

Editorial

Dear Readers

It gives me immense pleasure to bring the next issue of Research based Management Journal “GBAMS Vidushi” having the papers from the different areas of management given by the eminent academicians and research scholars world wide.

This year we all witnessed Himalayan Tsunami and it is an open secret that only we human are responsible for this disaster event. The unfortunate event has made us to give a second thought to the definition of development and reform it entirely. This issue provides useful insights on the same.

The present issue contain the papers related to marketing, tourism management, stress management and other fields of management. This issue includes the paper on MICA industry, refers to meetings, incentives, conventions and exhibitions as one of the sector in global tourism industry. Followed by the paper discussing the customer preference for the retail services offered by the commercial banks, Impact of LPG on education, OTDC's marketing techniques and stress management in organizations are some of the other papers discussed in this issue.

I am thankful to all the contributors and other members for their support and contribution. Readers valuable suggestions for the enrichment of this Journal are always welcome.



(Shivangi Shivam)
Editor

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STATUS OF MICE INDUSTRY IN INDIA: OPPORTUNITY AND CHALLENGES



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Abstract:

The MICE industry, which refers to meetings, incentives, conventions and exhibitions, is one of the major sectors within the global tourism industry, which is growing and maturing at a rapid rate. It has long been recognized as a sector that draws lucrative direct and indirect revenue for host destinations. Besides, it also creates employment opportunities and generates foreign exchange. As a consequence of all these major characteristics, the number of destinations vying for this young and dynamic sector of the International tourism market. It caters to various forms of business meetings, conferences and conventions, events and exhibitions and is slowly but steadily capturing every big hotelier's attention. Being a hot favorite tourist destination, India is also very much into the business. After the hot-spots like Hong Kong, Malaysia and Dubai, India is fast gaining its pace in the competition to become an ideal MICE destination. With the advanced technology and facilities, warm hospitality, personalized services coupled with immense natural beauty and rich cultural heritage, the goal seems to be not very far. MICE tourism is the new buzzword in the international tourist market and relates to various business groups and individual travelers. The aim of this research is to explore and analyze the MICE industry development in India, by interviewing professionals from this industry. To achieve this aim, a combination of both primary and secondary data is used. First, a detailed literature review concerning the MICE industry was provided. Secondly, the features of India as a MICE destination were presented in the case study. India has considerably improved its MICE industry over the last ten years owing to the improvement of its big structural equipments that are Indoexpo and the Congress Centre; the growth of its air traffic and finally the marketing strategy launched by the CVB which mainly includes the establishment of the public and private partnership and the branding with "diversity of India". Additionally, the image of India is not well developed, "diversity of India" is just one measure but it is not sufficient. Therefore, to enhance its visibility and competitiveness, India needs a jumbo-jet to welcome international events and the coordination and coherency between all the stakeholders involved in business tourism must be improved. The MICE industry is faced with many problems. There is a need to improve the collection of data within the MICE industry. The lack of coverage and reliability of statistics is seen as a crucial limitation to the future development of the MICE industry.

Key Words: India, MICE, Trends, Opportunities, Challenges.

Introduction

The Meetings, Incentives, Conferences and Exhibitions (MICE) industry is extensively and rapidly growing and is largely associated with travel for business purpose. Each different subsection of MICE have quite different characteristics but as a whole they are referred to as MICE Tourism. MICE Tourism is an emerging segment with immense albeit untapped potential. It can become the Trump Card for the tourism industry in India if correct and proactive measures are adopted. Business travel has increased over the years and foreign countries are now wooing Indian travelers.

According to the International Association of Professional Congress Organizers (IAPCO), Meeting is the coming together of a number of people in one place, to confer or carry out a particular activity. This can be on an ad-hoc basis or to a set pattern. For example, annual general meetings, committee meetings etc. Incentive is part of a program, which is offered to its participants to reward a previous performance. Conference is a participatory meeting designed for discussion, fact-finding, problem solving and consultation. It is smaller in scale as compared to a congress, which is usually of limited duration with specific objectives. Event is something at which products and services are displayed; for example, a career fair, an automotive exhibition etc. Unlike the other components of MICE tourism, incentive tourism is conducted purely for entertainment, rather than for professional or educational purposes.

The Tourism Minister said the objective of the Ministry of Tourism is to increase India's share in world tourist arrivals to 1% from the present 0.6% by the end of the 12th Five Year Plan. This target would mean 11.37 million Foreign Tourist Arrivals by 2016. The Ministry is also targeting 1495.82 million Domestic Tourism Visits by 2016. It is estimated that this growth would lead to additional employment generation of 2.5 Crore jobs. For achieving this objective, the Ministry has stepped up its promotional activities in important as well as potential source markets overseas and is taking several initiatives for overall growth of the sector. The Ministry of Tourism (MOT), Government of India has been promoting the country in the international market through the incredible India campaign. The tag of the fastest emerging economy in the world has helped the country to attract greater number of business tourists. Efforts have been made to upgrade infrastructure and to establish state of the art convention and exhibition facilities in the country to tap the burgeoning traffic of inbound MICE tourists. The India Convention Promotion Bureau (ICPB) sponsored by the Ministry of Tourism, the Government of India aims to promoting India as a competent and credible MICE destination. The Finance Ministry is providing financial support to bridge the 'viability gap' of infrastructure projects undertaken through Public Private Partnership (PPP) for developing international convention centers and tourism related infrastructure. Viability gap funding will normally be in the form of a capital grant at the stage of project construction. Other forms of financial assistance (e.g. subordinated loans, operation and maintenance support grant or interest subsidy) require sanction on a case-to-case basis. The viability gap funding is limited to 20% of the total project cost. Funding can range from below Rs. 100 Crores to over Rs. 200 Crores with defined sanctioning authorities ranging from an Empowered Institution to the Empowered Committee, chaired by the Additional Secretary.

Objectives

- To identify the attractiveness of potential convention cities within India.
- To discuss the trends and opportunity in MICE sector.
- Highlight the challenges and provide suggestions in order to improve the visibility and competitiveness of India's MICE offer.

Review of literature

MICE market in India is growing. More people are traveling to India for business since the opening of Indian economy in 1991. Even the India Tourism offices overseas put a greater emphasis now on to promote MICE segment over leisure as this ensures volume and increased revenue. It is estimated that 25% of the overall tourist arrivals in India could be from MICE segment. But other national tourist offices located in India are doing MICE businesses from India mainly highlighting direct air connectivity proximity and infrastructure to host mega events along with incentive to have the clients. Singapore, Thailand, Malaysia have been able to attract huge chunk of the Indian MICE market. Germany is also trying to take Indian clients & planning strategies & have developed synergies with Indian travels agents Lufthansa Airlines is also playing a leading role to boost MICE segment. Dubai is doing a very good business and over 500,000 visitors (approx) from India had visited Dubai for MICE purpose. Even Macau, Switzerland, China, Spain have kept an eye on India. MICE is thus a very niche product & need to market each components in a focused manner Hotel, Transport Entertainment, Shopping, Joint Marketing Promotions and what special one can be given on offer as value additions.

There is no hard and fast rule to follow how to attract MICE clients. The essential is to form a proper team with Airlines, Hotels, Transport People, Cultural organizations, boutiques and reach to the target markets MNC's who have MICE business clients and showcase the products. Direct marketing pays more result than just advertisements. Mice promoters generally target banks, automobiles & aviation industry, consumer durables construction organization, Rail bodies, pharmaceuticals, departmental store chains, and I.T companies. They have year round MICE business to offer. Reach with competitive packages for business travelers & reach major cities is the success norm. In these respects, Thailand, Dubai, Singapore, Malaysia are very aggressive. Thailand convention and Exhibition Bureau (TCEB) Singapore Exhibition and convention bureau, Department of Tourism and commerce marketing, Dubai, Malaysian Tourist MICE hold regular road shows in major metro cities in India. They earmark, budget for this purpose followed by in print & electronic media. (G. Kanjilal, June 2009)

Singapore, Thailand, China, Burma, Sri Lanka, Vietnam can be good market for Buddhists circuits. Now Kashmir is open and holds good potential to attract business traffic from the gulf & the Middle East and even South East Asia. Focused promotional brochures audio-visual presentations are essential for marketing by our overseas offices who will partner with Indian tour operators, overseas operators and airlines and provide the platform for business transactions by doing P.R with Incentive houses overseas. One has to keep in mind that the clients for MICE are seasoned tourist and they are very demanding. So be prepared and offer only specialized tours which they can't get in any other destinations, and keep it for a limited days. Also these clients love to indulge

in a variety of experiences including fine dining, cultural shows, soft adventure, sight seeing, shopping and fun. As most of the expenses are company paid they seek the best. The products should be out of the ordinary. With higher margin in this type of market, our tour operators are now actively pursuing these segment clients offering Island holidays, golfing holidays, Farm House / Tea Garden tours etc. as unique experience. Thanks to Ministry's efforts to promote MICE segment in a big way where there is regular exposure of the convention facilities, bidding etc. which are being done through Indian Convention Promotion Bureau. I.C.P.B. They are also present at various MICE events overseas as a team with specialized tour operators and event management team. Hotels have special team for MICE marketing. Also airlines are now conscious of this segment who can provide business even during economic downturn as business people need to travel all the year round. Better air connectivity is now in India's favours tour operators are in discussion with overseas carriers to form alliances for MICE business. Given the huge growth potential, India Tourism is moving at the right direction by focusing MICE holidays in India. Conventionally yours now the key message for boosting MICE Tourism and the downturn during economic recession. A close look at the available literature on the subject area has revealed that various studies has gone into understanding the MICE industry in various regions and about the fundamental factors and determinants that drive the industry.(G. Kanjilal, June 2009)

Meetings and conventions sites are one of the most attractive segments of the travel and tourism market. Very little is known about the factors that determine how the site for a convention is chosen from among many different alternative destinations available. CVB's and DMO's lack adequate knowledge for competitive action. The study was based on the Australian domestic conventions industry. Study reveals that apart from critical factors like convention facilities and accommodation, a destination must offer additional features to compete efficiently. The key questions were: what role do individual site attributes play in the site selection process? What is the relationship among attributes in the site selection process? How does the process differ as a function of association characteristics? Despite the importance of this market, little research has been undertaken on its structure and working. Conventions and meetings research is for most part an untapped market. The convention site selection factors that were suggested are: accessibility, local support, extra conference opportunities, accommodation facilities, meeting facilities, information, site environment, other criteria like, risks, profitability, association promotion, novelty. The sample was a database of 500 meeting planners, based on the membership of the meetings Industry Association of Australia. The results of the study were: proximity of the convention participants to conference sites were highly significant; accommodation connected to or part of convention is highly desired; accessibility of accommodation site and local airport was unimportant; entertainment, shopping, sightseeing opportunities were significant; weather expected was not significant; cost of the convention venue is a major factor; site attractiveness generally declines as cost increases; lowest cost sites or 'cheap' sites signaled poor and unattractive convention facilities; convention venue facilities is an important determinant (Geoffrey I. Crouch and Jordan J. Louviere, 2004)

Convention sector is one of the fastest growing and most lucrative areas of the tourism industry. Finding out the salient determinants in selecting or organizing a destination for convention is an important research topic. The study proposes the analytical hierarchy process (AHP); and with this approach, it's proved to be a useful tool to help support decision making in convention site selection (Ching-Fu Chen, 2006).

Conventions may be hosted almost anywhere in the world resulting in keen competition among potential host destination sites. The factors and attributes that influence the decision making in selecting a convention site is seen as a complex multi criteria decision-making (MCDM) problem (Crouch and Louviere, 2004).

The MICE industry is a people industry (Rogers, 1998) so people are essential in the successful marketing of services (Chon and Weber, 2002). As said earlier (2.4.1 the tourism industry service characteristics), tourism services are an experience where the interaction between the customer and the personnel must be of quality (Chon and Weber, 2002). Additionally, the physical evidence that is tangible services facilities such as the physical design and layout, the decor, the lighting (Chon and Weber, 2002) must be of quality as they influence the service perception. Finally, the process that stands for the “delivery and operation of the MICE experience” (Chon and Weber, 2002, p.64) from the beginning to the end have an influence on the experience and perception of the destination. A poor experience in any of these different services provided can affect the client satisfaction for the entire trip.

Methodology

The methodology used for this research by collecting secondary data to achieve the aim and objectives of this research. Various literatures as academic journals, books, newspapers, magazines were reviewed.

Research Question

Taking the example of India, how can a city or a destination improve its MICE industry in an even more competitive environment?

Why many destinations have developed this market? Because of: **Greater profitability / All-year-round activity / Future inward investments / Less environmental impacts**

Potentials

- India is sitting on a gold mine as far as MICE Potential is concerned. If you look at countries like Australia, USA and many other European countries, they have a Tourism board for the country, for the state and for the city, besides having Convention Bureaus for each city. They collectively work towards promoting their destinations, which works wonders for them. That's one area where we lack. To build up this segment, Thailand Convention Bureau up to THB 500 per delegate as a cash incentive to MICE projects above a certain number of people or number of room nights. Similar scheme have been floated by many other countries in the past to aggressively build MICE volumes. Once they reach the target, the incentive can be withdrawn and focus can be on giving clients superb experience. As a MICE destination, all that India needs to do is emulate such marketing strategies. On the other note, states can also invite global association viz. SITE, MPI, ICCA etc. that are trade association for professionals in the MICE industry to host their annual conventions in their state.

- During the 12th five-year plan (2012-17), more than one convention centre with a capacity of up to 500 persons have been planned in every state and union territory. The Indian government has sanctioned a Central Finance Assistance (CFA) of Rs.10 Crore for the development of each convention centre. Until now, a CFA of Rs. 5 Crore for one convention centre was being provided under the existing product infrastructure development for destination and circuits (PIDDC) scheme.
- In MICE Industry, convention is the most important and fastest growing sub-category. According to estimations of the International Congress & Convention Association (ICCA), the size of the International Convention Industry is USD 280 billion, in which India's share is just USD 4.8 billion. Several National Tourist Offices (NTOs) are setting-up separate governing bodies to monitor operations in the convention space. Thailand Convention and Promotion Bureau (TCPB); Singapore Exhibition and Convention Bureau (SECB); Hong Kong Convention and Exhibition Centre (HKCEC); Korea Convention and Exhibition Centre (KCEC) and Seoul Convention and Visitors Bureau (SCVB) are a few active organizations promoting business tourism in Asia. The India Convention Promotion Bureau (ICPB), a management oriented organization was set-up by the travel industry under the patronage of MOT in 1988. Ever since; ICPB has been promoting India as a preferred MICE destination. Be it an Incentive or a Conference, India has a great potential to capture the Asian MICE segment, as 69 % of the MICE meetings are held in city hotels and 21% are held in resort, and has a large number of both resorts and hotels. India has to compete with the neighboring countries to be efficient in terms of price and services.
- India is still in its growing stage showing signs of becoming a fully fledged MICE destination. According to the ICCA (2011), India is 27th in the global meetings market. The Indian inbound MICE segment is growing at the rate of 15 to 29% annually. As a potential MICE destination, though in its infancy stage, India has virtually everything a modern conference organizer or delegate could expect. The important MICE destinations in India are: Agra, Bangalore, Chennai, Goa, Hyderabad, Jaipur, Kochi, Kolkata, Mumbai, and New Delhi. The Indian Machine Tool Manufacturers' Association (IMTMA) has set up the Bangalore International Exhibition Centre (BIEC) at a cost of over Rs. 120 Crores on a private-public partnership basis and is built on 40-acres of area. The centre is also available to the Indian industry for scheduling international events. The association has also tied up with Deutsche Messe AG – owners of world's largest exhibition facility in Hanover, Germany for organizing exhibitions at the BIEC and for promoting BIEC worldwide. Deutsche Messe also conducts training for personnel managing the BIEC. The Karnataka government has developed Bangalore International Convention Centre (BICC) near international airport at Devanahalli. This centre, with a seating capacity of 5,000 and hotel accommodation for 3,000 tourists, has been planned to attract the MICE sector and international business visitors. The centre was built through the public-private partnership route.
- Hyderabad International Convention Centre (HICC) is a world-class convention centre was completed in just 11 months, at an expense of \$39 million (Rs180 Crores) near Hitech City, in the outskirts of Hyderabad. HICC has been built by Cyberabad Convention Centre Pvt. Ltd, a joint venture between UAE-based Emaar Properties and the Andhra Pradesh Industrial Infrastructure Corporation Ltd (APIIC), a government-owned company. The lavish HICC is able to meet the requirements of a convention of 5000, a seminar for 500 or a meeting of 50. The HICC is spread over 15 acres of landscape area and has a pillar-free hall measuring 6,480 sq meters, which can be partitioned into six halls. The centre has

already hosted a number of prestigious international and national meets in a short period of time and has been appreciated by the organizers. A five-star 300-room Novotel Hotel, an 18-hole Golf course and plush villas have been developed near the Convention Centre. The Emaar group has invested \$35 million for the convention centre and another \$30 million to develop the hotel.

