutual Funds through SIP. Further the findings of the study reveal that investors are also influenced by other factors such as perceived risks and returns, perceived ease of investing, and recommendation from others. This study can help asset managers better understand their target market and develop more investor-centric strategies.

Keywords: Mutual Funds, SIP, Investment behaviour, Pune City.

Introduction

Investment in Mutual Funds through systematic investment plan (SIP) has been gaining popularity in recent years. SIP is a method of investing a fixed sum of money in a mutual fund scheme at regular intervals. It is similar to making periodic investments in a fixed deposit. The main advantage ofSIP is that it helps in averaging the cost of purchase, which means that an investor buys more units when the price is low and less when the price is high. This reduces the overall cost of investment and helps in maximizing returns (Sharma, 2013).

In India, Mutual Funds industry has been growing at a rapid pace and SIPhas emerged as a popular mode of investment in Mutual Funds. The total number of SIP accounts has gone up from 2.6 million in March, 2017 to 4.3 million in March, 2018 (AMFI, 2018). The amount collected through SIP has also increased from Rs. 4,331 crore in February, 2016 to Rs. 7,727 crore in February, 2018 (AMFI, 2018).Inflow in India's mutual fund schemes via systematic investment plan (SIP) were Rs. 96,080 crore (US$ 13.12 billion) in FY21. Equity mutual funds registered a net inflow of Rs. 8.04 trillion (US$ 114.06 billion) by end of December 2019. 16% assets in the mutual fund industry were generated from B30 locations in March 2021.

Investors' investment behaviour is influenced by various factors such as age, income, education, occupation, perceived risks and returns, financial goals, perceived ease of investing and recommendation from others (Papia & Sinha, 2010). Investment behaviour comprises all the actions and decisionstaken by an investor with respect to his/her investments (Meena & Sahoo, 2012).

There is a growing body of literature [illegible] ehaviour in the Indian context. However, most of the studies have been conduc [illegible] ors who invest in equity markets or other financial instruments such as insurance and fixed deposits. There is a dearth ofstudies on investment behaviour of persons who invest in Mutual Funds through SIP. This study attempts to fill this gap by analysing the key factors that influence the investment behaviour of persons who invest in Mutual Funds through SIP in Pune City.

Review of Literature

Studies on investment behaviour have been conducted by various researchers using different methodologies and samples. Hira and Montmarquette (2002) used self-administered questionnaires to study the investment behaviour of individual investors in Canada. They found that age, income, education, gender and marital status are the major factors influencing investment behaviour. Sharma (2005) conducted a study to examine the investment behaviour and perception of risks and returns among investors in India. He used self-administered questionnaires to collect data from a sample of 200 investors in Delhi. The findings of the study showed that income, education, occupation and number of dependents are the major factors influencing investment behaviour of investors in India.

Papia and Sinha (2010) conducted a study on investment behaviour of investors in Kolkata. They used both primary and secondary data to study the investment behaviour of individual investors in Kolkata. The findings of the study showed that income, education, occupation, perceived risks and returns, financial goals and recommendation from others are the major factors influencing investment behaviour of investors in Kolkata.

Meena and Sahoo (2012) conducted a study on investment decision-making process of investors in Odisha. They used both primary and secondary data to collect data from a sample of 500 investors in Odisha. The findings of the study showed that age, income, education, occupation and perceived risks and returns are the major factors influencing investmentbehaviour of investors in Odisha.

Jain (2012) conducted a study on investment behaviour of investors in Kerala. He analysed the primary data through questionnaires and secondary data from Internet search engines. The findings of the study showed that age, income, education, occupation and perceived risks and returns are the major factors influencing investment behaviour of investors in Kerala.

Mahesh et.al. (2014) conducted a study on the investment behaviour of individual investors in Uttar Pradesh. A select sample of 500 investors was selected from Lucknow, Agra and Kanpur based on their income and occupation. The findings showed that age, income, education, occupation and perceived risks and returns are the major factors influencing investment behaviour of investors in Uttar Pradesh.

Mishra (2016) conducted a study on investment behaviour of individual investors in India. He analysed the primary data through questionnaires and secondary data from Internet searches. The findings of the study showed that age, income, education and occupation are the major factors influencing investment behaviour of investors

Nayak et.al (2010) conducted a survey to investigate investment behaviour among individual investors in India. They collected primary data from 539 individuals based on their answers to a self-administered questionnaire. The findings showed that age and occupation are the major factors influencing financial decisi [illegible] ng individual investors in India while perceived risks, returns and return expectations are influential on the stock market allocation decisions.

Suhas and Shanker (2016) conducted a survey to examine the investment behaviour of individual investors in India. A sample of 5300 individuals was selected from all over India using the SBI online online survey tool. The findings showed that age and occupation are the major factors influencing financial decision making among individual investors in India while perceived risks, returns and return expectations are influential on the stock market allocation decisions.

Bagga et.al. (2017) conducted a study to examine the investment behaviour of individual investors in India. A sample of 1000 individual investors was selected using the face-to-face interview method from all over India. The findings showed that age and occupation are the major factors influencing financial decision making among individual investors in India while perceived risks, returns and return expectations are influential on the stock market allocation decisions.

Boriwal et.al. (2018) conducted a study to examine the investment behaviour of individual investors in India. A sample of 500 individuals was selected using the face-to-face interview method from all over India based on their occupation, gender, age and education level. The findings showed that age and occupation are the major factors influencing financial decision making among individual investors in India while perceived risks, returns and return expectations are influential on the stock market allocation decisions.

Overall the literature review suggests that investment behaviour of individual investors is complex. They are influenced by factors such as age, occupation, education level, gender and perceived risks and returns. The study examines the different investment activities such as investment in equities and debt by individual investors in Pune City.

Research Gap

The previous studies lacked a holistic approach to understand the investment behaviour of Indian investors. Many studies were conducted by individual researchers who were not able to bring much insight into the understanding of investment behaviour of individual investors in India. This study combines various approaches to understand the investment behaviour of individual investors in Pune City. This study closes a major gap in knowledge by providing insights in the investment decision making of individual investors.

The current study proposes a comprehensive research design to understand the investment behaviour of individual investors based on their investment activities. The setting for this study is Pune city - a metropolitan city with a large population base, which has excellent infrastructure and an active financial market. It has both publicly listed companies and private companies listed on BSE and NSE. Both indigenous Indian and foreign firms operate in the BSE and NSE stock markets. This study examines the behaviour of individual investors who have invested in equities and debt funds.

Objectives of the Study

1. To investigate the investment beha ual investors in India towards SIP.

2. To investigate the factors that influence investment behaviour towards investments in SIPs.

3. To identify if differences exist in the investment behaviour of male and female investors in Pune City based on their financial status and objectives.

4. To identify if differences exist in the investment behaviour of individual investors in Pune City based on their occupation.

5. To examine how the investment behaviour changes with increase in the age of an individual investor and more specifically with increase in his retirement age.

Hypothesis

H1: Investment in SIPs among individual investors is influenced by factors such as age, gender, and occupation.

H2: Decision making process followed by individual investors to invest in SIPs is influenced by the factors like Perceived risks and return expectations and Recommendation from others.

Methodology

The present study is based on both primary and secondary data. The primary data have been collected from 122 investors who have invested in Mutual Funds through SIP in Pune City by administering structured questionnaire. The secondary data have been collected from various sources such as books, websites, newspapers, magazines and journals.

Dependent and Independent Variables

Independent Variables:

a. Age of investor, Gender, occupation of investor:

b. Perceived risks and return expectations

c. Recommendation from others.

Dependent Variable:

a. Investment behaviour: The theory of planned behaviour, which is an extension of the theory of reasoned action, can be used to the study of an individual's investment behaviour. If the objective of their behaviour is to immediately change, then the principle of reasoned action should be applied. It proposes that an individual's behaviour, which in turn is the responsibility of the attitude to an active and subjective norm, ought to be regulated by his or her behavioural intention in order to achieve the desired results (Kaur and Kaushik, 2016). The evaluation, forecasting, examination, and verification of investment systems by investors are the components that comprise investment behaviour. The process of making decisions requires the use of psychological concepts such as investing, gathering, recognising, and interpreting knowledge, as well as study and analysis. The study relied on categorical variables for its analysis.

Findings

Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	Recommendation from others, Age, Return expectations, Gender, Occupation, Perceived risks[b]	.	Enter

a. Dependent Variable: Investment behaviour

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.861[a]	.742	.728	.56726

a. Predictors: (Constant), Recommendation from others, Age, Return expectations, Gender, Occupation, Perceived risks

This table provides the R and R^2 values. The R value represents the simple correlation and is 0.861 (the "R" Column), which indicates a high degree of correlation. The R^2 value indicates how much of the total variation in the dependent variable, can be explained by the independent variables. In this case, 74.2% can be explained, which is very large.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	106.315	6	17.719	55.066	.000[b]
	Residual	37.005	115	.322		
	Total	143.320	121			

a. Dependent Variable: Investment behaviour

b. Predictors: (Constant), Recommendation from others, Age, Return expectations, Gender, Occupation, Perceived risks

Here, $p < 0.0005$, which is less than 0.05, and indicates that, overall, the regression model statistically significantly predicts the outcome variable (i.e., it is a good fit for the data).

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.217	.214		1.016	.312
	Age	.196	.109	.175	1.802	.074
	Gender	.453	.111	.454	4.073	.000
	Occupation	-.501	.132	-.543	-3.799	.000
	Perceived risks	-.369	.131	-.414	-2.809	.006
	Return expectations	.731	.119	.784	6.130	.000
	Recommendation from others	.480	.137	.513	3.504	.001

a. Dependent Variable: Investment behaviour

All variables except “Age” contribute statistically significantly to the model as the sig value is negligible and is lower than 0.05. Thus we can conclude that Gender, Occupation, Perceived Risks, Return Expectations and Recommendation from others play a statistically significant role in the model.

Conclusion

According to the findings of the study, the most significant elements that influence the investment behaviour of individuals who invest in Mutual Funds through SIP in Pune City are Gender, Occupation, Perceived Risks, Return Expectations, and Recommendation from Others. Every variable, with the exception of "Age," makes a statistically significant contribution to the model, however the sig value for Age is statistically insignificant and falls below 0.05. Because of this, we are able to draw the conclusion that Gender, Occupation, Perceived Risks, Return Expectations, and Recommendation from Others all play statistically significant roles in the model.

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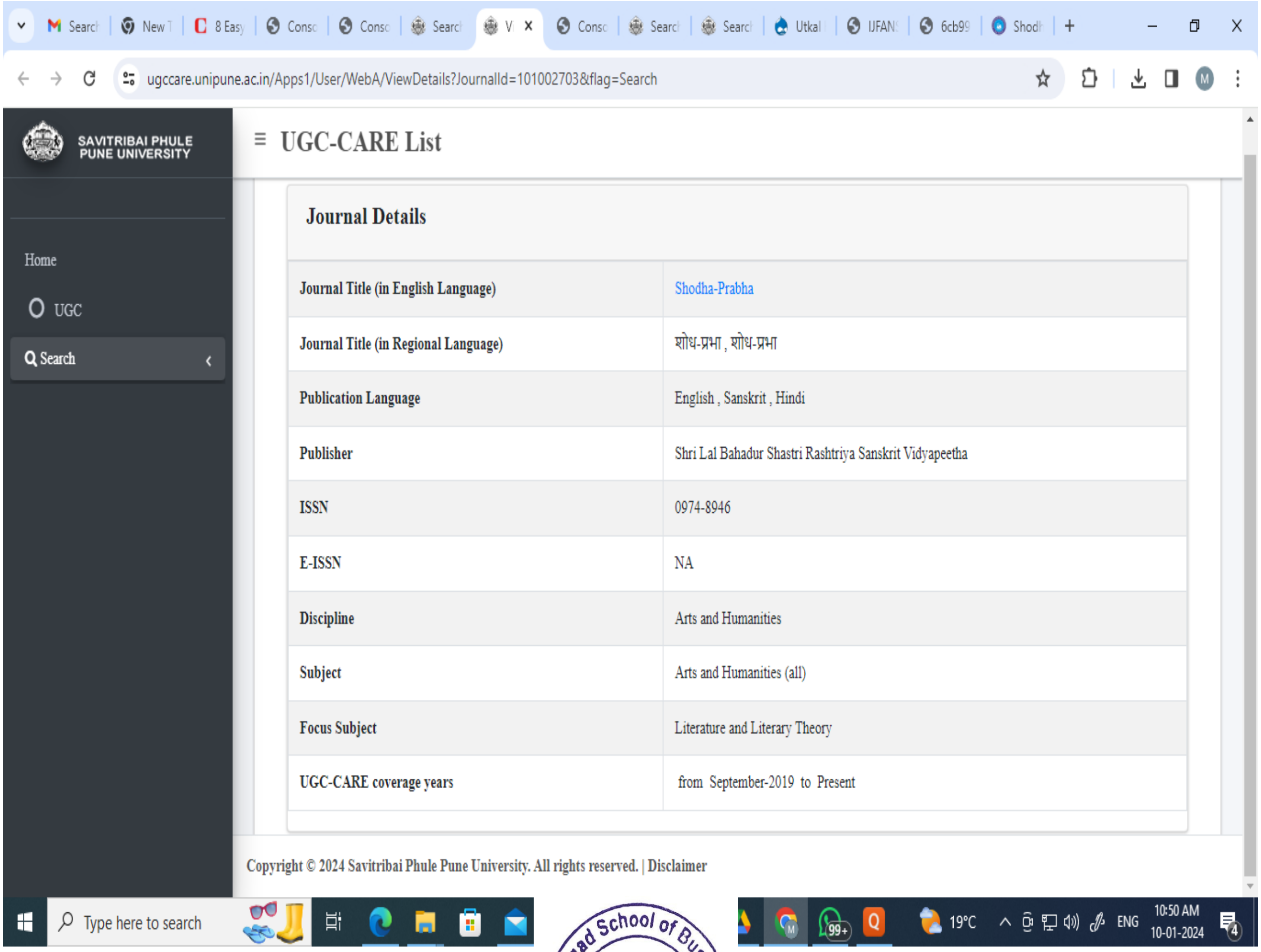

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EFFECT OF RECAPITALIZATION AND CORPORATE GOVERNANCE ON BANKING PERFORMANCE WITH RESPECT TO SELECTED PUBLIC SECTORS BANK IN INDIA.

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Abstract:

Recapitalization of banks has become important elements for survivals of Indian banking industry. In the process of recapitalization stronger banks acquires weaker banks. Basel norms suggest recapitalization assists for internal growth and to face economic pressures. The Government of India recapitalized the public-sector banks with INR 22,915 crores and INR 2, 11,000 crores in the year 2016 and 2017 respectively. The NPA level can be reduced and capital is infused into public sector banks.

The government of India would provide INR 2.11 lakh crore which would be in two stages, one is budgetary allocation and second is issue of recapitalization bonds. This study has been done to analyze the effect of recapitalization on the performance of Indian public sector banks. The study considered two different events (April 2016 to April 2018 and May 2018 to May 2020) and used one-way ANOVA to analyze the effect of recapitalization on public sector banks through three parameters, PSU banks Nifty Stocks, NPA and Profitability. Overall the study found that there is significant decrease in Net non-performing assets (NPA (%)) of selected public sector banks during pre and post announcement of recapitalization. Return on Assets has improved which shows efficient use of assets of these banks in post recapitalization period. However, no quality earnings are provided by these banks to its shareholders who have observed through EPS and Study also shows the impact of corporate governance on performance of these banks.

Keywords: Recapitalization, Public-Sector Banks, Earnings per Share, Net non-performing assets (%), Nifty PSU stock Index.

Introduction:

The banking industry has four major segments, those are retail banking investment banking, corporate banking, asset management and wealth management. (Dr. Manu K S, 2018)

Researcher found evidence of links between boards of directors and firm performances commonly follow one of two distinct paths. The most dominant path is that of agency theorists who resisted that a key activity for boards is monitoring management on behalf of shareholders and that effective monitoring can improve firm performance by reducing agency costs- (University, 2003)

The recapitalization plan comes into action when banks get caught in a situation where banks are on the way of bankruptcy. The liquidity with banks is a liability as it is the money deposited by customers, which needs to be paid sooner or later. If banks do not have sufficient amount of capital to pay off its liabilities, banks cannot borrow from open market. Banks would be refinanced by the government through buying new shares or issuing bonds.

How government plans to recapitalize public sector banks?

Government will infuse INR 2.11 lac crore through budget and recapitalization bonds.

What are recapitalization bonds?

Recapitalization bond means those bonds which pay you face value and periodic interest and purpose is recapitalization

How will recapitalization bonds work?

The banks will subscribe to recapitalization bonds and will be recorded as investment in their books of accounts. When this capital will be raised by the government while issuing recapitalization bonds, government will make available this capital for bad banks to recapitalize their assets. It will lead to improvements in balance sheet and CAR (capital adequacy ratio)

Impact on the fiscal deficit?

There is no direct impact on fiscal deficit, however, it also depends on how it is being accounted in the books of the government. IMF does not consider this impact it's liability of the government to pay interest and repay face value of the bonds. Banks gets time to improve their balance sheet by quality credit and private investments The government can sell bank equities and proceed can be used for repayment of bonds once banks improves their financial positions. According to Chief Economic Adviser there would interest of INR 9000 crore for INR 1.35 lakh crore recapitalization bonds and this cost can be offset by a spur in economic activities due to increased credit and private investment.

There is history of recapitalization of banks through recapitalization bonds in India. The government issued recapitalization bonds to help distressed banks between 1993 and 1995,. In 2006 government had issued special bonds to the oil marketing companies. The government had issued bonds worth Rs 2,000 crore to three oil-marketing companies to compensate them for under-recoveries in their domestic LPG and Kerosene operations. (www.financialexpress.com, 2017)

Literature Review:

The dominant banks of public sector are ongoing identified by low lending quality and collection, stating the inadequate incentives that define public sector banks worldwide. Next, there are few more public sector banks which are identified as weak and many others are not able to generate that much capital internally to be at par with deposit growth, which reflects their incapacity to cross-subsidize their weak lending and sky touching costs under the increased competition. It is slowly and gradually being known that the informational, legal and incentive frameworks need reforms**-** (Hanson, 2001)**.**

An idea on how governments can efficiently relieve that sick banks from bad assets by transferring these assets into a sector which is publically sponsored workout unit, a so-called not good bank. This plan effectively states some key challenges. It provides for the vivid minus of toxic assets and provides the banks a new start. At the equal time, it gives the chance to keep the cost to taxpayer's relatively low. At plus, the risk of moral hazard is at decreasing. **-** (Zimmermann, 2009)

(Enoch1, 2013), describes that the Bank Capital Channel is a direct way or the mechanism which is based on adverse selection problems that is the primary reason which affect banks fund raising. It is supported by the following three components: (i) an unequal market for bank equity (Cornett and (M.M. Cornett, 1994), (ii) a maturity mismatch between assets and liabilities that brings out banks to interest rate risk; and (iii) a direct influence of regulatory capital requirements on the supply of credit. Bank capital channel focuses on an imperfect market for banks' equity (Thakor, 1996, (P. Bolton, 2001),

Banking downfall usually commences with bank's inability to meet its financial obligations to its stakeholders. Sometimes, this situation would require central bank liquidity support. In some careful cases, governments, through the mode of collaboration of international finance institutions such as the International Monetary Fund (IMF), interfere to look at the crisis from wider and deepened way. The intervention mechanisms can occur in the mode of consolidation (mergers and acquisitions), recapitalization, with the help of bridge banks, establishment of

asset management companies that uses hypotheses to control and recovery of bank assets, and entire liquidation of non-salvageable banks. (O. A. UCHENDU, 2005) –
The recapitalization plan will not only strengthened the capital of the state-owned banks but along with it has a positive impact with the implication for their upcoming income lines. (Mo, 1998)
(Claessens, 2001) believes on the theoretical base, that putting restrictions on the scope of business activities may undermine healthy competition for the banking industry. (Barth, 2001) had point out that too much regulatory restrictions on bank activities disturb the competition. (RachitaGulati, 2020) –
The impact of the current global financial crisis of 2007-2009 compelled the regulators around the globe to introduce an effective resolution framework. Such a blueprint provides a set of bank exit policies and resolution modes which are like the adoption of PCA framework on a low and troubled bank well in time, enough powers to liquidate, restructure or recapitalize the troubled or downlined bank and/or declare a troubled bank as insolvent (India, 2014)-

RECAPITALIZATION includes-

1) Merger and Acquisitions
2) Equity Issues: 1- Initial public offering 2- Private placement
3) Intervention: 1- Bailout 2-Blanket guarantee
4) Debt Restructuring –

Corporate Governance

Academics and regulator today have started to study corporate governance. Corporate governance has currently painted more interest from academics and regulators around the world. Corporate governance in banks is different when compared to non-bank financial institutions (Bastomi, 2017). The managers and owners constructs very important role in success of corporate governance, which concludes to lower credit risk and operational risk (Bastomi, 2017). Moreover, agency theory suggests that strong corporate governance leads to a new and improved accounting results and improves performance (Jensen, 1976).

These arrangements have been used globally so that they are implemented to all countries or companies and also smoothly co-ordinates with the rules, values, and legal system already existing in their respective states (Bitar M. P., 2017). The main idea of governance given by OECD is independence, disclosure/ transparency, responsibility, fairness, and accountability (Bitar M. P., 2017). It is widely checked that a better corporate governance practice improves firm's performance (Adams, 2012, Brickley, 1987,Chung, 2003,Francis, Do corporate boards affect firm performance? New evidence from the financial crisis. , 2012)

Agency Theory and the Monitoring Function:

The monitoring function of boards, also described as the "control" role (B, 1990). Has pulled the attention of corporate governance researchers from a group of disciplines {i.e., law. finance, sociology, and strategic management) for so many years. The monitoring function states directly to the responsibility of directors to look on managers on behalf of shareholders. The theoretical support of the board's monitoring function is pulled from agency theory, which describes the capability for conflicts of interest that comes up from the disconnection of ownership and control in organizations (Berle, 1932, Fama. E., 1983). Agency theorists look at the primary function of boards as c [illegible] tions of "agents"—managers—to protect

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the interests of "principals"—owners (Agency theory: An assessment and review. , 1989, (Mizruchi, 1983). Alike, legal and finance scholars focuses the fiduciary duties of directors to makes sure that managers are behaving in the interest of shareholders (Bainbridge, 1993, Miller, 1993)).

Connect to performance monitoring by the board is important because of the possible costs incurred when management takes up its own interests at the expense of shareholders' interests, (Berle, 1932) asset that when ownership and control are part away (as they are in most modern corporations), managers may ask for their self-interest at the expense of profit maximization, therfore creating "agency" costs. Monitoring by boards of directors can lower agency costs intrinsic in the part away of ownership and control and, with this way. improve firm performance (Fama. E., 1983,Mizruchi, 1983,), (AMY I. HILLMAN, 2003)

Rationale of Bank Recapitalization

Capital injections of common equity, looks for stock and conditionally convertible bonds from private investors as well as Public and the government are known as recapitalization (Tomec, 2017). It is a method of restructuring bank’s debt and equity mix for a firm and optimal capital structure. Recapitalization is often linked to banks’ profitability and ultimate survival—a behaves on behalf for escaping closure. Safety, stability and confidence are important measures for bank management during distress. Capital is the first row of defense against losses, and the non-capacity to build up capital comfort from sustained earnings may affect capital adequacy, especially in times of crisis when raising equity is nearly tough. (Kok, 2015). Mainly a crisis in banks arises out of big NPAs. Recapitalization focuses at offsetting the impact of NPAs and gives the banks with a new lease of life so that they can increase further and make profits. With new capital, banks can remove toxic assets quickly and more efficiently, maintain safety and support new lending along with other activities (Tomec, 2017) .(Amiya Kumar Mohapatra, 2018)

The case tells about corporate governance issues that generated at ICICI Bank Ltd. (ICICI), one of the largest private sector banks in India. Chanda Kochhar was the chief executive officer (CEO) and managing director of ICICI between 2009 and 2018. She was also known in two *Forbes* lists of the most powerful women in 2017. In March 2016, Kochhar was blamed of non-disclosure and involvement in conflict of interest by an investor named Arvind Gupta. Primarily, the ICICI board of directors accepted about her non- involvement. But, after Indian regulatory agencies including the Central Bureau of Investigation (CBI) told that the investigations and stakeholders began to downgrade the board for supporting Kochhar without having conducted an requisite investigation, the board withdrew its support from Kocher. In January 2019, following the result of an internal investigation report by ICICI, the newly appointed chairman of the ICICI board, Girish C. Chaturvedi, terminated Kochhar over non-disclosure of conflict of interest. Chaturvedi also asked the return of all bonuses and stock options received by Kochhar since her appointment as CEO of ICICI in 2009. (Bhattacharya, ICICI Bank: Restoring Faith in Corporate Governance, 2018)

This case illustrates the told negotiations in September of 2008 to safe the failure of the New York investment bank Lehman Brothers. Following the subside of the U.S. subprime mortgage market in February of 2007, a downturn in the global financial markets commenced to expedite. Lehman Brothers, heavily came up to the U.S. subprime and commercial real estate markets, began to experience increasing levels of pressure. Looking for a merger to prevent the compan [illegible] the Board and Chief Executive Officer

Richard Fuld began to actively search a buyer for the company. They approached to Bank of America. Talks between Lehman and Bank of America failed. After discussion with Barclays Bank about a bid for Lehman also stalled, Dick Fuld was isolated from the discussion and U.S. government officials began to strictly govern the negotiations about the fate of Lehman Brothers. In a critical moment, U.K. financial authorities resisted at a proposed deal to save Lehman. The Lehman Brothers board of directors was seeing these negotiations and met around four times over the weekend of September 13th and 14th. During the fourth meeting, a U.S. government official directed the board and told that a Lehman Brothers bankruptcy would be in the best interest of the nation. The Lehman Brothers board was now faced with a new dilemma: if to further stall for time, vote against the expressed wishes of U.S. government officials, or accepts to the bankruptcy of the company- (Randall D. Harris, 2012)

(Tomec, 2017) worked the impact of bank recapitalization on the net earnings of the banks while the worlds financial crisis was increasing and it has a plus impact on their profits and the amount of profit increased equally with the increase in the amount of recapitalization amount. (Acharya V. V., 2017) said that a some few banks are under the Reserve Bank to give the banks a quick Corrective Action (PCA), as most of them have not got the asset quality, recapitalization or the profitability requirements given by the Reserve Bank. (Shraddha Kokane, 2017) came up that introduction of fresh capital will useful in lowering the levels of NPA as new capital in the balance sheet reduces the toxic assets. (Dr. Manu K S, 2018)

(Reddy K., 2002) done a comparative study of NPAs in India in global level. He elaborated that the problem of NPAs in India is not due to low in regulations or prudential norms, rather it is due of the complexity of asset disposal process, rescheduling of problem so as to report high earnings to bring in investors and manipulation due to political influence. He quoted examples of countries like Korea and Thailand, which had acquired the bank recapitalization process as a critical measure for speedy recovery of the financial system. (Garg, 2019)

In the case of India, (Leeldahar, 2006) identified that the banking sector has witnessed wide changes under the influence of the financial sector reforms initiated during the early 1990s. The approach to such reforms in India has been one of continuous and non-stop improvement. The focus has been on deregulation and opening up the banking sector to market forces (Leeldahar, 2006). The Reserve Bank has been gradually working towards the establishment of an enabling regulatory framework with quick and effective supervision as well as the development of technological and institutional infrastructure. Continuous efforts have also been made towards adoption of international benchmarks as suitable to Indian conditions. While certain new norms in the legal infrastructure are yet to be implemented, the progress so far have brought the Indian financial system closer to global standard (Nnamdi O. Madichie, 2007)

Interests rates have changed several times over the past seven years give rise to majority transformations in assets and liabilities and their frequent revaluation. A clear and consistent statement of rate sensitive assets and rate sensitive liabilities has to create the basis of interest rate risk management. RBI is expected to issue guidelines that show that management-driven asset liability management (ALM) initiatives in banks are lacking at. This is also the reason why India's money market has last mostly as a call money market that is meant for clearing day to day temporary surpluses and deficits among banks. Traditionally, many banks, including the foreign banks, have used "call" money as a funding origin (Deolalkar).

Research Methodology:
Population- All state –run public sector banks
Sample size – 6 banks

Criteria for selection:
1.Bank should get capital infusion from central government
2.Bank should be listed on NSE
3.Net worth of bank should be in the range between 10000 Cr to 2,00,000 Cr for last 3 years
4.Banks having Net NPA between 4 to 8 percent of its Total advances

Source of Data
1) Websites of banks
2) https://dbie.rbi.org.in/
3) money control.com
4) yahoo finance.com

Following banks are selected for this study
i. Bank of Baroda
ii. Bank of India
iii. Bank of Maharashtra
iv. Central Bank of India
v. Punjab National Bank
vi. State Bank of India

Objectives:

1. Understanding various challenges for government sector banks.
2. Measuring effectiveness of recapitalization and corporate governance strategies on bank performance
3. To analyze the effect of recapitalization on the performance of Nifty PSU stock index of NSE.
4. To analyze the effect of recapitalization on the Net NPA (%), EPS and ROA (%) of selected public sector banks. India.

Hypothesis:

H1 (0)- There is no significant difference on the performance of the PSU Bank stocks before and after the recapitalization period.

H1 (1)- There is significant difference on the performance of the PSU Bank stocks before and after the recapitalization period.

H2 (0)- There is no significant difference in Net NPA (%), EPS and ROA (%), of selected PSU banks before and after the recapitalization period.

H2 (1)- There is significant difference in Net NPA (%), EPS and ROA (%), of selected PSU banks before and after the recapitalization period.

Data Analysis:
The performance of all banks have analyzed based on three parameters 1) PSU Bank Nifty Stocks 2) NPAs of Banks 3) Funda [illegible] using key variables such as Net profit margin, ROA and EPS

1) PSU Bank Nifty Stocks

Banks	Pre- Recapitalization			Post-Recapitalization			ANOVA
	Mean	SD	Variance	Mean	SD	Variance	P-value
Bank of Baroda	0.001256	0.084645	0.007165	-0.0377	0.16508	0.027252	0.309034
Bank of India	0.016193	0.156612	0.024527	-0.0629	0.183487	0.033667	0.115073
Bank of Maharashtra	-0.02644	0.095022	0.009029	-0.01099	0.128173	0.016428	0.637388
Central Bank of India	-0.00086	0.110734	0.012262	-0.0539	0.171696	0.029479	0.209843
Punjab National Bank	0.019543	0.183211	0.033566	-0.0357	0.146564	0.021481	0.254862
State Bank of India	0.02	0.156612	0.024527	-0.03	0.153566	0.023582	0.282577

Interpretations:

Mean of nifty stock value has reduced post recapitalization of all banks, however there is no significance difference in the monthly returns of these banks when compared with two different periods i.e. Pre-Recapitalization and Post-Recapitalization.

2) NPAs of Banks

(RBI, 2020)

	Bank	Gross NPAs					Net NPAs		
		As on March 31(previous year)	Addition during the Year	Reduction during the Year	Write-off during the Year	As on March 31(current year)	As on March 31(previous year)	As on March 31(current year)	
ar		(1)	(2)	(3)	(4)	(5)	(6)	(7)	Char in NPA
	BANK OF BARODA	56480.38	13613.61	8759.39	13101.84	48232.76	23482.65	15609.50	-0.34
	BANK OF INDIA	62328.46	24133.26	18161.54	7639.06	60661.12	28207.27	19118.96	-0.32
	BANK OF MAHARASHTRA	18433.23	4304.22	2286.09	5126.87	15324.49	9727.79	4559.93	-0.53
	CENTRAL BANK OF INDIA	38130.70	10328.64	5728.09	10375.21	32356.04	17377.87	11333.24	-0.35
	PUNJAB NATIONAL BANK	86620.05	19904.11	15798.20	12253.26	78472.70	48684.29	30037.66	-0.38
9	STATE BANK OF INDIA*	223427.46	32738.05	24509.97	58905.18	172750.36	110854.70	65894.74	-0.41
	BANK OF BARODA	42718.70	24152.34	5442.47	4948.19	56480.38	18080.18	23482.65	0.30
	BANK OF INDIA	52044.52	25580.50	6251.76	9044.80	62328.46	25305.03	28207.27	0.11
	BANK OF MAHARASHTRA	17188.71	5734.87	2030.02	2460.33	18433.23	11331.19	9641.19	-0.14
	CENTRAL BANK OF INDIA	27251.33	17071.24	3268.26	2923.61	38130.70	14217.83	17377.87	0.22
	PUNJAB NATIONAL BANK	55370.45	44274.33	5617.54	7407.19	86620.05	32702.10	48684.29	0.49
8	STATE BANK OF INDIA*	112342.99	160303.65	9023.76	40195.42	223427.46	58277.38	110854.70	0.14
	BANK OF BARODA	40521.04	13311.63	6598.4	4515.57	42718.7	19406.46	18080.18	-0.07
	BANK OF INDIA	49879.13	16721.12	7325.18	7230.55	52044.52	27996.4	25305.03	-0.10
	BANK OF MAHARASHTRA	10385.85	9119.05	959.08	1357.11	17188.71	6919.33	11229.56	0.64
	CENTRAL BANK OF INDIA	22720.88	10487.82	3561.74	2395.63	27251.33	13241.8	14217.83	0.07
	PUNJAB NATIONAL BANK	55818.33	22414.58	13657.34	9205.12	55370.45	35422.56	32702.1	-0.08
7	STATE BANK OF INDIA*	121968.6	111577.5	27896.65	27838.78	177810.6	68894.38	96932.22	0.41
	BANK OF BARODA	16261.44	27828.38	2014.63	1554.15	40521.04	8069.49	19406.46	
	BANK OF INDIA	22193.24	34510.58	4496.27	2328.42	49879.13	13517.57	27996.40	
6	BANK OF MAHARASHTRA	6402.06	5723.85	836.74	903.32	10385.85	4175.79	6832.03	

CENTRAL BANK OF INDIA	11873.00	15145.00	3018.00	1279.00	22721.00	6807.00	13242.00
PUNJAB NATIONAL BANK	25694.86	42251.80	5643.54	6484.79	55818.33	15396.50	35422.56
STATE BANK OF INDIA*	73508.45	90777.15	22003.28	20313.76	121968.6	37277.73	68894.38

Interpretations: NPA Performance

NPAs of all banks have decreased from 2016 to 2019, It is observed that capital infusion through recapitalization plan has used for reduction in the net NPA by all banks.

3) Fundamental analysis using key variables such as Net profit margin, ROA and EPS

Banks	Ratios	2017	2018	2019	2020
SBI	Net Profit Margin	5.63	0.35	-2.96	5.97
	Return on Assets Excluding Revaluations	233.3	219.9	217.69	196.53
	Earnings Per Share	-32.32	0.81	-7.2	11.96
PNB	Net Profit Margin	0.62	-19.44	-25.59	2.8
	Return on Assets Excluding Revaluations	85.49	89.5	135.44	179.03
	Earnings Per Share	-20.28	-83.22	-152.7	-52.77
BOM	Net Profit Margin	3.38	-44.09	-10.32	-11.37
	Return on Assets Excluding Revaluations	16.3	15.86	38.27	52.84
	Earnings Per Share	-4.67	-43.99	-25.41	-45.73
BOB	Net Profit Margin	0.71	0.87	-5.57	3.27
	Return on Assets Excluding Revaluations	155.5	173.7	163.64	174.92
	Earnings Per Share	-45.33	-46.7	-64.97	-30.9
CBI	Net Profit Margin	-4.75	-24.91	-21.23	-9.89
	Return on Assets Excluding Revaluations	37.53	46.79	68.7	90.78
	Earnings Per Share	-11.17	-41.85	-60.1	-47.61
BOI	Net Profit Margin	[illegible]	-13.6	-15.87	-3.96

Return on Assets Excluding Revaluations	114.4	128.3	172.07	291.7
Earnings Per Share	-48.18	-58.06	-82.02	-129.6

Source: (www.moneycontrol.com, 2020)

Interpretations:

1) Profit margin of all banks has increased as compared between two period i.e. pre-recapitalization and post recapitalization.
2) It has been observed that Return on assets shown growth from year 2016 to 2019. It is concluded that there is efficient use of assets of the banks over these period and recapitalization has supported for conversion of bad assets into sub-standard assets.
3) However, banks could not provide quality earnings for shares which has observed through EPS.

Key Findings:

1) There is no significant difference on the performance of the PSU Bank stocks before and after the recapitalization period and average return of nifty stock has reduced post recapitalization of all banks so null hypothesis is valid H1 (0)
2) There is significant difference in Net NPA (%), EPS and ROA (%), of selected PSU banks before and after the recapitalization period. so alternate hypothesis is valid H2 (1)
3) Profit margin and return on assets has improved post recapitalization but Earnings per share shown continuous decline over the said period.
4) Recapitalization aims at adjusting the impact of NPAs and providing the banks with a fresh lease of life so that they can expand further and make profits
5) The recapitalization plan not only support the capital of the state-owned banks but also has positive implications for their future income
6) Based on the extensive literature, bank recapitalization has an important relationship with the performance of the banking sector.
7) Banking crisis usually initiate with bank’s inability to meet its financial obligations to its stakeholders.
8) In agreement with Basel capital requirements most of the empirical studies in this regard, suggests that banking recapitalization improves banking efficiency
9) Performance is used to evaluate and judge the success of an organization to create and deliver the value to its external as well as internal customers.
10) Performance relate with how effectively an organization is implementing an appropriate strategy.
11) Link to performance monitoring by the board is required because of the possible costs incurred when management pursues its own interests at the expense of shareholders' interests
12) Bank performance is influenced by corporate governance, because it provides adequate information to support to implement best practices in banks and which will result in better bank performance**.**
13) Improving the implementation of corporate governance can reduce credit risk, operational risk and increase financial performance
14) There should be transparency and accountability while sanctioning loan to any borrowers, so that conflict of interest can be avoided
15) Banks should not exceed the prudential norms while making investment in high risky assets.

16) The key reason for the slowdown in the country's growth has been the stressed assets of banks, especially PSBs
17) India's money market is known mostly as a call money market that is meant for clearing day to day temporary surpluses and deficits among banks and this is major drawback of Indian money market.

Conclusions:

The study has been undertaken to analyze the effect of recapitalization on the performance of Indian public sector banks. Two different events (April 2016 to April 2018 and May 2018 to May 2020) has been considered in this study and one-way ANOVA has been used to analyze the effect of recapitalization on public sector banks. Overall the study found that there is significant change in Net non-performing assets (NPA (%)) of selected public sector banks, during pre and post period of recapitalization. NPA has reduced during the post recapitalization period. Return on Assets has improved which shows efficient use of assets of these banks in post recapitalization period. However, no quality earnings are provided by these banks to its's shareholders which has observed through EPS.

Mean of nifty stock value has fell down post recapitalization of all these banks, however there is no significance difference in the monthly returns of these banks when compared with two different periods i.e. Pre-Recapitalization and Post-Recapitalization. Study also shows the impact of corporate governance on performance of these banks. Transparency. Accountability and integrity leads to best corporate government practices. The key reason for the slowdown in the country's growth has been the stressed assets of banks, especially PSBs

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<table>
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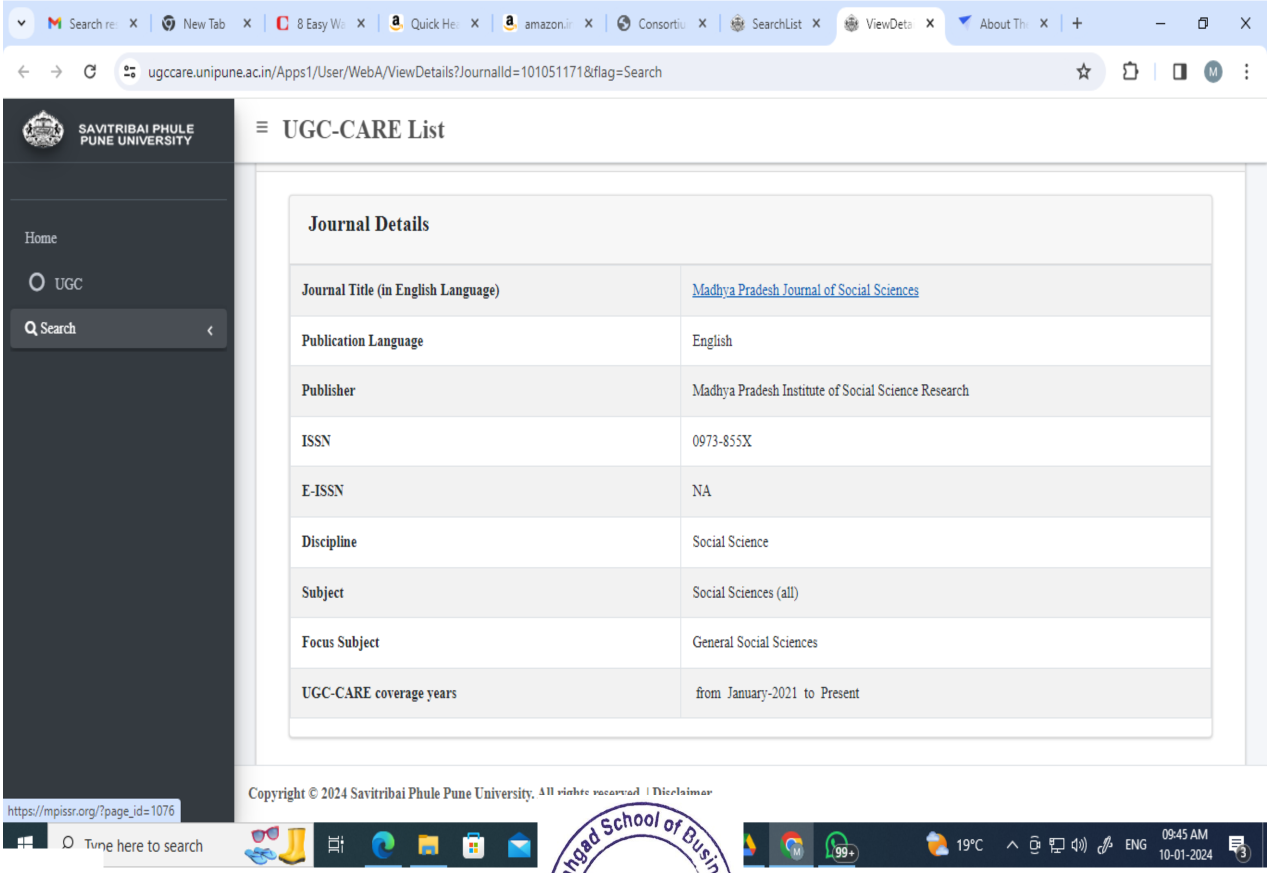

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TOPIC FOR RESEARCH: "A STUDY OF HRM ROLE IN CORPORATE SOCIAL RESPONSIBILITIES – CSR INITIATIVES OF SELECTED COMPANIES FOR ENVIRONMENT SUSTAINABILITY IN INDIA"

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Abstract:
Sustainability has become a key focus for many organizations as climate change, regulatory pressures and societal demands for greater environmental and social responsibility have increased. For employers, this focus means a different way of doing business. Alongside economic considerations of growth and profit, organizations should be held accountable for their impacts on society and the environment. In addition, they should assess social and environmental risks and opportunities when making all business decisions. This approach is often referred to as "the triple bottom line," the simultaneous delivery of positive results for people, planet and profit. Indeed, aspects of sustainability, such as environmental stewardship, workplace responsibility, human rights protection and good corporate citizenship, are increasingly part of an organization's social legitimacy. The HR function is critical to achieving success in a sustainability driven organization. Since the prime focus and skills of HR professionals include organizational process, change management and culture stewardship, they should take a leading role in developing and implementing sustainability strategy. This research will aid human resource management (HRM), Corporates and society in understanding sustainability in an organizational context. It can be used as a guide for the HR function to support sustainable business and perform HRM sustainably. ELAINE COHEN, SULLY TAYLOR, MICHAEL MULLER-CAMEN (2012)

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Introduction

HRM's Role in Corporate Social and Environmental Sustainability. We can consider corporate social responsibility (CSR) as a device to sort out these problems up to some extent because business is running in the society, by exploiting the different resources. In the trusteeship Mahatma Gandhi has also defined business is the part of society so it must fulfill the social responsibilities. Social Responsibility is an obligation to the planet & people living inside and outside the business organizations. Any business is having number of contacts in the society such as owners, employees, customers, government, suppliers, environment etc. The obligations of business, includes satisfaction to these parties with its' owner, is called corporate social responsibility of business. In present scenario, the society as well as media is increasingly requesting the companies to consider social and environmental problems while operating their business activities. Now CSR has become one of the major issue of new millennium across the world and the corporate as well as gc [illegible] ake care of it. The Government has taken an initiative by incorporating the CSR law in the New Company Act – 2013 which is saying it is mandatory for the companies to allocate 2% of their net profit in CSR activities. This initiative is an important step for controlling those business activities which makes a harmful effect on the society. CSR typically includes issues like business ethics, community engagement, global warming, water management, human dignity & rights etc. Hence, in order to sustainability and to survive in this mechanistic world, the organizations need to demonstrate a strong relationship with the society.

Human Resource Management HRM

Human Resource Management as "planning, organizing, directing, controlling of procurement, development, compensation, integration , maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved." ***Edwin Flippo***

Sustainability is a broad policy concept in the global public disclosure and is thought to consist of at least three main "dimensions" or "pillars": the environmental, economic and social dimension. In its original semantic meaning "sustainability" and "to sustain" are just an English noun and verb, respectively, referring to something that is able to continue over a period of time. A closely related and overlapping concept is that of "sustainable development". UNESCO formulated a distinction between the two as follows: "Sustainability is often thought of as a long-term goal (i.e. a more sustainable world), while sustainable development refers to the many processes and pathways to achieve it. Sustainability is often defined as the "ability to meet the needs of the present without compromising the ability of future generations to meet their needs."A sustainable enterprise, therefore, is one that contributes to sustainable development by delivering simultaneously economic, social, and environmental benefits—the so-called triple bottom line.

Environment Sustainability

It is defined as responsible interaction with environment for avoiding depleting or degrading of natural resources for long-term environment sustainability. The practice helps the needs of today's population without jeopardizing the ability of future generations to meet their needs.

When we look at the natural environment, we see that it has a rather remarkable ability to rejuvenate itself and sustain its viability. For example, when a tree falls, it decomposes, adding nutrients to the soil. Nutrients helping to sustain the suitable conditions for future saplings in growing.

When nature is left alone, it has a tremendous ability to care for itself. However, Human entering the picture and uses many of natural resources present in the environment, environment changes. Human actions can deplete the natural resources, and without the application of environmental sustainability methods, long-term sustainability is not achieved.

Corporate Social Responsibility-CSR

Corporate Social Responsibility is **a commitment to improve community well-being through discretionary business practices and corporate resources**. (Philip Kotler and Nancy Lee, "Corporate Social Responsibility," Wiley, 2007). CSR (corporate social responsibility) is "the sum of the voluntary actions taken by a company to address the economic, social and environmental impacts of its business operations and the concerns of its principal stakeholders."

NOTE ON CSR RULES IN INDIA

India`s new Companies Act 2013 (Companies Act) has introduced the provision for Corporate Social Responsibility (CSR). The concept of CSR rests on the ideology of give and take. Companies take resources in the form of raw materials, human resources etc from the society. By performing the task of CSR activities, the companies are giving something back to the society.

Ministry of Corporate Affairs has notified **Section 135 and Schedule VII** of the Companies Act as well as the provisions of the Companies **(Corporate Social Responsibility Policy) Rules, 2014 (CRS Rules)** which has come into effect from 1 April 2014 and certain amendment in May 2016.

Applicability:

Section 135 of the Companies Act 2013 provides the threshold limit for applicability of the CSR to a Company:

(a) net worth of the company to be Rs 500 crore or more; or
(b) turnover of the company to be Rs 1000 crore or more; or
(c) net profit of the company to be Rs 5 crore or more.

Further as per the CSR Rules, the provisions of CSR are not only applicable to Indian companies, but also applicable to branch and project offices of a foreign company in India. Expenditure on CSR does not form part of business expenditure.

CSR Committee and Policy:

Every qualifying company requires spending of at least 2% of its average net profit (Profit before taxes) for the immediately preceding 3 financial years on CSR activities in India. Further, the qualifying company will be required to constitute a committee (CSR Committee) of the Board of Directors (Board) consisting of 3 or more directors. The CSR Committee shall formulate and recommend to the Board, a policy which shall indicate the activities to be undertaken (CSR Policy); recommend the amount of expenditure to be incurred on the activities referred and monitor the CSR Policy of the company. The Board shall take into account the recommendations made by the CSR Committee and approve the CSR Policy of the company.

Definition of the term CSR:

The term CSR has been defined under the CSR Rules which includes but is not limited to:

Projects or programs relating to activities undertaken by the Board in pursuance of recommendations of the CSR Committee as per the declared CSR policy subject to the condition that such policy covers subjects enumerated in the Schedule. Flexibility is also permitted to the companies by allowing them to choose their preferred CSR engagements that are in conformity with the CSR policy. The Board of a company may decide to undertake its CSR activities approved by the CSR Committee, through a registered society or trust or section 8 companies with established track record of three years. According to the United Nations Industrial Development Organization, Corporate Social Responsibility is defined as a business management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is the part through which a company achieves a balance of economic, environmental and social imperatives, while at the same time addressing the expectations of shareholders and stakeholders.

Activities under CSR:

The activities (in areas or subject, specified in Schedule VII) that can be done by the company to achieve its CSR obligations include:

Schedule VII of Companies Act 2013

(i) Eradicating hunger, poverty and malnutrition, promoting health care including preventive health care and sanitation including contribution to the 'Swachh Bharat Kosh' - Central Government for the promotion of sanitation and making available safe drinking water:

(ii) Promoting education, including special education and employment enhancing vocation skills especially among children, women, elderly, and the differently abled and livelihood enhancement projects;

(iii) Promoting gender equality, empowering women, setting up homes and hostels for women and orphans; setting up old age homes, day care centres and such other facilities for senior citizens and measures for reducing inequalities faced by socially and economically backward groups;

(iv) Ensuring environmental sustainability, ecological balance, protection of flora and fauna, animal welfare, agro forestry, conservation of natural resources and maintaining quality of soil, air and water including contribution to the 'Clean Ganga fund' set up by the Central Government for rejuvenation of river Ganga ;

(v) Protection of national heritage, alt and culture including restoration of buildings and sites of historical importance and works of art; setting up public libraries; promotion and development of traditional arts and handicrafts:

vi) Measures for the benefit of armed forces veterans, war widows and their dependents; (vii) training to promote rural sports, nationally recognized sports, paralympic sports and Olympic sports;

(viii) Contribution to the Prime Minister's National Relief Fund or any other fund set up by the Central Government for socio-economic development and relief and welfare of the Scheduled Castes, the Scheduled Tribes, other backward classes, minorities and women;

(ix) Contributions or funds provided to technology incubators located within academic institutions which are approved by the Central Government;

(x) Rural development projects;

(xi) Slum area development. Ref: https://csr.gov.in/Companies%20ACT%202013.php

Historical background of CSR in India:

CSR in India CSR History India has a long rich history of close business involvement in social causes for national development. In India, CSR is known from ancient time as social duty or charity, which through different ages is changing its nature in broader aspect, now generally known as CSR. From the origin of business, which leads towards excess wealth, social and environmental issues have deep roots in the history of business. India has had a long tradition of corporate philanthropy and industrial welfare has been put to practice since late 1800s. Historically, the philanthropy of business people in India has resembled western philanthropy in being rooted in religious belief. Business practices in the 1900s that could be termed socially responsible took different forms: philanthropic donations to charity, service to the community, enhancing employee welfare and promoting religious conduct. Corporations may give funds to charitable or educational institutions and may argue for them as great humanitarian deeds, when in fact they are simply trying to buy [illegible] will. The ideology of CSR in the 1950s was primarily based on an assumption of the [illegible] siness to society. In initial years there was little documentation of social responsibility initiatives in India. Since then there is a growing realization towards contribution to social activities globally with a desire to improve the immediate environment (Shinde, 2005). It has also been found that to a growing degree companies that pay genuine attention to the principles of socially responsible behavior are also favored by the public and preferred for their goods and services. This has given rise to the concept of CSR. After India got freedom, JRD Tata laid a great legend for being honest citizens emphasized that there were many ways in which industrial and business enterprises can contribute to public welfare beyond the scope of their normal activities. He advised that apart from the obvious one of donating funds to good causes which has been their normal practice for years; they could have used their own financial, managerial and human resourced to provide task forces for undertaking direct relief and reconstruction measures. Slowly, it began to be accepted, at least in theory that business had to share a part of the social overhead costs of. Traditionally, it had discharged its responsibility to society through benefactions for education, medical facilities, and scientific research among other objects. The important change at that time was that industry accepted social responsibility

Difference between sustainability and CSR:

Sustainability at the corporate level is the focus on creating a business model that is sustainable from an ecological, financial and social point of view and that identifies "strategies and practices that contribute to a more sustainable world and, simultaneously, drive shareholder value; this we define as the creation of sustainable value for the firm." Addressing sustainability issues thus become deeply embedded in the organization's basic business operations and integral to its business strategy.

CSR, however, is concerned with decreasing the negative impacts of corporate actions in pursuit of a business strategy and is thus considered largely voluntary and is often practiced at a tactical level without affecting core business processes.

Sustainable HRM is the utilization of HR tools to help embed a sustainability strategy in the organization and the creation of an HRM system that contributes to the sustainable performance of the firm.

