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MESSAGE FROM THE EDITOR

HAPPY NEW YEAR 2016!

Happy NewYear to our readership and paper contributors, members of editorial advisory board, independent paper reviewers, expert referees of JRR, and members of our technical team. I wish everyone a happy, healthy and prosperous new year 2016.

With this 13th issue, Jamshedpur Research review is entering into fourth year. I would like to congratulate you all for this achievement.

I hope that you all will like the 13th issue of JRR, and, keep encouraging us with your valuable feedbacks.

With regards,

Editor-in- Chief

Dr. Mithilesh

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Prof. Vijay B Singh

PROF. VIJAY B. SINGH OF RANCHI UNIVERSITY TO DELIVER KEY NOTE SPEECH IN MALESIA

Dr. Vijay B. Singh, member of the editorial board of Jamshedpur Research Review and associate professor, University department of Commerce, Ranchi University has been invited by CEHM, ERPUB and UR-UAE Int'l Conference Program, Kuala Lumpur, Malaysia to deliver the key note speech. The conference is scheduled to be held in the month of January 016. Prof. Singh will be presenting a paper titled "The women empowerment through micro-financing in India- A case study of rural Women" in the conference.

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A STUDY OF WORK CULTURE AMONG INDUSTRIAL WORKERS WITH SPECIAL REFERENCE TO ROHA INDUSTRIAL AREA

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Abstract:

Work culture has recently emerged as one of the key areas of research in organizational behaviour. The type of work culture that exists in within the industry influences the employee. Organizational work culture has potential influence on production, satisfaction, absenteeism, motivation, turnover and overall prosperity of the business. The impact of work culture on productivity, profits and organizational effectiveness has, in recent years, drawn the attention of top management. The organization has to depend upon its work culture to attain its objectives. In other words, we can say that the effectiveness and extent of attainment depend upon the work culture of the organization. Hence, productivity, efficiency and prosperity are the outcome of the work culture. Key words: Work Culture, Soft and Synergetic work culture, Productivity.

Introduction

Organizations are collections of interacting and interrelated human and non-human resources working towards a common goal or set of goals within a framework of structured relationships. Work culture has recently emerged as one of the key areas of research in organizational behaviour. The organizational behaviour is concerned with all aspects of how organizations influence the behaviour of individuals and how individuals are in turn influence organizations. The question is always posed that in spite of human resources, trained manpower, technical feasibility, why our work system is so inefficient and unproductive when compared to some of the developed countries. The type of work culture that exists in within the industry influences the employee. Organizational work culture has potential influence on production, satisfaction, absenteeism, motivation, turnover and overall prosperity of the business. The impact of work culture on productivity, profits and organizational effectiveness organization like fingerprints and snow –flakes. Each has its own culture, traditions and methods of action have, in recent years drawn the attention of top management. Work culture is unique in each.

Significance

Sinha (1990) identified the two profiles of work culture in the Indian context, i.e. soft and synergetic work culture. In a soft work culture, work is displaced from its central place by non-work activities and interests. In general, most of the employees do not work hard and do not feel positive about work. On the contrary, in a synergetic work culture, managers believe that the organization rewards hard work, recognizes merit, and places appropriate importance on work. In such an environment, employees perform better and contribute to the organization. For variety of reasons, organizations may not have a proper and inspiring work culture. Unhealthy work culture breeds conflict, effects on morale of the workmen and results in loss of production. No doubt, such organizations incur losses and its workmen lead a frustrated life.

Statement of the problem

Roha is one of the Taluka place in the Raigad district. In 1973, the State Government has established Maharashtra Industrial Development Corporation in Dhatav-Roha. Many small and medium scale industries have started industrial units and running successfully over the last forty years. The total number of

workers in this industrial area is near about 3000. Work culture plays a very important role in productivity, industrial peace, work behaviour, accidents, and employee satisfaction. Therefore, I have undertaken to study work culture among workers in selected industries in Roha industrial area. Hence, the present study examines the work culture of industrial workers in Roha industrial area.

Objectives of the study

Study is undertaken specially with the following objectives.

- i. To study the various dimensions of work culture.
- ii. To study the work culture among employees in selected industries in Roha.
- iii. To suggest the measures for improving employee satisfaction.

Literature review

Culture is a continuous process it comes from past, adjust itself with present and prepares for future. Culture is the integrated system of learned behaviour patterns. Shared beliefs, values norms and tradition are characteristics of the members of a particular group. It is a collective mental programming of the people in an environment and it is purely social, without even slightest element of biological inheritance. Culture consists of complex patterns explicit and implicit of and for learnt and shared behaviour acquired and transmitted by symbols.

“Sinha (1990) defines “work culture as the totality of the various levels of interacting forces around the focal concern of work”. Work culture means work related activities in the framework of norms and values regarding work. Work Culture in this context would include: -

- Work related activities
- The cognitions, the affect and the values attached to them
- The normative structure within
- A setting

Work culture has been defined by Walton (1979) as ‘the combination of attitudes, relationships, developed capabilities, habits and

other behavioral patterns that characterize by dynamics of the organization’. Peters and Waterman (1982) had stamped the casual association between culture and performance. They agreed that superior firm performance is possible only when a company moves from a pure technical and rationalist approach towards a more adaptive and humanistic approach.

Methodology adopted

In order to identify the items of work culture in industries, exhaustive literature survey was done. On the basis of literature survey and pre testing of the questionnaire, total 22 items were chosen for the study. These items were made statements in the questionnaire. The workers of the twenty industries in Roha industrial estate were asked to rate these statements on a six point Likert scale ranging from 1 to 6. According to that scale 6 being very much satisfied, 5 Much satisfied, 4 Somewhat satisfied, 3 Somewhat dissatisfied, 2 Much dissatisfied and 1 Very much dissatisfied. The questionnaire was personally given to 404 workers in different twenty industrial units from Roha industrial area and their responses are collected. Table enlists all the 22 items that were made statements in the questionnaire and were used for factor analysis.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.904
Bartlett's Test of Sphericity	Approx. Chi-Square	2632.641
	Df	231
	Sig.	.000

The above table shows the Sampling Adequacy is .904 and it is significant as the value is .000. Cronbach's alpha was calculated to measure the internal consistency and reliability of the instrument. The Cronbach alpha came as 0.894 as shown in Table 4.20, thus the instrument was considered reliable for the study.

Table 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.894	.894	22

Statistical tools used for the analysis

The factor analysis was done to extract and club the items as the inter-related items of work culture are in large number. The method used for the factor analysis is Principal component Analysis and Varimax with Kaiser Normalization Rotation method.

Results and discussions

Factor analysis was done to extract and club the items of work culture. Principal component analysis was the method of extraction. Varimax was the rotation method. Factors and factor loading of each item are given below in Table. The table is followed by the explanation of all these five dimensions.

Table 3: Factors of Work Culture with their loading

Item Sr. No.	Components				
	1	2	3	4	5
S4	.677				
S5	.655				
S6	.600				
S13		.626			
S14		.674			
S15		.772			
S20			.640		
S22			.730		
S1				.698	
S8				.669	
S2					.702
S19					.716

Source: Statistical analysis from Primary Data

Dimensions of work culture

Factor 1: Centrality of work : It emerged as a first factor and includes the items, the nature of your job, the degree to which you feel motivated by your job and career opportunities offered by your job. . The 'centrality of work' means the importance given to work by workers. The factor loading of these both items are .677 and .600. It shows that the workers are satisfied with their job nature and career opportunities through the job. The degree to which you feel motivated by your job also reflected significant as the factor loading is .655. The feeling about the amount of work is asked through the statement whether they supposed the work is too much or less. The workers having hard working nature always keeps the work at the center and gives secondary importance to the other activities. The devotion to the work and organization can also be understood from the ratings given by the workers. 'The degree which feels extended in your job' means the level of involvement or busies in the work an employee. The rating given suggests that they think the job at a high priority and remains involved in the work.

Factor 2: Job Affect/Job Involvement: The second dimension of factor emerged from analysis is named as 'Job Affect'. Job Affect is a pure measure of how workers felt about their specific job. Out of the variety of work related measures, job affect emerged as the most significant dimension. It includes the scope your job provides to help you achieve your aspirations and ambitions, the manner in which conflicts are resolved in your organization and the amount of participation which you are given in important decision making. The ratings of workers on the scope your job provides for achieving the aspiration and ambitions are very significant as the factor loading is .674. It states that the workers are involved their job heartily and they are able to achieve the ambitions and aspirations.

The workers are also happy with the manner followed for resolving the conflicts by their organization. The loading reflected of this item is .626 which is significant. The analysis shows that the factor of participation in important decision making is very significant having the loading of .772. The opportunity for independent thought and action in the job, the

opportunity of participating in the decision making process and the encouragement from the seniors to be innovative make the participative work culture of any organization.

Factor 3:- Hard Work: 'Hard work' is dimension resulted from the analysis which is the core aspect of synergic work culture. This includes the amount of work you are given to do, whether too much or too much little and the degree which feel extended in your job. These both the items show a significant feeling among the workers. If the workers likes work and they have positive attitude they do feel the work allotted is too much little. The response on this feeling has a significant factor loading of .640. Secondly, the respondents were also asked about the degree which they feel extended in your job. It also shows the positive and significant value of .730 from the analysis. It means the workers have self-motivated and work centered culture which leads towards hard work.

Factor 4:- Job Clarity: 'Job Clarity' is the dimension which measures the knowledge about one's job. Job knowledge involved with clarity of information about a worker's job, their duties, performance and expectation of the organization etc. This included the way information flows around in your organization and the extent to which you identify with the goals of your organization. In measuring the feeling about the way of information flows around in your organization, the workers have given very positive and significant response which has a factor loading value .698. This shows that the workers are getting the information about the happening in the organization through the various sources and they are very satisfied about this. Secondly, the extent to which you identify with the goals of your organization also has a significant value extracted from factor analysis which is .669. This suggests that the workers from are well familiar with the goals of their organizations. It is very important indicator of synergic work culture as the workers identifies the goals of organization which helps for achieving the targets given to them.

Factor 5:- Job and Life Satisfaction: This is an important and affective variable about work culture. It is a feeling of workers about the relationship between all that wants from job and life. It included your level of salary relative to the experience and your relationship with other people at work. The most significant factor loading is shown by an item of salary level in relation with an experience having .716 factors loading. This shows that the workers very much satisfied about their monetary returns received from their organizations which results into job and life satisfaction. This also includes the factor of relationship with other people at work. This is also very significant as its factor loading is .702. This item of work culture is very important for creating healthy or synergetic work environment. The relationship at work may be with the co-workers or with supervisors. Both the relationship at work are directly concerned with smooth operations and alternatively with growth and prosperity. The major reason people quit their jobs, according to a study, is their dissatisfaction with their supervisors. Therefore, if the relation with the co-workers and superiors are harmonious, they feel very much satisfied about their job and life too. In brief, it is observed from the factor analysis that the above dimensions of the work culture are very significant in the Roha industrial area.

Concluding remarks

Work culture can have potential effects on employee motivation and behaviour, so it has long been effect on outcomes such as productivity, performance, commitment, self-confidence and ethical behaviour. The moulding of a new work culture will have to focus on the following important steps.

- Creation of loyalty and discipline at all hierarchical levels.
- Promotion of cooperative teamwork
- Motivation to improve the activation levels of all employees
- Make the employees more responsive to the challenges and responsibilities.

At the end, it can be concluded that the development of positive work culture is the most

vital issue that must be tackled if the Indian organized sector wants to reverse the current trend of erosion of productivity, lack of innovations and the rising cost of end products. (Ganguly 1987)

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TRAIN THE WORKERS AND MANAGERS- THE JAPANESE WAY

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Abstract:

It is often said that people are Japan's only resource. Indeed, in the absence of a raw materials-base and scarcity of land, the country's current economic prosperity may be attributed to the skill, industry and diligence of its inhabitants. More than is true of any other country, the Japanese have made what Japan is today-a leading economic power. Training or what may be termed, **Human Resources Development**, assumes significance in this context. Lacking in physical resources, Japanese managers naturally seek to improve their only resource, the people. They greatly emphasize training and education. "An obsessive concern for training is a distinct Japanese quality," observe Pascale and Athos, in their book, **The Art of Japanese Management**. Whereas, training is accorded somewhat secondary importance in the West or in India (whose management traditions are largely derived from the West}, it remains the primary preoccupation of the typical large Japanese firm. Traditionally, the Western or Indian manager, has viewed expense incurred in developing human resources, with a sense of unease, as something he would rather, avoid. As Strauss and Sayles put it "Training complements selection. If the personnel department recruits well qualified candidates, there will be less need for training inside the organization; if it can recruit only poorly qualified candidates, then, training must try to fill the gap." The Present paper is conceptual in nature and attempts to highlight the pros and cons of training the workers and managers in an organisation considering the Japanese approach.