- The capital city New Delhi has been the favorite MICE destination for quite some time. The numerous charm of the city varies from ancient monuments to excellent shopping options making the business meeting and conference here an absolute pleasure. The Ashok, New Delhi, has been hosting meetings and conventions on the international scale for more than four decades. Spread over 16,435 sq ft, the pillar-less Convention Hall with the capacity of 2500 persons at The Ashok is a favorite venue for the top businessmen and government officials. The Ashok also has a banquet hall, a cocktail lounge and an open air theatre in the 3rd floor. Other business meeting venues of the capital are the Habitat World Convention Centre, Vigyan Bhawan and a number of hotels with excellent convention facilities including Taj Palace, Maurya Sheraton, Le Meridien, Pragati maidan etc.
- Rich with the lustrous beaches and emerald backwaters, Kerala is an ideal leisure destination. After fascinating the whole world with its breathtaking beauty, Kerala now finds itself as an inevitable destination in the business tourism itinerary. Nestled in the midst of the nature, Le Meridien, Cochin boasts of a number of well equipped conference and banquet halls. It houses a convention hall to seat 1,600 approx, with a ceiling height of 15 meters. The recent additions to the hotel are four new conference halls, 52,000 sq ft of air-conditioned space and 95,000 sq ft of lawn area. Ayurveda is the major attraction here amongst the business delegates and their family. Jewish Synagogue and Dutch Palace are the other attractions of Cochin.
- The amalgam of the ancient heritage and natural beauty makes Chennai a prime tourist destination in the country. A walk in the long stretches of Marina Beach offers an unforgettable experience. Now, the Tamil Nadu government has come up with the Chennai Convention Centre (CCC) to promote the world-class business tourism. The CCC has a banquet space ranging from 250 sq ft to 20,000 sq ft holding 22 to 2000 delegates at a time. The 67,000 sq ft of air-conditioned space and 75,000 sq ft of lawns offer plenty of space for conventions and other events.
- A new Convention Centre at Dona Paula, near Panaji. It was developed as a Public-Private-Partnership project with the government providing 25 acres of land to the developer, the DLF Group, which was selected through a competitive bidding process. The project cost was estimated at Rs. 400 Crores. It will operate on the Build-Operate-Transfer (BOT) model. DLF will pay the Government of Goa a sum of Rs.161 Crores during the signing of the contract and a 5% share of the revenue from the fifth year onwards. The convention centre can cater to 2,000-4,000 delegates. The integrated complex has house a gymnasium, shopping mall, various recreational facilities and two hotels.
- The city of the Taj, Agra famous for its splendorous Mughal architecture, Taj Mahal, gives an excellent chance to turn the business tour to an ideal heritage tour. The Jaypee Palace Hotel and Convention Centre has some nice arrangement to hold conventions, conferences and meetings. The convention centre can comfortably cater to 1500 delegates whereas equipped with the state-of-the-art facilities, such as audio-visual recording, satellite uplink, and sound and music show.

- Situated on the outskirts of New Delhi, Noida is fast growing as one of the most modern cities of India. The city flaunts a number of venues catering multiple opportunities of business tourism. The Delhi International Expo Centre is a smart venue to hold B2B and B2C exhibitions, conferences, seminars and banquets. The infrastructure here is able to hold exhibitions across 1,500 to 10,000 sq meters of area and banquets for 25 to 5000 people. India Expo Centre in Greater Noida is another centre offering an impressive international business environment ideal for product launches, seminars, dealer meets, exhibitions and corporate functions. The excellent golf course in the vicinity of the centre is there to give the guests a refreshing escape from the meetings and conferences. The 28,000 sq meters of exhibition space spread over 8 halls, 800 sq meters of banquet space with sound proof partition and pre-function area are the other facilities that make this Expo Centre special.
- The Delhi Development Authority (DDA) has recently invited proposals from developers and private investors for construction of the upcoming International Convention and Exhibition Centre at Dwarka in South Delhi on BOM (Build Operate Maintain) basis. This facility is expected to house Convention and Exhibition space, along with hotels and allied commercial facilities. DDA has earmarked 35 acres for this project and the total built up area is estimated at 183,000 square meters, and 86,000 square meters would be part of the Convention and exhibition centre. Hotels would have at least 800 rooms, out of which 300 will be in the five-star and above categories.
- Pune has a world class facility coming up at the International Convention Centre which comprises the ICC Trade Tower, the ICC Tech Park and the S. L. Kirloskar Convention Centre. State of the art facilities will be embedded in the convention centre, which will sport open-air exhibition grounds, auditoriums, a five star hotel and a family entertainment centre. With the opening of brands like Westin, Hyatt and Marriott, the available options have been enhanced. Moreover, a wealth of natural attractions in the vicinity makes local sightseeing, day excursions and conference tours very feasible.
- MICE is an attractive proposition for the hospitality and tourism sector in Chandigarh. MICE tourism has always been considered lucrative by hoteliers considering that the revenue generated by this segment is much more than leisure travellers. Chandigarh, as a city, has grown tremendously over the past few years with potential for even more growth. More and more MICE events are happening in the city every year. It is well connected to various other cities of India and these are the things that work in its favour. The full-fledged functioning of the Chandigarh International Airport is going to further boost the MICE growth in the city. Also, the weakened rupee has put a dampener on international travel plans and that is affecting spends greatly. In India, the mainstream Goa, Kerala and a few others will always remain hot with groups who have a lower budget. Jaipur, Gurgaon, Ghaziabad etc are the upcoming MICE tourism cities in India.

Trends

- MICE in India is going places, literally from the scenic backwaters of Kumarakom to the pink city of Jaipur, the business has clearly gone beyond solely metros to tier II cities like Agra, Chandigarh, Amritsar, Goa and Kochi. There is a desire to move away from the conventional, so as to bring a new definition to 'business with pleasure'. However, the question is: are we doing enough to find an important spot on the global MICE map?

- Recently, there has been an industry trend towards using the term MICE. Other industry educators are recommending the use of “Events Industry” to be an umbrella term for the vast scope of the meeting and events profession. Event management companies are not only restricted to corporate events; they also handle weddings and sporting events, which also largely contribute towards MICE. The drive by the Information Technology, Automotive, Pharmaceuticals and large scale infrastructure sector is fast changing many Indian cities into a viable business or even MICE destination. With so much of opportunity available in this segment, the city is fast developing with all facilities, which makes it a preferred destination for MICE tourism.

Opportunities

- Conclave on investment in Tourism Infrastructure 2013 (CITI)-FICCI in partnership with the state governments and the ministry of tourism, government of India has organized the encompassing exclusive state presentations, B2B meeting of investors with state governments and exhibition by organizations in the Hotel supply chain forging one to one meeting with their consumers on January 16-17, 2013 at Federation house, FICCI, New Delhi. Investors in tourism infrastructure from across India and a strong 50 member Asian American Hotel Owners Association (AAHOA) delegates from USA led by their chairman, members of FHRAI, HAI, Stakeholders from state level association in tourism were forge ties through 2B meetings with state governments and other policy makers soliciting investment in tourism infrastructure. An exhibition of hotel supply chain products will help hoteliers, investors, state governments forge ties with hotel supply chain and refurbish their properties for an even greater consumer gratification.
- South Asia's leading B2B Travel & Tourism event, 2013 (SATTE): The tourism world comes under one roof. The inauguration of 19th, South Asia's biggest travel mart (SATTE) was held in Pragati Maidan, New Delhi on 16-18th January 2013 where leading representatives of the trade, both domestic and international, gathered. There were presidents of leading trade bodies, senior officials of several states, noted hoteliers and representatives of prominent NTOs in the country who has discussed about various issues and opportunities in tourism sector.
- Travel & Tourism fair (TTF) & Out bound travel mart (OTM): combined as India's biggest international travel show invites meeting planners, corporate houses, industry association, business chambers, PEOs and PCOs. Explore 100s of national and international destinations, MICE, business & leisure travel products from 35 countries and from all over India. Evaluate the facilities, best offers, accommodation, travel options and packages. Sign deals on the spot, all under one roof. In this year, this international Travel show will be held in Mumbai 8-10th February 2013 and New Delhi 14-16th February 2013.
- The great Indian travel bazaar, 13 (TGITB); unlimited business opportunities for the global tourism fraternity will be held in Jaipur (FICCI) from April 14-16, 2013. B2B meetings with the foreign tour operators, around 252 booths to showcase the products of Indian sellers, around 255 foreign tour operators participating from Australia, Austria, Brazil, Canada, Chile, France, Germany, Greece, Holland, Italy, Malaysia, Kenya, Kingdom of Bahrain, Korea, Kuwait, Oman, Philippines, Poland, Portugal, Singapore, South Africa, Spain, Sweden, Taiwan R.O.C, Thailand, Turkey, U.K, USA.

- Reed Travel Exhibitions (RTE) -one of the leading organizers of the business travel, meetings, incentives and event industry, announced a new addition to IBTM Portfolio-IBTM India. The first IBTM India will take place at the grand Hyatt, Mumbai from 12-14th September, 2013. This will provide an integrated platform for the MICE sector to come together and transact business, share thought & knowledge and network in the business and financial hub of Mumbai. The first IBTM India will have 100 MICE and business travel suppliers from international and Indian hotels and venues, national/state tourism boards, travel and destination management companies, and airlines, along with other suppliers including technology and event management companies.

Challenges

- First and foremost, lack of proper infrastructure discourages every visitor. Lack of proper transport and housing/lodging facilities in and around several of the prime heritage spots in India is a major hurdle. The almost complete lack of good restaurants and hotels at tourist places other than the Metropolitan cities in India is a major issue as the foreigners find it very hard to relate to the so-proclaimed “safe overnight stoppages”.
- Another issue is the absence of awareness and initiative among the general masses about the value of the tourism industry in India. The general public often undoes the effort put in by the government by harassing the tourists and by misleading them economically. Cases of foreigners being severely exploited economically and sexually are reported each year.
- The complete irreverence to the historical architecture and monuments in many cases is another factor which is an irritant for our foreign visitors.
- Improper marketing and promotion of least visited MICE tourism destinations is another challenge, which the stakeholders face. There is an arguent need to promote the least visited MICE tourism sites and new sites across India to attract more foreign and domestic tourists.
- Un-availability of skilled manpower is one of the major challenges faced by the travel and tourism industry. To sustain growth in the MICE tourism industry, trained manpower/workforce is required at every level — managerial, supervisory, skilled or semi-skilled in this technological era.
- Travel & tourism is a high taxed industry, which makes India expensive as a MICE tourist destination. Inbound tourism is most adversely affected by the tax structure. Taxes including service tax, luxury tax, entertainment tax, sale tax, taxes on transportation and aviation turbine fuel are levied across the sector on tour operators, transporters, airline industry, hotels etc. In addition, these tax rates tend to vary across different states in the country.
- The global slowdown in countries such as UK, Germany, France, Belgium, and USA etc is affecting incoming business to India as they are major source markets for in the large numbers of international associations based in these respective countries. It is leading to a decrease in the number of international delegates participating in conferences organized in India. Also, the increasing airfares by major airlines, increasing airport fees, and imposition of high taxes by the government are adversely affecting outbound travel. Moreover, the depreciating value of the rupee is also a concern.

- The challenges facing city like Hyderabad as a MICE destination are the same as the challenges facing India as a whole. Occurrences such as the recent global recession and the drop in the National Gross Domestic Product (GDP) have forced companies to cut down on extra costs, incurred through large size meetings and conferences. The result of this is companies hosting annual events in their respective campuses and not venturing out to look for meeting and conference venues. The impact of the recession and the drop in the National GDP has also resulted in the increase of travel fares reducing inbound business travel from domestic and international destinations. This in turn has resulted in companies rethinking hosting or participating in large conferences in the city.
- The MICE market in India is still at a nascent stage. We have not yet got into the scale that will allow a location to be described as an 'established' MICE market. Chennai is a gateway to switchover to travel to the Southern part of Tamil Nadu and Kerala. It is however, not exclusively looked at as a tourism or leisure destination. Chennai being a business district, it is still not considered a place to unwind. However other major challenges are the lack of confidence in public transportation due to non standardization of rates and fares, maintenance of basic hygiene, poor maintenance of its heritage and the sense of insecurity for a tourist while on tour.
- The biggest hurdle in promoting MICE Tourism is the exorbitant tax. 24.86% is the tax for banquet halls (12.5% as luxury tax and 12.36 % as service tax). There is a 22.15% tax on banquet food (13.5 % as VAT and 8.65 % service tax). India needs more convention centers, which can hold international conventions and exhibitions like Excel London and Messe Berlin. MOT should spread more awareness of MICE destinations among tour operators. An International conference on Indian MICE can be organized in India, where MICE agents and media can be invited and India's diversified MICE products can be showcased to the world.
- Visa is an important issue and getting a conference to different destinations is a challenging job for any organizer. Though the Indian government is helping, the involvement of state governments needs to be pushed as they are the direct beneficiaries of any international/ domestic events. At present, they are passive and need to be proactive. On their part, ICPB should participate in more trade shows like IMEX and ITCMA, and organize more road show for its members.
- There are a lot of challenges to promote MICE tourism in India. Higher cost is an important factor that diverts the MICE traffic from India to other destinations, especially to the far east, where the infrastructure and services are affordable where as in India, the cost is always higher. Our department of tourism needs to focus in this segment and take an effective step to promote MICE events in our country to attract multinational corporate to conduct MICE events in India.

Suggestions

- Encourage Hotels and Private operators to increase accommodation.
- Invest in Allied Infrastructure- Airports, Road Network, etc.
- Encourage hotels to build medium range (800-1,000 delegate) convention facilities

- Use conventions to smoothen seasonality across year- this would lead to better utilization of facilities during the lean tourism months. This can be done via special promotional tariffs during “off-season” and reduced tax rates to encourage more visitors.
- Replication of the North American/ European model, investing in building Convention infrastructure. Currently, these efforts are going on in New Delhi for the development of the Dwarka Convention Centre, in Goa, and in Bangalore (near the new International Airport at Devanahalli). However, in some cases the government has entered into negotiations with private parties and convention / exhibition centers have been developed through the public-private partnership (PPP) route. The finance and the tourism ministries have initiatives for developing convention infrastructure through the (1) Viability Gap Funding and (2) Assistance for Large Revenue Generating Projects (LRGPs) respectively.
- There should be Change in visa process and regulations for such more profitable, less environmental impacts and all round year tourism – MICE Tourism.
- The destination, location and venues of MICE should be as per the theme of Conferences, Conclaves, Convocation, and Exhibition etc. for promoting, supporting and implementation.

Conclusion

MICE Sector is an up coming sector and a major revenue contributor to the tourism industry in countries. In order to be a hot spot for MICE, a destination needs to be developed and promoted. Infrastructural facilities like accessibility, accommodation and venues needs to be of international standard and quality. Since India is becoming a major MICE destination, an investigation needs to be conducted on the factors and attributes affecting convention site decision making. Conventions can be hosted anywhere, which gives rise to competition among destinations in portraying themselves as the best destination. Because of this growing competition, it is imperative that an investigation be made into the factors that contribute best in site selection for MICE within the various destinations in India. Past studies have tried to shed light on identifying many factors, though there is still room for investigation and little is known on the relative importance of each factor. Convention and Visitor Bureaus (CVB's) and Destination Management Organizations (DMO's) lack adequate knowledge for the competitive action in promoting their destination. As mentioned earlier, India is still in its growing stage and the factors and attributes constitute to be the foundation of any potential MICE destination needs to be investigated. Safety and Security of tourist should be of utmost concern to everyone in the country. All stakeholders including Centre, State Governments and other agencies should be fully involved in this task. The recent abduction of foreign tourists in Odisha, cause an adverse impact on the flow of foreign tourists to the country. Investment friendly industrial policy for tourism sector is needed in the country.

Underlining the importance of Conventions and Conferences as a significant segment of the tourism industry, in order to give a boost to the Meetings, Incentives, Conferences and Exhibitions (MICE) tourism, the Govt. of India has decided to extend the benefits under Market Development Assistance (MDA) Scheme, administered by the Ministry of Tourism, to 'Active Members' of India Convention Promotion Bureau (ICPB) towards bidding for International Conferences/Conventions, thereby bringing more MICE business to the country. Under the scheme, Associations/ societies would be given financial support on winning the bid or for obtaining second and third positions in the bidding process. The Ministry of Tourism extends financial assistance of Rs. 5.00 Crore to State Governments for constructing one convention centre in the State. India is undoubtedly a

unique conference destination as it offers exotic holidays, which can be combined with International business trips. India has truly arrived on the MICE scene with the opening of the world class conference and convention centers. Let's put some light on techno-savvy and luxurious MICE venues of India. India holds immense potential in developing the MICE tourism sector and hence strong efforts need to be made to develop this niche industry. An effective and efficient road map should be designed and developed to promote MICE tourism in the country by taking into account both the opportunities and challenges for growth of this industry in the country.

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CUSTOMER INCLINATIONS FOR THE RETAIL SERVICES BY COMMERCIAL BANKS IN ETHIOPIA



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Abstract:

The objectives of this paper are to study customer inclinations for the retail services offered by the commercial banks, how they learn about the various banks available and to ascertain the choice criteria for bank selection. A survey research method was the basic research design. The data was collected through primary data and a systematic random sampling method was applied in order to collect response from the respondents. The data was analyzed using descriptive statistics. This study highlights the factors that are important to customers in a developing country and it is notable that there appear to be differences between needs of developing country customers and needs of developed country customers.

Keywords: - Commercial Banks, Customer, Factors, Preferences, Retail Services,

Introduction

To meet the changing inclinations/ preferences of the customers and to stay ahead of competitors, retail bankers/commercial banks are bound to provide quality and efficient services. Banks can enhance customer service by leveraging on technology, maintenance of efficient service delivery standards and business process re-engineering. The government is embarking on measures such as the recently launched economic reform, different financial liberalization measures and restructuring of financial institutions. All the measures have the aim of promoting a competitive environment and efficient banking services to the public. The financial sector is also improving, with flexible interest and exchange rates that are market-determined. With the coming into effect of the Licensing and Supervising Banking Business Proclamation No. 88/1994 a couple of private banks have also emerged and joined the market since 1994.

The changes in the Ethiopian retail banking sector, has created unparalleled financial services that have been brought challenges for more effective marketing about to a greater or less degree by the management of the financial services on growing financial sophistication to offer. As the Ethiopian economy continues to grow and develop markets and competitive structures, customers' needs and expectations, will evolve and grow over time, resulting in strategies to meet customer satisfaction.

The survival of a bank in this region lies in identifying customers' needs and developing new ways of doing business. The objectives of this paper are to study customer preferences for the retail services offered by the commercial banks, how they learn about the various banks available and to ascertain the choice criteria for bank selection. The findings should be of value to practitioners and enhance understanding of customer preferences for retail banking services and customer expectations of retail banks in Ethiopia.