Sustainable HRM creates the skills, motivation, values and trust to achieve a triple bottom line and at the same time ensures the long-term health and sustainability of both the organization's internal and external stakeholders, with policies that reflect equity, development and well-being and help support environmentally friendly practices.

Pyramid of Corporate Social Responsibility-CSR

According to Carroll, the 4 categories that constitute the CSR pyramid are: Economic Responsibilities, Legal Responsibilities, Ethical Responsibilities and Philanthropic or Discretionary Responsibilities. The two tables below give a description of these four terms. Source: Archie B. Carroll (1991), The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders, Business Horizons. The theory of the pyramid relies on the fact the various components are stacked on each other, the economic responsibility being the base and the philanthropic responsibility being at the top. The logic behind the pyramid relies in the fact that firms are expected to aim for profit maximization but it must also cater for the other responsibilities in the pyramid, which is comply with the law, comply with rules of society and finally act as a good corporate citizen. Below is a representation of Archie B. Carroll pyramid of Corporate Social Responsibility.

- **Economic responsibilities:** The firs [illegible] f any organization is to deliver an acceptable return for shareholders (while contributing to local and global economies through their core business).

- **Legal responsibilities:** The second aspect of responsibility requires that organizations operate within the law at all locations in which they do business.
- **Ethical responsibilities:** The third layer of the pyramid requires organizations to consider social and environmental impacts of their operations and, as far as possible, to do no harm while pursuing business interests.
- **Discretionary responsibilities:** The fourth layer of responsibility is to seeking opportunities to make a positive contribution to society beyond profitability, compliance and business ethics. At the discretionary, or voluntary, level, organizations have a responsibility to understand broad stakeholder needs and to address societal concerns though their business practices. (Carroll, 1979, 1991; Matten & Moon, 2008).

Sustainable Development Goals:

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030.

- The 17 SDGs are integrated—that is, they recognize that action in one area will affect outcomes in others, and that development must balance social, economic and environmental sustainability.

SDG 1: No Poverty	SDG 2 : Zero Hunger
SDG 3 : Good Health And Well-Being.	SDG 4 : Quality Education
SDG 5 : Gender Equality	SDG 6 : Clean Water And Sanitation.
SDG 7 : Affordable And Clean Energy	SDG 8 : Decent Work And Economic Growth.
SDG 9 : Industry, Innovation and Infrastructure	SDG 10 : Reduced Inequalities
SDG 11 :Sustainable cities and communities	SDG 12 : Sustainable consumption and Production
SDG 13 : Climate Action	SDG 14 : Life below water
SDG 15 : Life on land	SDG 16 :Peace ,justice and strong institutions
SDG 17 : Partnerships for the goals	

Top 10 Companies for CSR in 2021 source: https://thecsrjournal.in/top-100-companies-india-csr-sustainability-2021/

1. Godrej Consumer Products Limited

Godrej Consumer Products Ltd. (GCPL) spent Rs. 34.08 crore on CSR initiatives in FY 2020-21. The company's CSR initiatives reached over 2.77 lakh people from the most vulnerable communities.In addition to this, GCPL achieved zero waste-to-landfill and water positivity in the last financial year. The company is 100 per cent Extended Producer Responsibility compliant. It takes back the post-consumer plastic packaging waste equivalent to the plastic packaging it sends out.

The company made it among the top 15 in India in the leadership index of the Climate Disclosure Project. It scored an 'A' rating in climate disclosure, securing a place among top 25 per cent of all global companies.

2. Infosys Limited

Infosys Limited is an early adopter of CSR in India. It has been undertaking most of its CSR initiatives through Infosys Foundation, which was established in 1996, way before CSR was mandated in the country. In FY 2020-21, the company spent Rs. 325.32 crores on its CSR initiatives.Over the years, the company has been focusing on sustainable business practices encompassing economic, environmental and social imperatives that not only covers its business but also the communities around it. The company's CSR is not limited to philanthropy, but it includes holistic community development, institution-building and sustainability-related initiatives.

It has been identified as a flagship intervention to empower people, communities, and society. Through this initiative, Infosys plans to empower over 10 million people with digital and life skills by 2025.

3. Wipro Limited

Wipro implements its CSR programs happens through multiple channels, majority of them being through Wipro Foundation. The company spent Rs. 251 crores for CSR in the last financial year.

During the last 12 months, Wipro has supported more than 1,561 projects covering humanitarian aid, integrated healthcare support, and livelihoods regeneration, cumulatively reaching over 10 million by its COVID-19 response. Under this, it has reached food, dry rations, and personal hygiene kits to over 10.2 million people, distributed 330 million meals, helped over 8.2 million people in livelihood regeneration and supported more than 500 non-profits involving in delivering humanitarian and healthcare aid.

The company's education programs were instrumental in reaching over 1.1 lakh students across 14 states through means like mohalla classes, dis[illegible]ksheets, books and other supplies.

4. Tata Chemicals Limited

Tata Chemicals is one of the leading Sustainability Champions over the past few years. The company has launched multiple initiatives and projects to conserve the environment and engages with local communities toward building an ecosystem that is sustainable and eco-friendly. The Company spent Rs. 21 crores on its CSR programs in FY21.

The company aided 6,878 farmers with capacity building, field demonstration and livestock management through digital and physical interactions in the last financial year. Additionally, it also provided support to rural women artisans of Okhai and transformed the region into a marketplace connecting 25,190 artisans across India to customers. Under its greening programme the company has planted 1.15 lakh mangroves across various sites along with conservation of local plant biodiversity at Mithapur.Overall, through its CSR initiatives the company was able to impact the lives of 2 lakh people in the last financial year.

5. ITC Limited

ITC's sustainability initiatives are driven by the belief that an organisation needs to serve a larger societal purpose keeping national priorities in focus. The Triple Bottom Line commitment of the Company to simultaneously build economic, social and environmental capital has orchestrated a symphony of efforts that address some of the most challenging societal issues including widespread poverty and environmental degradation.

In the last financial year, the company's Social Forestry program greened 30,439 acres of land. The company was instrumental in reaching 0.33 lakh children through its education program. It provided skills to 12,470 youth during the year under vocational training programs. It supported construction of 640 individual household toilets in 28 districts.

ITC's waste recycling programme, 'Well Being Out of Waste (WOW)', was responsible for collection of the quantum of dry waste collected during the year was about 70,900 MT from 1,067 wards.In total, the company spent Rs. 353.46 crores on its CSR initiaitves in FY 2020-21.

6. Jubilant Life Sciences Limited

This year, Jubilant Life Sciences Limited has secured a place in top 10 companies for CSR against its last year's 23rd position. Jubilant Life Sciences conducts majority of its CSR initiatives through Jubilant Bhartia Foundation. The company's CSR interventions are reaching out to over 6.5 Lacs populations in 240 villages through multiple social development projects in the realm of health, education livelihood and social entrepreneurship.

The programs include School digitalisation program, improving the quality of education through programs like Khushiyon ki Pathshala (teacher's training on value-based education) and Muskaan Fellowship (building capacity of youths to impart value-based education in the community); Swasthya Prahari and Arogya initiatives to promote health-seeking behaviour in the community; Livelihood initiatives like Samridhhi (SHG & micro-enterprise Promotion) and Jubifarm (Sustainable Agriculture programme) to strengthen the financial capacity of the community especially women; JBF with the Schwab Foundation recognise & award exceptional individuals in Social Business.In the FY 2020-21 the company spent Rs. 5.83 crores on its CSR programs.

7. Grasim Industries Limited

Grasim Industries Limited has increased its CSR expenditure by about 45 per cent since the previous financial year. It spent Rs. 84.66 crores in FY 2020-21 as against Rs. 47.14 crores in FY20. It ranked 9th among the India's Top Companies for Sustainability and CSR by The Economic times and Futurescape Responsible Business Rankings 2020. This year, its rank has jumped up to 7th in the list.Grasim's social outreach footprint is spread across 15 locations, spanning seven states in India. In FY21, the company was able to impact the lives of over 31.6 lakh people through its CSR interventions.

Its focus areas for CSR include education, healthcare, sustainable livelihoods, women empowerment, infrastructure development among others. At its various locations, the company operates six hospitals with a combined capacity of 370 beds. In FY21, 2,12,000 patients underwent various treatments at Grasim's medical facilities. It operates six company schools with a total strength of 6,349 students.

8. Vedanta Limited

Vedanta Limited not only supports agriculture and rural development but also has a host of CSR initiatives focusing on themes such as water, energy and carbon management. The group has adopted advanced technologies to optimise water consumption, enhance energy productivity, mitigate climate change and safeguard diversity through their group companies including Hindustan Zinc (HZL), Cairn Oil & Gas, Electrosteels Steel, Sesa Iron Ore Business and Vedanta Aluminium.

During FY2021, Vedanta spent over Rs. 331 crore on social development activities, spread across our core impact areas of education, health, sustainable livelihoods, women empowerment, sports and culture, environment and community development. Its flagship CSR initiative for women and children has touched a new milestone, with establishment of 2,300+ Nand Ghars in 11 states and has positively touched the lives of ~52,000 women and ~65,000 children.

9. Tata Power Company Limited

Tata Power has made a major leap in the CSR ranking by securing a spot in top 10 as against its 57th rank in the last year. The electric utility company spent Rs. 3.45 crore on CSR in 2020-21. Its CSR initiatives are categorised into five thrust areas [illegible] usion, education, health & sanitation, water, livelihood & skill building.

Tata Power has always undertaken various initiatives with an aim to improve quality of life and ensure holistic development of its surrounding communities. The company deploys development initiatives to incubate, implement and multiply diverse community-based projects and interventions, to help build a better and sustainable society through Tata Power Community Development Trust (TPCDT). The underlying goal of the interventions is to transform the lives of the community through result oriented participatory approach.The company's Adhikaar programme is an interlinked socio-economic and scheme-based CSR initiative that aims to inform, enable and empower marginalised communities. Teaming up with the Rockefeller Foundation, the Tata Power Renewable Microgrid Limited (TPRMG) was set up to enable access to reliable and renewable electricity for 25 million Indians. The program was awarded with gold at 9th ACEF Asian Leaders Forum and Awards 2020 for 'Excellence in CSR'.

10. JSW Steel Limited

JSW Steel Limited believes in creating value for all its stakeholders through quality products, consistent growth and CSR initiatives. In FY 2020-21, the company spent an amount of Rs. 78.32 crores towards CSR expenditure, and an additional Rs. 86.49 crores was transferred to the unspent CSR account.The Company carries out its social and out of fence environment initiatives through JSW Foundation. Through the Foundation, JSW Steel has deployed a strategic inclusive development approach that encompasses preserving and building drinking water resources, building better sanitation facilities, conserving environment, providing health and nutrition amenities, providing quality education, creating platforms for skill-building and livelihoods, promoting sports and art, culture and heritage.

A) Rationale and significance of the study:

CSR creates values and improves economic performance for organizations, and sustainable development is the key to manage economic social and environmental challenges that we are meeting and will be meeting in the future. This study will help industries, employees, society to understand importance of environment sustainability and take essential steps and initiatives to be adopted by industries.

B) Need / Purpose of this study:

Elaborate upon current situation of development of CSR; this study will help to understand skills required for practicing sustainable HRM .To understand role and CSR initiatives followed by companies/ industries in India for Environment Sustainability. It outlines business approaches to sustainability, labor standards and specific aspects of sustainable practice such as employee volunteering, employer branding and green HRM.

C) Objectives of the study:

1) To study role of Human Resource Management plays in environment sustainability
2) To understand the policies governing CSR .
3) To analyze the CSR initiatives and provide suggestions for accelerating CSR initiatives ,Environment Sustainability
4) To study the challenges in front

D) Research Methodology:

The research methodology which is applied during the research study is descriptive in nature. The study is based on secondary data. Secondary data is collected mainly from the journals, articles, books and related websites. To achieve the objective a systematic literature review was also conducted.

Literature Review:

E) Challenges of CSR

Although CSR has gained emphasis in India, there are several issues challenging its effectiveness and reach. A lack of proper understanding of the concept of CSR, non-availability of authentic data and specific information on the kinds of CSR activities, coverage, policy etc. are some of the various challenges facing CSR initiatives. Absence of training and undeveloped staff is additional problems for reduced CSR initiatives. A survey conducted by Times Group survey elicited responses from participating organizations about various challenges facing CSR initiatives in different parts of the country revealed.

- **Lack of community participating in CSR activities:** There is a lack of interest of the local community in participating and contributing to CSR activities of companies. This is largely because there is little or no knowledge about CSR within the local communities as no serious efforts have been made to spread awareness about CSR and instill confidence in the local communities about such initiatives. The situation is further aggravated by a lack of communication between the company and the community at the grassroots.
- **Need to build local capacities:** There is a need for capacity building of the local nongovernmental organizations as there is serious dearth of trained and efficient organizations that can effectively contribute to the ongoing CSR activities initiated by companies. This seriously compromises scaling up of CSR initiatives and subsequently limits the scope of such activities.
- **Issues of transparency:** Lack of transparency is one of the key issues brought forth by• the survey. There is an expression by the companies that there exists lack of transparency on the part of the local implementing agencies as they do not make adequate efforts to disclose information on their programmes, audit issues, impact assessment and utilization of funds. This reported lack of transparency negatively impacts the process of trust building between companies and local communities, which is key to the success of any CSR initiative at the local level.
- **Non-availability of well-organized non-governmental organizations:** It is also reported that there is non-availability of well-organized nongovernmental organisations in remote and rural areas that can assess and identify real needs of the community and work along with companies to ensure successful implementation of CSR activities. This also builds the case for investing in local communities by way of building their capacities to undertake development projects at local levels.
- **Visibility factor:** The role of media in highlighting good cases of successful CSR initiatives is welcomed as it spreads good stories and sensitizes the local population about various ongoing CSR initiatives of companies. This apparent influence of gaining visibility and branding exercise often leads many non-governmental organizations to involve themselves in event-based programmes; in the proc[illegible] iss out on meaningful grassroots interventions.

F) Conclusion:

- Corporate Social Responsibility (CSR) is a concept whereby companies besides their profitability & growth also consider the interest of society and environment, by taking responsibility for the impact of their activities on stakeholders, environment and all others members of the public sphere. Analysis is saying CSR is not same as philanthropy & Charity because CSR is not a selfless act of giving and companies derive long term benefits from the CSR initiatives & Triple Bottom Line approach represents the relation among corporate, society and environment and how it works towards corporate sustainability .Globalization, Governments, Inter-Governments bodies.

G) Suggestions:

1) HRM should play vital role for practicing CSR for environment sustainability
2) HRM should organize Training & Development for employees to understand CSR and process to work for betterment of environment sustainability
3) HRM should collaborate with NGO's to reach the society in problems
4) HRM should also collaborate with government organizations for practicing CSR activities for environment sustainability
5) CSR activities to be carried out related to sustainable development goals

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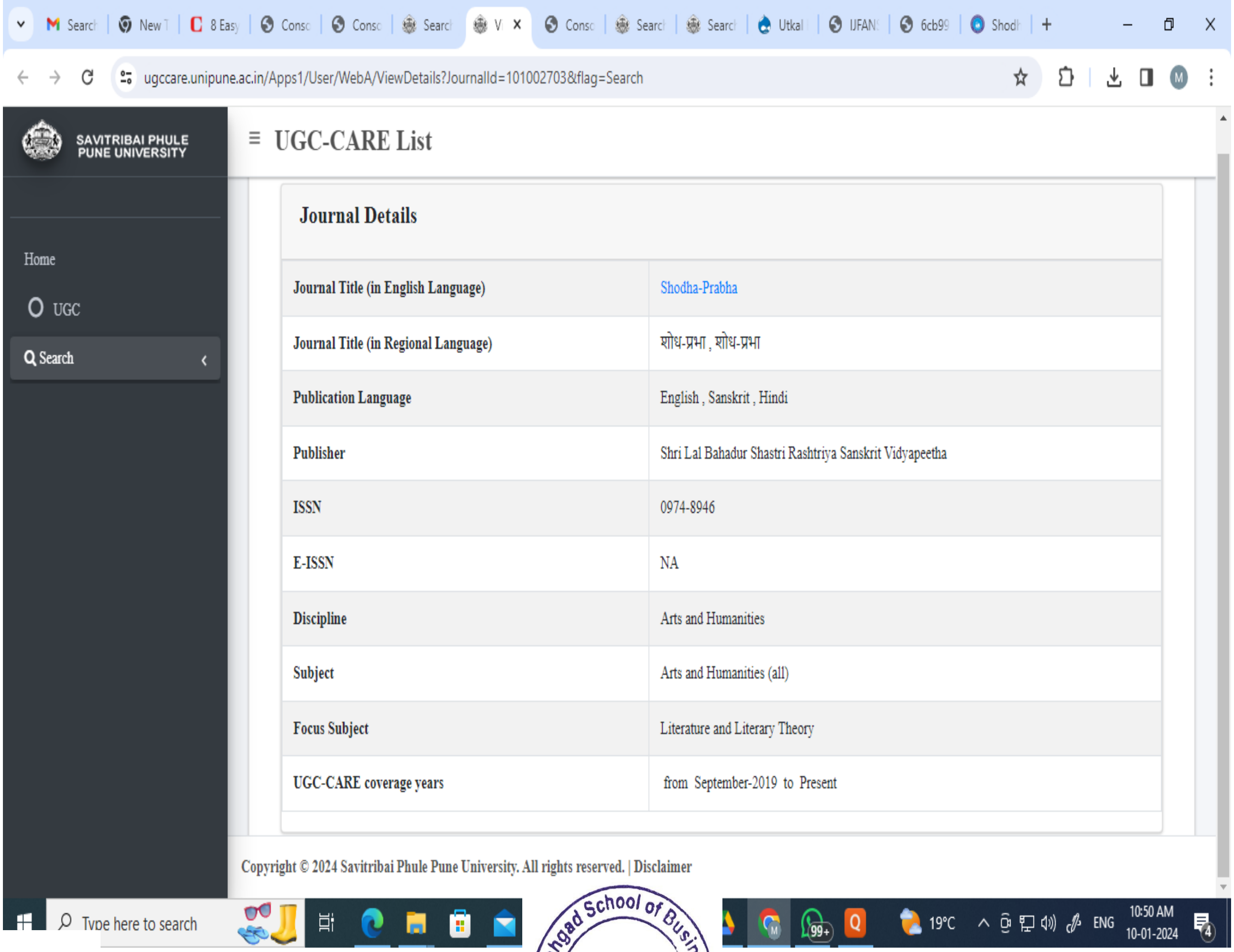

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COMPETENCY MAPPING AS A TOOL FOR CAREER PLANNING IN EDUCATION INSTITUTE: LITERATURE REVIEW

Article · September 2022

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शोध प्रभा
Shodha Prabha (UGC CARE Journal)
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COMPETENCY MAPPING AS A TOOL FOR CAREER PLANNING IN EDUCATION INSTITUTE: LITERATURE REVIEW

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Abstract:

This study aims to review the previous studies to highlight the need for competency mapping as a tool for career planning in Education Institute. Further it also reviews various approaches that are currently used by organizations to conduct competency mapping of employees as a tool for career planning. Systematic literature review was used to acknowledge the previous literature of a decade and total 30 studies as a sample were included in this study. From that 24 were research paper, some books, blogs, and thesis also reviewed for this study. The findings reveal that there are many research studies conducted on competency mapping. The researchers studied how different organizations are using competency mapping as a tool to identify skill gap of employees and for efficient recruitment, selection, succession planning and in performance appraisal. This study highlighted gaps present in literature to use Competency mapping as a tool for career planning and it importance in education institute.

Key words: Competency mapping, Career planning, Education

Introduction:

Competency Mapping is a process of identifying skills, abilities, knowledge and personal attribute of employees and the jobs and functions within it. All well managed organizations must have well defined roles and list of competencies required to execute each role effectively. Competency mapping is doing SWOT analysis of an individual that will help him identify his own strengths, weakness, opportunity available based on his strengths and threats by mapping the requirement with his own attributes thus identifying the skill gaps. Armed with the identified competencies his career prospects will improve as he will have increased self-awareness and confidence.

In contemporary business environment, organizations are becoming more and more aware of the need to have competent employees and therefore interest in competency mapping is increasing. Currently many companies have realized that to achieve superior performance, it is essential that skills required should be matched with skills of the candidate. As each individual is unique, he comes with his own set of skills, abilities, and knowledge and personality traits. If these set of skills that an individual has are mapped with skills required, it will be beneficial for the organization. As job market is increasingly becoming skill based, the need for a tool that identifies skill sets is also high. This has resulted in a demand for future skill mapping through proper HRM initiatives.

Therefore, if a tool like Competency mapping is used at the educational institute level itself, students will be armed with their own skill sets. This will further enable them to choose right career option and further their career growth.

Objective of study:

1. To study the concept Competence and Competency
2. To do the review of literature on Competency Mapping
3. To do the review of literature on Competency Mapping as a tool to improve functioning of HR department
4. To do the review of literature on application Competency Mapping in different sectors.

Research Methodology:

To achieve objective a systematic literature review was conducted for that researchers studied the published papers, blogs, thesis and books. The data base of previous studies were accomplished by using keywords “Competency mapping”, “Career planning”, “Education”, “Competency mapping as a tool”, Competency mapping and HR Practices”, “Competency Mapping and Career Planning”, Competency mapping and Career Development. In this research study of literature is divided into following parts:

- What is Competence and Competency?
- Competency based HRM,
- What is Competency mapping and its application in training and development?
- Role of Competency mapping in Performance improvement,
- Application of Competency mapping in education sector.

This study was conducted using secondary data. Secondary data was obtained through various Scopus indexed research papers, peer reviewed research papers, blogs, thesis & books.

Literature Review

What is Competence and Competency?

R.W. White (1959) Competence is set of noticeable characteristics and skills that assist and improve the effectiveness or performance of a job.

David McClelland (1973) explored in his study "Testing for Competence Rather Than for Intelligence" that old achievement and intelligence scores will most likely be weak measures for selecting college entrants or candidates for jobs. To achieve good results, finding specific abilities required to carry out a given activity using tests designed to bring out attributes will be the key. According to him, undue importance is given to intelligence tests; rather, tests highlighting competence, skills gained through the formal education should be given priority. Such tests if carried out effectively will bring out the required abilities necessary to carry out the job.

Burgoyue (1993) utilized a functional viewpoint to reveal a competency as how the purposes of associations were best cultivated by building up representative's activity.

Competency Based HRM

Seema Sanghi (2007) A handbook written by management author Seema Sanghi published by Sage Publications India Pvt. Ltd. This book focuses on how to design and develop competency models and how to map the competencies. This book will help management as well as top executives in an organization to understand the complications and dynamics of developing competency models and related decision making. This book will help managers to design and successfully implement the applicable competency framework. It will also help management and research students understand the application and know-how of competency mapping, which is mainly to develop the capacity to act, implement, and bring performance enhancement in the workplace.

R K Sahu (2009) A text book written by management author R K Sahu published by Excel Books New Delhi This book covers all the scopes of competencies which include developing competency models, identification of competencies, Assessment tools of competencies , application of competency mapping inter connection of competency mapping with all HR practices like recruitment, placement, training and development, performance management, career planning, succession planning, reward systems and job redesigning This book explore concept of competency mapping, hoe to implement it in organizations, different basic 8 models of competency mapping therefore this book is complete guide for HR Professionals and Consultants, Professors of Human Resource Development, Management students, Entrepreneurs, Trainers and all those individuals who want to understand the concept of Competency Mapping and implemen [illegible] anizations. . This book is an outcome of

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author`s enormous experience in the areas of Human Resource Management while working for more than 360 companies as Management Consultant and Trainer.

Opus Kinetic People Management Blog (2021), this is an article published in the Opus Kinetic People Management Blog. Here blogger explored that in contemporary Business environment leaders of the organization are always looking for the competitive edge. Currently many organizations' leaders have discovered powerful ways to renovate human resource management. Practice which will be beneficial for organizations by many ways and one of the powerful way to reinvent human resource management practices is Competency based human resource management. According to the blogger, if job analysis is operating system for human resource management then Competency Based Human Resource Management is new operating system for current human resource management. Competency based Human resource management approach improve functioning of all HR practices

What is Competency mapping and its application in training and development?

Charles Kamen & et. al. (2010) explored that training programs have ever more focused on development of competencies as a standard for training progress. Researchers found out that Competency based training program extended much attention in the field of clinical psychology and focus of training programs have shifted towards a "culture of competence". Conceptualization of the importance of competence-based assessment highlighted the need of competency mapping to enhance employee development. A list of competencies was found out for improvement of training programs which includes interpersonal skills, cognitive skills, affective skills, and personal skills, expressive and reflective skills. The stairway model of competency suggested a tiered, developmental pathway to competence.

The Competency Based Management Blog (2013), this is an article published in the Competency Based Management Blog. Here blogger explored that Competency-based Career Development is a planned method to link individual career requirements with the organization's personnel requirements. From the employee viewpoint, employees always looking for career opportunities that address their strengths, support for overall development, give challenges and fit with their personal interests, values and favored working styles. The organization on the other hand is looking to have employees develop their competencies in a manner that they can easily achieve organizational goals. Therefore, offering career development tools and progressions in a way that highlight the opportunities and career paths available to employees is in both the organization's and the employee's best interests

A.Tejeswari, Dr.T.V.Ambul (2016), Current research paper explores that Competency mapping is one of the important tool which helps to identify an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts are needed for employees. Researcher conducted competency mapping of employees of Murugappan and company. Research design adopted for the study is descriptive study with a sample size of 102. At the end researcher developed and analyzed competency maps all the groups of Murugappan & Co. The data obtained can be used by the organization for planning its future training and development programs for the year ahead. Competency mapping result also provides a good understanding into the current position of the employees means which are the different skill and competencies currently present in employees and how to use them for the benefit of the organization.

Shivanjali, Mitushi Singh, Tripti Singh (2019) these study emphases on studying the factors related to competency mapping that help in retaining the talent and also help in the development of the organization. The findings of the research were that there are various factors which help to the employee retention. The factors is the right utilization of skills followed by motives, commitment, and ability, behavior, and personal characteristics do not have effect on the employee retention respondent in this study is employees who are working in the IT companies. Hence the result of this he current explanation of importance of competency mapping in employee retention. The paper explores the variances in the levels of different factors related to the competency mapping.

Dr. Saikumari V1 , Ms. Sunitha (2021) This study focuses on use of Competency mapping in training and development how competency mapping helps to increase effectiveness of training and development. This study states that training will be effective if it is given on functional and behavioral competencies. This study proposes that organization should use more modern training approaches, then to provide hands-on training to the employees and to provide specific learning assignments or projects for participants to improve on their competency gap.

Ms. Y. V. Naga Kumari and Mr. G. Kamal (2021) this research explored concept of Competency mapping in general and also analyzed the impact of competency mapping on employee development. Through this research, researcher has been made attempt to analyze the link between competency mapping and human resource practices in the organization. The study used quantitative research design of 100 respondents. From the study it is concluded that competency mapping is absolutely a new era in the field of HRM. It assurances economical use of the most important resource i.e. human capital by ensuring right person to right. It also confirms individual’s career growth and development. An individual can map his or her competencies which is nothing but his or her strengths and weakness and find the job which match with their available competencies

Role of Competency Mapping In Performance Improvement

Gilbert (1978) suggested that management should try to optimize the behavioral and environmental factors in their control to achieve cost effective superior performance. He gave three pillars for behavior viz; knowledge capacity and motives. Knowledge he said can be increased by proper training and appropriate job placement considering the individual and job requirements. Capacity according to him was to determine individual aptitude, intelligence and skills are appropriate for the position and motives were to determine the appropriateness of individual motives for the position and also to check his grip for that position. He thus suggested that performance can be improved by mapping individual attributes to job attributes, by enhancing the knowledge base by imparting proper training and by mapping the individual motives with job motives. This paper was more about creating high performers and use of competency to achieve that.

Dawn R. Deeter-Schmelz & et. al. (2008) focused on understanding the effectiveness of sales staff based on the skills they possess. The research paper objective is to link the personal attributes and skills of sales staff to the values of sales force. To explore, authors used value – laddering and an in-depth interview technique that eased the identification of key personal attributes and succeeding linkage of those attributes to consequences in terms of achievement of goals.

Nadine J. Kaslow & et. al (2012) highlighted the need for competencies required for transformational leadership. The research was carried out to develop competency based supervision in the field of professional psychology education and training. It addressed specific leadership competencies that ease change, with courtesy paid to the supervisory process. Various strategies were presented for implementing an approach to competency based clinical supervision.

Nalini Devi.S, Dr.N.Panchanathan, (2013) this study is based on competency mapping for nurses and how their competencies help in assisting the patients. A study was conducted to confirm competencies that could be adopted to prepare Advanced Practice Registered Nurses (APRNs) for prescribing. Prescribing competencies can serve as the foundation for evidence-based legislation, and regulation by state boards, which could allow Advanced Practice Registered Nurses (APRNs) to attain their full potential. Because of the increase in the disease in the current days competencies identification has become a top importance in order to work for the society.

Dr. L. J. Soundara Rajan (2015), conducted a study in Specific Package Industry at Puducherry State of India. The sample size is 70. The primary data were collected through questionnaires and discussion held with. In addition to it discussions were held with the immediate supervisors, the managers of each department. The secondary data was collected through the company website, profile, the company manuals, and prior year records. After statistical analysis, various suggestions are given that is company has to develop the competency model for the current employees. Because, only almost 25% of the employees are having the expected competency level and approximately 27% of the employees are not having the expected level of competency. The company has to focus more on developing the competency model. The experienced person should be promoted to the next top level designation. Because, from the study it is found that experienced person possess the competency at a greater extent.

Vikram Singh Chouhan (2015), his was an academic research conducted with the aim to measure the competencies of HR professionals, and subsequently developing an HR competency model. In this research, six competency groups, i.e., leadership, interpersonal, business, technical, analytical, and technological and their connections to the performance enhancement were examined. In this research it was concluded that possession of competencies aids the superior performance of HR professionals in the sample IT organizations. The observation of the research is effect of all the competencies on performance improvement was not the same; some competencies like technical competencies and interpersonal competencies had greater influence on the performance improvement, whereas analytical competencies and business competencies had moderate to low influence on performance improvement.

Ankush Puri and Asha Panchpande (2019), explored several tools of competency mapping, which helps to increase effectiveness and productivity of an organization by managing employee's performance. Employee's competencies are influenced by various factors like skills, knowledge, attitude, traits etc. Researcher has used primary data of 300 respondents i.e. HR professionals of manufacturing Industry, especially automobile Industry in Pune. It is found out that Opinion of HR professionals concerning forestalling & managing future Competencies for increasing productivity of an organization plays significant importance.

.**Application of Competency Mapping In Education Sector:**

Talbot & et. al. (2007) discussed that competencies are a useful tool to support the process of curriculum development, selection of assessment items, and ongoing quality assurance for health promotion education. The authors provided a case study in that discussion is about how to the competencies applied in curriculum development, assessment method selection and quality assurance in an Australian University. Competencies set performance prospects for professionals working in the field.

Monica & et. al. (2008) defined that competencies are evolving as a new learning pattern, where methodologies centered on the learner are gradually more important. The process was carried out for the identification of its own generic competencies map and explaned connections between of generic competencies and learning outcomes, levels, descriptors, credits, methodology, learning activities and assessment.

J. Rohit, P. Singh, S. Satyapriya , V. Sangeetha (2019) The present study was conducted in four Indian Council of Agricultural Research (ICAR) zones of Krishi Vigyan Kendra's (KVK) selected by simple random sampling without replacement to map the present level of competencies of the extensionists. 20 KVK from each zone were randomly selected 3 extensionists from each KVK were selected by using simple random sampling technique. The total sample size was 240. Mapping of the competency was carried out in two parts viz Emotional Intelligence (EI) and Professional Competency (PC). Correspondence Analysis (CA) technique was used to map the professional competencies of the extensionists. The first part of mapping dealing with Emotion ndicated that the respondents had average

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level of Emotional Intelligence. The analysis of the competencies showed that most of the competency statements for the extension professionals were assembled around the center of the biplot showing average level of Professional Competency. Hence, this offers an opportunity to the policy makers to develop suitable strategies to improve these competencies of the extensionists so that they become resourceful and competent.

Tanushree M Aralihond (2020), This study paper explores requirements of employability competencies in new normal and the kind of talent required for getting success in the global business world. This study also explores content about competency mapping; in that component of competency, competency model, competency mapping process and benefit. The main objective of this study is to identify the gap existing between employability skills requirement of industry and available competencies of management students. The main objective of this study is to identify competencies required for employability. The study paper gives the understandings of employability skills that are; personal attributes, skills, knowledge abilities management students should have for getting and retaining a job. The study paper suggested key areas to be focused by management students for improving employability competencies that is to cover up the existing competencies gap.

V. Lakshmi, Dr. K. C. Prashanth (2022), In this research researcher try to study literature to know the impact of competency in education institution and it is observed that the study of competency mapping is limited to few competencies such as Pedagogy, Leadership, Managerial, Social and Behavioral of only academic institutions. In view of detailed framework of different authors, the study inclines to identify the importance of competency mapping of teacher under academic institutions. The scope of study is to understand the need of competency mapping and impact on quality education. The article is focused towards a limited competency such as Pedagogy, Leadership, Managerial, Social and Behavioral. Therefore, the article tries to explore the concept competencies and how we can use competency mapping to know the requirement and their impact on providing quality education.

Research gap Identified:

The researchers have identified the research gap based on the extensive literature review done above. This gap is shown in the table given below.

Research Based on	Concept Discussed	Research Gap Identified
What is Competence and Competency?	Researchers discussed basic term related to com Competence and Competency.	Practical Application of competency mapping in different practices of Human Resource management department not discussed
Competency based HRM	Many authors discussed about What is competency? , What is Competency mapping? , How to develop competency mapping model and its application of different practices of HRM department.	Application of competency mapping according to requirements of different sectors not studied.
What is Competency mapping and its application in training and development?	Most of the Researchers discussed about different dimensions of using competency mapping in training and development function of HRM department	Application of competency mapping in other functions of HRM department.

Role of Competency mapping in Performance improvement	Many researchers explored that with the help of competency mapping we can find out strengths and weakness of employees because of which self-awareness of employees get improved and organisation can use that strengths to improve the overall performance of organisation as well as organisation also focus on weakness of employees and organise different training and development program to improve the performance of their employees.	Most of researches carried out in IT, Manufacturing and service sector. This concept not applied in Education sector.
Application of Competency mapping in education sector.	Researches of competency mapping in education sector is based on use of competency mapping to identify the gap existing between employability skills requirement of industry and available competencies of students, Importance of competency mapping of teachers and its impact on quality education. is based on use of competency mapping to identify the gap existing between employability skills requirement of industry and available competencies of students, Importance of competency mapping of teachers and its impact on quality education, Role of competencies as a useful tool to support process of curriculum development, Connection between generic competencies and learning outcomes credits learning activ nment.	Use of Competency mapping in education sector as a career planning tool not discussed in any research.

Findings:

Based on the literature review, the researchers observed that -

- Very few researcher have conducted primary research on competency mapping
- Some researches were based on role of competency mapping in performance improvement
- Linkage between Competency mapping and career planning initiative not studied by any researcher
- Many of the researches were based on qualitative approach that took in to consideration the inferences drawn from literature.
- Some of the research are conducted for specific sector like IT, automotive, pharmaceutical, service etc. very few researcher have conducted primary research on competency mapping

Conclusion:

From the above literature review it has been observed that few researchers have conducted primary research on competency mapping. Some researches were based on role of competency mapping in performance improvement. Some of the research are conducted for specific sector like IT, automotive, pharmaceutical, service etc. Very few researchers have conducted primary research on competency mapping in education sector. Research conducted on competency mapping like conducted competency mapping of student to find out employability skill of student for getting placement and identified competency gap of students. In some of the education institutes research was conducted r on competency mapping by which they conducted competency mapping of teachers and identified required competencies of teachers to give quality education. However use of competency mapping as a tool for Career Planning in Educational Institute has not been explored so far. The researchers would thus like to apply Competency Mapping as a tool for Career Planning in Educational sector.

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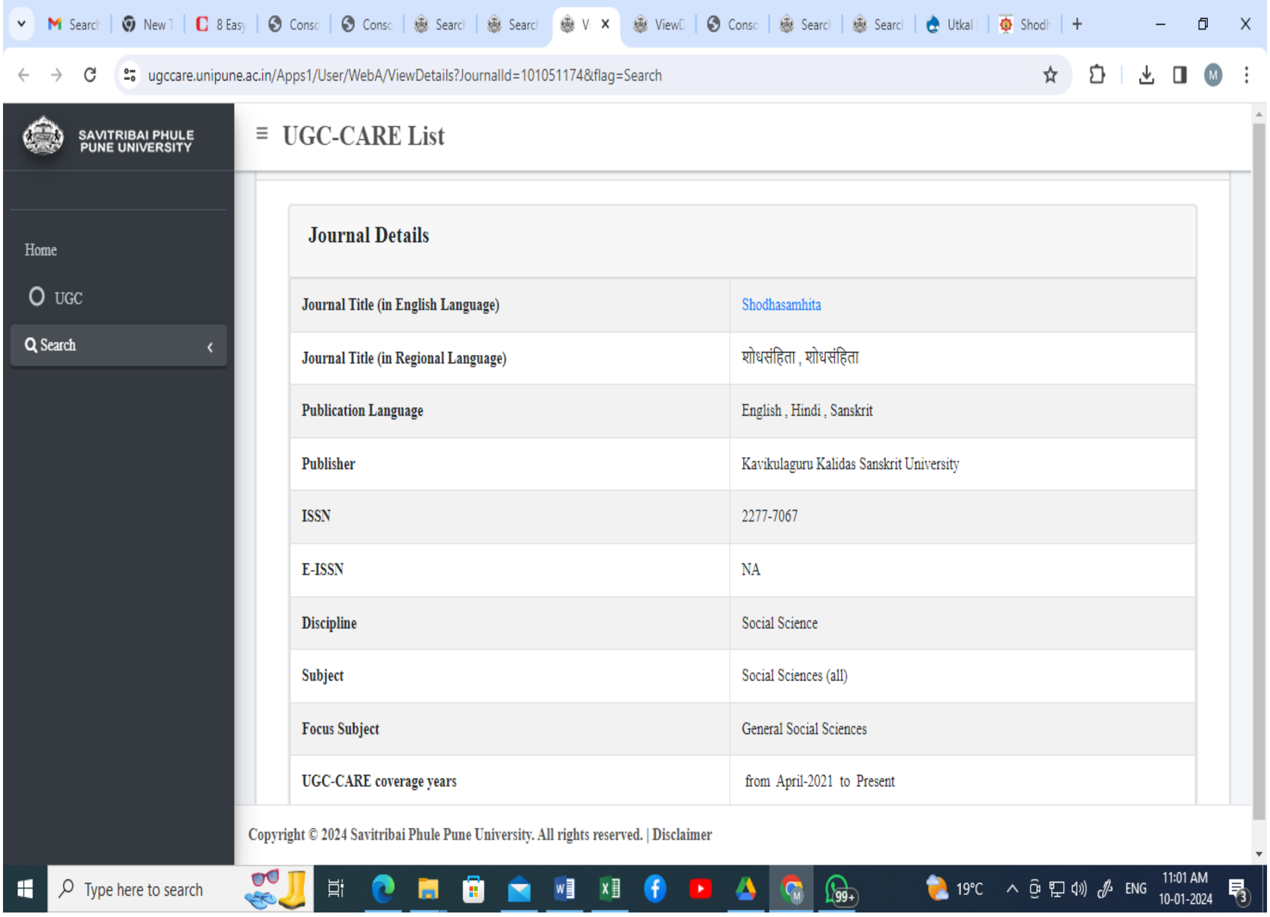

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A STUDY OF GREEN HRM AS AN INITIATIVE TO ACHIEVE SUSTAINABLE DEVELOPMENT GOALS OF BUSINESS

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Abstract:

Sustainable Development is very important in contemporary business environment. Every organisation is trying for sustainable development to protect the present ecosystem. United Nations through the document "Transforming our world: the 2030 Agenda for Sustainable Development "declared 17 sustainable development goals and currently every organisation is trying to achieve these goals for that many organizations are trying to convert different departmental functions into Green functions like Green marketing, Green production etc .and Green HRM is also play very important role in achieving these sustainable development goals.

This research trying to study the concept of Green HRM, sustainability and sustainable development as well as which are 17 sustainable development goals declared by United Nations and how Green human resource management initiatives contributes to achieve 17 sustainable development goals.

Introduction:

Today many organizations are eager to function in an environmentally responsible way because they understand that they are part of society and environmentally friendly behavior is essential for sustainable development of business therefore they are trying to adopt green practices in organizations.

Sustainable Development has become the buzzword among the world to protect the present ecosystem. Currently many organizations are trying to adopt green practices in every department like Green marketing, Green production, Green Supply chain management etc. and Green HRM is also considered as one of the widespread solution to protect environment. As a business strategy organization can adopt green Human Resource Management practices which create awareness towards protecting environment among employees and as an initiative to minimize sustainability issues and to tackle with different climate changes.

United Nations through the document "Transforming our world: the 2030 Agenda for Sustainable Development "declared 17 sustainable development goals and currently every organizations are trying achieve that goals by various Green initiatives and by CSR activities. GHRM practices are also considered as an important Green initiative which helps to achieve sustainable development goals of organizations.

Following are the details of objectives under study:

1. To Study the concept Green HRM
2. To study the concept of sustainability.
3. To study the concept sustainable development.
4. To study different sustainable development goals.
5. To study how Green human resource management initiatives contributes to achieve sustainable development goals.

Literature Review

Charbel Jose Chiappetta Jabbour , **opes de Sousa (2016)** Current research paper es the linkages between green HR Green supply chain management. According to researcher green HRM leads to building sustainable organizations. Study reveals that green HRM practices have a significant impact on green SCM. Human resource management is key to success in operations and supply chain management. To produce the products environmental friendly requires a support of human resources. Here researcher explored that environmental training to human resource could be the first step towards green HRM. Researcher highlighted through the research that there are HRM functions like training, performance appraisal, rewards management helps in implementing greening in the organization. Researcher discussed various SCM functions like green purchasing, eco-design, inventory recovery, recovery logistics etc. Here all these SCM practices could be a green practices through appointing well trained human resource having concern about the environment.

Gill Mandip (2011) Researcher conducted a research study with the aim of exploring the concept and process of green HRM. Here researcher defined green HR as a practice that promotes environment and organizational sustainability by optimising the use of environmental resources. It consist of basically two aspect i.e. eco-friendly HR practices and safeguarding of knowledge capital. One of the objective of the research was to create the awareness about sustainability among employees. Researcher explored the benefits of green HRM practices and those were like greater efficiency, less cost and better employee engagement etc. Researcher observed that performance management system can be related with the green goals and green task. Performance appraisal can be done on the basis of reducing carbon emission, less use of environmental resources, implementing organizations environmental policies etc. e-HR also suggested by the researcher for tracking their carbon emission.

Hoyoung Lee (2020) Organizational energy efficacy and the measuring environmental performance was the theme of the research paper. It was conducted by considering green HRM practices implemented by the organization. Researcher suggested that organizations must take green initiatives in various forms of businesses like SCM, HRM, Marketing, Production etc. Researcher put forth an opinion that top management should make strategic decision for environment sustainable practices to save environment as well as to prevent human beings from hazardous effects. Researcher distinguished traditional HRM and green HRM as benefits from green HRM are much broader and for all external stakeholders. During recruitment candidate should be assessed on his attitude towards environmental issues, training should be given considering the prevention practices of possible pollution, awareness of environmental practices etc. performance management should be done on their contribution towards environment sustainability, and last green rewards to be given to the employees to motivate them for environment saving practices.

Ifzal Ahmad(2019) Effect of ethical leadership on employee satisfaction considering the role of GHRM was the central idea of the research work. It was a quantitative research based on survey. Result found that there is no direct relation between ethical leadership and employee’s satisfaction but other results support to the mediating role of GHRM in employee satisfaction. Researcher explored that GHRM is consisting with environmental friendly practices, as well as it helps for environment sustainability by optimizing yhe use of natural resources. Researcher discussed the issues of environment through climate change concerns, pollution and carbon emission. It results in to storms, floods and heat waves and causes many casualties worldwide. Human behavior is responsible for all these repercussions.

Jing Yi Yong (2019) Current research paper was based on the factors motivating organization for adoption of GHRM. It Was a qualitative research conducted through interviews. Researcher found that there four key factors that motivates or influences the organization for adopting green HRM practices. Those were stakeholder pressure, benefits from GHRM, top management strategic decision for sustainability and green intellectual capital. These four factors bring and help to implement the green innovation in the organization. Some other factors researcher revealed through literature review were perceived green resource readiness, customer pressure, regulatory pressure, green employee empowerment, green environment attitude and subjective norm

Silu Chen , Wanxing Jiang (2021) Study was conducted on the theme of employees perception towards green HRM and its association with their workplace behaviour. This behaviour has been studied by the researcher through two ways. Those are cognitive and affective methods of employee behaviour. Research findings depicts that there is a positive correlation between the employees positive perception and their intended workplace green behaviour as well as green creativity. Research also revealed that green psychological environment and employees self-drive passion towards eco-system also observed significant impact. Researcher explored that companies can enhance their brand value, recognition and sales through green initiatives in HRM. Cognitive behaviour was described as the behaviour related to their own characteristics, personalities and related behaviour. Whereas affective behaviour is explored as employee behaviour affected by the surrounding and the climate of the organization that they are in. Researcher has developed a conceptual model depicting the importance of perceived green HRM, green psychological climate, harmonious environmental passion, voluntary workplace green behaviour and green creativity.

What is Green HRM?

Green Human Resources Management (GHRM) is defined as a set of policies, practices, and methods that encourage the green behavior, awareness about environment protection of an employees which creates an environmentally responsible, resource-efficient, and socially responsible organization.

To implement Green HRM, an organization has to convert all the HRM functions into Green HRM Functions.

Following is the list of some of the Functions of Human Resource Management which converted into Green HRM functions

Green Recruitment:

Green recruitment means when organization's communicating recruitment messages communicate employer's concern about environment and also mention preference of the organization towards recruiting those candidates who have ability and attitude to participate in corporate environmental management initiatives

Green Selection

Green selection means while interviewing the candidate check candidate attitude towards environmental initiatives and selects only those candidates which are having positive attitude towards environment**.**

Green Training

Green training means providing environmental training to the employees to develop required skills knowledge and abilities among employees.

Green employee induction program

Green Induction means in the induction programme try to introduce employees with environmental initiatives of organisations. The awareness of adopting green initiatives to be added as an additional component of Induction For e.g. General Job specific induction and green induction

Green Employees rules and Policies

Green employee rules and policies mean developing different environmental rule and policies which regulate employee behaviour and attitude towards environment.

Green Performance Appraisal

Green performance appraisal means adding different environmental criteria in performance review which motivate the employee to take an initiative towards environment protection.

Green Reward Management

Green reward management means rewar[illegible]ee which taken innovative initiative to protect environment. Rewarding employee en[illegible]rformance by allotting as good/excellent and [illegible]dinary. If finance is available in e[illegible]hen financially rewarding for employee for good environmental performance like incentive and salary. Other than finance, Non-financial rewards for employee's rewards the employee for their good environmental performance like promote them at higher level. Announce Team excellence awards for superior environmental performance.

Green Employee Relations:

Green Employee Relations means the HR practice concerned with establishing symphonic employer–employee relations towards achieving environmental sustainable goals.

What is sustainability?

"Sustainability is achieved when all people on Earth can live well without compromising the quality of life for future generations"

Sustainability is a nothing but societal goal with three scopes or it is also called as pillars of sustainability i.e. the environmental, economic and social.

Green human resource management helps to achieve environmental goals of sustainability.

What is sustainable development?

Most commonly quoted definition by Brundtland (1987) is "Sustainable development is development that meets the needs of the present without compromising the needs of future generations to meet their own needs"

Difference between Sustainability and sustainable development:

UNESCO articulated a difference as follows: "Sustainability is a long-term goal, while sustainable development refers to the many pathways to achieve it."

Sustainability is the ability to sustain and sustainable development is a growth strategy to minimize environmental pollution to retain the planet for the use of future generations.

Sustainable Development Goals:

Following are sustainable development goals given in UN Document "Transforming our world: the 2030 Agenda for Sustainable Development"

1. No Poverty
2. Zero Hunger
3. Good health and well-being
4. Quality Education
5. Gender Equality
6. Clean water and Sanitization
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, Innovation and Infrastructure
10. Reduced inequalities
11. Sustainable cities and communalities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, Justice and strong institution
17. Partnership of the goal

These Sustainable development goals are achievable through GHRM practices or by green strategies or by different environmental initiatives.

How Green HRM practices helps to achieve these sustainable development goals:

1. No Poverty:

This goal organization can achieve through HR practices like good compensation policies, creating employable opportunities and through CSR activities.

2. Zero Hunger:

This goal organization can achieve through HR practices like organizing activities which will increase awareness on importance of food, insisting employees not to waste food and by providing moral education to the employee.

3. Good health and well-being:

This goal organization can achieve through HR practices like making available medical facilities for employees, regular health checkup camp in organisation, creating awareness of healthy life and many more initiatives HR department can take through corporate wellness programs.

4. Quality Education:

This goal organization can achieve through HR practices like provision for employees for continuation of education, through green training HR department can educate and create awareness among employee about environment and educating employees for green performance.

5. Gender Equality:

This goal organization can achieve through HR practices like by providing equal opportunity for male and female, giving equal opportunity for women's in strategic planning of business and by giving equal pay for male and women employees.

6. Clean water and Sanitization:

For achieving this goal HR department should create rules and regulations for employees like less use of chemicals, availability of water recycling method, creating awareness about cleanliness and sanitization in the organization.

7. Affordable and clean energy:

For achieving this goal encourage employee for the use of energy saving electronic appliances, use of energy generated through solar panels and encouraging employee for less use of power.

8. Decent work and economic growth:

This goal organization can achieve through HR practices like maintaining quality of jobs for all, encouraging green ideas from employees, monetary reward based on green performance etc

9. Industry, Innovation and Infrastructure:

This goal organization can achieve through HR practices like encouraging employees for innovative ideas for green practices in the organization, providing green infrastructure and encouraging customers for new Ideas.

10. Reduced inequalities:

This goal organization can achieve through HR practices like organizing different women empowerment programs, taking different initiatives for CSR activities for girl child education and employment, fair recruitment practices i.e. Recruitment without any prejudices like color, gender, religion etc.

11. Sustainable cities and communalities:

This goal organization can achieve through practices like less pollution practices, CSR activities for making green cities like tree plantation, water conservation etc. and CSR activities for deprived community.

12. Responsible consumption and production

This goal organization can achieve through practices like less use of environmental hazardous materials and chemicals, production of environmental friendly products and Green job designing and employee training for green consumption and produ

13. Climate action:

This goal organization can achieve through HR practices like developing policies on pollution control, green auditing practices, encouraging employees for pollution free practices in the organization.

14. Life below water:

This goal organization can achieve through practices like No release of industrial waste in to water bodies, facility of water treatment plant and reuse of it and creating awareness of sustainability of life below water

15. Life on land:

This goal organization can achieve through practices like less use or no use of hazardous chemicals and products that affect the fertility of soils, tree Plantation, adoption of trees for green and clean air and design policies on no harm to animals and plants due to industrial actions.

16. Peace, Justice and strong institution:

This goal organization can achieve through HR practices like encouraging healthy employee relations, maintaining fair business practices, and importance should be given to rights of employees in HR practices.

17. Partnership of the goal:

This goal organization can achieve through practices like good relations between employees and organization for achieving sustainable goals, there should be provision for government, academics, private sectors and citizens to work together for achieving sustainable goals and maintain good relations with national and international organizations for achieving sustainable goals.

Above are some of the ways by which organisation can achieve sustainable development goals and for achieving these goals HR department play very important role.

Finding and Discussion:

1. Sustainable Development has become the vital among the globe to protect the balance between ecosystems and protect existence of it. It aims to achieve profit by protecting planet and people.

2. The concept of sustainability directs us to make optimum use of renewable and nonrenewable resources in a way that fulfills our existing needs but does not compromise the future availability of resources.

3. Sustainability is a nothing but societal goal with three scopes or it is also called as pillars of sustainability i.e. the environmental, economic and social.

4. “Sustainable development is development that meets the needs of the present without compromising the needs of future generations to meet their own needs”

4. Sustainability is the ability to sustain and sustainable development is a growth strategy to minimize environmental pollution to retain the planet for the use of future generations.

5. United Nations declared 17 sustainable development goals these goals are incorporated and inseparable global in nature and universally applicable.

6.Every organisation have to achieve these sustainable development goals and all of the mentioned study suggests that by understanding and increasing the scope and depth of Green HRM practices, organizations can improve their environmental performance which will be helpful for achieving these sustainable development goals.

7. Therefore by converting mere HRM function in Green HRM functions will reduce negative environmental impacts of the organization and improve the positive impacts which will be helpful to achieve sustainable development goals.

Conclusion:

HR plays a very important role in Manag which is considered as asset of an organization. sponsibility of the current HR mana ate the Green HR Philosophy in business mission statement and HR –policies. The employees in the organizations must realize the importance of Sustainability, sustainable development, Green Movement and Green HRM. United Nations declared 17 sustainable development goals these goals are incorporated and inseparable global in nature and universally applicable and every organisation have to achieve these sustainable development goals. This study try to explain how Green HRM helps to achieve these sustainable development goals of business .By understanding scope and depth of Green HRM practices organizations can improve environmental performance because of which organisation can achieve sustainable development goals. Different ways, policies, rule and regulation HR can suggest for achieving 17 sustainable development goal .These Policies, rule and regulations suggested by HR is nothing but Green HR functions.