Keywords: Quality Circles, TQM, Quality, Training, HRD, Quality control

Introduction

The reluctance of the Indian manager to invest in human capital springs mainly from uncertainty regarding the returns to be obtained from such investments. First, the manager is not sure to what extent the training itself, would be effective. Second, he does not know whether the employees will remain long enough, for the organization to benefit from his newly acquired skills.

The typical manager of a large Japanese firm feels no such apprehensions. The so-called life-time employment system ensures that most young recruits will remain in the company till retirement. Moreover, as employment in Japan is not viewed in contractual terms alone and as employees possesses sentiments of loyalty and belonging to the firm, the manager is not overly concerned about the cost/benefit of training. He knows that whatever training is provided, will be taken seriously and will be put to use for the organization's benefit. Major corporations in Japan

recruit once a year, from a pool of talented school and college graduates, who must pass through a tough selection procedure. The newly-hired, are placed in two broad categories with the university graduates receiving 20% to 30% more than the blue-collar or clerical workers. They enter the company simply as employees and not as carpenters, fitters, engineers, salesmen etc. Within his own category the fresh recruit finds himself at the bottom of the social hierarchy, from where he ascends step by step, along the seniority ladder, with the passage of time. Pay and remuneration are generally linked with length of service, with merit receiving due consideration.

Learning Programmes

All well-established enterprises in Japan have elaborate education and training programmes of their own, through which, all employees must pass. Some firms even have their own technical institutes to support in-plant training. Hitachi, for instance, has three such institutes, where

members of the Hitachi workforce may develop, upgrade and expand their skills. The company provides opportunities for production workers who have graduated from senior high school and who have a minimum of two years of work experience, to undertake a 15-month, full time, engineering course. In fact, many organizations are so confident of their development programmes that they shy away from recruiting Ph.D.s for their R&D departments, preferring to hire Bachelor degree holders instead, and train them up.

Not all companies, however, have their own learning schemes. For small and medium industries, who cannot afford the expenses, the government provides training facilities. To meet their needs, the Ministry of Labour runs a network of technical colleges, including the Institute of Vocational Training, and Research and Development Institute. Small and medium industries may utilize the facilities of larger companies, in case of close relationships as suppliers or sub-contractors, and as part of an overall quality improvement effort.

Though qualifications received outside the organisation receive some consideration, what major corporations value, is training within the enterprise. Most in-company training programmes are highly standardized, in the number of lectures, demonstrations, duration of learning and the level for which it is intended, having been specified in detail. As such, there hardly exists any need for identification of training requirements. New recruits start with orientation, consisting of lecture on company history, policy, products, etc. Then, step by step, they go through a series of similar courses, irrespective of their backgrounds. The training sessions utilize all principles of learning-lectures, conferences, discussions, role-playing, practice on models, learning by doing. Particularly, on-the-job training is greatly emphasized at every level. The question always asked is, "What have we learned, that we can do the job, better?" And the organization provides ample opportunities through job rotation and enrichment, for newly-acquired knowledge to be put into use. In Western manufacturing companies, on the other hand, job rotation is still in an undeveloped stage and in Indian organizations, the practice hardly exists.

Along with on-the-job training, Japanese employees receive a considerable amount of

instruction in theoretical subjects. The reasons for this are two-fold. First, firms think that schools and colleges give students only a general educational background and that employers must provide the necessary theoretical foundation for efficient performance. Second, sound knowledge of theory helps in coping with task modifications and inductions of new machinery. Possibly, as a result of this approach, workers in Japan generally have been known to welcome technological modernization, instead of opposing it. Often, the new technology proposed to be introduced, is first discussed in the training sessions. Thorough detailed basic courses are available in every big company. In an iron and steel plant, for example, all junior blue-collar workers go through a number of papers in mathematics, physics and chemistry, as well as, papers on the fundamentals of mechanical engineering, electrical engineering, measurement and microcomputers. They must be well-versed in the methods of iron and steel production and be able to read engineering drawings. Teachers are drawn from within the organization and from universities.

After a few years, the workers attend senior non-supervisory training, of one or two week's duration. They may take courses in industrial engineering, computer programming or quality control, which are available to employees at all levels. Knowledge of industrial engineering enables production workers to carry out methods and time studies with the qualified industrial engineers, providing training and help, in solving only the more difficult problems. Through continuous methods improvement, Japanese engineers and workers have been particularly successful in reducing set-up times for machine operations, sometimes, from a few hours to, as low as a few minutes. QC circle members too, go through intensive training in QC techniques such as, Pareto curves, frequency histograms, control charts, cause and effect diagrams, etc. Such coaching, to a large extent, explains the superior performance of the average Japanese QC circle, as compared to circles, elsewhere in the world. Not only QC circle participants, but almost everybody else in a Japanese firm, undergo some learning experience in quality control. This is because a Japanese firm considers ensuring quality, the duty of all employees and not, the sole responsibility of a specialized quality control department. The concept of total quality control (TQC) or viewing

quality as a system, integrating the functions of various departments (e.g. engineering production, sales and maintenance), was first suggested by A.V. Feigenbaum, in 1961. Over the years, the Japanese have widened the scope of TQC, by including all employees in the quality effort and have renamed it "company-wide quality control" (CWQC).

Continuous Cross-Training

In Japan, learning does not cease when a person acquires proficiency in a certain skill. He continues to train in other areas, beyond the pointy where further learning would be considered unnecessary in the West. Thus, a welder, would not only train in welding, but strive to become familiar with all operations, at a similar level, in his shop. The kind of job one does makes little difference in monetary income as pay. In large measure, it is geared to length of service. Workers are rotated among allied jobs, the extent, and frequency of rotation, varying from plant to plant and depending upon the nature of the process involved. The Japanese seem to have outgrown the ideology of division of labour, to which the West, still remains committed, and India's commitment is perhaps, even greater.

The net effect of all this cross-training is transference. As learning curve theory stipulates, job efficiency reaches a plateau after a certain number of cycles have been performed. This happens in Japan as well as in the West. But since, the Japanese worker continues to train in other areas as well, transference from those skills to his work, occurred and he soon breaks through the plateau (at which workers in other countries stabilize) acquiring, a higher degree of proficiency and productivity.

Further, training in a number of allied skills, enables the workman to undertake the functions of inspection and repair. For example, an individual operator on a motor car assembly-line not only checks his own work, but also, the work of others, prior to him and carries out the necessary repairs. If the defect cannot be rectified by the operator on his own, he calls for help, by pulling a chain that flashes a red light, bringing the assembly-line to a halt. In this way, a fault gets rectified, almost at source instead of being transferred to a later stage, where correction may be more difficult and costly. Consequently, the end-product is nearly always fault-free, because every component has

been checked again and again, at each stage of manufacture. Inspectors are present only at the final checking points; their number generally is lower than that found in similar size companies elsewhere.

In addition to running their machines, workers clean and maintain their machines and attend to minor problems that may arise during the course of the day. Preventive maintenance is a daily routine. This results in fewer breakdowns and jams which ultimately reflect on quality and productivity. Foreign observers have found Japanese factories to be cleaner and their machines in better working condition as compared to those in the West.

To carry out maintenance effectively employees undergo training in maintenance. Like quality control, the function of maintenance is not considered the responsibility of the maintenance department alone, but of all persons connected with production. This idea of total productivity maintenance (TPM), first introduced in Nippondenso Company in 1969, though similar in some respects to TQC, differs from the latter in its focus on input equipment, rather than on output quality. A Japanese company also designs and produces a large proportion of its equipment, in-house. The firm's designers and machinists make machines that suit the process better and have lesser safety factors than manufacturers would otherwise, build into them. Besides, numerous early warning and monitoring systems are installed, on purchased machinery. These devices check process flow and other parameters, signaling when attention is required. Evidently, such practices demand considerable versatility in skills and a thorough understanding of the entire production system which, only prolonged, multi-faceted training can provide. Particularly, in situations where production requirements fluctuate, the advantages of the worker, trained in different functions, become obvious. If, due to decrease in demand, the number of operators in a shop needs to be reduced, then the excess manpower may be easily transferred to areas where their services can be utilized. In recent years, a number of Japanese manufacturers have shifted to high diversity, small-batch production, with minimum inventory. Only the use of multi-skilled workers capable of changing swiftly from one job to another makes this practice economically justifiable.

As workers are well-trained and know all aspects of their jobs intimately, the need for supervision greatly reduces. They can act independently in a variety of situations and be responsive to changing conditions. This has a direct impact on the size of the workforce and on the number of levels between line operators and top management. The organizational hierarchy of a typical Japanese company tends to be flat, with a wide span of control.

Since companies normally seek to promote supervisors from among blue-collar workers, the employee, having spent about ten years, begins to undergo supervisory training. Topics covered in supervisory training, usually include, work design, human relations, problem-solving and job safety. The prospective supervisor learns how to train junior workers, how to arrive at the best method of doing a job, the scientific way of tackling problems, how to plan and how to motivate his subordinates. Since ensuring safety in the workplace is part of his responsibilities, he becomes acquainted with the principles of safety.

Culture: One topic invariably included in all Japanese training programme at all levels, is indigenous culture and the values desirable for the average Japanese. These, by general consensus, are harmony, co-operation, gratitude and national service. Also, the idea that one should continuously seek to enhance one's personal worth, is commonly stressed everywhere. In this respect, even the learning of a new tool or organisation scheme, can become a means of self-improvement. The individual, thus views training apparently aimed at benefiting the organization-partly, in terms of his own betterment.

Moreover, training, in addition to learning job skills, extends to acquiring a new philosophy, a certain attitude, toward things that matter. Some large corporations, Matsushita for example, boast of having their own philosophy, but which, upon scrutiny, turns out to be no different from the basic tenets of Japanese culture. Matsushita distinguishes between two types of training - one, in basic skills and the other, more important, in Matsushita values. These values are inculcated throughout one's career. The newly hired, are-exposed to them continually. As a member of any group, each employee is asked, at least once a month, to give a ten-minute talk on the firm's values and its relationship to society.

An important part of cultural training is creation of disciplined patterns of behaviour and the ability to work in groups. For this, fresh recruits are sometimes sent to dormitories, situated in remote areas. Here, for a few months, they live under military-type conditions, waking up at 5.30 A.M., to the sound of loudspeakers, before going out in the field to exercise for half an hour, in the pre-dawn cold; then, back to their rooms to straighten up beds and help prepare breakfast. Inspectors periodically carry out checks. During day time they attend lectures and group discussions. Then they play contact sports, have dinner and study till 10:00 P.M, when all lights are put out. With this type of preparation, one can understand the phenomenon of collective singing of the company song before starting the day's work.

Managers and Professionals- Like workers, managerial and professional staff passes through a substantial learning experience. Beginning with introduction to the business, all university graduates -whether engineers, accountants or salesmen- spend a year or more, working in different departments.-Manufacturing enterprise particularly, considers experience in the production and marketing divisions, essential for all prospective managers. Management trainees work for a few months in one of the company's factories. There they are involved directly in the manufacturing process, and develop an understanding of the basics of production; they learn to communicate with people of different backgrounds, working with them and eating in the same canteen. At a retail outlet, new employees come into contact with customers and acquire knowledge about the problems of selling. They may be required to deliver orders and work in the storage area. As usual the emphasis throughout, is on **learning by doing**.

Accounts are another important area of executive training. This is partly because of the nature of the accounting function. In Japan, a qualified accountant seldom participates in the preparation and maintenance of departmental accounts. Each section administers its accounting system in its own way, based on principles close to management accounting. It does the household book-keeping, prepares budgets, and compares actual performance against budgets and against past performance. The accounting department

simply offers overall training, makes comments or suggestions and consolidates the work, so that, it can be presented to the plant manager. In this way, operating departments gain a closer understanding of costs and strive to affect savings on every possible expense item.