Literature Review

In recent years, a number of studies have been conducted to gain insights of service quality and customer satisfaction (eg. Parasuraman et al, 1985,1988,1991,1994; Carman, 1990; Cronin and Taylor, 1992; Zeithaml et al 1993; Anderson et al, 1994). Customer satisfaction is, from the point of view of these authors, seen as a wider concept influenced by service quality, product quality and price but also from situational and personal factors as for instance customers' emotional status. Mittal et al (1999) argue that the attributes that maximize customer satisfaction varies depending on the customer's goal fulfillment. Owusu-Frimpong et al (2006) asserts that customer satisfaction, customer value, loyalty, brands and relationships are all dynamic.

In current marketing literature there still appears to be some confusion over the relationship between service quality and satisfaction. According to Lewis and Booms (1983), service quality is 'a measure of how well the service level delivered matches customer expectations. Delivering quality service means conforming to customers' expectations on a consistent basis'. The most common explanation of the difference between service quality and customer satisfaction is highlighted by Bateson (1992). Cronin and Taylor (1992), suggested that service quality is antecedent of customer satisfaction and that customer purchase intentions are related more closely to levels of satisfaction than to perceptions of service quality.

Boyd et al, (1994) studied differences in selection criteria for retail banks with respect to basic demographic factors and found that white-collar households indicated a greater importance of reputation, modern facilities and location, high income household attached greater importance to interest rates, opening hours, friendliness of staff and low income households relied on favorable publicity and word of mouth. Elliot et al, (1996) found that price, speed and access were particularly important, while Reeves and Bednar (1996), in response to the aforementioned paper, argued that customer service appeared more important than price and that customers use additional criteria beyond price, speed and access to evaluate and choose between banks.

Methodology

A survey research method was the basic research design. A self-administered questionnaire was developed and structured into three parts. This questionnaire was developed through a review of the literature as well as through interviews and pretests with bank managers. The first section covered factors that customers look out for before they open an account, the second section covered attempts to establish the attributes that determine the reputation and image of a bank and finally, the third section attempts to establish the reasons why customers switch account and the medium that best informs them of banking services. The Likert type scale rating of 5 for extremely important to 1 for extremely less important was applied.

A systematic random sampling method of 30 respondents at each branch was applied. The questionnaires were administered only in the Mekelle, which is the largest city in the northern part of Ethiopia. At each branch, every fifth person who had completed a transaction was approached and the purpose of the interview explained. In all, 210 respondents who were approached cooperated. The interviewer who was familiar with the local language was able to explain to clarify difficult questions. In 75 percent of the cases, the respondents completed the questionnaire themselves while the interviewer completed it for 25 percent of the respondents. In an environment where postal and telecommunication systems are unreliable, this method was considered the most effective method that could elicit information for this study. The scope of the study is limited only with reference to commercial banks in Mekelle city.

Data Analysis

The data was analyzed using descriptive statistics of frequency and the mean. Some of the demographics of respondents include the following: (1) 78.10% were male, (2) 42.4% possessed a bachelors degree or higher and 28.1% of the respondents have completed primary or secondary schooling, (3) 63.4% were between the ages of 26-41, and (4) 31% of the respondents were Businessman/Contractor. Table 1 below depicts the profile of respondents

Table 1: Profile of Respondents

Particulars	Frequency	%
Sex		
Male	164	78.10
Female	46	21.90
Total	210	100.00
Age		
18-25 year	42	20.00
26-33 year	60	28.60
34-41 year	73	34.80
42-49 year	29	13.80
50 and above	6	2.90
Total	210	100.00
Education		
Primary School	11	5.20
Secondary School	48	22.90
Diploma	61	29.00
Graduate	75	35.70
Post Graduate	14	6.70
Others	1	.50
Total	210	100.00
Occupation		
Police/ Army	7	3.30
Managerial	20	9.50
Businessman/ Contractor	65	31.00
Farming/ Trading	15	7.10
Clerical	13	6.20
Teacher	21	10.00
Technician/ Driver	16	7.60
Others	53	25.20
Total	210	100.00

Source: Primary Data

Table 2: Factors that Customers look before Opening Account with a Bank

Attribute	Very Important Frequency (%)	Fairly Important Frequency (%)	Neutral Frequency (%)	Not So Important Frequency (%)	Not At All Important Frequency (%)
Convenience					
Location of the bank	120 (57.1)	74 (35.2)	6 (2.9)	10 (4.8)	0 (0)
Opening hours	116 (52.2)	84 (40)	7 (3.3)	2 (1)	1 (0.5)
Accessibility of account information	85 (40.5)	87 (41.4)	30 (14.3)	8 (3.8)	0 (0)
Branch network	67 (31.9)	75 (35.7)	48 (22.9)	17 (8.1)	3 (1.4)
Assurance					
Security of deposits	107 (51)	65 (31)	33 (15.7)	4 (1.9)	1 (0.5)
Security in transacting business	92 (43.8)	65 (31)	45 (21.4)	8 (3.8)	0 (0)
Security of customer information	105 (50)	43 (20.5)	54 (25.7)	6 (2.9)	2 (1)
User friendliness					
Prospects for accessing loans	96 (45.7)	67 (31.9)	36 (17.1)	8 (3.8)	3 (1.4)
Personal services	30 (14.3)	36 (17.1)	87 (41.4)	32 (15.2)	25 (11.9)
Customer waiting period	98 (46.7)	69 (32.9)	22 (10.5)	14 (6.7)	7 (3.3)
Wide range of services	64 (30.5)	85 (40.5)	39 (18.6)	18 (8.6)	4 (1.9)
Staff approach					
Overall staff courtesy	70 (33.3)	97 (46.2)	25 (11.9)	18 (8.6)	0 (0)
Overall staff responsiveness	73 (34.8)	72 (34.3)	45 (21.4)	20 (9.5)	0 (0)
Overstaff knowledge and trustworthiness	56 (26.7)	102 (48.6)	41 (19.5)	10 (4.8)	1 (0.5)

Source: Questionnaire

Consumer inclinations of the retail services by commercial banks was analyzed by examining those factors which respondents perceived as important as in Table 2 above. These attributes were labeled as four factors of convenience, assurance, user-friendliness and staff approach. According to the respondents, the five most important factors were location of the bank, opening hours, security of deposits, security of customer information and customer waiting period. Then it is followed by prospect of accessing loans and security in transacting business. The result is surprising since the previous study noted that the most important factors were personnel-competence and responsiveness (Owusu-Frimpong et al., 1996). The reason is the lack of good transport facilities in the city, more number of private banks may be the cause for the security of the deposits. Significant numbers also suggest that overstaff knowledge and trustworthiness, overall staff courtesy, accessibility of account information, wide range of services and branch network were important in encouraging an opening of account with a bank. The least considered factor included personal services.

Although the participating banks were all striving to achieve higher level of service quality and are to a great extent being successful, it is inevitable that most customers will experience problems in their service encounter from time to time, and if sufficiently serious, the problem may lead customers to close accounts and move to competitor organizations. The study showed that 61 respondents (29 percent) were found to have switched account over the last three years. Table 3 shows that although job transfer is a major reason for switching accounts, over 21.3 percent of customers switch accounts due to staff attitude and difficulty in getting loans. These factors affect the banks quality of services and image.

Table 3: Reason for switching the bank account

	Frequency	%
Due to staff attitude	7	11.47
Difficulty in getting loans	6	9.83
High rate of interest paid on loans	3	4.92
Due to job transfer	44	72.12
Others	1	1.64
Total	61	100.00

Source: Primary Data

In a competitive environment, retail banks will need to pay increasingly close attention to how customers get information about their services. Table 4 suggested that word of mouth from family and friends was the dominating factor. 41.4% of respondents cited this as the key factor that influenced their decision to select a specific retail bank.

The newspaper is the least effective media used by customers. This may be due to the high cost of daily newspapers in Ethiopia as compared to other developing countries.

Table 4: What medium best inform you about your bank services?

	Frequency	%
TV	71	33.8
Radio	23	11.0
Word of Mouth through friends/ relatives	87	41.4
News Paper	9	4.3
Billboards	20	9.5
Total	210	100.0

Source: Primary Data

Table 5: Media used by customers by Age

		What medium best inform you about your bank services?					Total
		TV	News Paper	Word of Mouth through friends/ relatives	Radio	Billboards	
Age	18-25 year	21	2	13	5	1	42
	26-33 year	22	4	23	7	4	60
	34-41 year	16	2	34	11	10	73
	42-49 year	12	1	14	0	2	29
	50 and above	0	0	3	0	3	6
Total		71	9	87	23	20	210

Source: Primary Data

A further study was to ascertain how younger (19-34 years) and older (35+years) hear about services provided by their banks'. Table 5 shows that Television is the most effective media used by customers aged between 19-33 years, while the customers aged 34 years and above rely heavily on word of mouth communication through friend and relatives before opening account.

Conclusion and Recommendation

This study highlights the factors that are important to customers in a developing country, and it is notable that there appear to be differences between needs of developing country customers and needs of developed country customers. The findings suggest that banks cannot concentrate on doing a few things well and hope that this would offset poor performance elsewhere. Financial services providers must take into consideration of the changing environment when formulating financial services marketing strategies. The banks should emphasize their service quality and try to develop commercial friendship with customers.

In general, results suggest that location of the bank, opening hours, security of deposits, security of customer information and customer waiting period to be key reasons for choosing a particular retail bank. Similarly, the survey found that the second most common reason for customers to leave retail banks was due to staff attitude and the poor service associated with it.

Word of Mouth is the most valuable form of marketing available to retail banks in Ethiopia. In a competitive market, the majority of customers seeking services from a retail bank make the choice based on other customers' recommendations. The best way to stimulate referrals is to provide memorable customer service; however, the opposite is also true – the best way to destroy business is to provide bad service. Marketing texts refer to more than satisfied customers as “Ambassadors” who typically inform 3-4 people about the memorable service they receive. Dissatisfied customers, however, inform as many as 8-9 people (ESOMAR). Given the relationship between customer service and Word of Mouth, investing in high-quality customer service should be a significant part of Ethiopian retail banks marketing budget.

The banks should design program to train staff with the skills and knowledge required to deal with customers effectively. Over time, the banks should find personal relationship to be profitable because of the higher level of customer retention. Therefore, it is important that current level of service is not only maintained but also enhanced, if they are to retain the evidently good relationship that they have with what is very important and profitable customer segment.

Future research should focus on customer relationship management in the retail-banking sector.

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ROLE OF FINANCIAL INCLUSION FOR INCLUSIVE GROWTH IN INDIA



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Abstract:

Financial inclusion proceeds towards integration of people who are economically and socially excluded from access to easy, safe and affordable credit and other financial services. Due to lack of financial inclusion among the lower income households, their protection from external economic shock becomes miniscule. As a result, income disparity leads to vicious circle of poverty which continues to persist in the lower income groups. According to IISS (Invest India Incomes and Savings Survey, 2007), 55 percent of all the households do not have bank accounts, 97 percent do not have any health insurance and 61 percent do not have life insurance. Today the term 'bottom of the pyramid' refers to the global poor most of whom live in the developing countries. These large numbers of poor are required to be provided with much needed financial assistance in order to sail them out of their conditions of poverty.

This paper is an attempt to comprehend and distinguish the significance of Financial Inclusion in the context of a developing country like India wherein a large population is deprived of the financial services which are very much essential for overall economic growth of a country.

Keywords: Inclusive Finance, Developing Countries, Economic Growth, Financial Services, Population Growth.

Introduction

That India is considered as one of the economic giants of Asia does not come as a surprise to many because the current economic growth trajectory it has taken, has led many people economists included to painstakingly carry out researches aimed at uncovering the force behind such incredible economic expansion.

The Indian economy is growing strongly which ensures better recovery and asset valuation. Progressive bank reforms and low interest rates will increase borrowing activity to meet their

financial targets. Banking industry is making rapid strides with Information technology driven initiatives and has led to expansion of products (i.e.) expansion of financial services giving birth to the concept of Financial Inclusion. Financial Inclusion is the availability of banking services at an affordable cost to the disadvantaged and low income groups. In India, the basic concept of financial inclusion is having a saving or current account at any bank. In reality, it includes loans, insurance services and much more, for all members of an economy. An inclusive financial system has several merits. It facilitates efficient allocation of productive resources and thus can potentially reduce the cost of capital. In addition, access to appropriate financial services can significantly improve the day-to-day management of finances.

An inclusive financial system can help in reducing the growth of informal sources of credit such as moneylenders, which are often found to be exploitative. Thus, an all-inclusive financial system enhances efficiency and welfare by providing avenues for secured and safe saving practices and by facilitating a whole range of efficient financial services.

In line with the above, after liberalization, the banking environment in India had grown more competitive with the relaxation of restrictions and adoption of International standards banks are forced to adopt measures to survive. The recent financial reforms and greater competition in the banking industry have made it necessary for banks in India to concentrate towards the excluded mass. Successful banks in India focus on the rural sector by providing Financial Inclusion service. The importance of an inclusive financial system is widely recognized in the policy circle and recently Financial Inclusion has become a policy priority in many countries. Legislative measures have also been initiated in some countries.

Further more, in recent years, Indian Banking System has become dynamic and there is an increasing trend in the number of depositors in Banks. The quest of financial inclusion is indispensable for the well being and growth of any country, more for a developing country like India with large sections of population in the unorganized sector. The Government of India as well as Reserve Bank of India has been taking steps over the years to make financial services accessible to all. It is in this context, it is worth to mention the perils of financial exclusion. Financial exclusion not only hurts the excluded by keeping them trapped in a vicious circle of poverty but also has ramifications for the entire country. Financial empowerment leads to economic and social empowerment. There is empirical evidence on the critical role of finance in economic growth. Therefore financial inclusion, financial literacy and inclusive growth are the themes of modern banking in India. It is found that, the commercial banks in India work broadly through three segments namely, Corporate, Retail and Treasury.

For Instance, in the United States, The Community Reinvestment Act (1997) requires banks to offer credit throughout their entire area of operation and prohibits them targeting only the rich neighborhoods. In France, the Law on Exclusion (1998) emphasizes an individual's right to have a bank account. In the United Kingdom, a "Financial Inclusion Task Force" was constituted by the Government in 2005 in order to monitor the development of financial inclusion.

Amidst this background, the Banking sector in India has been among the top performers in the markets. It is quite remarkable to note that, Indian Banking industry can have itself as one of the most impressive branch network comprising of about 47,000 branches of Scheduled Commercial Banks (including RRB'S) and over 100,000 Co-operative Credit outlets in rural and semi urban areas. Despite this, a large number of poor continue to remain outside the fold of formal banking system. The problem of financial exclusion is very acute in India. According to the 59th round of the NSS survey, only 48% of the cultivable households availed credits from the formal sector. According to a recent NCAER–World Bank Rural Financial Access survey (RFAS), 70% of the marginal landless farmers do not have a bank account and 87% have no access to formal credit.

Hence, the banks in India felt the need for Financial Inclusion. The Government of India, Reserve Bank of India and NABARD together have initiated a number of programs like Poverty Alleviation programs, SHG – Bank linkage program, Micro Finance Institutions (MFI), Kisan Credit Card (KCC), General Credit Card (GCC), No Frill Account, opening up of more Rural Banks, and immediate workable options like NGO'S / CBO'S / CSO'S, Farmers club's, Co-operatives, Agri Clinics / Agri Business Centres / Kiosks, Self Help Groups (SHG), local volunteers, Rural Development and Self Employment Training Institutes (RUDSET), Post Offices, etc.

According to FICCI survey, the strong focus of the Indian Banking industry is the regulatory system, enabled India to carve a place for itself in the global banking scene. The regulatory systems of Indian banks are rated above China and Russia, and at par with Japan and Singapore.

In India, the Reserve Bank of India has initiated several measures to achieve greater financial inclusion, such as facilitating “no frill” accounts and “General Credit Cards” for low deposits and credits. The German Bankers' Association introduced a voluntary Code in 1996 providing for an “everyman” banking transactions. In South Africa, a low cost bank account called “Mzansi” was launched for financially excluded people in 2004 by the South African Banking Association. Alternative financial institutions such as micro finance institutions and Self Help Groups have also been promoted in some countries in order to reach financial services to be excluded.

What is Financial Inclusion?

Financial Inclusion is about delivery of banking services at an affordable cost to vast sections of disadvantaged, first step in FI is to facilitate people in getting basic facilities like food, shelter and clothing to the people and then comes the provision of bank account, wherein they can save whatever little they can. Financial Inclusion can be thought of in two ways. One is exclusion from the payments system –i.e. not having access to a bank account. The second type of exclusion is from formal credit markets, requiring the excluded to approach informal and exploitative markets.

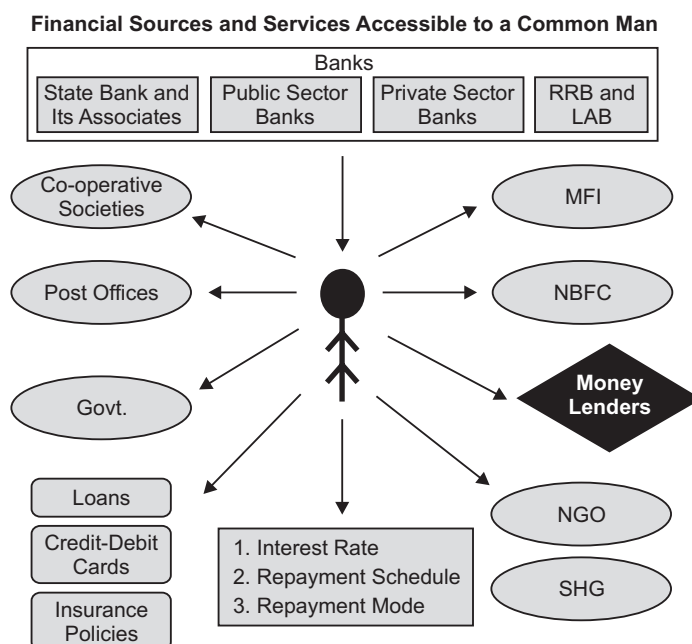


Figure 1

Need for Financial Inclusion

Out of 19.9 crore households in India, only 6.82 crore households have access to banking services. As far as rural areas are concerned, out of 13.83 crore rural households in India, only 4.16 crore rural households have access to basic banking services. In respect of urban areas, only 49.52% of urban households have access to banking services. Over 41% of adult population in India does not have bank account. There are number of factors affecting access to financial services by weaker section of society in India. The lack of awareness, low incomes and assets, social exclusion, illiteracy are the barriers from demand side. The distance from bank branch, branch timings, cumbersome banking procedure and requirements of documents for opening bank accounts, unsuitable banking products/schemes, language, high transaction costs and attitudes of bank officials are the barriers from supply side. Hence, there is a need for financial inclusion to build uniform economic development, both spatially and temporally, and ushering in greater economic and social equity.

