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**SDM College of Business Management
P. G. Centre for Management
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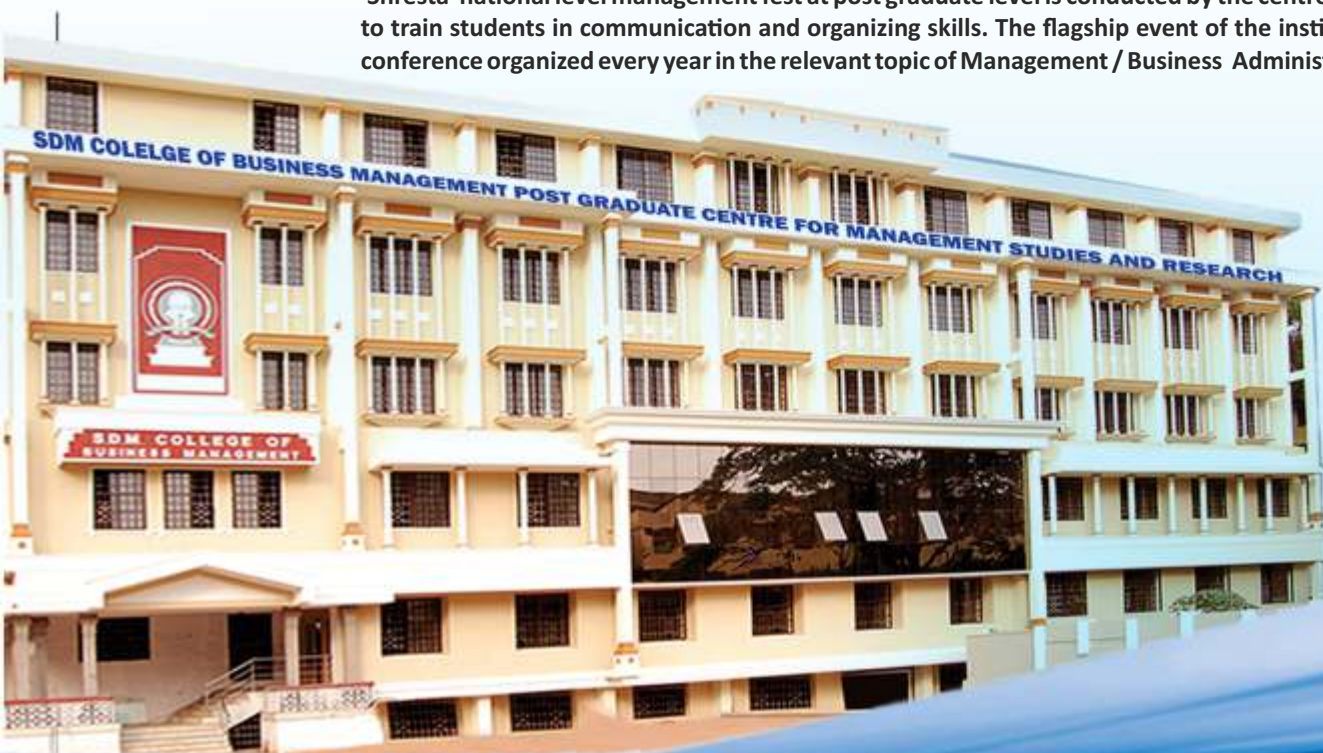
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Contents

Awareness of Green Marketing and its Influence on buying behavior of Consumers - A Study with reference to Rural Mangaluru Taluk	Mr. Thilak Gowda Ms. Livia Lourdes Moras	1
Rural Opportunity: Conquer the Last Mile - A Case study based analysis	Dr. Prakash H S	7
Socio-economic Prospectives and Challenges for Rural Tourism in Dakshina Kannada and Kasaragod Districts.	Mr. Sriraj B S Dr. Subhashini Srivatsa	13
Rural Readers are Perceptive - Small things make a difference to Daily Circulation	Dr. Vikram V	17
E-marketing As an Innovative Strategy for India's Rural Markets	Mrs. Shashikala Shetty	21
Psychological Contract as a Measure to Employee Retention	Dr. Anni Arnav Mr. Rajendra Kumar V R	27
Customers' Perception on Promotional Strategies of the Banks for the Bancassurance Products	Mr. Muralidhara Rao K S Mrs. Kavitha Prabhu	31
An Empirical study on Trends & Patterns of FDI & FII on Indian Economic Growth in Connection with Pre and Post Crisis Period.	Mr. Ravi Kiran Petluri Dr. G P Raman	37
Research, Innovation and Entrepreneurship Education and Training for Next Gen Leaders	Dr. T. V. Raju Pavithra S. T. Sowmya D. S.	42
Talent Management Program and its Impact on the Employee's Retention and Performance in Health Care Centers	Mr. Thrishanth Kumar Mrs. Sowmya Hegde	46



Awareness of Green Marketing and its influence on Buying Behavior of Consumers - A Study with reference to Rural Mangaluru Taluk

Mr. Thilak Gowda *

Ms. Livia Lourdes Moras **

Abstract

The green marketing concept is mainly concerned with protection of ecological environment. Green the color which indicates pure in quality and fair or just in dealing. Green marketing incorporates wide range of activities such as changes in production process, modification in product, changes in packaging, and modifying advertising. It helps increasing the awareness of collaborative marketing among industries. In corporate language green marketing is in terms of taking benefit of changing the customer attitude towards the products and brand. Customers attitude are changing towards the environment to encourage innovation for conservation and benefits from this source of innovation are certain to outlive our current generation.

This paper mainly studies the consumer's beliefs and attitude on environmental protection and their buying behavior of environment friendly products in rural areas of Mangaluru Taluk. The collection of primary data for the present study by using a structured questionnaire, in addition to the secondary data. The study will shows awareness of green marketing and the customers beliefs towards green marketing.

Keywords : Green marketing, Green products, Consumer beliefs, Environment.

Introduction

Today the green development has been growing quickly in the world. Green marketing is one of the aspects of green development. It is promoting of environment friendly products and services. Green marketing ending up more well known as more people become concerned with ecological issues and decide that they need to spend money in a way that is kinder to the planet. With respect to this consumers are assuming responsibility and doing the right things. Awareness of consumers and inspiration keep on driving change in the market place, notably through the introduction of all the more environment friendly products and services. Green marketing includes various different concepts, such as making eco- friendly products, utilizing environment friendly packaging, adopting manageable business practices, or concentrating advertising endeavors on messages that convey a product's green advantages. While comparing the Indian consumers with the consumers of developed countries are much less awareness of global warming issues. Successful marketing concept has always been identifying

the trends and positioning the products and services in way that satisfying the needs of the consumers.

In India Green is the symbolic color of eco-consciousness. The developing customer awareness is about the reality of products and the concern over approaching worldwide environmental emergency. Today Green Marketing has moved from a pattern to a method for a business and organization should recognize the value of implementing green concept and incorporating this concept into their marketing project and communicating the green concept to the consumers.

Objectives of the Study

- ☞ To study the consumer beliefs and attitudes on green products in the rural area.
- ☞ To study the consumer awareness on the availability environment friendly products and services in rural villages.
- ☞ To study the influence of green marketing efforts put by the marketers with reference to rural consumers.

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Study Design and Methodology

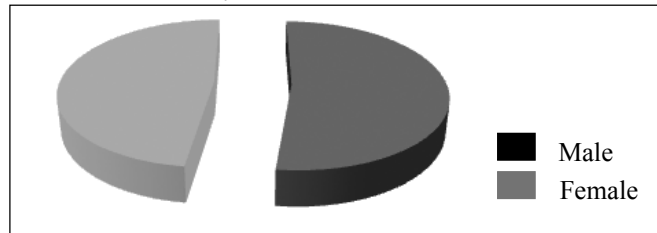
The universe of the study is the selected rural areas in Mangaluru taluk of Dakshina Kannada district. The sampling size of the respondents is 100. The respondents were randomly selected from the selected areas. The study has been conducted using the primary data. To get broad knowledge about the study the survey method has been adopted. Information has been gathered by interview schedule specially designed for the purpose. Accordingly, the spot observations and discussions were also used for verifying the information. The primary data collected on various aspects has been organized in the tabular form. Such organized data has been analyzed with the help of different statistical tools like percentage, average, etc. for drawing meaningful conclusion. Along with the primary data, secondary data has been collected from newspapers, books, and internet.

Data Analysis and Interpretation

Table and Graph 1: Showing Gender of the Respondents

Gender	Frequency	Percentage
Male	54	54.0
Female	46	46.0
Total	100	100.0

Source of data: Survey

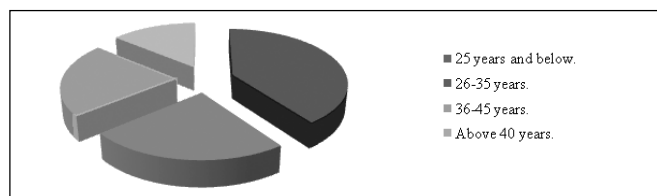


Interpretation: In the above Table and graph majority of the respondents are male i.e. 54%.

Table and Chart 2: Showing the Age of the Respondents

Age	Frequency	Percentage
25 years and below.	40	40.0
26-35 years.	24	24.0
36-45 years.	22	22.0
Above 40 years.	14	14.0
Total	100	100.0

Source of data: Survey

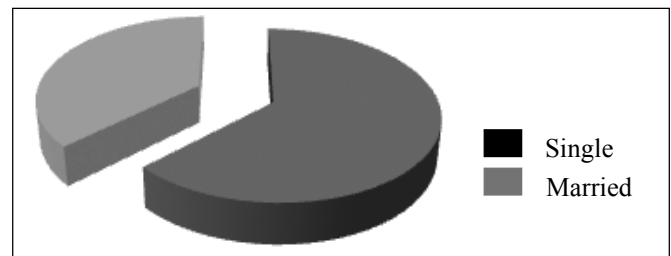


Interpretation: In the above Table majority of the respondents are in the age group of 25 and below (40%). Second largest number of respondents is in the age group of 26-35(24%). Whereas 22% in the age group of 36-45(26%) and remaining 14% are in the age group above 40 years.

Table and Chart 3: Showing the Marital Status of the respondents

Marital Status	Frequency	Percentage
Single	63	63.0
Married	37	37.0
Total	100	100.0

Source of data: Survey

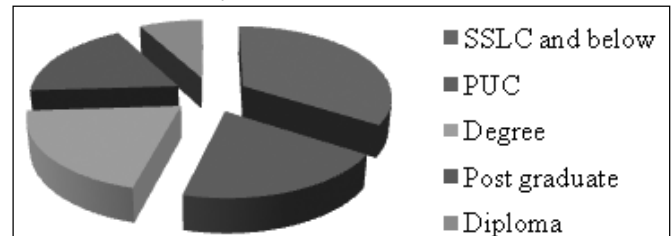


Interpretation: In the above Table majority of the respondents are single i.e. 63% and 37% of respondents are married.

Table and Chart 4: Showing Educational Qualification of the respondents

Educational qualification	Frequency	Percentage
SSLC and below	34	34.0
PUC	20	20.0
Degree	20	20.0
Post graduate	18	18.0
Diploma	08	08.0
Total	100	100.0

Source of data: Survey

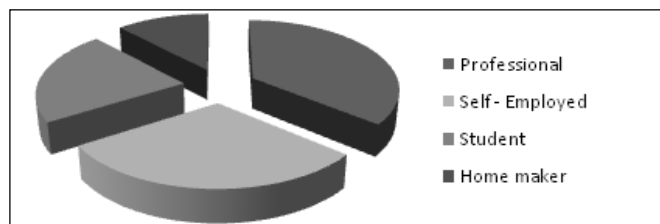


Interpretation: In the above Table shows that out of total respondents, majority of respondents are SSLC and below i.e. 34%, 20% and 20% PUC and Degree. 18% of them completed their Post Graduate and remaining 8% of them have completed their Diploma.

Table and chart 5: Showing Occupation of the respondents

Occupation	Frequency	Percentage
Self Employed	36	36.0
Professional	30	30.0
Student	22	22.0
Home maker	12	12.0
Total	100	100.0

Source of data: Survey



Interpretation: Above Table shows that out of total respondent, 36% of them are self employed, 30% of them are professionals and 22 % of them are students and remaining 12% of them is home maker. Therefore it is clear that majority of the respondents are professionals.

Table and Chart 6: Showing the geographical area of the respondents.

Area	Frequency	Percentage
Rural	51	51.0
Urban	16	16.0
Semi Urban	34	34.0
Total	100	100.0

Source of data: Survey

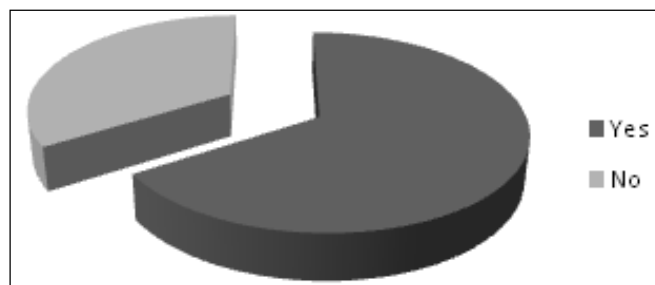


Interpretation: In the above Table 51% of the respondents belonging to the rural, 34% from semi urban and 16% respondents belonging to urban area.

Table and Chart 7: Showing the number of respondents aware of and using green products.

Aware of Green Products	Frequency	Percentage
Yes	66	66.0
No	34	34.0
Total	100	100.0

Source of data: Survey

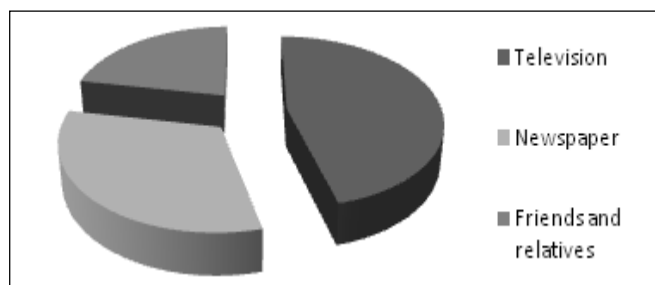


Interpretation: The above Table shows that 66% of the respondents are aware of green products and using of them and 34% of the respondents are not using green marketing products.

Table and Chart 8: Showing the through which the respondents Aware about Green marketing.

Awareness	Frequency	Percentage
Television	46	46.0
Newspaper	32	32.0
Friends & relatives	22	22.0
Total	100	100.0

Source of data: Survey

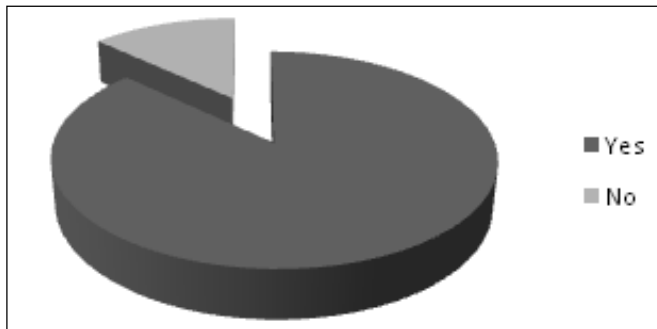


Interpretation: The above Table shows that 46% of the respondents were influenced by television, 32% of the respondents were influenced by Newspaper and 22% of the respondents were influenced by the Friends and relatives. Therefore, it is clear that majority of the respondents were influenced by television.

Table and Chart 9: Showing the opinion of the Respondents whether green marketing products less damages to the environment.

Less Damages to the Environment	Frequency	Percentage
Yes	87	87.0
No	13	13.0
Total	100	100.0

Source of data: Survey

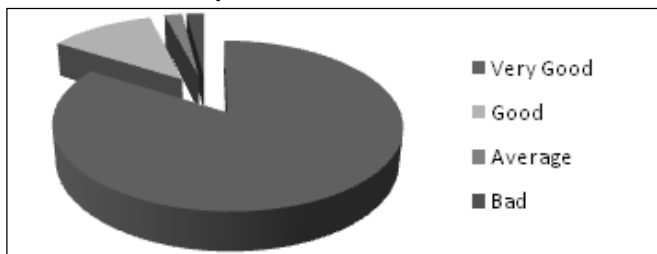


Interpretation: Above Table shows that 87% of the respondents opinioned that green products will not damages the environment and 13% of the respondents opinioned that green products also will damages the environment.

Table and Chart 10: Showing the Respondents opinion about the performance of Green Products over non green products.

Performance	Frequency	Percentage
Very Good	84	84.0
Good	12	14.0
Average	02	02.0
Bad	02	02.0
Total	100	100.0

Source of data: Survey

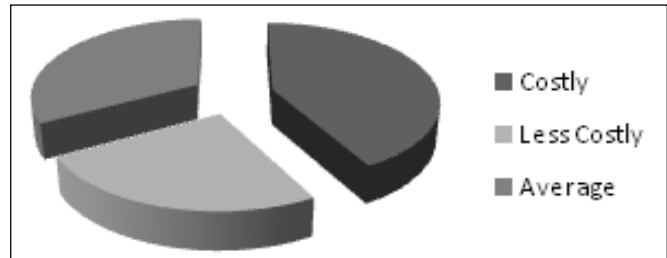


Interpretation: Above Table shows that 84% of the respondents opinioned that the performance is very good, 12% of the respondents opinioned that good, 2% of the respondents opinioned that average and 2% of the respondents opinioned that performance is bad of green products over non green products.

Table and Chart 11: Showing the opinion about the cost of the green products.