Even after formal training ends, there is considerable mobility for managers and professionals. An engineer may spend some time in the purchase department and then be transferred to R&D; and, an accountant may find himself doing a stint in production control. University graduates with non-specialized degrees are subject to still greater job rotation. During a normal career a manager will work in many diverse fields within the organization.

By the time the university graduate receives his first major promotion, becoming a section chief at the end of, around ten years, he is acquainted with all aspects of the business. Most managerial personnel will rise no higher than this level, unless they display unusual talent, in which case, they may be inducted into the ranks of upper management. All along his career path, the typical executive continues to learn through a variety of correspondence courses, as well as, by attending formal company programmes. He gathers a great deal of information from all kinds of sources, with or without, immediate relationship to his work, but which, may become useful in future. It has been estimated that, a Japanese employee, on the average, devotes eight hours per week to activities linked with education and training, half of which, is on company time and half, on his personal time.

The question naturally arises, "What benefits does non-specialized training offer? In most countries training, when undertaken, tends to be in the direction of greater specialization. To be sure, even in Japan, not all professionals relish being away from their areas of expertise. However, broad-based, multi-faceted training does fetch returns in terms of greater understanding among different company departments, rendering group decision-making easier, as one participant can appreciate the other's perspective. Managers are also able to locate better solutions to problems facing the organisation as a whole, when they know the workings of its parts. Above all, it facilitates harmony, the quality Japanese value most.

Impact on Quality

Sometimes, non-specialized training may even help a specialist perform his job better. A case in point is that, of the design engineer. As regards the technological disciplines, there is hardly any difference in the training levels of designers in Japan and in the West. However, Japanese designers acquire some additional experience in the production department, enabling them to have an understanding of how to design parts for greater productivity. The trainee designer also spends some time in the marketing department and in field service work, so that, he is exposed to the actual conditions of use, to the problems of diagnosing field failures and to the difficulties encountered in making repairs. A third area of designer training is quality control. Such extensive requirements are unusual in the West. It is not surprising, therefore, that Japanese product designs tend to be superior[^] with respect to function, reliability and the ease, with which they can be maintained. In fact, in Japan, the history of development of product quality, has had an intimate relationship with the development of employee training to World War II goods made in Japan were uniformly characterized, as cheap and shoddy. Then following the war, they realised that, their product quality was a major obstacle to expansion of exports, indispensable for economic recovery. The pre-war strategy of keeping prices low through inexpensive labour could no longer be sustained in the face of steep wage hikes, as a consequence to U.S. Occupation reforms. Japanese industrial leaders, therefore, decided that improvement in quality implies improvement in productivity. A massive quality related training program was launched in the early fifties, with the participation of American experts, Dr. Edwards Deming and Dr. J.M. Juran. Engineers, as well as scientists and industrialists, attended these lectures and became acquainted with the management of quality. The entire movement was spearheaded by the Japan Union of Scientists and Engineers (JUSE), a non-specialists body.

The second phase consisted of training of managers and supervisors. "Massive", is the word to describe these training programmes undertaken, involving thousands of managerial level personnel in all departments, including directors and other top executives. Through these programmes, upper managers acquired the capability as well as the tradition of directing product quality affairs, as,

part of their regular duties. The situation in the West, and in India, remains somewhat different. There, higher executives leave the quality function to relatively lower level personnel, with technical backgrounds devoting their attention, instead of to financial matters, the reading of Balance Sheets, etc. As a result, proposals for quality improvement often do not receive sufficient attention, for want of top management understanding and support. As mentioned earlier, Japanese training practices facilitate inter-departmental collaboration. An area where this has achieved significant success is new product development. In recent years, one notices a spate of 'Made in Japan' goods, representing minor modifications of existing technology. Sony, for instance, markets eleven varieties of its popular, pocket size audio cassette players, one-water, and sound-proof for use on the beaches. This type of innovation to suit a wider range of customer tastes may be characterised as, "demand pull". Studies show that "demand pull" has a greater probability of success, as opposed to "technology push", or a major innovation. Technology push can be successful and bring larger returns, but is always associated with greater risks.

Whereas, a form of technology push exists in many Western products, the Japanese have been highly successful with demand pull. One reason for this is their greater investment in product modification and little in basic research, (though, of late, reports indicate that this pattern is changing). The second reason is the close cooperation between marketing and R&D divisions of most Japanese companies. To illustrate, engineers at Brother Industries, while designing their lap-sized electronic typewriter repeatedly, sought the advice of the company's overseas marketing affiliates, regarding the product's size, shape, weight, features and price. Proto-types were circulated throughout the company's distribution network and feedback obtained. Within a year of the product's introduction, Brother had improved it.

Conclusion The Japanese seem to have found a solution to their problems of economic competition and growth in education and training. For a long time - since the Meiji Restoration of 1868 - they learnt from the West. This included theoretical knowledge, as well as, training to acquire proficiency in practical skills. Then, having caught up with the West, they turned their

attention to learning from their own experience. They analysed their successes, failures and the weaknesses of the Western approach, and derived useful lessons from them.

Underlying both these phases has been a constant effort, at becoming better and better. This striving for improvement, has to be seen both from the point of view of the individual firm seeking to enhance its competitive position internally, as well as externally, and, from the point of view of Japan as a country in competition with other nations.

Takumi, a word frequently heard in Japanese plants, best expresses this notion of the continuous striving for excellence. The word does not lend itself to adequate translation. It implies excellence as a purpose and quality in itself. Excellence is to be achieved as a joint enterprise of all members of the organisation, through constant process and product development, and by improving productivity and product quality. Intensive, continuous, multi-faceted training programmes lie at the heart of takumi.

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A STUDY ON CSR EXPENDITURE OF INDIAN PRIVATE SECTOR COMMERCIAL BANKS BEFORE AND AFTER ENFORCEMENT OF COMPANIES ACT, 2013

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Abstract

In India, slowly and gradually, social banking concept was replaced by banking business with profit maximisation objective. No doubt profit maximisation objective is the focal point of any business today, but simultaneously organisations started giving importance in meeting their social obligations also so as to ensure their survival in the long-run. This has given the birth of the concept - corporate social responsibility (CSR). CSR activities and financial outlay, till recently, used to be voluntary initiatives on the part of an organisation. The basis of such initiative was to do something meaningful for the society for allowing/supporting the organisation to carry out its business activities. However, with the enforcement of the Companies Act, 2013, the scenario changed significantly. Apart from various changes and also subject to certain conditions, it has become mandatory for all companies (mainly the public listed companies) to have a Corporate Social Responsibility Committee, a CSR policy and also contribute 2% of their average net profit for last three preceding financial years towards various socio-economic developmental initiatives in the country. The study is based solely on secondary data and attempts to highlight whether such mandatory requirements imposed on private sector commercial banks have resulted in diversion of more funds for the social cause of the nation or not. Findings of the study reveal that reporting on CSR expenditure by Indian private sector commercial banks prior to enforcement of Companies Act, 2013 was minimal and non-financial in nature. Further, CSR expenditure during the FY 2014-15 was not at all satisfactory because more than 50% of the funds earmarked for CSR activities were unutilised.

Key Words: Private sector commercial banks, Companies Act 2013, Companies (Corporate Social Responsibility Policy) Rules 2014, CSR expenditure.

Introduction

In India, there are marked disparities in income, industrial growth and development among its regions. In order to ensure equitable growth and development of all the regions of the country as well as its citizens, the Policy makers of our country, since Independence, have combined both Socialistic and Capitalistic features in the country's economic policy framework. And this is evident from the large investments of the Public sector in infrastructure, manufacturing and the service sectors and also from the role assigned to the Banking sector. It is worth mentioning that the Indian Banking sector has had to serve the goals of the economic policies enunciated in successive Five-Year Development Plans,

particularly concerning equitable income distribution, balanced regional economic growth and reduction and elimination of private sector monopolies in trade and industry (NEDFi Databank Quarterly, 2004). Thus, to be more specific, it can be said that the Indian Banking sector has been used by the Government as a tool to ensure inclusive growth in the country.

Of late, it has been seen that organisations, globally, have been putting their efforts on designing strategies to meet their Corporate Social Responsibility (CSR) roles in the best possible manner. In view of increasing demand for accountability and transparency from both public and private sectors, CSR activities were deemed as a necessity (Yeung, 2011). Interestingly, CSR brought in a dramatic

shift in organisations' perceived business goals. In the earlier days, the focus of business organisations was on making profit but presently, the focus has shifted on how to sustain in the competitive and dynamic business environment and yet make profit. In other words, the focus of all organisations is to ensure that sustainable development is achieved in course of pursuing other goals of business – profit making, social service, philanthropy, etc. (Chaudhury, Das & Sahoo, 2011). And Indian commercial banks are no exceptions. In fact, there is a visible trend of banks of promoting inclusive and sustainable economic growth through orientation towards rural development, financial inclusion (rural as well as urban), generating employment opportunities and financing environment friendly and socially responsible lending and investment practices.

In brief, it can be said that CSR activities, till recently, were voluntary initiatives undertaken by companies. However, with the enforcement of the Companies Act, 2013, it has become mandatory for companies, subject to certain criteria, to report their CSR activities as well as they are forced to keep aside at least 2% of its average net profits made during the three immediately preceding financial years in pursuance of CSR policy. Further, as per the Companies (Corporate Social Responsibility Policy) Rules, 2014, it mandatory for companies to report their CSR activities and expenditure in standard format and the same is required to be published in the board's report. Thus, the study attempts to examine whether such mandatory requirements on CSR (as imposed by the Companies Act, 2013) would compel the private sector banks to release more funds for the betterment of the society in the days to come.

Review of Literature

Corporate Social Responsibility (CSR), although not a totally new concept, has gained momentum throughout the world and has been in the top of the agenda of not only policymakers and corporate managers but also among academicians. Unfortunately, as Kaur (2012) points out that CSR is a highly misunderstood & misinterpreted term in India as some of the Indian corporate houses believe that their behaviour would be considered sensible and acceptable in the society if they carry out

their business activities by only following the legal framework of the country. In fact, CSR as a concept is broad and it is beyond the legal environment of a country in which an organisation operates. The concept rather appeals to the corporate to introspect whether their activities have a wider and positive impact – economic, social, environmental etc. – on the society in general and all stakeholders in particular. That is why, CSR is also described as the corporate 'triple bottom line' – the totality of the corporation's financial, social, and environmental performance in conducting its business (Potluri et al, 2012). The totality of CSR can be best understood by three words – 'corporate,' 'social,' and 'responsibility'. In broad terms, CSR relates to responsibilities corporations have towards society within which they are based and operate, not denying the fact that the purview of CSR goes much beyond this. CSR is comprehended differently by different people. There are a number of definitions given on CSR but no single definition is universally accepted. According to World Business Council for Sustainable Development 'Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large'. Like all other sectors of the economy, CSR holds an important role in the banking sector as well and also provides a clear-cut differentiation to enhance the competitiveness among banks (Kude & Watson, 2012). With economic reforms initiated by the Government of India since early 1990s, competition in the banking sector has gone up considerably. Further, with increase competition, profit margin of banks got reduced and to sustain in the long-run, it has become essential for banks to go for product and process innovation, ensure the quality of their services and most importantly, banks need to gain and retain customers' trust, which would be possible through various CSR initiatives. Thus, banks started analysing the impact of their activities on their stakeholders – employees, shareholders, customers, suppliers, government and the society represented by NGOs and even started taking responsibilities of their activities. Although the major areas of thrust for CSR practice in Indian banks are

common in public sector as well as private sector banks but the core areas for reporting CSR activities are slightly different in both types of banks. Moreover, with the enforcement of Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014, reporting of CSR activities especially the amount of expenditure incurred in CSR activities has become mandatory for public limited companies.

The Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014: A brief on CSR Committee, CSR Expenditure and Reporting Practices

The Companies Act, 2013 requires that every company with net worth of Rs. 500 crore or more, or turnover of Rs. 1,000 crore or more or a net profit of Rs. 5 crore or more during any financial year will constitute a CSR committee. The Committee will consist of three or more directors, out of which at least one director will be an independent director. The board's report will disclose the composition of this CSR committee and will also ensure that the company spends, in every financial year, at least 2% of its average net profits made during the three immediately preceding financial years in pursuance of CSR policy. For this purpose, the average net profit will be calculated in accordance with the Section 198. Interestingly, the Companies Act, 2013 does not prescribe any penal provision if a company fails to spend the prescribed amount on CSR activities in a financial year but the board will need to explain reasons for non-compliance in its report. Further, the Schedule VII of the Companies Act, 2013 sets out the activities, which may be included by companies in their CSR policies. These activities relate to – (a) eradicating extreme hunger and poverty (b) promotion of education (c) promoting gender equality and empowering women (d) reducing child mortality and improving maternal health (e) combating HIV, AIDs, malaria and other diseases (f) ensuring environmental sustainability (g) employment enhancing vocational skills (h) social business projects (i) contribution to certain funds such as the Prime Minister's National Relief Fund and other matters that may be prescribed. As far as reporting practices are concerned, companies now are required to

adhere to the Companies (Corporate Social Responsibility Policy) Rules, 2014. Thus, a company is required to give a brief outline of its CSR Policy, including overview of the program proposed to be undertaken, the composition of its CSR Committee, average net profits of the Bank for the past three financial years, prescribed CSR expenditure and details of amount spent on CSR activities during the year in its Annual Report.

Objectives of the study

1. To examine whether a CSR Committee exists in private sector commercial banks and that too in compliance with Section 135 of the Companies Act, 2013.
2. To know the amount of prescribed CSR expenditure of sample banks and the amount spent during FY 2014-15.
3. To analyse the CSR expenditure of private sector commercial banks before and after enforcement of Companies Act, 2013.
4. To assess the reporting practices on CSR activities before and after enforcement of Companies Act, 2013 and Companies (Corporate Social Responsibility Policy) Rules, 2014.

Research Methodology

The study is based solely on secondary data. The data required for the study were collected from the Annual Reports 2014-15 of the sample banks. The Annual Reports were obtained from the respective official websites of the banks. A sample of 18 private sector commercial banks out of existing 19 private sector banks was included in the study. TMB Bank could not be included in the study because of non availability of its Annual Report 2014-15 on its official web site (as on September 25, 2015). The data used for analysis involves financial data pertaining to prescribed amount for CSR activities and amount actually spent during FY 2014-15. Moreover, CSR expenditure of sample banks during FY 2013-14 is also taken into consideration for the purpose of comparison with the CSR expenditure figures of FY 2014-15. Moreover, as data required for this study was obtained from the Annual Reports of

bank, the financial figures used for analysis are as on March 31, 2015.

Findings:

CSR Committee

The Companies Act, 2013 made it mandatory for every company (subject to certain criteria as mentioned above) to have a CSR committee and the Committee shall consist of three or more directors, out of which at least one director will be an independent director. Interestingly, except Dhanlaxmi Bank, all other sample private sector banks have constituted a Corporate Social Responsibility Committee in compliance with Section 135 of the Companies Act, 2013. The number of members range from 3 to 7 in such a committee. Although Nainital Bank does have a CSR Committee, the committee was formed only on May 8, 2015. Therefore, the CSR Committee of Nainital Bank would actually be

into operations only during the FY 2015-16. Thus, it can be said that 94.44% of the private sector banks that are considered for the study have a CSR Committee as per the conditions laid down under Section 135 of the Companies Act, 2013.

Prescribed CSR expenditure and actual expenditure of the banks during FY 2014-15

The Companies Act, 2013 also made it compulsory that the company board's report will disclose the composition of its CSR committee and will also ensure that the company spends, in every financial year, at least 2% of its average net profits made during the three immediately preceding financial years in pursuance of CSR policy. The table below shows the prescribed CSR expenditure along with percentage of funds spent and unspent by the banks during FY 2014-15

Table1: Prescribed CSR expenditure, amount spent and unspent during FY 2014-15

Private Sector Banks	Prescribed CSR Expenditure (in Rs.)	Spent		Unspent	
		Amount (in Rs.)	Per cent	Amount (in Rs.)	Per cent
Catholic Syrian Bank	56.96 Lakhs	50.96 Lacs.	89.47	6.00 Lacs.	10.53
City Union Bank	6.32 Cr.	3.54 Cr.	56.01	2.78 Cr.	43.99
Dhanlaxmi Bank	Does not have a CSR Committee in compliance with Section 135 of the Companies Act				
Federal Bank	23.83 Cr.	7.27 Cr.	30.51	16.56 Cr.	69.49
J & K Bank	29.87 Cr.	13.74 Cr.	46.00	16.13 Cr.	54.00
Karnataka Bank	6.03 Cr.	2.04 Cr.	33.83	3.99 Cr.	66.17
Karur Vysya Bank	9.88 Cr.	1.14 Cr.	11.54	8.74 Cr.	88.46
Lakshmi Vilas Bank	202.80 Lacs	12.3 Lacs	6.07	190.50 Lacs.	93.93
Nainital Bank	CSR Committee formed only on May 8, 2015				
RBL Bank	2.38 Cr.	1.61 Cr.	67.65	0.77 Cr.	32.35
South Indian Bank	11.98 Cr.	1.46 Cr.	12.19	10.52 Cr.	87.81
Axis Bank	133.77 Cr.	123.22 Cr.	92.11	10.55 Cr.	7.89
DCB Bank	The Bank has carried forward its losses.				
HDFC Bank	197.13 Cr.	118.55 Cr.	60.14	78.58 Cr.	39.86
ICICI Bank	1.72 Bln.	1.56 Bln.	90.70	0.16 Bln.	9.30
IndusInd Bank	32.64 Cr.	17.53 Cr.	53.71	15.11 Cr.	46.29
Kotak Mahindra Bank	39.20 Cr.	11.97 Cr.	30.54	27.23 Cr.	69.46
Yes Bank	25.00 Cr.	15.71 Cr.	62.84	9.29 Cr.	37.16

Source: Annual Report of Banks and author's calculation

The table above shows the percentage of spent and unspent amount with respect to prescribed CSR expenditure as per Companies Act, 2013. The mean of percentage of spent amount and

unspent amount is 49.55% and 50.45% respectively and shows that there is hardly any difference between the two figures – spent and unspent amount. Thus, it can be said that more

than half of the available funds earmarked for CSR activities (available for disposal by private sector banks) during FY 2014-15 was unutilised. This is indeed an unfortunate picture when the divide between the 'haves' and 'have-nots' in our country have widened significantly and much need to be done to ensure balanced regional development and equitable income distribution.

CSR expenditure of private sector commercial banks before and after enforcement of Companies Act, 2013

The prescribed CSR expenditure to be incurred by private sector commercial banks for a

financial year came into effect from the FY 2014-15. Public companies came under bindings to spent at least 2% of its average net profits made during the three immediately preceding financial years on CSR activities. Prior to the FY 2014-15, there was no such compulsion and companies were allowed to decide the amount of expenditure on CSR activities on their own. Therefore, through this study an attempt is made to see whether there is a difference in the amount of expenditure before and after the enforcement of Companies Act, 2013.

Table 2: CSR expenditure during FY 2013-14 and FY 2014-15

Private Sector Banks	CSR Expenditure during FY 2013-14	CSR Expenditure during FY 2014-15
Catholic Syrian Bank	Amount not reported	50.96 Lacs.
City Union Bank	23.50 Lacs.+	3.54 Cr.
Dhanlaxmi Bank	Amount not reported	-
Federal Bank	Amount not reported	7.27 Cr.
J & K Bank	Amount not reported	13.74 Cr.
Karnataka Bank	Amount not reported	2.04 Cr.
Karur Vysya Bank	64.25 Lacs.+	1.14 Cr.
Lakshmi Vilas Bank	37.02 Lacs.	12.3 Lacs
Nainital Bank	Amount not reported	-
RBL Bank	Amount not reported	1.61 Cr.
South Indian Bank	63.42 Lacs.	1.46 Cr.
Axis Bank	Amount not reported	123.22 Cr.
DCB Bank	Amount not reported	-
HDFC Bank	Amount not reported	118.55 Cr.
ICICI Bank	Amount not reported	1.56 Bln.
IndusInd Bank	12.69 Cr.	17.53 Cr.
Kotak Mahindra Bank	363.0 Lacs.	11.97 Cr.
Yes Bank	12.30 Cr.	15.71 Cr.

Source: Annual Report of Banks

As most of the private sector commercial banks have not reported the expenditure incurred on CSR activities in financial terms for FY 2013-14, it is rather difficult to ascertain whether the enforcement of the Companies Act, 2013 has increased the CSR expenditure of banks or not. However, when the reported CSR expenditure of FY 2013-14 of the 7 banks were compared with the prescribed CSR expenditure for FY 2014-15, except Lakshmi Vilas Bank, all the 6 banks have

spent much less in FY 2013-14 than what they were required to spent in FY 2014-15. From this, it can be inferred that if there would be some bindings on companies on expenditure to be incurred on CSR activities in a financial year, perhaps more funds would flow in for the betterment of the society.

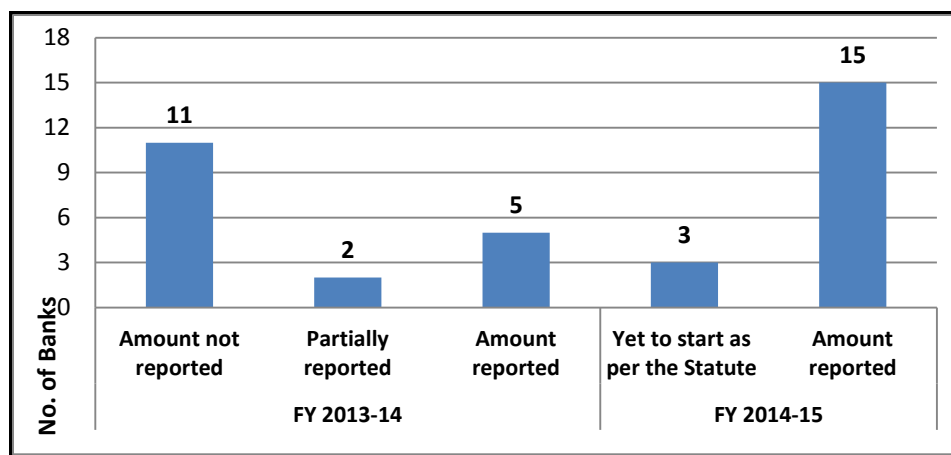
Reporting practices in Annual Reports on CSR activities by private sector banks.

There was no definite format available for reporting the CSR initiatives by companies prior to the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules,

2014. In fact, Section 135 and Schedule VII of the Companies Act, 2013 have come into force w.e.f. April 1, 2014 i.e. from FY 2014-15. This has made it mandatory for companies/banks to include a section on Corporate Social Responsibility (CSR) containing particulars pursuant thereto, in the Annual Report from FY 2014-2015 onwards. Thus, the details of initiatives taken by the Bank on CSR during the year as per annexure attached to the Companies (Corporate Social Responsibility Policy) Rules, 2014 are required to be given in the Directors' Report of the company. Earlier on most of the occasions, companies reported their CSR initiatives in non-financial terms. This sort of reporting did not give any clear picture pertaining to their CSR activities and expenditure. Further, in spite of earning profit

continuously over a number of financial years, expenditure incurred on CSR activities was relatively very less. Table 2 given above shows that out of 18 sample private sector banks, only 7 banks have disclosed in their Annual Reports the expenditure incurred on CSR activities in FY 2013-14. Out of these 7 banks, two of them have come up with partial information on CSR expenditure in the Annual Reports. Thus, it can be said that prior to the enforcement of the Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rules, 2014 (which made it mandatory to disclose the amount of CSR expenditure and details of the amount expended across various areas), only 38.89% of the sample came up with disclosure related to CSR expenditure voluntarily.

Fig 1: Reporting Practices in Annual Reports on expenditure by sample banks



From the Fig. 1, it can be inferred that reporting practices on CSR expenditure and activities have improved considerably after the enforcement of the Companies Act, 2013. This was possible because of mandatory requirement of publishing 'Annual Report on CSR Activities' in the company board's report.