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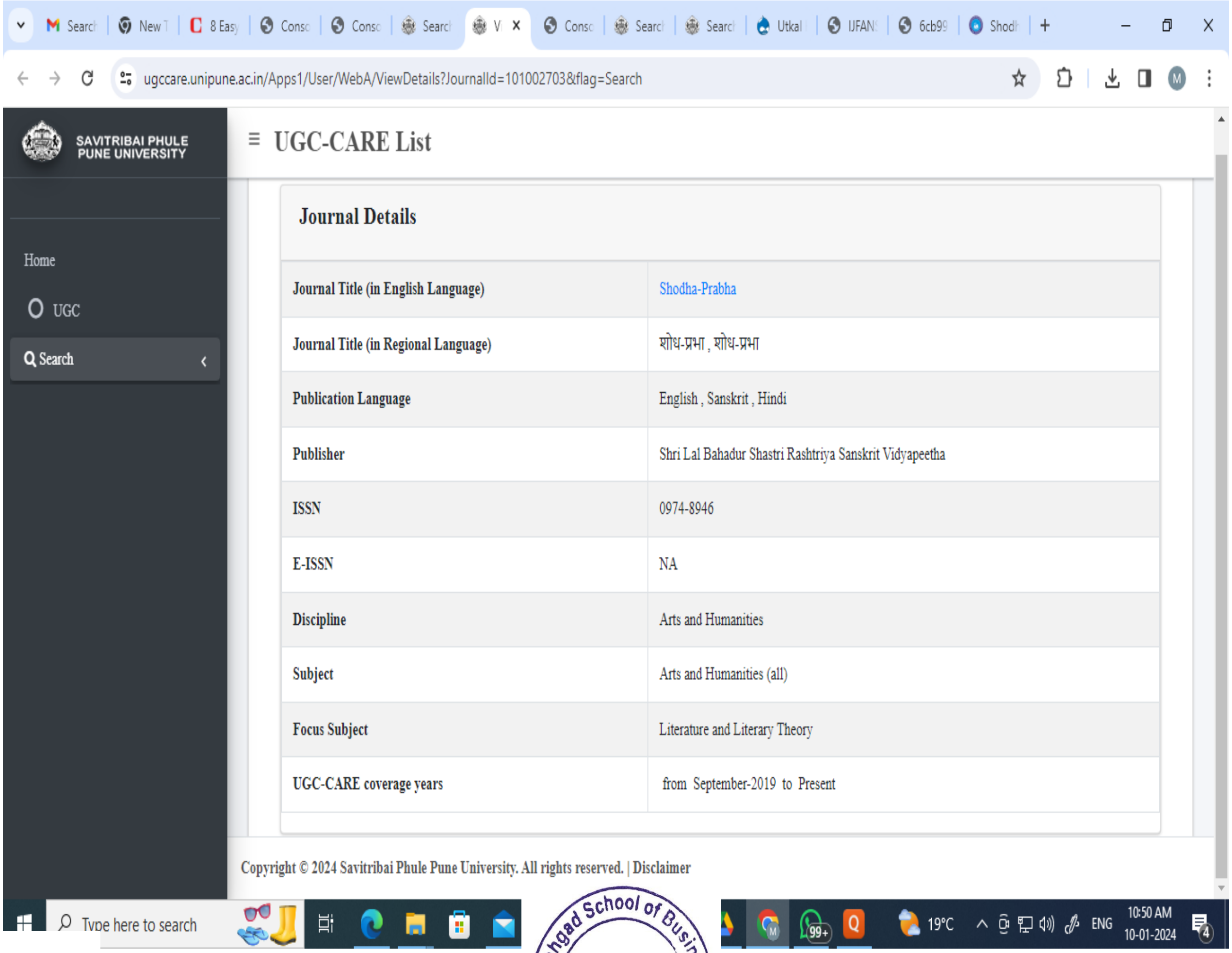
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COMPETENCY MAPPING AS A TOOL FOR CAREER PLANNING IN EDUCATION INSTITUTE: LITERATURE REVIEW

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Abstract:

This study aims to review the previous studies to highlight the need for competency mapping as a tool for career planning in Education Institute. Further it also reviews various approaches that are currently used by organizations to conduct competency mapping of employees as a tool for career planning. Systematic literature review was used to acknowledge the previous literature of a decade and total 30 studies as a sample were included in this study. From that 24 were research paper, some books, blogs, and thesis also reviewed for this study. The findings reveal that there are many research studies conducted on competency mapping. The researchers studied how different organizations are using competency mapping as a tool to identify skill gap of employees and for efficient recruitment, selection, succession planning and in performance appraisal. This study highlighted gaps present in literature to use Competency mapping as a tool for career planning and it importance in education institute.

Key words: Competency mapping, Career planning, Education

Introduction:

Competency Mapping is a process of identifying skills, abilities, knowledge and personal attribute of employees and the jobs and functions within it. All well managed organizations must have well defined roles and list of competencies required to execute each role effectively. Competency mapping is doing SWOT analysis of an individual that will help him identify his own strengths, weakness, opportunity available based on his strengths and threats by mapping the requirement with his own attributes thus identifying the skill gaps. Armed with the identified competencies his career prospects will improve as he will have increased self-awareness and confidence.

In contemporary business environment, organizations are becoming more and more aware of the need to have competent employees and therefore interest in competency mapping is increasing. Currently many companies have realized that to achieve superior performance, it is essential that skills required should be matched with skills of the candidate. As each individual is unique, he comes with his own set of skills, abilities, and knowledge and personality traits. If these set of skills that an individual has are mapped with skills required, it will be beneficial for the organization. As job market is increasingly becoming skill based, the need for a tool that identifies skill sets is also high. This has resulted in a demand for future skill mapping through proper HRM initiatives.

Therefore, if a tool like Competency mapping is used at the educational institute level itself, students will be armed with their own skill sets. This will further enable them to choose right career option and further their career growth.

Objective of study:

1. To study the concept Competence and Competency
2. To do the review of literature on Competency Mapping
3. To do the review of literature on Competency Mapping as a tool to improve functioning of HR department
4. To do the review of literature on application Competency Mapping in different sectors.

Research Methodology:

To achieve objective a systematic literature review was conducted for that researchers studied the published papers, blogs, thesis and books. The data base of previous studies were accomplished by using keywords “Competency mapping”, “Career planning”, “Education”, “Competency mapping as a tool”, Competency mapping and HR Practices”, “Competency Mapping and Career Planning”, Competency mapping and Career Development. In this research study of literature is divided into following parts:

- What is Competence and Competency?
- Competency based HRM,
- What is Competency mapping and its application in training and development?
- Role of Competency mapping in Performance improvement,
- Application of Competency mapping in education sector.

This study was conducted using secondary data. Secondary data was obtained through various Scopus indexed research papers, peer reviewed research papers, blogs, thesis & books.

Literature Review

What is Competence and Competency?

R.W. White (1959) Competence is set of noticeable characteristics and skills that assist and improve the effectiveness or performance of a job.

David McClelland (1973) explored in his study "Testing for Competence Rather Than for Intelligence" that old achievement and intelligence scores will most likely be weak measures for selecting college entrants or candidates for jobs. To achieve good results, finding specific abilities required to carry out a given activity using tests designed to bring out attributes will be the key. According to him, undue importance is given to intelligence tests; rather, tests highlighting competence, skills gained through the formal education should be given priority. Such tests if carried out effectively will bring out the required abilities necessary to carry out the job.

Burgoyue (1993) utilized a functional viewpoint to reveal a competency as how the purposes of associations were best cultivated by building up representative's activity.

Competency Based HRM

Seema Sanghi (2007) A handbook written by management author Seema Sanghi published by Sage Publications India Pvt. Ltd. This book focuses on how to design and develop competency models and how to map the competencies. This book will help management as well as top executives in an organization to understand the complications and dynamics of developing competency models and related decision making. This book will help managers to design and successfully implement the applicable competency framework. It will also help management and research students understand the application and know-how of competency mapping, which is mainly to develop the capacity to act, implement, and bring performance enhancement in the workplace.

R K Sahu (2009) A text book written by management author R K Sahu published by Excel Books New Delhi This book covers all the scopes of competencies which include developing competency models, identification of competencies, Assessment tools of competencies , application of competency mapping inter connection of competency mapping with all HR practices like recruitment, placement, training and development, performance management, career planning, succession planning, reward systems and job redesigning This book explore concept of competency mapping, hoe to implement it in organizations, different basic 8 models of competency mapping therefore this book is complete guide for HR Professionals and Consultants, Professors of Human Resource Development, Management students, Entrepreneurs, Trainers and all those individuals who want to understand the concept of Competency Mapping and implemen[illegible]anizations. . This book is an outcome of author`s enormous experience in the areas of Human Resource Management while working for more than 360 companies as Management Consultant and Trainer.

Opus Kinetic People Management Blog (2021), this is an article published in the Opus Kinetic People Management Blog. Here blogger explored that in contemporary Business environment leaders of the organization are always looking for the competitive edge. Currently many organizations' leaders have discovered powerful ways to renovate human resource management. Practice which will be beneficial for organizations by many ways and one of the powerful way to reinvent human resource management practices is Competency based human resource management. According to the blogger, if job analysis is operating system for human resource management then Competency Based Human Resource Management is new operating system for current human resource management. Competency based Human resource management approach improve functioning of all HR practices

What is Competency mapping and its application in training and development?

Charles Kamen & et. al. (2010) explored that training programs have ever more focused on development of competencies as a standard for training progress. Researchers found out that Competency based training program extended much attention in the field of clinical psychology and focus of training programs have shifted towards a "culture of competence". Conceptualization of the importance of competence-based assessment highlighted the need of competency mapping to enhance employee development. A list of competencies was found out for improvement of training programs which includes interpersonal skills, cognitive skills, affective skills, and personal skills, expressive and reflective skills. The stairway model of competency suggested a tiered, developmental pathway to competence.

The Competency Based Management Blog (2013), this is an article published in the Competency Based Management Blog. Here blogger explored that Competency-based Career Development is a planned method to link individual career requirements with the organization's personnel requirements. From the employee viewpoint, employees always looking for career opportunities that address their strengths, support for overall development, give challenges and fit with their personal interests, values and favored working styles. The organization on the other hand is looking to have employees develop their competencies in a manner that they can easily achieve organizational goals. Therefore, offering career development tools and progressions in a way that highlight the opportunities and career paths available to employees is in both the organization's and the employee's best interests

A.Tejeswari, Dr.T.V.Ambul (2016), Current research paper explores that Competency mapping is one of the important tool which helps to identify an individual's strengths and weaknesses in order to help them better understand themselves and to show them where career development efforts are needed for employees. Researcher conducted competency mapping of employees of Murugappan and company. Research design adopted for the study is descriptive study with a sample size of 102. At the end researcher developed and analyzed competency maps all the groups of Murugappan & Co. The data obtained can be used by the organization for planning its future training and development programs for the year ahead. Competency mapping result also provides a good understanding into the current position of the employees means which are the different skill and competencies currently present in employees and how to use them for the benefit of the organization.

Shivanjali, Mitushi Singh, Tripti Singh (2019) these study emphases on studying the factors related to competency mapping that help in retaining the talent and also help in the development of the organization. The findings of the research were that there are various factors which help to the employee retention. The factors is the right utilization of skills followed by motives, commitment, and ability, behavior, and personal characteristics do not have effect on the employee retention respondent in this study is employees who are working in the IT companies. Hence the result of this [illegible] he current explanation of importance of competency mapping in employee retention. The paper explores the variances in the levels of different factors related to the competency mapping.

Dr. Saikumari V1 , Ms. Sunitha (2021) This study focuses on use of Competency mapping in training and development how competency mapping helps to increase effectiveness of training and development. This study states that training will be effective if it is given on functional and behavioral competencies. This study proposes that organization should use more modern training approaches, then to provide hands-on training to the employees and to provide specific learning assignments or projects for participants to improve on their competency gap.

Ms. Y. V. Naga Kumari and Mr. G. Kamal (2021) this research explored concept of Competency mapping in general and also analyzed the impact of competency mapping on employee development. Through this research, researcher has been made attempt to analyze the link between competency mapping and human resource practices in the organization. The study used quantitative research design of 100 respondents. From the study it is concluded that competency mapping is absolutely a new era in the field of HRM. It assurances economical use of the most important resource i.e. human capital by ensuring right person to right. It also confirms individual’s career growth and development. An individual can map his or her competencies which is nothing but his or her strengths and weakness and find the job which match with their available competencies

Role of Competency Mapping In Performance Improvement

Gilbert (1978) suggested that management should try to optimize the behavioral and environmental factors in their control to achieve cost effective superior performance. He gave three pillars for behavior viz; knowledge capacity and motives. Knowledge he said can be increased by proper training and appropriate job placement considering the individual and job requirements. Capacity according to him was to determine individual aptitude, intelligence and skills are appropriate for the position and motives were to determine the appropriateness of individual motives for the position and also to check his grip for that position. He thus suggested that performance can be improved by mapping individual attributes to job attributes, by enhancing the knowledge base by imparting proper training and by mapping the individual motives with job motives. This paper was more about creating high performers and use of competency to achieve that.

Dawn R. Deeter-Schmelz & et. al. (2008) focused on understanding the effectiveness of sales staff based on the skills they possess. The research paper objective is to link the personal attributes and skills of sales staff to the values of sales force. To explore, authors used value – laddering and an in-depth interview technique that eased the identification of key personal attributes and succeeding linkage of those attributes to consequences in terms of achievement of goals.

Nadine J. Kaslow & et. al (2012) highlighted the need for competencies required for transformational leadership. The research was carried out to develop competency based supervision in the field of professional psychology education and training. It addressed specific leadership competencies that ease change, with courtesy paid to the supervisory process. Various strategies were presented for implementing an approach to competency based clinical supervision.

Nalini Devi.S, Dr.N.Panchanathan, (2013) this study is based on competency mapping for nurses and how their competencies help in assisting the patients. A study was conducted to confirm competencies that could be adopted to prepare Advanced Practice Registered Nurses (APRNs) for prescribing. Prescribing competencies can serve as the foundation for evidence-based legislation, and regulation by state boards, which could allow Advanced Practice Registered Nurses (APRNs) to attain their full potential. Because of the increase in the disease in the current days competencies identification has become a top importance in order to work for the society.

Dr. L. J. Soundara Rajan (2015), conducted a study in Specific Package Industry at Puducherry State of India. The sample size is 70. The primary data were collected through questionnaires and discussion held with. In addition to it discussions were held with the immediate supervisors, the managers of each department. The secondary data was collected through the company website, profile, the company manuals, and prior year records. After statistical analysis, various suggestions are given that is company has to develop the competency model for the current employees. Because, only almost 25% of the employees are having the expected competency level and approximately 27% of the employees are not having the expected level of competency. The company has to focus more on developing the competency model. The experienced person should be promoted to the next top level designation. Because, from the study it is found that experienced person possess the competency at a greater extent.

Vikram Singh Chouhan (2015), his was an academic research conducted with the aim to measure the competencies of HR professionals, and subsequently developing an HR competency model. In this research, six competency groups, i.e., leadership, interpersonal, business, technical, analytical, and technological and their connections to the performance enhancement were examined. In this research it was concluded that possession of competencies aids the superior performance of HR professionals in the sample IT organizations. The observation of the research is effect of all the competencies on performance improvement was not the same; some competencies like technical competencies and interpersonal competencies had greater influence on the performance improvement, whereas analytical competencies and business competencies had moderate to low influence on performance improvement.

Ankush Puri and Asha Panchpande (2019), explored several tools of competency mapping, which helps to increase effectiveness and productivity of an organization by managing employee's performance. Employee's competencies are influenced by various factors like skills, knowledge, attitude, traits etc. Researcher has used primary data of 300 respondents i.e. HR professionals of manufacturing Industry, especially automobile Industry in Pune. It is found out that Opinion of HR professionals concerning forestalling & managing future Competencies for increasing productivity of an organization plays significant importance.

.**Application of Competency Mapping In Education Sector:**

Talbot & et. al. (2007) discussed that competencies are a useful tool to support the process of curriculum development, selection of assessment items, and ongoing quality assurance for health promotion education. The authors provided a case study in that discussion is about how to the competencies applied in curriculum development, assessment method selection and quality assurance in an Australian University. Competencies set performance prospects for professionals working in the field.

Monica & et. al. (2008) defined that competencies are evolving as a new learning pattern, where methodologies centered on the learner are gradually more important. The process was carried out for the identification of its own generic competencies map and explaned connections between of generic competencies and learning outcomes, levels, descriptors, credits, methodology, learning activities and assessment.

J. Rohit, P. Singh, S. Satyapriya , V. Sangeetha (2019) The present study was conducted in four Indian Council of Agricultural Research (ICAR) zones of Krishi Vigyan Kendra's (KVK) selected by simple random sampling without replacement to map the present level of competencies of the extensionists. 20 KVK from each zone were randomly selected 3 extensionists from each KVK were selected by using simple random sampling technique. The total sample size was 240. Mapping of the competency was carried out in two parts viz Emotional Intelligence (EI) and Professional Competency (PC). Correspondence Analysis (CA) technique was used to map the professional competencies of the extensionists. The first part of mapping dealing with Emotior [illegible] ndicated that the respondents had average level of Emotional Intelligence. The analysis of the competencies showed that most of the competency statements for the extension professionals were assembled around the center of the biplot showing average level of Professional Competency. Hence, this offers an opportunity to the policy makers to develop suitable strategies to improve these competencies of the extensionists so that they become resourceful and competent.

Tanushree M Aralihond (2020), This study paper explores requirements of employability competencies in new normal and the kind of talent required for getting success in the global business world. This study also explores content about competency mapping; in that component of competency, competency model, competency mapping process and benefit. The main objective of this study is to identify the gap existing between employability skills requirement of industry and available competencies of management students. The main objective of this study is to identify competencies required for employability. The study paper gives the understandings of employability skills that are; personal attributes, skills, knowledge abilities management students should have for getting and retaining a job. The study paper suggested key areas to be focused by management students for improving employability competencies that is to cover up the existing competencies gap.

V. Lakshmi, Dr. K. C. Prashanth (2022), In this research researcher try to study literature to know the impact of competency in education institution and it is observed that the study of competency mapping is limited to few competencies such as Pedagogy, Leadership, Managerial, Social and Behavioral of only academic institutions. In view of detailed framework of different authors, the study inclines to identify the importance of competency mapping of teacher under academic institutions. The scope of study is to understand the need of competency mapping and impact on quality education. The article is focused towards a limited competency such as Pedagogy, Leadership, Managerial, Social and Behavioral. Therefore, the article tries to explore the concept competencies and how we can use competency mapping to know the requirement and their impact on providing quality education.

Research gap Identified:

The researchers have identified the research gap based on the extensive literature review done above. This gap is shown in the table given below.

Research Based on	**Concept Discussed**	**Research Gap Identified**
What is Competence and Competency?	Researchers discussed basic term related to com Competence and Competency.	Practical Application of competency mapping in different practices of Human Resource management department not discussed
Competency based HRM	Many authors discussed about What is competency? , What is Competency mapping? , How to develop competency mapping model and its application of different practices of HRM department.	Application of competency mapping according to requirements of different sectors not studied.
What is Competency mapping and its application in training and development?	Most of the Researchers discussed about different dimensions of using competency mapping in training and development function of HRM department	Application of competency mapping in other functions of HRM department.

Role of Competency mapping in Performance improvement	Many researchers explored that with the help of competency mapping we can find out strengths and weakness of employees because of which self-awareness of employees get improved and organisation can use that strengths to improve the overall performance of organisation as well as organisation also focus on weakness of employees and organise different training and development program to improve the performance of their employees.	Most of researches carried out in IT, Manufacturing and service sector. This concept not applied in Education sector.
Application of Competency mapping in education sector.	Researches of competency mapping in education sector is based on use of competency mapping to identify the gap existing between employability skills requirement of industry and available competencies of students, Importance of competency mapping of teachers and its impact on quality education. is based on use of competency mapping to identify the gap existing between employability skills requirement of industry and available competencies of students, Importance of competency mapping of teachers and its impact on quality education, Role of competencies as a useful tool to support process of curriculum development, Connection between generic competencies and learning outcomes, credits, learning activ nent.	Use of Competency mapping in education sector as a career planning tool not discussed in any research.

Findings:

Based on the literature review, the researchers observed that -

- Very few researcher have conducted primary research on competency mapping
- Some researches were based on role of competency mapping in performance improvement
- Linkage between Competency mapping and career planning initiative not studied by any researcher
- Many of the researches were based on qualitative approach that took in to consideration the inferences drawn from literature.
- Some of the research are conducted for specific sector like IT, automotive, pharmaceutical, service etc. very few researcher have conducted primary research on competency mapping

Conclusion:

From the above literature review it has been observed that few researchers have conducted primary research on competency mapping. Some researches were based on role of competency mapping in performance improvement. Some of the research are conducted for specific sector like IT, automotive, pharmaceutical, service etc. Very few researchers have conducted primary research on competency mapping in education sector. Research conducted on competency mapping like conducted competency mapping of student to find out employability skill of student for getting placement and identified competency gap of students. In some of the education institutes research was conducted r on competency mapping by which they conducted competency mapping of teachers and identified required competencies of teachers to give quality education. However use of competency mapping as a tool for Career Planning in Educational Institute has not been explored so far. The researchers would thus like to apply Competency Mapping as a tool for Career Planning in Educational sector.

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Journal Paper No.:17

A Study Of Flexible Working Hours And Work Life Balance		
Author: Dr. Sangita Ulhas Gorde	**Year of Publication:** 2022-23	**Journal Name:** Journal Of New Archaeological & Genological Society
ISSN: ISSN: 0974-8946		**Indexed in UGC Care**

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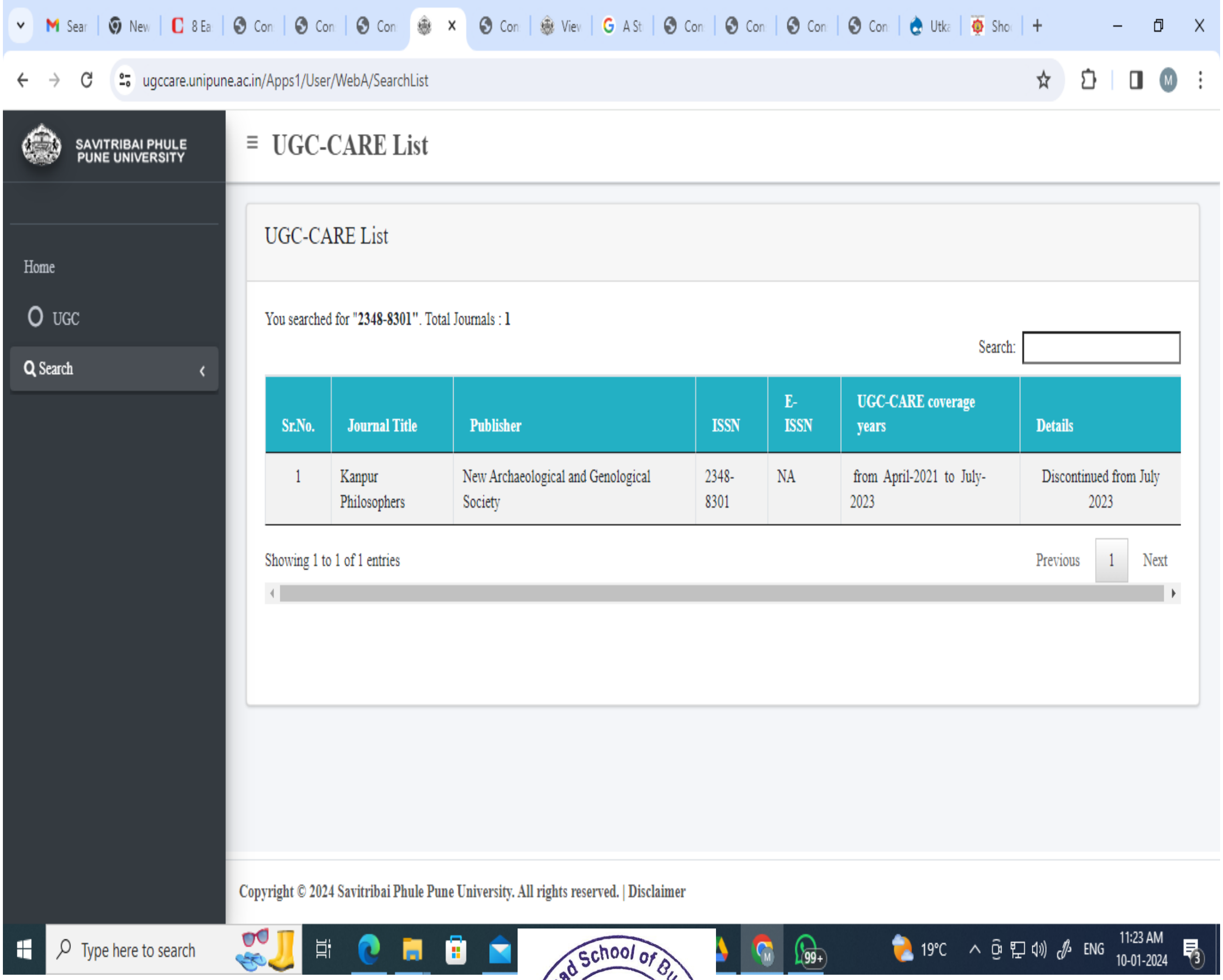

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A STUDY OF FLEXIBLE WORKING HOURS AND WORK LIFE BALANCE

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Abstract: The purpose of this paper is to examine the significance of Flexible Working Hours and its effect on work life balance of employees. The approach implemented in this study was qualitative as well as quantitative. This paper focused on advantages and disadvantages of the flexible working hours in Indian industries. Nowadays, flexible working hours are becoming important for the workers. Some of the organizations are offering flexible working hours to employees. It gives satisfaction to the employees; they can manage their work life balance and works happily for the organization.

Keywords: Flexible Working Hours, Advantages and Disadvantages of Flexible Working Hours, Work Life Balance.

Introduction

Every human being wants a freedom; freedom in life, freedom in decision making and freedom in workplace. Flexible working hours gives the feeling of freedom to the employees in the workplace. So employees gate satisfaction and work enthusiastically for the organization. This is the “Win-Win” situation for employees and employers. The relationship between employer and employees become very close and long lasting. Organizations create a culture of trust by giving such facilities. Flexible working hours reduce the stress of employees. Research shows that flexible working hours helps to manage their work life balance.

Objectives of the study

1. To study the concept of Flexible Working Hours.
2. To study advantages and disadvantages of flexible working hours.
3. To find out the contribution of flexible working hours in work life balance.

Flexible Working Hours

“Flexible working hours also known as flextime or a flexible work schedule, flexible hours means you have different start and end times for your workday than the standard 9 a.m. to 5 p.m. Essentially, having flexible work hours means employees can begin their work earlier in the day or later than the originally set time”. (Feb. 2021, Indeed Editorial Team)

Flexible work arrangements are agreen [illegible] employers and employees. If employer gives freedom to employees to schedule their work location or working hours, they can manage it as per their convenience. (July 2021, Rob Press)

Employee Job Satisfaction and Engagement Report of SHRM explain the importance of the flexibility to balance the work and life issues. Work life balance is one of the important factor of job satisfaction. Employee engagement is also important for the job satisfaction. (2015, SHRM Report)

Common work flexibility types include working at home, taking time off when needed, and changing one's work schedule. (March 2021, Tapas K Ray)

Abd. Rahman Ahmad (2013) discussed in his study, "A study of Flexible Working Hours and Motivation" that the flexible working hours help employees to do the multiple roles in personal and professional life. Flexible working hours motivated employees to do the work effectively, it reduce absenteeism and stress.

Cook (1992), suggested that for the safety and education of the children is the responsibility of the parents. If parents gate flexible working hours, they can manage it easily.

Advantages of Flexible Working Hours

1. **Work-life balance:** The work-life balance is one of the most important aspects of a job satisfaction for the employees. Sometimes employees, especially, female employees may give more importance than the monetary benefits to the flexible time at workplace to maintain work-life balance. Flexi working hours may help you to meet your personal commitments, like; collect your child from school or spend some time with your children.
2. **Reduce Stress and Improve Health:** Flexible working hours reduce stress of employees. Disturbing factors of the work environment will badly affect to the physical and mental health of the employees. As a result the performance of the employees will reduce and obviously it will negatively affect the productivity of the organization. We can see negative effects of the stress: like increased absenteeism and turnover. Home life of the employees is also equally important because personal stress will impacted to the work performance of the employee. In this situation flexible working hours are sometimes helpful to reduce stress of the employees. (2010, K. Aswathappa)
3. **Increase Employee Engagement:** While working from home employees feels relaxed, there is no disturbance, no voice, they gate calm and quite environment. Even it has been observed that when employees gate freedom, they love to work for longer hours. Employees are committed to their work. Compare to Physical work, mental work is required such type of environment.

4. **Reduce Absenteeism and Turnover:** Flexible working hours allow employees to do adjustments with office work and personal work, so no need to take leave for little time consuming personal work. They can adjust this time by doing extra hours duty. This facility will reduce the absenteeism. If employees are getting freedom they may not think to change the organization, as a result turnover of the employees also reduce, which will economically benefitted to organization.

5. **Increase Employee Morale, Loyalty and Commitment:** If employees are getting flexi time in workplace, they are happy with management policies Employees think that employer is considering

our problems. As a return employees become more loyal and committed to the organization. Employee morale will be increase because of the job satisfaction.

6. **Increase Confidence and Self-esteem:** When management shows the confidence on employees, they have a great feeling of self-esteem. Employees become more confidants while working and do more work for the organization.
7. **Increase Productivity and Profitability:** When employees are satisfied with their work they use their full potential while working. It will increase the productivity of the organization. If productivity will increase obviously profitability also increases.

Disadvantages of Flexible Working Hours

1. **Difficult to match home and work balance:** It is difficult for a person to clearly match the timing for home work and office work. It is possible that physically doing some work and thinking about the some other work. You are not focused on one work; it may damage the quality of your work.
2. **Second side of Flexible working Hours:** In flexible working hours you need to receive office calls any time. Office people also not think about your privacy; they may call you at early morning or late night, which is too disturbing for your personal life. You and your family members think that you are always busy with your office work whereas office people think that you are always enjoying with your family members. In this dilemma you gate irritated with this situation.
3. **Time Management:** Flexible working hours give you little bit freedom to do work when you wish. This freedom will hamper your time management. Sometimes you think that I will go to office after completing house responsibility but it may take time more than your imagination.
4. **Reduced Profitability:** Collectively all the above mentioned reasons will affect to the productivity and profitability of the organization. Even some of the manufacturing works are not possible to do any time; you need to complete it in a specific time period with other group members. Some of the companies do not allow flexi time; moreover, in many organizations calculate the late marks. Where it is possible they may give partially this facility to some of the employees for limited period.

Work Life Balance

Work-life balance is the balance between personal and professional activities in one’s life. Human being likes to be in a state of harmony. But in real life we can see Work-family conflict. Work–family conflict is defined as inter-role conflict where the participation in one role interferes with the participation in another. Greenhaus and Beutell (1985). When we fulfill the requirement of one role it makes difficult to fulfill requirement of another role. Work-Family-Conflict may occur because of the inflexible work hours. Work-Family-Conflict has been negatively related to job satisfaction. The research proves that mostly the female workers face the problem of inflexible working hours. If the employees gate flexi time, they can manage their family responsibilities in a better way, like: Pick-up and drop at school for kids, hospital appointments for elders and so many things.

Work life balance directly affect to the job satisfaction of the employees. There are many factors which affect to the work life balance, like: Psy[illegible]ss, Organizational changes, Managerial style,

Job Responsibility, Workload, Work life conflict, personal financial problems and Working hours, etc. (Kumari Lalita 2012). It has been proven through the many researches that if it is possible to maintain the work life balance, then the employees gate more job satisfaction.
The study of Jane et.al (2004) shows that there is a relationship between work-life balance and working hours, it has been observed that many times work conflicts are related to working hours.

Conclusion

Flexible working hours is the new concept, which is very popular in corporate world. This paper studies about the advantages and disadvantages of the flexible working hours. It has been observed that this thought is useful for specific industries and for few of the people. Whereas most of the time and for masses it is not practical. For manufacturing industries it is considered necessary to physically present at the workplace in time. Discipline must be there at workplace. The people who are contributing to the intellectual level, doing mental work can use this facility and work for the organization from anywhere and anytime. There are two sides of the coin, so it's totally depending on how we are using this facility. Policy makers and HR manager should think about the implementation, how effectively deal with the flexible working hours and maintain the work culture, then it will be highly appreciable. Person to person it will vary, some people are self motivated, they need not to observe and instruct by any other person, and they work by themselves. Some of the people needed to be guided by other persons. Some people like to work in team; some people like to work alone. There are different personalities and different work styles, so generalization is not useful for this concept. Flexible working hours will help to manage the work life balance and give more Job satisfaction.

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A Study On E-Commerce Business Opportunities and Its Role In Economic Growth With Reference To India.		
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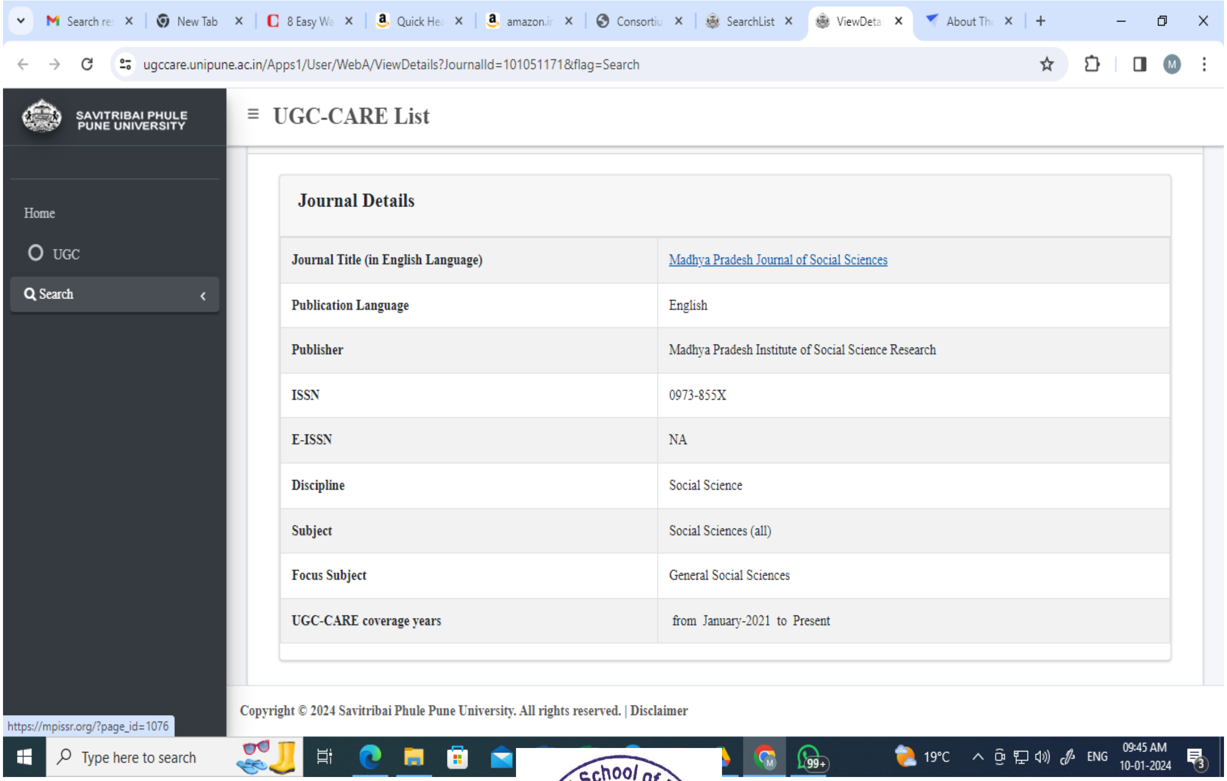

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A STUDY ON E-COMMERCE BUSINESS OPPORTUNITIES AND ITS ROLE IN ECONOMIC GROWTH WITH REFERENCE TO INDIA.

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Abstract-

Today we are well versed with technology and using all online platforms for getting goods and services in fastest way. Using this electronic media for commerce is nothing but E-commerce. In this Covid pandemic situation we have adapted changed technology unknowingly.it has become inseparable part of our life now and business activities now a days are correlating it to e-commerce starting from marketing, Selling proving services are done through various apps.This paper is basically focusing Ecommerce Opportunities and its significance in today's time. At the same time few constraints of Ecommerce and also tried to give certain suggestions to overcome limitations.

Keywords:- Commerce, E-commerce, economy

Introduction: - E-Commerce or electronic commerce, deals with the purchasing and selling of Products and services over an electronic platform, mainly the internet. E-Commerce has various categories such as Business to Business (B2B), Business to Consumer (B2C), Consumer to Business (C2B) and Consumer to Consumer (C2C).(Source: E-commerce in India accelerating growth).

Financial service sector is depending on information technology. Day by day usage of smart mobile services is enlarged along with internet services. It is one of the trending business created opportunities for new entrant in the marketplace. Now a days international transactions required attention towards security for ecommerce activities and reduction in scams. Innovation in technology and communication brought many challenges and changes in the society. It also welcomes a new aid which adds value to customer's satisfaction, delight, convenience. Present study foresees some challenges in an emerging economy.

E commerce Business Opportunities and its role in Economic development with reference to India.

E-Commerce sector growth was based on various factors like socio, economic environment and technology. In India it observed that people have adapted changes in technology. This change acceptance behaviour totally dependent on availability of resources like wifi, network coverage, broadband, speed ,data etc . Rapid technology adoption like increasing use of devices like smart phones and access to the internet led to an increased online consumer base which enhances this growth.

Before and after Covid pandemic e-commerce industry has seen a sudden rise in the recent past. While one of the primary reasons for that is the increased availability of information via the internet, and situation like covid we all forced to Know how to handle all necessary stuff in online mode. There are several other factors which also need to be taken into account. The multiple sources of income per hc may include agricultural income and non gricultural income source. Which c end. Also it has seen that societal change in

mentality of common man
"hum do and hamare do" which leads to nuclear family concept . With an increase in the number of nuclear families, there has been an increase in spending power. Looking at the Retail sector in India ; it has seen a marked shift in the buying capacity. A rapid change in technology and acceptance of it at same time was situational need which has been supported by infrastructure change. With the introduction of technology in the all segments of life, and the increased connectivity it brings, the audience has begun to seek out better options when it comes to the choices they are making.world has became global market available on just click., now customers in tier 2 and 3 cities can choose from multiple products, thanks to e-commerce applications. The introduction of the internet has also brought in better ways for e-commerce start-ups to penetrate the rural economy. In covid situation we were locked in door for safeguarding our life and our loved ones ; we have used internet and various apps to fullest for fulfilling our needs.

Objectives:-

✓ **To** study E-commerce.

✓ **To know** different channels of e-commerce.

✓ **To understand various tools used in E Commerce for marketing**

✓ **To Analyse Ecommerce business in Rural and Urban of India**

✓ **To understand** significance of E-commerce .

✓ To highlight limitations of E-commerce.

Research Methodology: - this research is exploratory research; this study helps in identifying multiple dimensions of subject matter and also helps to provide certain suggestions. Data is collection is done through Secondary sources like Magazines, Books, research paper, E Journals etc

Meaning of E-commerce:-

E commerce can be explained like it is sharing business information, maintaining business relationships and conducting business transactions using computers connected to a telecommunication network is called E-Commerce.

As per WIGAND (1977), it is the seamless application of information and communication technology from its point of origin to its endpoint along the entire value chain of business processes conducted electronically and designed to unable the accomplishment of a business goal. These procedures may be partial or complete or may encompass business to business as well as business to consumer and consumer to business transactions. Today E-Commerce business environment is challenge to traditional business where buyer was not aware about product features, pricing, and information of substitute and current trends of markets. Now everything is available through internet surfing. Now today's customer is having proper awareness. For that matter various channels are used by business houses. Following are different channels of E-commerce-

Different Channels of E-commerce:-

Business to Business: -

This channel involves Business to Business transactions. Here the different companies are doing business with each other. The final consumer is not involved. So the e-commerce transactions only involve the manufacturers, wholesalers and retailers.

Business to Consumer: -

In this channel company will sell their goods and/or services directly to the consumer. The consumer can browse companies' websites and look at products, services, read reviews. Then they place their order and the company forwards the goods directly to them. Popular examples are Amazon, Flipkart, etc.

Channels of E-Commerce

Consumer to Consumer: -

Where the consumers are in direct contact with each other. No company is involved. It helps people sell their personal goods and assets directly to an interested party. Usually, goods traded are cars, bikes, electronics etc.

Consumer to Business:-

This is the reverse of B2C, it is a consumer to business. So the consumer provides a good or some service to the company. Say for example an IT freelancer who demos and sells his software to a company. This would be a C2B transaction.

E-Commerce in In Indian Context:-

Initially E-Commerce companies have not able to reach to rural area in India. Now we find huge development in rural area as well. Initially the postal service is a system that has the supremacy to connect the whole country. It has reached almost all villages, even in distant places. The last five years have seen dramatic growth for the Indian Postal Service and supply chain management of E-commerce companies. The reason is that for many years the loss-making department has now collaborated with more than 600 E-Commerce websites including big ones like Amazon and Flipkart for delivery of goods.

There are around 1, 55,000 post offices in India and that they are now connected to deliver goods to customers in remote areas. There are many E-Commerce companies that have reached the agricultural area. it's supported the country in going digital through his strong suppy chain management. In some locations, these companies use their own delivery services; however, third-party delivery is employed at most locations including postal service.

There are the most important online retail stores like Amazon & Flipkart in the country and have increased their income assorted with coverage of cities, towns and now villages. Some companies are still within the process of extending their coverage in major cities. With the supply of online delivery, villagers are starting to benefit from these companies. With more access of the web , more people are now ready to order their goods online.

E-commerce has transformed the w ompleted in India. The Indian E-commerce market is predicted to grow to US$ 2025 from US$ 46.2 billion as of 2020. By)30, it's expected to reach US$ 350 , the Indian e-commerce market is predicted to extend by 21.5%, reaching US$ 74.8 billion.

India’s e-commerce market is predicted to reach US$ 111 billion by 2024 and US$ 200 billion by 2026.

Much of the expansion for the industry has been triggered by an increase in internet and smartphone penetration. the amount of internet connections in 2021 increased significantly to 830 million, driven by the ‘Digital India’ programme. Out of the entire internet connections, ~55% of connections were in urban areas, of which 97% connections were wireless.

Significance of E-commerce:-

1. Convenience and Easiness:- the simplest advantage of E-commerce marketing is convenience. E- commerce enables customers to buy or do other transactions 24 hours a day, all year round, from almost any location. an individual can buy products from anywhere in the world at any time.

2. big variety of products:-Large variety of goods accessible easily, without spending time and money by physical visits and searching in various shops like traditional commerce. that's why E-commerce is important it bring in more variety by expanding the boundaries of traditional Commerce.

3. Global Access- E-commerce system is accessible by anybody across the World Wide Web. E- commerce internet site helps the business to reach out to a world- wide customers in very low cost. Any business having just an online connection can access E-commerce system.

4. Economy- As compare to physical shop, the value of setting up an E-commerce website is very low. there's no investment infrastructure or insurance in E-commerce business. More over, it's easier to get a license and permit for an Ecommerce marketing sites. Billing customer and inventory management are usually automated. This reduces the value .

5. Stay open 24 hours:- one among the most important benefits that E-commerce merchants can enjoy is store working timing at 24 hours in a day, 7 days every week and 365 days in a years. They never take an opportunity , close for the day or take public holidays.

6. Offer huge information:- The important advantage of E-commerce to customers is they can available huge information. Which isn't provided in physical stores. But E-commerce websites offer additional information to their customers with none hassle. Which helps to customers for choosing products from wide variety.

7. Created new Jobs in tier 2 cities:- E-commerce business has created new jobs specially in country or tier 2 cities. In India we've seen industries are concentrated in urban area only but now e-commerce has open in new job opportunities in rural area also.

Few from major improvements in the Indian e-commerce segment are as follows:

Recently various E commerce companies are coming with their future plans and products for capturing Indian huge potential market.

India’s ecommerce sector received US$ 15 billion of PE/VC investments in 2021 which may be a 5.4 times increase per annum . t [illegible] rd break achievement of any sector in India. In February 2022, Amazon India th [illegible] One product (ODOP) market on its display ace to sustenance of MSMEs.

In March 2021, the Confederation of All India Traders (CAIT), which represents 80 million traders and 40,000 trader associations, announced the takeoff of a mobile app for its e-commerce portal, ‘Bharat E-market’. The association aims to urge more small traders to sell online easily through smartphones.

GOVERNMENT INITIATIVES

From 2014, the govt of India has declared numerous initiatives, namely Digital India, Make in India, Start-up India, Skill India and Innovation Fund. The timely and effective implementation of such programs will likely support growth of E-commerce within the country. a number of the major initiatives taken by the Government to promote E-commerce in India are as follows:

As of February 15, 2022, the govt e-Marketplace (GeM) portal served 9.04 million orders worth Rs. 193,265 crore (US$ 25.65 billion) to 58,058 buyers from 3.79 million registered sellers and repair providers. this is often improved situation in comparison with past every time.

In a bid to organized the onboarding process of stores on e-commerce platforms, the Department for Promotion of Industry and Internal Trade (DPIIT) is reportedly getting to utilise the Open Network for Digital Commerce (ONDC) to set rules for cataloguing, seller discovery and price discovery. The department aims to supply equal opportunities to all marketplace players to make optimum use of the e-commerce ecosystem in the larger interest of the country and its citizen.

National Retail Policy: the govt had identified five areas in its proposed national retail policy—ease of doing business, rationalisation of the license process, digitisation of retail, specialise in reforms and an open network for digital commerce—declaring that offline trade and e-commerce need to be managed in an essential style.

The Consumer Protection (e-commerce) Rules 2020 notified by the Consumer Affairs Ministry in July focused e-commerce companies to show the country of source alongside the merchandise lists.

In accumulation, the businesses will also have to disclose factors that go behind shaping product listings on their boards. Government e-Marketplace (GeM) signed a Memorandum of Understanding (MoU) with Union Bank of India to facilitate a cashless, paperless and transparent payment system for an array of services in October 2019.

Under the Digital India program, Government threw various initiatives like Umang, Start-up India Portal, Bharat Interface for Money (BHIM) etc. to spice up digitisation. Government invited start-ups to register at public procurement portal, GeM, and offer goods and services to government organisations , PSUs.

In October 2020, amending the equalization levy rules of 2016, the govt mandated foreign companies operating e-commerce platforms in India to have permanent account numbers (PAN).It It imposed a 2% tax within the FY21 budget on the sale of goods or distribution of services through a non-resident ecommerce machinist.

In order to increase the participation of foreign players in E-commerce, Indian Government hiked the limit of FDI in E-commerce marketplace model to up to 100% (in B2B models). Heavy investment made by the govt in rolling out fiber network for 5G will help boost E-commerce in India.

ROAD AHEAD

he E-commerce business has bee [illegible] cting micro, small & medium enterprises

(MSME) in India by as long as means of funding, technology and training and features a positive flowing result on other industries as well. Indian E-commerce industry has been on an upward growth trajectory and is predicted to surpass the US to become the second largest E-commerce market in the world by 2034. Technology enabled innovations like digital payments, hyper-local logistics, analytics driven customer engagement and digital advertisements will likely support the expansion in the sector. the expansion in E-commerce sector will also boost employment, increase revenues from export, increase collection by exchequers, and supply better products and services to customers in the long-term.

E-retail market is predicted to continue its strong growth - it registered a CAGR of over 35% to reach Rs. 1.8 trillion (US$ 25.75 billion) in FY20. Over the subsequent five years, the Indian e-retail industry is projected to exceed ~300-350 million shoppers, propelling the web Gross Merchandise Value (GMV) to US$ 100-120 billion by 2025.

Limitation of E-commerce

E-commerce has become one among the most popular mediums of transactions in the recent years. which give the number of benefits to both buyer and sellers. However, E-commerce has some limitations, which has restricted the amount of people to use this. These limitations are as below.

1. Security:-One of the many limitation of E-commerce is security. When making a web purchase. you're require to provide at least your credit card information and mailing address. In some cases, E-commerce websites can harvest other information about your online behaviour and preferences. Which results in credit card fraud or worse, identify theft?

2. Fear:-In spite of recognition , people fear to work in a paperless and faceless electronic world. there's Plagiarised Unique Total Words: 999 Total Characters: 6476 Plagiarized Sentences: 4.64 Unique Sentences: 53.36 (92%) 8% 92% Page 1 of 3 doubt in the mind of people when it, involves online shopping. this is often because they cannot physically examine the product due to that number of people prefers shopping from physical stores.

3. High labour cost:-For applying the Ecommerce system, within the business requires highly skilled and knowledgeable workforce. Business organizations have incur plenty of expenses to retain a talented pool of employees.

4. Low Awareness:- One the important drawback of E-commerce is that the amount peoples are still not aware of the internet either due to the lack of knowledge or trust. Many opeople don't use the internet for financial transaction.

5. Delivery time- The delivery of the products takes times. In physical stores, you get the products as soon as you purchase it. But it doesn’t happen in online business. This lag of your time often discourages customers.

6. Product suitability:-In E-commerce system a customer haven't possible to physical examination of product. Whether it's suitable or not. In many cases, the first product may not equal with the picture or description in the Ecommerce site. This results in unfavorable effect on customers.

7. Technical limitations:- For establishing Ecommerce system in business requires advance technology platforms for better pe ne limitations like lack of proper domain, network and software issue. Which ng on the performance of E-commerce site.

Lack of private touch:-In E-comm lacks the personal touch; one cannot touch or feel the product so it is difficult for the consumers to check the quality of a product. But in traditional models buyers can contact with the sales person. He can personally check product so number of individuals prefer to traditional method of buying.

Findings: -

After this study following observations are made: E-commerce has significant impact on Indian Economy.

- ✓ E-commerce has created various new jobs in tier- 2 and tier 3 cities.
- ✓ Through E Commerce; import is extremely easy.
- ✓ In rural areas it's increasing day by day.
- ✓ Government is additionally planning to start its e-commerce website.

Suggestions:-

After this study i'm having following suggestions,

- ➢ E-commerce should create more awareness in rural areas.
- ➢ E-commerce should minimize its labour cost.
- ➢ Government should provide infrastructure facilities in rural and remote area to extend e-commerce.

Conclusion: - As each coin has two sides, E Commerce does have it. Emerging Era of E commerce also highlights certain limitation and disadvantage of it. But it's our core responsibility that to keep it healthy and fair. in order that the E-commerce can become more reliable in future.

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Journal Paper No.:19

A Study Of Employees Perception And Awareness Towards Green Hrm Practices And Contemporary Green Hrm Practices At Selected Automobile Industries In Pune District		
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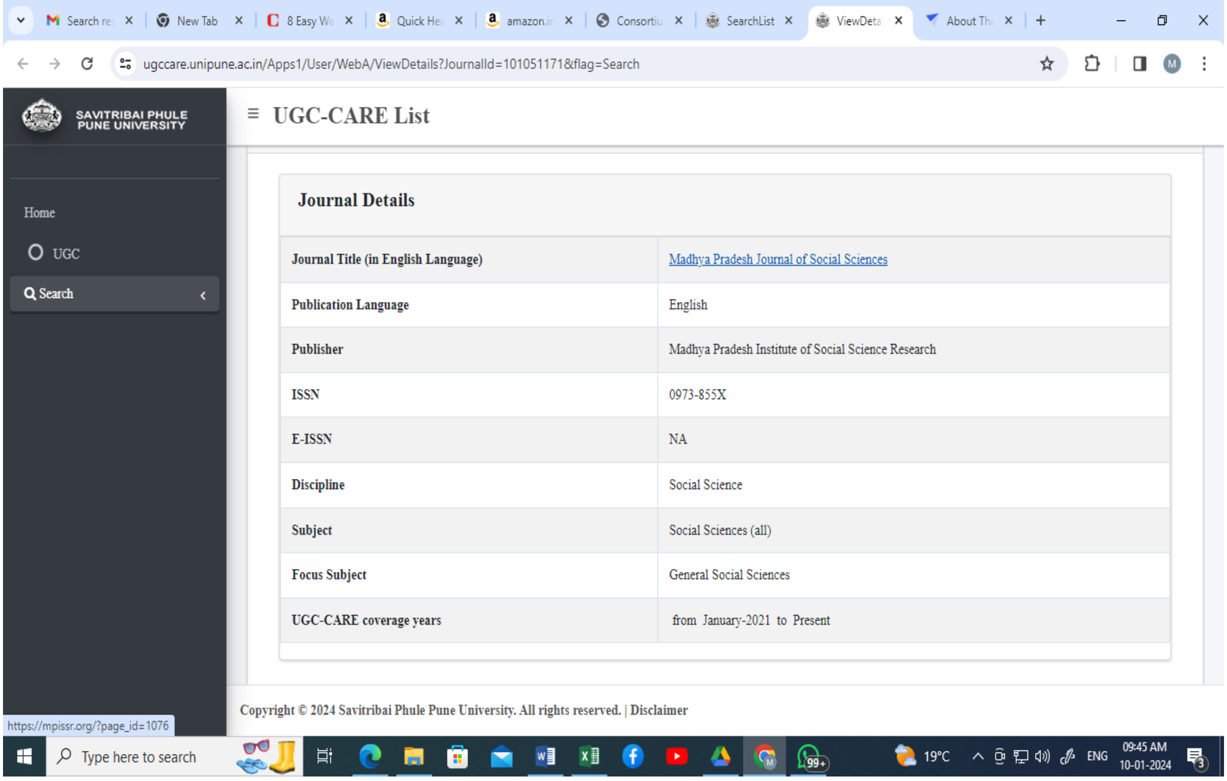

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A STUDY OF EMPLOYEES PERCEPTION AND AWARENESS TOWARDS GREEN HRM PRACTICES AND CONTEMPORARY GREEN HRM PRACTICES AT SELECTED AUTOMOBILE INDUSTRIES IN PUNE DISTRICT

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ABSTRACT:

Worldwide, the challenges of climate change and natural resources reduction are a concern to every nation as their harmful effects affect the livelihoods and survival of human kind and every living species. Current issues of shortage in natural resources such as water, arable land and droughts require every citizen in every profession to take action towards finding solutions. To develop sustainability culture in the organization is today's need, Green Practices play vital role in design the strategies and developing sustainability culture. It is requirement of all the industries to build green sense among employees. To support overall green business initiatives, the support from various domain is extended such as Green Marketing, Green Production, Green Finance and Green Human Resource Management (Green HRM).This study focus more on Green HRM practices in automobile industries in Pune district because Pune is famous for auto cluster and automobile industries contribute more for pollution. The objective of the study is to study employee's perception towards Green HRM practices in Automobile industries in Pune district and to identify Green HRM initiative in contemporary HR Practices in Automobile industries in Pune district

***Keywords**:* Green HRM, Sustainability, Perception, Green Practices

INTRODUCTION:

For the last two decades, the rapid development of technology and industrial growth, pollution has increased to great level therefore it will be difficult for our future generation to survive on this earth. We the humans and our inappropriate needs are constantly increasing which degrading our natural resources in the name of industrialization. The result is seen every year as thousands of lives are taken away by the flood, tsunamis, landslides, industrial smog etc. We cannot stop the industries or businesses as they are the fulfilling our unlimited needs. Therefore we have to take some alternative solutions for protecting the earth and our future generations. It is necessity of current generation's to make people aware of being eco-friendly so that they can take care of the environment, do the optimal utilization of natural resources, create a green environment and reduce pollution.