Price	Frequency	Percentage
Costly	42	42.0
Less Costly	25	25.0
Average	33	33.0
Total	100	100.0

Source of data: Survey

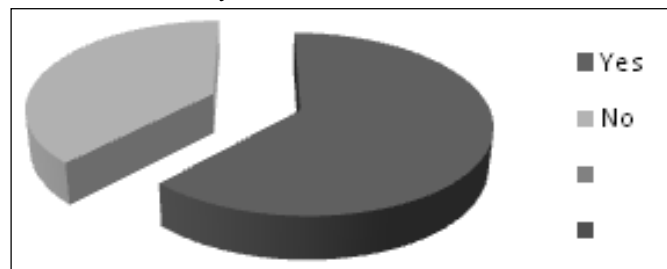


Interpretation: Above Table shows that 42% of the respondents opinioned that Green products are costly, 33% of the respondents opinioned average cost and 25% of the respondents opinioned less costly.

Table and Chart 12: Showing the changes in the Buying Behavior after Aware of Green Products

Changes	Frequency	Percentage
Yes	62	62.0
No	38	38.0
Total	100	100.0

Source of data: Survey

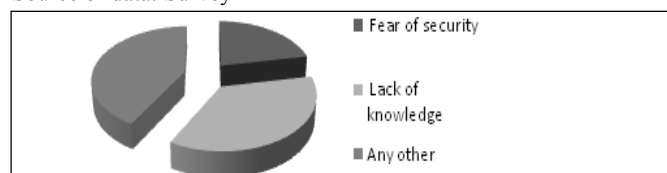


Interpretation: In the above Table shows that 62% of the respondents had changes in their buying behavior after aware of green products and remaining 38% of the respondents had no changes in their buying behavior. Therefore, it is clear that majority of the respondents had changes in their buying behavior after knowing about green products.

Table and Chart 13: Showing the Fear Faced by the Respondents While Using Green Product

Fear	Frequency	Percentage
Fear of security	22	22.0
Lack of knowledge	36	36.0
Any other	42	42.0
Total	100	100.0

Source of data: Survey

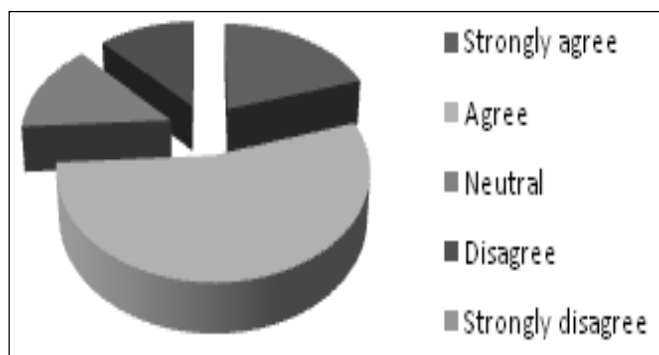


Interpretation: Above Table shows that 42% of the respondents fear about any other reason while using green products, 36% of the respondents fear about lack of knowledge while using green products and 22% of the respondents are fear of security while using green products. Therefore, it is clear that majority of the respondents fear about any other reason while using green products.

Table 14: Showing Green Products will become the part of the protection of Environment.

Response	Frequency	Percentage
Strongly agree	20	20.0
Agree	54	54.0
Neutral	14	14.0
Disagree	12	12.0
Strongly disagree	Nil	Nil
Total	100	100.0

Source of data: Survey

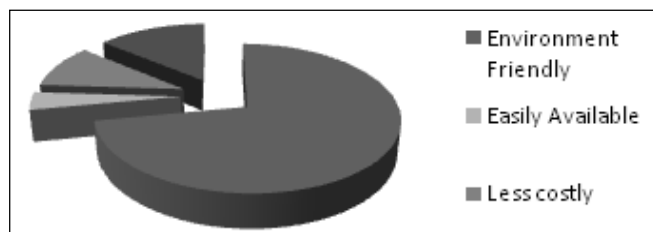


Interpretation: Above Table shows that 54% of the respondents are agree, 14% of the respondents are Strongly agree 14% and 12% of the respondents Neutral and disagree regarding Green products will become the part of protection of environment. Therefore, it is clear that majority of the respondents agree that Green Products will helps to protect our natural environment.

Table and Chart 15: Showing the purpose using Green Products more.

Purpose	Frequency	Percentage
Environment Friendly	72	72.0
Easily Available	04	04.0
Less costly	10	10.0
Any other	14	14.0
Total	100	100.0

Source of data: Survey



Interpretation: Above Table Shows that 72% of the respondents are using green products for the purpose because of it is environment friendly and 14 % of the respondents are using green products for the purpose their personal reason, 10% of the respondents are using green products for the purpose of available at less cost and remaining 4% of the respondents are using green products for the purpose that it is easily available. Therefore, it is clear that majority of the respondents are using green products for the purpose that it is environment friendly.

Findings

- ✎ The study reveals that majority of the respondents are male.
- ✎ It is clear that majority of the respondents belonging to 25 years and below age group.
- ✎ Majority of the respondents are unmarried.
- ✎ It shows that the majority educational qualification of the respondents is SSLC.
- ✎ The majority of the respondents are self employed.
- ✎ It is clear that majority of the respondents from rural area.
- ✎ The study reveals that majority of the respondents are aware of the concept of green marketing and green products.
- ✎ The study shows that the majority of the respondents are aware of green products through television.
- ✎ It shows that majority of the respondents says that the green products will not damages the natural environment.
- ✎ The study shows that the majority of the respondents opinioned that the performance of the green products are very good over non green products.
- ✎ It reveals that the majority of the respondents opinioned that green products are costly.
- ✎ The study reveals that the majority of the respondents say that there is change in buying behavior after knowing about green products in the market.
- ✎ The study shows that the majority of the respondents are using green products because they are environment friendly.
- ✎ It shows that majority of the respondents agrees that the green marketing concept will become the part of environment protection in future.



Suggestions

- ❖ The companies should give best vender award to taking initiation for implementation of green marketing practices.
- ❖ The government should spend more amounts on research and development for innovating environment friendly technologies.
- ❖ The government should provide subsidies to them who are practicing green marketing concept.
- ❖ There should be an establishment of some more institutions to create awareness of green marketing and green products among the marketers and consumers.
- ❖ There should be a close relationship between green marketing practices and green marketing performance.
- ❖ There should be a provision for providing information to the green consumers that the green products will not only having environment benefit but personal too.
- ❖ The companies should carry the green philosophy by using recycled containers and packaging.
- ❖ The companies should take responsibility to educate customers on both the money saving and green aspects of green products.

- ❖ The companies should try to prove that the green products and services are actually environment friendly.
- ❖ There is need of supervision of price of the green products so that company gives value for money by providing quality products.

Conclusion

Green marketing is part of the marketing which is very important from social, economical and ethical point of view as it has motive of spreading awareness among the people about environmental issues. This is helping to maintain the environment clean and green by producing eco-friendly products.

This study shows the existence of gap between an environment value and action value. The gap is between the consumer's behavior and being green. This paper has presented various aspects of consumer behavior and shown that preference of consumer for green products could be influenced by marketing. Over all it is clear that all the companies should go for green marketing concept to protect the natural environment. The study suggests there is greater use of marketing brands to sell green products which are eco-friendly.

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Rural Opportunity : Conquer The Last Mile **- A Case Study Based Analysis**

DR. PRAKASH H. S. *

Abstract

There was a time when in boardrooms, going rural was the to-do-job. Companies chased the rural dream through innovative methods. Some of them have supplied the diluted products for the rural market, but some have created new sales networks that could cater to the rural demand. It's been observed over a period of time that the face of the rural market is changing incredibly with the positive notion to the marketers. The level of change is so significant because, the magnet metros are full of buyers and sellers, whereas, the so called media dark region is full of potential and also swiftly coming to the lime light, hence the untapped potential and silent change can't be ignored so simply. The customary rural villages are losing its age-old look and traditions in tune with the advancement in technology, income and education. The very look of rural village is like an old tile or dry grass covered house, situated in the line called 'Keeri' (colony), mainly the houses are made up of mere mud walls and tiles or grass covered over the wooden beams. The present study aims to through light on the present and future potential of N-Holekatte a village in Sorabataluka of Shivamogga district. It is a micro village covered by dense forest at (slowly disappearing) one side and another side covered by lush Rubber trees and Areca nut plants. The village is full of natural resources. And people of the village lead a decent life with all basic amenities. It is very clear from the facts discussed above that the rural market is offering huge market potential to sell fleet of products, some of the products which were thought not for the rural market also. Therefore hitherto the topic limited only for boardroom discussion getting the momentum, many have already started implementing their 'made for rural market' strategy and it is need for the hour too. Just imagine a small village like N-Holekatte is coming to the lime light and offered an incredible amount of market potential to various marketers from bike seller to car sellers and refrigerator sellers to microwave oven sellers.

Key Words : N-Holekatte, Untapped potential, Transformation of rural market.

Introduction

There was a time when in boardrooms, going rural was the to-do-job. Companies chased the rural dream through innovative methods. Some of them have supplied the diluted products for the rural market. Some have created new sales networks that could cater to the rural demand. Some even went as far as to create rural verticals to ideate and create new business plans. As the country celebrated its 71st Independence Day and the completion of 70 years of existence as an independent country, rural India has changed and has risen dramatically.

It's been observed over a period of time that the face of the rural market is changing incredibly with the positive notion to the marketers. The level of change is so significant because, the magnet metros are full of buyers and sellers, whereas, the so called media dark region is

full of potential and also swiftly coming to the lime light, hence the untapped potential and silent change can't be ignored so simply. Some of the early adopter already made their strong foothold in rural market, and it is also true that some of the major companies' secret of the survival lies at the hinterland of India. In a recent interview the chief of Snapdeal, the second major seller of online products opined that it's major part of the sales i.e. 62% (Business world June 2017) is coming from the rural market of India.

The customary rural villages are losing its age-old look and traditions in tune with the advancement in technology, income and education. The very look of rural village is like an old tile or dry grass covered house, situated in the line called 'Keeri' (colony), mainly the houses are made

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up of mere mud walls and tiles or grass covered over the wooden beams. The colonies are pathetically planned; some of the houses will not have suitable connectivity of road. In spite of these small issues/problems, the people of the same village live harmoniously, helping each other in good and bad times. Agriculture used to be the main profession of the villager, as very less people (baby boomers) availed education in their early days. The joint family system is existing in villages and it will be headed/controlled by the first person of the families called 'Karta' or father of the family. He decides what to buy and what not. It is a kind of centralized decision system. Every member of the family exhibits the same kind of behavior as their head of the family exhibits.

Case Study

The present study aims to through light on the present and future potential of N-Holekatte a village in Soraba taluka of Shivamogga district. It is a micro village covered by dense forest at (slowly disappearing) one side and another side covered by lush Rubber trees and Areca nut plants. The village is full of natural resources. And people of the village lead a decent life with all basic amenities.

The spectacular view prevailing now was not there in the last 5 to 10 years back. The village was reeling with problems of shortage of food grains, unemployment and crops were not yielding the expected yield many more like that. Thanks to the modern method of agriculture, has taken off the traditional method and changed the entire DNA of rural agriculture. Introduction of new high yield annual crops like Cotton, Ginger, Wheat, Chilies, Banana plants and commercial crops like Areca nut and Rubber also fuelling the growth engine. In the recent past one more definite reason for the growth is usage of bore wells. Due to the acute shortage of rain, every household in the village are forced have their own source of water for the crops. So the dependency on rain water came down drastically and people are adapting two crops system so that also helped immensely. The present prevailing situation in the village is every house hold have a minimum one bore well of their own, but some of the households are having up to three as well as a source of water to meet their needs. This is something phenomenal achievement when compared to the neighboring villages of the same taluka. Out of the total households in the village, around 12 houses lost their traditional tile house look and elevated to the next level of housing that is RCC houses. Another remarkable change is the usage of two wheeler and four wheelers. At present a total of 12 four wheelers are used daily, price ranging from Rs 2.5 lakhs

to 13 lakhs, and an around 70 plus two wheelers are in use. Every household owned a color Television with DTH connection, the price rang vary from Rs 5000 to 65,000 per Television. Usage of these products looks pretty ordinary in urban market but in the rural that too such a micro interior village is something applaud able. The obvious reason for such wonderful growth is usage of technology in farming, high yield seeds and more and more commercial crops with good market price.

Past and Present Comparison of a Village

(compared the present 2017 data to the census 2011 data)

- 1. No. of Households** - As per the Census 2011 data the village has a total of 68 households, but at present (2017) the village is having a total of 80 households. Within the gap of 6 years a total of 12 new houses were constructed in the village. Based on the data it can be predicated that in future also the number of households may increase in the same pace as many young people separating themselves from their main family after getting married and constructing their own modern houses.. Hence the number households may continue to grow in future. As the number of household grows, the demand for all basic and luxury goods may also increase proportionally.
- 2. Population of the village** - At present 398 people are living in 80 households the village, which includes a total of 201 male and 197 female. The population of the village in 2011 was 348 including 175 male and 173 female. The population has grown around 12 percent in the gap of 6 years. In future too, the population will grow in the same pace, but the problem is migration. Many qualified people of the village may leave the village in search of suitable job temporarily, but their base will remain to be in the respective village only. As the new breed is joining the band wagon of Indian middle class consumer group which offers more opportunity to the marketers.
- 3. Major Profession** - It is a hard fact that most of the villager's major profession is agriculture, the fact holds true even in present scenario too. But the method of doing agriculture has passed through significant change; thereby the income of the villagers too has increased multifold. It is observed in the village that at present many families are not following the traditional and age-old method of doing agriculture. It is also noted that many families profession remains same agriculture, but the type of crops they grow has changed significantly. Out of the total households, around 10 to 13 households do not depend upon annual



crops; rather they depend upon multi-years commercial crops. It is also noted that around 20 to 22 houses are having 1 or 2 member working for monthly salary based on their educational qualification outside the village, hence the level of dependency on mere agriculture as profession has reduced drastically, but at the same time the annual income has increased significantly. Another remarkable change in the profession is usage of technology in farming. Today in N-Holekatte only 22 houses are having bullocks to assist in agriculture field. Remaining all houses are under taking agriculture work but without the help of bullocks but with the help of technology in the form of tractor, tillers and JCBs in order to perform the task of ploughing, sowing, crops cutting, leveling, loading and unloading, etc... that is how their agriculture productivity has grown speedily in the recent past. All these unique changes, which are discussed above could be seen only in the recent past not long ago. As the profession became modernized, the rural people income also increased and their demand for luxury goods also increased incredibly.

4. Education Qualification - Level of education has seen a sea change in the village. Compared to the previous generation, the present generation has availed a very good education qualification. The level of education at children level is almost 100%, young generation wise it is around 50% & senior citizens wise it is very less, around 15% to 20%. If the data again breaks-down, it can be observed that up to the age group of 15 to 16 years, all most 90 to 95% of boys & girls have availed education till matriculation, & under young generation a total of 70 to 75% availed education up to 12th standard, around 50% are graduated, around 10 to 12% have qualified up to Post-graduation & one has completed post doctoral studies under Management Studies.

Table 1 - breakup of the students who have qualified graduation and above till now

Sl No.	Name of the Course	No. of students passed		Total
		Girls	Boys	
1	BA	26	41	67
2	BCom	4	12	16
3	BSc	0	2	02
4	MA	2	18	20
5	MCom	1	5	06
6	MSc	0	0	00
7	BE	0	2 pursuing***	
8	Diploma	0	2	2
9	MBA	1	4	5
10	CA	0	1 pursuing***	
11	PhD	0	1	1

Source - primary data

Table 1 gives the data on the level of education qualification i.e. graduation and above. It is most important to note that compared to the neighboring villages these numbers look pretty awesome. People are there in the village who have studied course like BE, MBA, CA and PhD. This is something unique characteristics of the village; hence the level of exposure to the modern life is very high. The present level of educational qualification affects significantly on their buying behavior.

5. Annual Income (in Rs) - The annual income of the villagers had changed drastically over a period of time. Probably the increase in the income could be attributed to the modern method of farming and high yield crops. In the last five years or so, the income has swiftly increased, the family which was earning an annual income of Rs 1,50,000 to maximum 2,00,000 now earnings reached around Rs 4,00,000 to 5,00,000 per year. It is a phenomenal growth. While discussing with the people in the village at the time of understanding the village history, people opined that the village was reeling with many basic problems like shortage of food grains, lack of suitable job throughout the year, problem of sufficient rain and many more. But now, if anyone look back the village, all that is history. The village is having households which are having an annual income ranging from Rs 15,00,000 to 20,00,000.

Table 2 - Highest income families Past and Present

Sl No.	Maximum annual income in Rs (undisclosed)	Present Total No. of families	5 years back No. of Families
1	15,00,000 - 2000000	2	00
2	1000000 - 1499999	5	1
3	500000 - 999999	13	4
4	300000 - 499999	18	9

Source - Primary data

Table 2 provides the glimpse of maximum annual income holding families in the village, remaining all families annual income is less than Rs 3,00,000 per year. Another point must be highlighted is, there are no big landlords in the village, maximum land holders are having not more than 5 acres of wet land and 10 to 15 acres of dry land. Within such a small holding getting an annual income up to that extent gives the clue of the cultivation techniques been used by the people of the village. The question was asked the family head of the high income families, they deliberately agrees that this kind of high income they are getting since last 3 to 4 years only, before that their annual income was used to be maximum Rs 2 to 3 lakhs. They



are so confident about their future income also. People said that their annual income will never come down drastically, rather may go up.

6. Pattern of Annual Crop - Unprecedented changes could be seen in the annual crop patter. So called annual crop who were once upon a time ruling such as Cotton, Oil seeds, Ground nuts, Red Chilies and Ginger all disappeared from the farm field, and even large Paddy field too. All these commercial crops lost their charm due to various reasons, and eventually those were the root cause for the highest debt in some of the houses. Hence people of the village have thought for a solution as going for more commercial crops and in-turn, it has reduced significantly the dependency on annual crops. Even Paddy they grow in very limited field as much as to fulfilling their annual requirement. That is how the entire crop pattern has changed drastically over last 5 years or so. At present only Wheat is the only crop they grow as an annual crop and little bit Paddy, remaining major commercial crops are Areca nut, Rubber and some extent spices and Banana plants are taking over the annual crop as their source of income. These crops due to the good demand and fair price bringing lot of income to the families of the village. Therefore it is observed that the revolutionary changes in the patter of cropping and income.