Conclusion

Conclusively, it can be said that private sector commercial banks in India are focusing on CSR initiatives but still there is a long way to go. Findings of the study reveal that most of the private sector banks have a CSR Committee constituted as per the Companies Act, 2013 and they have earmarked 2% of their average net profits made during the three immediately preceding financial years in pursuance of CSR policy. However, during FY 2014-15, more than 50% of that fund of all the private sector banks

taken together for CSR activities was unutilised. So far there is no legal provision of imposing penalty for not utilising the funds earmarked for CSR activities and as such little can be said on whether proper efforts were given by the banks to identify and utilise the fund for the betterment of the society or not. However, Companies Act, 2013 and the Companies (Corporate Social Responsibility Policy) Rule, 2014 have brought in some degree of uniformity on reporting practices for CSR activities and expenditure by the private sector banks in the country. Further, it is a known fact that unless and until banks realise the need to meet their social obligations for their survival in the long-run and come

forward voluntarily with their CSR initiatives, CSR in real sense cannot be used as a tool for inclusive growth in Indian economy. Therefore, the million dollar question that arises and needs to be answered is whether a compulsion on CSR expenditure imposed under a statute can yield the desired results.

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PEASANT MOVEMENTS IN THE CENTRAL PROVINCES IN THE YEAR 1939

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Abstract

This paper discusses peasant movement in various parts of the Central Provinces and Berar in the year 1939 as well as attitude of ruling Congress ministry towards these movements. Using their social and economic resources the Congress politicians won widespread support in the election of 1937 for the Congress among the peasants, tribals, and laboring classes as the party pledged to replace British rule with a government that would serve the interests of all. By all these programmes the Congress succeeded in pacifying the peasants. The peasants were convinced that if the Congress would win the election then all their grievances would be removed. As a result; in 1937 election the leaders of Congress won 42 out of 56 seats allotted to the region. The elections of early 1937 saw Congress ministry established in the Central Provinces. Congress ministry passed some laws with the intention to provide some relief to peasants like minimizing land revenue & irrigation tax and to provide loan on low interests. But the unsatisfied peasants of Raipur, Nagpur, Bhandara, Sagar, & Jabalpur district organized a protest rally at Nagpur on 21st November 1937, demanding abolition of Malguzari system, 5 percent reduction in land revenue. The measures taken by the Central Provinces Congress ministry to pacifying the agitating peasants were not satisfactory. Therefore, troubles were brewing in different parts of the Central Provinces and Berar. Peasant movements were strong in the regions of Jabalpur, Chanda, Betul, Akola, Dhamati, Dondi- Lohara in Durg district, in the Korba Zamindari of the Bilaspur district.

Key words: - Peasant movement, Forest satyagraha, Provincial Congress ministry.

Introduction

The paper is mainly based on archival documents. This paper discusses peasant movement in various parts of the Central Provinces and Berar in the year 1939 as well as attitude of ruling Congress ministry towards these movements. The paper is divided into five parts. In the first part, I have given a brief outline of policies and attitude of Indian National Congress towards peasant's grievances. In the second part, attempt has been made to discuss various peasants' movement in the Central provinces and Berar in the year 1939. In the third and fourth parts, specific focus has been given on peasants movements at Umrer tahsil and Dondi-Lohara Zamindari respectively. The fifth and last part of this paper is conclusion.

I

Undoubtedly, it was Mahatma Gandhi who made Indian National movement in a true sense a mass movement by gaining support of landlords, capitalists, peasants, workers, women, students, minority and depressed classes for liberating Indians from oppressive colonial rule. Although, earlier nationalist leaders like Dadabhai Naoroji, Wedderburn etc had drawn attention of the Indian British rulers towards the extreme poverty and sufferings of the Indian People. But, it is also true that Indian National Congress focused on peasant's problems only from 1920 and tried to solve them in the beginning of the 1930s. The first three decades of the twentieth century witnessed peasant resentment in some form or other in India. Throughout 1920s and 1930s whenever occasion arise the Congress leaders had criticized the administrative colonial set up, but they did not take any strong measures for restoration of peasant's right. They wanted to mobilize the peasantry against the colonial rule but at the

same time they were also sympathetic to the landlords. Influenced by the Karachi Congress's resolution on agrarian issue (1931) the policy of the Congress working committee (1937) laid down that the programme as enunciated in the election manifesto, particularly the agrarian resolution should be taken by the different provincial ministries. Above all the year 1936 also proved more beneficial to the peasants at the movement, when the agrarian programme of Faizpur was accepted by the Congress organization. A unanimous decision for the solution of the peasants have been taken to the effect that 'Congress is concerned about the apparent poverty, unemployment and indebtedness of the Indian Peasantry and eager to work for their upliftment. The agrarian conditions, land revenue system, however differed not only from province to province but also within the same province. The Congress therefore directed all Provincial Congress committees to draw up an all India agrarian programme.¹

The election manifesto of the Congress in the year 1937 also exhibited the same expressions as well as the spirit of Faizpur agrarian programme.² Using their social and economic resources the Congress politicians won widespread support for the Congress among the peasants, tribal, and laboring classes as the party pledged to replace British rule with a government that would serve the interests of all.³ Thus by all these programmes the Congress succeeded in pacifying the peasants. The peasants were convinced that if the Congress would win the election then all their grievances would be removed.⁴ As a result; in 1937 election the leaders of Congress won 42 out of 56 seats allotted to the region.

The elections of early 1937 saw Congress ministry established in the Central Provinces. It was a phenomenal success for the Congress. On the 4th July 1937, Dr. N.B. Khare formed the first Congress ministry consisting of six other ministers.⁵ Congress ministry passed some laws with the intention to provide some relief to peasants like minimizing land revenue, irrigation tax and to provide loan on low interests.⁶ But the unsatisfied peasants of Raipur, Nagpur, Bhandara, Sagar, & Jabalpur district organized a protest rally at Nagpur on 21st November 1937, demanding abolition of

Malguzari system, 5 percent reduction in land revenue.⁷

II

It is true that Congress ministry stands for justice but the poor indeed will be the quality of that justice if it involves any injustice to the landlord. The party believes that it is only serving the true interests of both that it can find a solid base for swarajaya.⁸ Umrer and Daundi-Lohara were not the only area where problem has arisen at that time. Trouble was also brewing in different parts of the Central Provinces and Berar. Jabalpur, Chanda, Betul, Akola, Dhamati District, Umrer and Dondi-Lohara movement in Durg district were main centres of the movement.. We also find peasant movement in the Korba Zamindari of the Bilaspur district between the tenants and the contractor of the Zamindar over the collection of the Tendu leaves.

On 16th April 1939, a meeting was held in the Multai tahsil of the Betul district and presided over by Mr. Biharilal M.L.A. who urged that Kisan Sabha should be established in every village and attempts should be made to reduce rents still further, and that no opposition should be offered to the additional cess proposed to be levied by the district council as the revenue would be utilized for education.⁹

A Tahsil political Conference was held at Dhamtari in the Raipur district on the 2nd May 1939 with Mahant Laxminarayan Das, M.L.A. in the chair. Resolutions were passed that occupancy tenants should be allowed to sell their holdings on payments of Nazrana of 5 Percent and that no help should be given to Britain in the event of war.¹⁰ Mahant Laxminarayan das, Mr. Jati Jatanlal and Kranti Kumar were touring the Bindra- Nawagarh Zamindari, advocating the establishment of Congress mandals and panchayats¹¹. Satyagraha is also threatened by the Kisans of Sihora tahsil in the Jabalpur district. A meeting of cultivators was held on the 16th May 1939 at Gosalpur to discuss the grievances and demands in connections with the partial failure of crops. Resolutions were passed advocating remission of land revenue, liberal taccavi advances, relief works etc. On the 24th May 1939, Mr. K.P. Pande, M.L.A. marched to the district office at Jabalpur and narrated their grievances to the Deputy Commissioner. It is

believed that the satyagraha will not materialize.¹² In the Bilaspur district, Mr. Dube presided over a meeting a Chhuri on 29th May 1939. A resolution moved asking government to remove the difficulties of tenants in respect of nistar, chari and other dues threatening satyagraha if this was not done. Mr. Saigal, M.L.A. supporting the resolution, introduced a bill on the subject and the resolution would tend to expedite action on that bill. He also urged that government servants should not harass the tenants as they used to do in the past and ascribed this to the collector.¹³

In the Chanda district, a few Kisan workers from Durg, some of whose southern zamindaris adjoin that district, had been trying to stir up the Gonds in the north- eastern corner of the Garchiroli tahsil. The commissioner reports that the zamindars have taken prompt steps to counteract the propaganda by themselves touring in the areas and maintaining personal contact with the tenantry. It is also clear from Government reports the Tahsildar of Garchiroli had also toured in those areas to make ineffective the plans of Kisan workers.¹⁴

In Berar, there had been revival of agrarian propaganda in the Akola District. A district Kisan Sabha had been established at Akola with the primary object of obtaining full remission of the enhanced assessments in the seven taluqs. The Sabha has started a newspaper 'The Kisan'.¹⁵

III

This part deals specific study on the movement of Umrer Kostis. The Kisan Satyagraha at the Umrer tahsil office commenced on the 22nd May. The local leaders took a procession of about 200 persons to the tahsil with the object of obstructing the disposal of official business. It, however, arrived at the tahsil after midday, and no one was actually obstructing from entering the tahsil. The leaders of the procession had a talk with the local officers, and the crowd melted within half an hour. A few satyagrahis waited a little longer forming a sort of cordon outside the tahsil gate. They wished to be arrested but, as they were not guilty of any obstructions, it was decided not to arrest them.¹⁶

Satyagraha at the tahsil was offered

biweekly on Mondays and Thursdays. On the 25th May 1939, the volunteers made a half-hearted attempt to prevent the Tahsildars and other members of the tahsil staff from entering the tahsil, but were unsuccessful. Later in the day, a batch of 11 satyagrahis, of whom five were women, rushed towards the tahsil gate shouting slogans. The police constables with the Circle Inspector and the Sub- Inspector then formed a line across the gate, holding hands. The satyagrahis tried to break through the police line, butting the police officers with their heads. They also used their hands to break the police cordon. The Satyagrahis were then arrested under sections 353 and 147 Indian Penal code. All of them refused to give bail, but women satyagrahis were allowed to go home on an assurance that they would attend the court whenever required. The satyagrahis repeated these tactics on the 29th May 1939, and Lokre Tembhekar and Maganlal Bagdi and Bhise the leaders; and three more persons were arrested.¹⁷ Later Lokre Tembhekar and Maganlal Bagdi and Bhise had been convicted and sentenced to one year's rigorous imprisonment. The Kisan satyagraha at Umrer continued in the month of June 1939, but no arrests were made on the 1st June 1939 as the volunteers did not break through the police cordon.¹⁸ The Tahsil Kisan sabha was held at Amla in the Multai tahsil of Betul district on the 3rd June under the chairmanship of Mr. Jalamsingh M.L.A. he impressed on the audience that government was doing everything possible for the cultivators giving them relief either in the shape of suspensions or remissions.¹⁹

On the 5th June, four volunteers interfered with the Tahsildars's work and were arrested. They were tried immediately and sentenced to six months' imprisonment. On the 9th June 1939, eight volunteers entered the Tahsildars's court room. They were arrested, but the trial was postponed at their request.²⁰ The Nagpur Provincial Congress committee, which met at Gondia on the 5th June 1939, condemned the satyagraha as unauthorized and unwise, and the Kisan conference held at Umrer on the 11th June 1939 was called off the satyagraha on the ground that most of the demands of the satyagrahis were met by government. According to Government report, the reason given for discontinuing the satyagraha was clearly a face-

saving device, as the concessions which government had made recently, were under contemplation long before the satyagraha commenced and were not confined to Umrer tahsil alone.²¹