In developed and developing countries government have set up different Environmental Protection policies and laws which is mandatory for all organizations and industries to adopt those policies in their business method for sustainability. to cope up with these policies and practices industries are changing their strategies of doing business these are nothing but green strategies which is environment friendly and should not have any negative impact towards the nature or the society. Human resource management department plays very important role i[illegible]at green strategies. HRM department converts their HR practices and policies into Green practices and policies which are called as Green Human Resource Management .Many organizations today have incorporated Green HR policies as a part of HRM along with traditional Green practices to make employee aware of their responsibilities towards environmental management.

What is Green HRM?

Green Human Resources Management (GHRM) is defined as a set of policies, practices, and methods that encourage the green behavior, awareness about environment protection of an employees which creates an environmentally responsible, resource-efficient, and socially responsible organization.Following is the list of some of the Functions of Human Resource Management which converted into Green HRM functions

Green Recruitment: Green recruitment means when organization's communicating recruitment messages communicate employer's concern about environment and also mention preference of the organization towards recruiting those candidates who have ability and attitude to participate in corporate environmental management initiatives

Green Selection Green selection means while interviewing the candidate check candidate attitude towards environmental initiatives and selects only those candidates which are having positive attitude towards environment.

Green Training: Green training means providing environmental training to the employees to develop required skills knowledge and abilities among employees.

Green employee induction program Green Induction means in the induction programme try to introduce employees with environmental initiatives of organizations. The awareness of adopting green initiatives to be added as an additional component of Induction For e.g. General Job specific induction and green induction

Green Employees rules and Policies Green employee rules and policies mean developing different environmental rule and policies which regulate employee behaviour and attitude towards environment.

Green Employee Relations: Green Employee Relations means the HR practice concerned with establishing symphonic employer–employee relations towards achieving environmental sustainable goals.

LITERATURE REVIEW:

ASHITHA AB (2020) Aim of the current research study was to understand the concept of GHRM, practices followed by the organizations for GHRM and its benefits. Researcher explores that word "Green" symbolizes the environment. Hence green practices followed by the organization depict sustainability practices. Researcher found that GHRM has its minimum negative impacts on nature, ecology, community or society. GHRM helps the organization to create green workforce who thinks positively about the environment conservation and implement the green culture in the premises

MD. CHAPOL ALI (2020) Current research paper highlighted the importance of green HRM in green creativity in the organisation. Researcher appealed to organisations to give equal importance to green HRM practices as they give to earning more profits. Researcher highlighted the goal of green HRM practices. It was related to making alert to the employees about complexity of sustainability of environment and its management. Researcher explain each function of HRM considering green practices like planning, recruitment, training and development, performance appraisal system

DR. APOORVA TRIVEDI (2015) Research was conducted with the aim of understanding the GHRM tradition and efforts taken to impleme consequences of GHRM in the organization. Researcher explored the organizations GHRM practices. From the results it has been observed that organizations not following GHRM faces the problems of unrevealed social image, no focus on CSR where as other side it has been observed that there is increased in saving, green image and implemented many green CSR programs

DOUGLAS W.S RENWICK, TOM REDMAN, STUART (2012) This research paper integrates the environment sustainability and HRM practices. AMO theory that depicts the three variables ability, motivation and opportunity was studied in the study. Study explores that GHRM activities motivates the employees towards performing sustainability activities. From the study it has been observed that in UK there are around 42% of the business entities educating and training to their employees regarding pro environmental and sustainability practices. Most of the researches are based on need of employee green practices training. But here author observed equal need of training to management staff.

SUPRIYA G.K (2017) Environmental sustainability through HRM was the central theme of the research paper. Along with GHRM concept researcher focused on preservation of capital concept in the research paper. Green HRM practices were discussed with the aim of increasing awareness and commitments for the welfare of the environment. In the research findings it has been observed that employees interest towards GHRM enhances their contribution. Therefore employees interest as well as their association plays the key role in realization of GHRM.

DO DIEU THU PHAM, PASCAL PAILLÉ (2018) This research study was confined with the environmental friendly recruitment and selection process. Some research questions were developed and answered in the research paper. Those were like how an organisation can identify the candidates with pro-environmental stance, how to attract pro-environmental job seekers etc.

RESEARCH GAP:

From the Literature review it has been observed that there are many research studies conducted on traditional human resource management practices. Even few researchers have conducted a primary research on green HRM practices and sustainability through research papers. Some research were based on role of HR manager in green HRM and sustainability, some were based on role of management in Green HRM. But there are hardly any research studies that are based on the role of employees in implementing green HRM. Many of the research were based on qualitative approach that took in to consideration the inferences drawn from literature. Even some of the research are conducted for specific industries like green HRM in IT industry, service industry etc. Industries like automobile industries,chemical and Pharmaceutical industries are missed by the researchers for research in green HRM practices and sustainability.

STATEMENT OF RESEARCH PROBLEM

Following research questions have developed the intent of the study. The research study seeks to answer the following questions:

- What are the various green HRM practices implemented in automobile industries?
- What is perception of employees towards Green HRM practices in Automobile industries?

OBJECTIVES OF THE STUDY:

1. To study employees perception towards Green HRM practices in Automobile industries in Pune district

2. To identify Green HRM initiative in contemporary HR Practices in Automobile industries in Pune district

RESEARCH HYPOTHESIS:

H1: There is a positive perception of er green HRM practices

: Contemporary HR Practices in sel ns incorporate Green HRM initiatives

RESEARCH METHODOLOGY:

The proposed methodologies of the study are as follows:

Type of Research: The research involves surveys to collect data from the respondents with an objective to know the respondents opinion about Green HRM Practices. Thus it is a descriptive research.

Targeted Industries: Automobile industries in Pune District

Sample: Employees and HR of Automobile industries

Sample size: Data collected from 30 employees and 9 HR employees

Data Collection: The data collection is done from primary and secondary sources.

Primary Data: Primary data is collected through structured questionnaire by conducting surveys among the HR and employees of Automobile industries

Secondary Data: Secondary data is collected from research paper, projects reports, journals, thesis and website.

Sampling Technique: Convenient Sampling Method

DATA ANALYSIS AND INTERPRETATION

Reliability Test:

Reliability test is measure between 0 to 1. It is represented by the symbol of Alpha. If it comes above 0.7 shows that internal scales are consistent and favorable. Here reliability test for both the questionnaire is calculated with Chronbach Alpha test.

Following results are drawn.

Table No 1: Employee Questionnaire

Employee Questionnaire Variables	Chronbach Alpha Value	No. Of Items
Employee Perception	0.913	7
Green HRM practices implemented in your organization	0.954	18

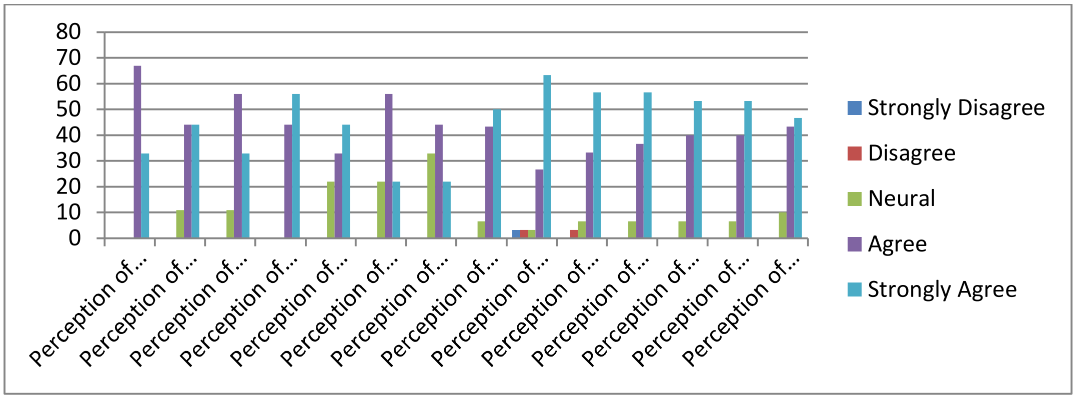
Source: Primary Source (SPSS)

Table No2: HR Questionnaire

HR Questionnaire Variables	Chronbach Alpha Value	No. Of Items
HR Perception about Green HRM	0.844	8
Green HRM practices implemented in your organization	0.947	39

Source: Primary Source (SPSS)

Graph No 1: Perception of Employees &HR towards Green HRM practices:



Source: Descriptive Analysis through SPSS

Interpretation: From the above graph it is interpreted that 64% employees strongly agree and 27 % employees agree with the statement Green HRM practices helps organization to reduce the operational cost as well as 57% employees strongly agree and 37 % employee's agree with the statement Green HRM practices attract morally good talent and resources. AS well as in case of HR employees 33% HR employees strongly agree and 67 % employee's agree with the statement is Green HRM protects the environment significantly as well as 56% employees strongly agree and 44 % employee's agree with the statement Green HRM practices attract morally good talent and resources.

Green HRM practices are implemented in organization.

Table No 3: Green Recruitment & Green Selection:

		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Employees Responses (Green Recruitment)	Green policies, environmental criterias are taken in to consideration during recruitment.		3.3	16.7	40	40
	recruitment policy reflect sustainability as the agenda of the organization				89	11
HR responses (Green Recruitment)	Job description specification includes environmental concerns]			33	56	11
	Green policies are reflected in recruitment policies.			33	56	11
	Recruitment is done with paperless practices extensively.				44	56
	Including environmental criteria in the recruitment messages.			33	44	22
	Recruitment of the en through online proces				44	56

	reduce the wastage of paper					
	Expressing certain socially and environmentally responsible employer in the job advertisements of the organization				56	44
Employees Responses (Green Selection)	Selection of the employees through online process to reduce the wastage of paper			6.7	33.3	60.0
	Selection of the candidate is depending on his/her environmental concern, environment sustainability aptitude, knowledge and awareness.	3.3	3.3	6.7	33.3	53.3
HR Responses (Green Selection)	Candidates are selected with the criteria of their knowledge and awareness of environment sustainability.		11	22	44	22
	Candidates are selected on their concern towards environmental sustainability.		11	44	44	
	During selection candidates are asked about environment sustainability practices.		22	22	56	
	Selection of the employees through online process to reduce the wastage of paper			22	22	56

Source: Primary data

Interpretation: From above table it is interpreted that Most of the automobile industries follow green recruitment practices like recruitment policy reflect sustainability as the agenda of the organization, Green policies are reflected in recruitment policies and recruitment is done with paperless practices extensively and Green policies, environmental criteria are taken in to consideration during recruitment Most of the automobile industries follow green selection practices like during selection candidates are asked about environment sustainability practices, Selection of the employees through online process to reduce the wastage of paper.

Table No 4: Green Training and Development & Green Employee Induction:

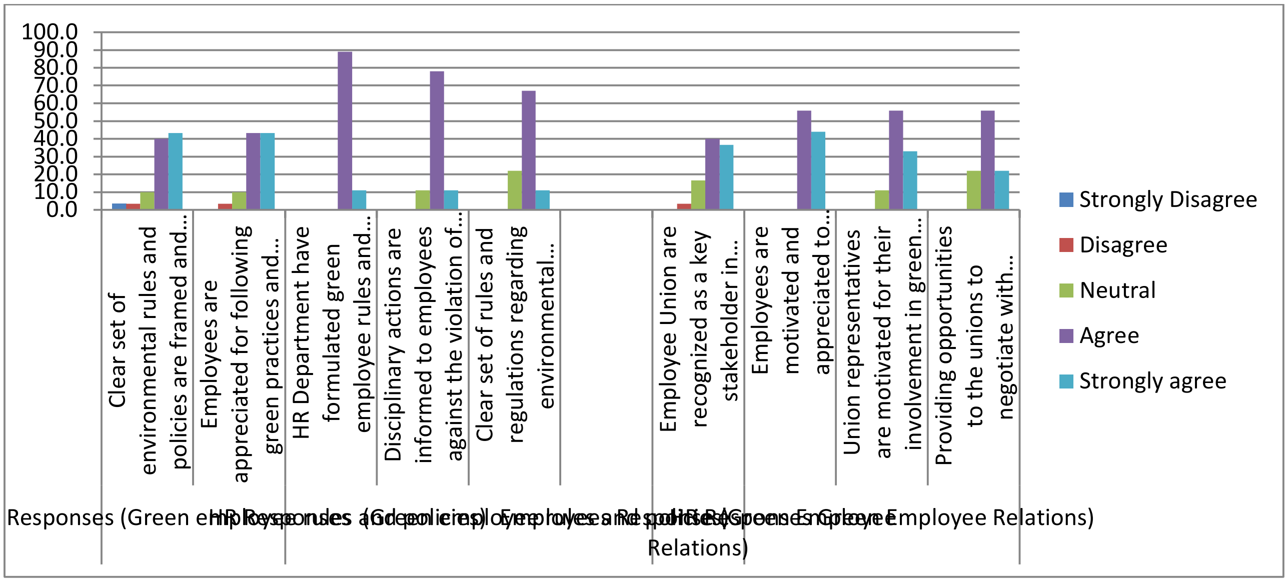
		Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
Employees Responses (Green Training)	Training consisting with greening skills, environmental iss		3.3	6.7	40	50

	environmental best practices etc					
	Training follows paperless work and reducing use of natural resources		3.3	10	30	56.7
HR Responses (Green Training)	Providing training to learn or environmental friendly best practices.				67	33
	Environmental training create awareness and concern towards environmental issues.]			22	67	11
	Training based on paperless work and minimum uses of natural resources are conducted.				67	33
	Training on recycle and reuse of materials are conducted during training sessions.			11	44	44
Employee Responses (Green Induction)	Green induction focuses on making new employees familiar with green practices.	3.3	3.3	10.0	36.7	46.7
	New employees are motivated for adopting and following green practices in the organization.	3.3	3.3	3.3	36.7	53.3
HR Responses (Green Induction)	Making new employees familiar with greening			22	67	11
	New joiners are motivated for green practices in the workplace.			22	56	22
	Develop to green citizenship behavior			11	67	22

Source: Primary Data

Interpretation: From above table it is interpreted that most of the automobile industries follow green training practices like Training on recycle and reuse of materials are conducted during training sessions, Training based on paperless work and n [illegible] natural resources are conducted, Environmental ning create awareness and concern t [illegible] ental issues. Most of the automobile industries organizes Green employee Induction program and in that they incorporate practices like making new employees familiar with greening, new joiners are motivated for green practices in the workplace and developing green citizenship behavior.

Graph No 2: **Green employee rules and policies & Green Employee Relations:**



Source: Descriptive Analysis through SPSS

Interpretation:

From above graph it is interpreted that Most of the automobile industries develop Green employee rules and policies for that incorporated practices like HR Department have formulated green employee rules and policies. Most of automobile industries follow Green employees relations practices like Employees are motivated and appreciated to participate in formulating environment friendly practices, Union representatives are motivated for their involvement in green practices for sustainability and Employee Union are recognized as a key stakeholder in implementing green practices in organization.

HYPOTHESIS TESTING

H0:There is a negative perception of employees towards Green HRM practices

H1: There is a positive perception of employees towards green HRM practices

Test:- t-Test

Mean and Standard Deviation

Table No: 5

One-Sample Statistics				
Employee perception about Green HRM Practices	N	Mean	Std. Deviation	Std. Error Mean
[Green HRM protects the environment significantly]	30	4.46	.609	.084
[Green HRM practices helps organization to reduce the operational cost]	30	4.35	.861	.119
[Due to green HRM practices organizational productivity rate will be improved.]	30	4.40	.721	.100
[Green HRM practices attract morall	[illegible]	4.44	.639	.089

and resources.]				
[Green HRM practices helps organization to create a brand]	30	4.40	.664	.092
[Green HRM practices increases employee retention and morale of the employees.]	30	4.44	.608	.084
Perception of Green HRM Practices [Green HRM practices bring employee job satisfaction and dedication.]	30	4.40	.664	.092

Source: Descriptive Analysis through SPSS

Interpretation: - Employees were asked about their perception about green HRM practices followed in their organization. Total 7 statements were asked and feedback was taken. Five likert agreement scales was used for data collection. Mean and Standard deviation of the responses were calculated and results shows that all the statement had a mean of 4 and above that depicts respondent's responses between agree to strongly agree. To verify the deviation of actual responses, standard deviation was calculated. Standard deviation values show significant results as its values is less than 1. It shows less deviation. Therefore mean values representing the complete responses in the survey.

Table No: 6

One-Sample Test						
Perception of Green HRM Practices	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
[Green HRM protects the environment significantly]	52.817	29	.000	4.462	4.29	4.63
[Green HRM practices helps organization to reduce the operational cost]	36.419	29	.000	4.346	4.11	4.59
[Due to green HRM practices organizational productivity rate will be improved.]	44.039	29	.000	4.404	4.20	4.60
[Green HRM practices attract morally good talent and resources.]	50.128	29	.000	4.442	4.26	4.62
[Green HRM practices helps organization to create a brand]	47.791	29	.000	4.404	4.22	4.59
[Green HRM practices increases employee retention and morale of the employees.]	52.724	29	.000	4.442	4.27	4.61
[Green HRM practices bring employee job satisfaction and dedication.]	47.791	29	.000	4.404	4.22	4.59

Source: Descriptive Analysis through SPSS

Interpretation:-Employee perception RM practices followed in the organization was lected and hypothesis was tested usi in considering 95% of confidence level and 5%

of margin of error. It has been observed that p-values for all the statements was less than 0.05 and hence it fails to prove null hypothesis. Therefore Null Hypothesis is rejected and alternative hypothesis is accepted.

H0: Contemporary HR Practices in selected organizations does not incorporate Green HRM Practices.

H2: Contemporary HR Practices in selected organizations incorporate Green HRM initiatives

Table No 7

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Green Selection	9	3.58	0.839	0.28
Green Training and Development	9	4.17	0.592	0.197
Green Employee Induction	9	3.96	0.753	0.251
Green Employee Rules and Policies	9	4	0.478	0.159
Green Employee Relations	9	4.14	0.671	0.224

Source: Descriptive Analysis through SPSS

Interpretation:-Hypothesis two is regarding Green HR practices implemented in the organization. 9 HR from 9 different organizations were approached for data collection. Mean vales and standard deviation values were calculated on the basis of data collection. Responses were collected for 8 Green HR Practices. Mean values and Standard Deviation values shows that all the Green HR Practices except Green selection (3.58) shows the mean values near to 3.5 and other Green HR Practices shows mean values near to 4 or more than 4. It depicts Green HR Practices are implemented in the automobile organization.

Table No: 8

One-Sample Test						
	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Green Selection	12.323	8	.000	3.578	2.93	4.22
Green Training and Development	21.68	8	.000	4.175	3.72	4.63
Green Employee Induction	26.8	8	.000	4.25	3.76	4.76
Green Employee Rules and Policies	20.202	8	.000	3.95	3.38	4.53
Green Employee Relations	19.048	8	.000	4.139	3.62	4.65

Source: Descriptive Analysis through SPSS

Interpretation:-To check the validity of the mean and standard deviation, further t-test was employed. It was run with 95% of confidence level and 5% of margin of error. Degree of freedom for the above data was 8. t-test values for each Green HR practices were calculated. P-Value was determined for each green HR practices. From the t-test result it can be inferred that p-values for all the green HR practices is less than 0.05 significance level. Therefore it does not support null hypothesis. Hence null hypothesis is rejected. So alternative hypothesis i.e R practices in selected organization incorporate een HR practices is accepted.

FINDINGS:

- 64% employees strongly agree and 27 % employees agree with the statement Green HRM practices helps organization to reduce the operational cost as well as 57% employees strongly agree and 37 % employee's agree with the statement Green HRM practices attract morally good talent and resources.
- 33% employees strongly agree and 67 % employee's agree with the statement is Green HRM protects the environment significantly as well as 56% employees strongly agree and 44 % employee's agree with the statement Green HRM practices attract morally good talent and resources.
- Green recruitment practices like recruitment policy reflect sustainability as the agenda of the organization, Green policies are reflected in recruitment policies and recruitment is done with paperless practices extensively and Green policies, environmental criteria are taken in to consideration during recruitment followed in many organizations.
- Most of the automobile industries follow green selection practices like during selection candidates are asked about environment sustainability practices, Selection of the employees through online process to reduce the wastage of paper.
- Green training practices like Training on recycle and reuse of materials are conducted during training sessions, Training based on paperless work and minimum uses of natural resources are conducted, Environmental training create awareness and concern towards environmental issues followed in many automobile industries.
- Most of the automobile industries organizes Green employee Induction program and in that they incorporate practices like making new employees familiar with greening, new joiners are motivated for green practices in the workplace and developing green citizenship behavior.
- Some of automobile industries develop Green employee rules and policies for that incorporated practices like HR Department have formulated green employee rules and policies.
- Many automobile industries follow Green employees relations practices like Employees are motivated and appreciated to participate in formulating environment friendly practices, Union representatives are motivated for their involvement in green practices for sustainability and Employee Union are recognized as a key stakeholder in implementing green practices in organization.

CONCLUSION:

As we see there is positive perception of employees towards green HRM practices they agree with the statements Green HRM protects the environment significantly and Green HRM practices attract morally good talent and resources and when we see Green HRM Practices implementation in Automobile industries in Pune contemporary HR practices of Organisations incorporate Green HR Practices but many organizations not think about different options by which we can easily implement Green HR practices in automobile industries is medium. They should take initiatives to motivate employees and HR employees to follow green practices at work places.

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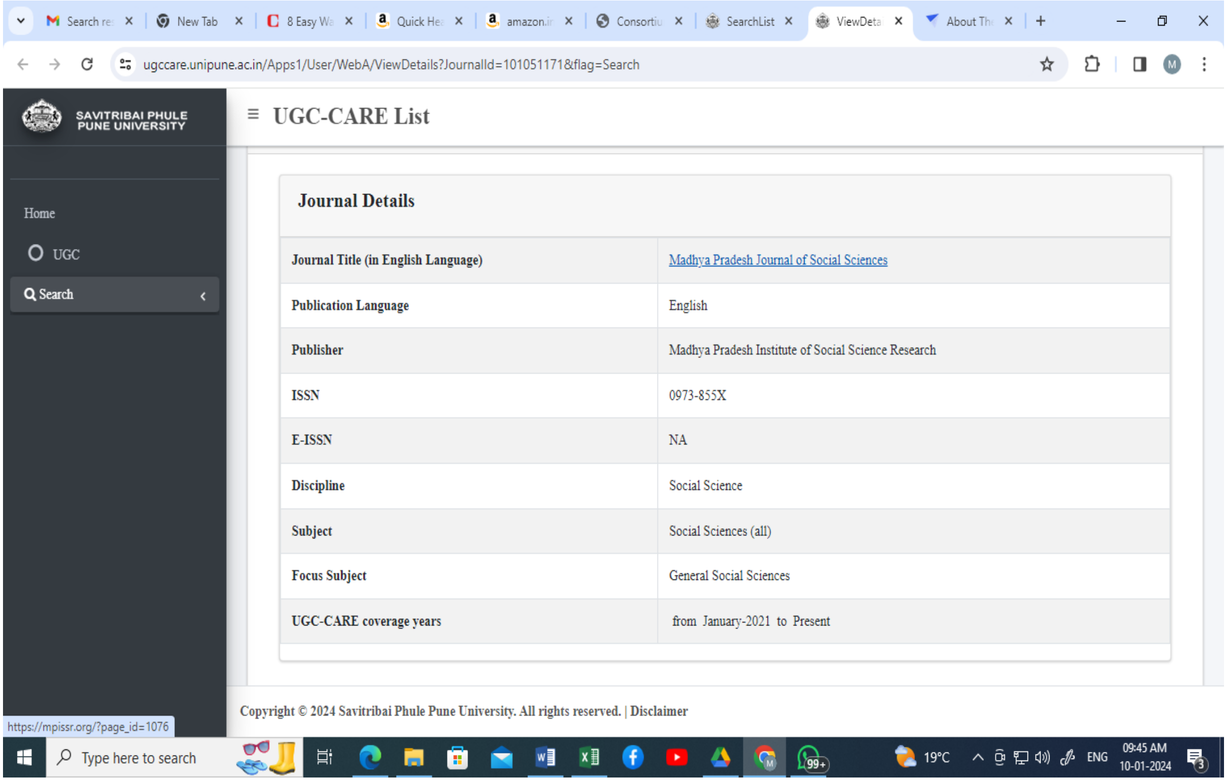

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A STUDY OF COMPETENCY MAPPING AS A TOOL FOR KNOWLEDGE MANAGEMENT

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A STUDY OF COMPETENCY MAPPING AS A TOOL FOR KNOWLEDGE MANAGEMENT

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Abstract:

Competency mapping is a crucial tool for knowledge management in today's dynamic and competitive business environment. The process of competency mapping helps organizations identify and develop the skills and abilities of their employees to ensure that they possess the knowledge required to meet the organization's objectives. This research paper aims to explorethe importance of competency mapping in knowledge management and how it can be used to achieve organizational success. The paper discusses the various stages involved in the competency mapping process and examines the benefits of using this tool for knowledge management. Through an extensive review of literature and case studies, the paper highlights the best practices for implementing competency mapping in organizations. The research concludes that competency mapping is an effective tool for identifying and developingemployee skills and knowledge, leading to increased productivity, employee satisfaction, and overall organizational success.

Key words:

Competency mapping, Knowledge management, Human resource development and Performance management

Introduction:

Competency mapping has emerged as a powerful tool for knowledge management in recent years, offering a comprehensive framework for identifying and managing the skills and knowledge required to achieve organizational goals. As businesses increasingly rely on the knowledge and expertise of their employees to drive innovation and stay ahead of the competition, the need for effective knowledge management has become more pressing than ever. Competency mapping provides a structured approach to identifying and developing the competencies necessary for success in various roles and functions, enabling organizations to optimize their workforce and achieve their strategic objectives.

At its core, competency mapping is a process that involves identifying the knowledge, skills, and abilities required for success in a particular role or function, and then assessing the proficiency of individuals against these competencies. This process can help organizations to identify gaps in their current workforce, and to develop targeted training and development programs that address these gaps. Competency mapping can also be used to create a clear careerprogression path for employees, as well as to support succession planning and talent management efforts.

One of the key benefits of competency mapping is its ability to support knowledge managementinitiatives. By identifying the specific skills and knowledge required for success in different roles and functions, organizations can ensure that their workforce is equipped to perform effectively and efficiently. This can be especially valuable in knowledge-intensive industries, where staying ahead of the curve requires a deep understanding of emerging trends, technologies, and best practices. By leveraging competency mapping as a tool for knowledge management, organizations can create a culture of continuous learning and development, enabling their workforce to [illegible]e in an ever-changing business landscape.

In this research paper, we will explore the concept of competency mapping in greater detail, examining its origins, evolution, and current applications. We will also explore the relationship between competency mapping and knowledge management, and the ways in which organizations can leverage this powerful tool to optimize their workforce and achieve their strategic objectives. Through a review of current research and case studies, we will provide insights into best practices for competency mapping and knowledge management, and offer recommendations for organizations seeking to implement these approaches in their own operations.

Objectives of the Study:

1. To study the relationship between competency mapping and knowledge management, identifying how competency mapping can serve as a tool for effective knowledge managementin organizations.
2. To assess the impact of competency mapping on knowledge acquisition, sharing, and retention within organizations, examining how it contributes to knowledge transfer and organizational learning.
3. To study Challenges in Implementing Competency Mapping as a Tool for Knowledge Management
4. To develop a comprehensive framework or model that integrates competency mapping andknowledge management, providing practical guidelines for organizations to effectively implement and utilize competency mapping as a tool for knowledge management.

Literature Review:

1. Shivanjali, Mitushi Singh, Tripti Singh (2019), Competency Mapping: A StrategicPerspective in Employee Retention, International Journal of Recent Technology and Engineering (IJRTE), Volume-8 Issue-2, This study focuses on examining the competence mapping-related elements that support both the development of the organisation and the retention of talent. To explain and report the linked occurrences, a descriptive and conclusive study design was used. The research also looks into variations in the weights of several competency mapping-related elements. The study also helps to a better understanding of the elements that affect employee retention through an empirical research that is included in the paper.

2. Cyril, Madhumitha M (2018), A Study on Competency Mapping in Organizations This research paper provides a comprehensive examination of Competency Mapping within organizations, exploring its various types, methods, and procedural aspects. The study draws heavily from secondary sources such as textbooks, journals, and e-resources to ensure a robust analysis.

3. Nalini Devi. S, Dr. N. Panchanathan, (2013), Analysis on Literature review on competency mapping for nurses in healthcare, American International Journal ofResearch in Humanities, Arts and Social Science, ISSN (Online): 2328-3696, A study was done to verify the skills that could be used to teach advanced practice registered nurses how to write prescriptions. The foundation for evidence-based legislation and state board regulation can be laid by prescribing competences, which could help APRNs realize their full potential. Competencies identification has risen to the top of the priority list for serving society as a result of the recent rise in disease. As a result, we can comprehend the value of competency mapping for nurses in the healthcare industry.

4. A. Tejeswari, Dr. T. V. Ambuli, (2016), A study on competency mapping of employees with reference to murugappan and company, international journal of research science management, ISSN: 2349-5197, Impact Factor: 2.715, According to a recent study, competency mapping is a key technique for identifying a person's strengths and limitations, which can then be used to help that person better understand who they are and where they need to focus their career development efforts. Competency mapping was done on the team at Murugappan and Company by the researcher. The study's chosen research design is a descriptive study with 102 participants. At the conclusion, the researcher created and examined competency maps for each Murugappan & Co. group. The organisation can utilise the data acquired to plan its next training and development initiatives for the upcoming year. The results of competency mapping also give a clear knowledge of the employees' curre [illegible] ghlighting the many skills and competencies that employees presently possess and how to leverage them to the organization's advantage.

5. **Ankush Puri, Asha Pachpande (2019), competency mapping a tool to boost profitability of an organization, ISSN: 2250-0138, (2): 398-403,** There a number of competency mapping tools, which aid in managing skills, knowledge, attitude, attributes, etc. to boost an organization's effectiveness and productivity. The researcher used the first-hand information of 300 respondents, who were HR experts working in Pune's manufacturing sector, particularly the car industry. It has been discovered that the opinion of HR professionals plays a key role in controlling and foreseeing future skills to boost organisational productivity.
6. **Dr. L. J. Soundara Rajan, (2015) Competency Mapping Analysis: A Study conducted in Specific Package Industry at Puducherry State of India, Vol.7, No.19,** carried out a study on the specific package industry in the Indian state of Puducherry. 70 people make up the sample. Primary data were gathered through interviews and questionnaires. Additionally, conversations with the managers of each department and the direct supervisors took place. The corporate website, profile, company manuals, and prior year records were used to gather the secondary data. Following statistical research, a number of recommendations are made regarding the need for the company to create a competency model for the current workforce. because only around 25% of employees have the degree of competency that is needed, and about 27% of employees do not have the amount of competency that is expected. The organization needs to concentrate more on creating the competency model. The qualified candidate needs to be elevated to the subsequent top level position. Because the study indicated that those with experience have a greater degree of competency
7. .**Dr. Saikumari V, Ms. Sunitha V (2021) A Study On Effectiveness Of Competency Mapping Through Training And Development, Vol.12 No.11,** This study focuses on how competency mapping is used in training and development to improve training and development effectiveness. According to this study, training that is focused on functional and behavioural abilities will be helpful. This study suggests that organisations adopt more contemporary training methods, give staff hands-on training, and give participants specialised learning tasks or projects to close their skill gaps.
8. **V. Lakshmi (2022), Why competency mapping is required in academic institutions?- Aliterature review, International Journal For Innovative Research In Multidisciplinary Field, Volume - 8, Issue - 2,** In this study, the researcher attempts to review the literature to determine the effect of competency in educational institutions, and it is discovered that only academic institutions are behaviorally competent. The study tends to emphasise the significance of competency mapping of teachers inside academic institutions because the study's precise framework of competency mapping is confined to a small number of competencies, including Pedagogy, Leadership, Managerial, Social, and diverse authors. The goal of the study is to comprehend the value of competency mapping and how it affects high standards in education. The essay focuses on specific competencies including pedagogy, leadership, management, social skills, and behavioural skills. In order to better understand the concept of capabilities and how competency mapping may be used to understand requirements and their effects on providing.
9. **Odor, J Bus Fin Aff 2018, Knowledge Management, Journal of Business & Financial Affairs,** This conceptual paper proposes a perspective shift towards viewing knowledge management as an integral part of the organizational learning process, rather than a separate management concept. It emphasizes that knowledge management is an extension of organizational learning since knowledge cannot exist without learning. The paper further highlights that obstacles such as interpersonal relationships, organizational trust, skills, and time constraints significantly hinder knowledge sharing among organizational members. By recognizing these factors, organizations can address them to facilitate effective knowledge management and foster a culture of shared learning.
10. **Gbosien Chris Sokoh, Ugo Chuks Okolie (Issue 20/2021) Knowledge Management and Its Importance In Modern Organizations**, The foundation of this paper rests upon secondary data and employs content analysis to interpret the gathered information. A key finding of this study is that the achievement of quality efficiency and effectiveness in performance is contingent upon the development of employees. In the current business landsca [illegible] cts and services are growing increasingly intricate,

organizations vie for success by harnessing knowledge. As a result, the imperative for lifelong learning has emerged as an inescapable truth.

What is Competency Mapping?

The practice of defining and rating the competencies required for a position is known as competency mapping. Its goals are to identify skill gaps for training and development and make sure that organizations have the right people in the right places.

The Competency Mapping process typically includes the following steps:

Identify job roles and responsibilities: Define the different roles and responsibilities in the organization and identify the required competencies for each role.

Define competencies: Determine the specific knowledge, skills, and abilities needed for each job role.

Assess competencies: Evaluate the existing competency levels of employees and identify any skill gaps that need to be filled.

Develop training and development programs: Create programs to help employees acquire the necessary competencies for effective job performance.

The Benefits of Competency Mapping include:

- **Improved hiring decisions:** Competency Mapping can help organizations make better hiring decisions by identifying the specific competencies required for each job role and ensuring that candidates possess those competencies.
- **Improved employee performance**: Competency Mapping can help employees to perform their jobs more effectively by identifying the specific competencies required for their job roles and providing training and development programs to help them acquire those competencies.
- **Improved career development**: Competency Mapping can help employees to identify their strengths and weaknesses and develop a career path that aligns with their skills and interests.
- **Improved succession planning:** Competency Mapping can help organizations to identify potential leaders within the organization and develop succession plans to ensure continuity of leadership.

Overall, Competency Mapping is a useful tool for organizations to identify the skills and knowledge required for each job role, assess employee competencies, and develop training and development programs to improve employee performance and achieve organizational goals.

What is Knowledge Management?

Knowledge Management is the process of managing an organization's intellectual capital to enhance productivity and gain a competitive edge. It involves identifying, creating, sharing, and utilizing knowledge effectively. The purpose is to maximize the value of intellectual capital, leading to better decision-making, innovation, and overall performance. Benefits include increased efficiency, fostering innovation, and leveraging knowledge for identifying trends and mitigating risks. Knowledge Management is crucial for organizations aiming to thrive in a knowledge-driven economy, fostering continuous learning and improvement.

Competency Mapping as a Tool for Knowledge Management:

Competency Mapping is a valuable tool for Knowledge Management, enabling organizations to leverage their knowledge assets effectively. It can help organizations in the following ways:

Identify skills gaps: By mapping competencies, organizations can pinpoint knowledge and skills gaps within their workforce, leading to targeted training programs.

Develop a knowledge repository: Comp [illegible] aids in identifying critical knowledge assets, allowing organizations to create a reposit [illegible] employees for support and knowledge preservation.

Build cross-functional teams: Leveraging competencies, organizations can assemble cross-functional teams with complementary skills to tackle complex challenges and generate innovative ideas.

Support succession planning: Competency Mapping assists in identifying skills and knowledge required for different roles, facilitating succession planning and preparing potential successors through training and development programs.

By utilizing Competency Mapping as a Knowledge Management tool, organizations enhance productivity, foster innovation, and gain a competitive advantage.

Proposed Process to Use Competency Mapping as Tool for Knowledge Management

Identify key competencies: Begin by identifying the critical competencies required for various roles and positions within the organization. This involves understanding the knowledge, skills, and abilities necessary for successful performance.

Assess and map competencies: Conduct competency assessments to evaluate the existing competencies of employees. This can be done through interviews, surveys, or performance evaluations. Map these competencies to specific roles and functions within the organization.

Identify knowledge gaps: Analyze the competency mapping data to identify gaps in knowledge and skills. Determine areas where additional training, development, or knowledge sharing initiatives are needed.

Design learning and development programs: Develop targeted learning and development programs to bridge the identified knowledge gaps. These programs can include formal training, mentoring, job rotations, or knowledge-sharing platforms.

Foster a culture of knowledge sharing: Encourage employees to share their expertise and best practices with others. Establish communities of practice, knowledge-sharing forums, or online platforms to facilitate the exchange of knowledge and experiences.

Align competencies with business goals: Ensure that the identified competencies align with the organization's strategic objectives. Regularly review and update the competency mapping framework to reflect evolving business needs and priorities.

Monitor and measure progress: Continuously monitor and evaluate the impact of competency mapping on knowledge management efforts. Track the development of competencies, knowledge sharing activities, and the overall improvement in organizational knowledge and performance.

By implementing these steps or strategies, organizations can effectively utilize competency mapping as a tool for knowledge management, enabling them to leverage their employees' skills and expertise for improved performance and innovation.

Future Challenges in Implementing Competency Mapping as a Tool for Knowledge Management:

Resistance to Change: One of the major challenges that organizations may face when implementing Competency Mapping as a tool for Knowledge Management is resistance to change. Employees may be resistant to change, especially if they feel thattheir jobs or roles may be impacted. To overcome this challenge, it is important for organizations to involve employees in the process and communicate the benefits of Competency Mapping and Knowledge Management.

Identifying Relevant Competencies: Another challenge is identifying the relevant competencies for each job or role. It is important for organization [illegible] understanding of the competencies that are required for each job or role, and to involveemployees and managers in this process. Competency Mapping tools can be used to identify the required competencies and gaps in skills and knowledge.

Measuring and Assessing Competencies: Measuring and assessing competencies can also be a challenge. Organizations may need to develop appropriate assessment tools and methods to measure and assess competencies accurately.

Integration with Other HR Processes: Competency Mapping should be integrated withother HR processes, such as performance management and training and development.This can be a challenge, as it may require changes to existing processes and systems.

Strategies for Overcoming Challenges:

Communication and Change Management: To overcome resistance to change, it is important for organizations to communicate the benefits of Competency Mapping andinvolve employees in the process. Change management techniques such as communication plans, training programs, and stakeholder engagement can be used.

Involvement of Employees and Managers: Involving employees and managers in the Competency Mapping process can help to ensure that the relevant competencies are identified and assessed accurately. Employees can provide valuable input on the skillsand knowledge required for their jobs, while managers can provide insight into the organization's strategic goals and objectives.

Use of Technology: Competency Mapping tools and technology can be used to streamline the process and make it more efficient. These tools can help to automate the assessment and measurement of competencies, and provide insights into skills gapsand development needs.

Integration with Existing HR Processes: Competency Mapping should be integrated with other HR processes such as performance management and training and development. This can be achieved by aligning competencies with performance objectives and using the results of Competency Mapping to inform training and development plans.

<u>Examples organizations that have successfully implemented CompetencyMapping as a tool for Knowledge Management:</u>

Infosys: Infosys, a global IT services company, used Competency Mapping to identifythe knowledge, skills, and abilities required for various roles within the organization. They then developed training programs to help employees acquire these competencies,and used performance metrics to measure the effectiveness of the training. This helpedInfosys to ensure that employees had the necessary skills to perform their jobs effectively, and to maintain a high level of productivity and quality.

Wipro: Wipro, another global IT services company, used Competency Mapping to identify the skills and knowledge required for various roles within the organization, andthen developed a competency-based training program to help employees acquire these competencies. They also implemented a knowledge sharing platform, which allowed employees to share their knowledge and expertise with each other. This helped Wipro to improve collaboration and knowledge sharing within the organization, and todevelop a culture of continuous learning and improvement.

Zensar Technologies: Zensar Technologies, an IT services and consulting company, used Competency Mapping to identify the skills and knowledge required for various roles within the organization, and then developed a competency-based performance management system. This system helped managers to assess employee performance based on the competencies required for their role, and to provide targeted feedback anddevelopment opportunities. This helped Zensar Technologies to improve employee performance and productivity, and to align employee goals with organizational objectives.

In all of these cases, Competency Mapping was used as a tool for Knowledge Management toidentify, develop, and leverage the knowledge and skills of employees, and to align their competencies with organizational goals. The organizations were able to improve collaboration,productivity, and quality, and to gain a competitive advantage by using their knowledge and expertise effectively.

Key Findings:

1. Competency Mapping is a useful tool for identifying, developing, and leveraging the knowledge and skills of employees in organizations.
2. Knowledge Management is essential for organizations to remain competitive and to gain a strategic advantage in their respective industries.
3. There are various theoretical frameworks that can be used to explain the relationship between Competency Mapping and Knowledge Management, including the Resource-Based View.
4. Successful implementation of Competency Mapping requires a clear understanding of the competencies required for various roles within the organization, as well as a systematic approach to training and development.

Recommendations for Future Research:

1. Further research is needed to explore the effectiveness of proposed framework and process of Competency Mapping as a tool for knowledge management, and to identify the most effective approaches for specific organizational contexts.
2. There is a need to investigate the role of technology in facilitating Competency Mapping and Knowledge Management, and to explore the potential of artificial intelligence and machine learning in this context.
3. Research is needed to examine the impact of Competency Mapping on employee motivation, job satisfaction, and career development, as well as its effect on organizational performance and productivity.
4. There is a need to investigate the relationship between Competency Mapping and otherKnowledge Management practices, such as knowledge sharing, knowledge creation, and knowledge retention, and to identify the synergies between these practices.

Conclusion:

This research paper highlights the significance of competency mapping for effective knowledge management in organizations. It concludes that competency mapping plays a crucial role in identifying, developing, and utilizing competencies to enhance organizational knowledge and performance. The findings demonstrate that competency mapping facilitates knowledge acquisition, sharing, and retention, leading to knowledge transfer and organizational learning. However, challenges exist in implementing competency mapping, requiring strategies to overcome them. Integrating technology and developing a comprehensive framework can improve the implementation and utilization of competency mapping for knowledge management. Embracing competency mapping as a strategic approach enables organizations to optimize knowledge management, foster continuous learning, and gain a competitive advantage in the knowledge-driven economy.

Proposed Model for Understanding Challenges in Implementations and Relatedsolutions

Individual /Employee Level	
Barriers	**Solutions**
1. Employeeapathy	1. Promoting andadhering to competency mapping
2. Employee reluctance	2. Developing knowledge manag skills

3. Lack of awareness aboutcompetency mapping and knowledge management	3. To create awarenessabout competency mapping as a tool for knowledge management

Implementation Barriers and Solutions

Industry Level	
Barriers	**Solutions**
1. Finding people withmulti-dimensional experience and skills	1. Changing old methods of knowledge management in industry 2. Implementing competency mapping for knowledge sharing

Organizational Level

Barriers	**Solutions**
1.Infusing new blood in organization	Focus should be on long term benefit and organization brand
2.Lack of competency mapping	Efforts to be increased to manageand share knowledge though it is time consuming andcomplex task
3.Lack of knowledge management	Involvement andsupport from top management
4.Ignorance of Top Management	Creating awarenessamong staff by corporate communications
5.Lack of support from all staff	Promoting competency mapping

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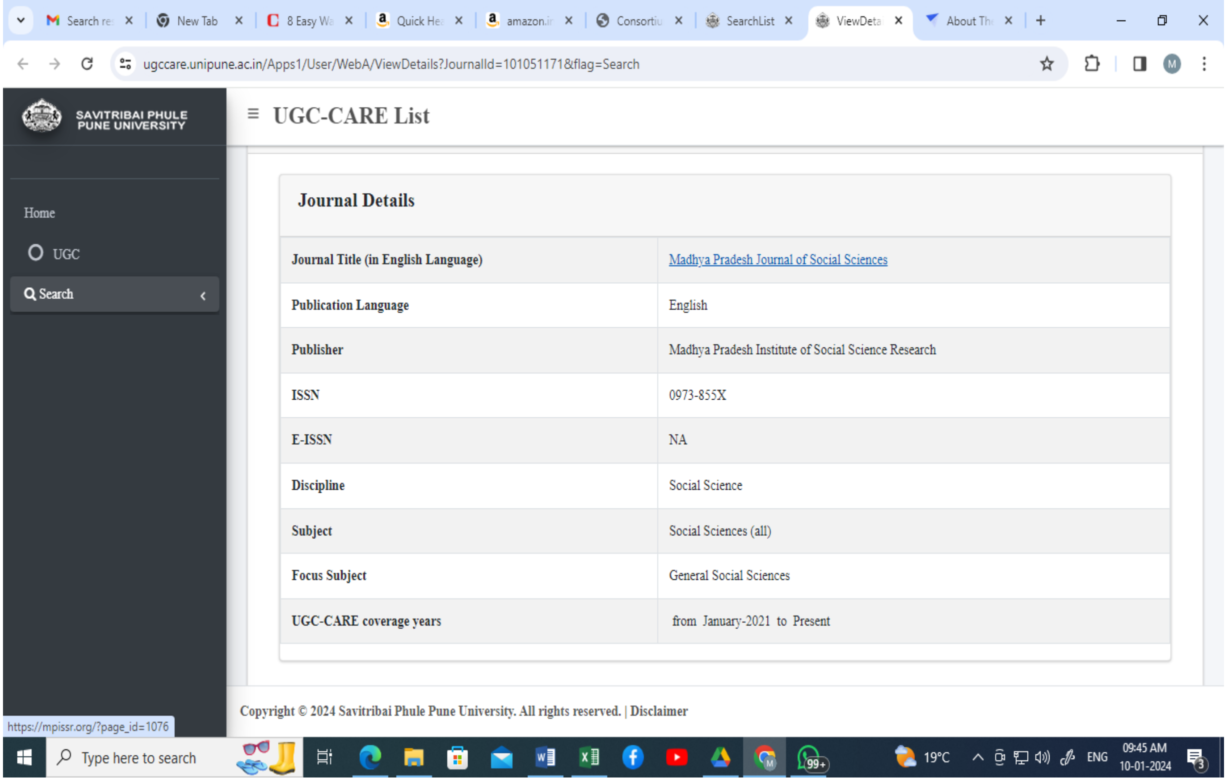

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Image Of Ayurvedic Product Brands And Buying Behaviour: A Perceptual Mapping For Pune City

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Abstract
Ayurveda has been always savior of life through the use of traditional medication techniques based on natural remedies, now days Consumers wants health care products that are transformed from a chemical based items to healthy and natural Ayurvedic base. This study aims to understand consumer buying behavior towards Ayurnedic product brands on the basis of product related and brand related variables, study is descriptive and exploratory in nature with the 201 respondents wit applying proper analytical tools and extracted structural equation models, At the same time shoppers and companies have explored new products according to need of time as the life expectancy is reducing day by day due to use of chemical based products and its side effects. This study aims to provide information to consumers as well as company about need and innovative products availability under any brand. Both home-grown and worldwide organizations are battling severely to draw in the purchasers of Ayurvedic items by presenting different inventive and advantageous items. The present study analyses the factors influencing consumers to buy specific brand of Ayurvedic product in Pune City.

Keywords: Buying behavior**,** FMCG, Consumers need, Product image, home-grown and worldwide organizations

INTRODUCTION

Antagonistic side endeavours made by the allopath clinical treatment have average person's concentration towards Ayurveda medical care items. Individuals have begun understanding that Ayurveda theory i.e., typifies anticipation and advancement of wellbeing arrangement of individual as these clinical medicines distinguish the main drivers for an infection or disease and resolve it. Ayurveda medical services items accessible in the market have received the idea of offering sustenance, dietary enhancement, and anticipation and fix wellbeing problems. Chan-ging purchasers brain research towards eco-accommodating items, understanding the evil impacts of allopath drugs, improving mindfulness towards conventional prescriptions, urba on of present day innovation in e creation of customarymedical servic and makeup items, simple accessibility of Ayurveda items in different kinds of multi-brand retail locations, reasonableness estimating idea, benefit of multi-channels for item dissemination, developing interest for Ayurveda medical services items both in public and worldwide business sectors are distinguished as some of components that impacts thedevelopment of Ayurveda medical care items.

Today quantities of Ayurveda medical care items are accessible on the lookout and cluster of brands are accessible in any retail shops directly from the items fabricated by Multinational organizations to home-grown and territorial made brands.

The customers are pulled in by proposals makers and their advertisers by highlighting the item uality, its eco-accommodating highlights, ustomary relevance, remedial highlights, nature of pices, root, lefts and so on, utilized in item roducing, estimating highlights etc. These days

Ayurveda items are considered as one of the quick purchaser products (FMCGs) accessible in any customer retail market. Individuals of every single segment layer, pay class and with variouseconomic wellbeing incline toward purchasing different marked Ayurveda items.

Commercialization of any item consistently raises an uncertainty about consumers‟ dependability towards a brands, as advertising limited time strategies, persuading realities, informal exposure, item exhibitions, its cost and accessibility in the market can impacts apurchasers to change starting with one brand then onto the next and can make at that point carry on less faithful to a particular brand of items. Drawing a reasonable compre-hension on the consumers‟ brain science lead of definite observational examination was considered as truly practical. This idea offered scope for the lead of this examination.

REVIEW OF LITERATURE

Backhaus et al (2007) suggested that purchase decision is one of the important stages as this stage refers to the occurrence of a transaction. In other words, once the consumer recognized the need, searched for relevant information and considered the alternatives he/she makes a decision whether or not to make the decision. Purchasing decision can further be divided into a planned purchase

Partially purchase or impulse purchase as stated by Kacen (2002) which will be discussed further in detail in the next chapters.

Post-purchase decision involves the experience of the consumer about their purchase. Although the importance of this stage is not highlighted by many authors Neal et al (2004) argues that this is perhaps one of the most important stages in the consumer decision-making process as it directly affects the consumers' purchases of the same product or service from the same supplier in the future.

The most noteworthy writers that serve as academic advocates of The Five Stage Model of consumer decision making include Tyagi (2004), Kahle and Close (2006) Blackwell et al. (2006), and others.

It is important to note that The Five-Stage Model is not the only model related to consumer decision-making, and there are also a range of competing models that include Stimulus-Organism-Response Model of Decision Making developed by Hebb in 1950s, Prescriptive Cognitive Models, The Theory of Trying (Bagozzi and Warsaw, 1990), Model of Goal-Directed Behaviour Naresh and Reddy (2016) research paper basically centered on exami variables that impacts buyers‟ insight l items in India. The examination ref that home grown items accessible in the market are expensive yet have no results. The investigation expressed that personal circumstance of individuals alongside specialist recommendation they burns-through different brand of natural items.

Bulsara and Yadav (2018) scrutinised the ayurvedic prescriptions market status in Gujarat. The examination found that the majority of the buyers are steadily getting mindful about the Ayurvedic medication or items and furthermore profited of its utilization. The examination referenced that individuals are getting more interested towards Ayurvedic OTC items when contrasted with the compound item.