Table 3 - Families dependent on Commercial crops and Annual crops

Sl No.	Major crop of the families	Present 2017 Total of the families	2011 statistics
1	Areca nut	52/80	11/68
2	Rubber Plantation	14/80	4/68
3	Spices (Ginger & Pepper)	4/80	00
4	Wheat	15/80	14/68
5	Paddy	80/80	68/68
6	Mixed of above all	80/80	63/68

Source - Primary data

7. Housing pattern - The typical image of the rural housing is, scattered single houses, covered with baked red tiles. But the typical look is losing its existence, as it is replaced by the modern style of houses i.e. Cement concert houses (RCC). It was evident to see in the village that at present out of 80 houses 12 are RCC houses with the budget ranging from Rs 15,00,000 to 60,00,000. Such beautiful houses could be seen only in the recent days, not long ago. It is also observed it the village that many have expressed their desire to go for a RCC house in the near future. The newly

constructed RCC houses will open the door for many sellers ranging from building material, plumbing items to decoratives. The urban market is almost saturated, and at the same time rural market is emerging. Therefore, the great opportunity is lined up in front of the marketers of related goods. The size of the market is pretty big compared to urban. Hence it is inevitable for giant companies to go rural as early as possible.

8. Dependency on the mode of transportation - Till very recently, all most all the people of the village have completely depended upon public mode of transportation to go and come for any city or any other family functions. But in the last ten years or so the whole dependency on public mode of transportation has reduced to an extent of just 20 to 25%, where previously it used to be almost 100%. Now many people dependent on their own mode of transportation, majorly, it is two-wheelers, and in case of some families it is four-wheelers. Below table provides the statistics of the number vehicles exist in the village.

Table 4 - Number of two and four wheelers in use

Sl No.	Type of vehicle	Number of vehicles	Price range (Rs)
1	Two wheelers	89	32000-1100000
2	Four wheelers	16	210000-1300000
3	Tractor & Tiller	2	****

Data - Primary data

These numbers in the table 4 are till date, but most interesting fact to know is around 7 to 8 people are planning for a four wheeler within the time span of one or two years, and many family/people are thinking of going for additional two wheelers for different users in the family. Being a small village in the taluka, these many numbers of vehicles when compared to the population or number of households in the village are pretty high. It is a clear evidence to say how beautifully and grandly rural market is opening up and offering great potential to the marketers.

9. Evolution of mode of communication - Mobile users' number has grown by leaps and bounds in the recent past as the mode of communication and source of entertainment. As Mr. Ambani once said every hand in India must have a mobile phone, the people of the village is trying to live up to that expectation. Without any exaggeration, the fact is almost all male (adults/young) are possesses a handset minimum, because, some of the youngsters are using more than one. And selected female especially young girls, who go out off



the house for different purpose, also possess a handset. So on an average number of mobile phones are almost equal to the number of people in the village. It was so unusual in the last five to ten years back. If we goes back to the history of the telephone connection in the village. In the era of 2000 there as only one public telephone connection and later landline connection started penetrating slowly but sharply died due to various reasons in the rural area. Only 6 houses had BSNL land line connection before. But now whole scenario is changed and it is posing direct competition to the urban market in mobile usage. The one more exiting fact is all most all handset are Android enabled with internet connection. The price range varies from Rs 3500 to 18,000 per set.

10. Total consumer/durable goods in use - Another incredible change could be seen in the recent past is usage of unimaginable amount of consumer goods in daily life. There is obvious reason to say so that almost every house in the village is having a color Television with DTH connection. Among all the Television many are flat TV (LCD and LED) and brand name wise there are Sony TVs, Samsung, Sharp, Videocon, Panasonic etc... are in use. Many have opined in near future they are planning to change their doom TV with flat screen one. Hence market for CTV will flourish in future. The availability of market for Refrigerator, Air-conditioner, Washing Machine and Microwave Oven is huge, currently the market is least tapped by the marketers. In the entire village hardly there are people using these consumer durables, probably including entire village only a total 5 Refrigerators (double door) are in use, no AC, Washing Machine and Microwave oven are in use as of now. Hence there is a huge market to tap.

Table 5 - Number of Consumer Durables in Use

Sl No.	Type of Consumer Goods	No. of Households using	Price range (Rs)
1	Doom Television 21 inch	72	5000-12000
	LCD Television	12	8000-36000
	LED Television	6	15000-60000
	3D, Triluminos, 4K TVs	00	****
2	Refrigerator	5	10000-35000
3	Air-conditioners	0	****
4	Microwave oven	0	****
5	Mixer-grinder	76	800-2200

Source - Primary data

But the Mixer grinders, almost all families are using, only four more families yet to buy, but many have expressed their willing to go for a new branded and advanced version mixer grinder from the basic one. Because many are using local brand mixers without grinders and price also very less when compared to branded one.

Conclusion

The rural consumers' growth story presents one of the biggest opportunities for business to expand their footprint to new geographies and markets. While several corporate have established a firm footing, startups too are investing to claim a share of the pie in the three billion consumers market. There is a growing convergence of demand in the rural and urban markets. The proliferation of satellite television, mobile phones, and improving internet connectivity are evidently allowing the rural population to keep up with urban India in consumption of various products. The villagers no longer wait for their urban relatives to bring them the latest gadgets and accessories. Many are joining the digital bandwagon and purchasing the products of their choice through online mode.

It is very clear from the facts discussed above that the rural market is offering huge market potential to sell fleet of products, some of the products which were thought not for the rural market also. Therefore hitherto the topic limited only for boardroom discussion getting the momentum, many have already started implementing their 'made for rural market' strategy and it is need for the hour too. Just imagine a small village like N-Holekatte is coming to the lime light and offered an incredible amount of market potential to various marketers from bike seller to car sellers and refrigerator sellers to microwave oven sellers. If the trend continued to grow in the same pace (it will) probable the entire Indian rural market comprises of 69% of population can provide a sizable untapped marketpotential.

Management implication

The rural consumer segment has now been redefined. The proliferations of the internet and the mobile phones have disrupted the prevailing dynamics and these consumers today are as aspirational as their urban counterparts. So the time is right for companies to seize this opportunity to expand and grow. This has effected many innovations in products, in packaging, in promotions and in distribution. This will certainly bring growth for the corporate.



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Socio-economic Prospectives and Challenges for Rural Tourism in Dakshina Kannada and Kasaragod Districts

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Only those who will risk going too far can possibly find out how far one can go'

- T. S. Eliot

Introduction and Significance:

Rural tourism focuses on actively participating in a rural lifestyle. It can be a variant of ecotourism. Many rural villages can facilitate tourism because many villagers are hospitable and eager to welcome and sometimes even host visitors. Agriculture is becoming highly mechanized and therefore, requires less manual labor. This trend is causing economic pressure on some villages, which in turn causes young people to move to urban areas. There is however, a segment of the urban population that is interested in visiting the rural areas and understanding the lifestyle. The development of infrastructure in rural areas having potential for tourism is being supported under the existing scheme of destination development.

The objective is to showcase rural life, art, culture and heritage at rural locations and in villages, which have core competence in art & craft, handloom, and textiles as also an asset base in the natural environment. The intention is to benefit the local community economically and socially. This also enables interaction between tourists and local population for a mutually enriching experience. Under this scheme, the thrust is to promote village tourism as the primary tourism product. The objective is to spread tourism and its socio-economic benefits to rural and its new geographic regions, thereby stopping the exodus from rural to urban areas. For the visitor, whose expenditure creates revenue for host community service providers, rural tourism adds value through packaged programmes in art & craft imparted by skilled local artisans. Village entertainment groups unveil local history and culture, natural and oral treasures.

Dakshina Kannada and Kasaragod - The Myriad Marvel of rural tourism explores into the Mangalore and Kasaragod's tourism potentiality as a destination in general and as a rural tourism destination in particular. The present study adopts a narrative style as far as tracing the evolution and emergence of rural tourism in both the districts is concerned. The main respondents selected for the primary survey data are the people who are undertaking rural tourism activities and the service providers in the rural tourism.

Objectives of the Study:

The current study is carried out with the following objectives:

- ☞ To study and understand the possible prospectives in rural tourism.
- ☞ To Identify and explore the innovatives and sustainable service packages in rural tourism.
- ☞ To find out the SWOC (Strength, Weakness, Opportunities and Challenges) of Dakshina Kannada and Kasaragod districts in developing rural tourism.

- ☞ To develop the strategies to resolve the emerged complexities and challenges of rural tourism in these districts.

Hypotheses

Following assumptions have been opted during the study.

- ☞ The gender does not have any influence on rural tourism activities.
- ☞ The rural tourism is not dependent on seasonal and climatic changes.

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Methodology

This is purely an empirical study and is exploratory one. The study is based on the sources of Primary and Secondary Data like Questionnaires, Books, Magazine, Internet sources.

Data Analysis and Interpretation and Hypothesis tested.

Part-I: Analysis of Customers

Table 1- Type of activities tourists undertake in business tourism.

Type of activities				
Trekking	Rock Climbing	Mountaineering	River rafting	Total
15	06	03	06	30

Source: Survey Data

Table 1 shows that out of 30 respondents, all are tourists and they engage themselves in the different types of rural tours. Out of 30 respondents 15 respondents are undertaking trekking activities, 06 respondents undertaking both rock climbing and river rafting and remaining 3 respondents undertaking Mountaineering. So it is clear from the survey that, majority of the respondents undertakes trekking as a rural tourism activities compared to other activities.

Table 02: Period of length tourists undertakes rural tourism.

Length of a period	Respondents	Percentage
Since 1-10 years	08	26.66
Since 10-20 years	16	53.33
Since 20-30 years	03	10
Since 30-40 years	03	10
Total	30	100

Source: Survey Data

Table 2 shows that out of 30 respondents, all are tourists and they engage themselves in the different types of rural tours. Out of 30 respondents 20 respondents are undertaking rural tourism activities between 10-20 years, 08 respondents undertaking it between 1-10 years 03 respondents are undertaking it between 20-30 and 30-40 years. So it is clear from the survey that, majority of the respondents undertakes rural tourism since 10-20 years and they frequently visit to rural tourism venture places.

Table- 03: The number of people participating in rural tourism activities:

The number of persons undertaking	Respondents	Percentage
1-10	12	40
10-20	08	26.66
20-30	06	20
30-40	04	13.33
Total	30	100

Source: Survey Data

Table 03 indicates that out of 30 respondents, all are tourists and they engage themselves in the different types of rural tours. Out of 30 respondents 12 respondents are undertaking rural tourism activities with 10-20 members, 08 respondents undertaking rural tourism activities with 10-20 members, 06 respondents are undertaking with 20-30 members and remaining 04 members are undertaking rural tourism activities with 30-40 peoples. So it is clear from the survey that, majority of the respondents undertakes rural tourism activities with 1-10 members and they frequently visit to rural tourism venture places.

Table: 4 -Perception towards the practice that person can independently engage in rural tourism activities.

Gender	Respondents opinion that they independently engage in rural tourism activities		
	YES	NO	Respondents
Male	10	08	18
Female	----	12	12
Total	10	20	30

Table 4 shows that out of 30 respondents, 18 are Males and 12 are females. And majority of both the genders (20 out of 30) have the opinion that independently they cannot undertake the rural tourism activities, because the reason being is insecurity, loneliness, boring etc. Hence, it may be concluded, no travelers want to undertake the rural tourism activities independently.

The female tourists do not undertake tourist activity in rural areas may be also due to the fact of gender itself. The hypothesis that gender does not have any any influence on rural tourism is hereby proved as Null Hypothesis, therefore it may be rejected.



Table 5- The main challenges they face undertaking rural tourism activities.

Lack of training	Lack of support from family	Lack of qualified guides	Lack of knowledge in the field	Total
06	12	08	04	30

Table 05 indicates that out of 30 respondent's tourists engage themselves in the different types of rural tours. Out of 30 respondents 12 face the challenge that they lack support from their family, and 8 respondents lack of qualified guides is the main challenges they face, lack of training is the another major challenge for 06 respondents, for 4 respondents lack of knowledge in the field is the major challenge. So it is clear from the survey that, majority of the respondents (12 out of 30) face lack of support from the family as the major challenge in undertaking rural tourism activities.

Table 06: The season tourists undertake rural tours:

Which season they undertake rural tours			
Months	Respondents	Total	Percentage
Jan-April	14	14	46.66
April-June	07	07	23.33
June- September	04	04	13.33
Sept- December	05	05	16.66

Source: Survey Data

Table 06 indicates that out of 30 respondents, all the tourists engage themselves in different types of rural tours. Out of 30 respondents 14 respondents undertake rural tourism activities between the month of Jan-April, 07 respondents between April-June, 05 respondents between September-December and remaining 4 respondents between the months of June-September. So it is clear from the survey that, majority of the respondents (14 out of 30) undertaking rural tourism activities between the months of January to April.

On the analysis of the above, the second hypothesis that the rural tourism is not influenced by the seasonal climate changes proved to be a Null Hypothesis and therefore may be rejected. Highest level of rural tourism is undertaken during winter in coastal parts of India.

Part-II: Analysis of Service Providers:

Table 07: Training methods adopted and daily hours spend with their employees.

No. of hours they spend with the employees	Training methods adopted				Total	Percent age
	Training	Consultation with senior staffs	Motivation	Self directed learning		
01-04 hours	04	03	---	02	09	30%
04-06 hours	05	04	01	01	11	36.66%
06-08 hours	03	02	01	01	07	23.33%
08-10 hours	01	01	---	01	03	10
Total	13	10	02	05	30	100%

Source: Survey Data

Table 07 shows that out of 30 respondents, 36.66 percent of the respondents spend 04-06 hours with their employees, 30 percent of the respondents spend 01-04 hours with their employees, 23.33 percent of the respondents spend 06-08 hours with their employees, 10 percent of the respondents spend 08-10 hours with their employees. And majority of the service providers train their employees through proper methods of training (43.33 percent) and 33.33 percent of the service providers train their employees in consultation with the senior employees, 16.66 percent of the service providers train their employees with self directed learning and 06.66 percent of the service providers train their employees through motivation. So it may be observed that the service providers wish to spend most of their time with the employees and thus cultivate various methods of training to motivate their employees effectively in the enterprises.

Table 08: The future dream of service providers about rural tourism business.

Future dream of their business	Total	Percentage
Become successful entrepreneur	12	40
Provide standard facilities	08	26.66
Wish to establish another plant	04	13.33
To provide all the facilities under one roof	06	20
Total	30	100

Source: Survey Data

The Table 08 shows that, out of 30 respondents 40 percent of the service providers future dream of business, to become a successful entrepreneur, 26.66 percent of the women entrepreneur's future dream of business is, to provide standard facilities in their business such as, the tour operators can own their own CRS to issue the air tickets, Hoteliers wish to go for higher standard from their existing one, 20 percent of the service providers future



dream of business is, to provide all the facilities under one roof, if tourist or guest comes to the organization means his or her need to go for outside for services should be reduced for any travel related services, 08 percent of the service providers future dream of business is, to start another business plant in local area or outside. Thus it may be observed that, all the rural tourism providers have their own future dream of their business and they are working hard in fulfill those dreams.

Findings of the Study:

The rural tourism activities are same for men and women, there are however, many problems faced by women, which are of different dimensions and magnitudes, which prevent them from realizing their full potentiality as adventure tourists. Few findings of the study may be detailed as;

- 1) Trekking is one of the major rural tourism activity compared to all other activities.(Table1)
- 2) Out of 30 respondents, majority of the customers undertake rural tourism activities since 10-20 years. (Table-02)
- 3) Majority of the customers engage themselves in rural tourism related since 1-10 years. (Table-03)
- 4) Majority of the respondents have an opinion that, independently they cannot undertake rural tourism activities. (Table -04)
- 5) Lack of support from the family and lack of qualified staffs are main challenges faced by them. (Table-05)
- 6) Most of the service providers train their employees through the method of training and consultation with the senior employees.(Table-06)
- 7) Majority of the Women entrepreneurs spend at least 04-08 hours in a day with their employees. (Table-07)
- 8) All the service providers have their own future dream of their business and they are working hard to fulfill those dreams.(Table-08)

Suggestions:

As per the survey data, the following suggestions are framed on the basis of findings, they are:

1. There should be more encouragement for rural tourism activities, so that it can create more job opportunities for others as well as new destinations can be explored.
2. Specific obstacles for rural tourism activities should be removed. Most of the rural areas lacks from the basic infrastructure.
3. The government and the local authorities like GramaPanchayaths should support rural tourism and

should give the financial assistance for the development of the infrastructure.

4. Gender bias need to be regulated and controlled, there should be much security and encouragement for the women travelers as an adventure tourists.
5. Increase the carrying capacity of a destination ensuring the availability of enough parking facilities in the destination.

Conclusion

Tourism growth potential can be harnessed as a strategy for Rural Development. At the same time this trend of urbanization has led to falling income levels, lesser job opportunities in the total areas leading to an urbanization syndrome in the rural areas. Rural Tourism is one of the few activities which can provide a solution to these problems. Besides, there are other factors which are shifting the trend towards rural tourism like increasing levels of awareness, growing interest in heritage and culture and improved accessibility, and environmental consciousness. In the developed countries, this has resulted in a new style of tourism of visiting village settings to experience and live a relaxed and healthy lifestyle. This concept has taken the shape of a formal kind of Rural Tourism. Rural tourism is essentially an activity which takes place in the countryside. It is multi-faceted and may entail farm/agricultural tourism, cultural tourism, nature tourism, adventure tourism, and eco-tourism. As against conventional tourism, rural tourism has certain typical characteristics like; it is experience oriented, the locations are sparsely populated, it is predominantly in natural environment, it meshes with seasonality and local events and is based on preservation of culture, heritage and traditions.