Popularity of Financial Inclusion

Financial inclusion efforts are not new; both the Government and the Reserve Bank have been pursuing this goal over the last several decades through building the rural cooperative structure in the 1950s, the social contract with banks in the 1960s and the expansion of bank branch networks in the 1970s and 1980s. These initiatives have paid off in terms of a network of branches across the country. Yet, the extent of financial exclusion has been staggering. Out of the 600,000 habitations in the country, only about 30,000 had a commercial bank branch. Just about 40 per cent of the population across the country had bank accounts. The proportion of people having any kind of

life insurance cover was as low as 10 per cent and proportion having non-life insurance was an abysmally low 0.6 per cent. People having debit cards comprise only 13 per cent and those having credit cards only a marginal 2 per cent. The National Sample Survey data revealed that nearly 51% of farmer households in the country did not seek credit from either institutional or non-institutional sources of any kind.

These statistics, staggering as they are, do not convey the true extent of financial exclusion. Even where bank accounts are claimed to have been opened, verification has shown that these accounts are dormant. Few conduct any banking transactions and even fewer receive any credit. Millions of people across the country are thereby denied the opportunity to harness their earning capacity and entrepreneurial talent, and are condemned to marginalization and poverty. A sound system of institutions and instruments of intermediation is essential for promoting an efficient system. Increasing access to credit for the poor has always remained at the core of Indian planning in its fight against poverty. Nationalization of banks, massive expansion of branch network in rural areas, mandatory directed credit to priority sectors of the economy, subsidized rates of interest and creation of RRBs & NABARD are some of the notable measures in this direction. Though these measures resulted in impressive gains in rural outreach and volume of credit, the structure built up was “quantitatively impressive but qualitatively weak”. We still have a long way to go to fully realize the original objectives of inclusive growth.

Recognizing this dilemma, the evolution of financial inclusion, that aims to broaden and deepen access to development finance for all, of which microfinance is a subset, is timely. Ultimately, it is a well functioning and efficient financial market which can deal holistically with provision of financial services to the economy. Building financially inclusive system is, therefore, an integral and core pillar of financial sector reforms. Over the years, there has been substantive development in the architecture and thinking on financial inclusion. While there is no “one-size-fits-all” financial inclusion strategy or approach, it is important to recognize few core or necessary and sufficient conditions that are needed to maximize the benefits derived from such a strategy.

Financial inclusion should focus on

- Holistic approach to provision of financial services not just credit or deposit alone;
- Meeting the needs of small firms,
- Segments of population excluded by gender or remoteness

RBI's approach to financial inclusion

(Source: Address by Dr K C Chakrabarty, Deputy Governor of the Reserve Bank of India, at the inaugural session of the Financial Inclusion Conference 2012 “The first mile walk into the financial system”, organized by FICCI and Sa-Dhan, New Delhi, 7 August 2012.)

(a) Bank led model:

- In India, we have adopted a bank- led model for financial inclusion, which seeks to leverage on technology. The FI initiatives would have to be ICT based and would ride on new delivery models that would need to be developed by the market participants to best suit their requirements.

- Our experience shows that the goal of financial inclusion is better served through mainstream banking institutions as only they have the ability to offer the suite of products required to bring in effective/meaningful financial inclusion.
- Other players such as mobile companies have been allowed to partner with banks in offering services collaboratively.

(b) Minimum bouquet of products and services

To meet the criterion of availability of banking services, a minimum of four basic products must be offered to customers:

- A check-in account with emergency credit facility
- Payment services and remittance facility
- A pure savings product such as a recurring deposit
- Facility of entrepreneurial credit to deserving people

(c) Technology driven – but technology platform neutral:

The task of Financial Inclusion is gigantic and cannot be done without actively leveraging technology and without the involvement of society as a whole. The Financial Inclusion strategies and delivery models being developed by banks are primarily technology driven.

However, we have consciously ensured that the models adopted by banks are technology neutral, which facilitates easy up scaling and customization, as per individual requirements.

(d) Combination of branch and BC Structure:

A combination of Brick and Mortar structure with Click and Mouse technology will be helpful in extending financial inclusion, especially in geographically dispersed areas. Banks need to make effective use of technology to provide banking services in remote areas through the BC model. The BC model allows banks to provide doorstep delivery of services, especially cash transactions. To ensure increased banking penetration and control over operations of BCs, more Brick and Mortar branches are needed. In April 2011, banks have been mandated to allocate at least 25 per cent of all new branches to unbanked rural areas. Banks have also been mandated to open intermediary brick and mortar structures between the base branch & customer locations, which will lead to efficiency in cash management, documentation, redressal of customer grievances and close supervision of BC operations.

(e) Structured and Planned approach:

We have a structured and planned approach to financial inclusion wherein all banks have prepared Board approved Financial Inclusion Plans (FIPs) with a three-year horizon extending up to 2013, containing self-set targets, which are congruent with their business strategy and comparative advantage. The initial goal of providing access to banking services to all villages with population more than 2000 by March 2012 has been successfully met and we are on our way to ensure the same for all villages in a time bound manner. The focus has now shifted from just opening of accounts to the volume of business transacted in these accounts, which is the key for making the FI model a success.

Financial Inclusion Models

Bank – SHG Linkage Model

This is one of the most popular and successful model being incorporated and followed by all public and private sector banks now a days. The banks may perform the role of formation of Shags in the case of the direct linkage model. The banks are also responsible for granting credit to the SHG in a quantum proportional to their savings. Banks derive the following benefits from the SHG implementation.

There are three types of Models of Linkage:

- (a) SHG formed and financed by banks
- (b) SHG formed by formal agencies other than banks, but directly financed by banks
- (c) SHG financed by banks using NGOs and other agencies as financial intermediaries.

Bank – MFI linkage Model

MFIs are to be seen as the last mile—the connecting link to the rest of the financial sector. They have developed technology that banks do not have. If banks get into the business of organizing groups and all, they will not be able to do it effectively. Therefore, this is where the partnership model of Bank – MFI comes into picture. One such recent model is ICICI Partnership Model.

ICICI Partnership Model

A direct banking model was not an appropriate one for the very poor in India and so a large bank like ICICI bank was able to raise equity capital (close to \$2 billion), design financial products (mezzanine equity for example), raise resources, financial engineering (for example securitization) and deploy technology. Starting with the Partnership Model ICICI had gradually developed a comprehensive plan for the provision of financial services within rural India with a hybrid channel and product structure designed around one coordinating branch per district, with franchisees, internet kiosks and micro finance institutions forming an interdependent delivery chain to deliver credit, savings, insurance and risk management products to the full range of rural customers.

The aim, over the next three to four years, is to go to 450 of the 640 districts that make up rural India with this No White Spaces (NWS) approach under which no individual would be more than 5 to 10 kilometers away from an ICICI Bank touch point. This model allows them to offer a complete suite of products, with all of the necessary documentation and technical support close at hand, to the micro finance customer. It also allows people as a bank to participate not just in lending to individuals but also in rural infrastructure finance and rural corporate finance—both very necessary for the comprehensive growth and development of rural India.

CITI BANK Tie up with SKS Microfinance Pvt. Ltd: This is a 180 Crore program to extend micro credit in rural areas. This deal would add 2.5 Lakh client to existing 6.5 Lakh clients. The programme would deliver loans ranging from Rs 5,000 to Rs.20000 in over 7,000 un-banked villages in the country where SKS was present through its 49 branches. The interest rate will be 24% for AP region and 28% for rest of areas.

MF-NBFC Model

MF-NBFC is new category of Non banking Finance Company in providing micro-finance services to the rural, semi-urban and urban poor. MF-NBFC should be defined as a company that provides thrift, credit, micro-insurance, remittances and other financial services up to a specified amount to the poor in rural, urban and semi-urban areas. MF-NBFCs are expected to be larger, with a stronger capital base and more highly regulated than NGOs.

Post Office Model

Bank - Post office Model

Apart from savings deposit, money transfer, parcel sending, etc Post offices are also engaged in new services like granting retail credits or selling insurance products either directly or on behalf of commercial banks. Further Financial services can also be offered with public-private partnerships with distribution taken care of post offices. - POSTAL BANKS. Let use see many such models followed in various other countries latter and before that let us find out how post offices can be an effective intermediary for distributing financial services.

Initiatives by RBI

The Reserve Bank of India has recognized financial inclusion as a thrust area and initiated a series of policy measures in recent years. The bank's Annual Policy Statement for 2005–06, while recognizing the concerns in regard to banking practices that tend to exclude, rather than attract, vast sections of the population, urged banks to review their existing practices to align them with the objective of financial inclusion. With a view to achieving greater financial inclusion, the RBI has asked banks to make available a basic (no-frills) banking account with either nil or very minimal balances or charges to vast sections of the population. This has been an important step forward. Similarly, banks are encouraged to provide a general-purpose credit card (GCC) facility at their rural and semi-urban branches. The facility is aimed at providing revolving credit to the cardholder to meet his/his financial requirements, up to Rs. 25,000. In 2007–08, two funds, i.e., the Financial Inclusion Fund (FIF) for promotional interventions and the Financial Inclusion Technology Fund (FITF) for meeting the cost of technology adoption, were also established with NABARD. Although a number of initiatives have been taken by the financial systems to promote financial inclusion, much more needs to be done. I think our policy has not adequately encouraged private sector banks, whether domestic or foreign, to open new branches in rural areas. Such encouragement will bring new financial products and financial services to the un-served sections of society. It would also be worthwhile to consider to bringing in strategic investors in regional rural banks. This will attract new capital, encourage innovations, and thus promote more efficient and innovative financial services for farmers, artisans and rural households. Similarly, removal of the interest rate ceiling by the RBI

will encourage our banking sector to supply credit to new borrowers, with or without collateral, and thus enormously improve access to financial services. Kelkar Financial Inclusion for Inclusive Growth 61 Equally, in my view, the time has come for revisiting our policy on 'priority sector' lending requirement that is imposed on banks. One option that would allow the most competitive lender to emerge in rural areas is to make the priority-lending obligation tradable. This will be beneficial both to the banks and to the rural poor by making available financial services from the most efficient and competitive institutions. Similarly, since the transaction costs of banking correspondents—such as NGOs, MFIs, cooperatives or carefully chosen individuals—are much lower than that of the banking sector, banks should be encouraged to utilize the services of banking correspondents more extensively. This will improve access to financial services by a vast section of our society.

Financial Inclusion: Miles to go

Table No.1: Bank Branches

Year	Rural	Semi-Urban	Urban & metropolitan	Total	Rural Share (%)
1960	1,833	3,342	3,087	8,262	22
1970	3,063	3,718	6,350	10,131	30
1975	6,807	5,598	6,325	18,730	36
1980	15,105	8,122	9,192	32,419	47
1985	30,185	9,816	11,384	51,385	59
1990	34,791	11,324	13,637	59,752	58
1995	33,004	13,341	16,022	62,367	53
2000	32,734	14,407	18,271	65,412	50
2005	32,082	15,403	20,870	68,355	47
2010	32,554	21,053	34,834	88,441	37
2011	33,813	23,236	36,750	93,799	36
2012	35,653	25,542	38,698	99,884	36

(Source: RBI)

From a narrow priority sector push to a more encompassing financial inclusion target, Indian banks have covered miles in increasing their penetration over four decades following Independence. While priority sector lending was forced on the banks by the Reserve Bank of India to push farm credit, financial inclusion has shown the viability in catering to the rural customers of banks. Financial inclusion has become the buzzword for Indian banks ever since RBI urged them to adopt business models and come up with products that would suit poor in 2005. If key data are anything to go by, banks have been successful in increasing their presence. Currently, bank credit encompasses 55% of GDP from a mere 5% in 1970s and there are six branches for every One Lakh people. Penetration of automated teller machines (ATMs) are also on the rise. Banks have covered more than 74,000 villages in the last two years and over 36% of total bank branches are in rural areas. Between March 2010 and 2012, over 5 Crore basic savings accounts have been opened to enable the poor to save more in banks.

In last ten years, RBI has relaxed norms on branch licenses, know-your-customer, has told banks to launch simpler products such as no-frill accounts and has introduced “branchless” banking through the business correspondent model to aid financial inclusion. Given the low penetration of bank branches and banks’ reluctance to open branches citing high costs and low returns, RBI came up with the business correspondent (BC) model in 2006. By employing a BC, the banks are able to reach out to rural customers without actually building up a branch. This model has been successful and banks have engaged more than 90,000 BCs so far. Initially, only individuals were allowed to work as BCs for banks. Later, RBI relaxed the norm for BC model further. However, the success of the BC model ultimately depends on the bank branch network as the BC depends on the nearest bank branch for cash management and documentation, thereby making it imperative for banks to open more rural branches.

In April 2011, RBI mandated that banks will have to open 25% of new branches proposed to be open in a year in unbanked rural areas. In 2011, the central bank asked banks to develop a roadmap for financial inclusion and get a board approved plan for the same. Banks were given around 73,000 villages to adopt among themselves and give access to banking to these villages through either branchless model or through branches. However, despite the impressive numbers stacked up by banks ever since RBI pushed financial inclusion, the extent of financial exclusion is staggering. As KC Chakrabarty, the deputy governor of RBI and in-charge of financial inclusion, noted in a recent speech, “Even where bank accounts are claimed to have been opened, verification has shown these accounts are dormant. Few people conduct any banking transactions and even fewer receive any credit.” Even now, not more than 40% of the populations have access to bank accounts. Despite increase in banks’ presence in rural areas, more than half of the 6,00,000-odd villages across the country do not have access to banking.

The share of rural branches has fallen over the years from a high of 59% in 1985 to 36% now indicating that banks are slow in going rural. Nevertheless, where banks have not been able to reach or are reluctant to do so, other institutions such as micro-finance institutes have set shop. While RBI supports a bank-led financial inclusion, it has acknowledged the important role micro finance companies play in making credit reach the poor.

However, with MFIs being clamped down by legislation following their controversial recovery mechanism, the onus of financial inclusion has again come on banks. Given the extent of unbanked areas in the country, financial inclusion still remains an incomplete task. It remains to be seen whether the current decade will achieve RBI’s goal of every Indian having a bank account.

Financial Inclusion of the Urban Poor

The urban poor population of the country, as per the 2001 census, is estimated to be around 8 crore (one-third of the urban population is poor), and only 50 per cent of them live in slums. Most of the urban poor work in the unorganized sector and have limited sustainable livelihood options. According to some estimates, 40 per cent of the adult urban population in India does not have access to a bank account, thus depriving them of a whole set of financial services—savings, credit, remittances, etc. The poor in urban areas have the same basic financial services needs—secured savings, credit, a mechanism to transfer remittances back home as their counterparts in rural areas. However, for the urban poor, identification is becoming a significant barrier to access. More generally, this is an issue for the successful operation of credit bureaus. Some banks have already

begun issuing biometric electronic cards. If the government can absorb the cost of PAN cards (or more simply, give an option to the client not to ask for one), one big problem will be behind us. The issue of residence proof for migrants is a real challenge. Currently, the requirement is that only a government-issued identification document is valid for the urban poor. Potentially, in collaboration with the Election Commission of India and banks, This problem can be comprehensively addressed. It is only very recently that some micro-finance institutions have started to address the issue. Banks need to get into the sector more aggressively and see the segment as a business opportunity that exists just under their nose. Naturally, banks have to devise a different strategy while dealing with the urban poor compared to other clients in urban areas.

Financial Inclusion of the Rural Poor

Experts agree that bringing financial services to the rural masses is generally desirable. Significant value can be generated (both for individuals and for the nation) through providing services to the disadvantaged for instance, the World Bank's Christine Qiang estimates that national GDP grows by 0.8% for every 10 percentage-point increase in mobile telephony in emerging economies. Similarly, financial services, such as micro-finance, can have a multiplicative effect on the unbanked. The definition of 'financial inclusion' concerns the provision of financial services at an affordable cost. Both State-mandated interventions and market-driven efforts by the banks have been tried. However, this left many strata of society under-served: a 2004 survey showed that there were 59 deposit accounts for every 100 adults. This also masks regional differences from 17 in Manipur to 187 in Goa. Most policymakers like some sort of dole pensions, subsidies, and so on with the latest example being the NREGS scheme which guarantees 100 days-worth of wages to poor labourers. However, these schemes are riddled with leakage. Subsidies are not sustainable in the long term, being most appropriate for short-term emergencies; they do not deal with underlying problems. Besides, the public sector has a reputation for callousness. This is why it is all the more amazing that an innovative public sector initiative has had the effect of reaching many of the previously excluded in a short time. A conversation with the India Post Board member who dreamt up the programme, Dr Uday Balakrishnan, revealed two intriguing facts one, the ability of the public sector to re-invent itself, and two, the willingness of poor cohorts to marshal their small savings and engage themselves in financial markets. It makes for a fine case study.