Swami Sahjanand visited Umrer and Nagpur towards the end of June 1939. Addressing a meeting of about 1000, persons at Umrer, he regretted the collapse of the Umrer Kisan satyagraha and said that it was shameful to send the Kisan satyagrahis to Jail. Turning to the affairs of the Umrer Koshtis, he called upon the Dalals to pay up the money due from them to the 'Paisa Fund' which consists of deduction from the price of cloth sold by Koshtis to dalals.²² At the meeting held at Nagpur, Swami Sahjanand bitterly criticized the resolution of the All- India Congress committee placing a ban on satyagraha without the permission of the provincial Congress committee. In his view, the resolution was meant to kill the leftist minority in the Congress organization by preventing the kisans and labourers from launching satyagraha.²³ Swami Sahjanand described the Umrer Kostis as a volcano ripe for eruption and advised them to start an intensive agitation. He also warned the ministers that, if they tried to repress Kisan movements, they would be dethroned quickly. In response to the appeal of Subhas Chandra Bose, a public meeting was held on the 9th July 1939 at Nagpur to protest against the All India Congress Committee's resolutions relating to the open criticism of Congress Ministers and unauthorized satyagraha. He said that the Rightist in the Congress were ruining the movement for freedom in the country.. Mr Ruikar also criticized Pandit Jawaharlal Nehru and Babu Rajendra Prasad for warning Mr. Bose against the holding protest meeting. He alleged that the object of the resolution passed by the All India congress committee was to cripple the Kisan Movement.²⁴

The Koshtis of Umrer picketed the houses of two Dalals from the 13th to the 19th July 1939 in connection with the ' Paisa fund' . The local authorities had been able to effect a settlement between the Dalals and the Kostis, and picketing had been given up. There had been a persistent demand for some time for release of the Umrer Kisan satyagraha prisoners. The Nagpur Congress committee as well as a section

of the press supported the demand, particularly in view of the fact that the satyagraha was suspended early in June 1939. After consideration, Government decided that the prisoners should be released and they were let off on 31st July 1939.²⁵

IV

In Chhattisgarh Region Dondi – Lohara peasant movement was very important movement of the period. Daundi-Lohara Zamindari ²⁶ was situated in the south of Durg in the Sanjari tahsil , about 40 miles from Durg and 5 miles from Sanjari or 12 miles from Balod, the newly created district headquarter. It is bounded on the north and east by the Khalsa villages, on the south by Kanker feudatory state, and on the west by the Sanjari pargana of the Sanjari tahsil and the Panbaras Zamindari.²⁷ Its area was 280 square miles of which 37percent were covered with forest.²⁸ Dondi –Lohara was originally in the possession of one Katanga Gond who was unable to manage it. In the neighbouring Kanker state was employed one Dalsai, a Raj Gond, as Diwan, who for his services was granted the pargana of Lohtur. Dalsai, seeing Dondi-Lohara about to be abandoned, obtained by payment of arrears of revenue a grant of it from the Ratanpur Raja in the year 1538 A.D.²⁹ Dalsai was succeeded by Bhupraja who in turn was succeeded by Bikramsai, Anandrai, Narsingh, Ajab Singh, Rahipal Singh, Jaipal Singh and Lal Fateh Singh.³⁰ The Zamindari contains 147 villages, 13 of which are inhabited, 24 are held by protected thekaddars, 81 by the Zamindar himself. The lessees are mostly Gonds and Halbas. The bulk of the tenants are mostly Halbas, Gonds, Telis, Kalars and Marars.³¹

Daundi-Lohara peasant movement (1937-39) was the first organized movement against local zamindar. Lal Fatah singh was the Zamindar, but actual power was in the hands of Diwan Manaram Pandey, who had too much influence on queen.³² In the Govt. records, it is mentioned that "In the Durg district Mr. Sarju Prasad, whose activities has abated since December last (1938), has now revived talk of a forest Satyagraha in the Daundi- Lohara Zamindari. He appears to be turning to good account the unfortunate breakdown in the work of arbitration committee caused by the non-co-operation of the Zamindarin."³³ In the Durg

district, Mr. Sarju Prasad continues his activities. He has now distributed leaflets in the Dondi-Lohara Zamindari, appealing to the tenants not to pay the second installments of rents. The zamindarin is reported to be touring in the interior to hear the grievances of tenants.³⁴ Prior to launching of Satyagraha, Mr. Sarju Prasad started a hunger strike on the 3rd (May) afternoon, but he gave it up in the morning of 11th May 1939.³⁵ The Deputy Commissioner, the District Superintendent of Police and the Sub-divisional officer immediately rushed to the scene of Satyagraha. It is reported that about 4000 trees, all of small girth, were cut. About 3700 persons participated in the cutting of trees, and damage to the extent of about Rs. 2,500 had been caused. Some of the cut wood had also been removed by the tenants to their homes.³⁶ It is also in record that at most centres the Satyagraha lasted for a day and was stopped completely everywhere on the 10th of May.³⁷

Due to this Satyagraha, Central Provinces Congress committee found itself in dilemma. Seeing peasants' mood and mass support to their movement Congress at last decided to solve the deadlock.³⁸ According to confidential reports, the Congress Leaders of Durg went to the Zamindari as soon as they heard of the Satyagraha and put forth their best efforts to have it discontinued. They also addressed a largely attended meeting on the 12th May, at which they condemned the illegal action of the tenants, adding that their activities were wholly against the principles of the Congress.³⁹ In spite of the advice of influential Congress leaders like the Hon'ble Mr. G. S.Gupta, Mr. Jha, and Mr. Tamsakar, the tenants of the Zamindarin resorted to cutting trees in the Zamindari forests at 11 places.⁴⁰ The Congress leaders also stated that it was wrong on the parts of the tenants to take the law into their hands, particularly when government was seriously considering the whole question of their grievances in regard to Nistar rights.⁴¹

Mr. Sarju Prasad Agrawal himself had issued a leaflet criticizing the local Congress leaders and the Ministry. He, however, advocated prompt payment of rents to the Zamindarin and advised the people to make reports to the police about acts of oppression in the zamindari.⁴² Mr. Sarju Prasad made speeches in the Dondi- Lohara zamindari on the

8th and the 11th June 1939, and incited the tenants for satyagraha. The Zamindari bada at Dondi was also being picked by some tenants, the object being to force the Zamindain's employees to leave her service. Green bamboos had also been cut by a few tenants. Government passed orders in connection with the forest satyagraha and decided to prosecute Sarju Prasad and Wali Muhammad under section 117 I.P.C. Proceedings against them were also started under section 107Cr.P.C. 12 other ring leaders of the satyagraha were prosecuted either under section 379 I.P.C. or under sections 143/427 I.P.C. The local officers had been asked to proceed against the picketers' according to law, while those who have been reported to have cut green bamboos would be prosecuted under section 379 I.P.C. if the facts sustain a case under that section.⁴³ In the second half of June 1939, condition continued to be somewhat disturbed in the Dondi - Lohara zamindari. The followers of Mr. Sarju Prasad were advising the servants of the zamindarin to stop work and had organized a boycott of those who refuse to listen to them. A culvert had been burnt, and there was a wholesale removal of mangoes from one of the zamindarin's garden. Illegal cutting of trees also continues, while all trees. Which had been cut during the satyagraha in the beginning of May 1939, had been removed by the tenants. Mr. Sarju Prasad and 12 ring -leaders had been arrested, while Mr. Wali Muhammad was absconding.⁴⁴ After the arrest of Sarju Prasad, Narsingh Prasad Agrawal placed himself at the head of agitation on behalf of the tenants. Mr. Wali Muhammad, who reported earlier as absconded, had been arrested and was prosecuted. Narsingh Prasad Agrawal had made two objectionable speeches during first half of July 1939, and the questioned the action taken against him was under consideration. By first half of July 1939, the social boycott of the zamindarin's servants was reported to have proved ineffective, as all of them had been able to make independent arrangement for obtaining services which were stopped.⁴⁵

Mr. Narsingh Prasad Agrawal made an objectionable speech in the Dondi-Lohara zamindari on the 26th July 1939. Largely as a result of that speech, forest satyagraha took place at some centres. Eleven satyagrahis were arrested and ordered have been issued for

prosecution of Mr.Narsingh Prasad Agrawal under section 117 of the I.P.C. and section 107 need with section 117 code of criminal procedure. It was also found necessary to send a detachment of the special armed force from Raipur to the zamindari. Forest Satyagraha had now ceased and the situation was reported to be quiet, though the tenants were refused to pay grazing and other dues to the zamindarin⁴⁶. In the Durg district, there was again a recrudescence of forest satyagraha in the Dondi-Lohara zamindari on the 14th and 18th September 1939. 51 persons participated in the mass-cutting of trees. 15 of these were arrested and prosecuted.⁴⁷ By the end of 1939, about 75 persons including Narsingh Prasad Agrawal were convicted in the affair. ⁴⁸ Their property was also seized. Both the Agrawal brothers were also arrested and sent to Seoni jail. More than thousand false cases were filed by Diwan Manaram against the Satyagrahis. Two advocates Sri Triveni Lal Shrivastava of Raipur, and Barrister Sri Jatadhar of Nagpur fought the peasant's cases. Peasant's won the cases in two lower courts in Dhamtari and Raipur, but lost it in Nagpur High court. Ultimately, this movement was failed due to oppressive and unsympathetic behavior of the Congress ministry

In the first half of October 1939, there was a slight recrudescence of forest satyagraha in the Dondi-Lohara zamindari. It was reported that some persons from Durg were visiting the zamindari and inciting the people to satyagrha. There had, however, been no further cutting since the 2nd September 1939.⁴⁹

V

Thus, the analyses of these movements bring to light some important aspects of peasant – Congress relationship. It reaffirms the view that peasant had their own domain in politics. The hesitant approach of Congress towards these peasants movement was not transitory phenomenon. It was a product of the leadership's understanding of the nature of the national movement ever since 1920, as a movement representing all sections of the Indian society equally. Both these movement, also contradicts the theory that the exploited classes can be most effectively organized from above. Moreover, the attitude of Congress ministry

during the movement, together with the use of diversionary tactics after disrupting the movements, proves that it used its power to disorganize the movements. From Governments documents it is also clear that government suffered a heavy loss in revenue collections due to these movements. Revenue collections continue to be backward throughout the Nagpur division and this was due to an impression that government would grant further concessions. In the Jubbalpur divisions, out of the Rs. 2.5 lakhs of arrears, due at the commencement of the April, about Rs. 1/2 lakhs was collected during the fortnight of April 1939. In the Chhattisgarh division, the collections on the 31st March amounted to 102 percent of the budgeted demand. The figure of Rs. 1.14 Lakhs, referred to in the last report, really represented the outstanding balance.⁵⁰

In 1939 when the Second World War broke out, the Congress refused Co-operation in a war which is conducted on imperialistic lines and the ministry resigned in 1939. Meanwhile before the resignation of the Congress ministry, the forest Satyagraha started in various parts of the Central Provinces.

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ANALYSIS OF FINANCIAL PERFORMANCE OF NATIONAL THERMAL POWER CORPORATION

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Abstract

National Thermal Power Corporation is India's largest power producer, established in the year 1975. The installed capacity of NTPC is 45,548 MW and the commissioned capacity is 43,128 MW. In the present scenario, electricity is one of the basic components of human life. The impact of said statement creates responsibility that the financial strength of the corporation must be significantly good so that the production level can be increased substantially to meet the consumption of energy. In context of the above idea my objective of the research is to make a analysis of Financial Performance of NTPC based on its published financial statements in the period from 01.04.2011 to 31.03.2015. My analysis would be based upon Profitability ratios, Analysis of Business Activities (Turn over Ratios) and overview of the financial results. I would conclude my research regarding the financial strength of NTPC, which is one of the basic industries of the country.¹

Keywords: NTPC, power production, financial analysis, profitability ratio.

Introduction

National Thermal Power Corporation has a mission to develop and provide reliable power, related products and services at competitive prices, integrating multiple energy sources with innovative and eco-friendly technologies and contribute to society. It has a vision to be the world's largest and best power producer,

powering India's growth. Established in the year 1975, the installed capacity of NTPC is 45,548 MW and the commissioned capacity is 43,128 MW. It is one of the most efficient power companies in India having operations that meet global standards.

Table 1: Thermal plants their types and capacity

Type of plants	No. of Plants	Capacity (MW)
Coal	18	34,425
Gas/Liquid Fuel	7	4,017
Hydro	1	800
Renewable energy projects	8	110
Total	34	39352
Joint venture stations (Coal & Gas)	7	6,196
Total	41	45,548

Source: www.ntpc.co.in

Objective of research

The objective of my research is to make a analysis of financial performance of NTPC, based on its published financial statements in the period from 01.04.2011 to 31.03.2015. The

result would reveal **the financial strength of the corporation** and make a projection that, to what extent production level of NTPC can be increased substantially to meet the consumption of energy.