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Rural Readers are Perceptive - Small things make a difference to Daily Circulation

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Abstract

As newspapers thrive in rural areas, what kind of Changes are they causing? These days, rural readers are aware and they need their newspaper copies to cater to their tastes, to be on time. In recent times, publishing houses are undertaking numerous activities to cater to the rural pockets. To mention few; increasing distribution centers, using an improved road network to reach newspapers further into the hinterland by early morning, and hiring stringers to send news from very local centers for separate district pages. Publishers are making an aggressive push to increase their circulation in the untapped regional pockets. They have fine-tuned their publication and delivery schedules to reach their newspaper by 6 a.m. to villages in every district of the State. Because of the intense competitions from the publishing houses and increased demands from rural readers, they have developed the habit of reading and rapidly becoming perceptive. Rural readers have become smart enough; "Because of the competition in the market, they will drop one paper if the hawker brings it late and take another. Earlier, they had limited choice. Today, readers are aware and want papers to cater to their tastes, to be on time. Small things make a difference to daily circulation.

Key words: Rural readers, Circulation, Publishing house, Reading habit.

Introduction

The Print Media is one of the most important pillars of democratic system in India, which is the largest democracy in the world. The prominence of people's access to information cannot be undervalued in a country like India. As many as 1,14,820 publications (Newspapers & Other periodicals) have been registered in India till 31st March, 2017 witnessing a constant growth of the Print Media. Print media continues to empower the common man to assert his right and to participate in strengthening the democracy. The growth in the number of registered publications as well as their circulations justifies that, growth of audio, visual and digital has not badly affected the print media. In the report of annual Statements to the Registrar of Newspapers for India 2016-17 shows that, there is great affinity towards the regional language publications.

"How India's Newspapers Are Winning Rural Readers". - Small things make a difference to daily circulation.

Opportunities for regional language publications.

1. The aggressive marketing drive undertaken by the print media, in hundreds of villages to penetrate a largely untapped area. In rural India, they realized, opportunities are aplenty, thanks to the rise in the literacy rate, the spread of education, and an increase in family income of sections of the people benefited by development schemes.
2. In tier II and III cities; towns and villages would continue driving the growth of newspaper industry. Newspaper and print industry will continue to witness regionalization both in terms of language and geography in South India. Average penetration of newspapers is low in the country and stands at approximately 15 percent. However, the penetration numbers are as high as 70 percent in cities. While as low as 5 percent in the countryside. Literacy stood at 73 percent, according to the 2011 and is expected to

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continue its upward growth. Even among the literate population, the penetration of newspapers is low. As an indicator of the level of under penetration in regional markets, only 30 percent of literate population in South India (Andhra Pradesh, Karnataka, Kerala, and Tamil Nadu) read newspapers. This indicates a huge potential for newspapers to expand with respect to their readership base.

3. Newspapers have more recently begun moving closer to their Readers. One example is the DainikBhaskar group in Bhopal, in the central state of Madhya Pradesh. Its brand stable includes 42 editions of DainikBhaskar (one of the most-read Hindi news dailies), Business Bhaskar and Gujarati daily Divya Bhaskar. The group's language papers are now printed in 40 locations, compared with 13 a few years ago. The strategy has helped shrink average delivery time from seven hours to four hours, and papers are now supplied within a 200-kilometer radius of where they are printed, instead of the previous 350 kilometers.
4. According to Associate Editor of The Hindu reporting to BBC (British Broadcasting Corporation) News, in a program called "Newspapers: Why India's Newspaper Industry is Booming," he said that, now has a number of regional editions, which contain national content alongside pages of localized news relevant to the distribution area. "We have to expand and open more editions," This is a large country so you need to have multiple printing centers. More and more newspapers are reaching out to places where they haven't before.
5. The introductions of new technology into the production process has helped and fasten the operation and paved the way to a massive increase in added value marketing and publishing activity through numerous editions, special targeted supplements and new titles exclusively in rural areas. A newspaper in India has great opportunity, especially in small towns and non-metros, from where the maximum growth in newspaper readership and circulation will come.
6. Indian newspapers thrive is the absence of digital competition than compared to western market. Indian papers are low-priced, costing between 3 to 5 rupees daily. There are only few stalls in India which sells less than 5% of papers which is sold through counter, and home delivery is free, paid for by the publishers. The actual price of each paper is even lower, because

of what Indians call raddi, their recycling program. Subscribers save their newspapers, which are picked up by raddiwallahs each month; the customer receives about eight to ten rupees per kilogram, and the raddiwallahs sell the bundles back to the paper companies to be recycled.

Usage of Technology in Newspaper Companies

In order to be competitive in the media landscape of today, morning newspapers need to improve the production and the distribution of newspapers as well as other processes within the newspaper companies. The use of computers is limited within distribution organizations; therefore, the implementation of computer aids to improve planning of the physical distribution and the information flow can be of importance in order for the newspaper companies to remain competitive. Few publishing houses have implemented the technology to reach the rural pockets before 6 am. To mention few;

1. Multiple platforms and new technologies: Many publishers are using multiple platforms and new technologies as channels for content distribution in order to reach their readers. However, many have still to fully review their existing business models to take full advantage of the innovation in the marketplace and the demands of readers.
2. Computer to Plate Technology: When it comes to the use of technology in transferring from print to plate is of CTP or CTF (film), it means Computer to plate technology which has replaced the traditional method of taking impression on the plates that are inserted in the machines. This process of CTP has helped the companies to reach the market much early by saving 30 to 45 minutes of process time, also ensuring quality image in printing. Where a high end computers are connected to a machine to get impression directly on the plates.
3. Real time tracking of Transportation: companies are now making use of simulation processing in a high-speed, Newspaper mailroom simulation model is assisting the newspaper companies for smother operations by the use of SIMAN station macros model, analysis tools like animation and dynamic textual, dual monitor display, run time system modification menu and pre-scheduler utility. With this modeling, the newspaper mailroom distribution system is possible to design, schedule and develop truck loading in much



sophisticated manner. For better tracking of bundles, Paper transporting vehicles are installed with GPS tracking system to track the vehicles in real time.

Challenges to Print Media in the Rural Areas

1. Literacy level: One of the biggest challenges to newspapers in rural area is illiteracy. In most of the rural areas the literacy level hovers around 50%, a serious barrier to increasing circulation. Newspapers will have to look towards promoting literacy programs in order to achieve their interest of growing penetration in rural readership pockets.
2. They need to ensure good reading habits: if they want to continue growing while facing the increasing challenges from other media. In Jaipur, Rajasthan Patrika uses its delivery boys in far-flung rural belts as marketing executives as well as their reporters. These delivery boys not only book in subscriptions, but also news of incidents in far-flung villages which would be of interest to people in that region. It is precisely due to this connectivity with the local population that India's regional papers are doing so well. Since the proportion of local news is more, the papers give their readers the belief that the paper is more interested in their well-being, and this generates a higher level of loyalty to the paper from readers.
3. Effective distribution of newspaper: in rural place is a daunting task. Especially in remote areas where infrastructure is problematic can often become a nightmare. Publishers to reach in rural pockets have to be innovative to overcome the obstacles and get their newspapers to their readers. "The long distances between the various towns and villages are major challenges in terms of both fuel costs and vehicle maintenance." A few challenges being faced while distributing the newspapers are getting vendors or delivery boys is one big challenge and careful observation in not taking the papers and money with them.
4. Effective networking: Most publishers have vehicles to cover the main routes, but the secondary routes are left to the hawkers. One major risk that all publishers vouch on is that, newspaper must be on street, on time. "Timing is everything. If it reaches to the streets two hours late, suppose if the newspaper is to be of Friday's issue, the distribution figures can fall with as much as 25%". These delays and challenges add a lot of pressure to distribution process.

5. Number of Holidays: Agents delivering newspapers in rural areas has a peculiar problem of getting sufficient number of holidays, getting holiday in this newspaper distribution is very difficult; agents has to work for 360 days. Hardly, 4 closed holidays are available, which is insufficient. Even if the health is not supportive, they have to take medicine and attend to the work. It is very difficult to run the distribution business in these days.
6. Subscription collection: One of the major problems in newspaper distribution in rural areas is "collection". Every month, there will be an outstanding amount of 40% of paper bills, which won't be received on time. Outstanding amount has to be paid by the agents, there by incurring financial loss.

Areas of Improvement to Publishing Houses

For effective reach of newspaper into the interior parts of rural areas, distributional activities need to be further strengthened in rural pockets. To mention few areas of improvement;

1. In rural areas and during rainy seasons, papers are delivered late. This should be avoided by providing adequate facilities to agents and delivery boy's; such that, there is no delay in any movement.
2. Agents must be given some relaxation in remittance of money to the publishers. Bill collection in rural area is ridicules and more time consuming. Keeping this in view some margin has to be provided to the rural agents.
3. The common problem is the retention of delivery persons particularly in rural areas. Frequent change of delivery boys causes delay in reach. To avoid, these newspaper publishers must take a bold steep of appointing delivery boys with well-structured reward. The interest taken in appointing agents must be extended to the appointment of delivery boys as well. As far as possible, the delivery chain must operate on a permanent basis. Otherwise the whole thing has to be outsourced to an efficient organization.
4. Insurance coverage may be provided to delivery boys. A small percentage of subscription amounts may be devoted for this purpose.
5. The common complaint from most of the rural readers is that, local news coverage is given least importance. Therefore, it is suggested that, one page must be



devoted exclusively to each taluk. This would definitely expand reader base.

Conclusion

Newspaper industry is one of the fastest expanding economic activities in the present rural system. Its existence is indispensable. Its role is so significant not only in conveying news to people but, also in keeping an eye on administration and governance of the state system. Therefore, it is essential to examine the problems confronting newspaper in rural pockets and industry in particular and take measures to overcome the obstacles. The delivery system has to be made very

effective such that, newspapers reach homes in the early hours of the day. There is ample scope for expanding reader's base in rural areas. Aggressive and penetrating marketing has to be done to convert a larger population into readers of newspapers. It may be noted in a country like India in terms of storage of information and back reference newspapers have an edge over e-platform more over the competition from digital media is negligible compared to western market. If publishing houses take necessary measures to reach the market early and to put to practice, there is no doubt in further fast expansion of newspaper industry in rural market.

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E-marketing As An Innovative Strategy For India's Rural Markets

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Abstract

Rural marketing is a developing concept, and the marketers have realized the opportunity of growth in the market recently. The Rural Marketing gained its attraction due to its potentials. Due to increase in rural income rural markets offer a great scope for a concentrated marketing effort in the rural incomes. Such incomes will increase faster because of better production and higher prices for agricultural commodities. Any strategy for these markets should focus on availability, accessibility and affordability. Focused attention needs to be paid to market research, key decision areas, problems and rural marketing environment, to reduce the uncertainty in dealing with these markets. The companies are focusing more on the needs and desires of people living in rural area and are taking every possible step to stimulate people to buy products and services and improve their livelihood. E-commerce is the word ruling the business.

Key Terms: Rural Marketing, E-marketing, E-commerce

Introduction

Rural Marketing refers to the activities associated with encouraging people in rural areas to convert their purchasing power into an effective demand for the goods and services and making these available in the rural areas with the intention to improve their standard of living and achieving the company's objective.

The Rural Marketing gained its attraction due to following potentials

Large Population: Still, the majority of the population in India resides in Villages and therefore, the marketers find more potential in the rural areas and direct their efforts to penetrate the rural market.

Increased Income: The income and the purchasing power of the rural people have increased. With the use of modern agricultural equipment and technology, the farmers can produce more and can get better returns for their agricultural products. The increased income motivates a farmer to improve his livelihood by purchasing a good quality product and thus, the marketer gets an opportunity to enter into the rural market.

Competition in Urban Market: There is a lot of competition in the urban market, where people are well aware of the

goods and services and have created a brand loyalty. Therefore, the marketers move to the rural market to escape the intense competition and generate revenues from the untapped areas.

Improved Infrastructure facilities: Today, many villages are well connected with the roads and transportation facilities that enables the marketer to access the rural market and promote his goods and services. With the growth in telecom services, the rural people can be reached easily via mobile phones.

Saturated Urban Market: Also, the marketers may move to the rural markets, when the urban market has reached the saturation point, the i.e. market is well stuffed with the products, and the consumers are not likely to make a frequent purchase due to the varied options available in the market.

Support of Financial Institutions: Several Co-operative banks and public sector banks offer the loan facility to the rural people at low-interest rates. With the loan, the purchasing power of an individual increases, thus resulting in a better standard of living.

New Employment Opportunities: The Government is

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running several employment opportunity programmes, with the intention to engage people in other activities apart from the agriculture occupation. The Integrated Rural Development Programme (IRDP), JawaharRozgarYojana (JRY), Training Rural Youth for self-Employment are the certain programmes, designed to increase the livelihood of rural people.

Due to so much potential in the rural areas, the companies are focusing more on the needs and desires of people living in here and are taking every possible step to stimulate people to buy products and services and improve their livelihood.

E-commerce is the word ruling the business since a few years. Thousands of businesses have moved online utilizing the potential of Internet for reaching a wide range of customers earning increased ROI with less investment cost and time. Today, e-commerce has enveloped our lives in such a way that it has become a necessity rather than a passion or striking the technology.

It is a win-win situation for both the consumers and the merchants. The consumers are spoilt with choices of brands, fashion, comfort, and all at competitive pricing too. If we consider the merchants, they are able to sell goods and earn more profit in less time with or without a warehouse, as they are able to get connected with the production center directly for shipping rather than making a warehouse of their own with manpower and labor cost investment. All these costs have been greatly reduced for them; they are able to get connected with more customers' as compared to their physical store.

Objectives

- ✎ To study the needs of rural marketing in India
- ✎ To study the present scenario of rural market in India.
- ✎ To study the trends in rural marketing
- ✎ To study the challenges and strategies in rural marketing India

Methodology of the Study

The study is a descriptive method. The Secondary data were collected from different sources such as, text books, magazines, articles and websites.

Findings of the Study

Recently, the technology has touched the rural parts effectively and has changed the general thinking that e-commerce companies may not reach the rural region of India.

People focused the internet only for the purpose of information gathering. But as the technology improves and the people started migration, they concentrated in e-Marketing.

Close to 70% of India's population resides in villages, and are in the rural segment. With India truly on the path of global IT leadership, it first needs to look into itself and consider that does this progress include rural population or not. With the advent of E-commerce, one area where progress of India is consistently slow is its backbone which is rural India. One reason for the same is that urban businesses have all the advantages of technology, while rural businesses fail in the same. Rural India has not been able to take advantage of ICT (Information and Communication Technology). In this paper, we will discuss the benefits rural population can derive from E-commerce. We will also take up cases in India and other countries where e-commerce has made considerable difference in the way people live. Lastly, we will also discuss steps which need to be taken by India to become a true global powerhouse, wherein progress will be evident even in its remotest part.

Let us see how this is happening. It is a known fact that the postal service has the power to connect every corner of the world. Evidently, it has reached all the villages and remote locations successfully. Moreover, the last two years has witnessed a dramatic change in the Indian Postal service as it is getting collaborated with more than 400 e-commerce websites. Mention not to say, the Amazon and the Flip kart are included in the list.

Today, more than 1,55,000 post offices of remote areas are connected to deliver the goods to the customers. It is a welcoming scenario where e-commerce industries are involved in helping our country to become digital through logistics channel. The e-commerce stores have their own delivery system for these locations or they are using the third party services like the postal services & other small agencies.

The e-commerce giants like Myntra, Jabong, Voonik, Amazon, Shopclues, Flip Kart and others' revenue coverage from the villages are appreciably notable. The villagers are gaining benefits of online delivery system. And with the penetration of the Internet and the smartphones, most of the villagers are using mobile applications and computers to order their goods. These companies say that the products like electronic items, utensils, grinders, baby products, mixers, and, etc., are the main goods in demand.



And, the fascinating thing about the orders is that there are less likely returns of the goods as they order only the most essential goods. This is saving cost on logistics for the company, as they are less investing for taking the delivered goods back. Certain companies like Ipay, Storeking, eDabba and, etc., are completely working for rural locations and they have innovative web design and development and work in view of the Internet connectivity limitations of the rural areas.

Certainly, it is high time for the retailers to achieve profit in their online business by tapping the rural population. We, at Orange Mantra excel in Web design and development as per the internet range limitations and other shortfalls to reach the rural India. Get in touch with us for e-commerce website development and mobile application development and explore the untapped region for your online business.

E-Marketing can be defined in broader terms as not only trade in goods and services across internet but also new ways of conducting business and communicating with customers, suppliers and colleagues. One of the motivators for doing business in urban areas is greater commercial variety and access to technology. Moreover, the hindrance in choosing rural areas for doing business is distance e.g. proximity to the nearest airport or dock which can be necessary for some companies, location constraints e.g. skilled labor, and ready availability of information.

Basic strategy to be followed in e-marketing is the creating awareness of the product or services. It is not easy to create the awareness of the Product. If the Segment is Very Niche, It is so tedious to penetrate the people's mind. It requires lot of creativity and data regarding the product or service.

Scope in e-Marketing

Easy way of pitching the people - The E-Marketing which targets the Right people based upon the criteria. Here the e-Marketing through e-mail which helps very much and a lot in this Scenario.

While an organization is Targeting for the customer through e-marketing, they will collect the data (e-Mail Addresses) from the resource factor and they filter based on their desire product or services. Finally they pitch the Customer.

Interested people Response:

Another way of e-Marketing is through providing the advertisements in the popular websites or placing banners in such sites.

This creates the awareness among the People.

By Clicking the Advertisement the customer can respond to the e-Marketing, they both will get mutually beneficial.

Inter Continental:

Its Not necessary to place the marketing agency in all the countries.

Just the Organizations gathertheir customers through electronic data processing.

Even a Small village and every corner of the globe will be getting marketed by the marketer.

Easy Service-Oriented Marketing:

Both tangible and in tangible products get marketed through e-marketing.

Many Universities from Abroad , Marketing based on this Service-Oriented Criteria.