India Post is an underutilized player for financial inclusion, because it has reach and credibility. Given the 500,000 employees stationed in 155,000 outlets around the country, it is well placed as a distribution channel; it is the main payment conduit for 50 million NREGS participants. There is also trust in the institution, so that people are willing to incorporate it into their financial planning. As many as 200 million people hold Post Office Savings Bank accounts. It appears that India Post has been offering rural life insurance since 1995, but never emphasized it as a major line of business. When it began to focus on it recently, the results have been impressive: they empowered employees to think creatively and to innovate. A changed management effort that also streamlined processes has enabled them to meet stiff targets. It is heartening that even staid government entities, with proper motivation, can be nimble. Within a few months, 12 million rural people have taken policies, with a majority of them opting for micro-insurance for instance, life insurance policies that insure for up to Rs10,000, at a very affordable premium of one rupee a day. Larger policies are available for the price of a pack of beedis (Rs6) a day. The Post Office has become the largest player in this segment, covering more than twice as many people as all the other insurance companies put together, adding a million-plus new insurants a month. Why have people opted to buy this level of

insurance? Interviews suggest that the best reason is that the poor are aware of the opportunities that exist for their children, if only they could afford a decent education in other words, there is an aspiration out there that the next generation must do better, and people are willing to sacrifice today's consumption for children's education tomorrow.

What is remarkable is that people are voluntarily spending their own tiny savings to buy this social security mechanism? Most of us think the great Indian public looks to the mai-baap government for everything, and that therefore doles, loan forgiveness, etc are inevitable. It turns out the masses are willing to invest their small savings for the guarantee that a death in the family does not stunt their children's future. Once they hold this basic, fungible (if not liquid) financial asset (a life insurance policy), they use it as collateral to get loans from banks; that is, they are included in the system, and they become credit-worthy. In fact, the next thing they want is crop insurance, and so on they are acting as rational economic players. Furthermore, as a result of the law of unintended consequences, they are players in the broader financial market. Part of the premium (a prudent percentage, but still 1000s of crores) is invested in the market and, over time, this should bring them better returns than those from the government-securities market. The late CK Prahalad would be proud of them. The three hundred million at his 'Bottom of the Pyramid' are at last clawing their way out of poverty.

Conclusion

Enhanced financial inclusion will drastically reduce the farmers' indebtedness, which is one of the main causes of farmers' suicides. The second important benefit is that it will lead to more rapid modernization of Indian agriculture. New agriculture, by nature, needs more working capital and is capital intensive as it depends on improved seeds, fertilizers and other modern inputs and equipment. Since enhanced financial inclusion means better risk management tools for the farmers, they will be encouraged to adopt new technologies at a faster rate. Yet another benefit will be increased growth, as well as more equitable growth, in both rural and urban areas because financial growth will mobilize what Late Prof. C. K. Prahalad calls "the bottom of the pyramid". By providing greater access to educational loans for all sections of society, improved financial inclusion will also mean India becoming a more equal opportunity nation a pre-condition for promoting inclusive growth. Finally, a very positive impact of promoting financial inclusion will be the boost given to grass-roots innovations and entrepreneurship. A major constraint is in diffusing their technologies, i.e., commercialization in the absence of micro-venture capital funds. Here, greater financial inclusion will promote micro-venture capital funds and thus reward and mobilize creativity from segments of our society that remain completely untapped. Given the vital importance of the issue, in the coming years, we are going to see many strides in reforming the financial system to make it more efficient and much more inclusive. Financial inclusion is the road that India needs to travel toward becoming a global player. Financial access will attract global market players to our country and that will result in increasing employment and business opportunities. Inclusive growth will act as a source of empowerment and allow people to participate more effectively in the economic and social process.

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IMPACT OF LIBERALISATION, PRIVATISATION AND GLOBALIZATION IN EDUCATION

(With Reference to RTE)



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Abstract:

Liberalization, Privatization and Globalization commonly known as "LPG" has fundamentally affected the face of Indian Education sector. The recent changes in the FDI norms have opened the doors of opportunities for developing congenial strategies to develop the scope of "LPG" in Education sector in India.

In addition to this RTE has come as a ray of hope for giving a boost to application of "LPG" in education sector.

This paper is an attempt to objectively analyze the impact of LPG in Education and bring out the role it is expected to play in successful implementation of RTE.

Keywords: Liberalization, Privatization, Globalization, RTE.

Introduction

By liberalization we mean an open economic policy to accept amalgamate and accelerate economic system of a country through global partnership and mutual sharing of public funds and government funds. By liberalization in Education system we mean an open multi-facet system of education relates to basic needs of human values through decentralization, mutual sharing and partnership of government and public funds moreover the wide ranging structural reforms initiated in July 1991 have placed the Indian economy on the part of sustained high growth to integrate with the global economy, which give rises the opportunities of liberalization, privatization and globalization not only in business and industrial sector but also in education and specially in basic education.

The recent changes and development in financial sector, industrial sector and with the clearance of FDI (Foreign Direct Investment) created enough opportunities for congenial strategies and functions to development scope of liberalization, privatization and globalization in education sector in India.

By privatization we mean joining hands with private players related to business in case of product and service and giving liberal conditions and ways to private players to be along with government

to enrich the basic education system in mode of public private players to be along with government to enrich the basic education system in mode of public private partnership or in the mode of sole proprietorship to enrich and enhance the educational system in case of basic education on the context of RTE provisions.

By globalization, we mean creation, assimilation and transmission of knowledge and new technologies from one country to another country through research and development.

Globalization is a scenario where today the entire world is becoming a planet with integrations. Its facets are:

- Well built international business relationship.
- Procurement and internalization of financial market.
- Broadening communication network and educational inter linkages and its development
- Providing management techniques and impetus to run smooth the basic schools as per RTE norms.

Moreover, the need for norms of RTE for liberalization, privatization and globalization felt enormously due to changes in the need of socio-economic/legal/political scenario in India due to following:

- Problems we are facing today.
- Challenges we are talking today.
- Transition elements for changes playing their role in society
- Evolutionary steps for development
- Special forms on problem based areas.
- One party domain politically for a long time in the states.
- Coalition and Umbrella in centre for a pretty long time.
- Instability in government sectors
- Unrealistic planning sets instability in government sectors
- Lack of target based planning and the development of more programme oriented non-fruitful planning.
- Rapid changes and its impact in political/judiciary/economical and education system.
- Privatization through capital sharing with public sectors.
- Gradually liberalization of economic politics
- Increment in foreign capital reserves.
- Automation and it revolutions in industries.
- Impact of Silicon Valley projects of USA and emerging of 500 fortune companies along with the growth of developed, developing and NAM countries.
- Need for inter cultural working patterns in companies.
- Quality of work life (QWL) through fair ways for congenial and harmonious labour practices.
- Multifacet dimensions of education.

- Educational facilities for first generation learners and upcoming generations.
- Developing the facets to complete the objectives of EFA (Education for All) MDG (millennium dev goal) and making India out of Eq. Group.

According to Graham “Globalization is a position where the entire world tends to create a pace of development advancement and enrichment being together to strengthen the human values and positivity of mankind worldwide”.

It means-the creation, assimilation transmission and transformation of knowledge and new technologies from one country to another country through research and development.

The positive aspects of Globalization in context to education are

- Research and development.
- Mutual sharing and holding.
- Cultural, philosophical and technological transformations of theories, innovations implications across the globe.
- Development of joint sectors (Public-private partnership).
- Development of International participations and views in research, training and developments.
- Growth of business, transaction and educational opportunities across the globe.
- Development of cross-national human exchanges of technocrats and professionals.
- De-acceleration of brain drain by providing and developing sufficient opportunities inside the country.
- Enrichment and enhancement of (Cross-cultural from section)
- Developments inter alia competencies of human research engineering in context to education.

Elements of educational changes through globalization

Time to time: Change is necessary in every sphere of life. In fact, change is all around us in the season, in social environment, in biological process and in the organizations. As education is a social phenomenon so there is always a process of change across or takes place time to time.

Change is due to following factors

- Environment
- Managerial adaptations
- Deficiency in existing organization, process, curriculum or course-ware
- Change is also necessitated to avoid developing inertia
- For task/technical adaptations

In education, the elements responsible to being out change, which are generated through the process of LPG, are as follows:

- Innovative practices
- Appropriations
- New technologies
- Technical know how
- Business processing and transactional outsourcings
- Knowledge management and transferring outsourcing
- Patents transformations and intellectual property act (IPR)
- Public-private partnership in education
- Disinterment and divestments, joint ventures mergers and acquisitions of educational providers etc.

Globalization in context to education

The positive and negative effect of globalization has given the following impact on educational field:

- A vast generative effort has been put forwarded in curriculum.
- Competitive and deregulated academic structure related to job market.
- National integrity and compatibility in Educational system has been taken through positive approach.
- School/College and Institutions are appearing as a revolutionary centre against pedagogical units as they deal with synergy instead of pedagogy only.

Reforms of education as per globalization contexts

Two types of reforms have been taken into considerations to make education accessible, available, adaptable and assumable in the country so that it will enrich and enhance the human resource index as per global norms are:

- Context synchronization and
- Excellence under educational courseware's and the
- Strategy fixation related to -
 - (a) Financial transactions and disbursements
 - (a) Privatization of secondary and higher educations.

Educational control related to globalization

For a pretty long time foreign universities are running their courses in India either through joint venture or as franchisee viz, apple computers, NIIT and wigan and neigh and many more other foreign universities, India government could not emphasize any special control in this regard so far and for this Indian students obtaining such degrees or diplomas are devoid of government and many more lucrative jobs inside country due to lack of proper initiatives for accreditations.

In this regard, foreign universities should work under following control points in India:

- They should work under the control of NAAC or AICTE and in case of Basic Education under the accreditation of ICSE, CBSE or state education boards.
- They must have a permit of efficiency and efficacy of their parent government to open their system in foreign countries.
- They should be under the preview of the academic audit in the respective countries of their operation.
- MOU should be signed accordingly between two countries.
- India should get opportunity to open its courses abroad.
- National benefits should be taken into confederation as a prime benefit before make a joint venture of education between two countries.

Negative Aspects of Globalization

Through liberalization, privatization and globalization has given new dimensions to our educational system for national prosperity and a standardized value to stand up in global context in the field of education but it has generated some negative aspects also as follows:

- It enhances and enlarged inter dependences between two countries.
- Un-adjustment between countries in context to economical, political and social systems.
- According to UNDP Programmes evaluation and monitoring report the acceleration due to globalization in context to education is slow in comparison to business manufacturing and operations.
- LPG sometimes renders national integrations.
- It has got evil effects of national development
- It always hampers tradition and culture.

With a view to minimizing the damages and maximizing the opportunities of globalization from the macro socioeconomic point of view, the human development report 1997 of the UNDP has made the following policy suggestions:

- Manage trade and capital flows more carefully.
- Invest in poor people for better living and education.
- Foster small enterprises/training and educational institutions.
- Give training to people to properly manage new technology.
- Reduce poverty and introduce safety nets.
- Influence governance for human resource development.

But still there are too many abstracts to adopt the globalization policies in our country. Some of the greater hindrances and obstacles are:

- Government policy and procedures.
- High cost of many vital inputs.

- Poor infrastructure .
- Obsolescence in technology and adaptations etc.
- Resistance to change.
- Poor quality image.
- Supply chain problems.
- Small size and low level of resources.
- Lack of experience of enterprises in managing international business.
- Limited R & D.
- Growing trends of similar businesses.
- Trade barriers.
- Growing entrepreneurship.
- Growing imbalanced domestic markets.
- Too many niche markets.
- Trans- nationalization of world economy.
- Cut throat competitions.

Impact of Liberalization, Privatization and Globalization in Basic Education:

There is a need to revitalize and revamp our educational system. In the global context the world over private educational institutions co-exist with the public institutions and often provide education of a high standard comparable to private institutions. In USA, China, Latin America demand of resources in education will be difficult to mobilize without private participation. In South-East Asia particularly India, Bangladesh, Sri-Lanka and Pakistan have the highest numbers of private school enrolment.

This stimulates our mixed economy policy. As we know that primary education is the foundation store of entire education system. When at this level, we achieve the goal of free and compulsory education for 6-14 age group children as it has become compulsory to make the nation cent percent educated upto at least primary level under the provision of RET-2009. There is an immense need to rectify, ratify our basic education system through innovative, value based practices, and this can be only achieved through the process of LPG (liberalization, privatization and globalization)

The major challenges in implementing right to education act which can be solved and implicated rightly through the policy of LPG are-

- **Accessibility:** Requisite schools should be available within the reach of each child. This can be possible only when there will be no child labour, no gender discrimination, no disability discrimination so that every child should be able to reach the school without any hindrances.
- **Acceptance:** Accepting each and every child of 6 to 14 years for compulsory schooling.

- **Quality Education:** Quality teaching according to the capacity and mental status of the child are necessary and for this every student should get chance to get enrolled and receive quality education. In this regard government of India through the recommendation of “operation blackboard” scheme has given minimum facilities to all the existing schools for quality education.
- **Adaptability:** Education should be according to specific needs of the children and changing needs of the society, local context should be taken care of the major reason for non-adaptability. Through the impact of life. We have come to a position to cope up with requisitions of adaptability are:
 - (a) Curriculum based learning.
 - (b) Special attention to the subjects like English and Mathematics.
 - (c) Appropriate method of teaching.
 - (d) Abolition of child labour and making motivational efforts to put them into full time schooling.

Conclusion

To make education free, participate and interactive LPG enunciated the need of two types of resources:

- Physical resources
- Human resources

For this a supplementary support through the mode of public-private partnership has been already approved and taken into considerations due to following reasons:

- Expanding access and reducing the number of classes in government schools.
- Increasing the level of knowledge, skills and involvement through synergistic mode of teaching.
- More focus on quality through action-oriented learning.
- Reducing political corruptions in schools.
- Providing all sphere of activities to develop children in the school i.e, activating related teaching in the domain of cognitive, conative and psychomotor development.
- Providing educational services to all schools together private or public.

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MARKETING TECHNIQUES OF OTDC (ORISSA TOURISM DEVELOPMENT CORPORATION): A FUTURISTIC APPROACH TO BUILT ORISSA A TOURIST SPOT IN THE GLOBAL MARKET



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Abstract:

Tourism plays an important role in the economic progress of any country/state. Orissa Tourism Development Corporation is the tourism arm of Govt. of Orissa, a state under Republic of India. It plan, coordinate and implement the entire program related to tourism under the active guidelines of Govt. of Orissa.

Revenue earned from tourism by Govt. of Orissa is very poor and it requires more planning to earn maximum revenue from tourism. The reason is very low footfalls of tourists during previous years. Though we have many nice products with us to promote, but due to absence of a proper marketing policy and techniques, footfalls are not increasing. Total numbers of tourists who visited India during 2010 was 5.6 million and only 45684 numbers of tourists visited to Orissa during the same period. India is not a preferred tourist destination among 10 best tourist spot across the globe, so as Orissa also not a preferred destination among the top 10 tourist spot across the country. These are the major reasons behind the revenue fall. Hence few steps OTDC should take to revamp the tourist inflow and increase in revenue.

Key Words: OTDC, Tourism, Tourists, Culture.

Introduction to Tourism

Tourism plays an important role in any country's economical progress. It is the life blood of various countries GDP growth rate. India is the 3rd largest exchequer of revenue from tourism. Several

natural beauties to wild life sanctuaries are the major attractions for foreign tourists who are coming to India in a larger scale since few years. Every year number of tourists are increasing towards India due to better law and order situation, attractive destinations, clean sanitation, flexible government policy, promotion of tourists as guest to India are few dominating factors which boost economy for India in tourism sector. The policy makers of tourism sector are modifying various models of tourism technology through which country can earn a global reputation as well as revenue.

Introduction to Odisha Tourism

Odisha in Eastern India has immense potential for the development of tourism and hospitality. Odisha is known for its ethnic and traditional handcrafted items, be it clothes, rugs or decorative items. The Tourism industry gets a major boost because of these art forms as people come from far and wide to simply watch these amazingly skillful artisans at work while they create these handcrafted items.

Odisha offers excellent opportunities in the tourism sector. Besides good infrastructure facilities (road, rail, air connectivity) described in the previous section, the state offers the following unique features:—

- Ancient monuments, beaches, religious and Buddhist tourist attractions
- Hot springs, water-bodies, forest and wildlife
- Number of festivals are organised every year by the tourism department such as Konark festival, Puri beach festival, Folk Dance festival at Sambalpur, Rajarani Music Festival and Ekamra Festival at Bhubaneswar, Shree Kshetra Utsav at Puri, Kalinga Mohatsav at Dauli, and tribal festivals in different districts

Department of Tourism (DoT)

The tourism wing of the Department of Tourism and Culture is the nodal agency, which develops tourism related policies and marketing and promotional campaigns. The department also conducts road shows and participates in tourism trade marts abroad. The marketing and promotion of Orissa as a tourist destination is done mostly by the DoT.

Orissa Tourism Development Corporation (OTDC)

The function of OTDC is to implement the policies of DoT and to carry out commercial operations such as tourist accommodation, package tours, sightseeing and transport.

The objective of the Tourism department is to increase tourist traffic by developing and promoting tourist centre in the state. The department is following a two-pronged strategy to achieve the required objectives viz. creation of required infrastructure in the state and organising effective publicity regarding tourist destinations outside the state.