Similar investigation among ayurvedic and non-ayurvedic item clients in Noida was directed by Singh et al., (2018). The scientists referenced that ayurvedic prescriptions are utilized by 50% of the example populaces of all age gatherings and dominant part of the clients come to think about Ayurvedic medical services items structure their companions, family members and relatives. The scientists found that their essential inspiration to utilize Ayurvedic items is because of liberated from results.

RESEARCH MEHODOLOGY

Objective

To Study the factors that influences Consumer buying behavior towards selecting specific Ayurveda healthcare product brands

Hypothesis

1) H1: There is significant relationship between Product related factor and consumer buying behavior
2) H1: There is significant relationship between Brand related factor and consumer buying behavior

Research Design

Study is descriptive and exploratory in nature, A self-administered questionnaire was developed to collect the data. The duration of data collection of the study extended for six months from May to June 2021.

Sampling Procedure:

Stratified Random sampling method has been followed to choose from consumers to buy specific rand of Ayurvedic product in selected Areas of une. For getting better information, 201 consumers ere selected of Pune city

Sampling Area Coverage

The study proposed to cover almost all the major areas in Pune. Pune City is subdivided into four parts. The following are the east, west, north, south region of the Pune city.

Statistical Tools Used

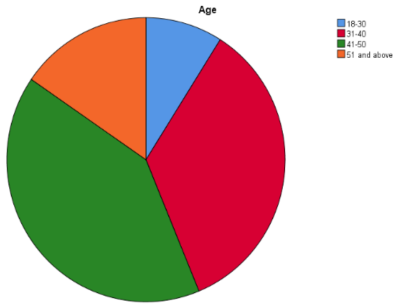
To assess the factors that influence the consumers in selection of specific brand Ayurveda healthcare products in Pune City, researcher has used Cronbach's Alpha to understand the reliability value, factor analysis, chi-square test and structural equation modeling.

DATA ANALYSIS & INTERPRETATION

Demographic data analysis

Table no.1

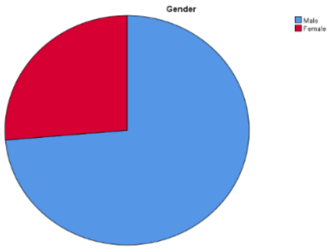
Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	18	9.0	9.0	9.0
	31-40	70	34.8	34.8	43.8
	41-50	82	40.8	40.8	84.6
	51 and above	31	15.4	15.4	100.0
	Total	201	100.0	100.0	



According to table no.1 in the study 9% respondents are from 18-30 age group, 34.8% respondents are from 31-40 age group, 40.8% respondents are from 41-50 age group, 15.4% respondents are from 51 and above age group.

Table no.2

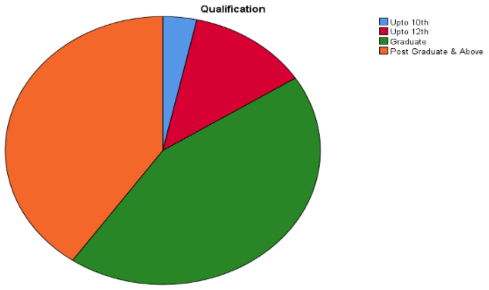
Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	148	73.6	73.6	73.6
	Female	53	26.4	26.4	100.0
	Total	201	100.0	100.0	



ding to table no.2 in the study respondents are male and 26.4% respondents are female

Table no.3

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Upto 10th	7	3.5	3.5	3.5
	Upto 12th	25	12.4	12.4	15.9
	Graduate	88	43.8	43.8	59.7
	Post Graduate & Above	81	40.3	40.3	100.0
	Total	201	100.0	100.0	



According to table no.3 in the study 3.5% respondents are educated upto 10th, 12.4% respondents are educated upto 12th, 43.8% respondents are educated Graduation, 40.3% respondents are educated Post Graduation.

Reliability

Table no.4

Reliability Statistics	
Cronbach's Alpha	N of Items
.830	21

Table no.4 represents Reliability test Cronbach's Alpha is applied on 21 scaled items to understand reliability value of 201 samples, Cronbach's Alpha value is .830 it show items has good internal consistency hence items are good to have further research study.

Factor Analysis

It is one of the more popular "analysis of interdependence" techniques. In studies of interdependence, all the variables are on an equal footing, and the analysis is concerned with the whole set of relationships among the variables that characterize the objects. Unlike regression or discriminant analysis, factor analysis would focus on the whole set of interrelationships displayed by the variables. At the conceptual level, a factor is a qualitative dimension of the data that attempts to depict the "way in which entitles differ, much as the length of n object of the flavour of a product defines a ualitative dimension on which objects may or may ot differ. Factor analysis is a procedure that takes a large number of variables or objects and searches out factors in common which account for their inter-correlation.

Table: 1.1 kmo and bartlett's test- primary factors that influenced consumers to buyspecific brand of product in Pune City

Table no.5

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		**.813**
Bartlett's Test of Sphericity	**Approx. Chi-Square**	**3609.224**
	df	**190**
	Sig.	**.000**

Source: computed from primary data

Table no.5 represents the value of KMO for overall matrix of twenty variables was found to be Excellent (0.813). Bartlett's Test of Sphericity should be significant (of less than .05), indicating that the correlationmatrix is significantly different from an identity matrix, in which correlations between variables are all zero. Bartlett's test of sphericity's chi-square value 3609.224 was highly significant at five per cent level of significance.

Factors influenced consumers to buy specific brand of product in Pune City

Table no.6

Variables	**Health Benefits and Availability**	**Product Qualityand Promotion**	**Price and Benefit Realized**	**Acquaintance with the Product**	**Brand and Product recognition**
Product Related Factors					
TraditionalPractices					.912
Routine Habits			.639		
Prescribed by Doctor or Specialist	.690				
Health Consciousness	.774				
Easy Availabilityof Product	.815				
Taste of theProduct	.732				
Other Attributes	.602				
Brand Related Factors					
Brand Image & Reputation	.851				
Availability ofBrand	.744				
Brand Reliability				.840	
Convenience ofUsage		.585			
Quality of theProduct					.781
Brand Loyalty		.656			
Reasonable Price		.740			
Value for Money		.650			
Attractive Offers& Discounts		.726			
Proven Health Improvements/Results		.754			
No Chemical Product			.538		
EnvironmentalFriendly		.613			
No side effects				.581	
Eigen Value	**6.885**	**4.886**	**1.265**	**1.136**	**1.116**
% of Variance	**34.427**	**24.430**	**6.325**	**5.679**	**5.580**
Cumulative	**34.427**	**58.857**	**65.183**	**70.862**	**76.442**

Source: computed from primary data

The above table no.6 represents that the five groups extracted together account for 76.442 per cent ofthe total variance (information cont the selected 20 variables).

Benefits and Availability: consciousness and Easy availability of product are grouped as first factor and it accounts for 32.427 per ent of the total variance.

roduct Quality and Promotion: Quantity of the roduct and Attractive Offers & Discounts constitute the second factor and it accounts for 24.430 per cent of the total variance

Price and Benefit Realized: Quality of the Product, Reasonable Price, Value for Money and Proven Health Improvements /Results represents the third factor and it accounts for 6.325 per cent of the total variance.

Aquatint with the Product: Traditional Practices, Routine Habits and Prescribed by Doctor or Specialist compose the fourth factor and it accounts for 5.679 per cent of the total variance.

Brand Product and recognition: Taste of the Product and Brand Image & Reputation constitute the fifth factor and it accounts for 5.580 per cent of the total variance.

HYPOTHESIS TESTING

1) H1: There is significant relationship between Product related factors and consumer buying behavior

Table no.7

Sr.no.	Product related Independent variable* dependent Variable	Chi-Square Value	Pearson Chi-Square Asymp. Sig. (2-sided)	Relationship significance
1	TraditionalPractices	66.903a	.000	**Significant**
2	Routine Habits	43.464a	.000	**Significant**
3	Prescribed by Doctor or Specialist	104.788a	.000	**Significant**
4	Health Consciousness	130.427a	.000	**Significant**
5	Easy Availabilityof Product	345.763a	.000	**Significant**
6	Taste of theProduct	105.660a	.000	**Significant**
7	Other Attributes	98.246a	.000	**Significant**

Dependent variable: Overall Buying Behavior towards Ayurvedic product brands
Source: computed from primary data

Table no.7 represents significant values after applying chi square test between seven product related factors and overall buying behavior, hence it is found that Pearson Chi-Square Value is less than 0.005 so we can conlude that research study's first alternate hypothesis "There is significant relationship between Product related factors and consumer buying behavior" is accepted.

2) H1: There is significant relationship between Brand related factors and cc[illegible] buying behavior

no.7

Sr.no.	Brand related Independent variable* dependent Variable	Chi-Square Value	Pearson Chi-Square Asymp. Sig. (2-sided)	Relationship significance
8	Brand Image & Reputation	392.954a	.000	**Significant**
9	Availability ofBrand	138.714a	.000	**Significant**
10	Brand Reliability	307.572a	.000	**Significant**
11	Convenience ofUsage	116.381a	.000	**Significant**
12	Quality of theProduct	259.553a	.000	**Significant**
13	Brand Loyalty	110.522a	.000	**Significant**
14	Reasonable Price	123.726a	.000	**Significant**
15	Value for Money	158.649a	.000	**Significant**
16	Attractive Offers& Discounts	72.736a	.000	**Significant**
17	Proven Health Improvements/Results	124.334a	.000	**Significant**
18	No Chemical Product	87.884a	.000	**Significant**
19	Environmental Friendly	141.914a	.000	**Significant**
20	No side effects	50.814a	.000	**Significant**

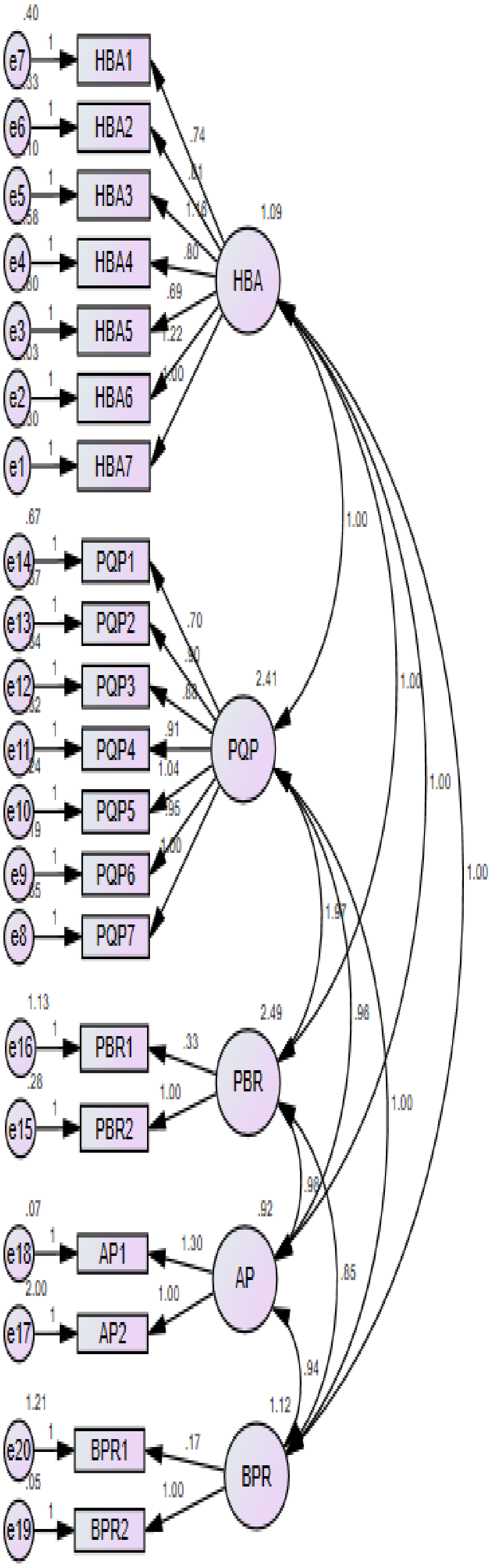
Dependent variable: Overall Buying Behavior towards Ayurvedic product brands
Source: computed from primary data

Table no.8 represents significant values after applying chi square test between thirteen brand related factors and overall buying behavior, hence it is found that Pearson Chi-Square Value is less than 0.005 so we can conclude that research study's second alternate hypothesis "There is significant relationship between Brand related factors and consumer buying behavior" is accepted.

CONFIRMATORY FACTOR ANALYSIS

After applying factor analysis on 20 independent variables of product and brand related factors, through the SPSS output got roted component matrix in that researcher have got five different components and loading of factors, hence applied confirmatory factor analysis through the structural equation modeling

Minimum was achieved
Chi-square = 1328.167
Degrees of freedom = 165
Probability level = .000



Structural Equation Modeling (Confirmatory Factor Analysis)

Health Benefitsand Availability (HBA)	Product Qualityand Promotion (PQP)	Price and Benefit Realized (PBR)	Acquaintance with the Product (AP)	Brand and Product recognition (BPR)

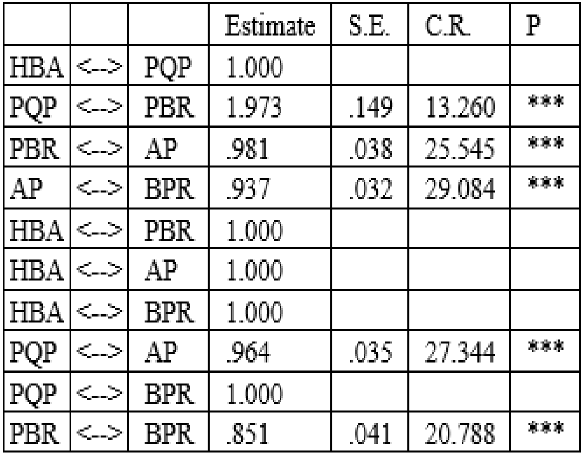
Table no.8

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P
HBA7	<---	HBA	1.000			
HBA6	<---	HBA	1.216	.038	32.374	***
HBA5	<---	HBA	.689	.064	10.690	***
HBA4	<---	HBA	.799	.057	13.995	***
HBA3	<---	HBA	1.160	.041	28.640	***
HBA2	<---	HBA	.811	.046	17.736	***
HBA1	<---	HBA	.741	.048	15.395	***
PQP7	<---	PQP	1.000			
PQP6	<---	PQP	.950	.037	25.566	***
PQP5	<---	PQP	1.043	.041	25.498	***
PQP4	<---	PQP	.911	.040	22.943	***
PQP3	<---	PQP	.881	.039	22.350	***
PQP2	<---	PQP	.902	.041	22.238	***
PQP1	<---	PQP	.695	.044	15.841	***
PBR2	<---	PBR	1.000			
PBR1	<---	PBR	.328	.058	5.690	***
AP2	<---	AP	1.000			
AP1	<---	AP	1.303	.037	35.551	***
BPR2	<---	BPR	1.000			
BPR1	<---	BPR	.170	.080	2.115	.034

Table no.8 represents following regression estimates, Health Benefits and Availability (HBA) have strong association (1.216) with Brand Image & Reputation, ProductQuality and Promotion (PQP) have strong association with Attractive Offers & Discounts(1.043), Price and Benefit Realized (PBR) have strong association with No Chemical Product (1.000), Acquaintance with the Product (AP) have strong association with Brand Reliability (1.303) and No side effects (1.000), Brand and Product recognition (BPR)) have strong association with Quality of theProduct (1.000).

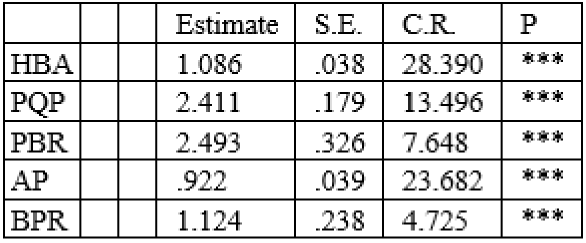
Table no.9 Covariances: (Group number 1 - Default model)



			Estimate	S.E.	C.R.	P
HBA	<-->	PQP	1.000			
PQP	<-->	PBR	1.973	.149	13.260	***
PBR	<-->	AP	.981	.038	25.545	***
AP	<-->	BPR	.937	.032	29.084	***
HBA	<-->	PBR	1.000			
HBA	<-->	AP	1.000			
HBA	<-->	BPR	1.000			
PQP	<-->	AP	.964	.035	27.344	***
PQP	<-->	BPR	1.000			
PBR	<-->	BPR	.851	.041	20.788	***

Table no.9 represents highest correlation between ProductQualityand Promotion (PQP) and Price and Benefit Realized (PBR) that is with the (1.973) regression estimates

Table no.10 Variances: (Group number 1 - Default model)



			Estimate	S.E.	C.R.	P
HBA			1.086	.038	28.390	***
PQP			2.411	.179	13.496	***
PBR			2.493	.326	7.648	***
AP			.922	.039	23.682	***
BPR			1.124	.238	4.725	***

Table no.10 represents Price and Benefit Realized (PBR) has highest regression weightage (2.493) among all five latent variables.

DISCUSSIONS

It is evident from the analysis that people have become more health conscious and being consumer they want harmless and high quality product, study divided in the five components out of that Price and Benefit Realized (PBR) has highest impact on the study where Routine Habits and No Chemical Product followed by Product Quality and Promotion (PQP) with the Convenience of Usage, Brand Loyalty, Reasonable Price, Value for Money, Attractive Offers & Discounts, Proven Health Improvements/Results, Environmental Friendly.

Consumer have switched their medicine requirement from chemical to natural during pandemic as well, as Ayurvedic medicines have healing capacity so brand are having impact with respect to Health benefits and availability and its associated variables. People are more ous during pandemic and seeking lo protection from Ayurvedic product preferring promising brands in Pune city market.

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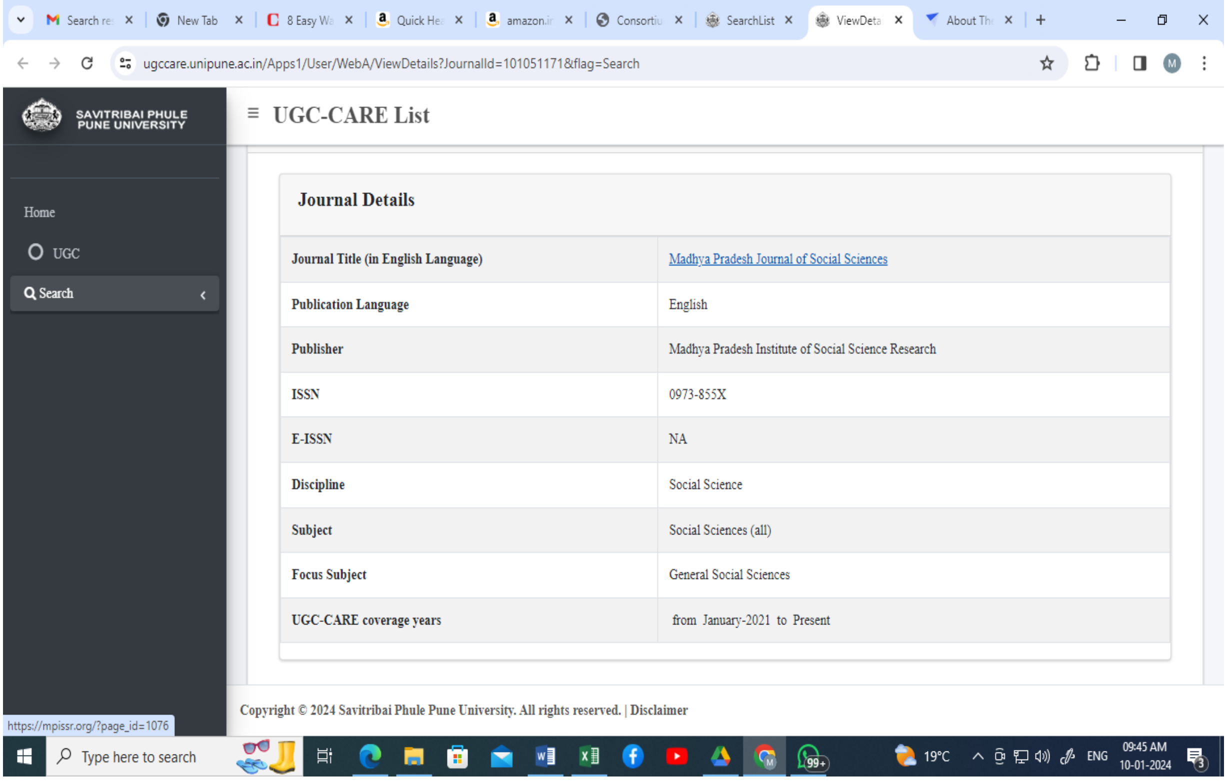

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UNVEILING THE KEY DIMENSIONS OF CUSTOMER-BASED BRAND EQUITY: A COMPREHENSIVE ANALYSIS

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UNVEILING THE KEY DIMENSIONS OF CUSTOMER-BASED BRAND EQUITY: A COMPREHENSIVE ANALYSIS

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Abstract:

The measurement of customer-based brand equity encompasses various dimensions, yet there remains a lack of consensus regarding the definitive set of dimensions to be employed. This study examines empirical findings from literature that employed Aaker's and Keller's models to measure brand equity, aiming to identify and summarize the principal or noteworthy dimensions of customer-based brand equity. The results reveal an empirical challenge in distinguishing between brand awareness and brand association. Despite numerous studies, it remains unclear which specific dimensions should be considered when evaluating customer-based brand equity. By analyzing existing research, this study contributes to the understanding of brand equity measurement and highlights the difficulties associated with effectively differentiating between the dimensions of brand awareness and brand association. Further research and exploration are required to establish a comprehensive framework for measuring customer-based brand equity with well-defined dimensions.

Key words:- **Brand Equity,** Perceived Quality, Brand, Brand Association

Introduction

In the current highly competitive business environment, brand equity has become a focal point in marketing research due to its ability to generate value for both companies and customers (Aaker, 1991). Companies can reap benefits from brand equity by enhancing their marketing program effectiveness, cultivating brand loyalty, commanding premium prices, exploring brand extensions, and gaining stronger bargaining power with trade partners. Similarly, customers derive value from brand equity through improved interpretation of information, increased confidence in purchase decisions, and heightened satisfaction.

Brand equity encompasses diverse definitions and expressions. Numerous scholars concur that reinforcing the dimensions of brand equity contributes to its establishment, longevity, and reinforcement (Villarejo and Sanchez-Franco, 2005). When a brand is perceived to possess high quality, evoke strong positive associations among customers, and enjoy their loyalty, it is regarded as having substantial brand equity (Yoo, Donthu, and Lee, 2000).

Aaker's Brand Equity Model

This research paper conducts a comprehensive examination of scholarly articles on brand equity, with a specific focus on identifying the key dimensions of customer-based brand equity that effectively capture the added value provided by branded products. While acknowledging the significance of marketing activities in relation to brand equity, the primary objective is to explore and analyze the dimensions that contribute to brand equity.

The initial section of the paper revisits the brand equity dimensions proposed by Aaker and Keller. However, the study does not delve into the specific measurement items associated with these dimensions. Instead, it extracts the primary dimensions from their models and examines supporting articles that emphasize these key dimensions. The analysis identifies Brand Awareness/Association (Brand Knowledge), Perceived Quality, and Brand Loyalty as integral dimensions of customer-based brand equity.

Through synthesizing empirical results and insights from selected articles, this paper aims to contribute to a deeper understanding of the dimensions that drive customer-based brand equity. It recognizes the importance of Brand Awareness/Association, Perceived Quality, and Brand Loyalty in capturing the essence of brand equity.

Brand awareness refers to the degree to which a brand name comes to mind when consumers think about a particular product category. It plays a vital role in building brand equity as it represents the initial step in attracting consumer attention.

Brand awareness can be classified into two types: brand recognition and brand recall. Brand recognition refers to the ability to identify a brand when presented to the consumer, while brand recall refers to the ability to remember a brand without any prompts.

Measurement of brand awareness is typically conducted through surveys and experiments. Surveys involve asking consumers to identify brands within a specific product category, while experiments present consumers with a list of brands and evaluate their ability to recall as many as possible.

Literature Review:

Brand awareness holds significance for several reasons. Firstly, it assists consumers in making decisions. When faced with multiple brand options, consumers are more inclined to choose a brand they are familiar with. Secondly, bra n influence the perceived quality of a brand.

Familiarity with a brand often leads consumers to perceive it as high-quality. Thirdly, brand awareness can impact brand loyalty. Consumers who are familiar with a brand are more likely to repurchase it in the future.

There are various strategies to enhance brand awareness. Advertising is one effective method as it increases brand recognition and recall. Another approach is sponsoring events or charitable causes, which associates the brand with positive images and emotions. Additionally, word-of-mouth marketing can build brand awareness as consumers discuss the brand with their friends and family.

According to Aaker (1991), brand association refers to the elements connected to a specific brand in consumers' memory. Keller further explains that brand association, also known as brand image, falls within the dimension of brand knowledge and represents the informational nodes linked to the brand node in consumers' memory. These associations hold the meaning of the brand and shape consumers' purchasing decisions by influencing the mental images they form. These images encompass a range of tangible and intangible attributes associated with the brand (Villarejo and Sanchez-Franco, 2005).

Brand associations are highly significant for both marketers and consumers. Marketers utilize brand associations to differentiate their products, position their brands, and expand their brand portfolio, with the aim of fostering positive attitudes and emotions towards the brand. For consumers, brand associations assist in processing, organizing, and retrieving information, facilitating well-informed purchase decisions (Low and Lamb Jr., 2000). It is important to note that although brand association and brand awareness are closely related, they are not identical, as individuals can be aware of a brand without forming strong connections in their memory (Washburn and Plank, 2002).

Perceived quality refers to the subjective evaluations made by consumers regarding a product's overall excellence or superiority (Zeithaml, 1988). Consumers' judgments of product quality are influenced by factors such as personal experiences, unique needs, expectations, and consumption conditions (Yoo, Donthu, and Lee, 2001). Perceived quality represents consumers' perception of a product's quality or superiority compared to alternatives and its intended purpose. Factors like performance, features, reliability, durability, and serviceability contribute to the perceived quality of a product. Perceived quality is a fundamental aspect of customer-based brand equity, as it is associated with consumers' willingness to pay a price premium, purchase intentions, and brand choice (Netemeyer et al., 2004). It is important to note that while brand equity and perceived quality are positively related, high perceived quality does not necessarily indicate high brand equity (Yoo et al., 2001).

Brand loyalty is a crucial consideration for marketers aiming to establish sustainable competitive advantage. It reflects consumers' commitment and preference for purchasing a particular brand (Oliver, 1997), thereby representing brand equity. Brand loyalty consists of two distinct components: attitudinal loyalty (including cognitive, affective, and behavioral intent dimensions) and behavioral loyalty (repeat purchasing behavior) (Dick and Bass, 1994; Taylor et al., 2004). Brand loyalty plays a significant role in building brand equity (Aaker, 1991; Grover and Srinivasan, 1992). Different levels of brand loyalty exist, and trust is essential in enhancing both attitudinal and behavioral loyalty, encouraging consumers to consistently choose a brand and resist switching to alternatives.

In today's highly competitive business environment, establishing and maintaining strong brand equity is of utmost importance for companies. Customer-based brand equity has gained significant attention in marketing research as it has the potential to create value for both firms and customers (Aaker, 1991). Understanding the di ontribute to customer-based brand equity is crucial for designing effective branding strategies and fostering brand loyalty. This literature review aims to analyze scholarly articles that have explored the key dimensions of customer-based brand equity.

Brand Association and Brand Awareness: Brand association is a critical dimension of customer-based brand equity, representing the mental connections consumers establish about a brand (Aaker, 1991). These associations play a pivotal role in shaping consumers' perceptions, attitudes, and purchase decisions (Villarejo and Sanchez-Franco, 2005). Brand awareness is closely linked to brand association, as both dimensions arise from consumer-brand interactions (Aaker, 1991). While brand awareness assesses consumers' familiarity and recognition of a brand, brand association encompasses the specific cognitive and emotional associations tied to the brand in consumers' minds (Washburn and Plank, 2002).

Perceived Quality: Perceived quality is another significant dimension of customer-based brand equity, reflecting consumers' subjective evaluations of a product's excellence or superiority (Zeithaml, 1988). Perceived quality is influenced by factors such as personal experiences, unique needs, expectations, and the product's performance, reliability, and serviceability (Yoo, Donthu, and Lee, 2001). It is considered a fundamental aspect of customer-based brand equity due to its association with consumers' willingness to pay a premium price, purchase intentions, and brand choice (Netemeyer et al., 2004). However, it is important to note that while brand equity and perceived quality are positively related, high perceived quality does not guarantee high brand equity (Yoo et al., 2001).

Brand Loyalty: Brand loyalty, a vital component of customer-based brand equity, refers to consumers' commitment and preference for repeatedly choosing a specific brand (Oliver, 1997). It encompasses attitudinal loyalty, which includes cognitive, affective, and behavioral dimensions, and behavioral loyalty, which involves repeat purchasing behavior (Dick and Bass, 1994; Taylor et al., 2004). Brand loyalty plays a significant role in establishing brand equity and is a critical objective for marketers seeking sustainable competitive advantage (Aaker, 1991; Grover and Srinivasan, 1992). Trust emerges as a crucial factor in strengthening both attitudinal and behavioral loyalty, motivating consumers to consistently choose a brand and resist switching to alternatives.

This literature review has highlighted the key dimensions of customer-based brand equity: brand association, brand awareness, perceived quality, and brand loyalty. These dimensions have been extensively examined in the literature, emphasizing their impact on consumers' perceptions, attitudes, and behaviors towards brands. Understanding and effectively managing these dimensions empower companies to enhance their brand equity, differentiate their offerings, and cultivate customer loyalty. Further research is needed to explore the interrelationships between these dimensions and their implications for brand management within specific industries and market contexts.

Analysis:

To validate the significance of brand knowledge, perceived quality, and brand loyalty as key dimensions of brand equity, Yoo and Donthu (2001) undertook an extensive study involving three phases.

The first phase involved an individual analysis where the researchers examined common items across three sample groups: Korean, Korean-American, and American respondents. In the second phase, a multi-group analysis was conducted to assess factorial invariance, aiming to determine if the same factors existed across the different sample groups. Finally, in the third phase, a confirmatory factor analysis was performed using combined data from all three sample groups, referred to as the pooled analysis.

The findings revealed that brand knowledge, perceived quality, and brand loyalty emerged as significant dimensions of brand equity in all three sample groups. However, during the exploratory factor analysis, it was observed that brand awareness and brand association could not be distinctly separated into independent dimensions. Consequently, the final model of brand equity comprised three dimensions: brand loyalty, perceived quality, and brand awareness/association.

The three-dimensional model was further subjected to multi-group analysis and pooled analysis. The results of the multi-group analysis demonstrated that the three dimensions of brand equity remained consistent across the three sample groups. Similarly, the pooled analysis indicated that the three-dimensional model exhibited a better fit compared to the initial four-dimensional model.

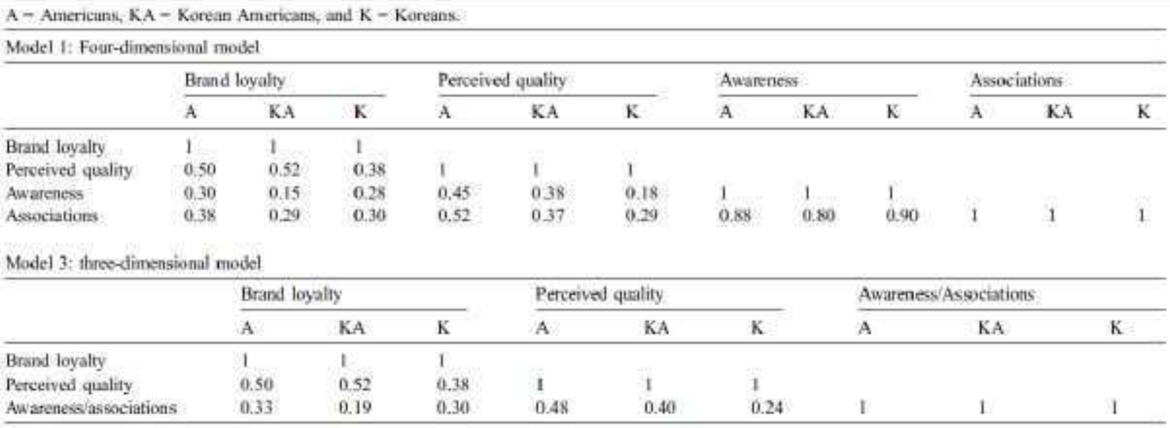
In conclusion, the study conducted by Yoo and Donthu (2001) provides additional evidence supporting the importance of brand knowledge, perceived quality, and brand loyalty as integral dimensions of brand equity.

To provide additional evidence for the importance of brand knowledge, perceived quality, and brand loyalty as dimensions of brand equity, the study conducted by Yoo and Donthu (2001) titled "Developing and Validating a Multidimensional Consumer-Based Brand Equity Scale" was examined. This study was selected to demonstrate the relevance of these dimensions in cross-cultural brand equity research.

In their study, the authors took an etic approach by choosing a product category that had been used in their previous research (Yoo et al., 2000). The selected product category was considered suitable due to its familiarity, price range, frequency of purchase, product involvement, and consumption context. Data were collected from 1530 eligible respondents, including 633 Koreans, 320 Korean-Americans, and 577 Americans. The analysis involved different levels, including individual analysis, multi-group analysis to assess factorial invariance, and individual-level multicultural factor analysis through pooled analysis.

Reliability analysis was conducted on the four dimensions of brand equity proposed by Aaker (1991), and all dimensions yielded significant results. However, during the exploratory factor analysis, the inseparability of brand awareness and brand association led to merging these dimensions into one. Subsequent confirmatory analysis supported the three-dimensional model, consisting of brand loyalty, perceived quality, and brand awareness/association. Goodness-of-fit indices, such as the $\chi 2$ fit index, comparative fit index, and other fit indices, all provided strong support for the three-dimensional model as the best fit. The multi-group analysis and pooled analysis further confirmed the validity of the three-dimensional model.

Interestingly, the pooled analysis did not yield the anticipated four dimensions of brand equity due to a lack of discriminant validity between brand awareness and associations. However, the three-dimensional model exhibited superior overall fit. The $\chi 2$ fit index for the three-dimensional model was 326.19.



A = Americans, KA = Korean Americans, and K = Koreans.

Model 1: Four-dimensional model

	Brand loyalty			Perceived quality			Awareness			Associations		
	A	KA	K	A	KA	K	A	KA	K	A	KA	K
Brand loyalty	1	1	1									
Perceived quality	0.50	0.52	0.38	1	1	1						
Awareness	0.30	0.15	0.28	0.45	0.38	0.18	1	1	1			
Associations	0.38	0.29	0.30	0.52	0.37	0.29	0.88	0.80	0.90	1	1	1

Model 3: three-dimensional model

	Brand loyalty			Perceived quality			Awareness/Associations		
	A	KA	K	A	KA	K	A	KA	K
Brand loyalty	1	1	1						
Perceived quality	0.50	0.52	0.38	1	1	1			
Awareness/associations	0.33	0.19	0.30	0.48	0.40	0.24	1	1	1

Source: B. Yoo and N. Donthu (2001)

To provide additional support for the three-dimensional model, the research conducted by Washburn and Plank (2002) was analyzed. This particular study was selected to demonstrate that the significance of brand knowledge, perceived quality, and brand loyalty extends beyond the specific product categories investigated by Yoo et al. (2000; 2001).

In their study, Washburn and Plank explored the dimensions of brand equity in a different product category, offering a broader perspective on the applicability of these dimensions. They conducted a thorough analysis of consumer responses and examined the relationships among brand knowledge, perceived quality, and brand loyalty.

The findings of Washburn and Plank's study aligned with previous research, confirming that brand knowledge, perceived quality, and brand loyalty are indeed important dimensions of brand equity across diverse product categories. The authors demonstrated that consumers' awareness and associations with the brand, their perceptions of product quality, and their loyalty to the brand all contribute to the overall brand equity.

By investigating a different product category, Washburn and Plank's research further bolstered the validity and generalizability of the three-dimensional model of brand equity. It emphasized that these dimensions play a crucial role in shaping consumers' attitudes, preferences, and purchasing behaviors across various industries and contexts.

Hoeffler and Keller (2002) conducted a study to examine the influence of corporate societal marketing (CSM) programs on brand equity. They identified six different ways in which CSM programs can contribute to brand equity, with brand awareness being a key factor.

According to Hoeffler and Keller, brand awareness refers to a customer's ability to remember and recognize a brand. It involves establishing strong connections between the brand and specific elements in the customer's memory, such as the brand name, logo, or symbol. Through these associations, CSM programs can strengthen brand awareness and enhance the overall value of the brand. The authors emphasize that brand awareness plays a crucial role in brand equity by serving as the foundation for customer recognition and recall. When customers can easily identify and remember a brand, it increases the brand's prominence in their minds and can influence their purchasing decisions.

By integrating CSM initiatives into their marketing strategies, companies can harness the power of brand awareness to cultivate a positive brand image and enhance customer perceptions. Hoeffler and Keller's study underscores the importance of establishing robust brand associations in customers' minds through effective C [illegible] ltimately contributing to the development of brand equity.

In summary, Hoeffler and Keller's research highlights the significant role of brand awareness in building brand equity, particularly in the context of CSM programs. Their findings underscore the importance of creating strong brand associations to enhance brand value and foster customer relationships. Brand awareness plays a critical role in customer brand equity as a fundamental attribute, as highlighted by Macdonald and Sharp (2003). It serves as a crucial component in the communication process, preceding other dimensions of the brand, and establishes brand associations in the customer's memory, a concept supported by multiple researchers.

Macdonald and Sharp conducted a study to assess marketing practitioners' understanding of brand awareness and their measurement practices. The results revealed a widespread lack of knowledge among marketing managers regarding brand awareness and its measurement. Instead, they often rely on sales figures as a proxy for evaluating brand awareness.

These findings underscore a gap in understanding and implementing effective strategies to measure brand awareness among marketing practitioners. Recognizing brand awareness as a distinct dimension of brand equity, it is crucial for marketers to adopt appropriate methodologies that accurately assess and monitor levels of brand awareness.

Macdonald and Sharp's research emphasizes the importance for marketing professionals to enhance their understanding of brand awareness and explore comprehensive approaches to measure its impact. This will enable them to gain valuable insights into the effectiveness of their marketing efforts and make informed decisions to strengthen their brands.

The studies conducted by Keller (1993), Yoo, Donthu, and Lee (2000), Yoo and Donthu (2001), Gil, Bravo, Fraj, and Salinas (2007), Washburn and Plank (2002), and Hoeffler and Keller (2002) all emphasize the significance of brand awareness and its strong association with other dimensions of brand equity, such as brand image, perceived quality, and brand loyalty.

Keller (1993) emphasizes the concept of brand knowledge, encompassing brand awareness and brand image. Yoo, Donthu, and Lee (2000) as well as Yoo and Donthu (2001) highlight the importance of brand awareness with strong associations, perceived quality, and brand loyalty as key dimensions of brand equity.

Gil, Bravo, Fraj, and Salinas (2007) also support the notion that brand awareness, strong brand associations, perceived quality, and brand loyalty are crucial dimensions of brand equity. Similarly, Washburn and Plank (2002) and Hoeffler and Keller (2002) emphasize the strong correlation between brand awareness and brand association, underscoring their interdependence.

Furthermore, Macdonald and Sharp (2003) suggest a robust correlation between brand awareness and brand association, further highlighting their interconnected nature.

In conclusion, these studies collectively reinforce the importance of brand awareness, its strong association with other dimensions, and its pivotal role in building brand equity.

Discussion:

Several researchers have explored various dimensions of brand equity to measure customer-based brand equity. However, this study specifically examines the brand equity models proposed by Aaker and Keller, focusing on Keller's definition (1993) that links brand knowledge to consumer responses.

The process of developing customer-based brand equity begins by establishing brand awareness, ensuring that the brand is known to consumers. Equally important is the creation of strong, favorable, and distinctive brand associations (Keller, 1993). Marketing efforts, including advertising, play a crucial role in increasing consumer exposure to the brand and facilitating the development of brand associations. As consumers become more familiar with the brand, their ability to recognize and recall it im[illegible] 1993). Consequently, brand awareness and associations are often considered as a single construct or dimension when measuring customer-based brand equity, as marketing campaigns aim to generate both elements simultaneously.

Aaker and Keller (1996) recognize different levels of brand awareness, including recognition, recall, and top-of-mind awareness. These levels are closely linked to brand associations. Top-of-mind awareness indicates strong and distinctive brand associations, while lower levels, such as recognition, may suggest weaker associations.

Based on the literature reviewed, the three dimensions of brand awareness/association, perceived quality, and brand loyalty demonstrate a strong fit for measuring customer-based brand equity. These dimensions can effectively gauge the strength and value of a brand from the customer's perspective.

Conclusion:

The issue of whether to combine brand awareness and brand association is a significant concern, as highlighted by Yoo et al. (2000; 2001) and Washburn (2002). Although Aaker and Keller differentiate between these constructs, it has proven challenging to separate them due to their close relationship within consumers' memory nodes. Brands with strong associations are easily recalled, while brands with top-of-mind awareness immediately come to mind due to strong associations within a specific product category. In contrast, brands with weak or no associations may or may not be recognized when prompted.

The strong interrelation between brand awareness and brand association presents difficulties in their separation and measurement, necessitating further research. It is important for future studies to explore whether these dimensions are synonymous or distinct and investigate their relationship. Additionally, applying the three-dimensional model across different product categories and regions will help evaluate its effectiveness in measuring customer-based brand equity.

In cases where differentiation between brand awareness and brand association is required, it is crucial to develop improved measurement items that accurately capture each dimension. However, in situations where such differentiation is not necessary, the three-dimensional model provides a suitable framework for assessing customer-based brand equity.

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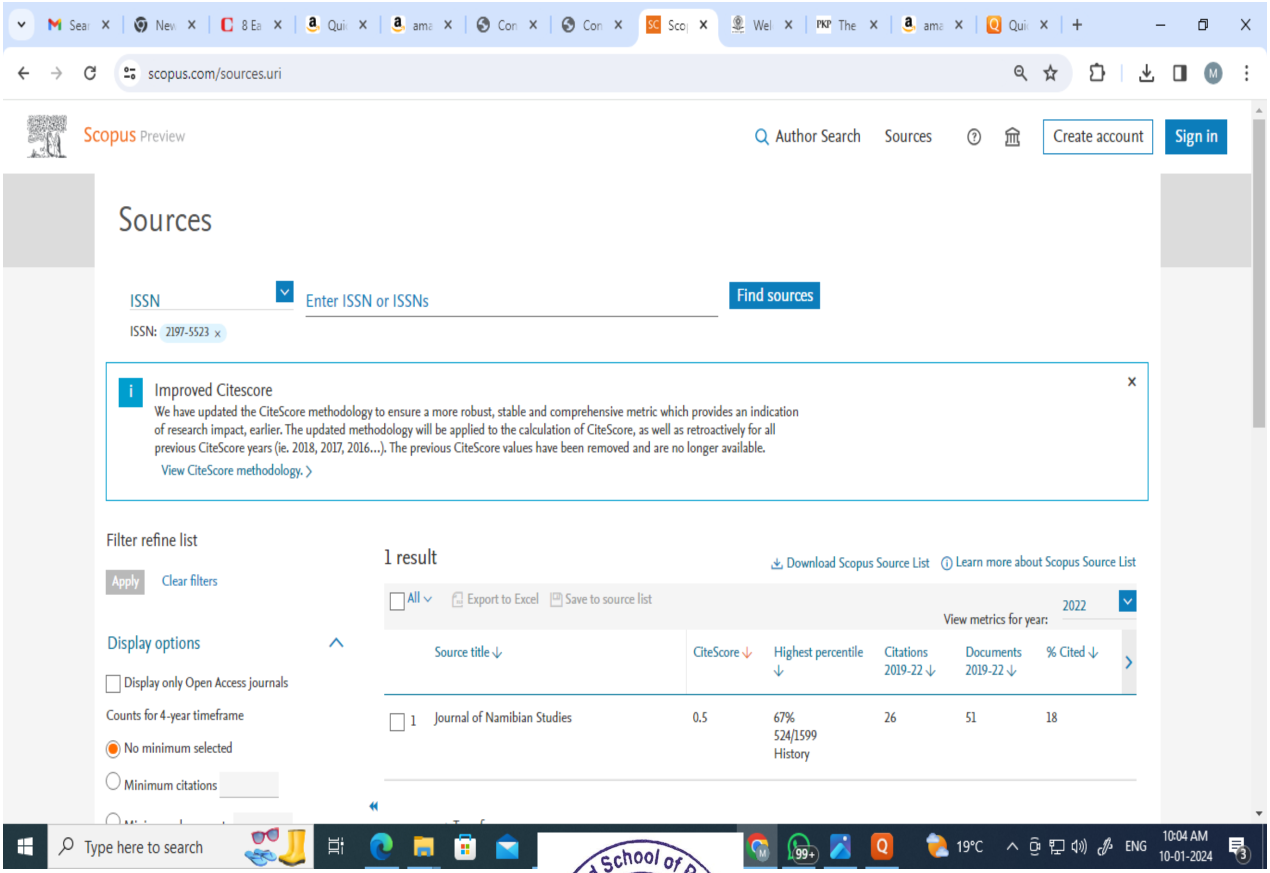

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The Role Of Technology In Expanding Access To Distance Education And Improving Educational Outcomes

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Abstract:

This research paper aims to investigate the role of technology in distance learning and its impact on enhancing the learning quality of students. The study examines existing literature and research on the effectiveness of technology in delivering quality education regardless of time and place constraints. It also explores the use of interactive methods such as videoconferencing and AI systems to facilitate learner-instructor interaction. The findings highlight the advantages of distance learning, including flexibility, equity, low-cost alternatives, new learning experiences, and expanded resources. However, concerns are raised regarding the potential violation of social boundaries and issues of responsibility, agency, and surveillance associated with the use of AI systems in online learning.

Keywords : technology, distance education, AI.

Introduction:

Traditional education methods face numerous challenges, leading to the need for alternative approaches such as distance learning [illegible] tion emphasizes the problems with traditional education and the significance of incorporating technology to humanize education rather than dehumanize it. The study aims to evaluate whether existing technology is adequate for delivering quality distance education.

Definition of Distance Education

The concept of distance learning encompasses various interpretations. The compilation of many definitions of distant learning was undertaken by the creator of the distant Education Clearinghouse, an entity overseen by the University of Wisconsin-Extension. The author's conclusion posits that distance learning is a deliberately structured educational setting that incorporates technology, and its design should prioritize facilitating interaction among learners.

Technology in Distance Education:

The section on technology discusses the impact of technology on distance education. It emphasizes the importance of using interactive methods like videoconferencing, satellite, computers, interactive TV, and the Internet. These technologies enable students to engage in real-time communication, access educational resources, and participate in remote classes[1].

Effectiveness of Interactive Distance Education:

A synthesis of studies on interactive distance education reveals a small positive effect in favor of distance learning. The effectiveness varies based on factors such as the learning environment, learner attributes, and technological characteristics. Programs that combine individualized approaches with traditional classroom instruction yield more positive effects. Telecommunications, enhancing classroom learning, short duration, and small group sizes also contribute to improved learning outcomes.

Benefits and Disadvantages of Distance Learning:

Distance learning offers several benefits, including flexibility, equity, low-cost alternatives, new learning experiences, and expanded resources. However, potential disadvantages include technical issues and social isolation. To ensure the effective use of technology, schools need data-driven decisi[illegible]monstrate educational achievement[2].

Perception of AI Systems in Online Learning:

Participants in a study expressed concerns regarding the use of AI systems in online learning. While AI systems have the potential to enable personalized interaction between learners and instructors at scale, there is a risk of violating social boundaries. Participants raised concerns about issues of responsibility, agency, and surveillance. Students believed that AI systems could increase communication quantity and quality, while instructors saw potential in AI systems for addressing repetitive questions and focusing on more meaningful communication. However, students worried about unreliable answers and negative impacts on grades, as well as difficulties in holding AI systems accountable[3].

The Relationship Between Technology and Distance Education

This section pertains to the impact of technology on distance education.

According to Gates (1995), there exists a concern among individuals that technology may have the potential to dehumanize the field of education. The speaker further asserted that observing students residing in various nations engaging in cross-border information exchange could perhaps lead individuals to reconsider the notion that technology has the capacity to "humanize" education. Gates further asserted that "the technological advancements that will render learning indispensable will also render it feasible and pleasurable." Corporations are currently undergoing a process of redefining their operations in response to the versatile options presented by information technology. Consequently, educational institutions will also need to adapt and modify their traditional classroom settings.

Objective of the study

The objective of this research endeavor is to investigate and analyze the purpose of the study being conducted.

The research study aimed to assess the utilization of technology in delivering high-quality education from the perspective of students in remote locations. The objective of this study is to assess whether technology has achieved a sufficient degree [illegible] cilitate the provision of high-quality education, without being limited by the temporal and spatial constraints faced by students and/or instructors. Furthermore, the present study aims to identify the technical advancements that offer students and instructors a suitable level of engagement, a fundamental aspect of conventional educational practices.

Significance of the study

The study holds considerable significance due to its potential contributions to the existing body of knowledge in the field.

This study holds significance for individuals who possess an interest in the integration of technology into the decision-making framework for the implementation of distance-learning initiatives.

Institutions engaged in the examination of various technical advancements applicable to remote education may derive advantages from this study. Gaining comprehensive understanding of remote education can assist universities in effectively integrating non-traditional distance education options while maintaining a balanced approach with their traditional on-site programs.

This study may or may not highlight the significance of utilizing technology for the implementation of a distant education initiative. If it is determined to be essential, then the findings could hold significance for decision-makers within institutions.

Literature review

The growing prevalence of technology in educational settings has raised concerns regarding excessive reliance on technological tools among pupils. Although technology can undoubtedly serve as a valuable tool, it is worth considering if students possess the necessary skills to effectively address and resolve challenges that arise in relation to technology.

The adoption of the flipped classroom approach is being observed among certain educators, facilitated by the utilization of technology. This approach enables students to independently review the course content outside of the classroom, so facilitating more interactive and collaborative learning experien [illegible] erson sessions, which involve discussions [illegible] ctivities.

Song and Kapur (2017) noted that there is a limited amount of research available on the development of students' problem-solving skills and improvement of their conceptual understanding in the context of a flipped classroom approach to mathematics inquiry. In this educational context, students are acquiring a greater degree of independent learning. However, they are also experiencing a deficiency in the opportunity for engaging in extensive discussions on complex issues that typically arise during lectures. This article examines the various advantages and concerns associated with the implementation of a flipped classroom model.

In their study, **Fisher et al. (2014)** examines the increasing utilization of technology in educational settings and its impact on pedagogy. The authors also explore the evolving nature of teachers' responsibilities in response to this technological shift. The role of the instructor transitions into that of a facilitator, guiding students on their educational journey and engaging in a collaborative learning process rather than simply instructing them. Students are required to exercise critical thinking skills in order to assess and quantify the significance of the information they acquire. Learners are engaging in self-assessment through the utilization of technology. According to the author, this approach facilitates the transition of learners from passive recipients of information to active creators of knowledge.

1.The topic under discussion is the provision of high-quality distance education.

The meaning of excellence in education is subject to variation across individuals, making it challenging to reach a consensus on a universally agreed-upon idea. According to **Aldag and Stearns (1991),** quality refers to the attributes that consumers desire in products and services and are ready to allocate resources towards. In their work, Moore and Kearsely (1996) examined the significance of "quality assessment" within the context of overseeing a distant education initiative. According to the authors, it is necessary to evaluate a distant education initiative using multiple criteria. The factors encompassed in this category are the quality of the application and enrollment process, the academic performance of students, their level of satisfaction with [illegible] nal experience, the contentment of faculty members, the reputation of the program or institution, and the quality of the course materials.

2. The Role of Distance Education in Facilitating Interactivity

According to **De Vries (1996)**, the use of interactive technologies that facilitate communication and collaboration between students and instructors has the potential to create a conducive learning environment. In his work, Schwier (1994) examined the rationales of including interactivity into distant education initiatives. There are several reasons that support the use of multimedia in education. Firstly, it allows for the exploration of various methods for accessing educational materials. Secondly, it facilitates interactive analysis of media, enhancing the learning experience. Thirdly, it enables the creation of more robust learning environments by combining multiple forms of media. Fourthly, it has the potential to improve student retention rates. Fifthly, it promotes independent study by providing a conducive environment. Sixthly, it offers immediate access to information, enhancing the efficiency of learning. Seventhly, it contributes to a more inclusive and less hostile learning environment. Eighthly, it improves record keeping practices. Lastly, it has the potential to reduce costs associated with education.

3. The Role of Technology in Delivery Systems and Distance Education

This section provides an analysis of electronic devices and delivery mechanisms employed in the context of distance education. According to **McLean (1996),** the utilization of technical advancements has the potential to establish global connectivity among classrooms using satellite communication, computers, interactive television, and the Internet.

According to Brennan (1992), telecommunication has the potential to establish novel connections between learners and instructors. The author further stated that the concept of "interactivity" is commonly linked to the domain of telecommunication.