Through the e-Marketing they can capture the Students easily from the Rural Area.

Why E-Marketing?

Internet is fast becoming the way of life. With the mantra of "anywhere/anytime" and convergence of mobility and intelligence e-commerce happens to be the thing which can provide all this. Moreover, four things are needed to drive rural growth

- i) Vision / Policy
- ii) Technology
- iii) Awareness
- iv) Services

From the above four, policy is something which is needed to be formed by the government and some immediate steps need to be taken in that direction, while the other three are something which can be provided by e-commerce.

E-commerce is the technology of the present. It can provide services which is beneficial to both rural community and corporate world. Moreover, it used in a right way, it can also be used to create awareness and teaching people as illustrated in case of ITC's e-choupal below. It is used to make farmers improve the quality of their yield, with better technique and give them more power.

Business

One of the major benefits of e-commerce is that it can provide a cost-effective way to expand into the global



arena and run ones own business. It can lower transaction cost by interacting directly with overseas supplier and customers and streamlines ones business. Not only that, it can help in removing the intermediaries and traders in the supply chain of global giants. This, along with higher responsiveness and speed at which business takes place has helped in reducing transaction cost, and increase profit margins. This is especially true in case of agricultural commodities. A very good example of this would be e-choupal by ITC. The case below will explain it in more details.

Employment

Employment is not a direct benefit from e-commerce but comes from the point mentioned previously. As and when, companies move to rural areas, they create job opportunities for a large number of people.

One of the reasons for a company to do the same is gain access to lower transaction cost as mentioned earlier. Another reason is to narrow its supply chain and move closer to its main raw material producers, removing intermediaries. This is evident from the e-choupal initiative of ITC. Lastly, companies move to rural areas to get access to specific skilled labor or cheap labor in general. All the above mentioned reason directly of indirectly create a number of jobs for rural populations. All this has been made easier for companies by the means of e-commerce and internet.

Services to Public

E-Marketing can cause a profound change in rural India in key service areas such as government services, banking, education and health. It promises to provide faster, better, cheaper and more flexible service delivery and this is irrespective of where the customer resides.

Online education is a new channel for delivering traditional distance education services, with the bonus of immediacy, interactivity, and easy access to a wealth of online information resources, including bibliographic databases. Discussion groups allow students to share information and debate ideas with each other, enhancing the learning process through peer-support and active engagement with the material. This is particularly important for geographically isolated students who are unlikely to have anyone physically available who is studying the same subject.

Telemedicine promises to give rural and remote

communities a new way of accessing high-quality, real-time interactive health advice and assistance. Potential services include consultations with specialists via videoconferencing, electronic exchange of medical records and diagnostic tests, and general community access to an extensive range of online health information. The rurally-based GP can also benefit in terms of a reduction in professional isolation: via access to current "best practice" information.

Challenges:

The major challenges of E-marketing for rural marketing in India are

- ✎ Poor literacy rate - low use of textual information
- ✎ Remote village locations - physical distances compounding problems of lack of proper price information and habitual dependence on middlemen.
- ✎ Absence of alternate media for dissemination of info.
- ✎ Absence of info in vernacular languages and multiplicity of languages.
- ✎ Cash crunch of farmers, immediate cash transaction system and reluctance of banks to provide soft loans to farmers.
- ✎ Economic, low-cost solutions - any technology solution aimed at benefiting the masses in rural India must be affordable and low-cost so that the perceived economic benefits of such an endeavor are much more than the cost of switching over to a different technological solution.
- ✎ In the absence of timely and correct information about prices, arrivals and market trends, compounded with the problems of low cash-at-hand and proper advice, farmers are forced to sell their produce at lower-than-expected rates. The result is that the benefits of the 'green revolution' have not really percolated down to the farmers.

The Road Ahead

The road ahead is not going to be very easy. Of course, if handled very well, this can lead to a very high growth rate in the rural regions and the country on the whole. It needs to garner its strength in rural areas in a very well devised manner.

Strategy #1

One of the main problems currently in rural India, as highlighted earlier is the lack of infrastructure. The basic



telecom infrastructure is not present in major part of the rural India. The government on its part is trying to lay down this infrastructure, but the process need to be speeded up. Moreover, with the advent of technology, V-SAT can be used in places with laying physical cable is tough or impossible as used by ITC. Access to internet should be given to as soon as possible.

Strategy #2

While infrastructure is a problem, another problem at the other end of the chain is the lack of knowledge about computers. Unless computer literacy is imparted, all the infrastructure and online services are going to be of no use. So, government should take initiatives to start campaign to provide basic computer literacy. In this whole transaction phase, care and patience needs to be taken, because this process would take a lot of time.

Strategy #3

We need to use e-commerce to create awareness among the industries and companies. We need to convey the benefits like narrow supply chain, cheap labor, and lower transaction costs to the companies. At the same time we need to maintain the regions own strengths and highlight them to the companies. This can be done by creating web-portals, giving details about the place and its strengths. We also need to give the right image about rural people, not as slow moving but smart and intelligent people. This needs to be done by highlighting examples of the people from the same regions and what they have done. Also, some examples highlighting the use of e-commerce and success stories associated with the same need to be shown.

Strategy #4

Government should also provide incentives to the companies to come and perform business in the rural areas. Specific subsidies can be devised for the same. Even though, such subsidies are available in India, its specific association has not been made. A specific cord between e-commerce and incentives to work on the same should be shown.

Strategy #5

Apart from attracting outside companies, steps need to be taken to create local awareness of e-commerce and hence create small entrepreneurs locally. Not only that, farmers should be made aware of the benefits such as removal of intermediaries and increasing their profit margin.

This in turn would result in internal growth in the rural areas.

Conclusion

The power of e-Marketing for regional communities is that it alleviates the constraints of distance and isolation on business, employment and access to services. In order to successfully confront the challenges posed by e-commerce, regional communities will need to muster strategic vision and leadership, foster initiative and enthusiasm, and take a proactive approach to ensuring that they have all the resources they need to take maximum advantage of the information economy. We also need to make sure that appropriate support is provided to the corporate for such initiatives. ITC's e-choupal, as illustrated is one of the best example in this area.

More such initiatives are needed to be taken, not only by corporate but also by government as the next stepping stone to the success of India is the growth of rural economy and to make its dream come true of growing at 10% rate, this is the thing which is of utmost important. There is immense potential in terms of the services that can be provided to rural India as shown above but it needs to be seen as to how far this potential is realized. A road map is now laid for us to progress and it is in our hands whether to follow or not.

How to Make Digital Marketing Work in Rural India

A huge number of villages in India are what you might call 'media dark'. There is no reliable electricity source and therefore no TV. Literacy levels are low, which rules out print. Smartphones are extremely rare. The only media channels people can use are AM and FM radio or basic feature phones.

What is the secret to building a successful strategy in emerging markets like these? How do you deliver engaging digital content when your consumer's ability to access it is so severely constrained?

I have spent the last few years working on that problem with Unilever. I'm currently Markets Implementation Lead for our global digital transformation programme but, to show you how you can drive digital acceleration in media dark areas, I'd like to go back to my time as an IT Business Partner in Hindustan Unilever's marketing team.

You don't need a smartphone to be smart

My first piece of advice would be to listen to your market,



and build your strategy around its consumers' behaviour. If you travel to rural India, you'll notice people adopting a smart money-saving practice: instead of spending phone credit on actual calls, they communicate by giving each other missed calls. This ingenious solution inspired missed call-oriented business solutions of our own, which we're now deploying to support some of our biggest brands.

KKT (KanKhajuraTesan), for example, is an entire mobile-based radio channel that users access via missed calls. The 'ear worm radio channel,' is the first fully advertiser-funded mobile-based entertainment-on-demand initiative

in India. Offering listeners a variety of Bollywood music and celebrity news, the channel has amassed 42 million registered subscribers, each of who our brands can now directly and natively advertise to.

Our aim is for it to become the largest provider of content in rural India. To date, KKT has secured four Cannes Lions (three gold; one bronze), including a first ever gold for Unilever in the mobile space. By thinking about how you can use consumer insight to create and deploy a win-win solution for both your consumers and your company, you could be just as successful.

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Psychological Contract as a Measure to Employee Retention

Dr. Anni Arnav *
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Abstract

The world of competitive business dynamics has made more organisations susceptible and made them vulnerable. This volatile business context has thrown more challenges to the business to withstand, survive and grow; it is the human capital that can make the difference to the organisations. Hence, it is of paramount importance to organisations to develop the culture of employee engagement at its core. To quote the term it looks simple, but in practice, nurturing and managing this Omni-potent capital in is the most complex variable in the directory of management. At this context, it is pertinent to relate an important fact that employee engagement is possible only if the employees develop an affinity towards the organisations that have taken care of them and provided a platform to perform. In order to do this the way forward is to practice and pursue a policy of developing a Psychological contract and drive its employees to develop an emotional bond with the organisations. Eventually, the organisations which are learning and making its human capital to constantly evolve and grow with the changing world may only be the successful at market place. This paper focuses on identifying the essentials of psychological contract as a measure for employee retention drawn from a detailed study.

Keywords : *Psychological contract, Employer Engagement, Employee Retention.*

Introduction

Unlike earlier, current growth of industry and services is witnessing a plethora of employment opportunities. At the same time, today's youth has many avenues to opt within. Consequently, the business environment out there has made possible to exploit the innovative ideas of today's millennial to realise into own dream openings. Coupled to this, today's millennial work force have their own set of expectations towards the organisations to perennially provide exciting work environment and new opportunities. Further, this has made the work place and work environment more challenging and the necessity of understanding the psychological contract and employee retention.

Statement of the Problem

Employee retention is the overall strategy or ability of an organisation to retain its best employees and hence maintain a lower turnover. An organisation is able to

achieve this by adopting various employee retention programs. Employee retention is and should be one of the main focus areas of the human resources department in any organization. Psychological contract has evolved as one of the major aspects in dealing with employee relationships and their commitment to the organizations. It's evident from the studies to follow the link between psychological contract and employee retention for a sustainable work culture and overall organizational effectiveness. Essentials of psychological contract as a measure to employee retention will address the need.

Objectives of the Study

- ☞ To know the significance of the psychological contract in employee retention.
- ☞ To identify the essentials of psychological contract in employee retention.

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Advent and Significance of Psychological Contract in Organizations

On review of published work of eminent HR scholars on the topic and study of related concepts has helped to construct and develop a broader framework for this paper.

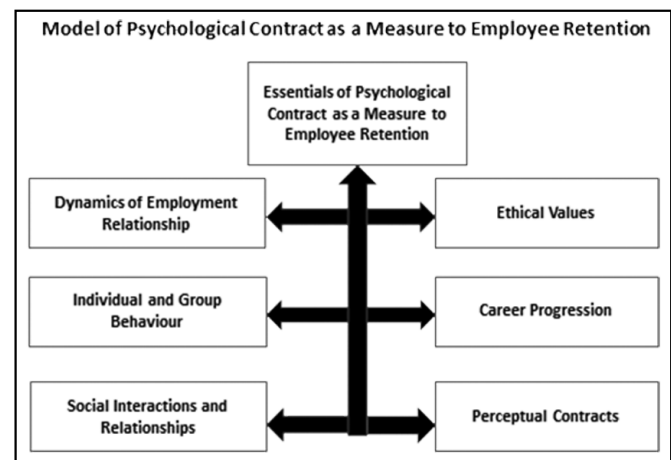
The concept of Psychological Contract is originally coined by Rousseau in the year 2011, and the concept proposed that the global competition has altered business dynamics and orchestrated the need for organizations to devise new ways to survive, grow and perform and also ensure cordial relationships between employers and their employees is of quit essence (Rousseau 2011). She further explained that with the increase in global competition, intensified economic integration, Cross country and cross-cultural mergers and acquisitions of global organisations has created an aura of uncertainty amongst employees and created a sense of insecurity at the work places. The resultant environment in the organizations makes the employer and employee relations more complex to manage; with an imminent need to redefine and rechristen the HR strategies. Even the advanced countries adopting successful HR policies too faced the challenge of higher rates of turnover and low morale.

Many developed countries adopting successful policies including US has also succumbed to this pressure and are trying to work new ways to address the piquant situation. One of the solutions for organizations is to respond with agile policies and respond to the changes in time and strive to create a positive relationship between employers and employees (Curwen,2013) and embrace new human capital management policies so as to bring them together to same platform and a bring in a synergy by bringing a paradigm shift in terms of thinking and work philosophy. At this context, it is Ms Rousseau's concept of psychological contract has thrown new light to revitalize the environment. To make the work place vibrant and face the challenges to maintain a streak of sustained corporate performance, it is vital to retain their critical employees to enhance productivity (Waiganjo and Ng'ethe, 2012).

Essentials of Psychological Contract as a Measure to Employee Retention

Rousseau (2004) postulates that modern organizations cannot succeed in this knowledge based production era unless the people under their employment agree to contribute to achieving organization's mission and survival. Thus, it is argued by scholars that workers'

qualities, attitudes and behaviour in the workplace, together with other factors such as psychological contract, play a significant role in determining an organization's overall performance and employee retention (Stoner, Freeman and Gilbert, 2002). However, it has been observed that a switch in employees 'behaviour in workplace is attributed to a breach of psychological contract, and this has, in most cases snowballed into detrimental consequences resulting to decrease in performance, exit of resourceful employees and the retardation of productivity in organizations. Typically, in today's business environment that is characterized by uncertainty, it is pertinent for management to develop stable and effective relationship with their employees considering the adverse implication of a strained working relationship in organizations. It is against this backdrop, that this paper examines the linkage between psychological contract and employee retention, performance and productivity in organizations. It explores this linkage with a view to verifying the dynamics of psychological contract in regulating workplace interactions with the below model developed on the basis of theoretical framework from the literature review and supporting studies.



Though many behavioural researchers have studied, but the real shape was given by Rousseau (1995) who stressed that psychological contract consists of individual beliefs regarding terms of an exchange agreement between individuals and their organization.

Another researcher Guest (2007) asserts that psychological contract is concerned with the perception of both parties to the employment relationship: organization and individual, of the reciprocal promises and obligations implied in that relationship. Armstrong (2012) explained that psychological contract is a system



of beliefs that encompasses the actions employees believe are expected in return from the employer, and, reciprocally, the actions employers believe are expected of them and what response they expect in return from their employees.

Armstrong (2012:408) pointed out the employment relationship aspects that are covered by psychological contract. From the perspective of the employee these are; how they are treated in terms of fairness, equity and consistency, security of employment, scope to demonstrate competence, career expectations and the opportunity to develop skills, involvement and influence and trust in the management of the organization to keep their promises. From the employers' point of view, the psychological contract covers such aspects of employment relationship as competence, effort, compliance, commitment and loyalty. However, psychological contract is a central determinant of work behaviour which specifies the dynamics of employment relationship (Dipankar, 2013); and psychological contract may also be categorized based upon context of individual and group (Dipankar, 2013).

Each organization spends a lot on attracting the best talent. These employees contribute a lot towards the success of the company. All these contributions directly impact the bottom line of the company. The employees who stay with the company for longer time contribute efficiently and become integral part of the company and the position. Now if these employees leave the company and join the competitor, this would mean double loss for the first company. They will be directly impacted by the employee not being available and secondly the employee is now contributing to the competition. Also, the person who may replace may not be able to come at par that early.

In another research paper of CerenErdem, investigating the Dynamic Nature of Psychological Contracts: A Study of the Co-evolution of Newcomers' Psychological Contracts and Social Networks to provide insights about employee retention especially for the new recruits being millennial and the other is focused on the social relations developed over a period of time by conducting two Concept based studies and one empirical study. These research papers are worked to capture the antecedents of psychological contracts through pre-entry expectations and the influence of social relationships interface especially for the newcomers.

One of the conceptual studies dwells on how conceptually the Psychological contract evolved from time to time,

taking into consideration the ethical considerations. While the second conceptual article dealt with the developments in changing the dimensions of psychological contract in making this concept more relevant to the current days Human Resource Context and the implications of the social networks on the newcomers and its bearing on the employee performance gradually alleviating the barriers and to ensure good corporate citizenship profile. This study tried to establish a relation between Psychological contracts and social network ties are co-dependent. The third paper inductively investigates graduating millennial pre-entry expectations about outcomes in their employment relationships.

Inducing millennial with career progression opportunities with corroborative organizational support has changed the dimensions of work environment and work place expectations; as it requires creating new opportunities is a challenge to the Human Resource Professionals. The other variables of autonomy, intangible recognition, and fairness will prove catastrophic to organisations in managing the existing workforce. Since these dimensions cannot be taken in isolation, they will have far reaching consequences in managing the psychological contracts of the existing workforce. Therefore, this study has added new dimension with regard to what the new generation currently on the job market expects and how these expectations influence the formation of their anticipatory psychological contracts prior to entering their first jobs.

Many scholars corroborated their views to the outcomes that psychological contracts are likely to unfold over a period of time (Conway & Briner, 2005; Tomprou & Nikolaou, 2011). This acknowledgement has remained broadly conceptual rather than empirical. However, few studies empirically tested the impact of social interactions on organizational socialization effectiveness (Morrison, 2002), and perceptions of psychological contract breach (Ho et al., 2006). Many of the studies are vociferous about the influence of social interactions attributing to have a higher level of impact on the work culture which is the result of onslaught of the social media and the influence of millennial. In the process, these studies have consciously and explicitly made a reference to the interplay between teams' network ties and their perceptions of psychological safety. At this stage, it is pertinent to a develop a broader understanding of Social Exchange models developed by various psychological researchers and their significance to the Psychological



contract and develop bond from long term employee engagement perspective.