Hypothesis

National Thermal Power Corporation is having significantly good financial condition to regulate the power production in India.

Research Methodology

The method of my research is 'Analytical' based on 'secondary data'. The published financial statements in Annual Reports of NTPC have been collected and financial ratios, as per GAAP, has been applied on Balance Sheet and P/L account to assess the financial performance of the corporation. The following report analyse National Thermal

Power Corporation's financial condition based on the financial statements data prepared according to International Financial Reporting Standards (IFRS) for the period from 01.04.2011 to 31.03.2015. Financial Performance includes Overview of the Financial Results, Profitability Ratios and Analysis of the Business Activity (Turnover Ratios)

Overview of the Financial Results:

The table below gives information about the main financial results of National Thermal Power Corporation's activities during the entire period reviewed.

Indicator : Value (Million INR)

Indicator	Value, million INR				Change		Average annual value, million INR
	2011/12	2012/13	2013/14	2014/15	million INR (col.5 - col.2)	± % (5-2) : 2	
1	2	3	4	5	6	7	8
1. Revenue	6,205	6,567	7,202	7,325	+1,119	+18	6,825
2. Cost of sales	—	—	—	—	—	—	—
3. Gross profit (1-2)	6,205	6,567	7,202	7,325	+1,119	+18	6,825
4. Other income and expenses, except Finance costs	-4,801	-4,717	-5,571	-5,996	-1,194	?	-5,271
5. EBIT (3+4)	1,404	1,850	1,631	1,329	-75	-5.3	1,554
5a. EBITDA	1,683	2,190	2,045	1,820	+137	+8.2	1,935
6. Finance costs	171	192	241	274	+103	+60.3	220
7. Income tax expense (from continuing operations)	—	—	—	—	—	—	—
8. Profit (loss) from continuing operations (5-6-7)	1,233	1,658	1,390	1,055	-178	-14.4	1,334
9. Profit (loss) from discontinued operations	—	—	—	—	—	—	—
10. Profit (loss) (8+9)	1,233	1,658	1,390	1,055	-178	-14.4	1,334
11. Other comprehensive income	—	—	—	—	—	—	—
12. Comprehensive income (10+11)	1,233	1,658	1,390	1,055	-178	-14.4	1,334

The revenue equaled INR 7,325 million for the last year, though for the period from 01.04.2011 to 31.03.2012 the revenue was lower – INR 6,205 million (the increase equaled INR 1,120 million). Increase in the revenue was verified during the whole of the evaluated period. The chart below demonstrates the change in revenue and a comprehensive income for National Thermal Power Corporation. **For the year 2014/15, the gross profit was equal to INR 7,325 million. For the whole period analysed, it was found that there was a significant increase in the gross profit of INR 1,120 million, or of 18%.**

During the period 01.04.2014–31.03.2015, the company posted a gross profit and earnings before interest and taxes (EBIT), which was INR 1,329 million. The final comprehensive income for National Thermal

Power Corporation was INR 1,055 million for the year 2014/15.

Graph 1: Dynamics of revenue and net profit

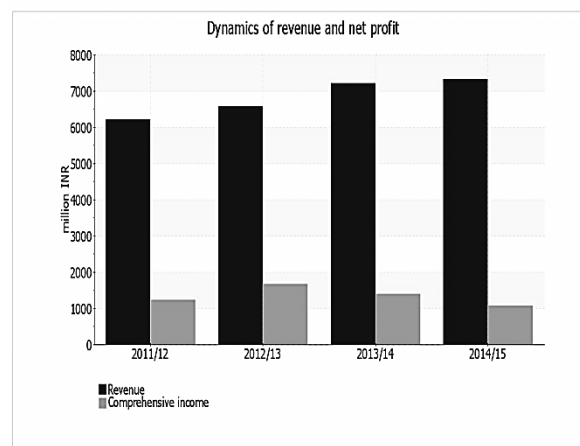


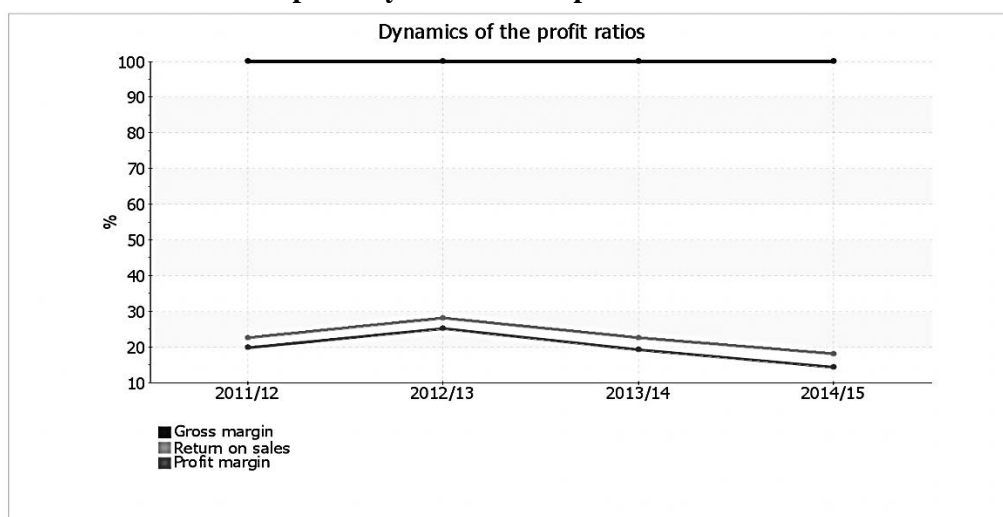
Table 2: Profitability Ratios

Profitability ratios	Value in %				Change (col.5 col.2)
	2011/12	2012/13	2013/14	2014/15	
1	2	3	4	5	6
1. Gross margin.	100	100	100	100	—
2. Return on sales (operating margin).	22.6	28.2	22.6	18.1	-4.5
3. Profit margin.	19.9	25.2	19.3	14.4	-5.5
<i>Reference:</i> Interest coverage ratio (ICR). Acceptable value: 1.5 or more.	8.2	9.6	6.8	4.8	-3.4

During the year 2014/15, the company gained gross profit and profit from operational and financial activities, which became a reason for positive values of all three profitability ratios given in the table for this period. For the year 2014/15 in comparison with the same period of the prior financial year, the gross margin did not change and remained on the level of 100%.

Profitability calculated using EBIT (return on sales) deserves more attention.

During the reviewed period, multidirectional changes in the return on sales (ROS) (both increase and fall) took place; the maximum value was 28.2%, the minimum one was 18.1%. During the year 2014/15, the return on sales was 0.18 (or 18.1% per annum), and profitability calculated by net profit was 14.4% per annum.

Graph 2: Dynamics of the profit ratios

To assess the liabilities that the company should repay for the use of borrowed capital, an interest coverage ratio was calculated. The acceptable value is deemed to be not less than 1.5.

In this case, the interest coverage ratio was 4.8 for the year 2014/15, which is evidence of National Thermal Power Corporation's capability to pay interest on borrowed assets.

It should also be mentioned that not all interest payments are necessarily included on the income statement and used to calculate the indicated ratio. Interest related to investments in qualified assets is not included in the financial results (they are taken into account in the asset value).

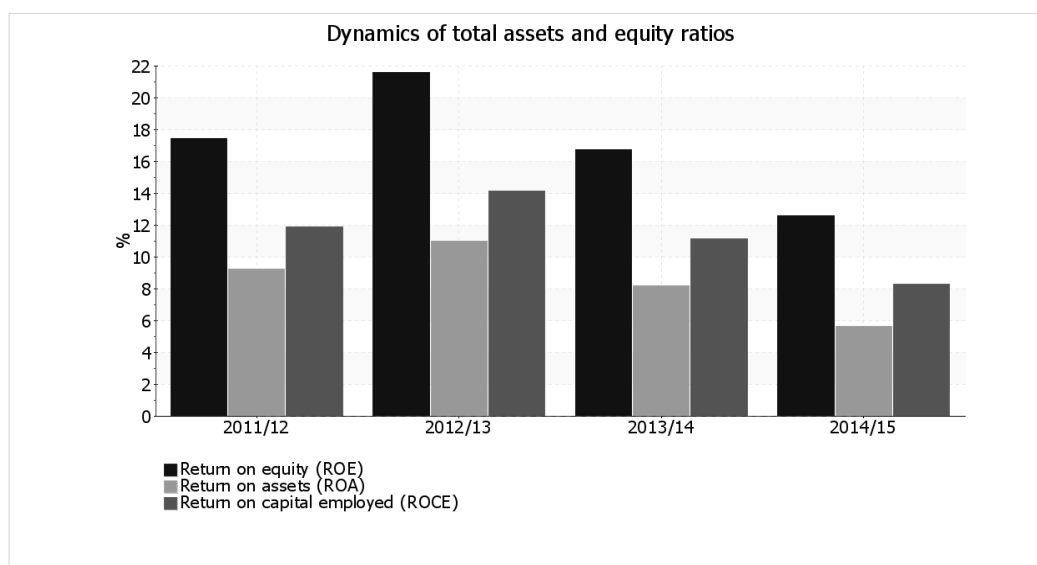
Table 3: Profitability Ratio- Description of the ratio and its reference value

Profitability ratios	Value, %				Change (col.5 - col.2)	Description of the ratio and its reference value
	2011/12	2012/13	2013/14	2014/15		
1	2	3	4	5	6	7
Return on equity (ROE)	17.4	21.6	16.7	12.6	-4.8	ROE is calculated by taking a year's worth of earnings (net profit) and dividing them by the average shareholder equity for that period, and is expressed as a percentage. It is one of the most important financial ratios and profitability metrics. Normal value: 12% or more.
Return on assets (ROA)	9.2	11	8.2	5.6	-3.6	ROA is calculated by dividing net income by total assets, and displayed as a percentage. Normal value: no less than 6%.
Return on capital employed (ROCE)	11.9	14.1	11.1	8.3	-3.6	ROCE is calculated by dividing EBIT by capital employed (equity plus non-current liabilities). It indicates the efficiency and profitability of a company's capital investments.

During the period from 01.04.2014 to 31.03.2015, the return on assets was 5.6%. The return on assets reduced notably (by 3.6%) during the entire period analysed. During the reviewed period, both growth and fall in the return on assets were observed; the range of values was from 5.6% to 11%. At the beginning of the time period, the return on assets kept its acceptable value, but later it became atypical. The most important ratio of business profitability is the return on equity (ROE), which reflects the profitability of investments by the owners.

The profitability of the owners' investments in National Thermal Power Corporation's assets was 12.6% per annum during the last year. It is a normal return on investment. Nonetheless, the rate should be assessed not only in absolute terms, but also by taking into account other factors, including macroeconomic rates (for example, the country's inflation rate). The following chart demonstrates the dynamics of the main rates of return on total assets and equity of National Thermal Power Corporation for the period analysed (from 31 March, 2011 to 31 March, 2015).

Graph 3: Dynamics of total assets and equity ratios



Analysis of the Business Activity (Turnover Ratios) In the following table, the calculated rates of turnover of assets and liabilities describe how fast prepaid assets and liabilities to suppliers, contractors and staff are effected. Turnover ratios have strong industry specifics and depend on activity.

Table 4: Turnover ratio

Turnover ratio	Value, days				Ratio 2011/12	Ratio 2014/15	Change, days (col.5 col.2)
	2011/12	2012/13	2013/14	2014/15			
1	2	3	4	5	6	7	8

Receivables turnover (days sales outstanding) (average trade and other current receivables divided by average daily revenue*)	21	31	27	32	17	11.4	+11
Accounts payable turnover (days payable outstanding) (average current payables divided by average daily purchases)	24,569	4,958	1,635	1,105	<0.1	0.3	-23,464
Inventory turnover (days inventory outstanding) (average inventory divided by average daily cost of sales)	—	—	—	—	—	—	—
Asset turnover (average total assets divided by average daily revenue)	786	839	863	938	0.5	0.4	+152
Current asset turnover (average current assets divided by average daily revenue)	221	223	205	192	1.6	1.9	-29
Capital turnover (average equity divided by average daily revenue)	416	427	421	417	0.9	0.9	+1
<i>Reference:</i> Cash conversion cycle (days sales outstanding + days inventory outstanding - days payable outstanding)	—	—	—	—	x	x	—

* Calculation in days. Ratio value is equal to 365 divided by days outstanding.