According to a study conducted by Lucio Teles in 2002, a total of 32 onlin [illegible] om various countries including the Unite [illegible] , Canada, Netherlands, Greece, Colombia, Australia, South Africa, the United Kingdom, and Spain were questioned. The findings of the study revealed that instructors expressed a preference for teaching technologies that are intuitive and have a shorter learning curve. Moreover, according to Morse (2002), there is a range of distant learning approaches available. The approaches encompass a spectrum of educational methods, including traditional correspondence courses as well as real-time interactive videoconferencing. According to **Glossbrenner and Glossbrenner (1996**), it may be observed that when it comes to providing distance education, there are several modes that can be utilized. These modes encompass print materials (Bates, 1995), electronic mail and facsimile (Romiszowski, 1993), video conferencing, interactive video technology (Buntzman, 1996), audio graphics (Steiner, 1997), teleconferencing and audio conferencing (Patton-Bennington, 1997), as well as the Internet.

According to **De Vries (1996),** the integration of interactive technology and distance education systems can provide a conducive learning environment by facilitating interactivity and enabling the discussion of relevant topics. De Vries further argued that the attainment of effective remote education is contingent upon the students' level of personal commitment. This section examines the justifications for establishing an interactive environment in the context of distant education.

According to **Salmon (2002**), it is essential for learners to undergo a structured developmental cycle in order to achieve success and satisfaction in online learning. Jones (1995) conducted a study on the utilization of interactive-intercampus telecommunication systems in Alabama, which were connected through a compressed video network and employed for distance education purposes. In his investigation, Jones reached the conclusion that technology exhibits efficacy and adaptability in enhancing instructional methodologies for teachers.

Klopfer et al. (2009) examined the phenomenon of pupils becoming increasingly accustomed to and integrated with digital technologies. According to the study, a significant number of students in this particular group are utilizing novel forms of media and technologies to generate innovative creation [illegible] knowledge, and engage in novel modes of communication with unfamiliar individuals. These behaviors have become deeply ingrained in their cognitive processes and overall approach to navigating the world. Despite the prevalent reluctance towards the integration of technology, it is evident that numerous instances exist when these technologies have proven their educational worth to various industries, hence affirming the significant learning opportunities and advantages they offer. In the context of assessing the impact of technology on educational settings, Klopfer et al. assert a firm conviction that the integration of technology significantly enhances the efficacy of the classroom environment. The authors contend that the integration of recent technologies such as digital games and Web 2.0 in the classroom is crucial. They assert that while effective lessons can still be delivered without these technologies, there exists a significant disparity between the instructional methods employed in schools and the approaches to socialization, meaning-making, and accomplishment prevalent in the outside world.

In their study, **Shivakumar and Manichander (2013**) examine the role of technology as an influential instrument in facilitating education in the contemporary day. The participants placed significant emphasis on the importance of collaborative efforts and the integration of blended learning, alongside the utilization of information and communication technology (ICT). According to the source, ICT encompasses technologies that facilitate the retrieval and dissemination of information via telecommunications. When using information and communication technology (ICT) in the field of education, educators gain the opportunity to acquaint themselves with technological advancements and the various challenges that may occur. This research proceeds to examine various forms of Information and Communication Technology (ICT) and their advantageous implications for the educational setting.

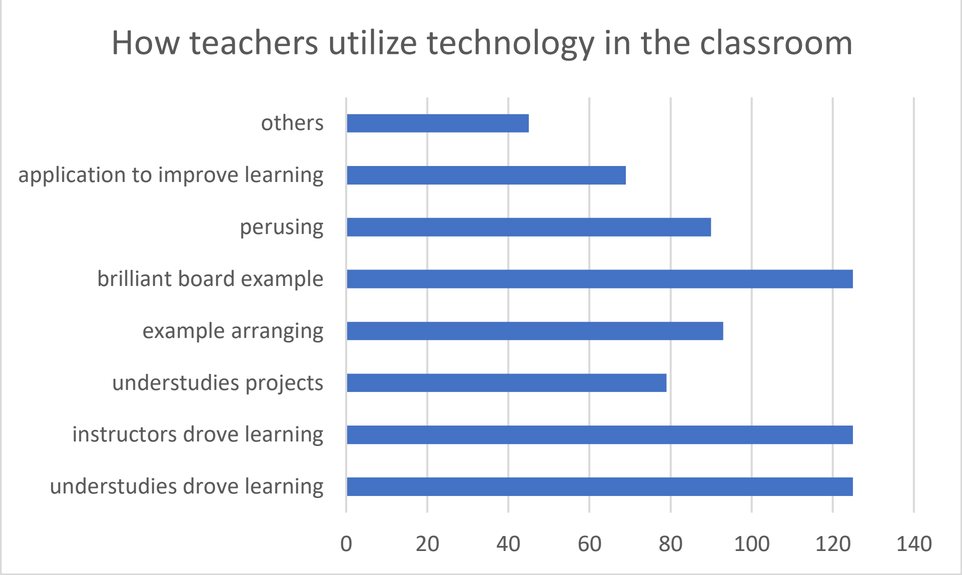
Research Methodology

The researchers utilized a mixed method approach to understanding how the integration of technology affected students' learning. A survey was developed and administered through Qualtrics to collect data. The survey contained 14 questions that utilized a variety of questions formats such as open-ended, multiple choice, and Likert scale. Total respondents were 125.

Data analysis and discussion

1. How teachers utilize technology in the classroom

Particulars	Respondents	%age
understudies drove learning	125	100
instructors drove learning	125	100
understudies projects	79	63.2
example arranging	93	74.4
brilliant board example	125	100
perusing	90	72
application to improve learning	69	55.2
others	45	36

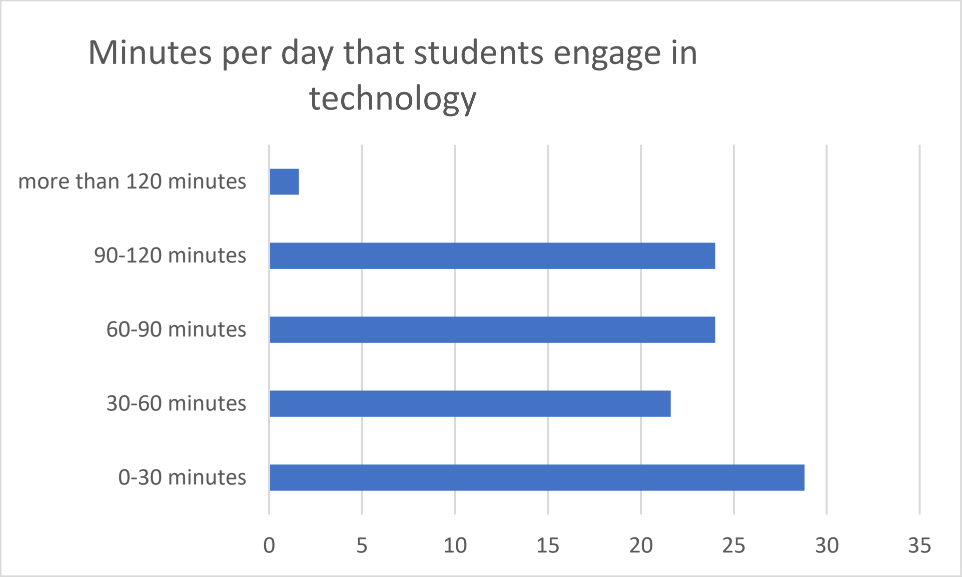


Most teachers who use technology in the classroom report using it to facilitate teacher-led instruction. The smart board can be used for a variety of instructional purposes, including as a teaching tool. The time spent by teachers on lesson preparation and student contact using technology was minimal. Teachers who took part in the study agreed that incorporating technology into lessons piques students' attention. Teachers have reported that students utilize computers for a variety of purposes, including creating and collaborating on projects, reading, and participating in math centers, among others.

Minutes per day that students engage in technology

Particulars	pondents	%age

0-30 minutes	36	28.8
30-60 minutes	27	21.6
60-90 minutes	30	24
90-120 minutes	30	24
more than 120 minutes	2	1.6
	125	100



The researcher aimed to get a district-wide sense of how much time teachers spend utilizing technology to enhance instruction and student development. Time spent everyday using technology by pupils is displayed in Figure 2. According to the districts' teachers, most pupils only spend 30 minutes a day using electronics. Students' daily tech use, measured in minutes and as a percentage of total class time, looked like this: There were 36 (28.8%) who exercised for 0-30 minutes per day, 27(21.6%) who exercised for 30-60 minutes per day, 30 (24%) who exercised for 60-90 minutes per day, 30(24%) who exercised for 90-120 minutes per day, and 2 (1.6%) who exercised for more than 120 minutes per day. There were 125 in total.

Different parts of the district have different levels of access to technology. One-to-one device ratios are common in some classes, whereas others have far more pupils than computers. Some groups of students use the same equipment and work in the same labs. The district now requires students in fifth through twelfth grades to bring their own electronic devices to class.

The school system makes regular use of a wide variety of technological resources. The poll results showed that many educators had both positive and negative experiences with the use of technology in the classroom.

District educators agree that there are numerous benefits to integrating technology into the classroom. The district's adoption of technology has provided pupils with access to far more material than was previously possible within the confines of individual classrooms. Today's youth rely heavily on and are most at ease while using technological resources for their education. The use of technology in the classroom increases students' motivation and involvement in the learning process. Teachers believe that students now have more opportunities to take charge of their own education and become independent learners as a result of the proliferation of technological tools.

Technology that is both up-to-date and reliable has the potential to significantly improve students' ability to collaborate and learn in the classroom setting. In the study, instructors were prompted to choose the top three digital tools they use in the classroom. The top three technological resources used across a district to improve student learning and teacher growth and planning were ranked in a wide range of ways by survey respondents. High-interest learning is made possible with these materials and digital games, and instructors are given the flexibility to tailor lessons to the needs of their students. Students' enthusiasm and openness to using technology in their learning give them access to invaluable tools that make them better, more engaged students. There is a wide range of students represented in educational institutions.

There are pupils who thrive on challenges, others who thrive on academic support, and those who may benefit from technological aids in mastering even the most basic of life skills. Disabled pupils can benefit from voice to text software thanks to technological advancements. Students that have an easier time expressing themselves verbally will have the opportunity to do so here. Students can receive individualized instruction or be exposed to supplemental materials thanks to the incorporation of technology during station time.

While the benefits [illegible] gy in the classroom are undeniable, there a [illegible] wbacks to consider.

While kids now have access to a wealth of material at their fingertips, much of it is either inaccurate or inappropriate for classroom use. This may make it more challenging for educators to keep tabs on students. Commonly voiced criticisms of today's classroom technologies include that they frequently fail to function when needed and that users are "at the mercy of the server." Neither the Wi-Fi nor the classroom technology is consistently reliable. According to the results of the survey, the most frustrating aspect of technology for educators is when it stops working properly. One comment explained how lost instructional time is the result of dealing with technology problems during the school day.

Some educators worry that implementing technological solutions is increasingly a managerial issue. The time it takes to get students logged in and logged out during a 15-minute station is more than half of the station's total time.

The length of time involved makes it a potential source of disruption. Students will discover methods to waste time on their electronic devices, such as conducting irrelevant web searches during class time. "Technology has a tendency to increase distraction and dishonesty in some students," reads one remark.

The availability of technological tools and the subsequent demand for increased training of personnel and students is the final negative impact of technological development. Teachers have a vested interest in pupils not disrupting their lessons by wandering around aimlessly. There is not enough time in the day to help pupils who need extra assistance with technology from teachers. One contributor admitted they do not have a lot of faith in technology but are aware of the potential benefits of incorporating it into the classroom.

Conclusion:

The research paper concludes with recommendations and conclusions drawn from the study. It emphasizes the value of technology in delivering quality distance education and the need for institutions to balance traditional and non-traditional education methods. The paper also highlights the importance of addressing concerns related to the use of AI systems in online learning to ensure a positive and effective learning e

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Website details

- Interactive Technology Impact on Quality Distance Education
- The Effectiveness of Interactive Distance Education ... - ERIC
- The impact of artificial intelligence on learner–instructor ...

Journal Paper No.:24

"An Empirical Learning Through Investors Behaviour With Respect To Bearish Market In India"		
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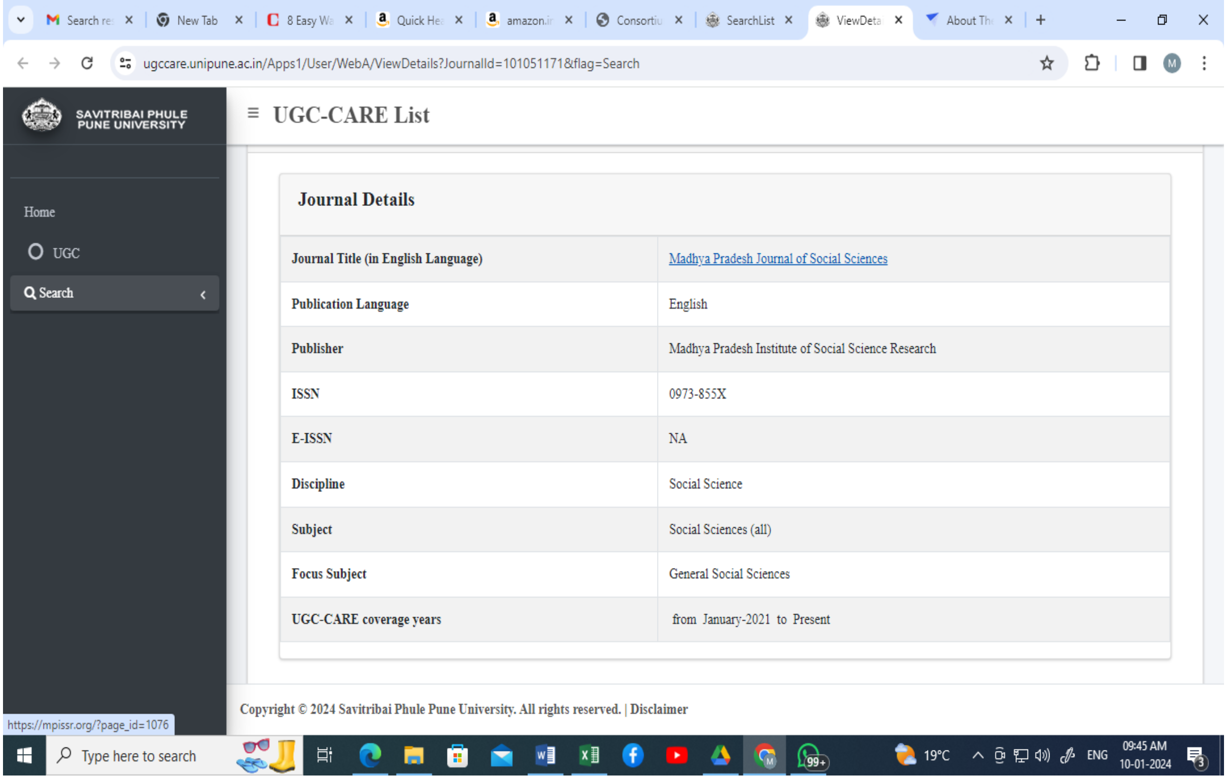

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AN EMPIRICAL LEARNING THROUGH INVESTORS BEHAVIOUR WITH RESPECT TO BEARISH MARKET IN INDIA

Dr.Sadhana Ogale

Mr.Suraj Singh Parihar

Abstract:

Behavioural finance is an emerging field that combines the understanding of behavioural and cognitive thinking with financial decision making process. The present paper emphases on bearish market in India from 2017 to march 2023, implication of bearish market and bull market , opinion of investors about investment strategy during bull and bearish market. The study also covered traders and investors psychology in the bearish market in India.

investors look out for the dip to buy the stocks on the lower prices and on the other hand there are some short side traders which they look for breakdown opportunities as they mainly focus on short selling concept. Present Study was conducted by discussion with investors and observation of 150 investors in stock market who have invested through Kuwar Finance in asocial with upstox broker.

The findings of the study would be useful for the investors to have a better understanding of the common mistakes made in their decisions and to identify the behaviours which leads to better returns and also helpful to the financial planners and investment advisors to build suitable asset allocation policies for their clients.

Keywords: Investor behaviour , stock market ,bearish Market

Introduction of Stock market

The stock market is where investors buy and sell shares of companies. It is a set of exchanges where companies issue shares and other securities for trading. It also includes over-the-counter (OTC) marketplaces where investors trade securities directly with each other (rather than through an exchange)

Types of Market

The traders in market says that bull and bear is that "the Bull fights with the Bear"; therefore, observing stock market movement can be related to watching a bullfight.

1.Bull Market:

The word "Bull" originated from a well-known invSestor named "Brilliant Bull". The bull market is commonly denoted to as an economic boom or period of increasing prices in financial markets.A bull market is a constant stretch of time when investment prices are growing in a financial market. A bull market is one in which market share prices continue to rise over an extended period of time. It assures stockholders that the upward trend will remain in the long run. It signifies a healthy economy and high employment levels in the country.

2.Bear market:

The word bear market refers to a market condition where stock prices are deteriorating. A bear market is a constant stretch when investment prices are dropping. A bear market is one in which the price of stock continues to fall. Its descending route leads investors to believe that the trend will continue, reinforcing the downward curved. Investing in a bear market is risky since many stocks lose value. As a result, the majority of investors have withdrawn their funds from the markets. During a bear market, the economy slows down and unemployment grows as businesses cut staff.

Indicators of Market:

Market indicators are quantitative tools used by traders to predict market movement. This helps to traders to determine their entry and exit points of a trade. Market indicators encompass of formulas and ratios.

Following indicators used Popularly in the market:

- Market Breadth
- Market Sentiment
- Advance-Decline
- Moving Averages

Advance-Decline Issues - The ratio of advancing to declining securities at any given point in time. Since the indexes are weighted by market capitalization, this is helpful in determining true sentiment rather than just looking at the performance of the largest companies in a given index.

New Highs-New Lows - The ratio of new highs to new lows at any given point in time. When there are many new highs, it's a sign that the market may be receiving foamy, while many new lows suggest that a market may be bottoming out.

McClellan Oscillator - This oscillator uses a moving average of highs and lows to help smooth out market breadth and make it easier to understand rather than looking at choppy charts showing the raw numbers.

Moving Averages - Many market indicators appearance at the percentage of stocks above or below key moving averages, such as the 50- and 200-day moving averages.

Ramesh and Geeta 2011 ,Conducted the research on the people investment analysis according to the behaviour of working people. This studies shows that how people plan to their investment to meet their objectives and goals. For the research researcher studied 210 samples. They have surveyed different types of people favourites investment options according to their age, risk taking ability and their income. This study analysed awareness about investment options where it was detected that people is not having idea about risky and less risky securities.

Sunaina Kanojia and Neha Arora (2016) Bull and Bear Phases: An Empirical Perusal of Indian Stock Market .This paper indicates 12 bull and bear phases in the Sensex and Nifty during the sample period of 19 years with the associated factors responsible for the shift of bull and bear market phases. The results provide considerable support for the view that markets choose to ignore adverse possibilities and react with zest to favourable possibilities and market declines can partly be explained by increases in risk.

Objective of the study:

- To study bearish market trend from 2017 to 2023
- To study opinion of the investors about invest in bearish market.
- To study implications of type of market with respect to India

Research methodology:

Study was conducted by discussion with investors and observation of 150 investors in stock market who have invested through Kuwar Finance in asocial with upstox broker.

Implications of Market:

	Bull Market	Bear Market
Effect of Type of market	Healthy economic progress. Investor confidence is boosted up. More opportunities in the market.	Companies start laying off employees, leading to a rise in unemployment consequently, There is an economic downturn

	Employment levels are generally high, Good Amount of money supply in the market	
Economic Activity Variation	In a bull market, the opposite happens. People now have more money to spend and are eager to do so. The economy is propelled and strengthened as a result of this.	A sluggish economy is linked to a bear market. Because consumers are not spending nearly enough, most businesses are unable to make significant profits. This drop in profitability has a direct impact on how the stock market values stocks.
Investor Sentiment	Investors willingly join in a bull market in the hopes of making a profit. Investor psychology and stock market performance are intertwined	Market sentiment is negative during a bear market, and investors begin to shift their money out of stocks and into fixed-income instruments as they wait for the stock market to recover.
Securities Market Supply and Demand	There is considerable demand for securities and limited supply in a bull market. Many investors want to buy assets, but only a small percentage want to sell them. As a result of the increased competition for available stock, share prices will rise.	more people are looking to sell than to buy. As a result, share prices fall since demand is much lower than supply.
Stock Market function	Investor who buy stocks are betting that the companies they're buying into will be more profitable in the future. They're hoping that they can sell their stock for more than they paid for it at some point.	Investors are betting on the opposite of bull market function. Investors think companies will be less profitable in the future and that the prices of their stocks will go down.

Market Analysis for the period of 2017-2023

Bear Market in India

1. The COVID-19 meltdown

Source: **https://smartmoney.angelone.in/chapter/lessons-from-historical-bear-markets-indian/**

2. Chinese effect (2015)

Source: https://smartmoney.angelone.in/chapter/lessons-from-historical-bear-markets-indian/

3. The struggles of the Indian banking system and global factors (November 2016)

Source: https://smartmoney.angelone.in/chapter/lessons-from-historical-bear-markets-indian/

4. 2007-2008 stock market crash

Observations:

- It has been observed that Investors favour harmless capitals more in bear phases.
- Short term traders or investors searching for short selling opportunities for the good returns but movement in the market was slow.
- Investors would like to invest funds with low past returns to a higher degree in bear period.
- Potential investors are more interested in bear market to buy the deep.
- Traders looks for the break down opportunities in the market on daily basis to trade with high margin for short selling
- Market Indicators in Bearish:
    - Moving Average
    - Relative Strengths Index
    - Volume-weighted average price (VWAP)
    - Volume
- During the bearish period weaker stocks were pointed by traders and keep watch on the same for short sell.
- Sharp movements occurred during the bearish phase, where retail investors are scared to enter into the market because of fear of losses in the fraction of seconds.
- Bearish period indicates more volatility in the market it effects on invest perception towards buying of stock where more focus will be short sells.
- As a result of bearish market inflation increased and return on investment will be less as compare to bull market.
- From Covid 19 meltdown it has been observed that an investor should first try to assess the underlying cause before giving into the selling pressure created by the bear market. If the underlying cause is not essential and is driven by market sentiment and emotions, then best option is to hold on to your position. crash following the outbreak of COVID-19. With both Sen [illegible] ving lost numerous thousand points, the

last week of February, 2020 was completely controlled by the sellers. Though the hold of the bears was intense, the bear market lasted only till March 30, 2020, making it one of the shortest in history.

- From Chinese effect 2015 learning that when investing in segments that have high exposures to foreign currencies and exchange rates, it is a good idea to always keep a close watch on the currency market and its everyday activities. In 2015, when the People's Bank of China (PBOC) unexpectedly devalued its currency for three successive times, bringing its value down by as much as 3% to 4%. As a result Chinese currency weaken against the U.S. Dollar significantly.

- 2015 led to one of the biggest stock market crashes in India, where the Sensex and the Nifty fell by around 1,624 points and 490 points respectively on August 24, 2015. Just when the markets were starting to show signs of recovery from the 2015 crash, the Indian stock markets had to bear the brunt of another major shock.

- Just in a span of 3-4 months, from November 2015 to February 2016, institutional investors pulled out as much as Rs. 17,318 crores from their investments. The cause for the formation of this bear market was scribbled up to the rising Non-Performing Assets (NPAs) of Indian banks.
- The stock market crash of 2016 fundamentally showed investors that having all their eggs in one basket, which in this case was the Indian banking sector, is harmful to the wealth creation process. It also drove home the point that through proper and systemic diversification of investment portfolios, investors can surely reduce the impact of a crash to a large extent. In the context of global flaws and demonetization, diversification of stock portfolios can go a long way when it comes to protection of investors investment.
- Investors are optimistic about the future of specific companies and pessimistic in bear market
- Markets always do go through cycles, and they incline to be highly volatile.
- The main behaviour which is pointed out is "fear of missing out" which is that investors jumps in bearish market to buy the dip but this eagerness makes this them to lose alott of money

Suggestion:

Investor need to create basket of asset to cover losses from other investment. Portfolio consist of combination of hybrid investment .one should invest not with a short-term horizon but with a long-term horizon, usually ten years or more. This is because financial assets across geographies have generated handsome returns over time, and that's why we see people coming in full swing to invest in the Indian stock market.

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Bull and Bear Phases: An Empirical Perusal of Indian Stock Market , Sunaina Kanojia and Neha Arora International Journal of Financial Management, Volume 6, Issue 2, 2016

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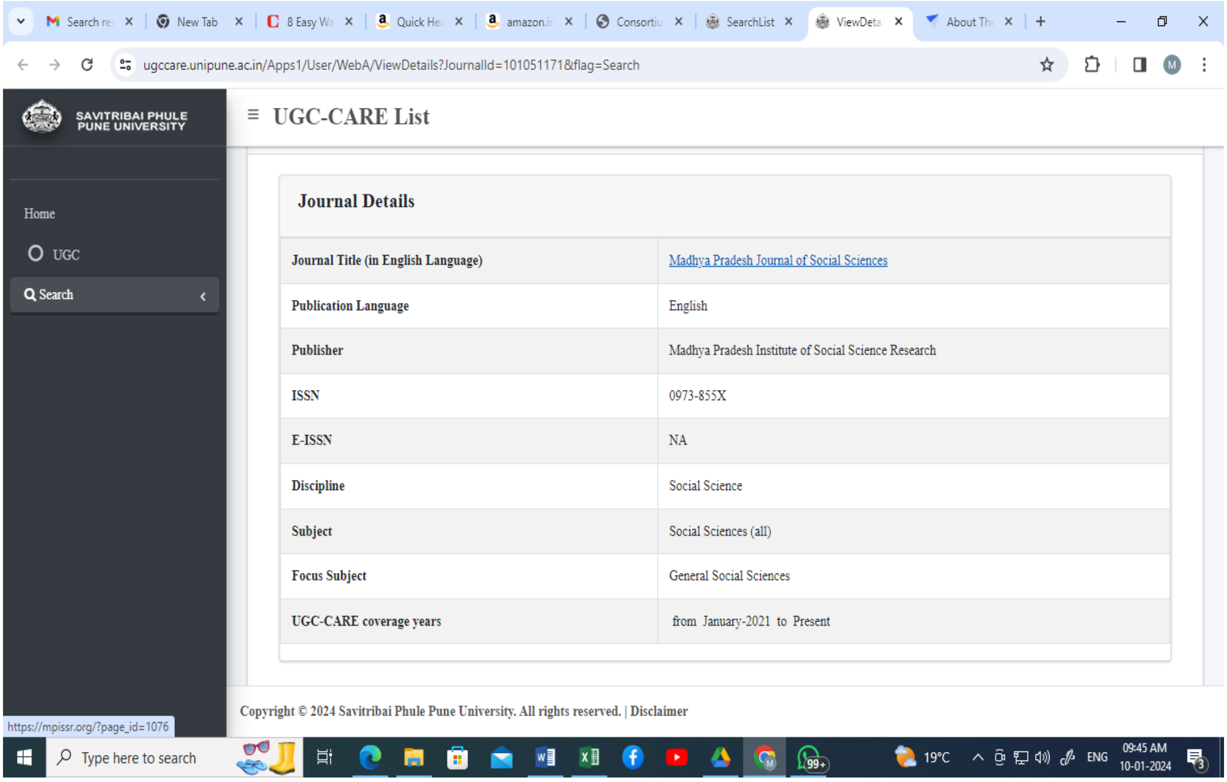

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A STUDY OF CUSTOMERS PERCEPTION, ATTRIBUTES AND THEIR CONRRELATION WITH REFERNCE TO REAL ESTATE MARKETING IN PUNE

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A STUDY OF CUSTOMERS PERCEPTION, ATTRIBUTES AND THEIR CONRRELATION WITH REFERNCE TO REAL ESTATE MARKETING IN PUNE

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Business Management is social science wich helps to achieve success in entrepreneurship. The present study covers use of marketing analytics for decision making in real easte sector. Marketing Analytics is a organized approach to connect this data and information to derive at valuable marketing decision making in an orgnisation.There are different sector services rendering to society such as industrial domestic product, food, finance, health, education, police- legislation, tourism - hospitality, facility services, real estate.

Any business flourishes when market is sound. In any market success, segmentation, target & positioning play important role. To design plan any segmentation it is done by tactics of market mix (Product, Price, Place, and Position). Today there is need to understand consumer & its market in business. Post pandemic period had lot of impact on PEST (Political, Economic, Social, and Technological factors) environment along with real estate.

There is a lot change or downfall in consumer's investments in built properties. Consumer's behavior depends on his personnel background very much. Marketing strategies may help in making principals & practices in real estate marketing.

Prakash Hemraj Karmadkar & Suhas Uttam Gawas express their opinion in resaerch paper Consumer Buying Behaviour in Indian Real Estate – Key Challenges and Opportunities, Original Article. Author of this research paper concluded that, pricing is the key decision making influencer in the buying decision process. One of the key challenges for promoters of the project is to complete the project on committed time as buyers are more inclined towards ready possession apartments. After the execution of RERA, purchaser have easy access to all project specifications. The buyers from Mumbai are researching more on the RERA webpage before visiting the site. While carpet area is one of the key factor which determines how much usable area will be available after purchase.

K. Saratbhai, (2015) Future Directions in Real Estate Research, "Journal of Property Valuation and Investment", Vol. 11 Iss: 4, pp.327 – deal with how real estate has performed as an investment, the efficiency of real estate markets, valuation issues, the pricing of contract contingencies, prices and price setting and the agency business. Concludes that the list of research questions is growing and there is a high level of both public and private sector interest in the answers that can be provided James A. Graaskamp, (2014) "Fundamentals of Real Estate Development, "Journal of Property Valuation and Investment" , Vol. 10 Iss: 3, pp.619 – 639 , comments the real estate development process involves three major groups – a consumer group, a production group and a public infrastructure group. Comments that a major limitation shared by all groups is that each has a cash cycle enterprise which must remain solvent to survive.Concludes that the best risk management device for the producer group is through research so that the development product fits as closely as possible the needs of the tenant or purchaser, the values of the politically active collective consumers and the land use or the ethic of the society.

Dibb & Simkin (2005: 37) states "Articulate the best uses of business resources & tactics to achieve its market objectives." everyone have [illegible] ng research questions in marketing,

- What are significant attributes in real estate marketing?
- Can design & analytics be used as innovation in marketing research?
- Does there exist association between marketing elements-finance, consumer’s behavior & promotion?
- How best we can use institutions secondary data in business practices?

Looking at these research question researcher aims to study “A study of customers Perception, attributes and their conrrelation with refernce to real estate marketing in Pune” which provides help in enrichment of business in real estate sector.

Objectives

- To understand major stakeholder’s and consumer’s perception in marketing with respect to real estate
- To understand significant attributes & their correlation amongst.
- To do business marketing analytics of data collected from primary sources.

Scope & limitations

Real estate was scope limited for study of new & wholesale (RERA approved) properties of major sites, data coding is done for security or confidentiality. Names are hidden as research security ethics.

Methodology

Research is mixed analytical type (quality & quantitative), innovative and experimental in real estate marketing business useful for all associated stakeholders in business.

Study methodology of data collection is survey based, close ended questionnaire based on purchase of property & consumer’s behavior. The well established business firm in real estate is selected for the same as source of consumer’s data. Author has done this study during SIP of MBA study curriculum. Sample size of 90 customers with 26 live sites of 6 builders from suburbs of Pune along Mumbai Bangalore expressway (Wakad, Baner, Hinjewadi, Bawdhan, Somatane, Kharadi) are selected.

Source: Googlemap

Researcher has done this research by following techniques.

Data collected was collected by designing questionnaire, converted & documented in excel sheet to analyses the findings. Trained assistants were given to perform task of surveys.

1. Surveys -Interviews by questionnaire
2. Inventory of sites
3. Self observations through behavior tracking & activity mapping
4. Data documentation & analysis by software tools

Technique1- Interviews- from survey questionnaire of customers

The objective of this technique was, to understand perception of consumers w. r. t. choice of satisfaction & to find best site / design typology / apartment they choose to purchase & find reasoning for the same.

Interviews categorization were based on,

1. Site details - services & material specification
2. Architectural design & space quality
3. Interior –furniture layout & its furnishing
4. Intangible values & hidden incentives

Technique 2 - Inventory of sites was done by looking at site, brochure & discussion with prime stakeholder builder to know & compare quantity & qualitative aspects of each site characteristics & incentives offered.

Technique 3 - Self observations through Behavioral Tracking & Activity Mapping

The objective of these techniques was, to verify comfort between various site zones such as parking, club, amenities, gardens etc. or apartment areas such as service core, lobbies, sky walks, gymnasium etc. and its ambiance by material specifications. Behavioral tracking, activity mapping technique was based on observation of,

1. Major activities of site availed
2. Walking convenience comfort on site
3. Impact of material ambiance
4. Impact of layout typology
5. Visual comfort by architecture (inside & outside)

Technique 4- Data documentation & analysis by M-excel was done .

Process: Proper schedule & codes for conduct were prepared to retain research soundness in every method of data collection through interviews. Noting the answers in forms, notes on maps, coloring in mapping, photographs, observation notes, collecting paperwork -print media were mode of conduct.

Research outcomes:

The prime objective of the research was to gain knowledge about real estate business trends in marketing & customer's perception in choosing property, to gain an insight in to the patterns of associations between various elements of marketing variables. All the findings which emerged from the experimental research are recommended to use, for all stakeholders in real estate & establish & flourish business in marketing with no risk.

The above techniques data interpreted lead to resolve the research contributions under the following Trends, Comparison & Correlation, and Recommendation & Suggestions.

Trends:

- ***Significant attributes / variables in real estate business found are,***
    - Consumers affordabili

    - Comfortable quality space, Construction material exploration,
    - Feasibility in payments, RERA security
    - Time of completion,
    - Time of purchase during specific stages of construction,
    - Location convenience,
    - Promotional tactics,
    - Agents services & trust,
- ***Customer new trends***

  On pre purchase visit activity,
  - Peak flow in week is on Saturdays & Sundays and in a year maximum at Aug / Sept / Oct (festive time of Diwali, Dashera, and New Year). The morning & evening time is preferred to visit field & office respectively.

  On site activity
  - People purchase majorly residential properties as an future investment, Customers are from majorly outside Pune.
  - They hide their occupation & income initially. They are choosy in selection
  - In site comparison Hinjewadi & Kaharadi occupational IT sites were demands more.
  - After registration on and average in 3rd meeting they land up to some concrete decision. 10% lose interest in second meet or later with reasoning that--- less of budget, fake enquires, curiosity of comparing, dropping plans. Only 10% purchase property which approach marketing firms.

  On post selection activity
  - Count lead sources have cold calling more & references with less percentage.
  - When we compare cold warm & lost status , lost were more , 10 % were warm. We could see real estate growth around new expressway more & IT hubs at Hinjewadi & Kharadi.
  - Mix religious cosmopolitan crowd is near IT. Hindus near old Mumbai road & east side growth, this is due to IT crowed is non Maharastrian.

<u>Observations & Recommendations:</u>

- ***Consumer’s perception towards Physical property***
  - Customers choose 2bhk property more; they are attracted by seeing on site facilities & public landscape areas.
  - They are attracted to new materials used for construction for flooring, cladding, colouring, kitchen platform & interior ambiance seen in demo flats.
- ***Role of promotions verses site architecture in selection***
  - Brochures are not understood by any customers at all. Even advertisement on hoardings attracts primarily for information of location – price- rate per sq.ft & incentives.
  - New trend of real estate sales firms are found which only help builders in getting customers from market, creating more job openings in their offices. They are paid 1% incentives of cost from builder when it is sold. Customers trust & are satisfied with service firms than builders. Trainees in offices are really taking more efforts in process.

- ***Current scenario of government assistance / help - RERA, Bank facility***
  - All customers are influenced by government assistance, RERA, Bank facility availed. Research in analytics help to derive strategies to sale & purchase.

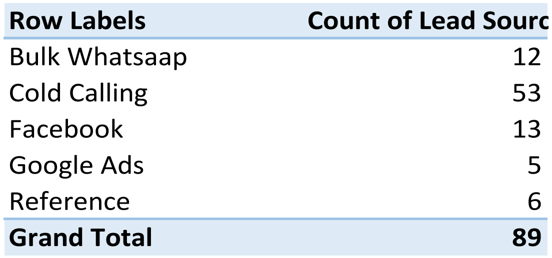
Comparison & Correlation:

- ***Most popular trends in real estate***
  - Wholesale properties are sold faster
  - 10th part of customers are booking success rate
  - Average time of choosing sites is 1 to 3 months max.
  - Customers are educated in marketing by mouth publicity than print media.
  - 2 BHK flats typology with cost around 75 lack to 1.2 Cr is most saleable type.
- ***Association between Site & Residing place***

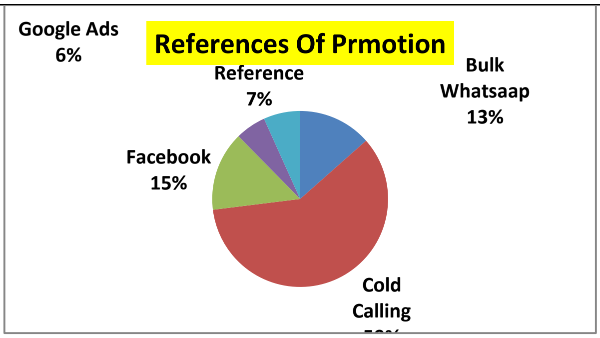
  Very strong correlation exists between workplace / facilities distance from residence in process of purchase of real estate property. They calculate daily expenditure, discomfort caused & time spent.
- ***Association between financial investment & consumer income***

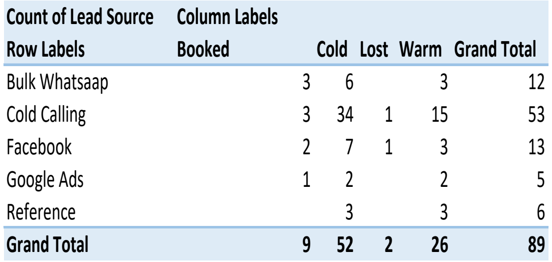
  There exist strong relation between affordability & price of property.

  Table no.1 Relation between affordability & price of property

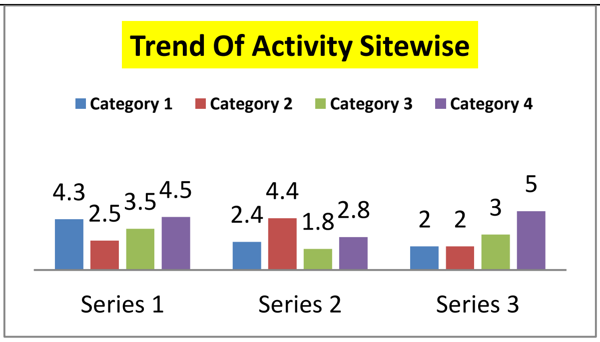


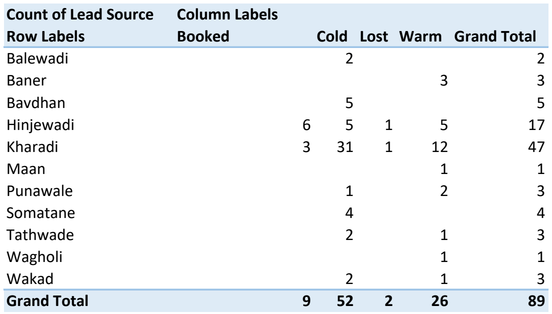
Row Labels	Count of Lead Sourc
Bulk Whatsaap	12
Cold Calling	53
Facebook	13
Google Ads	5
Reference	6
Grand Total	**89**



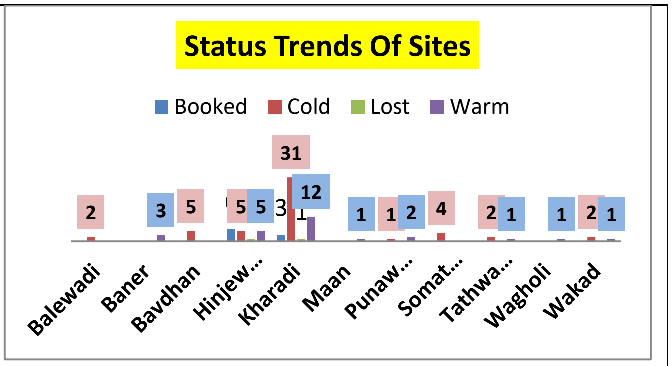


Count of Lead Source	Column Labels				
Row Labels	Booked	Cold	Lost	Warm	Grand Total
Bulk Whatsaap	3	6		3	12
Cold Calling	3	34	1	15	53
Facebook	2	7	1	3	13
Google Ads	1	2		2	5
Reference		3		3	6
Grand Total	9	52	2	26	89





Count of Lead Source	Column Labels				
Row Labels	Booked	Cold	Lost	Warm	Grand Total
Balewadi		2			2
Baner				3	3
Bavdhan		5			5
Hinjewadi	6	5	1	5	17
Kharadi	3	31	1	12	47
Maan				1	1
Punawale		1		2	3
Somatane		4			4
Tathwade		2		1	3
Wagholi				1	1
Wakad		2		1	3
Grand Total	**9**	**52**	**2**	**26**	**89**



Source: Self contribution through primary data collection

Conclusion:

This is contextual study as per geographic location which says that customers or all stakeholders involved in real estate business has its own taste of choice. The main significant attributes of such study are enlisted below,

- Physical characteristics of property / site / case to be purchased
- Consumer's behavior & personnel background
- Communication & work environment between various stakeholders in project
- Current scenario of governance & stakes in business activity
- Business trends in real estate activity / event

Trend of new agencies are introduced between builder & costumers i.e. real estate sale firms. Such mediator agencies influence customers to boost activity. This help convenience in process & consumers free – open communication w.r.t. trust & beliefs in huge valued investment. Wholesale properties with residential use are sold faster in real estate which may be tip while investing in business in real estate. 1/10th part of customers are only booking i.e. success rate of business.

So it is call to increase this as strategy priority in future & to make tactics for faster business. Market behavioralistic segmentation with market mix – undifferentiated marketing strategies are most popular. Customers are more educated in marketing by physical visits & mouth publicity & digital media than print media of brochures & hoardings. 2 BHK flats are most saleable typology in all sites. Facilities & landscape attracts customer more. This observed trend may be contextual in limitations which is associated with lifestyle of people & place. Research in analytics help to derive strategies to sale & purchase firms. This analytical studies help in evaluation & considerations in company futuristic blue print plan for its growth.

Implications for future research

This research is being exploratory in nature involving different disciplines like human psychology, physiology, ergonomics sociology, finance, marketing management, engineering & architecture. Thus research generated scope for further interdisciplinary research on association between property, product, food, artwork, intangible valued service etc. in various sectors & Human perception in selection during purchase or enjoying that facility by any customer.

Context could be widened. Evidence Based Design / Post Occupancy Experiments can be performed with changed proposal to find success rate.The study could be an instrumental wake to publish research document & use it in management practices in various sectors for higher studies in Ph.D in Management.

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"An Empirical Learning Through Investors Behavior with Respect to Bearish Market in India"		
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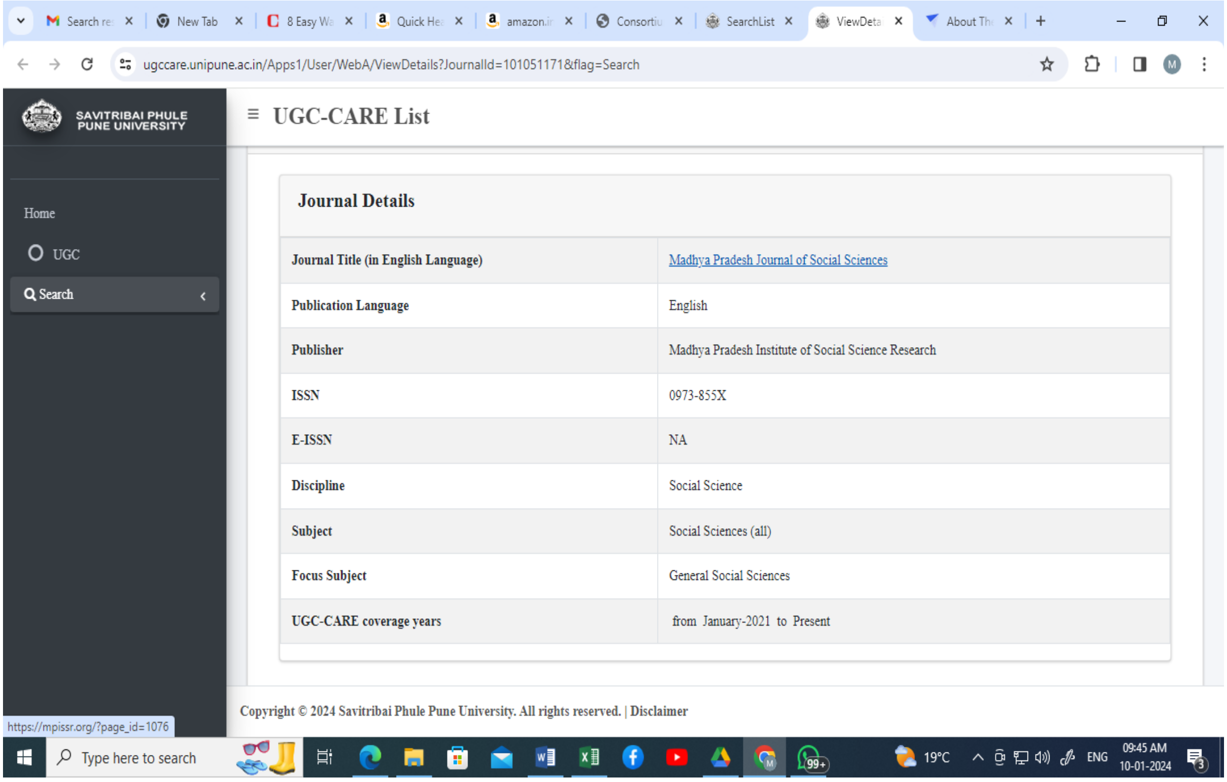

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AN EMPIRICAL LEARNING THROUGH INVESTORS BEHAVIOUR WITH RESPECT TO BEARISH MARKET IN INDIA

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Abstract:

Behavioural finance is an emerging field that combines the understanding of behavioural and cognitive thinking with financial decision making process. The present paper emphases on bearish market in India from 2017 to march 2023, implication of bearish market and bull market , opinion of investors about investment strategy during bull and bearish market. The study also covered traders and investors psychology in the bearish market in India.

investors look out for the dip to buy the stocks on the lower prices and on the other hand there are some short side traders which they look for breakdown opportunities as they mainly focus on short selling concept. Present Study was conducted by discussion with investors and observation of 150 investors in stock market who have invested through Kuwar Finance in asocial with upstox broker.

The findings of the study would be useful for the investors to have a better understanding of the common mistakes made in their decisions and to identify the behaviours which leads to better returns and also helpful to the financial planners and investment advisors to build suitable asset allocation policies for their clients.

Keywords: Investor behaviour , stock market ,bearish Market

Introduction of Stock market

The stock market is where investors buy and sell shares of companies. It is a set of exchanges where companies issue shares and other securities for trading. It also includes over-the-counter (OTC) marketplaces where investors trade securities directly with each other (rather than through an exchange)

Types of Market

The traders in market says that bull and bear is that "the Bull fights with the Bear"; therefore, observing stock market movement can be related to watching a bullfight.

1.Bull Market:

The word "Bull" originated from a well-known invSestor named "Brilliant Bull". The bull market is commonly denoted to as an economic boom or period of increasing prices in financial markets.A bull market is a constant stretch of time when investment prices are growing in a financial market. A bull market is one in which market share prices continue to rise over an extended period of time. It assures stockholders that the upward trend will remain in the long run. It signifies a healthy economy and high employment levels in the country.

2.Bear market:

The word bear market refers to a market condition where stock prices are deteriorating. A bear market is a constant stretch when investment prices are dropping. A bear market is one in which the price of stock continues to fall. Its descending route leads investors to believe that the trend will continue, reinforcing the downward curved. Investing in a bear market is risky since many stocks lose value. As a result, the majority of investors have withdrawn their funds from the markets. During a bear market, the economy slows down and unemployment grows as businesses cut staff.

Indicators of Market:

Market indicators are quantitative tools used by traders to predict market movement. This helps to traders to determine their entry and exit points of a trade. Market indicators encompass of formulas and ratios.

Following indicators used Popularly in the market:

- Market Breadth
- Market Sentiment
- Advance-Decline
- Moving Averages

Advance-Decline Issues - The ratio of advancing to declining securities at any given point in time. Since the indexes are weighted by market capitalization, this is helpful in determining true sentiment rather than just looking at the performance of the largest companies in a given index.

New Highs-New Lows - The ratio of new highs to new lows at any given point in time. When there are many new highs, it's a sign that the market may be receiving foamy, while many new lows suggest that a market may be bottoming out.

McClellan Oscillator - This oscillator uses a moving average of highs and lows to help smooth out market breadth and make it easier to understand rather than looking at choppy charts showing the raw numbers.

Moving Averages - Many market indicators appearance at the percentage of stocks above or below key moving averages, such as the 50- and 200-day moving averages.

Ramesh and Geeta 2011 ,Conducted the research on the people investment analysis according to the behaviour of working people. This studies shows that how people plan to their investment to meet their objectives and goals. For the research researcher studied 210 samples. They have surveyed different types of people favourites investment options according to their age, risk taking ability and their income. This study analysed awareness about investment options where it was detected that people is not having idea about risky and less risky securities.

Sunaina Kanojia and Neha Arora (2016) Bull and Bear Phases: An Empirical Perusal of Indian Stock Market .This paper indicates 12 bull and bear phases in the Sensex and Nifty during the sample period of 19 years with the associated factors responsible for the shift of bull and bear market phases. The results provide considerable support for the view that markets choose to ignore adverse possibilities and react with zest to favourable possibilities and market declines can partly be explained by increases in risk.

Objective of the study:

- To study bearish market trend from 2017 to 2023
- To study opinion of the investors about invest in bearish market.
- To study implications of type of market with respect to India

Research methodology:

Study was conducted by discussion with investors and observation of 150 investors in stock market who have invested through Kuwar Finance in asocial with upstox broker.

Implications of Market:

	Bull Market	Bear Market
Effect of Type of market	Healthy economic progress. Investor confidence is boosted up. More opportunities in the market.	Companies start laying off employees, leading to a rise in unemployment consequently, There is an economic downturn

	Employment levels are generally high, Good Amount of money supply in the market	
Economic Activity Variation	In a bull market, the opposite happens. People now have more money to spend and are eager to do so. The economy is propelled and strengthened as a result of this.	A sluggish economy is linked to a bear market. Because consumers are not spending nearly enough, most businesses are unable to make significant profits. This drop in profitability has a direct impact on how the stock market values stocks.
Investor Sentiment	Investors willingly join in a bull market in the hopes of making a profit. Investor psychology and stock market performance are intertwined	Market sentiment is negative during a bear market, and investors begin to shift their money out of stocks and into fixed-income instruments as they wait for the stock market to recover.
Securities Market Supply and Demand	There is considerable demand for securities and limited supply in a bull market. Many investors want to buy assets, but only a small percentage want to sell them. As a result of the increased competition for available stock, share prices will rise.	more people are looking to sell than to buy. As a result, share prices fall since demand is much lower than supply.
Stock Market function	Investor who buy stocks are betting that the companies they're buying into will be more profitable in the future. They're hoping that they can sell their stock for more than they paid for it at some point.	Investors are betting on the opposite of bull market function. Investors think companies will be less profitable in the future and that the prices of their stocks will go down.

Market Analysis for the period of 2017-2023

Bear Market in India

1. The COVID-19 meltdown

Source: **https://smartmoney.angelone.in/chapter/lessons-from-historical-bear-markets-indian/**

2. Chinese effect (2015)

Source: https://smartmoney.angelone.in/chapter/lessons-from-historical-bear-markets-indian/

3. The struggles of the Indian banking system and global factors (November 2016)

Source: https://smartmoney.angelone.in/chapter/lessons-from-historical-bear-markets-indian/

4. 2007-2008 stock market crash

Observations:

- It has been observed that Investors favour harmless capitals more in bear phases.
- Short term traders or investors searching for short selling opportunities for the good returns but movement in the market was slow.
- Investors would like to invest funds with low past returns to a higher degree in bear period.
- Potential investors are more interested in bear market to buy the deep.
- Traders looks for the break down opportunities in the market on daily basis to trade with high margin for short selling
- Market Indicators in Bearish:
  - Moving Average
  - Relative Strengths Index
  - Volume-weighted average price (VWAP)
  - Volume
- During the bearish period weaker stocks were pointed by traders and keep watch on the same for short sell.
- Sharp movements occurred during the bearish phase, where retail investors are scared to enter into the market because of fear of losses in the fraction of seconds.
- Bearish period indicates more volatility in the market it effects on invest perception towards buying of stock where more focus will be short sells.
- As a result of bearish market inflation increased and return on investment will be less as compare to bull market.
- From Covid 19 meltdown it has been observed that an investor should first try to assess the underlying cause before giving into the selling pressure created by the bear market. If the underlying cause is not essential and is driven by market sentiment and emotions, then best option is to hold on to your position. crash following the outbreak of COVID-19. With both Sen [illegible] aving lost numerous thousand points, the

last week of February, 2020 was completely controlled by the sellers. Though the hold of the bears was intense, the bear market lasted only till March 30, 2020, making it one of the shortest in history.