Conclusion

It can create huge problems if we use untested psychological contracts as our career map. Beyond awareness, organizational leadership must respect and reciprocate at a level that supports positive employee perceptions. If the employee senses there is a break in the psychological contract with his company, the company's goals are no longer the employee's goals. The relationship between the employee and their manager/organization will be diminished, resulting in reduced productivity and reduced retention. In this era of globalization, the organizations are becoming more dynamic and facing immense competitions from MNCs, in order to sustain they are under taking path of acquisition and mergers resulting in change in employer obligations. Therefore, understanding psychological contract and its implications for employee retention is utmost important for organization growth and productivity,

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Customers' Perception On Promotional Strategies Of The Banks For The Bancassurance Products

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Abstract

Bancassurance is the sale of insurance products through a Bank. Marketing is a process through which a business enterprise, institution or organization interacts with the customers and stakeholders with the objective to earn profit. Bank Marketing is viewed as a tool in achieving the organizational objectives of a bank. With this background, this paper intends to probe into Integrated Promotional Strategies practiced by the banks based on the perceptions of bank customers.

Key words : Bancassurance, Bank Marketing, Integrated Promotional Strategies.

Introduction

Bancassurance is a package of financial services that can fulfill the needs of the customers of both bank and insurance industry. It is the sale of insurance products through a bank. In bancassurance, the insurance company makes use of the vast network of bank branches, customer base and the infrastructure, including the staff to identify the insurance needs of the customers of the banks; thereby insurance company tries to meet the same through various tailor made products. For insurance companies, reaching rural India through the traditional method is not viable because of the low value of transaction per customer and a dispersed population.

Marketing is a process through which a business enterprise, institution or organization interacts with the customers and stakeholders with the objective to earn profit, to satisfy customers and manage relationship with customers and stakeholders. It is the performance of business activities that direct the flow of goods and services from producers to consumers. Marketing, as a philosophy, is expected to guide the people, functions and all departments of a bank. Now-a-days marketing philosophy is very essential to banks. It envisages the overall thought processes of decision making in the banks, implementation of plans and calls for a whole-hearted commitment towards customers' orientation in the bank.

Marketing of services to customers has been in use in many banks for a long time. Its impact as a strategy for business growth has become significant only in recent times. Marketing is viewed as a tool in achieving the organizational objectives of a bank.

With this background, this paper intends to probe into Integrated Promotional Strategies practiced by the banks based on the perceptions of customers of the banks. This is helpful in making bancassurance products accessible to more people for their financial and social development. This study is also helpful to augment the sales of bancassurance products in the banks which in turn helps for further growth and development of banks.

Review of Literature

Few important literatures reviewed for this study are as below :

Bhattacharyay, Biswa (1989), suggested in his article "marketing approach to promoting banking services" that there is a need for professionalization and market-oriented banking in the country. Market oriented banking will require a new culture, a disciplined, professional and committed manpower, trained for specialised services, specialised branches, strong marketing organization in different banks, aggressive selling, meeting new

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customer's expectations and cost effective and efficient services.

Bose, Jayashree (2007), in her article "Cross selling in India: An Innovative marketing approach for banks" stated that, cross -selling of products became imperative than a choice for Indian banks. Cross selling, a business strategy of selling additional products, either an organization's own products, those of a subsidiary or even product offerings of a different organization as in the case of bancassurance, to existing customers is a critical mission strategy, which is handled by dedicated teams in banks, with inputs from all departments.

Gupta, Dilip Das (2007), recommended to appoint high profile public relation advisors in the Board of Directors and stressed the need of "advertisement effectiveness study" with the help of professionals, so that the public relation objectives and the means of achieving the objectives, come up for regular top management review. He explained various advertisements by banks and stated that most advertisement activities are restricted to the print media with the second position being occupied by hoardings. Only few banks are regularly advertising in the electronic media or the cyberspace.

Mehrotra, shyamji (2007) concluded his article "Bank - Marketing : making of a successful sales person" with the suggestion that employees must be trained properly and study and understand the mandatory requirements of the risk involved in cross-selling products like bancassurance, which should be properly informed to present and prospective customers.

Mehrotra, Shyamji (2007) in the article "selling third party products : emerging opportunities for public sector banks" opined that sales personnels must understand a customer's investment needs so that they can offer the best product available and not the one they have. This requires a lot of orientation, attitudinal change and training for the employees.

Above articles highlight various promotional strategies to increase the sales of bancassurance products, which motivated the researcher to take up this study "The customers' perception on Integrated Promotional Strategies to promote the sales of bancassurance products".

Statement of the Problem

Banks are facing increasing competition from other banks, financial institutions, financial intermediaries and there by struggling hard to increase their income. Many banks

are unable to tap the demand of bancassurance because of their failure to understand the demographic profile, products, economic situation and marketing strategies to increase the sales of bancassurance products to enhance their profit and retain their customers. So, this study is helpful to augment the sales of bancassurance products in the banks which in turn helps for further growth and development of banks.

Scope of the Study

This study is limited to bancassurance products in Coastal Karnataka. Coastal Karnataka consists of three districts namely South Kanara, Udupi and North Kanara in Karnataka state. The study is concentrated only two banks. These are Canara Bank and Corporation Bank which are leading in Coastal Karnataka as far as bancassurance is concerned. Raesearch conclusions and inferences drawn were based on the findings of this intensive study. Other banks were kept outside the purview of this study.

Objectives of the Study

- ✎ To analyse the opinions of customers to findout whether the Promotional Strategies used by the banks are sufficient to increase the sales of bancassurance products.
- ✎ To study the different promotional strategies to be used by the banks to augement the sales of bancassurance products based on the opinions of customers.
- ✎ To study the brief profile of the account holders of Canara Banks and Corporation Banks who are the respondents for this study.

Methodology of the Study

The data required for the study have been collected from both primary and secondary sources. The primary data have been collected from the respondents through a well designed questionnaires. The questionnaires have been designed keeping in view the objectives of the study. Here, customers who are the account holders in Canara Banks and Corporation Banks are the respondents for this study. The secondary data relevant to the study were collected from various sources like text books, magazines and research articles pushshed in standard journals.

Sampling Design

Since the number of customers of the banks in coastal Karnataka is very high, the collection of data from the



entire population is difficult. So researcher has decided to use the sampling technique. Researcher has decided to use the Proportionate Stratified Random Sampling technique. The researcher has decided to use the sample size of 251 respondents based upon time and other constraints.

Geographical Area of the Study

The survey was conducted in Coastal Karnataka region of Karnataka State. Coastal Karnataka consists of three districts, namely south kanara, Udupi and North Kanara in Karnataka state. The study is concentrated on bancassurance products of Canara Bank and Corporation Banks which are the leading banks in coastal Karnataka as far as bancassurance is concerned.

Tools for Collection of Data and Pre-test

To increase the effectiveness of the questionnaire, prior to the actual survey, a pre-test was conducted among 50 respondents. The minor modifications were made in the questionnaire on the basis of pre-test. Then the refined questionnaire was used as the data collection instrument in the actual survey.

Data Processing

After the completion of survey, the filled in questionnaires have been edited properly to make it ready for further processing of data. Then, various tables are prepared for the purpose of analysis of data. The questionnaires were processed using SPSS version 17.

Selection of Branches and respondents

Table 1. Selection of branches of the banks using proportionate random sampling technique.

Districts	Total No. of available Branches	No. of branches selected for study
South Kanara	69	26
Udupi	40	15
North Kanara	25	09
Total	134	50

Source :Primary data

Out of 134 branches, 50 branches were selected from each district based on proportionate random sampling technique and 251 respondents were selected based on certain customers parameters like

1. Customers who have opened a bank account at last 10 years ago
2. Customers who visit the branch once in six months
3. Customers who hail from a nuchar family
4. Customers who reside in rural areas.

Table 2. Name of the Banks of respondents

Banks	No. of respondents	Percentage
Corporation Bank	165	65.74
Canara Bank	86	34.26
Total	251	100.00

Source : Field data

Socio Economic profile of respondents

Following tables highlights socio economic profile of respondents of this study.

Table 3. Gender of respondents

Particular	No. of respondents	Percentage
Male	142	56.57
Female	109	43.43
Total	251	100.00

Source:Field data

Table 4. Marital status of respondents

Particular	No. of respondents	Percentage
Married	136	54.18
Unmarried	115	45.82
Total	251	100.00

Source: Field data

Table 5. Age of respondents

Age	No. of respondents	Percentage
20 years & below	68	27.09
21 - 30	70	27.89
31 - 50	88	35.06
Above 50	25	9.96
Total	251	100.00

Source:Field data



Table 6. Educational level of respondents

Education	No. of respondents	Percentage
Under graduation	63	25.10
Graduation	114	45.42
Post-graduation	56	22.31
Add on courses in addition to graduation	18	7.17
Total	251	100.00

Source: Field data

Table 7. Annual Income of respondents

Annual Income	No. of respondents	Percentage
Below Rs.50,000	107	42.63
Rs.50,001-1,00,000	27	10.76
Rs.1,00,001-2,00,000	57	22.71
More than 2,00,000	60	23.90
Total	251	100.00

Source: Field Data

Components of Promotional Strategy

Following important components of promotional strategy are considered to study the opinion of customers:

a. Public Relations - Public relations complement advertising by creating product and service credibility. Effective marketing communication is possible with establishing and maintaining mutual understanding between the bank and its customers. Bright image is created and maintained by public relations.

b. Effective Advertisements - Through effective advertising, an organization can attain its short term objectives such as increase in the sales of product, as well as long term objectives such as bringing behavioural changes in the attitude of the present and prospective customers.

c. Personal Selling - In pursuance of a prudent policy, an organization can drive maximum benefit by giving importance to personal selling of its products. It can help boost sales, if wisely used, and bring in a human touch when carrying out a transaction.

d. Direct marketing - Under general marketing, marketer depends upon advertising, sales promotion and personal

selling to promote their products and use some channel of distribution to bring about mass distribution. But, under direct marketing all the three means of promotion are compressed to induce direct sale without the help of any middleman traders.

e. Sales Promotion - It refers to promotional activities other than personal salesmanship, advertising and publicity which stimulates consumer purchasing and dealer effectiveness like displays, exhibitions and showrooms, demonstrations, free samples, coupons, contests and various other non-recurrent selling efforts not in the ordinary routine. It is a bridge or a connecting link covering the gap between advertising and personal salesmanship.

Customers' Opinion on Promotional Strategies Practiced by the Bankers

Promotional strategies describe the business and its products to the target group by understanding the profile of customers for the growth and development of bancassurance products. Following table indicates opinion of customers regarding the Integrated Promotional Strategies practiced by banks.

Table 8. The Integrated Promotional Strategies practiced by the banks.

Banks	Yes	Percentage	No	Percentage	Total	Percentage
Corporation Bank	23	9.2	142	56.5	165	65.7
Canara Bank	32	12.7	54	21.6	86	34.3
Total	55	21.9	196	78.1	251	100.0

Source :Primary data

It is evident from the table 8 that only 21.9 percent of the respondents opined that banks are sufficiently using Integrated Promotional Strategies where as 78.1 percent of respondents opined that the Integrated Promotional Strategies used by banks are not sufficient and banks should put more efforts on this strategy.

Opinion of bank customers on different types of Integrated Promotional Strategies.

From the study it is clear that bankers should put more effort on Integrated Promotional Strategies to increase the sales of bancassurance products, particularly, on public relations, advertising, personal selling, direct marketing and sales promotion. These Integrated Promotional Strategies can change the behaviour of customers and motivate them to buy bancassurance products.



Table 9. Opinion of customers on different types of Integrated Promotional Strategies required in Banks.

Banks	Public Relation	Percentage	Effective Advertisements	Percentage	Personal Selling	Percentage	Direct Marketing	Percentage	Sales Promotion	Percentage	Total	Percentage
Corporation Bank	35	13.9	27	10.8	28	11.2	15	5.9	60	23.9	165	65.7
Canara Bank	20	7.9	18	7.3	20	7.9	16	6.4	12	4.8	86	34.3
Total	55	21.8	45	18.1	48	19.1	31	12.3	72	28.7	251	100

Source: field data $\chi^2 = 15.974$, p value <0.01

Table no. 9 present that the majority of customers (28.7 percent) opined that strategy of sales promotion is the most suitable strategy in Integrated Promotional Strategies for the banks to increase the sale of bancassurance products. The preferences given by the customers to other strategies in Integrated Promotional Strategies are Public Relation (21.8 percent), Personal Selling (19.1 percent), Effective Advertisements (18.1 percent) and Direct Marketing (12.3 percent), respectively.

Suggestions

- ✎ Solid and well planned Integrated Promotional Strategies are the need for the hour for the growth and development of bancassurance business. An effective promotional marketing strategy and understanding of marketing conditions are important for the growth and development of bancassurance business.
- ✎ As majority of customers (78.1 percent) opined that (table No.8) banks should put more efforts on Integrated Promotional Strategies, So, it is suggested that banks, especially Canara bank and Corporation Bank, should focus on this to increase the sales of their bancassurance products.
- ✎ It is evident from table no.9 that majority (28.7 percent) of the customers opted for sales promotional strategy as one of the effective strategies to increase the sales of bancassurance products. So banks should give first priority for this strategy while considering Integrated Promotional Strategies to increase the sale of bancassurance products.
- ✎ It is also necessary that banks should consider, on priority basis, other strategies like Public Relation, Personal Selling, Effective Advertisements and Direct Marketing as other components of Integrated Promotional Strategies to boost sales of bancassurance products.

✎ It must also be noted that the 'chi square' test indicates that there exists a significant strong association between the promotional strategies adopted by the banks and the type of the banks at one percent level of significance. So this leads to the conclusion that 'Sales Promotion' is the first priority for Corporation Bank and Public Relation as well as Personal Selling are the first priority for Canara Bank.

Limitations of the Study

As in this study results are based on the study made by considering only Canara Bank and Corporation Banks of coastal Karnataka region, inferences and conclusions are drawn should not be generalised for other banks and other parts of the state or country or other nations of the world due to cross regional, cross cultural and other risk and uncertainty differences. However, this study will definitely contribute to the yield of Canara and Corporation banks of coastal Karnataka region.

Direction for Future Research

This study is the base for further study on following issues:

1. Considering the same topic, study can be extended to state or country to study on Canara and Corporation Banks.
2. Study can also be extended to other banks and a Comparative study can be taken up among nationalized banks or between private sector and public sector Banks.
3. Researcher can also consider the evaluation of effectiveness of individual strategy in Integrated Promotional Strategy to augment the sales of bancassurance products taking individual bank separately.



Conclusion

Coastal Karnataka and its culture, people, regulations and competitions favours bancassurance business in this region. To overcome various types of risks, both man made and natural made, bancassurance is a penacia and one-stop-shop for Coastal Karnataka people. The bancassurance model was not well-positioned in banks of this region and the people were not aware of the opportunities of bancassurance products and its nature. This study will help the banks especially Canara Banks and Corporation Banks, to introduce the suitable strategies to boost their sales of bancassurance products, which in turn, help for the growth and development of the banks.

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An Empirical Study on Trends & Patterns off DI & FII on Indian Economic Growth in Connection with Pre and Post Crisis Period

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Abstract

Foreign investment was introduced in 1991 under Foreign Exchange Management Act (FEMA). This step was taken to add some source of capital formation in India as other developing economies were already in this practice. As a result inflow of Foreign Capital has become striking measure of economic development in both developed and developing countries Now the developing countries are witnessing changes in the composition of capital flows in their economies because of the expansion and integration of the world equity market. FDI and FII thus have become instruments of international economic integration and stimulation. The Indian stock markets are also experiencing this change. FDI & FII are becoming important source of finance in developing countries including India. It is widely assumed that FDI & FII along with some other external factors such as global economic cues, Exchange rate and Internal factors such as demand and supply, market capitalization, EPS generally drive and dictates the Indian stock market. The current paper makes an attempt to study the relationship and impact of FDI & FII on Indian stock market using statistical measures correlation and regression analysis. Sensex and CNX Nifty were considered as the representative of stock market as they are the most popular Indian stock market indices.

This study conducted Based on 10years data starting from 2004 to 2014, it was found that the flow of FDI has no significant impact on stock market but FII in India determines the trend of Indian stock market.

KEYWORDS: *Foreign Direct Investments, Stock Market, Determinants, , Sensex.*

Introduction:

To understand the FDI means in Indian context, we have to look into our history, in early 1498 when a Portuguese Vaskodigama arrived at Calicut. He saw the prosperity of Indians. He introduced India in whole world. Later people started to visit India. Portuguese, Dutch, British and French established their premises in India and started trading with Indian people and dynasties. Sir Tomas Roe was the first British who came as the ambassador of British emperor and get the permission of trading in Mughal India. After this they created the 'East India Company' and started their business. It was the initial form of FDI in India. Later it got many changes according to the world's financial status and become more popular word as foreign direct investment. But due to bad experiences of 'East India Company' at the time of independence, the attitude towards foreign capital was

one of fear and suspicion. This was natural on account of the previous exploitative role played by it in 'draining away' resources from this country.

Foregine Direct Investment (FDI):

FDI is a controlling ownership in a business enterprise in one country by an entity based in another country.

Foreign direct investment is distinguished from portfolio foreign investment, a passive investment in the securities of another country such as public stocks and bonds, by the element of "control". According to the Financial Times, "Standard definitions of control use the internationally agreed 10 percent threshold of voting shares, but this is a grey area as often a smaller block of shares will give control in widely held companies.

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Moreover, control of technology, management, even crucial inputs can confer de facto control."

The origin of the investment does not impact the definition as an FDI, i.e., the investment may be made either "inorganically" by buying a company in the target country or "organically" by expanding operations of an existing business in that country.

Foreigne Institutional Investors(FII):

FII are organizations which pool large sums of money and invest those sums in securities, real property and other investment assets. They can also include operating companies which decide to invest their profits to some degree in these types of assets.

Typical investors include banks, insurance companies, retirement or pension funds, hedge funds, investment

advisors and mutual funds. Their role in the economy is to act as highly specialized investors on behalf of others. For instance, an ordinary person will have a pension from his employer. The employer gives that person's pension contributions to a fund. The fund will buy shares in a company, or some other financial product. Funds are useful because they will hold a broad portfolio of investments in many companies. This spreads risk, so if one company fails, it will be only a small part of the whole fund's investment.