Some of the major activities undertaken by the department are highlighted below :

- A new Tourism Policy has been formulated which encourages private sector participation with the government acting as a catalyst in the process
- Regular participation in tourism festivals outside the country was initiated to promote Odisha as a tourist destination. Road shows in India (Raipur, Ahmedabad, Kolkata etc.) were organised
- Puri and Chilika are being developed as Special Tourism Areas

Potential Investment Opportunities

Tourism development requires investment across a wide spectrum of areas. These include hotels and accommodation facilities – from budget hotels to 5-star hotels - transportation, information and telecommunication. Some of the key investment classes in the tourism sector are:

Accommodation

- Various classes of Hotels
- Motels
- Spas and Resorts
- Camps and Jungle Lodges

Transportation

- Airport Infrastructure
- Roads
- Rail Network
- Tourist Vehicles and Taxicabs

Entertainment and Leisure

- Amusement Parks, Theme Parks, Multiplexes etc.
- Water Sports Complexes
- Entertainment Centre
- Golf Courses, Bowling Alleys and Sports Related Facilities
- Arts and Crafts Villages/Museums
- Adventure Sports Facilities
- Specialty Restaurants/Pubs

Information and Communication

- Telecom Infrastructure
- Internet Facilities
- Information Centre and Kiosks
- Information Technology and Websites
- Signage

Amenities

- Power Supply
- Water Supply
- Toilets
- Healthcare

Civic Improvements/Beautifications

- Clean-up Projects
- Floodlighting/Illumination
- Parks and Gardens
- Restoration Projects

Miscellaneous

- Convention Centre and Facilities
- Special Tourism Areas/Zones
- Tourism Training Centre

An Overview of Culture of Odisha to Boost Tourism Sector

Pulsating with the spirit of Indian Culture and located in the central part of India, Orissa is like a bridge between the northern and southern halves of the country. Known as Kalinga, Utkala or Odra and Koshala during various periods, Orissa has a conquered history of successive rules of different dynasties and assimilation and synthesize of the best of Buddhist, Jain and Hindu cultures and also Mahima culture. It was a formidable maritime empire with overseas trading routes stretching up to Indonesia.

Ancient Orissa was a confluence of myriad racial streams. History tells us that the original inhabitants of the land belonged to Sabara tribe which had a distinct civilization of its own. When the Aryans

entered Orissa from the northeast, there was conflict between the two civilizations at the initial stage but in course of time by mutual give and take, there was a cultural amalgamation.

Flowing through the arteries of Orissa is the living and continuing culture of India... its varied expressions and its rich variety. The very stones speak of the unique history of the nation. The temple-culture condenses the quintessence of India. Whether it is the sacred environs of Puri Jagannath temple, or the eroticism of Konark's Sun temple, the wondrous caves of Udayagiri and Khandagiri or the mystical monasteries of Buddhism, the paintings of folklore or the handloom weaver's magic... Orissa speaks eloquently of a living past continuing present and prospective future.

The word Oriya is an anglicized version of Odia which itself is a modern name for the Odra or Udra tribes that once inhabited the central belt of modern Orissa. Orissa has also been the home of the erstwhile Kalinga and Utkal tribes that played a particularly prominent role in shaping the region's history and culture, and one of the earliest references to the same appears in the writings of Vedic chroniclers. In the 6th C. BC, Vedic Sutrakara Baudhayana mentions Kalinga as being beyond the Vedic fold, indicating that Brahmanical influences had not yet touched the land. Unlike some other parts of India, tribal customs and traditions played a significant role in shaping political structures and cultural practices right up to the 15th C. when Brahminical influences triumphed over competing traditions and caste differentiation began to inhibit social mobility and erode what had survived of the ancient republican tradition.

Major Marketing Techniques OTDC May Follow to Attract Tourists to Odisha

Promoting Fairs & Festivals

Orissa is a land of colourful fairs and festivals where every season has a variety of occasions to celebrate. The mood of the people is up beat. They put in their best of attire and ornaments and exhibit the way they lead their lives. There is no better occasion to see the people in their true colour, costumes and pageantry.

Most of the festivals are associated with the innumerable shrines or family traditions. They provide an opportunity for social harmony and religious flavor.

The Traditional Festivals round the year provide occasions for a closer look of the local culture. Apart from the famous Rath Yatra (Puri), Magha Saptami (Konark), Ashokastami (Bhubaneswar) etc., the Dhanuyatra of Bargarh (Western Orissa) is a unique festival in style and dimension (it is a theatrical presentation of Krishna Leela performed over an area of 5 Kms. radius with the largest cast as each one present on the occasion is treated as a character.)

The Tourist Festivals like the Konark Festival at Konark (Dec 1-5), Beach Festival, Puri (Nov-23-27), Folk Festival, Sambalpur (Jan 4-6), Tribal Festival (Parab) at Koraput (Nov 16-18), Adivasi Fair at Bhubaneswar (Jan 26-31) and Chhou Festival at Baripada (April 11-13) are memorable cocktails of Dance & Music, Craft and Cuisine Fun & Frolic.

Different form of Fair & Festival that may generate revenue for OTDC



Ratha Yatra (Fig.1.1)



Konark Festival (Fig.1.2)



Tribal (Fig1.3) Festivals

(Source: www.otdc.in)

Promoting Handicraft & Handloom as Products

Evolved slowly and gradually through disciplined efforts of generations, Odishan Handicrafts have retained their seasoned traditional values along with the freshness and charm of their own. Beauty and utility combine in them. Dedicated labour of the artisans scattered all over the state has made Orissa a fabulous market of souvenirs and mementoes. Varieties are many—stone work, silver filigree, wood craft, appliqué work, brass & bell metal work, dhokra castings, horn work, patapaintings, papier mache, terracotta, tie & dye textile in cotton, tassar & silk and a lot more. Stemming from centuries of exclusive craftsmanship, they are a colourful testimony to the integral life force of the people,

The tribal artisans make varieties of typical ornaments from brass, bell metal, silver and white metal. An interesting variation is iron artifacts by heating and beating process using traditional implements like furnace, anvil, tongue and hammer. The artifacts include a host of decorative items from animals and bird figures to human shapes and composition meant for wall hangings in addition to the agricultural tools which are utilitarian.

Preservation & Renovation of Monuments

History took a U-turn here after the Kalinga war in 261 B.C. when the Maurya Emperor Ashoka renounced war, embraced Buddhism and spread the message of peace and non-violence. The image of the forepart of an elephant at Dhauligiri is the earliest rock-cut sculpture. The remains at Ratnagiri-Lalitgiri-Udayagiri and Langudi are a treasure house of Orissa's Buddhist Heritage. The illustrious emperor Kharavela who came to power around 1st century B.C. championed the cause of Jainism. The sophisticated art and architectural style of the Jain monastic caves at Khandagiri-Udayagiri and elsewhere like Subai in Koraput are a story unto themselves.

Above all, Orissa is known for its innumerable temples. It is probably the only state where you can study the chronological development of temple architecture from the earliest specimens of 6th century A.D. to the 13th century A.D. in the eastern part of Orissa.

A visit to the temples at Bhubaneswar alone will take you on a walk through five centuries of the golden age of Hindu Temple building (8th–12th century A.D.) and you will see the architectural style developing, expanding and refining before your eyes.

In the western part, temples of a different style continued to be built between 14th and 19th century A.D.

The temples of Orissa are characterized by profuse decorations, exquisite carvings and ornamentations that radiate the artist's inner love and dedications. The Sun Temple at Konark (a world heritage monument), Sri Jagannath Temple at Puri, Lingaraj, Rajarani, Mukteshwar, Brahmeswar, Vaital and Parsurameswar Temple at Bhubaneswar, Nrusimhanath temple at Nrusimhanath are among some of the superb monuments. Puri is one of the four Dhams (holiest of holy places) in India.

Some of the temples baffle the historians by sheer architectural style. The Leaning Temple at Huma near Sambalpur (like the leaning tower of Pisa) and the Sashisena temple at Sonepur which has no door are still an enigma to the onlookers and researchers alike.

Out of four distinguished Hypothetical Yogini shrines of India, two are in Orissa (at Hirapur near Bhubaneswar and Ranipur-Jharial near Titilagarh in Western Orissa). The brick temple at Budhi Komna and Ranipur-Jharial are among the very few brick temples of India.

Dance & Music as a Tradition

Orissa is known for its own form of classical Odissi Dance and Music originating from the temple dances of Devadasi or Mahari. The graceful dance is mentioned in scriptures and depicted in sculptures. There is also a plethora of folk and tribal dance and music prominent among which are Sambalpuri, Ghoomra, Ranapa, Koya, Gadaba etc. as well as the Chhou dance which has traces of tribal, folk and classical forms and appears to be a rendition of non-verbal theatre.

Major Wildlife as a Tourist Destination

Bhitarkanika National Park a true delight for the nature lovers, the state of Odisha (Orissa) offers adventurous Wildlife tours. Renowned for its Wildlife parks and Sanctuaries, Odisha (Orissa) is home to a number of rare flora and fauna species. Having the thickest Mangrove forest and abundant Red Silk Cotton Trees, Wildlife parks at Odisha (Orissa) have proved to be the most successful breeding ground for Asiatic lions.



Fig 1.4

(Source: www.otdc.in)

The protected area network of Odisha (Orissa), spread over a sprawling area of 6611.12 sq. kms, the Wildlife in Odisha (Orissa) is cradled very lovingly in eighteen sanctuaries, a National Park and one proposed National Park. These wildlife parks cover about 4.25% of the geographical area and 11.37% of the forest area of the state.

Adding more to this is the Gahirmatha Marine Sanctuary spread over 1408 sq. kms of seascape. This marine habitat rests on a stretch of 20 kms.

- Chandaka Elephant Reserve
- Debrigarh Wildlife Sanctuary

- Nandankanan National Park
- Simlipal National Park
- Ushakothi Wildlife Sanctuary
- Tikarpada Wildlife Sanctuary
- Odisha (Orissa) Wildlife Map

Concept of Buddhism and Jainism as an Influencer to Tourism Sector

Both Buddhism and Jainism played an important role in the cultural and philosophical developments of early Oriya civilization. Most Buddhist and Jain texts were written in Pali-Prakrit and the Prakrita Sarvasva, a celebrated Prakrit grammar text was authored by Markandeya Das, an Oriya. Kharavela's Hatigumpha inscription is in Pali, leading to the speculation that Pali may have been the original language of the Oriya people.

By the 7th C. AD, Brahmanism had also become influential, especially in the courts and Hiuen Tsang (the well-known Chinese chronicler) observed how Buddhist Viharas and Brahmanic temples flourished side by side. And although royal inscriptions of this time were in Sanskrit, the most commonly spoken language was not, and according to Hiuen Tsang, it appeared to be quite distinct from the language of Central India, and may have been a precursor of modern day Oriya.

But even as the Bhauma Kings of the 6th-8th C issued edicts in Sanskrit, they patronized numerous Buddhist institutions and the art, architecture and poetry of the period reflected the popularity of Buddhism in the region.

Later, Orissa's Buddhism came to be modulated by strong Tantric influences, while a more traditional Vedic and Brahmanical version of Hinduism was brought to Orissa by Brahmins from Kannauj. Shaivism from the South was institutionalized in Puri. In addition, the majority of Orissa's adivasis continued to practice some form of animism and totem-worship. Unifying all these different traditions was the Shiva-Shakti cult which evolved from an amalgamation of Shaivism (worship of Shiva), Shaktism (worship of the Mother Goddess) and the Vajrayana, or Tantric form of Mahayana Buddhism.

Museums as a Product

Museums in Odisha (Orissa) - With a very few numbers of museums present in the state, the most famous museum at Odisha (Orissa) is the State Museum which began as a subsidiary of Ravenshaw College's History Department.

With a wide range of antiquities being added every year, the museum has gradually become one of the premier institutions of the state standing as mute evidence to the rich cultural heritage of the region. Archaeology, Epigraphy, Numismatics, Armory, Mining, Geology, Painting, Anthropology and Manuscripts, you can have them all in the museum.

One of the most significant aspects of this museum is its manuscript gallery. Some of the rare palm leaf manuscripts about 50,000 in number are housed in this gallery. Covering diverse subjects like religion, philosophy, astronomy, astrology, poetry, science, medicine, mathematics, warfare and the crafts, these manuscripts are a repository of artistic expressions of that time.

These manuscripts were made by the incision of Oriya script on a dried palm leaf with a stylus. The manuscripts at the museum depict highly symbolic scenery with costumes, jewelry, hairstyle and facial expressions similar to stone sculptures of Odisha (Orissa).

Abhinava Gita Govinda is believed to be one of the earliest palm leaf manuscripts dating back to 1496. The museum also houses an illustrated manuscript of Gita Govinda written by the 12th century poet Jayadeva. Displaying an advanced writing technology, it has 80 folios in rich primary colors that have remained intact even after such a long period.

Odisha (Orissa) State Museum, Bhubaneswar - This Museum in Bhubaneswar shows India most artistic traditions with influences from Buddhism, Jainism, and Brahminical styles. The Museum also showcases archaeology and numismatics, armory, natural history and contemporary art.

Enrich Art & Handicraft Gift of Odisha as a Tourism Techniques

Having an ancient tradition of making splendid pieces of art by hands Oriya artists have long been presenting their awe inspiring master pieces to the world. There are a lot of handicrafts that have been running as the life force in the cultural land of Odisha (Orissa). Some of which include- Patta Chitra, Sand Art, Metal Work, Silver Filigree, Stone Carving and making Puppets and Masks etc.

Patta chitras are miniature paintings, used as wall hangings with religious themes as their subject matter. Legends from the lives of Lord Krishna are mainly depicted on this specially treated cloth known as Patta.

Developed over the years, this art form has helped a distinct school of painting to evolve. Having its origin in Sanskrit language, the word Patta Chitra literally means a painted piece of cloth. This ritualistic art observes a fine blend of sophisticated art and folk element in the form of rich colors. The skilled hands of the talented artisans present blood red, red ochre, lamp black, yellow, white and indigo in a unique way as they pretend to be offsetting each other.

These Pattas are carried back home by pilgrims to Puri as precious mementos. Practiced widely in Raghurajpur and Dandshahi villages at the outskirts of Puri, these Pattas have become synonymous to the place.

Another famous handicraft of Odisha (Orissa) is also based at Puri. This implies carving a sand sculpture with just clean and fine-grained sand mixed with water. Attractive sculptures are carved out of this sand by the Oriya artists. Dating back to fourteenth century A.D. the origin of this art is associated to Poet Balaram Das, the author of Dandi Ramayan. Very eye catching and splendidly beautiful, this art form has gained immense popularity with the development of tourism.

The artists of Cuttack have also invariably contributed to enrich their tradition in the form of an art known as Silver Filigree. Owing its popularity to this art form only the silverware or Trakashi of Odisha (Orissa) is very widely known.

Thin wires drawn from beaten silver and foils are fashioned to make unique examples of artistic excellence. Forms of animals and birds, small show pieces, fine pieces of Jewellery and articles of daily use like vermilion receptacles are made by the filigree artists that are popular the world over.

Artists of Odisha (Orissa) create miraculous master pieces of art practicing yet other crafts too that are now not popular in India but across the globe as well.

Tribal Culture, A Tribute to Odisha Tourism

Orissa has a large concentration of Tribal population (62 Tribes) who mostly inhabit the jungle and hilly region with wide distribution in Koraput, Phulbani, Kalahandi, Ganjam, Keonjhar, Dhenkanal and Mayurbhanj area. The Socio-Cultural life of Orissa has been greatly shaped and influenced by the long continuing tribal traditions

They enjoy their lives through dance and music. Tribal villages often vibrate with drum beats and the hills echo with resonance of music. The waterfalls, springs, hills and forests come to life with the rhythmic musical moods almost every day.

Each tribe has its rich patterns of music and dance which are variegated, specialized and artistic. This form of performing art has inspired the innovation of colorful costumes, varieties of musical instruments and excellent carvings and paintings in their houses.

Out of 62 tribes of Orissa most important tribal groups are Santal, Juang, Saora, Bonda(Bondo), Kondh, Paraja and Koya.

Tribal Rites and Rituals

Tribes believe in worshipping of numerous deities and perform rituals and ceremonies for a blissful life. Many festivals are also celebrated with much of devotion, throughout the year in order to appease their deities and ascendant. The most significant festivals of the year being 'Chaita Parab' and 'Poush Parab'. Both days have a special attraction as all men of the village go on a hunting expedition. The additional charm of the festivals are the cultural tribal dances, the songs and the music performed by the talented folk of the tribes, treasuring their rich customs that differentiate them from the other non tribal people.

List of Few Tribal Dance to be promoted by OTDC definitely

- Juang
- Saora
- Gond
- Koya
- Gadaba
- Kondh
- Oraons
- Paraja

Few Tribal Products that should be promoted definitely by OTDC

- Pottery
- Cane, Bamboo, Reeds, Grasses And Wood
- Plaster And Paper Mache
- Paper Mache
- Plasters
- Stone And Theatre Crafts
- Stone
- Theatre Crafts
- Seeds, Herbs And Medicaments
- Natural Dyes
- Leaf Straw And Dried Flowers
- Lacquer
- Metal
- Santhal And Saora Paintings
- Tribal Handlooms

Other innovative tools that may create tourist attraction

- Floating Restaurant
- 50 Seater Boat
- 16 Seater Cabin Boat
- Pedal Boat 4 Seater

Role of ASI (Archeological Survey of India) to promote Tourism Sector

The Archaeological Survey of India (ASI), as an attached office under the Department of Culture, Ministry of Tourism and Culture, is the premier organization for the archaeological researches and protection of the cultural heritage of the nation. Maintenance of ancient monuments and archaeological sites and remains of national importance is the prime concern of the ASI. Besides it regulate all archaeological activities in the country as per the provisions of the Ancient Monuments and Archaeological Sites and Remains Act, 1958. It also regulates Antiquities and Art Treasure Act, 1972.

ASI is doing its level best to restore and maintain many centres of excellence and important monuments, temples, wildlife sanctuaries, tiger reserves, national parks and museum of the state which help OTDC to attract more tourists in the incoming year.