- From Chinese effect 2015 learning that when investing in segments that have high exposures to foreign currencies and exchange rates, it is a good idea to always keep a close watch on the currency market and its everyday activities. In 2015, when the People’s Bank of China (PBOC) unexpectedly devalued its currency for three successive times, bringing its value down by as much as 3% to 4%. As a result Chinese currency weaken against the U.S. Dollar significantly.

- 2015 led to one of the biggest stock market crashes in India, where the Sensex and the Nifty fell by around 1,624 points and 490 points respectively on August 24, 2015. Just when the markets were starting to show signs of recovery from the 2015 crash, the Indian stock markets had to bear the brunt of another major shock.

- Just in a span of 3-4 months, from November 2015 to February 2016, institutional investors pulled out as much as Rs. 17,318 crores from their investments. The cause for the formation of this bear market was scribbled up to the rising Non-Performing Assets (NPAs) of Indian banks.
- The stock market crash of 2016 fundamentally showed investors that having all their eggs in one basket, which in this case was the Indian banking sector, is harmful to the wealth creation process. It also drove home the point that through proper and systemic diversification of investment portfolios, investors can surely reduce the impact of a crash to a large extent. In the context of global flaws and demonetization, diversification of stock portfolios can go a long way when it comes to protection of investors investment.
- Investors are optimistic about the future of specific companies and pessimistic in bear market
- Markets always do go through cycles, and they incline to be highly volatile.
- The main behaviour which is pointed out is “fear of missing out” which is that investors jumps in bearish market to buy the dip but this eagerness makes this them to lose alott of money

Suggestion:

Investor need to create basket of asset to cover losses from other investment. Portfolio consist of combination of hybrid investment .one should invest not with a short-term horizon but with a long-term horizon, usually ten years or more. This is because financial assets across geographies have generated handsome returns over time, and that's why we see people coming in full swing to invest in the Indian stock market.

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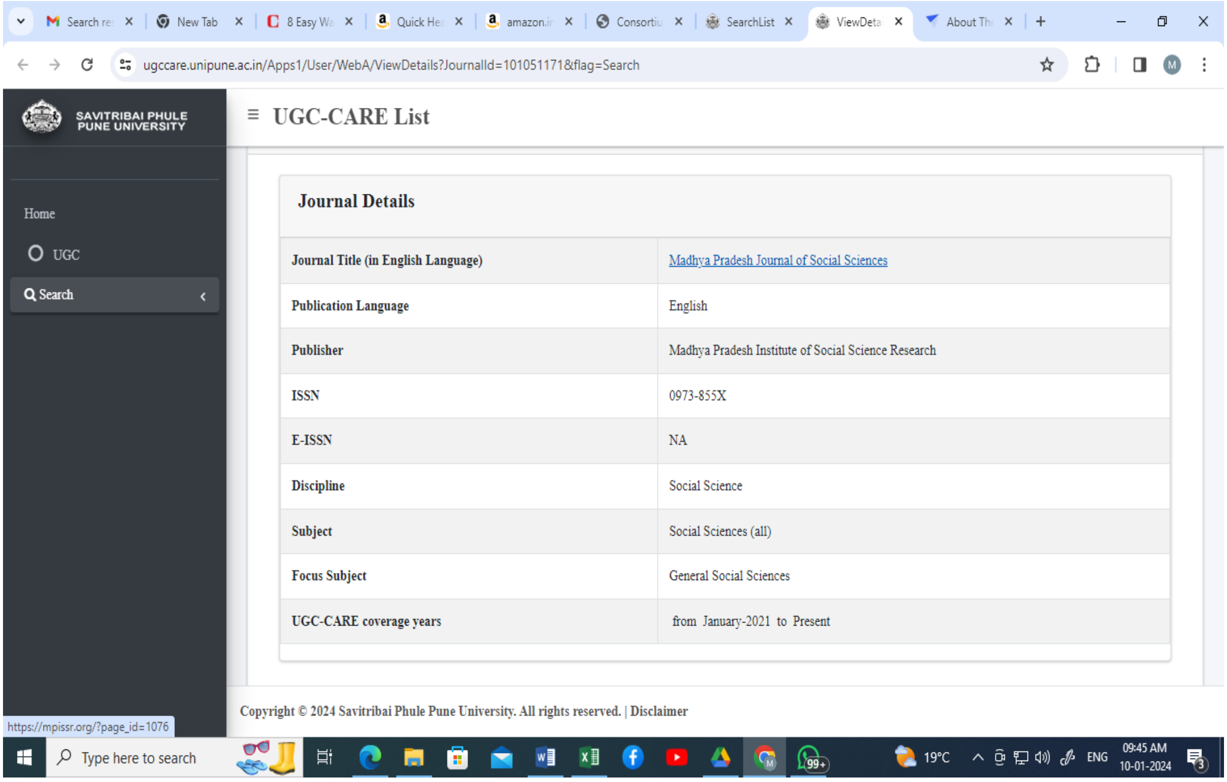

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SOCIAL MEDIA MARKETING AND ITS INFLUENCE ON THE CUSTOMER

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Abstract

People use social media as an easy, cheaper, and convenient way of online communication. Social media has billions of users. Due to social media marketing, firms are able to reach targeted customers more quickly, easily, & efficiently. Social media has billion users and hence, firms are able to reach wider audiences & promote its products & services at wider level. The objective of this paper is to study social media marketing and how it influences customers. In today's digitized world, social media has recently achieved enormous fame as a very effective avenue of communication. Results indicate that use of social media had a great influence on consumer’s buying decision process. (*Voramontri, D., & Klieb, L. (2019))*

Keywords: Social Media, Social media marketing (SMM), Advantages & disadvantages of SMM, overcome challenges of SMM, SMM influences customer.

Introduction

Billions of people use internet, social media & other digital communication technologies. Today internet has become part of people’s lives. In these contemporary days of digital living, social media has recently achieved huge fame as a very effective avenue of communication. Social media platform includes Facebook, instagram, twitter, whatsApp, pinterest, etc. Approximately 60% of the people on the earth use social media with average use of 2 hrs & 24 minutes per day *(Global social media statistics research summary 2023- By Dave Chaffey, April, 2023*). In a more enlightened context, social media has shown itself to be a low-cost information exchange platform accessible to everyone, be it consumers, businesses, organizations, governments, or any other entity. It allows them to learn, educate, share, create market, advertise, and improvise on the main idea being spread. In contrast to traditional forms of marketing, social media marketing (SMM) has the ability to reach a far wider consumer base. Weinberg (2009) describes SMM as an integrated process aimed at promoting goods and services across social media platforms.

Social media has been a widely adopted effective tool that promotes marketing goals and strategies of businesses, particularly in areas like communications, consumer involvement, and customer relationship management.

Social media improves communication between customer & firms & hence, social media is used as a strategic element to connect more customers to organizations.

Objectives:

- The objective of this paper is to study social media marketing
- To analyze how social media marketing influences customers.
- To study the challenges of SMM & strategies to overcome the challenges

Literature Review:

***Sayabek* Ziyadin et al (2019),** in their study, have indicated that SMM develops a two-way communication between customer & organizations, due to which, firm builds relationship with customer & gain customer loyalty which in turns helps organizations to gain more profits. The main aim of social media marketing is to create an innovative and influential content to attract customers and to persuade them to share to others.

Nadaraja, R., & Yazdanifard, R. (2013), in their study, have described 5 advantages of SMM (1) *cost efficient* and reach large audience in short period of time. (2) *Social* Interaction- Users spend lot of time on social networking sites, and so it has a strong influence over the customer buying decisions.(3) *Interactivity*- In modern media technologies, interactivity facilitates enhanced user control over and involvement with social media material as well as better access to information.(4) SMM provides useful information about the customers like interest, their friends, etc. that helps marketers to *target* their *audiences*.(5) Customer service- Toll free number, deliver speed of products, etc. contributes to customer loyalty.

Disadvantages- (1) Time Consuming- replying to customer’s comments, problems, questions, are time consuming. (2) Trademark and Copyright Issues: real-time communication can help businesses promote their brands and distribute copyrighted content, but it can also make it easier for third parties to infringe on a company's trademarks and copyrights. (3) Security, Privacy, and Trust Issues: Marketing company’s products or services using SMMM should also raise concern about data security and privacy (4) Negative reviews: Negative feedback of the customer can have negative impact on the firm’s image. (5) User created content: The possibility of legal liability for content produced by a user in the campaign exists when user-generated content is requested as part of a marketing strategy.

Prasath, P., & Yoganathen, A. (2018), in their research, have explained that firms are recently giving more importance to customer satisfaction & happiness to establish in the market & boost profitability. Social media marketing has provided firms a new way to interact with customers and influence their purchasing habits. Social media users express their opinions, experiences, and any other information assuming that their friends might find it interesting. Marketers use social media as an advertising tool to develop marketing strategies that will help them increase their revenue.

Wibowo, A., Chen,et al.,(2020), in their research indicates that firms use social networking sites to build strong bond and relationship with the customers. Hence, firms must use appropriate content to strengthen the relationship with the customers, which in turn will improve the performance of the business. The quality of the customer relationship is measured by using social media marketing activity (SMMA) and customer experience (CX), which can have an impact on consumer behavioral outcomes like purchase intention, loyalty intention, and participation intention.

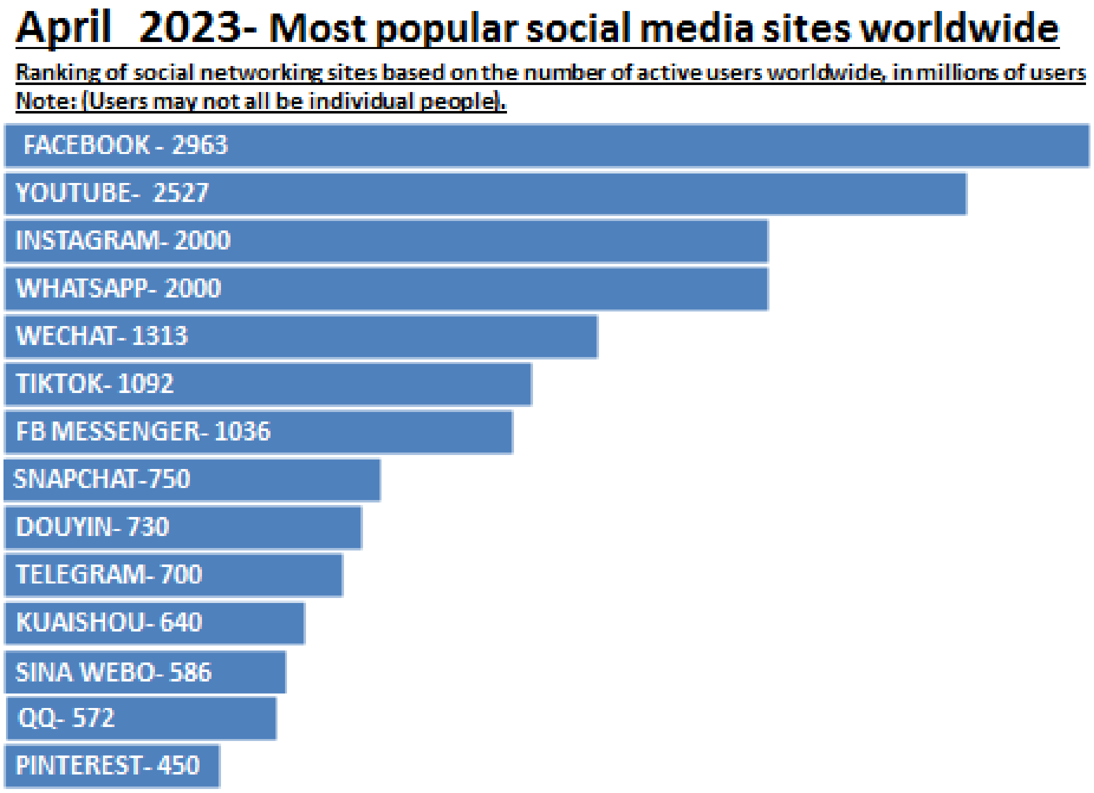
Research Methodology:

Research is descriptive research and is based on secondary data.

Analysis:

(1) Social Media

Social media is used as a medium of sharing information and interaction with family, friends, relatives and other communities. Social Media application is a variety of web 2.0 based technology that enables user to interact with ea [illegible] such as blog, web chat, podcasts, micro blogging services (like Twitter), sharing photos and videos (like Flicker & YouTube), social networking sites (like Facebook). Users find social media as easy & convenient way of communication, sharing information and building relationships. Below table gives an idea of social networking sites mostly used in the world. *(Global social media statistics research summary 2023- By Dave Chaffey, April, 2023*)



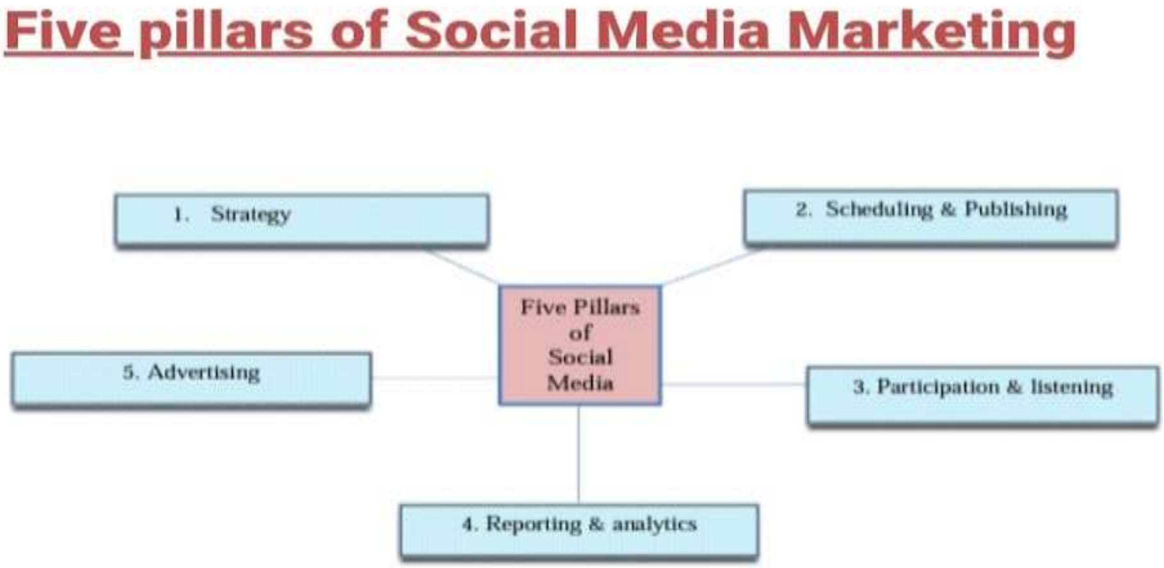
As per the statistics of social media user that was updated on 12, June, 2023, approximately 4.26 billion individuals utilize social media globally today, which represents 58.4% of the world's population. *(Mathew Woodward, June, 2023)*

(2) Social Media marketing

Marketing done through social media is social media marketing (SMM). Enterprises use social media as a powerful tool of marketing. Businessman or individual who utilizes social media as a marketing channel, can offer marketing products, methods, plans, and approaches that show social responsibility and adhere to community standards. Enterprises have to create marketing depending upon customer's individual perceptions or community preferences. SMM has a positive impact on brand awareness & brand image.

Social media marketing activity establishes a precedent that promotes brand equity.

Traditional marketing platforms include television, radio, printed ads newspaper, magazines, brochures, etc. Below figure shows five pillars of SMM *(By Mara Calvello, Feb 2021)*



1. **Strategy**

In order to build a strategy, organization has to determine following factors.

- Goals & objective of the program such as boosting sales, generating leads for the websites, rising brand awareness, etc.
- Selecting right Social Media Platform
- Mixture of content

2. **Scheduling & Reporting**

After developing a plan, it’s time to go for publishing. This includes providing information about a future event, publishing a new blog post, or a new product video. Organizations should update their pages to raise the number of visitors on the website and maintain a consistency of the post to hold the audiences.

3. **Participation and Listening**

Using social media, businesses can observe a raise in interaction and communicate with the customers regarding the brands & products. Users will comments on, share posts, tag firms on their posts. This interaction enables the managers of social media to provide excellent customer service and ultimately enhancing customer experience.

4. **Reporting & Analytics**

Continuous monitoring of the performance is necessary, when more content is published & number of users is increased. Following questions should be enquired.

- What posts are receiving most interactions?
- From where do users of brands come?

The success of marketing plan depends upon data & analytics. This data can be used by marketers to plan effective future marketing campaigns.

5. Advertising

Social media marketing is cheaper except for special tools and resource time. But as the program extends, so does the expenditure. Paid marketing add great value to the firm by providing various factors such as demographic data, retargeting, and user behaviors, demographic data, retargeting, and user behaviors, to target audiences with their adverts. Native advertisements would further help the firms to promote posts, capture leads, and ensure messages reach the correct audience.

(2.1) Advantages of SMM

1. **Reach large number of audience:** All social media platforms have more than 3.6 billion users all across the world. Hence, one single post share can give rise to brand exposure.
2. **Increased customer satisfaction:** Firms use SMM to communicate with the customer & inform them about the products & services. This improves connections, relationships & enhances customer service.
3. **Boost traffic on webpages:** Social media updates would bring more traffic on brand website. Promotion of landing pages, blog content, persuades customer to click through & gets more engaged with the brand.
4. **Cost Efficient tool:** Marketing plan if implemented properly could require low budget.
5. **Improve your insights:** Analytics & reporting tools of social networking sites gives information about page followers, user’s interest, and how to connect with the brands.

(2.2) Disadvantages of SMM.

Following challenges are faced in SMM *:(by Brent Barnhart, May, 2022*)

1. **Lose of time in handling multiple social media platforms:** Social media marketing takes lot of time to give effective results. Managing various factors such as, responding to messages, cross-posting, notifications, various platforms, etc. is difficult and time consuming. It can be challenging for the small firms to use SMM to its maximum efforts
2. **Need to wait for ROI:** Social media platforms have high ROI, but still it is a long term investment platform and does not give quick results.
3. **Need Competent resources:** Firm needs right person for the right job. Highly trained and skillful social media marketers are required to run a successful marketing campaign.
4. **Market analysis done by the competitors:** Social media posting is done in public space which is visible to everyone including the competitors.
5. **Fragility of brand reputation:** SMM may expose a brand to negative publicity or bad reputation. Sometimes customers use social media to vent their grievances through negative reviews. SMM platform has an open nature which leads to negative brand reputation.(*Nadaraja, R., & Yazdanifard, R. ,2013*)
6. **Declining post-engagement interactions and engagement rates:** Chasing organic traffic is like an endless game, striking one goal implies missing the next, which is because of constantly changing algorithms
7. **Keep updated with the new social trends:** As per a Q2 2023 Sprout pulse survey, 49% of the marketers believe that identifying and addressing new social media trends is the most difficult aspect of managing the brand's social media presence.
8. **Shortage of ideas for creative content:** One of the most frustrating aspects of social networking is coming up with new content ideas.

There are few more disadvantages like copyright issues, security issues, trust issues, trademark issues *(Nadaraja, R., & Yazdanifard*

(2.3) Overcome disadvantages of SMM

Organization should consider following factors to overcome the disadvantages of SMM.

1. **Duration of time**: Organizations using social media need to spend lot of time, in order to be effective on Social media platform. Firms need to be available 24/7 to handle user queries. Hiring skillful marketers can result in more productivity.
2. **Lost efficiency**: When a firm hires internal staff members to engage in social media, it can take away from time that could have been spent more effectively. Even while social media can be useful for producing leads, there is a possibility of wasting valuable time without a clear marketing approach. A marketing manager, knowledgeable about web trends or a competent outsourced team creates an efficient social media plan.
3. **Public perception**: social media profile should be constantly monitored, to prevent intruders from abusing. Some users troll profile, give negative comments just for fun, which results in confusion & causes damage to the company's image. Hence, some of the comments that are annoying and totally irrelevant should be deleted. An important way to eliminate disadvantages of social media marketing is comparing once profile with the competitors.
4. **User interaction**: Face-to-face interactions are fruitful & effective in building good relationships. Social media is not one of the best platforms to have conversation in detail or to rely on too heavily, though it can be used to answer some questions of the users. The best way to establish a relationship is through in-person interactions at your workplace.
5. **Theft of identity:** Social networking sites encourage false account of users. Hence, stealing someone's identity and image to create false account is very common on Facebook. It is possible to mix up accounts and waste of time in sharing information with hackers or faker. Sometimes it becomes important to remove the followers who seem to be suspicious.

Firm should keep itself updated with the changing trends of social media. Maintain constant flow of creative & innovative content. Relying on knowledge of experts of Social Media Marketing can help one to overcome the drawbacks as many newcomers struggle to prepare an effective marketing plan. The time & money that you save by not maintaining your own social media strategy can be used for other expenses related to the business.

(3) SMM influences customer behavior

Customer makes buying decision through following process. *(Prasath, P., & Yoganathen, A. (2018).)*

1. Awareness of needs and desires: Customer thinks of buying a product when they find a problem and buying such product or service would solve their problem.

2. Gathering of information: Customers search for the information of products & services. Hence, firm should create a valuable content to bring of the awareness of the products among the potential customers. Marketers use Google analytics in studying the consumer behavior.

3. Assessment of alternatives: when customers become aware of the problem solving product, they keep searching for the alternatives depending on the cost, quality, mostly preferred ones, reviews, popularity.

4. Buying: At this stage, customers finally decide to buy considering the need, risk, paying capacity, social influences, and the benefits

5. Review after purchase: After buying a product, customers are either satisfied or dissatisfied. If the customers are satisfied, then they would give positive feedback, recommend to others, or become a repetitive customer. But if the customers are dissatisfied, then they might give negative feedbacks, file a complaint, put negative reviews, or spread negative rumors.

There are many customers on social media, searching recommendations & reviews of products or services. Hence, online presence on social media platform is necessary. Social media has a great influence on customers from starting stage to buying and further more.

According to the recent literature, customer experience reflects the consumer's cognitive, emotional, behavioral, sensory, and social responses to the company's goods or services throughout the customer's purchasing journey. Customer loyalty is the persistent willingness of a customer to buy from the seller. Customer retention ensures a company's ongoing profitability and projects long-term financial benefits.

Product/ service awareness

In order to bring awareness regarding a product or service, social media has a great influence over customer. Every company wants to influence and understand customer behavior. Firm uses customer experience analytics, to understand customer and its requirement through social media communication. Large number of users comes to know about the brand through content created on social media.

Sales promotion on social media

64% of online users wait for sale or discounts to purchase items. To affect customer behavior, brands should make sure that their products are seen and shared by the targeted audiences.

Influencers of social media

Customers make decision to buy when they are recommended by the influencers or trusted person. Famous people influence customer and their buying behavior. 49% of the online users are influenced by the influencers of social media & make buying decision. Influencer marketing is used as a weapon to attract large number of customers. Influencers from Snapchat, Instagram, and YouTube are increasingly used in place of celebrities by marketers. Customers have more trust on online celebrities.

Social media as social proof

Social media has become a more powerful factor in purchasing decisions causing a social proof. People have a tendency to copy the actions of others around them or those who have power over them have given rise to social proof. Satisfied customers praise the products with likes, shares & comment on them on social media. By publishing the reviews, comments, likes, tweets, and pins of their satisfied customers on social media, marketers are building brand trust and boosting conversion rates. Sharing customer success stories, case studies, images, comments, and videos will increase trust and be beneficial for your landing page, consulting page, and sign-up page as well. Customer success stories, case studies, images, comments, and videos are used as a strong social proof to influence customer, gain trust & finally make them buy the product. Social proof is used in developing a powerful selling strategy.

(4) Findings

To run a successful social media marketing campaign, firms need following factors.

(1) Hire highly skilled social media marketers, (2) Use customer experience analytics to understand the customers & there requirements through social media communication, (3) Develop attractive advertisement with creative content, to make customer aware of the firm's products & services. (4) Constantly monitoring customer perception & reviews. (5) Studying competitors marketing strategies.

Hence, marketers can use social media to reach large number of audiences, to build marketing strategies, to influence purchasing habits of the customers, to gain customer's trust and loyalty and finally boosting the firm's revenue.

(5) Conclusion & Suggestions

The goal of the study was to examine what is social media marketing and how it influences online customer's buying decision. Due to billions of online social media users, firms get an advantage to promote their products & services on online platform through social media marketers. Firms get a chance to interact with the customers, know customer's desires, build relationships, gain customer loyalty and increase profits. Therefore social media marketing is used by the marketers as a powerful tool for advertisement.

Firm needs to hire skillful marketers to handle the marketing strategies effectively. Because the success of the marketing plan depends upon the marketers' efforts. It is the marketer who brings customer towards the company; create leads & conversions and enhancing profits. Online word of mouth (WOM) is very powerful element in today's digitized world. People refer reviews & feedbacks before buying any product or service. If the customer is satisfied, he/she will give positive feedback & reviews to the company, which will help the firm in earning trust of various new customers. Hence organizations should always focus on customer satisfaction.

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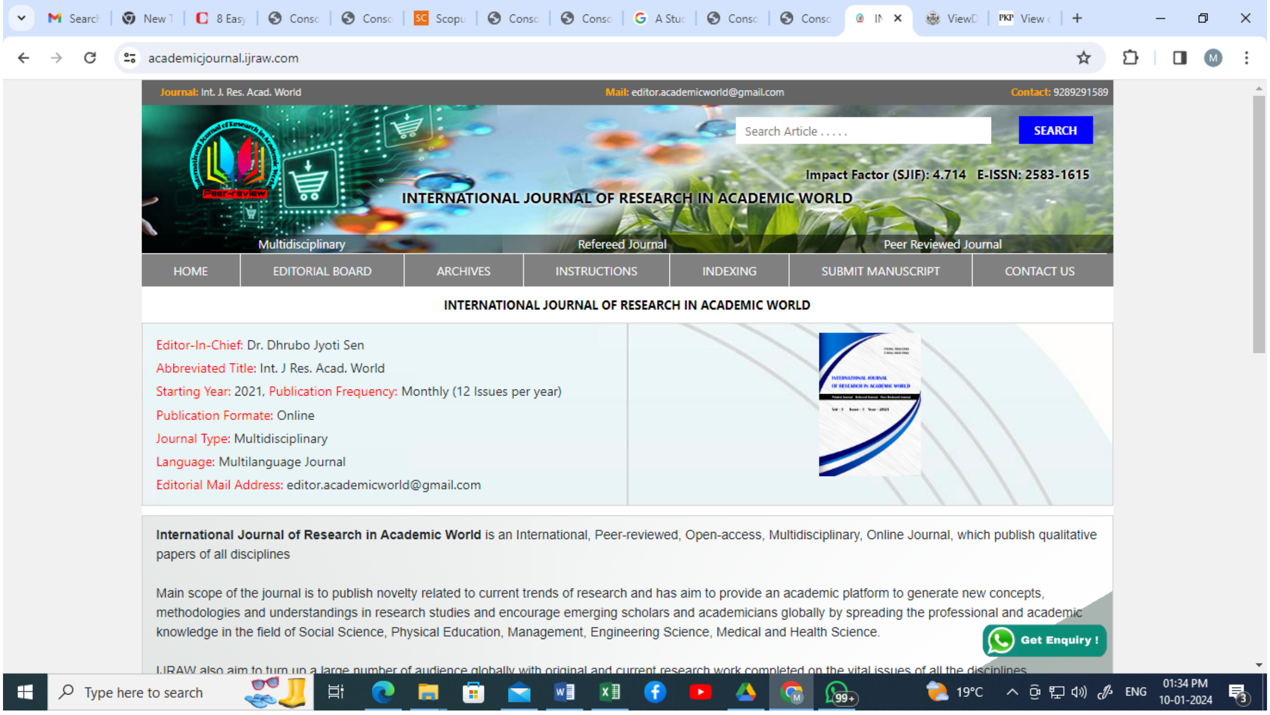

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ROLE OF DIGITAL EDUCATION IN UP-SKILLING AND RE-SKILLING INDIA'S WORKFORCE IN EDUCATION SECTOR

Article · October 2023

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ROLE OF DIGITAL EDUCATION IN UP-SKILLING AND RE-SKILLING INDIA'S WORKFORCE IN EDUCATION SECTOR

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ABSTRACT: There is growing demand of nonstop literacy culture. And this demand is drastically increased from COVID-19 epidemic. Digital education can fulfill this demand of nonstop and flexible literacy. And for this demand there is need of re-skilling and up-skilling of the pool, availability and implementation of suitable technology, infrastructure etc. Here technology is a component which is changing very fast and so re-skilling and up-skilling plays the vital role in digital education.

In the current scenario, there is a possibility of distrust, on the capability to cater to the change in technology by the present skill sets of workforce pool. Question arises that whether the pool is equipped enough to adapt to the rapidly changing technology? The COVID-19 epidemic has made this question more critical and urgent. Due to covid-19, the world has moved almost overnight to new forms of technologies. And to adopt this change has become hurdle for workforce. Workforce across educational institutions must figure out how they can acclimatize to rapidly changing conditions.

This paper is throwing light on re-skilling and up-skilling of workforce in education sector. This study involves the teaching and non-teaching fraternity of Pune city.

Keywords: Education sector, Re-skilling, up-skilling, workforce etc.

INTRODUCTION: With the rapid use of e-learning, skilling has seen a substantial change since the epidemic. Teaching and non-teaching employees have difficulties learning and passing on skills when implementing up-skilling and re-skilling programmes as a result of the long-term closure of traditional classrooms. The school sector was put to unprecedented test by the pandemic and lockdown. Students could successfully transition to online learning to a considerable extent. They are now pursuing digital internships and receiving advice on the environment from corporate sector executives. The learners of digitally skilled rural India now have an equal opportunity to gain a platform to exhibit their skills and build a place for themselves by consistently adding skills and up skilling as needed.

A testament to India's significant increase in internet-based learning and skilling over the last two to three years is the country. This shows that as a nation, we have the power to change India's skill-sets and vocational education. Before the pandemic, a large number of students relocated to the cities in search of employment and improved employment chances. Students can now get ready for a long-term job in various industries thanks to the introduction of practical demonstration learning and skilling courses from colleges.

Higher education in India has historically used a strategy that blends classroom instruction with experiential learning and instructor engagement. This mode of instruction underwent a considerable alteration as a result of MOOCs. Education that is based on classroom instruction, knowledge, and skill-sets has developed into a virtual environment with an infinite number of alternatives. A key element in bridgi [illegible] is providing course materials in regional languages. This might make it easier [illegible] to scale.

The outbreak brought to light the gaps between India's urban and rural educational systems that already existed. To address these concerns, cooperation between the government, industry, and academia is essential. The current digital divide must be closed. With better instruction, technology can produce better results, but it also has optimisation requirements. The necessary infrastructure and connections to digital media must be made available to even the most remote locations. It's critical to view internet and technology access as a necessity rather than a luxury. Additionally, this is the perfect time to focus and mentor teachers. In the current climate of educational technology, teachers are struggling to comprehend how to interact digitally with students. Even the additional fees that come with digital education for teachers can be highly pricey. Educational institutions should offer financial aid to students and pay academics back for the costs associated with providing online instruction. The government and other organisations should sponsor intensive teacher training programmes and seminars to address the problems teachers face.

India is at a crossroads where it is crucial to solve the digital divide and the gender gap in technology. In addition to a superior staff that can support its digital operations, the sector would benefit from exposure to talents from other industries that are both understandable and beneficial.

The researcher decided to conduct an online survey to determine how the COVID-19 crisis has affected the educational sector in light of how severely skill development activities have been suspended by the epidemic.

OBJECTIVES:

1. How the COVID-19 pandemic has affected education.
2. The effective procedures and creative responses put forth by numerous organizations to decrease the pandemic's effects.
3. Policy suggestions for addressing the pandemic's effects in the future.
4. To detect various online session platforms.

RESEARCH METHODOLOGY:

Research Type is Descriptive Research.
Research is based on Primary data.
Population: stakeholders of educational industry
Sample size: 114
Data Collection instrument: Questionnaire
Analysis technique: Table-chart method
Data Collection instrument: Structured questionnaire

ANALYSIS :

Figure 1. Area wise Responses

Position	Respondents	Percentage
Teaching Staff	78	70
Administrative Staff	34	30
Total	112	100

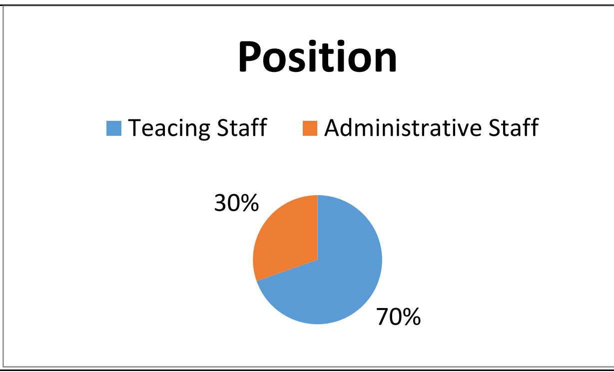


Figure 2. Has your organization suspended operations in response to the COVID-19 pandemic?

Sessions Interrupted	Respondents	Percentage
Yes	29	25.9
No	13	11.6
Partially	70	62.5
Not applicable	0	0
TOTAL	112	100

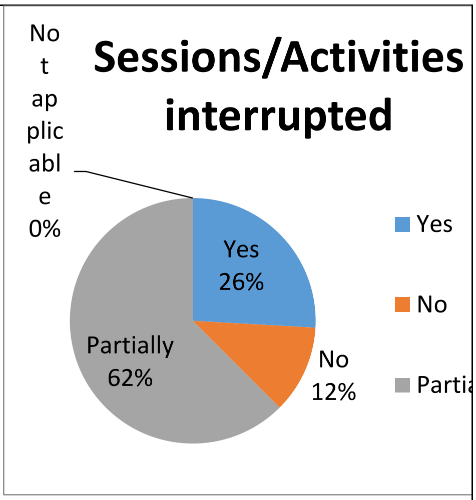
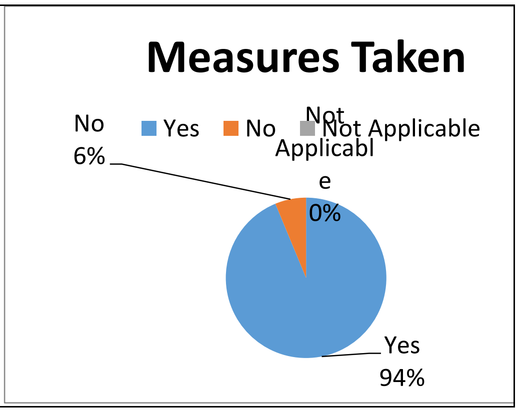


Figure 3. Specific measure taken by the organization for continuation of activities.

Measures taken	Respondents	Percentage
Yes	105	94
No	7	6
Not Applicable	0	0
Total	112	100



Different actions performed by the organizations include:

- Knowledge and experience sharing between organizations
- Increasing the number of relationships (Partnerships) between organizations.
- More research and evaluation on the learning outcomes and efficacy of online training;
- More flexible working hours and locations;
- Information on the availability of pertinent online training courses;
- Continuation of newly introduced online elements and self-study offerings;
- Online examinations and certifications;
- Resuming physical education classes at the institutions while implementing protective measures against COVID-19 contamination, such as social seclusion, facemask use, workplace sanitation, temperature monitoring, and a cap on the number of students in a single session.

Figure 4. New program or activity in pandemic.

Position	Respondents	Percentage
Yes	0	0
No	0	0
Total	0	0

Figure 5. Use of distance learning tools before CIVID-19.

Tools (Check Box)	Respondents	Percentage
Online learning Programs	13	12
Video Conferencing	8	7
Virtiual reality Simulations	13	12
Multimedia	12	11
Television		0
Printed Study Material	70	63
No distance tools used	101	90
Other (Please specify below)	0	0

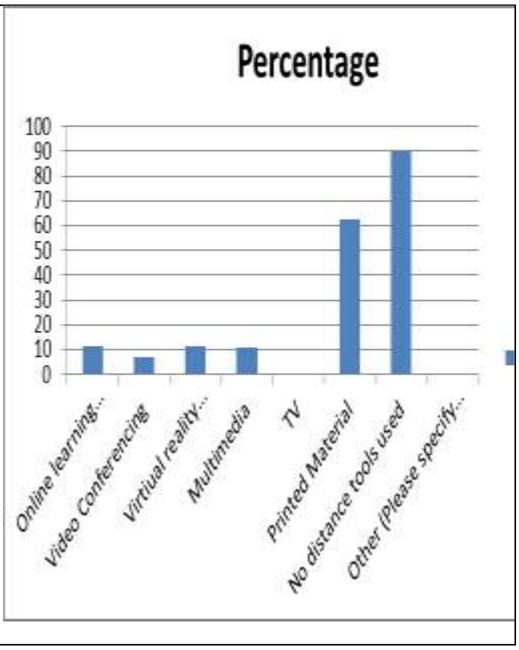


Figure 5. Use of distance learning tools during pandemic.

Distance learning portals

- Alison
- Canvas
- Coursera
- eCornell: Cornell Online Education Programs
- edX
- Edmodo
- FutureLearn
- Havard online courses
- Ipsos Training center
- IATA virtual classrooms
- LinkedIn learning
- Skillshare
- The Open University
- Udacity
- Udemy

Figure 6. Use of online learning tools during pandemic.

Online tools and resources

- Adobe Connect
- Basecamp
- CISCO webex
- Chorus call
- Google Classroom
- Google Meet
- Go to meeting
- GuruVw
- Microsoft teams
- Moodle
- Padlet
- Skype
- Zoom

Figure 7. Challenges faced in using online tools or distance learning tools

Challenges	Responses	Percentage
Limited digital skills of users	70	63
Cost	40	36
Difficulty in delivering hands-on-training	50	45
Infrastructure issues (internet, computer etc)	60	54
No Challenges	13	12
Other (Please specify in below box	0	0

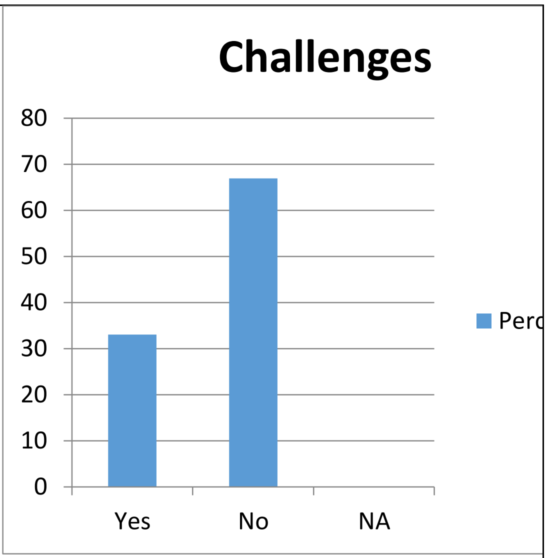
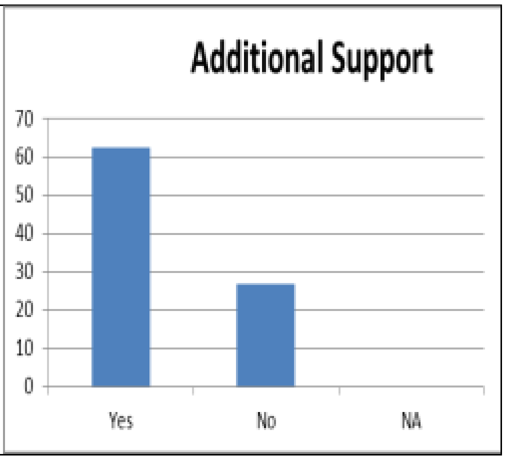


Figure 8. Additional support from organization for session conduction in pandemic.

Support	Responses	Percentage
Yes	70	63
No	30	27
NA	0	0

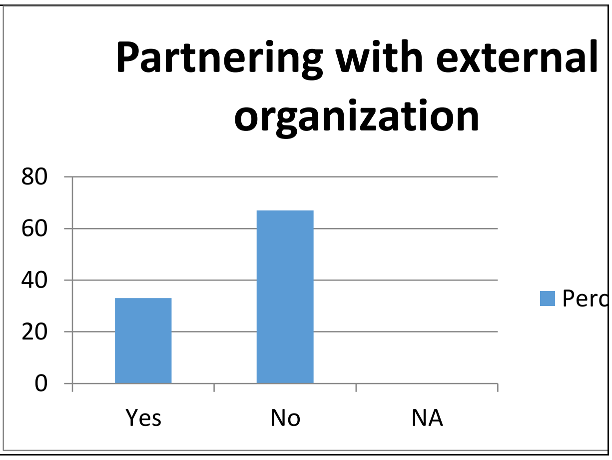


Additional Support provided by organizations :

- ➢ Training of Microsoft teams,
- ➢ Training of Google classroom portal
- ➢ Provided Guidance about online courses available on MOOCS.

Figure 9. Partnering with external organization for staff training.

Partnering	Responses	Percentage
Yes	37	33
No	75	67
NA	0	0



Partnerships with technology firms like Microsoft and training providers like LinkedIn Learning

FINDINGS:

1. Following the pandemic, organizations enhanced online learning.
2. People had major difficulties when providing instruction online.
3. Infrastructure issues, such as slow internet connectivity and difficult computer access, were the most frequent problems.
4. Users' low levels of digital literacy;
5. A lack of resources and training programmes that are tailored to their needs.
6. Difficulty in providing hands-on instruction online.

The steps taken to keep up-skilling, reskilling, and upgrading:

- Resuming physical education/training at the institutions while implementing preventative measures against COVID-19 infection, such as decreasing the number of pupils in each class,
- Instituting temperature checks, sanitizing work areas, and requiring the wearing of face masks.
- Forming alliances with outside groups to support staff development and training
- Building the capacity of staff to develop and deliver online training;
- Expanding investment in digital platforms, tools, and resources;
- Introducing or strengthening blended training techniques;
- Purchasing hardware and software for online training.

CONCLUSION:

Tools and resources those are beneficial for online distance learning:
The following is a list of helpful websites and portals for distant learning that survey participants recommended :
online resources and tools

- http://www.adobe.com (Adobe Connect)
- Basecamp can be found at bas
- (https://www.webex.com) Cis

- Go to meeting (https://www.gotomeeting.com),
- Chorus call (https://choruscall.com),
- Google Classroom (https://classroom.google.com),
- Google Meet (https://meet.google.com),
- GuruVw (https://guruvw.com), and
- Group chat software is available through Microsoft Teams (https://www.microsoft.com/en/microsoft-365/microsoft-teams).
- Skype (https://www.skype.com),
- Moodle (https://moodle.org),
- Padlet (https://padlet.com),
- Zoom (https://zoom.us),

Distance learning portals

- Alison (www.alison.com)
- Coursera (https://www.coursera.org) and
- Canvas (https://www.canvas.net)
- eCornell: Online Education Programmes at Cornell University (https://www.ecornell.com)
- Visit edX at https://www.edx.org.
- Edmodo (www.edmodo.com)
- FutureLearn is available at https://www.futurelearn.com.
- Online classes at Harvard University (https://online-learning.harvard.edu)
- Ipsos Training Centre (campus.ipsos-trainingcenter.com)
- Virtual classrooms offered by IATA (available at https://www.iata.org/en/training/courses/virtual-classrooms)
- McGraw Hill University USA Connect site (https://www.ecornell.com),
- International Training Centre of the ILO (https://www.itcilo.org),
- Learn more about LinkedIn at https://www.linkedin.com/learning.
- Skillshare (www.skillshare.com)
- The Open University is located at http://www.open.ac.uk.
- Udacity (www.udacity.com)
- Udemy (www.udemy.com)

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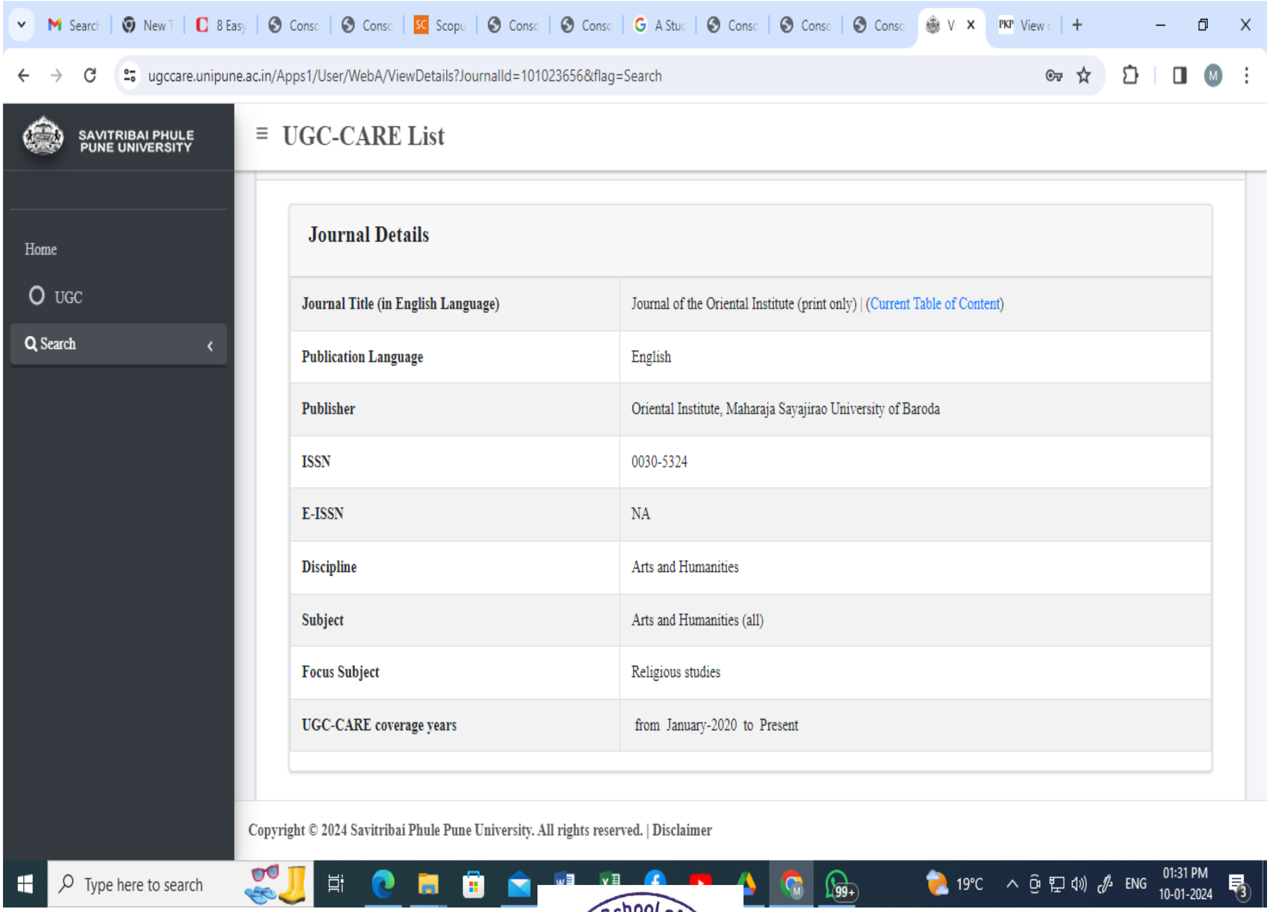

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Analysis of Government Policies, A Critical Study with Special Reference to Indian Textile Industry Post GATT

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Analysis of Government Policies, A Critical Study with Special Reference to Indian Textile Industry Post GATT

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Abstract

Indian Textile Industry has for long been crippled with problems like fragmentation, lack of modernization, lack of infrastructure making its product internationally less competitive. However, with GATT coming into force, the international business has become extremely competitive, as quantitative restrictions are removed for all member nations of WTO. At the time it was enforced in 2005, it was expected that with abundance of raw material, Indian Textile Industry shows significant improvement in its global presence. Government's supportive policy was the need of the hour for this industry to make its presence felt in the international market. Analysis of Government policies since 2005 done in this paper finds that Government has indeed been very supportive to make Indian textile industry competent in terms of cost, efficient in terms of value chain, creation of job opportunities with special focus on Small and Medium Enterprises.

Keywords: Indian textile industry, GATT, government policies

Introduction

Indian Textile Industry which caters to one of the basic necessities of mankind has been struggling for a long time now. Fragmentation of the industry has led to denial in economies of scale to this industry. This has resulted in this industry losing out to the competitors in the global market as regards the price. In spite of being low cost nation, availability of raw material in abundance, its export performance has been a lacklustre.

Review of various literatures has brought out few major reasons for this lacklustre. Foremost of these reasons being the protective Government policies (Kataria, 1996, Pandey, 2004, Eckhard c, 2009) [1, 3, 4] less investment in modern technology (Kataria, 1996) [1], lack of basic infrastructure like continuous power supply and good storage capacities, non-availability of continuous supply of raw material coupled with their volatile prices.

With the dismantling of quota system which was there under MFA paved a way for greater export opportunities and be a global leader. This led the researcher to study and evaluate the Government policies for the Textile Industry especially after 2005. The objective is to understand whether, the Government has risen to the occasion and have become more supportive than protective. This study will help in fixing future government policies by relating the current ones with the problems faced by this Industry.

Advent of GATT

Till 1st January, 1995, exports had quantitative restrictions under Multi Fibre Agreement (MFA) from importing countries. Firms could not export more than tl assigned by the importing countries. Government oı into bilateral agreements with US, Caı ıion for removal of quotas as they were t textile importing destinations. However, after 1995, quotas were removed in a phased manner and by 2005 entire quota system were superseded by GATT. Under GATT, free trade among nations was encouraged. Nations were expected to have standardization alongside the International level. Nations were allowed to adopt appropriate level protectionism but overall trade without boundaries was basic premise of GATT. This was done to ensure that even developing nations get a fair share in the international trade. Thus the key for higher exports shifter from the country being a good negotiator to a competitive company that can deliver quality products at a competitive price at set time. Thus with implementation of GATT, global trade became more competitive with all nations getting equal chance of survival. This increase in competition forced the economies to change their financial strategies. Role of Government thus became equally important for providing conducive environment to the industries for carrying out trade so that the industries can make maximum use of their core competency and derive maximum benefits. Thus with removal of quota barriers, each country started preparing itself to fit into the new scheme of global trade. Changing the national strategies for competitiveness became the essence of all the nations (Verma, 2001) [2].

Literature Review

Above analysis show that Government policies indeed play an important role in development of any industry and textile in particular which has had a laggard performance. Indian government recognised the need to make textile industry viable. Government came up with The National Textile Policy 985. This policy showed the government's intent to ›ve inadequacies prevalent in the Industry by relaxing latory burden by eliminating the quantitative ceiling on ınsion of composite mill loom capacity and also treating

ing Author: Dr. Prachi Pargaonkar

composite mills, power loom and independent processing units on equal footing for taxation (Zala, 2010) [5]. Though government eased out the restrictions in 1985, due to financial inability to invest, they could not revive the industry. Indian government also shown its pro-activeness when the quota was uplifted. Though the restrictions were to be removed by 2005, the government started the initiative of modernizing the technology by 1999 itself. Though Government was seen to be proactive, the effective implementation of it needed to be analysed. The paper seeks answer to this very question in the light of removal of quota and subsequent intended increase in exports.

Analysis of Various Government Schemes.

1. Technology Up-gradation Scheme (TUFS)

This scheme was designed and was made operational from 1.4.1999 for textile, jute and cotton ginning and pressing industries which subsequently got extended to 31st March; 2007. Though this scheme was initially introduced up to 31st March, 2007, it was extended further up to 28.06.2010 and then further up to the year 2013-14. The idea of this scheme was to reduce fragmentation and concentrating on forward integration, to focus on MSME sectors and also by encouraging hire purchase financing model in weaving sector. This scheme did receive notable response from the stakeholders over its span of 14 years. However, it was also observed that, non-small scale industries proved to be major beneficiaries of the scheme than Micro and small scale industries. Further, according to the report of Ministry of Textiles, an independent audit carried out by M/s. CRISIL revealed that the scheme facilitated an increase in productivity; reduction in cost and waste; and improved quality across the value chain. It however, flagged one lacuna in the scheme and that was in the processing and power loom sectors.

Based on the findings of this study, Government decided to restructure the Scheme and it was decided to channelize investments in low investment segments to facilitate a balanced growth across the value chain; and to have a cap on the subsidy outgo. Based on this the modified TUFS was stopped in 2010 and a new restructured scheme was launched in 2011 valid up to 2012 with a cap on subsidy and was further extended to 2013 up to 2017. Under the revised restructured scheme, focus was given to MSMEs, spinning sector and power loom sector. Following were the highlights of the scheme-

a) A cap for funding was introduced so that each sector get the funding. Spinning sector will have a cap of 26%, weaving 13%, processing 21%, 8% for garments and 32% others
b) 10% of the approved outlay was to be set aside for Micro, Small and Medium enterprises.
c) i-TUFS was introduced to issue UID
d) Machinery purchased under the scheme would have Machine Identification Code (MIC). Also, all such machines will now be physically verified by a team led by Textile Commissioner. This new provision was introduced in the Amendment to the Revised Restructured TUFS in 2016.
e) It also included some more items under the list of eligible machinery like design studio, factory building, preliminary, pre-operative expenses, Margin required for working capital (should be sp[illegible] for technology upgradation).