An institutional investor can have some influence in the management of corporations because it will be entitled to exercise the voting rights in a company. Thus, it can actively engage in corporate governance. Furthermore, because institutional investors have the freedom to buy and sell shares, they can play a large part in which companies stay solvent, and which go under.

I. Financial Year-wise Fdi Inflows Data:

A. As Per International Best Practices:

(Data on FDI have been revised since 2000-01 with expended coverage to approach International Best Practices)

FINANCIAL YEARS 2000-01 TO 2018-19								
S.No	Financial year	AR	EC	RIE	OC	Total FDI Flows	% Growth	FII's
1	2000-01	4,029	61	1,350	279	4,029	-	1,847
2	2001-02	6,130	191	1,645	390	6,130	(+) 52 %	1,505
3	2002-03	5,035	190	1,833	438	5,035	(-) 18 %	377
4	2003-04	4,322	32	1,460	633	4,322	(-) 14 %	10,918
5	2004-05	6,051	528	1,904	369	6,051	(+) 40 %	8,686
6	2005-06	8,961	435	2,760	226	8,961	(+) 48 %	9,926
7	2006-07	22,826	896	5,828	517	22,826	(+) 155 %	3,225
8	2007-08	34,843	2,291	7,679	300	34,843	(+) 53 %	20,328
9	2008-09	41,873	702	9,030	777	41,873	(+) 20 %	(-) 15,017
10	2009-10	37,745	1,540	8,668	1,931	37,745	(-) 10 %	29,048
11	2010-11	34,847	874	11,939	658	34,847	(-) 08 %	29,422
12	2011-12	46,556	1,022	8,206	2,495	46,556	(+) 34 %	16,812
13	2012-13	34,298	1,059	9,880	1,534	34,298	(-) 26%	27,582
14	2013-14	36,046	975	8,978	1,794	36,046	(+) 5%	5,009
15	2014-15	45,148	978	9,988	3,249	45,148	(+) 25%	40,923
16	2015-16	55,559	1,111	10,413	4,034	55,559	(+) 23%	(-) 4,016
17	2016-17 (P)	60,220	1,223	12,343	3,176	60,220	(+) 8%	7,735
18	2017-18 (P)	44,857	664	12,542	2,911	60,974	(+) 1%	22,165
19	2018-19 (P)(up to Dec.-18)	33,493	495	9,973	2,663	46,624	-	(-) 13,694
CUMULATIVE TOTAL		4,12,027	15,267	1,36,419	28,374	5,92,087	-	2,02,781
(from April, 2000 to Dec, 2018)								

Sources:



(i) RBI's Bulletin February, 2019 dt.13.02.2019 (Table No. 34 - Foreign Investment Inflows).

AR : Automatic Route/Acquisition Rate

EC : Equity Capital

RIE : Re Invested Earnings

OC : Other Capital

Statement of the Problem:

The present study tries to assessing the Trends & Patterns of FDI & FII on Indian Economic Growth in connection with Pre and Post Crisis Period.

Objectives of the Study:

1. To find out the growth rate of FDI, FII.
2. To examine the relation between FDI and FII on Indian Economy.
3. To identify the pre-crisis and post-crisis period and examine the flow of FDI and FII
4. To test the difference in terms of FDI and FII with respect to pre and post crisis period.

Hypotheses of the Study:

Ho = There is no significant difference in terms of FDI inflows and FII's with respect to pre-crisis and post crisis.

H1 = There is significant difference in terms of FDI inflows and FII's with respect to pre-crisis and post crisis.

Scope of the Study:

It is apparent from the above discussion that FDI is a predominant and vital factor in influencing the contemporary process of global economic development. The study attempts to analyze the important dimensions of FDI in India. The study works out the

trends and patterns, main determinants and investment flows to India. The study also examines the role of FDI on economic growth in India for the period 2004-2014. The period under study is important for a variety of reasons. First of all, it was during July

2014 India opened its doors to private sector and liberalized its economy. Secondly, the experiences of South-East Asian countries by liberalizing their economies in 2014s became stars of economic growth and development in early 2014s. Thirdly, India's experience with its first generation economic reforms and

the country's economic growth performance were considered safe havens for FDI which led to second generation of economic reforms in India in first decade of this century. Fourthly, there is a considerable change in the attitude of both the developing and developed countries towards FDI. They both consider FDI as the most suitable form of external finance. Fifthly, increase in competition for FDI inflows particularly among the developing nations.

Research Methodology:

With a view to achieve the objectives of the present study, the secondary sources of information have been utilized. The history, genesis, components, growth, performances etc. of the Foreign Institutional Investments and Indian capital market have been examined on the basis of secondary data like periodicals, magazines, text books, journals, reports, office records of various organizations like SEBI, RBI and ministry of finance, and different websites containing information and data of FIIs and Indian Capital market. Thus, research work is heavily banked on the secondary source of information.

The following tools were used in this research is;

Correlation analysis,

Descriptive statistical analysis,

Review of Literature:

Bhattacharyya Jita, Bhattacharyya Mousumi (2012), "Impact of Foreign Direct Investment and Merchandise and Services Trade of the Economic growth in India: an Empirical study" , the study revealed that there was a long term relationship between FDI, merchandise, service trade and economic growth of India. Bi-directional causality is observed between merchandise trade and economic growth, services trade and economic growth. Unidirectional causality is observed from FDI to economic growth and FDI to merchandise trade. A unidirectional causality is also observed from merchandise trade to services trade.

Singh S., Singh M. (2011), "Trends and prospects of FDI in India"

This study investigates the trend of FDI inflow to India, during 1970-2007 using time series data. This paper aims to study the reasons behind the fluctuations of the FDI inflow in India and to search the cause that is responsible for the fluctuations of the trends of FDI.

Singh Y., Bhatnagar A. (2011), "FDI in India and China; A comparative analysis"

The study found that both enjoys healthy rates of economic growth but FDI inflow in china is higher than India.



Figure 1: Impact of FDI and FII on Indian Stock Mark

Data Analysis And Interpretation:

Table Represents Descriptive Statistics of FDI And It's Determenents:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Fdi	120	127	6041	1680.41	1220.08
Bse	120	4759.62	22386.3	14664.5	4817.14
Fii	120	10742.3	128151	60964.6	27464.9
Valid N (listwise)	120				

Source: RBI bulletin 10 Years data (Monthly data from 2004-2014)

Interpretation:

The above table represents descriptive statistics of FDI, BSE and FII used in this study. It found that the Mean FDI is Rs.1680.4083 cr in India during the period of study (2004-2014). The average net investment by FII's in stock market is found to be Rs.60964.6007 cr. Industrial Growth rate is seen higher. BSE Sensex averaged at Rs.14664.4795 cr since 2004-2014 as shown by the table.

The table also represents the minimum, maximum, mean and Standard deviation in the case of FDI, BSE and FII. Standard deviation in case of FII investment is found much higher as compared to FDI which shows that FII's investment are more volatile than FDI.

Table Represents Correlation Between FDI And Its Determinants:

Correlations				
		FDI	BSE	FII
Fdi	Pearson Correlation	1	.511**	-.306**
	Sig. (2-tailed)		0	0.001
	N	120	120	120
Bse	Pearson Correlation	.511**	1	-.547**
	Sig. (2-tailed)	0		0
	N	120	121	120
Fii	Pearson Correlation	-.306**	-.547**	1
	Sig. (2-tailed)	0.001	0	
	N	120	120	120

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

Interpretation:

This table represents the karlpearson correlation between the FDI and its determinants like FII and SENSEX. As per the table FDI is having high positive correlation with BSE. In case of FII as per the table there is a low degree negative correlation with other determinants.

Crisis Descriptive:

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
PRE CRISIS FDI	48	127.00	5670.00	1019.7917	1208.36212
CRISIS FDI	12	1083.00	3932.00	2277.0000	895.25740
POST CRISIS FDI	60	1042.00	6041.00	2089.5833	1045.04661
PRE CRISIS FII	48	-10214.60	29195.80	7859.4917	10596.91295
CRISIS FII	12	2113.50	20606.90	9804.0083	6632.11919
POST CRISIS FII	60	-17326.30	18948.50	1897.2905	6599.53088
PRE CRISIS SENSEX	48	4759.62	20286.99	10860.3750	4449.22643
CRISIS SENSEX	12	8891.61	17287.31	12124.8025	3055.49713
POST CRISIS SENSEX	60	11403.25	22386.27	18087.0020	1917.90353
Valid N (listwise)	12				

Interpretation:

The above table represents descriptive statistics of post crisis period, crisis period and pre crisis period used in this study between the FDI, FII and SENSEX. It found that mean of pre crisis period is 1019.7917 in India during



the period of the study (2004-14), on crisis period mean is 2277 and post crisis period the mean is 2089.5833. The average net investment by FII in stock market in the pre crisis period is 7859.4917, crisis period is 9804.0083 and in post crisis period is 1897.2905. In the period of the study SENSEX on pre crisis period is 10860.3750, on crisis period is 12124.8025 and on post crisis period is 18087.0020

In case of standard deviation during the study we found that the FDI pre crisis period is 1208.36212, on crisis period is 895.25740 and on post crisis period is 1045.04661. The standard deviation of net investment by FII is on the pre crisis period is 10596.91295, on crisis period is 6632.11919 and on post crisis period is 6599.53088. In the period of the study standard deviation of SENSEX on the pre crisis period is 4449.22643, on crisis period 3055.49713 and on post crisis period is 1917.90353

Compared to three periods with FDI, FII and SENSEX in crisis period the mean of FDI and FII is high but in post crisis period SENSEX is high compared to pre crisis and crisis periods. In case of standard deviation with respect to three periods and FDI, FII and SENSEX the pre crisis period is having high standard deviation.

Findings & Suggestions:

- ✎ The FDI has the highest correlation between FII and BSE during the period 2004-14.
- ✎ There is a significant difference interims of FDI inflows with respect to PRE CRISIS and POST CRISIS periods, during the period of study.

- ✎ There is a significant difference interims of FII inflows with respect to PRE CRISIS and POST CRISIS periods, during the period of study.
- ✎ There is a significant difference interims of SENSEX inflows with respect to PRE CRISIS and POST CRISIS periods, during the period of study.
- ✎ During the pre, post and crisis periods with FDI, FII, SENSEX:

Crisis: mean of FDI & FII is high

Post Crisis: SENSEX is high

In case of Standard deviation with respect to the three periods the PRE CRISIS period is having high Standard deviation.

Conclusion:

The role of investment in promoting economic growth has conventional considerable concentration in India since independence. But the role of foreign institutional investment in the economic development of India is a recent topic of discussion among economists and development planners. Since the implementation of the new economic policies in early 1990s, India emerged as an important destination of global investors' investment. It is from September 14, 1992, FIIs have been investing on financial instruments in India and providing incentives for financial innovations in the country. Recently, FIIs have become the movers and shakers of the market. Given this growing importance of FIIs for the Indian economy, it is necessary that the energetic of such cross-border portfolio investment in the context of economic growth of the country be examined. It is with this aim an attempt has been made in this empirical research study.

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Research, Innovation and Entrepreneurship Education and Training for Next Gen Leaders

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Abstract

India and the Indians have undergone a paradigm shift. There have been fundamental and irreversible changes in the economy, government policies, outlook of business and industry, academics and in the mindset of Indians in general - one cannot avoid reference to the rise of India as a dominant player in the global marketplace. Landscape of higher education is changing world over as the context and market forces are varying due to the technological advancement and knowledge transformation. Changing economic conditions and intense global competition have given management education an increasingly central role in the success of individuals and organisations. Academic experts say that, "With economic reforms in the country and globalisation phenomenon everywhere, Management Education is at the "cross roads", with an imperative to change its role from being ornamental to imparting the competitive edge". "The traditional model of management education that has been practised in the country for decades has failed to serve its purpose" says Nirmalya Kumar, member of the group executive council at Tata Sons, the holding company of the salt-to-software conglomerate.

Key Words : Leadership, Research, Innovation, Entrepreneurship

Introduction

Blink and years will pass by. A brand new generation of business and institutional leaders will be taking the reins. The world has continued to shrink and is much smaller. Technology has continued to be persistent, what was futuristic has become commonplace. Complexity is the daily norm; opportunities, problems, challenges flourish and change is the only constant. Do the new generation students be the leaders of innovation or followers, resilient problem solvers or servants of the status quo, entrepreneurs or job seekers, and so on. . . . The answer is in Education specially Management Education.

Today, the business world has changed. Business schools are positioned on unsteady and unpopular ground. Admissions for business administration programme often fluctuates, sometimes decline, recruiters are questioning conventional business education and the value of the degrees students obtain, and the stakeholders of business education contemplate what business schools can or

should do to train knowledgeable, principled and skilled leaders.

Against this backdrop of problems, business schools are poised to take advantage of exciting opportunities to cooperate and innovate programmes that focus on leadership skills, cultural awareness, entrepreneurial skills, creative and critical thinking through research that demand far more attention and provide global perspectives that the management students need.

Times have changed and what did wonders in the past may prove useless in the future. Thus, creating new and better courses and customizing them as per the interest of the industry as well as the students is the need of the current management education system. And if the Indian management education has to stay world-class, it has not only to challenge but also reinvent itself from time to time to meet the modern needs of the dynamic global business environment.

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The management graduates need a specific mindset, skill set and tool set as per the present and future needs to grow as effective executives and global leaders. All stakeholders including educational institutions, industry, faculties and students must invest their efforts to enhance the momentum for management education. Any failure will result in shelling out incompatible students and collapse of companies in the long run.

Therefore, what should educators in the B-Schools need to deliver for the next generation leaders? If core competencies are assumed, what will be the key elements of an education that every student should be looking for in an educational journey and educators should be looking to deliver - need is to focus on research, innovation and entrepreneurship to ensure the relevance and sustainability of management education to create leaders for next generation.

Objectives

1. To understand the importance of leadership in management education
2. Role of Research, Innovation and Entrepreneurship for next generation leaders

"It's fine to celebrate success but it is more important to heed the lessons of failure."

-Bill Gates, co-founder of Microsoft

True leaders understand that leadership is not about them but about those they serve.

As a discipline, a thing to be practiced and learned in the B-Schools is leadership which is given a low priority in education. Innovation, problem-solving and invention are more about failure than they are about success. Something educators should teach at every possible point in the course of a management education is the concept of 'successful failure' which is critical in developing leaders. Students should be given multiple opportunities to experience the thrill, failure of leading, being accountable, taking charge etc. Our educational culture tends to be success-focused, and rewards high achievement. But leadership requires putting yourself on the line, consistently taking risks and without exception, sooner or later failing. Without this element of leadership learning and personal growth, the educational experience is flat, unrealistic and uninspiring. A famous biochemist and a Nobel Prize winner Albert Szent-Gyorgyi quoted

"Research is to see what everybody else has seen, and to think what nobody else has thought."

Earlier what we looked as impossible, today it can be done in minutes because of the research. Research is not limited to any one sector but is applicable for almost every sector. It plays a very important role in our day to day life. It is the best and reliable way to understand and act on the complexities of various issues which we as humans are facing. It can also be said that research is what that makes our lives easier. It is just the result of the curiosity or a new innovative idea.

The research in academia remains a prime source of knowledge and act as a major component in Higher Education. Research-based teaching is what is expected today from the teachers of higher education especially from management education teachers. Research helps them in updating the latest information and facts instead of theory mentioned in the books. It has been noticed that teachers see research as a degree to be acquired for job promotion and have not thought about it for their professional development. The reason behind this is lack of motivation, time, resources, funds and support to do research. These challenges should be addressed by the authorities in order to create research oriented discussions in classrooms as it contributes towards professional development of teachers. They should be motivated to undertake research activities relating to their area of specialisation by providing adequate research budgets, research training, workshops and other research programs should be offered to equip them with the necessary skills to do research. Research collaboration should be emphasised so that teachers would be able to share their practices, skills, and knowledge. They should be made known about the research grants provided by the universities, Government funding agencies, corporates etc., so that financially they are supported.

Teachers with research bent of mind will be able to change and improve their methods of teaching and make students to understand the importance of research and motivate them to conduct research. By doing so, teachers can impact on students' learning and success. When students involve in research (research-based learning) are bound to learn more and better than what they would learn from books. Research helps students to critically examine the problem faced by the business or the society, they develop new insights in solving the problem, it enhances their knowledge and skills in analysing the problem thereby find appropriate solutions and extend the benefits to the society.

The best way to predict the future is to create it - Peter Drucker



Education is the foundation of our economy. In today's innovation economy, education becomes even more important for developing the next generation of innovators and creative thinkers. However, there is a significant gap between the modern education and what students are actually learning. The adoption and exploration of innovative ideas in education is often slow. With international barriers shrinking, and the world becoming a smaller place, it is a prerequisite for business schools to meet global standards. B-Schools have to continuously endeavour to create an atmosphere where the students can learn, explore and emerge as custodians of today so that they can grow into well groomed leaders of tomorrow.

Innovation is crucial to the continuous success of any organisation. In today's world when we think of innovation, we usually think of technology. Innovation makes learning more interesting and engaging, especially for younger generations who have grown with latest technology. It makes collaboration easier. Students, teachers, and parents can communicate and collaborate more effectively through innovation. Steve Jobs once said that innovation is what distinguishes a leader from a follower. Innovation has been producing leaders who can solve the world's biggest problems with the most innovative solutions. Technology and other changes in society demand innovation in education. While many schools face challenges such as underfunding, unengaged students and outdated curriculums, innovation offers a path forward.

One criticism of education is that it is impractical and does not prepare students for living in the real world. When it comes to actually teaching students how to become innovative thinkers, they need to learn leadership skills, encourage to think creatively, apply the ideas which are novel and useful and to be taught independent thinking and learning. Innovative mind set among students place more emphasis on the soft skills needed to thrive in today's world. Innovation is not just important for businesses. By exploring new and better ways to educate students and also teaching the skills students need to become innovators themselves, today's educators can have a tremendous impact on the future of our world.