Tourist arrival during 2010 in ODISHA

Table-1

Domestic	Foreign	Total	% Change
75,91,615	50,432	76,42,047	10.16%

(Source- www.ministryoftourism.com)

Foreign Tourist arrival during 2010 in ODISHA

Table-2

India	Odisha	Share
55,84,000	50,432	0.90

(Source- www.ministryoftourism.com)

Inflow of Money through Tourist Expenditure in Odisha during 2010 (Rs. in Crores):

Table-3

Domestic	Foreign	Total
3,811.67	161.49	3,973.16
Odisha – 2,290.91		
Outside Odisha – 1,520.76		

(Source- www.ministryoftourism.com)

Tourist Visits in Odisha during 2010 (Month-wise)

Table-4

Month	Number of Tourists			Proportion to Total (in %)	
	Domestic	Foreign	Total	Domestic	Foreign
January	8,36,060	5,548	8,41,608	11.01	11.00
February	5,42,973	5,385	5,48,358	7.17	10.68
March	5,49,400	4,568	5,53,968	7.23	9.06
April	5,06,614	3,430	5,10,044	6.68	6.80
May	5,74,419	3,141	5,77,560	7.57	6.22
June	5,17,203	2,863	5,20,066	6.81	5.68
July	5,35,561	2,895	5,38,456	7.05	5.74
August	4,81,497	4,225	4,85,722	6.34	8.38

Month	Number of Tourists			Proportion to Total (in %)	
	Domestic	Foreign	Total	Domestic	Foreign
September	4,87,973	2,683	4,90,656	6.43	5.32
October	8,33,256	3,986	8,37,242	10.97	7.90
November	7,54,848	5,017	7,59,865	9.94	9.95
December	9,71,811	6,691	9,78,502	12.80	13.27
Total	75,91,615	50,432	76,42,047	100.00	100.00

(Source- www.ministryoftourism.com)

Conclusion

The above trend of inflowing of tourist to Odisha highlights that there is a vast opportunity for OTDC to promote Odisha Tourism to attract more and more tourist into Odisha. For example, Beach Tourism is a new concept developed by OTDC where tourist can enjoy the natural environment of Odisha its forest and beach. To maintain the same Govt. of Odisha should create a proper management and development of tourist amenities. In a nutshell we can say effective tourism based on the principle of 3S i.e. Shelter, Sanitation & Safety. If the above principles can be implemented by OTDC then in tourist inflow as well as in revenue inflow there will be a brighter future for Odisha tourism.

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A STUDY ON CUSTOMER PREFERENCE AND FULFILLMENT TOWARDS MOBILE SERVICE PROVIDERS



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Abstract:

Tele communication has been the world over as an important tool for socio- economic development for a nation. It is the one of the prime support services needed for rapid growth and modernization of various sectors of the economy. It has become significantly important in recent years because of enormous growth of information technology and its significant potential for the impact on the rest of the economy. An attempt has been made to study the customer buying behavior with a focus on determining the customers' preference for mobile service operators. Some important factors that influence buying decision of the customers have been identified. It was examined from the study that customers are taking decision after considering the services rendered by the operators. It also reveals that attributes (i.e. services) that affect the satisfaction level of the customers and the various problems faced by the customers in using services which may be used as an index by the mobile phone service providers for improvement of their services to satisfy the customers.

Keywords: Customer Preference, Customer Fulfillment, Mobile Service Offers.

Introduction

Tele communication has been the world over as an important tool for socio economic development for a nation. It is the one of the prime support services needed for rapid growth and modernization of various sectors of the economy. It has become significantly important in recent years because of enormous growth of information technology and its significant potential for the impact on the rest of the economy. Indian telecom market is one of the fastest growing markets in the world. Indian telecom network has 787.29 million connections as on 31st December 2010 with 752.20 million wireless connections. Indian telecom has become the second largest wireless network in the world after China. Over 18 million connections are being added every month. Wireless telephones are increasing at faster rate. The share of wireless telephones as on 31st December 2010 is 95.54% of the total phones.

Growth of Telecom Sector

Telecom sector has witnessed a continuous rising trend in the total number of telephone subscribers. From 926.55 million telephone subscribers as on 31 December 2011. The Annual growth was increased to 9.48%.

Table No. 1: Showing the Growth of Subscribers base in Indian Telecom Service Providers

	March'07	March'08	March'09	March'10	March'11	Dec.'12
Wireline	40.77	39.41	37.97	36.96	34.73	32.69
Wireless	165.09	261.08	391.76	584.32	811.60	893.86
Gross Total	205.87	300.49	429.73	621.28	846.33	926.55
Annual Growth%	44.88%	45.96%	43.01%	44.58%	36.22%	9.48%

(Source: Dot Report 2010-12)

Table No. 2: Showing the Company wise % market share (Subscribers) - Nov 2011

Sl. No.	Name of the Company	Total Sub Figures	% Market Share
1	Bharti Airtel	174,692,673	27.64%
2	Vodafone Essar	146,841,278	23.23%
3	IDEA	103,992,364	16.45%
4	BSNL	92,142,010	14.58%
5	Aircel	60,958,611	9.64%
6	Uninor	34,181,955	5.41%
7	Videocon	5,480,217	0.87%
8	MTNL	5,397,378	0.85%
9	Stel	3,563,152	0.56%
10	Loop Mobile	3,223,924	0.51%
11	Etisalat	1,610,824	0.25%
	All India	632,084,386	100.00%

(Sources: TRAI Report Dec-2011)

Review of Literature

J. Joseph Cronin, Jr. and Steven A. Taylor (1992) analyzed the conceptualization and measurement of service quality and the relationships between service quality, consumer satisfaction, and purchase intentions and they revealed that service quality is an antecedent of consumer satisfaction, and consumer satisfaction has a significant effect on purchase intentions, and service quality has less effect on purchase intentions than does consumer satisfaction.

A study conducted by Kim M K, Park M C and Jeong D H (2004) for Korean mobile communication services revealed that customer satisfaction towards mobile service providers is strongly supported by call quality; value added services and customer support. It shows that these factors are important while choosing a service operator. A study conducted by Girish T and Neeeraj K (2007) identified the most important factors influence the customers while using mobile services. They have deducted customer care services, call rates, promotion and the availabilities are considered as the most important factors before utilizing the services of a mobile service operator.

Ahasanul Haque, et al (2011) conducted research in Bangladesh and identified that some important factors or attributes (i.e., services) of Grameen Phone (GP) and Banglalink (BL) that affect the satisfaction level of the customers where customers give special emphasis. It was examined from the study that customers of Banglalink are more satisfied than the Grameen Phone (GP).

Objectives of the Study

The study is focused on the following objectives:

- To determine the important factors influencing an individual in selecting mobile service operators.
- To ascertain the level of satisfaction of services rendered by mobile service operators.
- To identify the problems in using services offered by mobile service providers which will be helpful to enhance their service

The present study is descriptive research based on survey method. The study was based on both primary and secondary data. The personal survey method was used to collect primary data from respondents. For data collection, structured questionnaire with closed – ended questions was used. The secondary sources for information have been books, magazines, journals, newspapers, and websites.

Tools used for Analysis

The data has been coded, edited, consolidated, and then entered into master table. Next sub tables are prepared from the master table. For the purpose of analysis and interpretation of data, those following tools are used:

1. Percentage Analysis.
2. Chi-square test.
3. Weighted average rank analysis.

Data analysis and interpretation

Table 3 : Demographic profile of the respondents

Demographic characteristics	No. of respondents	Percent
Sex		
male	109	54.5
female	91	45.5
Marital Status		
Single	140	70.0
Married	60	30.0
Age		
Below 25 years	69	34.5
25-35 years	50	25.0
36-45 years	49	24.5
46-55 years	20	10.0
Above-55 years	12	6.0
Educational Status		
Up to HSC	60	30.0
Under Graduate	82	41.0
Post Graduate	39	19.5
Profession	15	7.5
Others	4	2.0
Occupation		
Salaried employee	17	8.5
Student	39	19.5
Business	60	30.0
Profession	56	28.0
Others	28	14.0
Monthly Income		
Up to Rs.7500	43	21.5
Rs.7500-Rs.12500	89	44.5
Rs.12500-Rs.20000	48	24.0
Above Rs.20000	20	10.0
Period of using		
Less than 1 year	12	6.0
1-2 years	61	30.5
2-3 years	60	30.0
3-4 years	43	21.5
Above 4 years	24	12.0

(Sources: Primary Data)

Inference

Table 3 shows the demographic characteristics (sex, marital status, age, educational status, occupation, monthly income, period of using) of the sample. 54.5 % of the respondents are male and 45.5 % of the respondents are female. 34.5 % of the respondents' age is below 25 a years, 30% of the respondents are unmarried and the rest are married. 41 % of the respondents are graduates and 30% of them are having an education level up to HSC. Majority of the respondents are business people. Most of the respondents are earning an income of Rs.7500- Rs 12500 and 46 % of the respondents are using the service of mobile service provider for a period of less than one year.

Factors Influencing Customer-buying Decision

The various factors influencing buying decision are identified and the respondents were asked to rank .Based on the rankings given by the respondents weights are given to ascertain the most important factors in buying decision.

Table 4: Factors influencing customer buying decision

Weights	10	9	8	7	6	5	4	3	2	1	Total	Weighted average	Rank
Rank	I	II	III	IV	V	VI	VII	VIII	IX	X			
Factors													
Network quality	960	180	120	112	126	70	24	9	10	4	1615	29.36	I
Call charges	290	819	176	84	84	65	32	18	6	2	1576	28.65	II
Voice clarity	240	315	672	133	66	40	28	21	8	1	1524	27.71	III
Scheme innovation	300	234	168	588	60	60	36	3	10	2	1461	26.56	IV
Advertisement and sales promotion	180	162	120	168	486	40	48	30	14	7	1255	22.82	V
Coupon rate	220	180	128	21	102	390	60	36	18	8	1163	21.15	VI
Operators response	110	144	104	189	84	55	300	30	12	17	1045	19.00	X
Brand image	290	216	136	105	96	10	68	222	6	3	1152	20.95	VIII
Better billing system	250	189	184	133	84	95	16	15	132	4	1102	20.04	IX
Complaint redressal	340	261	216	105	66	60	36	6	14	54	1158	21.05	VII

(Source: Primary Data)

Inference

It could be seen from the above table that network quality is ranked first by the respondents with a score of 29.36. The second and third in selecting service provider are Call charges, Voice clarity with a score of 28.65, 27.71 respectively. Scheme innovation (26.56), Advertisement and sales promotion (22.82), Coupon rates (21.15) are fourth, fifth and sixth factors in buying decision. Complaint redressal (21.05), Brand image (20.95), better billing system (20.04) are ranked as seventh, eighth and ninth position. The lowest priority is given to Operators response.

CHI- SQUARE Analysis

The first group contains personal factors namely

- Age
- Sex
- Educational status
- Occupation
- Monthly income
- Period of using

Second group contains level of satisfaction of services rendered by the company Scheme innovation, Call charges, Network quality, Voice clarity, Operators' response and Other services

Age and Level of Satisfaction Towards Services Rendered by the Mobile Service Provider

H₀: There is no significant relationship between age and level of satisfaction

Table 5 : Level of Satisfaction

Age group	Highly satisfied	Satisfied	Neutral	Total
Below 25 years	18 (26.1)	45 (65.2)	6 (8.7)	69
25-35 years	15 (30)	30 (60)	5 (10)	50
36-45 years	16 (32.6)	29 (59.2)	4 (8.2)	49
46-55 years	7 (35)	10 (50)	3 (15)	20
Above-55 years	2 (16.7)	8 (66.6)	2 (16.7)	12
Total	58	122	20	200

Table 6 : Chi-square test

Factor	Degree of freedom (5%)	Calculated value	Table value	Remarks
Age	8	29.2	15.507	Significant

(Sources: Primary Data)

Inference

The above chi-square shows the level of significance at 5% with chi-square value of 29.2 and table value of 15.507. Thus at the 5% level of significance, it shows significant, hence the null hypothesis is rejected and it is concluded that there is significant relationship between age and level of satisfaction.

Gender and Level of Satisfaction Towards Services Rendered by the Mobile Service Provider

H_0 : There is no significant relationship between gender and level of satisfaction

Table 7 : Level of Satisfaction

Gender	Highly satisfied	Satisfied	Neutral	Total
Male	20 (18.4)	80 (73.4)	9 (8.2)	109
Female	16 (17.6)	67 (73.7)	8 (8.7)	91
Total	36	147	17	200

Table 8: Chi square test

Factor	Degree of freedom (5%)	Calculated value	Table value	Remark
Gender	2	0.8215	5.991	Non Significant

(Source: Primary Data)

Inference

The above chi-square shows the level of significance at 5% with chi-square Value of .8215 and table value of 5.991. Thus at the 5% level of significance, it shows non-significant, hence, the null hypothesis is accepted and it is concluded that there is no significant relationship between gender and level of satisfaction.

Educational Status and Level of Satisfaction Towards Services Rendered by the Mobile Service Provider

H_0 : There is no significant relationship between educational status and level of satisfaction

Table 9 : Level of Satisfaction

Educational status	Highly satisfied	Satisfied	Neutral	Total
Up to HSC	25 (41.7)	32 (53.3)	3 (5.0)	60
Under Graduate	27(32.9)	50 (61.0)	5(6.1)	82
Post Graduate	12 (30.8)	27 (69.2)	6 (15.4)	39
Profession	6 (40)	7 (46.7)	2 (13.3)	15
Others	1(25)	2 (50.0)	1 (25.0)	4
Total	71	112	17	200

Table 10: Chi square test

Factor	Degree of freedom (5%)	Calculated value	Table value	Remark
Educational status	8	7.2705	15.507	Non Significant

(Source: Primary Data)

Inference

The above chi-square shows the level of significance at 5% with chi-square value of 7.2705 and table value of 15.507. Thus at the 5% level of significance, it shows non significant, hence the null hypothesis is accepted and it is concluded that there is no significant relationship between educational status and level of satisfaction.

Occupation and Level of Satisfaction Towards Services Rendered by the Mobile Service Provider

H_0 : There is no significant relationship between occupation and level of satisfaction

Table 11 : Level of Satisfaction

Occupation	Highly satisfied	Satisfied	Neutral	Total
Salaried employee	4 (23.53)	10 (58.82)	3 (17.65)	17
Student	9 (23.08)	19 (48.72)	11 (28.21)	39
Business	19 (31.67)	21 (35.00)	20 (33.33)	60
Profession	19 (33.93)	21 (37.50)	16 (28.57)	56
Others	12 (42.86)	10 (35.71)	6 (21.43)	28
Total	63	81	56	200

Table 12: Chi square test

Factor	Degree of freedom (5%)	Calculated value	Table value	Remark
Occupation	8	77.0242	15.507	Significant

(Source: Primary Data)

Inference

The above chi-square shows the level of significance at 5% with chi-square value of 77.0242 and table value of 15.507. Thus at the 5% level of significance, it shows significant, hence the null hypothesis is rejected and it is concluded that there is significant relationship between occupation and level of satisfaction.

Monthly Income and Level of Satisfaction Towards Services Rendered by the Mobile Service Provider

H_0 : There is no significant relationship between monthly income and level of satisfaction

Table 13 : Level of Satisfaction

Monthly income	Highly satisfied	Satisfied	Neutral	Total
Up to Rs.7500	18 (41.9)	20 (46.5)	5 (11.6)	43
Rs.7500- Rs.12500	29 (32.6)	44 (49.4)	16 (18.0)	89
Rs.12500- Rs.20000	16 (33.3)	30 (62.5)	2 (4.2)	48
Above Rs.20000	8 (40)	10 (50)	2 (10)	20
Total	71	112	17	200

Table 14: Chi square test

Factor	Degree of freedom (5%)	Calculated value	Table value	Remark
Monthly income	6	10.537	12.592	Non Significant

(Source: Primary Data)

Inference

The above chi-square shows the level of significance at 5% with chi-square value of 10.537 and table value of 12.592. Thus at the 5% level of significance, it shows non significant, hence the null hypothesis is accepted and it is concluded that there is no significant relationship between monthly income and level of satisfaction.

Period of Using and Level of Satisfaction Towards Services Rendered by the Mobile Service Provider

H_0 : There is no significant relationship between period of using and level of satisfaction

Table 16 : Level of Satisfaction

Period of using	Highly satisfied	Satisfied	Neutral	Total
Less than 1 year	4(33.33)	5 (41.67)	3 (25.00)	12
1-2 years	24(39.34)	31 (50.82)	6(9.84)	61
2-3 years	15 (25.00)	39 (65.00)	6 (10.00)	60
3-4 years	8 (18.60)	28 (65.12)	7 (16.28)	43
Above 4 years	6 (25.00)	16 (66.67)	2 (8.33)	24
Total	57	119	24	200

Table 16: Chi square test

Factor	Degree of freedom (5%)	Calculated value	Table value	Remark
Period of using	8	129.3938	12.592	Significant

(Source: Primary Data)

Inference

The above chi-square shows the level of significance at 5% with chi-square value of 129.3938 and table value of 12.592. Thus at the 5% level of significance, it shows significant, hence the null hypothesis is rejected and it is concluded that there is significant relationship between period of using and level of satisfaction.

Problem Faced by the Respondents in Using Mobile Services

Table 17: Problems faced by the respondents in using mobile services

Weights	5	4	3	2	1	Total	Weighted average	Rank
Rank	I	II	III	IV	V			
Problems								
Poor operators response	400	216	90	48	12	766	51.07	I
Costly value added services	300	292	105	36	14	747	49.80	II
Error in billing	225	120	213	68	20	646	43.07	III
Costly roaming charges	205	152	69	130	33	589	39.27	V
Costly call charges	275	144	87	34	63	603	40.20	IV

(Source: Primary Data)

Inference

Table 17 gives the ranking of problems faced by the respondents in using services offered by the mobile service operators based on weighted average. It shows the problems given by the respondents and the ranking of the different parameters. The Majority of the respondents (51.07) have ranked the first problem of poor operator's response, second to the costly value added services, third to error in billing and fourth preference to costly call charges, fifth to costly roaming charges.