The scheme got further amendment in the light of new vision set by the Government that of "Make in India and Zero effect and Zero defect manufacturing to promote exports in the year 2016 and was further extended to 2022. Under this new amendment, only companies registered under Companies Act except MSMEs (who will be guided by instructions of Ministry of MSMEs) will be eligible to get benefits under this scheme. Moreover, individual entity will be eligible only for one time Capital Subsidy. Thus, Government has taken huge steps to modernize the processing of the units so as to make them more competitive in the world markets.

2. SITP-Scheme of Integrated Textile Parks

SITP was set up during 11th five year plan with an idea to provide textile industry with world-class infrastructure facilities to set up their units. This was done in the year 2005 so that Indian firms will be able to match up with the international, environmental and social standards [7] and parks were set up as potential growth centres with an intention of promoting exports. A special purpose vehicle was to be created jointly by local industry, financial institutions, State and Central Government under Companies Act, 1956. This SPV was to give common infrastructure, buildings for production and support activities, plant and machinery. Thereafter, sites would be allocated to the units and user charges for availing the facilities will be charged from these units. This scheme was further continued from 2017 till 2020. The amendments included a mandatory clause of having minimum 3 segments of textile value chain from the list viz; Spinning, Weaving, Knitting, Processing, garmenting etc.

Amendments done in the year 2017 included:

A clause stating the promoter to have a minimum net worth of Rs. 1.5 times of his total equity was included.

Each integrated unit now to have 25 units instead of 50 in the earlier scheme. Moreover, minimum requirement of land being 25 acres or leased land of 30 years was included.

Further a clause of maintaining project cost to investment ratio was 1:10 for a proposal of 8 promoters. For a proposal of more than 8 promoters, it would be 1:6.

In the year 2021, Indian government issued a notification to set 7 mega textile parks with an additional intention of creating one lakh direct and two lakh indirect jobs. It was under "Atmanirbhar Bharat" scheme of the Government that it wanted to attract FDI, indigenous investment with cutting edge technology. The intention of the Government is thus very clear. It intends to boost up the industry and make it competitive at the global level. It intends to arm the industry with the entire infrastructure so as to face stiff international competition especially from countries like Vietnam and Bangladesh.

Analysis of above schemes shows Government's intent to make textile products of world standards by providing end to end infrastructural facilities across the value chain, subsidized modern technology, special focus on Micro, Small and Medium Enterprises, having cap on funding one particular sub-sector just to name a few.

Apart from these schemes, PLI (Production linked incentive) scheme was introduced in the year 2021. It is to remain operational from 24th September, 2021 to 31st March, 2030. Its primary focus was to promote production of MMF Apparel and Fabrics as well as Technical textile products. The [illegible]ctive was to match up to the global competition and also [illegible]te employment opportunities. This performance linked [illegible]ntive was to be given for 5 years only. The scheme is [illegible]led into two sub-schemes. Companies can choose either of them. Each of the schemes has minimum threshold of investments and turnover which is Investment of Rs. 300 crores with a turnover of Rs. 600 crores as its first year of performance or investment of Rs. 100 crores with a turnover of Rs. 200 crores in its first year. Companies achieving this threshold will be considered to be eligible for the incentives. If the companies are unable to achieve the performance in its first year then the incentive will start from the year it achieves the threshold performance assuming that year to be the first year.

Findings

A critical study of all the above schemes show the efforts of the Government in the direction of making Indian textile industry competent in terms of cost, efficient in terms of value chain in the wake of GATT. It also aims at creating job opportunities for direct and indirect labour. Enough schemes have been launched specifically for this industry to provide right kind of infrastructure, to encourage them to install modern technology. Big focus and thrust has been given to small and medium size industry so that they can take advantage of economies of scale by allowing them to install modern technology by giving them soft loans. This will surely help MSMEs to take advantage of barrier free trade by offering competitive product. All the analysed schemes will empower the industry to rebuild itself and make its presence felt in the world trade.

This analysis gives the researcher further scope to do quantitative analysis of the implications of Government schemes.

Conclusion

It will be worthwhile to study the effect of these schemes has resulted in two things one increase in global presence in terms of exports and two has the firms more technologically updated which has further made it possible for them to produce cost competitive product. As revealed earlier, the benefits of these schemes were taken up by big firms, while small and medium firms failed to get the benefits thereby not able to survive the onslaught of tough competition. It will thus be interesting to analyse whether small and medium scale companies were able to avail the schemes and make its presence felt in the international markets. This will also reveal the efficacy of these Government policies. Following studies can be carried out-

1. Impact of change in Government policies on Exports.
2. Impact of change in Government policies on use of Modern Technology
3. Performance of Big v/s Small companies with respect to use of Modern Technology and Exports.
4. Compare and Contrast studies between various sub-categories viz; man-made fibres, cotton, jute, silk, technical textiles.

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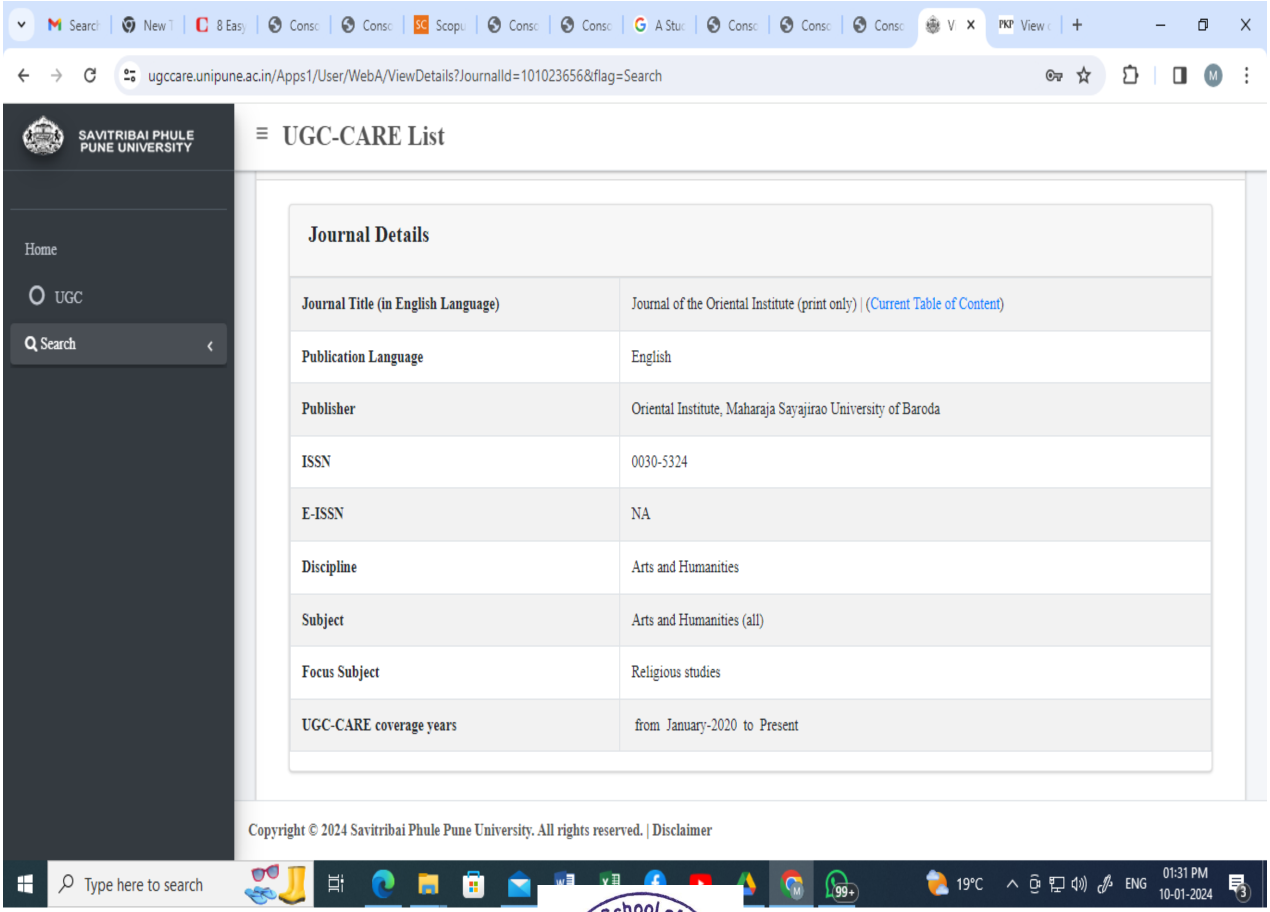

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ROLE OF DIGITAL EDUCATION IN UP-SKILLING AND RE-SKILLING INDIA'S WORKFORCE IN EDUCATION SECTOR

Article · October 2023

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ROLE OF DIGITAL EDUCATION IN UP-SKILLING AND RE-SKILLING INDIA’S WORKFORCE IN EDUCATION SECTOR

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ABSTRACT: There is growing demand of nonstop literacy culture. And this demand is drastically increased from COVID-19 epidemic. Digital education can fulfill this demand of nonstop and flexible literacy. And for this demand there is need of re-skilling and up-skilling of the pool, availability and implementation of suitable technology, infrastructure etc. Here technology is a component which is changing very fast and so re-skilling and up-skilling plays the vital role in digital education.

In the current scenario, there is a possibility of distrust, on the capability to cater to the change in technology by the present skill sets of workforce pool. Question arises that whether the pool is equipped enough to adapt to the rapidly changing technology? The COVID-19 epidemic has made this question more critical and urgent. Due to covid-19, the world has moved almost overnight to new forms of technologies. And to adopt this change has become hurdle for workforce. Workforce across educational institutions must figure out how they can acclimatize to rapidly changing conditions.

This paper is throwing light on re-skilling and up-skilling of workforce in education sector. This study involves the teaching and non-teaching fraternity of Pune city.

Keywords: Education sector, Re-skilling, up-skilling, workforce etc.

INTRODUCTION: With the rapid use of e-learning, skilling has seen a substantial change since the epidemic. Teaching and non-teaching employees have difficulties learning and passing on skills when implementing up-skilling and re-skilling programmes as a result of the long-term closure of traditional classrooms. The school sector was put to unprecedented test by the pandemic and lockdown. Students could successfully transition to online learning to a considerable extent. They are now pursuing digital internships and receiving advice on the environment from corporate sector executives. The learners of digitally skilled rural India now have an equal opportunity to gain a platform to exhibit their skills and build a place for themselves by consistently adding skills and up skilling as needed.

A testament to India's significant increase in internet-based learning and skilling over the last two to three years is the country. This shows that as a nation, we have the power to change India's skill-sets and vocational education. Before the pandemic, a large number of students relocated to the cities in search of employment and improved employment chances. Students can now get ready for a long-term job in various industries thanks to the introduction of practical demonstration learning and skilling courses from colleges.

Higher education in India has historically used a strategy that blends classroom instruction with experiential learning and instructor engagement. This mode of instruction underwent a considerable alteration as a result of MOOCs. Education that is based on classroom instruction, knowledge, and skill-sets has developed into a virtual environment with an infinite number of alternatives. A key element in bridgi[illegible] is providing course materials in regional languages. This might make it easier [illegible] to scale.

The outbreak brought to light the gaps between India's urban and rural educational systems that already existed. To address these concerns, cooperation between the government, industry, and academia is essential. The current digital divide must be closed. With better instruction, technology can produce better results, but it also has optimisation requirements. The necessary infrastructure and connections to digital media must be made available to even the most remote locations. It's critical to view internet and technology access as a necessity rather than a luxury. Additionally, this is the perfect time to focus and mentor teachers. In the current climate of educational technology, teachers are struggling to comprehend how to interact digitally with students. Even the additional fees that come with digital education for teachers can be highly pricey. Educational institutions should offer financial aid to students and pay academics back for the costs associated with providing online instruction. The government and other organisations should sponsor intensive teacher training programmes and seminars to address the problems teachers face.

India is at a crossroads where it is crucial to solve the digital divide and the gender gap in technology. In addition to a superior staff that can support its digital operations, the sector would benefit from exposure to talents from other industries that are both understandable and beneficial.

The researcher decided to conduct an online survey to determine how the COVID-19 crisis has affected the educational sector in light of how severely skill development activities have been suspended by the epidemic.

OBJECTIVES:

1. How the COVID-19 pandemic has affected education.
2. The effective procedures and creative responses put forth by numerous organizations to decrease the pandemic's effects.
3. Policy suggestions for addressing the pandemic's effects in the future.
4. To detect various online session platforms.

RESEARCH METHODOLOGY:

Research Type is Descriptive Research.
Research is based on Primary data.
Population: stakeholders of educational industry
Sample size: 114
Data Collection instrument: Questionnaire
Analysis technique: Table-chart method
Data Collection instrument: Structured questionnaire

ANALYSIS :

Figure 1. Area wise Responses

Position	Respondents	Percentage
Teaching Staff	78	70
Administrative Staff	34	30
Total	112	100

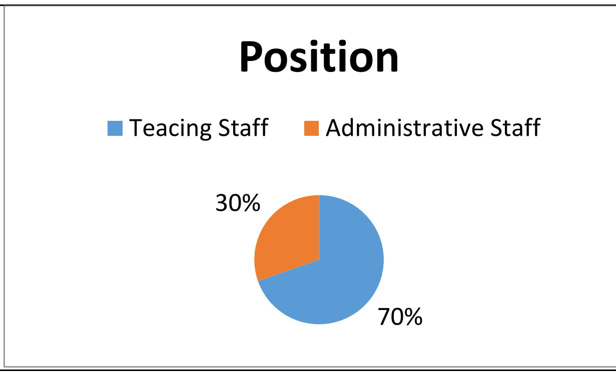


Figure 2. Has your organization suspended operations in response to the COVID-19 pandemic?

Sessions Interrupted	Respondents	Percentage
Yes	29	25.9
No	13	11.6
Partially	70	62.5
Not applicable	0	0
TOTAL	112	100

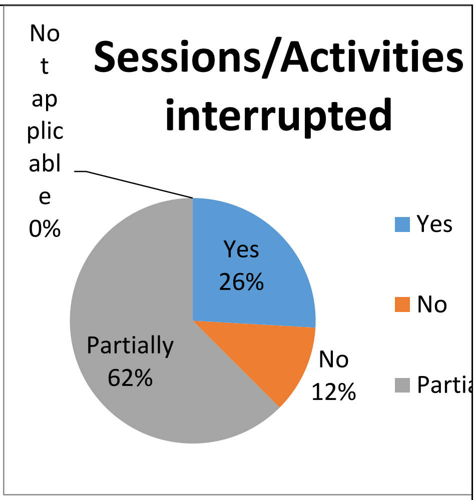
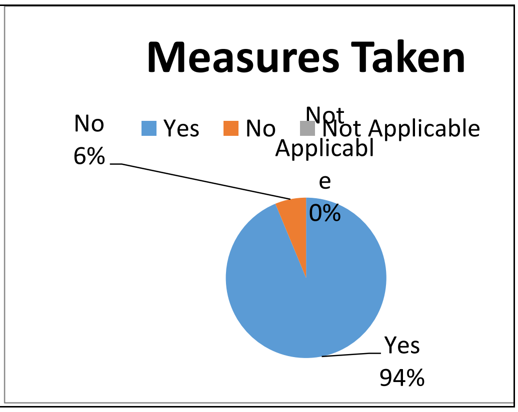


Figure 3. Specific measure taken by the organization for continuation of activities.

Measures taken	Respondents	Percentage
Yes	105	94
No	7	6
Not Applicable	0	0
Total	112	100



Different actions performed by the organizations include:

- Knowledge and experience sharing between organizations
- Increasing the number of relationships (Partnerships) between organizations.
- More research and evaluation on the learning outcomes and efficacy of online training;
- More flexible working hours and locations;
- Information on the availability of pertinent online training courses;
- Continuation of newly introduced online elements and self-study offerings;
- Online examinations and certifications;
- Resuming physical education classes at the institutions while implementing protective measures against COVID-19 contamination, such as social seclusion, facemask use, workplace sanitation, temperature monitoring, and a cap on the number of students in a single session.

Figure 4. New program or activity in pandemic.

Position	Respondents	Percentage
Yes	0	0
No	0	0
Total	0	0

Figure 5. Use of distance learning tools before CIVID-19.

Tools (Check Box)	Respondents	Percentage
Online learning Programs	13	12
Video Conferencing	8	7
Virtiual reality Simulations	13	12
Multimedia	12	11
Television		0
Printed Study Material	70	63
No distance tools used	101	90
Other (Please specify below)	0	0

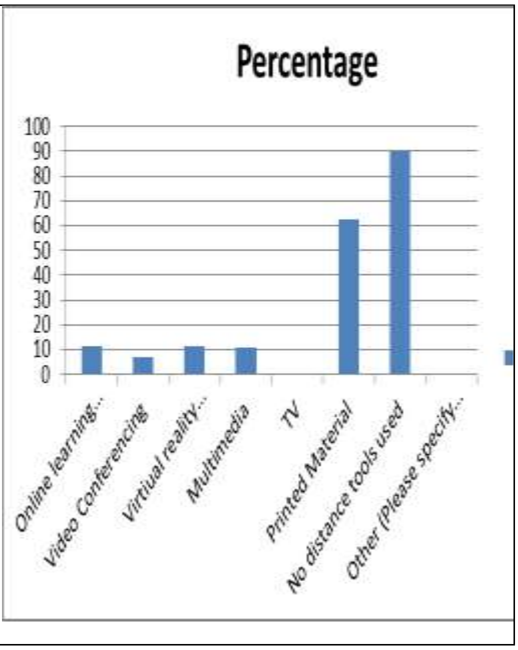


Figure 5. Use of distance learning tools during pandemic.

Distance learning portals

- Alison
- Canvas
- Coursera
- eCornell: Cornell Online Education Programs
- edX
- Edmodo
- FutureLearn
- Havard online courses
- Ipsos Training center
- IATA virtual classrooms
- LinkedIn learning
- Skillshare
- The Open University
- Udacity
- Udemy

Figure 6. Use of online learning tools during pandemic.

Online tools and resources

- Adobe Connect
- Basecamp
- CISCO webex
- Chorus call
- Google Classroom
- Google Meet
- Go to meeting
- GuruVw
- Microsoft teams
- Moodle
- Padlet
- Skype
- Zoom

Figure 7. Challenges faced in using online tools or distance learning tools

Challenges	Responses	Percentage
Limited digital skills of users	70	63
Cost	40	36
Difficulty in delivering hands-on-training	50	45
Infrastructure issues (internet, computer etc)	60	54
No Challenges	13	12
Other (Please specify in below box	0	0

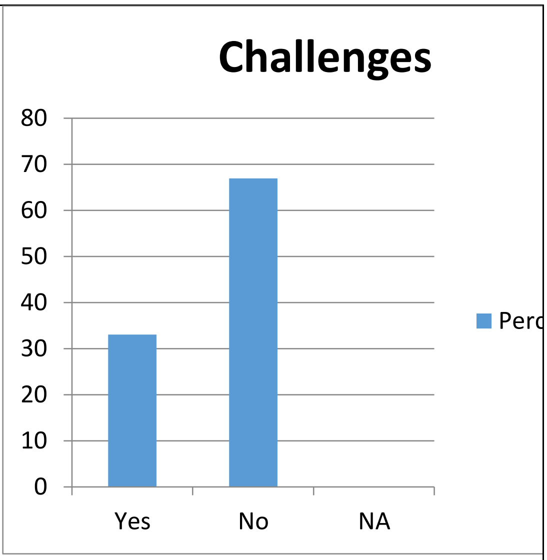
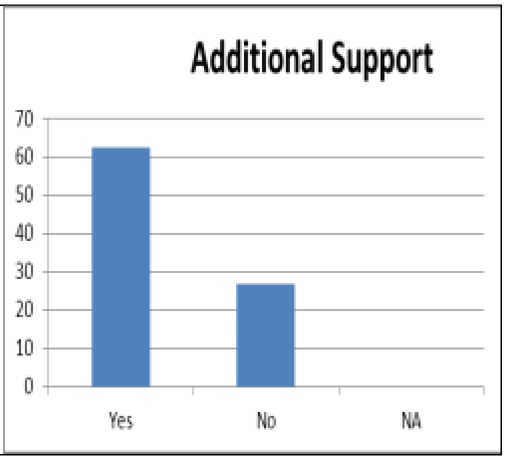


Figure 8. Additional support from organization for session conduction in pandemic.

Support	Responses	Percentage
Yes	70	63
No	30	27
NA	0	0

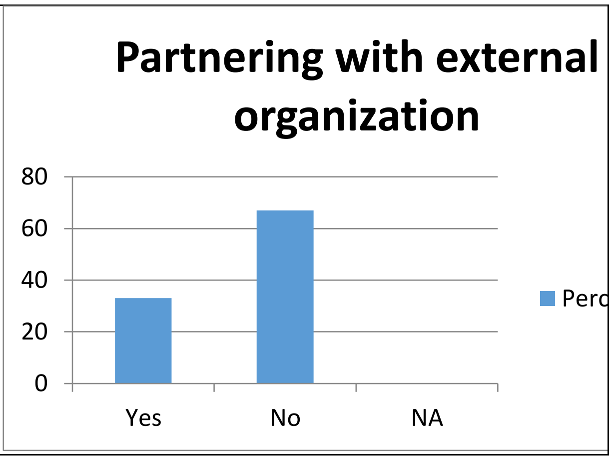


Additional Support provided by organizations :

- Training of Microsoft teams,
- Training of Google classroom portal
- Provided Guidance about online courses available on MOOCS.

Figure 9. Partnering with external organization for staff training.

Partnering	Responses	Percentage
Yes	37	33
No	75	67
NA	0	0



Partnerships with technology firms like Microsoft and training providers like LinkedIn Learning

FINDINGS:

1. Following the pandemic, organizations enhanced online learning.
2. People had major difficulties when providing instruction online.
3. Infrastructure issues, such as slow internet connectivity and difficult computer access, were the most frequent problems.
4. Users' low levels of digital literacy;
5. A lack of resources and training programmes that are tailored to their needs.
6. Difficulty in providing hands-on instruction online.

The steps taken to keep up-skilling, reskilling, and upgrading:

- Resuming physical education/training at the institutions while implementing preventative measures against COVID-19 infection, such as decreasing the number of pupils in each class,
- Instituting temperature checks, sanitizing work areas, and requiring the wearing of face masks.
- Forming alliances with outside groups to support staff development and training
- Building the capacity of staff to develop and deliver online training;
- Expanding investment in digital platforms, tools, and resources;
- Introducing or strengthening blended training techniques;
- Purchasing hardware and software for online training.

CONCLUSION:

Tools and resources those are beneficial for online distance learning:
The following is a list of helpful websites and portals for distant learning that survey participants recommended :
online resources and tools

- http://www.adobe.com (Adobe Connect)
- Basecamp can be found at ba
- (https://www.webex.com) Ci

- Go to meeting (https://www.gotomeeting.com),
- Chorus call (https://choruscall.com),
- Google Classroom (https://classroom.google.com),
- Google Meet (https://meet.google.com),
- GuruVw (https://guruvw.com), and
- Group chat software is available through Microsoft Teams (https://www.microsoft.com/en/microsoft-365/microsoft-teams).
- Skype (https://www.skype.com),
- Moodle (https://moodle.org),
- Padlet (https://padlet.com),
- Zoom (https://zoom.us),

Distance learning portals

- Alison (www.alison.com)
- Coursera (https://www.coursera.org) and
- Canvas (https://www.canvas.net)
- eCornell: Online Education Programmes at Cornell University (https://www.ecornell.com)
- Visit edX at https://www.edx.org.
- Edmodo (www.edmodo.com)
- FutureLearn is available at https://www.futurelearn.com.
- Online classes at Harvard University (https://online-learning.harvard.edu)
- Ipsos Training Centre (campus.ipsos-trainingcenter.com)
- Virtual classrooms offered by IATA (available at https://www.iata.org/en/training/courses/virtual-classrooms)
- McGraw Hill University USA Connect site (https://www.ecornell.com),
- International Training Centre of the ILO (https://www.itcilo.org),
- Learn more about LinkedIn at https://www.linkedin.com/learning.
- Skillshare (www.skillshare.com)
- The Open University is located at http://www.open.ac.uk.
- Udacity (www.udacity.com)
- Udemy (www.udemy.com)

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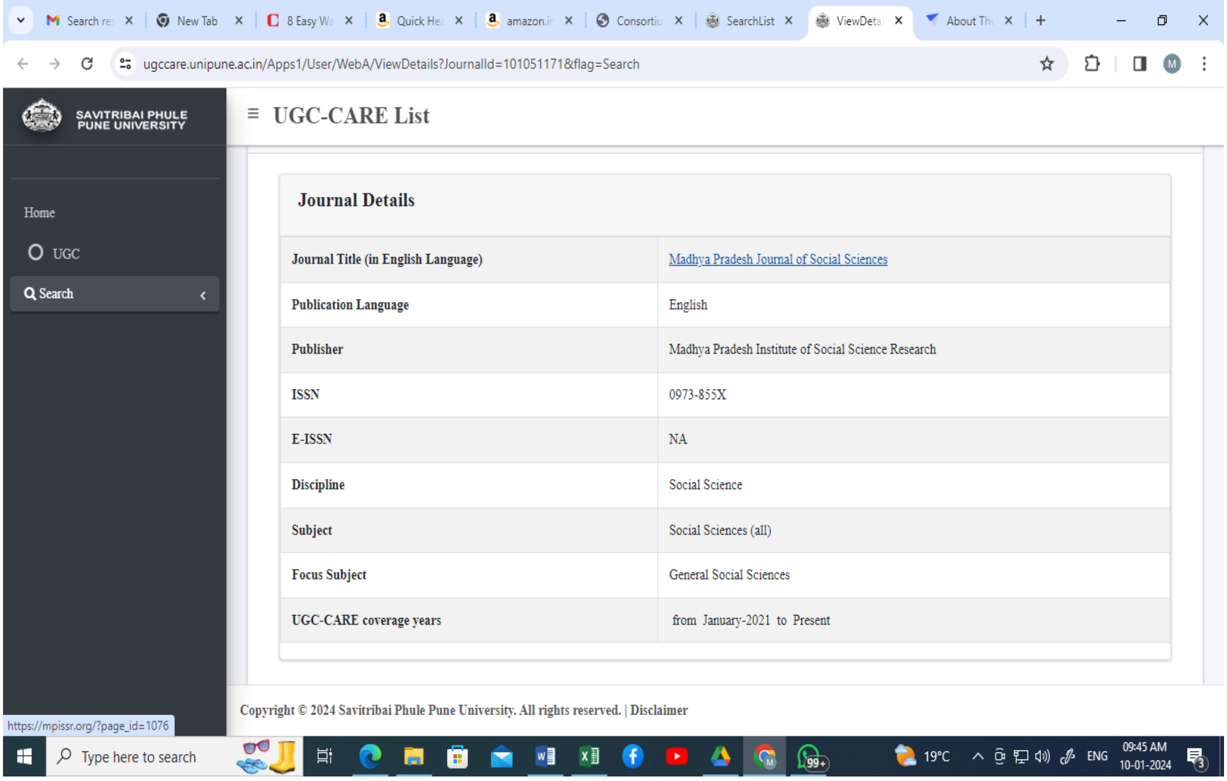

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A STUDY OF MONETARY POLICY AND ITS IMPACT ON THE INDIAN ECONOMY

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ABSTARCT

The supply of money is what monetary policy is concerned with changing. Since the beginning of the first plan era, India's monetary policy has been one of "controlled expansion," or a strategy of providing enough funding for economic growth while maintaining a reasonable level of price stability. Objectives or goals of the policy, tools of monetary control, their effectiveness, implementation, the intermediate target of the policy, etc. are all related issues. Thus, RBI aimed to restrain the rise in prices by monetary and other control measures while also assisting the economy in growing through the expansion of money and credit.

Monetary Policy plays a vital role in economic planning and strategies to provide an environment for economic development and the wellbeing of the public at large. This study focuses on the assessment of Monetary Policy and its impact on Indian Economy. By monitoring the level of money supply, the central bank endeavors to protect price stability. The study is carried out using various indicators and factors such as GDP (Gross Domestic Product) , Foreign Direct Investment (FDI), Repo Rate, Reverse Repo Rate, Unemployment, inflation. Using these variables, one found that the national economy is influenced by these factors. The GDP calculation parameters differed. The purpose of this study is to find out how effective monetary policy is in India and critically analyses the impact of selected monetary policy instruments on growth the Indian Economy.

Key Words – Monetary Policy, Gross Domestic Product, Inflation, Foreign Direct Investment, Indian Economy.

INTRODUCTION

I. Monetary policy

Monetary Policy is the process of regulating the supply of money in an economy by the monetary authority of the country. Monetary Policy refers to actions undertaken by Central Bank of a country (RBI) in matters of interest rates, money supply and availability of credit. Controlling the money supply is a way of managing inflation and deflation. The financial system is the mechanism through which a nation's financial authority, typically the Reserve Bank monitor the flow of money to the nation by imposing it's power over the policy rate in order to maintain steady growth and earn better wealth. Monetary policy is now seen as a key tool in economic management. Monetary Policy is therefore the instrument in the hands of the country's Central Bank for achieving two objectives i.e., facilitation of GDP growth and Controlling and regulation. The rate of inflation is controlled by increasing or reducing the amount of money in the Economy.

Monetary Policy can be Expansionary and contractive. An Expansionary Monetary policy focuses on the expansion (rise) of the money supply within an economy. An Expansionary monetary Policy is implemented by lowering key interest rates, thereby improving market liquidity. A Contractional monetary Policy based on the contraction (reduction) of the money supply within an Economy. A Contractional monetary Policy is implemented by raising key interest rates, thus reducing the liquidity of the market.

II. TOOLS TO REGULATE MONETARY POLICY

Both qualitative (Credit rationing, consumer credit regulation, guidelines, margin requirements, and moral persuasion are some of the qualitative weapons of monetary policy) and quantitative instruments (Open Market Operations, Bank Rate, Repo Rate, Reverse Repo Rate, Cash Reserve Ratio, Statutory Liquidity Ratio, Marginal Standing Facility, and Liquidity Adjustment Facility (LAF) are all included in the list of quantitative instruments) are available to control monetary policy. These tools allow for the market-wide regulation of the money supply.

A. Policy Rates: Policy Rates includes a) **Repo rate** –It can be defined as an amount of interest that is charged by the Reserve Bank of India while lending funds to the commercial banks. Any changes in the repo rates can directly impact the economy. A decrease in the repo rates helps in improving the growth and economic development of the country. A decline in the repo rate can lead to the banks bringing down their lending rate which is beneficial for retail loan borrowers .b) **The reverse repo rate** is the rate of interest that is provided by the Reserve bank of India while borrowing money from the commercial banks. Reverse repo rate is an important instrument of the monetary policy which controls the money supply in the country. c) **A bank rate** is the interest rate at which a nation's central bank lends money to domestic banks, often in the form of very short-term loans. Managing the bank rate is a method by which central banks affect economic activity. Lower bank rates can help to expand the economy by lowering the cost of funds for borrowers, and higher bank rates help to reign in the economy when inflation is higher than desired**. d) Marginal standing facility (MSF)** is a window for banks to borrow from the Reserve Bank of India in an emergency situation when inter-bank liquidity dries up completely. It is a penal rate at which banks can borrow money from RBI when they are completely exhausted of all borrowing assistance. The Marginal Standing facility allows banks to borrow money with an interest rate above the repo rate and can be termed as the Marginal standing facility rate.

B. Reserve Ratios: It includes a) **Cash Reserve Ratio (CRR)** is a specified minimum fraction of the total deposits of customers, which commercial banks have to hold as reserves either in cash or as deposits with the central bank. CRR is set according to the guidelines of the central bank of a country. Cash Reserve Ratio in India is decided by the Monetary Policy Committee (MPC) under the periodic Monetary and Credit Policy. If the CRR is low, the liquidity with the bank increases, which in turn goes into investment and lending and vice-versa. CRR regulates the money supply and the level of inflation in the country. b) **Statutory Liquidity Ratio** or SLR is a minimum percentage of deposits that a commercial bank has to maintain in the form of liquid cash, gold or other securities. It is basically the reserve requirement that banks is expected to keep before offering credit to customers. These are not reserved with the Reserve Bank of India (RBI), but with banks themselves. The SLR is fixed by the RBI. CRR (Cash Reserve Ratio) and SLR have been the traditional tools of the central bank's monetary policy to control credit growth, flow of liquidity and inflation in the economy. C) **Open market operations** involve the central bank buying and selling government securities on the open market in order to increase or decrease the amount of capital in the financial system. Since the first plan era, the country's financial system has undergone a controlled transition, i.e., a policy of efficient growth financing while preserving equitable sustainable growth Consequently, RBI allowed the market to expand through money creation while attempting to restrain price inflation through monetary and other regulatory mechanisms. It is important to remember that no one aspect of economic strategy is capable of achieving all the objectives. Giving each system the best possible purpose or goal is thus a constant challenge. The actual data and the research findings make it clear that monetary policy is the best tool for accomplishing the objective of price stability in the economy while balancing other policy goals.

REVIEW OF LITERATURE

In economics literature, the impact of monetary policy on the Indian economy has long been examined. Numerous academic studies have examined the role and effectiveness of monetary policy in achieving macroeconomic objectives such as price stability, economic growth, and employment. Some In this literature review, some of the most important findings and arguments on this topic are highlighted.

Furthermore, **Shallu and Abhishek (2020)** just finished a study to evaluate the effectiveness of India's monetary policy. While monetary policy had a role to play in macroeconomic management, the study showed that it wasn't enough to address the issues the Indian economy was having, especially those connected to the financial sector. System and the challenges faced by financial organizations subject to regulation.

In his 2002 book, **George Macesic**h described how money functions in a country's economy and what monetary regimes produce. When it comes to money, the central bank and the ministry of finance share power and authority. The author also provides fascinating historical histories of the rules versus discretion dispute.

J. Boivin and MP. Giannoni (2006) look into the structural changes in the US economy to determine how successful monetary policy is. They demonstrate how the latter period's monetary policy had less impact. Additionally, they conduct counterfactual experiments to identify the cause of the shift in the monetary transmission mechanism and the economy's volatility. They also estimate a structural model that accurately mimics the economy's response in both periods.

Sahoo and Sahoo (2016) also looked into the Reserve Bank of India's monetary policies and macroeconomic performance. The study found that effective implementation of monetary policy was essential for maintaining price stability, fostering economic expansion, and successfully addressing various macroeconomic imbalances, including inflation.

In addition, the relationship between monetary policy and the value of the Indian rupee was examined in **Kalyanaraman and Manjunatha's (2018) study**. The value of the Indian rupee fluctuated as a result of changes in monetary policy, the authors claim, and this had an effect on trade competitiveness and foreign exchange holdings.

OBJECTIVES OF THE STUDY

1. To analyze the impact of selected monetary instruments on Indian Economy.
2. Price stability and Inflation Control

RESEARCH METHODOLOGY

Secondary Data is used for studying the impact of monetary policy. The study looked at five variables—four of which were independent, and one of which was a dependent variable—to investigate how monetary policy affected the Indian economy.

Dependent factors- Gross domestic

Independent factors: foreign direct investment, unemployment rate, policy rates, and inflation.

Type of Research- Empirical research is used for analyzing the data.

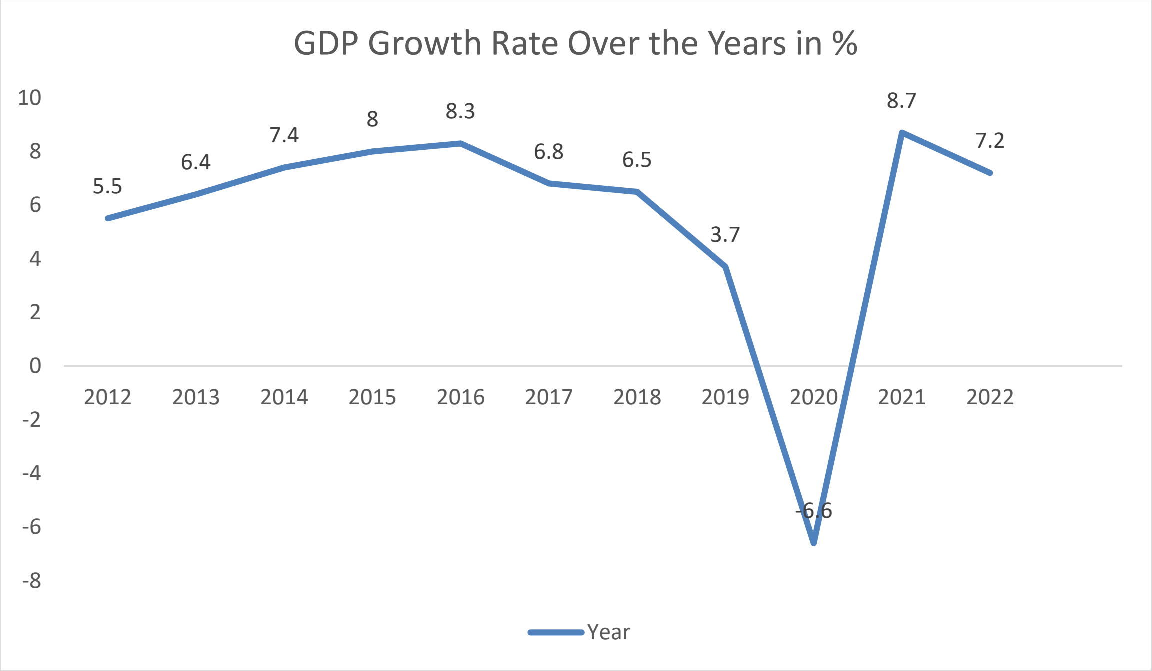
Sample Size- 10 (2012-2022) years data is collected to analyze the impact of selected variables on Indian Economy.

Methods of Data Collection- Secondary-based research, RBI Bulletin, RBI Annual Reports, Currency and Finance Report, Economic Survey, Finance and Growth, The Hindu, ICSSR, Economic Times, IMF Report, Indian Economic Journal, Financial Express, World Bank Reports and Internet, etc. used to collect data.

DATA ANALYSIS

1. Gross domestic product

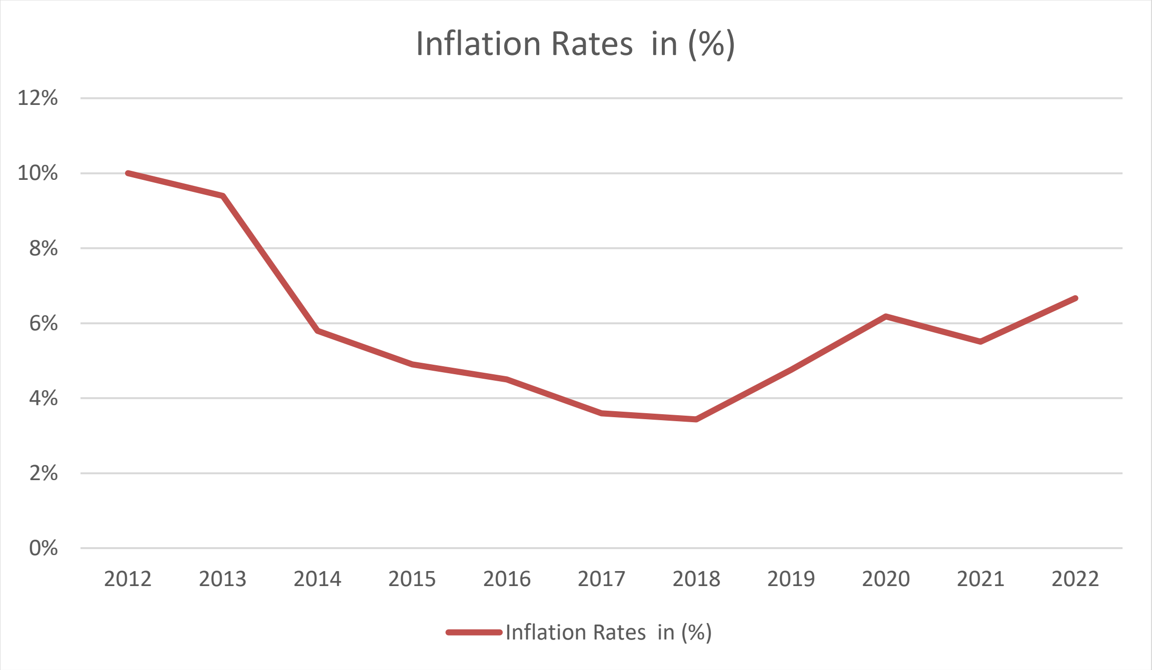
GDP refers to the total market value of all goods and services produced **in** a country per year. It is an important indicator of the economy. As per IMF report India's GDP was 5.5% in 2012 and steadily rose until 2016 but it declined in 2017 due to a demonetization in 2016. GDP of India drastically slowdown in 2020 due to impact of pandemic and high commodity prices (India's GDP contracted by 7.3% in 2020-21). Indian Economy in 2021-2022 has fully recovered the pre-pandemic real GDP level of 2019-2020.



2. Inflation

In 2013, the consumer price index took the place of the wholesale price index as the primary indicator of inflation in India. Food and beverages make up the majority of the consumer price index (45.86% of the total weight), with cereals and products accounting for 9.67%, milk and products for 6.61%, vegetables for 6.04%, prepared meals, snacks, and sweets for 5.55%, and meat and fish for 3.61%. Miscellaneous items make up 28.32% of the total weight.

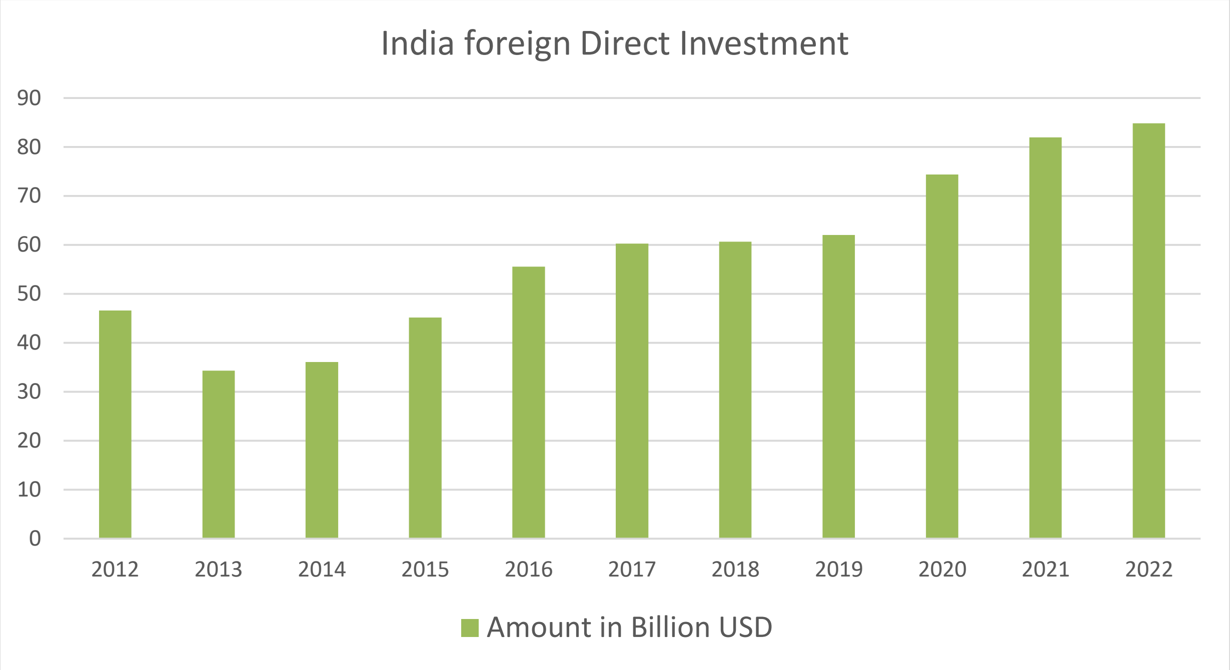
The annual inflation rate in India decreased to 4.25% in May 2023 from 4.7% the previous month. This was the lowest level since April 2021 and was significantly lower than market expectations of 4.42%, which coincided with a new slowdown in food prices. The end result reduced worries about a potential continuation of the tightening cycle by bringing inflation closer to the RBI's target of 4% and extending the decline past the central bank's top limit of 6%. With strong deflation for oils and fats (-16.01% vs -12.33% in April), vegetables (-8.18% vs -6.5%), and meat and fish (-1.29% vs -1.23%), consumer food inflation dropped to 2.91% from 3.84% in the previous month. Meanwhile, housing (4.84% versus 4.91%), gasoline, and transportation and communication inflation all decreased (1.1% vs 1.17%).



The graph clearly shows how the inflation rate has changed over time. The inflation rate was rather high in several years, such as 2012 and 2013, hitting 10% and9.4 %, respectively. Other years, including 2017 and 2018, had comparatively low inflation rates, at about 3.6% and 3.43 %, respectively.

3. Foreign Direct Investment (FDI)

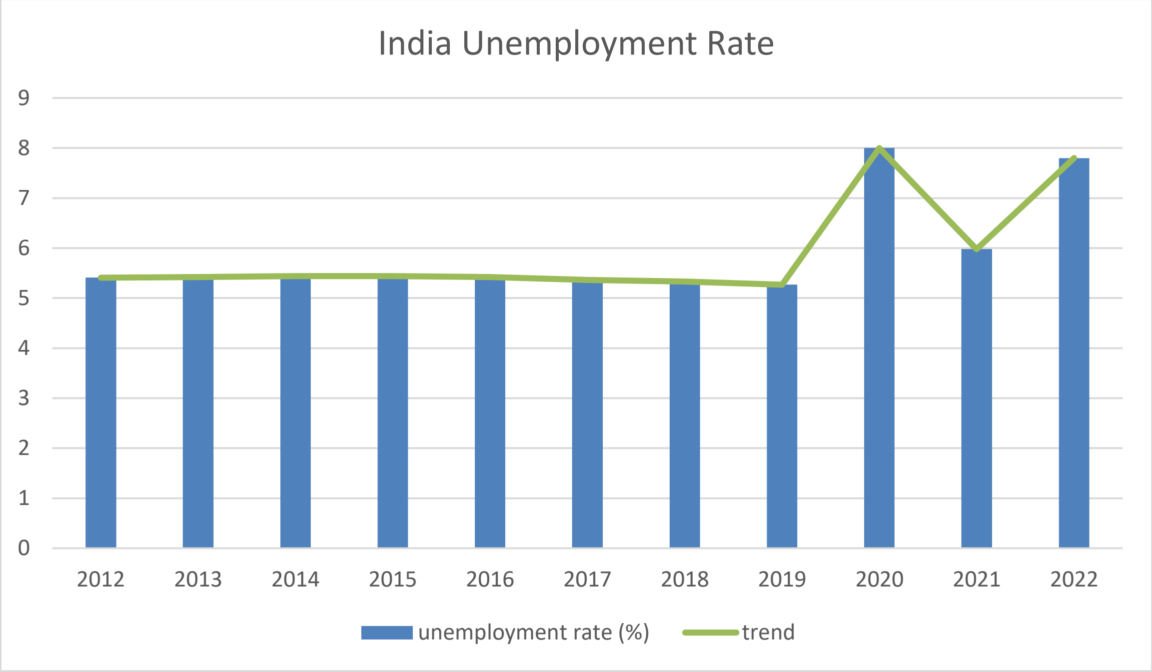
FDIs are an important driver of country's economy since they boost the job market, technical knowledge base and provide non-debt financial resources. Singapore was leading investor in the country with FDI equity investment amounting to 100 billion USD in the FY 2021 fallowed by USA and Mauritius. IT sector constituted the largest part in FDI equity inflow with an overall amount close to 26 billion USD for fiscal year 2021 by construction and services sector.



The graph demonstrates that, with a few minor variations over time, FDI inflows into India have been steadily increasing. With a peak of over $84.84 billion in 2022, FDI inflows, which fluctuated in size from $46.56 billion to $60.67 billion from 2012 to 2018, remained incredibly low. The graph also shows that there have been years where FDI inflows have dropped compared to the year before, including 2013 and 2014. This could occur as a result of a variety of things, such as the state of the global economy, changes to governmental rules, or challenges specific to a particular industry. Overall, the graph shows that India has grown to be a more alluring location for FDI over time, with higher FDI inflows, which may have favorable effects on economic expansion, job creation, and technology transfer.

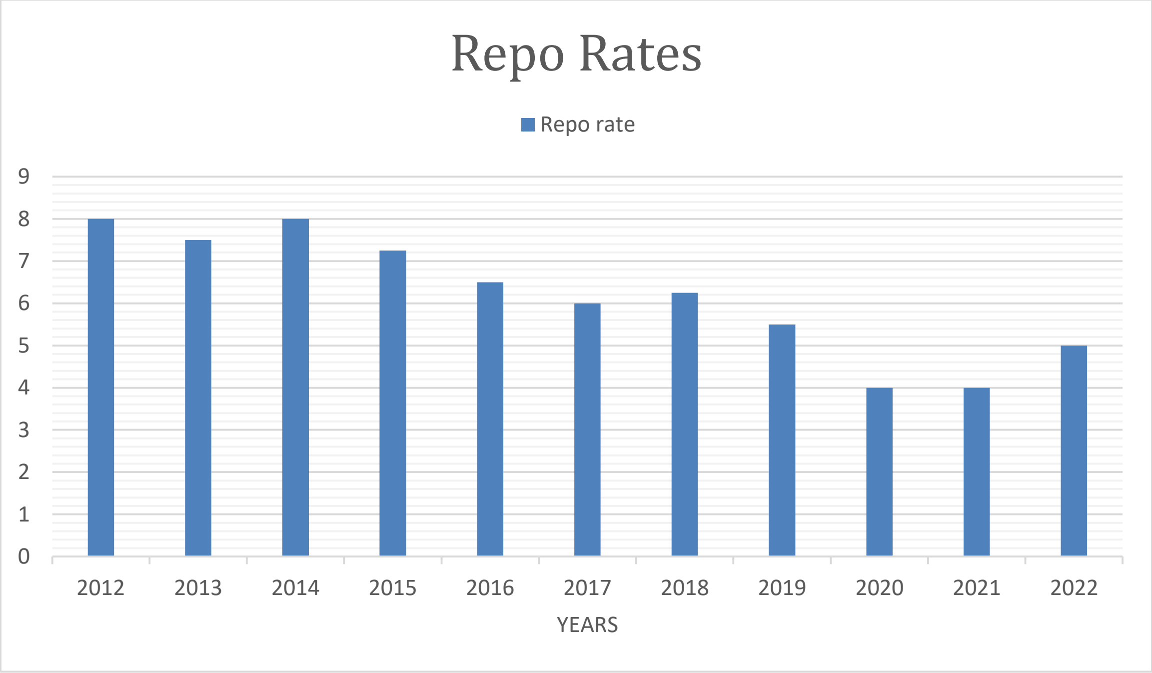
4. Unemployment Rate

The unemployment rate in India in 2021 was 5.98%, down 2.02% from the previous year. The unemployment rate in India for 2020 was 8.00%, up 2.73% from the previous year. The unemployment rate in India for 2019 was 5.27%, down 0.06% from 2018.In 2018, India's unemployment rate dropped by 0.03% from the previous year to 5.33%.In 2020 due to adverse effects of covid-19 pandemic unemployment rate in India raised to 10% (highest in the tenure). The horizontal trend line with in the graph appears unemployment rate was change with in 5% to 6% from FY 2012-2019.



5. Policy Rates _

In 2012, the rates were 8.2 and 16, and in 2013, they were 7.1 and 13.8. Then, in 2017, it was 6 and 11, and since the economy was already struggling due to Demonetization and the implementation of GST, the government decided to raise the rates once more. As a result, rates didn't change.



We can see the policy rate for each year end in the graph. The repo rate is 8.00 in 2012 and 7.50 in 2013.

FINDINGS

The study comes to the conclusion that both short- and long-term monetary policy affects growth. The appraisal of monetary policy and its effects on the Indian economy are the main topics of this study. As a dependent variable, the study uses the gross domestic product (GDP), whereas the independent variables are the repo rate, reverse repo rate, unemployment, foreign direct investment, and inflation. Using these variables, we discovered that a country's economy completely depends on these elements. The COVID-19 pandemic sent shock waves through the world economy and triggered the largest global economic crisis in more than a century. The two political giants, the BJP and the Congress, have a significant impact on the economic as well as political turmoil. We saw the economy change while both political parties were in power. The GDP calculation used different inputs. Demonetization, which took place in the nation in 2016, has had an effect on the Indian economy. After 2014, India's fiscal deficit increased each subsequent year.

SUGGESTIONS

India must implement the key internal changes necessary for it to be a successful global player and to assume the leadership positions in which so many people around the world have high hopes. The expansion of the GDP over time leads to inflation, which, if unchecked, could develop into hyperinflation. To lessen that The RBI must increase the SLR in order to fight inflation. Banks are required to hold a greater amount of safe and liquid assets when the SLR is raised, and the RBI must also increase the CRR. The RBI increases the repo rate to slow down the flow of money into the economy during times of excessive inflation. Interest rate reductions can increase domestic demand. The government's primary role is to maintain the political and economic stability necessary for normal economic activity to occur.

CONCLUSION

Each unique factor that affects the health of the Indian economy is combined to form India's GDP. The GDP of India gives us a comprehensive assessment on the performance of the Indian economy. Monetary policy laws can be either active or passive. The passive rule, which maintains a constant flow of capital, is similar to Milton Friedman's money growth rule. The second, known as the rule of price stability, is that in reaction to increases in overall supply or demand, the money supply should be adjusted to keep prices steady. The idea of active regulation is to keep inflation and the price level under control. Our monetary policy is dominated by this Indian law. A steady progression is good progress.

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