"Innovation is the specific instrument of entrepreneurship. The act that endows resources with a new capacity to create wealth."
- Peter Drucker

Entrepreneurship and innovation are critical for the growth of any economy, in an increasingly competitive world.

They become even more critical for India as its demographic dividend can only be realized with rapid creation of employment and income generation opportunities. Historically, India was considered as an innovation driven country, at the forefront of trade, mathematics, astronomy and philosophy. Global experience shows that, apart from creating wealth and boosting the economy, new business also create disproportionately more jobs than established ones. Entrepreneurship has been 'embedded in the Indian genius and is a part of its tradition' Entrepreneurship has come of age, as a business inter-disciplinary subject area and should be at the heart of business education.

Entrepreneurship is the tendency of a person to organize the business of his own and to run it profitably, using various traits like leadership, decision making, innovation, managerial caliber etc. According to the survey done by the Entrepreneurship Development Institute of India (EDII) in the year 2003 shows that young people are afraid to start their own business because they are not confident, doubt their capabilities, not risk taking and lack knowledge in starting a business. Many people have the opportunity to change jobs or become an entrepreneur if they are properly trained. The students in India are not satisfied with the "hands-on" support of their university in the founding process. The Entrepreneurship Education in the higher education system should, therefore, satisfy the need for entrepreneurship by selecting, motivating, training and supporting. Education should make them mentally strong, confident to take calculative risk along with the hard work of the student he / she can start their own enterprise and provide job to others rather than seeking job from someone.

The youngest talent in India needs to be channelized and streamlined in order to make the skilled and professionally competent pool of human resources, which would be recognised, accepted and appreciated through the world. Therefore, the essence of entrepreneurship must be an integral part of the culture and structure of business schools. The following support system should be provided for students so that they can become job providers instead of job seekers.

Higher educational institutions especially business schools need to start Innovation and Incubation centres to support entrepreneurs at the initial stage.

At the start-up stage, the entrepreneur is beset with significant challenges of marketability and resources



(financial and otherwise), which successful incubation can help to address these needs. In this respect, the transformation of a business idea into a revenue-generating product requires the need to be familiar with not just technology but also key market indicators such as risk, business space, scaling-up challenges, cash flows, corporate governance, human resources as well as ethics.

Create awareness about the Government of India schemes for start-ups, which gives wings to young entrepreneurs.

Actively involve industry (other successful entrepreneurs, venture capitalist's, banks, chambers of commerce, associations etc.) as part of the social networks for mentoring, thereby supplementing the efforts of academics within the educational institutions.

Encourage student-led entrepreneurial activities in campus with active stakeholder participation; encourage initiatives such as business plan contests (with venture capitalist / private sector assistance by holding 'Enterprise Melas')

Develop formal and informal systems of active, regular mentoring by successful entrepreneurs, platforms for networking and peer recognition and honour successful emerging entrepreneurs at regular intervals thereby it motivates the students to develop entrepreneurial skills.

Create greater linkages with industry; provide flexible options and supporting environment for those who

translate high-tech innovations into wealth generating ideas and entrepreneurial ventures.

"Entrepreneurship is a way of thinking, planning for the future and taking responsibility on oneself" - David BenDaniel, Professor of Entrepreneurship, Johnson School.

Conclusion

It is high time Indian business schools change the present management education. They must catch up with global business schools and prepare curriculum keeping globalization and technology in view. Globally e-commerce is picking up rapidly and there is need for more entrepreneurs. There are plenty of opportunities for entrepreneurs to start companies with low capital due to mushrooming online business.

B-Schools have to look at the concept of building quality in teachers and students, create awareness and motivate them to be innovative and develop skills and nurture them to be competitive to grow as global leaders for next generation. They ascending the success ladder is a reflection of their ability to adapt to the ever-changing business environment. India has young talents and land of opportunities. We should make youngsters to become more creative and environmental friendly entrepreneurs.

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Talent Management Program and its Impact on the Employee's Retention and Performance in Health Care Centers

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Abstract

Managing talent in a worldwide organization is more multifaceted and challenging than it is in a national business and few major worldwide corporations have risen to the challenge. This paper focuses on highlighting the way in which the organizations should embrace talent management to obtain and retain the best talent available for the success of their organization. The objective of this paper is to analyze and retain the employees by managing their talent in health care centers. The sample size has been taken as 220 out of total population of 500. This paper also accounts for the impacts of talent management program on employees. From the analysis, it was found that almost all the respondents are satisfied with the result of the talent management program and employees agreed that the talent management program creating a good work culture as well as enhances the values of employees and decrease in turnover of employees.

Keywords : *Talent Management Program, Strategic Human Resources, Employee retention, health care centers.*

Introduction

Talent generally refers to the capabilities, skills or the art of a particular person possess in a particular field. In other words, it refers to those people who have high potential even though they might have scarce knowledge and skills or who can successfully bring out transformation and change in the organization with the motto of "keeping people who keep you in business". The word talent management in an organization was coined (Uba C. (2011)) by David Watkins of Soft cape in 1998. It is defined as the process of attracting and retaining profitable employees. It also refers to those special steps an organization adopts to recruit, develop and retain its pool of top talent. The steps adopted should normally be creative and should not project bureaucracy. Talent Management also denotes a deliberate approach taken up by an organization to attract, develop and retain people with the aptitude and abilities to meet not only the current requirements but also future organizational need. It should be noted that talent management in this context does not refer to the management of entertainers. The current

business and economic environment is exposing a host of weaknesses in the talent management practices of many organizations, as well as the lack of a comprehensive understanding of skills, capabilities, key workforces and top talent, etc. Talent management is the process of attracting, selecting, training, developing, and promoting employees throughout the institution. The primary focus of these practices is to obtaining and developing talent which ensures that staff has the necessary tools, support, and resources to perform the task in a well-organized manner. It also ensures that they are properly motivated and compensated; and ready to transition into leadership roles as appropriate. Staff becomes valuable assets because, over time, they develop the necessary core competencies and internalize institutional core values. Talent management is also known as HCM (human capital management), HRIS (human resources information systems) or HRMS (human resources management systems), and HR Modules. Organizations mainly focus on developing their talent by integrating the plans and

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processes to track and manage their employee's talent. The following points (Bryan, L., Joyce, C. and Weiss, L. (2006)) are generally considered during the integration process: (i) Sourcing, attracting and recruiting qualified candidates with competitive backgrounds (ii) Overlook of competitive salaries, (iii) Professional development opportunities, (iv) Performance management processes, (v) Retention programs, and (vi) Promotion and transitioning, etc. discussed that talent management helps supermarket chain live brand promise. It accounts for the impacts of talent management program on employees. The broad objective of the study is to analyze the talent management program of health care centers and its impact on the employees. Additional analysis has also been done to investigate the satisfaction of employees with TMP and their retaining strategies.

Importance of Talent Management Program in Organization

Talent management brings together a number of important human resources and management initiatives. Quite often, organizations adopting a talent management approach will focus on co-coordinating and integrating of the following strategies-

- ✎ **Recruitment** - ensuring the right people are attracted and employed in the organization.
- ✎ **Retention** - development and implementation practices that reward and support employees. ?Professional development- ensuring continuous informal and formal learning and development.
- ✎ **Advanced leadership and development** - specific development programs for existing and future leaders having strong potential toward the organization.
- ✎ **Performance management** - specific processes that nurture and support performance, including feedback / measurement.
- ✎ **Workforce planning** - planning for business and general changes, including the older workforce and current/future skills shortages.
- ✎ **Culture** - development of a positive, progressive and high performance "way of operating". An important step is to identify the staff or employees (people and positions) that are critical to the organization. They do not necessarily have to be senior staff members.

With the help of the above detailed integration process as a part of the talent management program, organizations provide individuals the opportunity and space for

physically manifesting their talent into performance for achieving individual and organizational vision. Thus, in addition to the overall development of individual's intrinsic capacities, the domain of talent management also focuses on better working environment and positive changes in the management to provide the other elements listed above for manifestation of talent into performance. In general, talent management programs (TMP) aims to accomplish the following (Lockwood N.R. (2006) & Pasmore, W. (2011): To provide a holistic view of the individual: current and future, to help in identifying and preparing future leadership talent, to provide key resources with recognition and growth opportunities, to facilitate retention of high performers, to help identify and groom potential development plans and to complement the rewards system.

A healthcare center, health center, or community health center is one of a network of clinics staffed by a group of general practitioners and nurses providing healthcare services to people in a certain area. Common health care center job titles are- Clinical director, Health and social services manager, Medical records manager, Office manager and Practice administrator.

Background Review

Over the years, considerable research efforts have been put into the development and implementations of talent management program. The available literature reveals that organizations have focused on talent management and understood that talent management is aligned to the employees with the mission and vision of the organization which ends up with better results to their organizations. A voluminous body of information has emerged in the literature (journal articles, text books, handbooks, websites, etc.). For instance, a survey on the global talent management practices conducted by the Industrial Relations Consellor's Inc. (2009) reported that the assessment processes with open and frank discussion are seen to one of the most effective process in identifying the suitable talent. It was also mentioned that many of the multinational companies explicitly seek and encourage diverse workforce in their talent pools. Lewis and Heckman (2006) in their critical review of talent management discussed the some of the basic questions like what is talent management and what does it have in scientific principles of human resources and management? They addressed such question by reviewing problems with the definition of talent management and the lack of



data supporting many practitioner claims. Based on responses of above questions, they proposed a way which supports a systems oriented definition of talent management that focuses on the strategic management of talent. They also outlined future avenues of research to further develop the field of talent management and tie it more closely to the large volume of work in strategic human resources management. The best practices in the talent management are documents in a recent book Goldsmith M. and Carter L. (2009). It includes the most up-to-date thinking tools, models, instruments and case studies necessary to identify, learn and manage the talent within the organization with the focus on the results. It also provides the way to put the thought leadership into the real-world practices. More recently, the most comprehensive book on talent management explains how organizations can identify and hold onto their most valuable employees. It also suggests how to get the most out of high potential people by developing and promoting them to the key positions in the organizations. Approachable human resources strategies tied with the business success measures are discussed (Berger L. and Berger D. (2010). It thoroughly integrates the key elements of human resources assessment (performance, potential, competencies, career planning, and succession planning) into a cogent system that can be utilized by both managers and human resources professionals in realizing organization success. Subsequently, Effron and Ort (2010) presented a revolutionary approach on talent management practice. They argued that the organizations unwittingly add layers of complexity to their talent building models-without evaluating whether those component provide any added values to the overall processes. Consequently, simple processes such as setting employee performance goals become multi-page, headache-inducing time-consuming which turn managers off to the whole process and fail to improve results. Overall, this book provides a good overview of the key areas of the talent management which may significantly enhance the credibility of human resources. McDonnell et al (2010), utilized data from 260 multinational enterprises to re-address the deficit "organizations are becoming relentless in managing and developing their key talent". They explored the extent to which multinational enterprises engage in global talent management and decipher some of the factors which may explain the appropriateness of usage of global talent management practices. They found that although a

significant number of multinational enterprises have systems and mechanisms in place to strategically identify and develop their talent many more seemingly adopt an ad-hoc or haphazard approach. For instance, less than 50% of all multinational enterprises have both global succession planning and formal management development programs for their high potentials. More recently, Gopal and Vij(2011), discussed talent management practices in the Indian informational technology industries. Piansoongenern et al.(2011), studied the strategies of the talent management in Thai cement companies. Their investigation focused on the factors influencing employees engagement. In summary, there have been great efforts on identification, implementations and planning of the talent management practices. As much as known to the author, none of the study has explored the talent management practices and its impact on the employees of the Indian supermarkets. Therefore, the present study is aimed to find out the existing Indian talent scenario in the health care to analyze its emerging challenges and trends. The sample size has been taken as 220 out of the total population of 500. The talent management program process is applicable to all employees health care centre who have been employed for at least six months tenure in the organization as on-roll employee.

Objectives:

- ☞ To know whether employees taking benefits from talent management programs.
- ☞ Employees are retained successfully for the benefit of the organization
- ☞ Enhancement in the employee's performance by the talent management
- ☞ Influence of the procedural implementation of this program on the turnover of the organizations.

Research Design And Methodology

The present study is descriptive in nature as it attempts to understand the employee's opinion regarding the talent management program of the health care centre in Mangaluru city. To fulfill this purpose, a closed-end questionnaire was prepared with questions on employee's demographic profile and on the specific talent management program. The questionnaire has been properly prepared in order to cover all the specific Information required for the study. Additional sources



being the magazines published electronic resources and general website for the suitable secondary data collection. All the electronic sources of data collection are chosen based on their reliability check and analysis from various references.

Sampling plan: The sample size of 220 (out of 500 total populations) was chosen for this study from the particular divisions of health care. Keeping in view of the objectives as well as limitations of this study, an objective type questionnaire was distributed to 220 persons for the sample and collected different opinions and ideas of the employees of the health care in Mangaluru city.

Sampling techniques: As mentioned in the sources of primary data, the sampling techniques used in this research were non-probability convenient sampling techniques. The survey was conducted through questionnaire and scheduled interview within the various health care centers located in Mangaluru city.

Findings

1. Identification of working period in the organization:

It was observed that the more than 60% employee's, who were part of the survey, has been working in the health care centers for more than one year. It can be observed that, 40% of employees were new appointed and have been working in the organization for less than one year, 30% employees have been working therein for 1 to 2 years, 22% employees have worked for more than 2 years but less than 5 years and the remaining 8% employees have been working for the period longer than 5 years.

2. Strength and weakness of the talent management program:

It can be observed the large number of participants (about 80%) agreed with the implementation of the talent management program and its positivity in the strength development of the employees. It also suggests that the talent management program, in general, helps us to determine the weakness or strength of the employees.

3. Influence of the talent management on the strategic changes in the organization:

An analysis suggests that largest number (44%) of participated employees experienced an improvement in the management and employees relationship due to the talent management program. Almost equal but little less number (36%) of participants were in agreement with

the change in the motivational strategic (both monetary and non-monetary) which helps for the development of the employees and as well as for the organization.

4. Usefulness of the talent management in the employee's performance:

In general, above 50% of the participated employees agreed with the role of talent management program and its usefulness in the enhancement of their performance. 15% of the participants were in strong agreement that the talent management program is most important to develop their performance. However, 39% of the participants responded that talent management plays a very important role in enhancing their performance.

5. Importance of the talent management in the improvement of particular areas:

It can be observed that most of the respondent felt that the talent management program can bring improvements in one or another area of employees or organizational interests. For instance, about 24% of the participants responded about the standard improvements, in general whereas large number of participants (52%) were in agreement with the employees overall development due to the talent management practices. Small number (10%) of participants also responded that talent management helps them in terms of the monetary incentives; however, 14% employees were looking forward about the appraisal gains due to the talent management.

6. Effectiveness of the talent management on the employee's potential advancement:

The response was obtained in four levels, i.e., highly effective, effective, neutral or ineffective. It is seen that the large population responded in the positive manner, i.e., about 28% of the employees felt that the talent management programs adopted by the health care centers are highly effective for their potential advancement. Along the same line, about 40% of employees are in agreement of effectiveness of such programs. Over all, about 68% of the respondents were positive about the effectiveness in the employee's potential development.

7. Identification of employee's motivating factor towards the work environment:

It can be seen that about 28% of the participants were highly motivated and about 52% of the employees were fairly motivated towards their work environment which



was due to the proper implementation of talent management practices. The survey suggests that small number of participants (about 16%) remained neutral.

8. Co-operation and team work due to the talent management program:

The response of the participants in this regards was fairly positive. For instance, 38% of the participants felt that the talent management program helps them very frequently, on the other hand, 32% responded that its helps them occasionally to easily cooperate and team work.

9. Responsibility for talent management program and its employee engagement in the organization:

In the survey, about 28% of the participants replied that human resources department is responsible for such type of the activities with the organization. Almost equal number of participants (i.e., 24%) thought that senior leadership of the organization has to take care of this responsibility. The large number of participants (about 40%) replied that the supervisors and managers are responsible in proper implementation of talent management program and its employee's engagement in the organization.

10. Suggestions to improve the talent management program in the big bazaar:

It can be seen that the largest number of employees (24%) suggested that the organization should create an environment where the employee's ideas are listed and valued in the proper way. It is also suggested by 20% of the employees that the organization should create an environment where employees are excited to come to work each day. About 18% of the participants said that the organization should align their employees with the mission and vision layouts.

Conclusion

As organizations continue to pursue high performance and improved results through talent management program, they are taking a holistic approach to talent management from attracting and selecting wisely, to retaining and developing personal skills of employees, to increase the confidence of employers, to placing employees in positions of greatest impact. Therefore, every organization want to grow and improve their systems and processes, so health care centers must focus on the employee's performance and potential or

employees practices to allow or foster that growth and improvement through known best practices of the talent management program. The key variables (leadership competencies, experience, personal skill, employee's interest, and rewards) that motivate employees to succeed have been identified and successfully put into practice. It is a viable path toward improving organizational performance.

Recommendations

Based on the analysis conducted in the organization, the following recommendations are made to the organization:

- ✎ As some of the employees are not agreed with results of the talent management program for developing the employee's skills, so the organization has to take some more steps to improve the job environment and working conditions.
- ✎ Some of employees get de-motivated with the result of talent management program, so organization should undertake those activities so that employees should get motivated.
- ✎ Divisional manager of the organization should create the full confidence in the agents/employees of the organization.
- ✎ Sometimes quite difficult to identify the talent of number of employees in the organization, so divisional manager/supervisor of that organization should divide the employees/agents into the groups so that they can easily identify exact talent of the employees.
- ✎ Manager should undertake interesting activities so that hidden talent of employees can be improved.
- ✎ The relationship between agents/employees and manager within the organization should be cordial, so that agents can easily transfer the employees problems to manager without hesitation.



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