Findings of CHI-SQUARE Test

- The Age of the respondents has significant influence of the level of satisfaction with Scheme innovation, call charges, Network quality, voice clarity, operators' response and other services of the provider.
- The Gender of the respondents has non significant influence of the level of satisfaction with Scheme innovation, call charges, Network quality, voice clarity, operators' response and other services provider.
- The Educational level of the respondents has non significant influence of the level of satisfaction with Scheme innovation, call charges, Network quality, voice clarity, operators' response and other services of the provider.
- The Occupation of the respondents significant influence of the level of satisfaction with Scheme innovation, call charges, Network quality, voice clarity, operators' response and other services of the provider.
- The Monthly income of the respondents has non significant influence of the level of satisfaction with Scheme innovation, call charges, Network quality, voice clarity, operators' response and other services of the provider.
- The Period of the using of the respondents has significant influence of the level of satisfaction with Scheme innovation, call charges, Network quality, voice clarity, operators' response and other services of the provider.

Suggestions

After buying and trying the product, the consumer will feel some level of satisfaction or dissatisfaction and level of satisfaction of dissatisfaction depends very much on the expectation and the product's perceived performance. If the sellers exaggerated claims the consumer will naturally feel dissatisfaction. In order to retain the customer the mobile service should concentrate on the following strategies.

- Operators should give due importance to their customers' problems and steps to be taken immediately to solve them. For that sufficient number of trained staff members should be appointed.
- Value added services at a reasonable and affordable price of the customers may provide real value to the customers.

- Proper care should be taken in error free billing system.
- Operators may reduce service charges for recharges so that the customers would enjoy lot of services of the operators.
- Suitable plans should be designed to suit different segment of customers.
- Operators should maintain brand image in the market.

Conclusion

From the analysis, it is concluded that services offered by the operators have significant influence over customers buying decision and their level of satisfaction. In consumer oriented market the operators should maintain cordial relationship with the customers through proper customer care, innovative schemes, improvement in service quality. Therefore mobile service providers should be careful in kind of services and their products not only to attract new customers but also to retain existing customers.

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STRESS MANAGEMENT INSIDE ORGANIZATIONS



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Abstract:

All the individuals do not experience stress with same intensity. Some people who overreact to stressors get affected physiologically and behaviorally which ultimately takes a toll on their performance. This paper attempts to understand the traits of stress on professionals. They are experiencing stress at remarkable level, which has affected them physiologically as well as psychologically. This has lead to an adverse effect on their performance. Since the outcomes of stress are severe, the strategies to cope with stress can be adopted diligently as per the suitability of the individual. This article is a blend of conceptual framework regarding the causes of job stress and regarding the consequences of job stress on professionals. This paper also gives insights on stress coping strategies along with the models of stress coping.

Key words: Job Stress, Stressors, Stress Coping Strategies.

Introduction

Stress is defined as an organism's total response to environmental demands or pressures. When demand on an individual exceeds his capabilities, stress occurs. In psychology, a state of bodily or mental tension resulting from factors that tends to alter an existent equilibrium. Stress is a state of mind that reflects certain biochemical reactions in the human body and is projected by a sense of anxiety, tension and depression. As stress is caused by either environmental forces or internal forces the individual might fall short of his resources to cope with it. Medical researcher Hans Selye has given the term 'stress' to describe the body's biological response mechanisms. He explained the concept of General Adaptation Syndrome (GAS) which refers to the general development of responses to stressful events in the form of physiological, psychological and behavioral responses, which consists of three stages, viz., 'Alarm' (first sign of stress leading to physiological changes), 'Resistance' (body's energies tend to resist the stress so that physiological and psychological equilibrium can be maintained) and 'Exhaustion' (the person is unable to cope with the stress and could be affected even behaviorally). *Different persons respond to stressful situations differently. It is the individual's reaction to stress, which makes all the difference.* Therefore, a stressful situation for one may be pleasant situation for another. However, it is certainly wrong to conclude that stress is always bad. There is also positive pleasant side of stress caused by good things which is called

as 'Eustress', which triggers healthy defense mechanisms like urge to grow, learn and advance in life. This article tries to analyze the causative factors for the other form of job stress namely, 'Disstress' which is unhealthy for the individual and the organization from the point of view of performance and success.

Present study has been conducted on the professionals from different fields like management and academics. This study examined the sources of stress and satisfaction at work for professionals. The most stressful aspect of work for professionals was work overload. Thus, the major sources of stress for professionals were work overload, dead lines and time pressure. The most important source of satisfaction for them can be the motivation given to them by their superiors. The study concludes that the professional's work is needed to be tackled in order to reduce their stress and to increase their satisfaction and thereby decreasing the risk of burnout.

Objectives

- To understand the dynamics of stress and factors responsible for generating high stress amongst professionals.
- To find out the impact of stress on professionals' health and happiness.
- To understand stress coping and stress management.

Literature Review

Quite a few sources of stress are caused due to organizational, environmental and personal sources. According to researches made on stress management, it was realized that employer's should provide a work free environment, recognize where stress is becoming a problem for staff, and take action to reduce stress. Stress in the workplace reduces productivity, increases management pressures, and makes people ill in many ways, evidence of which is still increasing. Workplace stress affects the performance of the brain, including functions of work performance; memory, concentration, and learning.

In UK over 13 million working days are lost every year because of stress. Stress is believed to trigger 70% of visits to doctors, and 85% of serious illnesses (UK HSE stress statistics).

Stress leading to behavioral change: Stress might lead to behavioral changes on the part of the individual leading to irrationality and aggression, which might lead to performance and productivity loss.

Role ambiguity: A role is a set of activities that are associated with a certain position in the organization or in the society. Studies have confirmed that when people have confusion and lack of clarity regarding their roles face stress immensely. Sometimes it so happens that the jobs are not clearly defined in concrete terms, then the incumbent is even more confused regarding the differing expectations of his/her job, which acts as a very strong intrinsic factor for stress.

Role overload and Role under load: Role overload occurs when the work requirements are so excessive that employees feel that they do not have adequate time or ability to meet such requirements. Working under time pressure is specially stressful and physiological symptoms of stress increase significantly prior to deadline and decrease sharply after the deadline has passed.

Role under load occurs when a person's ability is underutilized so that either there is too little work or there is too little variety in work.

Responsibility: When an individual is held responsible for anything that goes wrong where in the person has limited degree of control over the situations leads extreme stress. Most significant form of job stress is caused when an individual has responsibility for other members of the society, failing in which puts the tag of accountability.

Interpersonal conflicts: When an individual has to deal with different people such as managers from other departments might have interpersonal conflicts due to their differing expectations.

Stress amongst professionals: Pestonjee and Mishra have explained the nature of role stress and job satisfaction amongst professionals. They have found that *job satisfaction variables correlated negatively with all the dimensions of role stress among the professionals*. They undergo stress due to high expectations of their superiors from them. So most of the time professionals under stress are burnout and are not satisfied with their job.

If burnout and job stress among professionals is to be reduced, increased resources will be required to improve training in management skills and in addition to it, some **stress management training programmes** must be given to them.

The stressors have been classified into organizational stress, work overload, leadership style, role ambiguity and role conflict. Studies have attempted to identify stressors among professionals, which can lead to physical illness and psychological distress. The aim of the study was systematically to review the correct evidence for the effectiveness of stress management interventions for the professionals. Professionals report a range of stressors in their work, including stress associated with their work and personal stresses. Recommended coping strategies include support from colleagues and related people.

Scope and Methodology: For the purpose of this study, a sample size of 50 professionals was taken. These professionals were selected from two different fields of management and academics. This was a general survey through questionnaire and interviews. These professionals were in the age group of 29 to 55 years with professional experience of around 22 years. Data was collected through predesigned questionnaire with Likert's five point rating scale. Information was also collected through interviews to fill the gap arising from the collection of data through questionnaire. Collected data was tabulated and interpreted.

Limitations of the Study

The present research is a micro study involving a sample size of 50 professionals, which belong to two different fields of management and academics. Therefore, this may not clearly reflect the viewpoint of whole population of professionals in India.

Nowadays, various professionals experience stress. The following models unable to understand how to cope with stress at the individual, group and organizational levels.

Discussion

Table 1: Stressors experienced by Professionals

Determinants of job stress	Strongly agree	Agree	Neutral	Dis-agree	Strongly disagree
In %					
1. Dead lines and time pressure.	44	25	20	8	3
2. Too many cases to report at once.	51	39	4	3	3
3. Trouble with work colleagues and the superior.	20	27	40	10	3
4. Mounting competition between the managers and the fear of losing their positions/ good image.	20	25	20	20	15
5. Inability to meet the expectations of the superiors.	20	30	30	10	10
6. Multiple roles to play at the same time. (manager, administrator, father, husband)	47	40	8	2	3
7. Non-availability of time to pursue hobbies / interests.	22	50	13	8	7
8. Feeling of tiredness exhaustion at the end of the day.	35	26	12	17	10
9. Get sufficient time for relaxation and refreshing.	15	10	15	35	25
10. Get time for walking / yoga / meditation for stress reduction and maintaining good health.	10	15	15	30	30
11. Undergone physiological such as increased B.P, diabetes, cholesterol, ulcers, headache and not being able to practice relaxation techniques.	30	35	10	20	5
12. Undergone behavioral changes in the form of alcoholism, smoking, irritation and depression.	20	20	10	25	25
13. Supportive family and perfect life balance.	40	30	20	5	5
14. Enjoying maximum job-satisfaction and motivated to learn higher skills.	25	25	20	10	20
15. Competent enough to handle all managerial complexities.	30	35	20	10	5

(Source: survey data)

Summary and major findings

Indication of Role stress: An effort was made to analyze stressors for professionals and the relevant data have been furnished in the following table.1 by applying percentages. Table.1 is self-explanatory. The findings reveal that the professionals have time pressure and too many cases to report at the same time. Table.1 shows tendency of negativitism which itself is an indication of high

stress among professionals. They have role stress, role overload and inter-role conflict. Respondent professionals understudy also have agreed that there is mounting competition between them and their colleagues and majority of them have expressed their dissatisfaction over managing multiple roles by them effectively.

Impact of stress: More than 65 percent of the professionals felt that they have undergone quite a lot of physiological changes such as enhanced B.P, diabetes, cholesterol, headache and the like. This is because not only professionals understudy are overloaded with work but also because they are unable to meet their work life balance, as they hardly practice yoga, relaxation techniques, and go for their morning and evening walk. As a result, about 40 percent of the professionals have even reported behavioral changes, especially in the form of irritation and cynicism, if not much of drinking and smoking. Behavioral change might trigger aggressive behavior on the part of the person influencing the productivity and interpersonal relationships.

Table.1 also depicts that about 90 percent respondents strongly agree that they have too many cases to report at once. It is an assumption that 65 percent respondents reporting physiological change are from these 90 percent. Even if that assumption is accepted, it also means that 25 percent respondents who have work pressure do not report any physiological change.

Stress Coping Strategies

The individual with his internal strengths can make positive influence on the working environment. The fig. 1 clearly depicts how an individual with his personality attributes like internal locus of control, high need for achievement and positive attitude counteract the negative impact of stress.

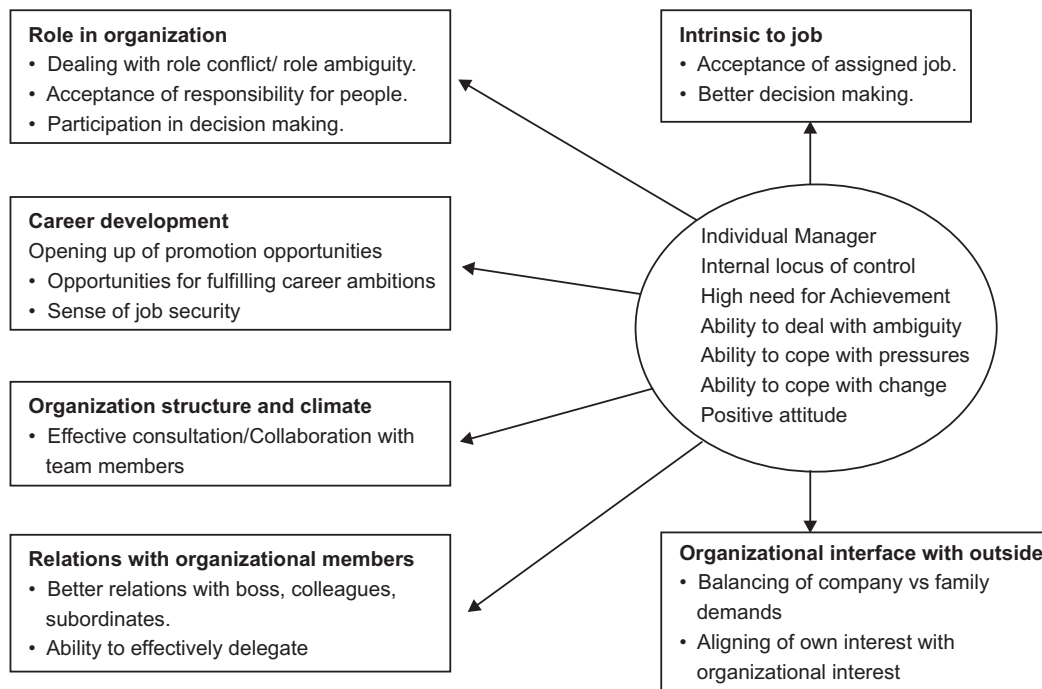


Fig.1: Managing Executive Stress: An Approach to Self Development- A Model

(Source: Jaipuria HR Journal)

1. **Team Building and Group Practice:** Since most of the professionals experience mounting job pressure and competition, they might resort to group practice, which will lead to not only team building but also healthy competition among the professionals. Sharing the practice with friends, colleagues, and delegation of as minor work as possible to subordinates is a means for effective team building and healthy group practice.
2. **Cognitive Restructuring / Rule your mind / Positive thinking:** Our mind is responsible for all our actions. If we can rule our mind we can resolve most of our problems. Feed your mind with positive thoughts by saying positive things to yourself. We are required to develop our own philosophy of life like "Nishkam Karma" & "Karma theory". Negativity in mind leads to negative occurrences and results replacing more irrational thoughts with the positive ones itself is cognitive restructuring. This process helps the individual who is experiencing behavioral changes which ultimately takes a toll on the performance. It is a tested method by various behavioural scientists that cognitive restructuring would alleviate stress by encouraging a person to adopt a more reasonable belief about the outcomes associated with the events.
3. **Time Management: "Healthy mind lives in a healthy body";** this is well said, but due to Poor Time Management skill we are not able to focus on various demands of physical body (exercise, yoga, meditation, relaxation techniques). Due to Poor Time Management skill there is also lack of ability to balance psychological body (relationships, hobbies, family life, meditation external reading) as well as needs of the society (philanthropic activities, free medical camps, attending emergencies). If one can manage time effectively, one can accomplish twice as much as the person who is poorly organized. Prior allocation of time for various activities as well as prioritizing activities by importance and urgency will take care of the majority of the problems caused due to stress.

Conclusion

Stress is the common element that accompanies the people irrespective of their profession. Response to stress varies between the individuals. Since the outcomes of stress are severe, the strategies to cope with stress can be adopted diligently as per the suitability of the individual. Behavior modification and physical fitness or wellness programmes could be very well adopted by professionals to prevent grid-lock for their effective performance and by averting them from being victimized to stress.

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BOOK REVIEW

Book	:	Change Management – A Guide to effective implementation
Authors	:	Robert A Paton James McCalman
Publisher	:	SAGE Publications India Pvt. Ltd.
Pages	:	401
Price	:	Rs. 460/-
ISBN	:	978-81-7829-923-5

By Jnaneshwar Pai Maroor

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The author attempts to highlight the key elements and issues of change management. Change is inevitable in all fields of life. The author has tried to explain the concept and importance of change through his ideas in the book. He has divided the book into eight chapters and each chapter focuses on some or the other aspect of change management which is the need of the hour. The main chapters are Introduction to change management, Individual change and personal change, dealing with individuals and groups, organizational culture, models of organizational change and organizational development.

The first chapter deals with the introduction to change. In this chapter, the author suggests that change is a part of manager's job and it is an organization reality. The external and internal forces stimulate the need for change. According to the author, changes take place in people, structure and technology.

In the second chapter, the author has laid emphasis on what exactly is change and what is the main aim of change. He also mentions the key dimensions and elements of change management.

In the third chapter, the author mainly focuses on different approaches to individual change. He has explained in detail the behavioral, cognitive, Psychodynamic and Humanistic approaches to change in detail. In this chapter, the author also expresses that personality has a significant effect on individual's ability to intimate or adapt to change.

The fourth chapter deals with different issues of personal change and how to cope up with it. Change leaders in organizations should be consistent in their thoughts, words and behavior and should practice what they preach. The author also mentions various personal resistances and different sources of change and techniques for reducing change. Later in the chapter, he explains in detail conflict resolution approaches and approaches for reducing resistance to change. In the last part of the chapter, he explains how planned change can be implemented in the organization smoothly. He also mentions some of the effective change initiatives.

The fifth chapter deals with individual and groups changes. He explains the strategies for dealing with change and employees attitudes. He explains various reasons why individuals in organizations resist change and why people accept change. In the second part of this chapter, the author highlights how to deal with groups while implementing change. He has suggested various strategies for the same.

The sixth chapter deals with organizational culture and change. The author explains different types of culture and ways and means of changing the organizational culture. He explains various tactics and timings of implementing change in the culture of the organization. In the end of the chapter, he mentions how to develop a tradition of change in the organization.

The seventh chapter emphasizes on different models of organizational change. i.e. Lewins change model, Planning model, Action Research model and Integrative model of planned change. In the last part of the chapter, he explains how to deal with change effectively.

The eighth chapter deals with the concept of Organizational development and different techniques of organizational development. The author explains in detail how to manage effective organizational techniques and the key to successful organizational development. The author tries to promote the culture of innovation and creativity in organization for long-term success and growth. In the end, he has also suggested a model for successful organizational development.

In the end, the author tries to reiterate that change is the only permanent thing is life. It has to happen and will happen always in all spheres of life. We need to be prepared always about the change.

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