For the year 2014/15, the average collection period (Days Sales Outstanding) was 32 days and the average days payable outstanding was 1105 days as shown in the table. The rate of asset turnover means that National Thermal Power Corporation gains revenue equal to the sum of all the available assets every 857 days (on average during the entire period reviewed).

For the year 2014/15, the average collection period (Days Sales Outstanding) was 32 days and the average days payable outstanding was 1105 days as shown in the table. The rate of asset turnover means that National Thermal Power Corporation gains revenue equal to the sum of all the available assets every 857 days (on average during the entire period reviewed).

Conclusion

The most important indicators of National Thermal Power Corporation's financial state and activity results are summarized below by using a qualitative assessment for the last 4 years. Financial indicators with *acceptable* values are indicated below:

- return on equity (ROE) was 12.6% per annum during the last year;
- earnings before interest and taxes (EBIT) showed INR 1,329 million for the year 2014/15, although it compares negatively with the previous value (INR -75 million);
- the income from financial and operational activities (comprehensive income) was INR 1,055 million during the last year.

The following are the *negative* financial indicators:

- the value of the non-current assets to net worth ratio (1.96) can be deemed as an unacceptable one;
- the current ratio (1.22) does not correspond to the normal criteria for this rate (2);
- a quick ratio was 0.81 (while the acceptable value is 1);
- Unsatisfactory return on assets, which was 5.6% for the last year.

From the above selective analysis of financial performance, this can be concluded that, National Thermal Power Corporation has Normal strength of financial position, and not significantly good due to the negative financial indicators.

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MULTI- SKILLING: A TACTIC FOR PRICE EFFECTIVE RESOURCE MANAGEMENT DURING ECONOMIC TURBULENCE

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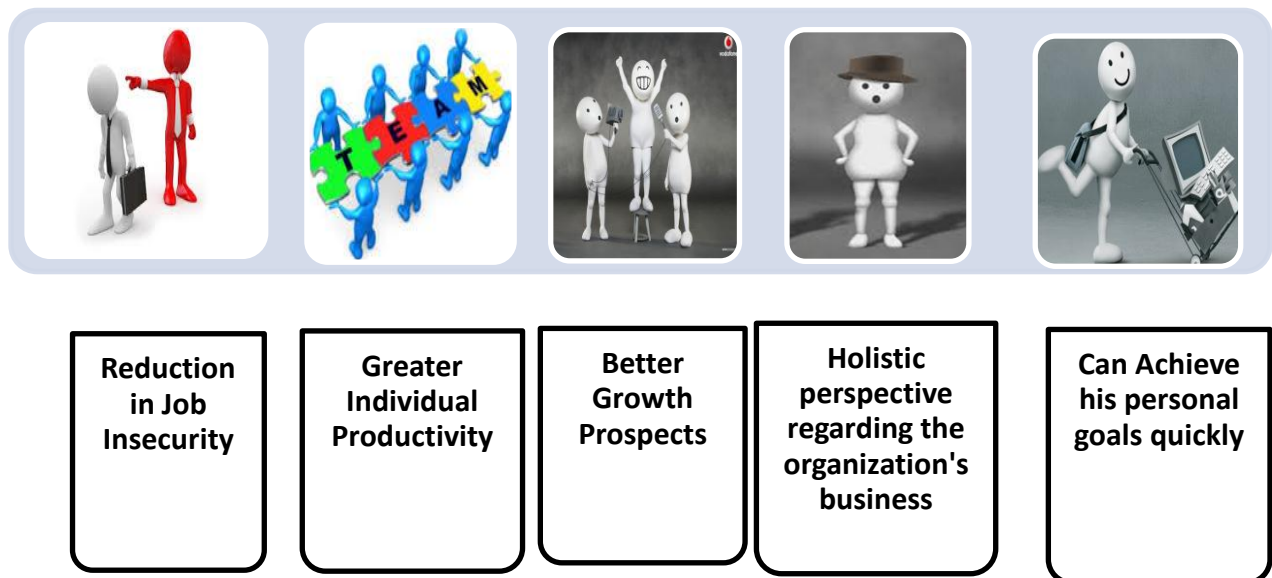
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"From the perspective of the employee, multi-tasking/ multi- skilling would allow them to become diversified and maintain high levels of motivation and enthusiasm"

- Dr. Cabot Jaffee

Chairman, Global Talent Metrics

In an age of specialism, the slump has amusingly brought into spotlight the need of having a multi-skilled workforce. Multi-skilling is presently the big catchphrase. The universal idea is that a multi-skilled workforce can avoid retrenchment and can lead to increased production for the organization in a time of increased rigorousness. The work place beliefs at present is no longer about concentrating only on ones own task, but it is also about adding value to other functions. As job Horizons widen phase of job recession, the need to know and contribute more has become imperative and now firms are doing just that by implementing multi-technological training initiations. "Multi-skilling is not so-much about a particular level or category of employees. It is about a mind-set. It is about skill.



Introduction

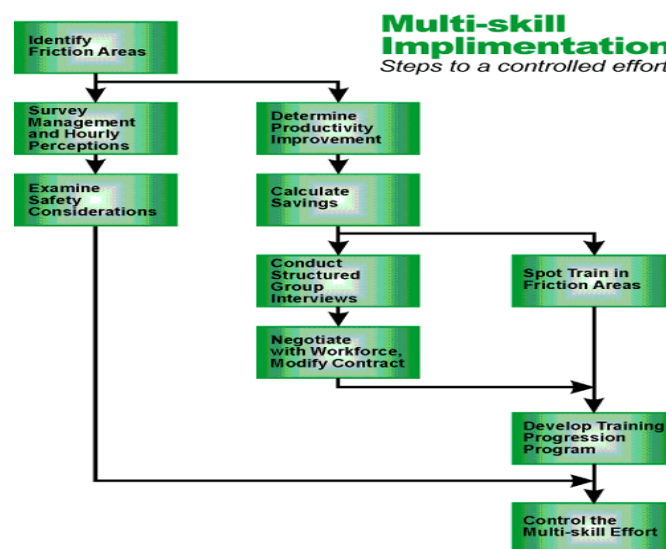
EFFECTIVE and well targeted training, particularly that aimed at multi-skilling of staff, can be a powerful force in addressing current skills shortages in industry. In India manufacturing is largely about niche markets, precision, and quickly fulfilling specific customer demands. So a production environment where employees are able to do every job in the factory can provide enormous flexibility in allocating labour to tasks. This in turn leads to reduced labour costs as people are able to be utilised more efficiently. However, this strategy requires commitment on the part of managers, supervisors and employees to the idea of flexibility and multi-skilling, and the difficulty of getting this genuine commitment shouldn't be underestimated. Often, it can take a training program several years to achieve real flexibility within a workforce. Yet it is possible for first results to be seen quite quickly, within 3 to 6 months, if the right approach is taken. The mechanics are quite simple: a matrix of people, beyond that-a workforce which is engaged and performing competently will result in permanent behavioural changes on the job and improved profits. Positive return on training investment can be proven by isolating processes, measuring outcomes (units produced, scrap minimized, time spent etc.) before and after training. This can have a very positive effect on the business as

the apprentices start to become more skilled and begin paying their way. At the engineering level an investment in training future engineers is possible through an intern partnership with local universities.

Process of multiskilling

This is a very important & critical task. First of all we have to identified the various skills (Managerial / Behavioral & Technical skills) required for the various positions in your organization. Basing on the skill requirement you need to identify the existing skills of the employees, gap analysis need to be done, and then work out action plan for skill enhancement. Once the employee acquires the required skills then you should think about the other skills which are useful for the employee and the organization then work out action plan to train the employee in acquiring the other skills. Once the employee acquires the skills which are other than the skills require to perform his present duties are called multi-skilling. Multi skilling is very useful in growth of the organization and career planning of the employee. A very critical & crucial task for HR is retention of these multi-skilled employees, their employability & expectations will be very high.

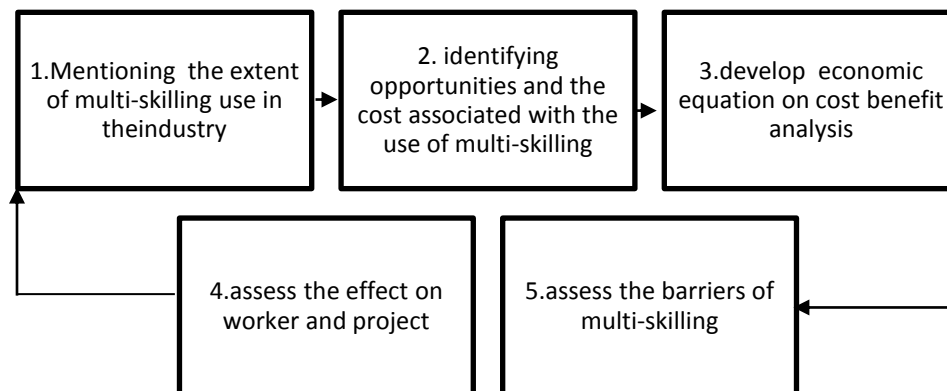
Fig.1 Multi-skill Implimentaion- Steps to a controlled effort



Pricing Strategy in Multi-skilling

There are Two Perspectives on Multiskilling and Product Market Volatility fundamentally question in job design is whether employers should have workers specialize in certain tasks or whether workers should be multi skilled so that they are able to perform multiple tasks. Two broad perspectives might be taken concerning the benefits of multiskilling relative to specialization. The first, which we refer to as the “flexibility perspective,” is that a key

advantage of multi-skilling relative to specialization is flexibility in labor allocation. That is, if workers are multi-skilled, they are able to switch quickly from one task to another in response to changing production requirements or product demand. The second, which we refer to as the “productivity perspective,” i.e benefits of specialization .The process is proposed to identify the area of multi-skilling and justifying the possible pricing



If project assessing has higher cost and lesser advantage than firm should repeat step one .

The economic variable are as follows.

Suppose the firm has to solve the problem p , where p can be 1 or 2 and the successful outcome is denoted by S and similarly incorrect is denoted by $(1-S)$. Lets denote $X_{I,k}$; where I is the investment and k is the skill required to

complete the job The probability that either worker finds a right solution for problem is $1-(1-P(x1,k))(1-P(x2,k))$

Then the output is $Y(x) = \text{value of own asset } (v) + \text{success or failure of decision } (\mu)$

) or- $(1 - \mu + (\text{numbers of problems}) * 1 - (1 - P(x1,k))(1 - P(x2,k)))$.

$$Y(x) = v + \mu + \sum_{I,k} 1 - (1 - P(x1,k))(1 - P(x2,k))$$

Objectives

Justifying Multi-skilling as the need for Hour.

1. To achieve Financial equilibrium through Multi-skilling.
2. Multiskilling as a key to survival during turbulence.

Literature review

Michael Cross, (1986) "The Costs and Benefits of Multi-Skilling", Management Research News, has conducted research on manufacturing companies have been under increasing pressure, both social and economic. As manufacturing increases in the overall competitive strategy of many companies, maintenance will be increasingly pressurized to find ways of improving its cost effectiveness and quality of service. Multi-skilling is an important way of reducing costs and improving

performance. Vikas Bharat Bhushan Singh and, Sanjay C Shah(2014) “Implementing Kaizen in A Job Shop Industry Through Multi-Skilling of Labour” the research paper shows the implementation of Kaizen through multi-skilling of labour and hence minimizing the number of labour required for the particular work. Here focus is on skill rather than labour. Li-Cheng Chen, (2010) “Multi-skilling in hotel industry” Southern Cross university, has conducted a research on Labour flexibility via multi-skilling, with a positive employment relationship. It has been found that multi-skilling can increase labour flexibility by moving staff from one post to another profile without any difficulty. In addition, a high level of service delivery can be maintained by the promotion of a positive employment relationship

Dr Caroline Horbury & Michael Wright Greenstreet Berman Ltd, (2001) “multi-skilling: implications for safe operations” His research funded by the Health and Safety Executive has produced a characterization of “good practice” in the introduction of multi-skilling. The work was commissioned on fire and explosion at the Texaco Refinery, where concerns were raised about the impact of multi-skilling on the adequacy of the emergency response in the control room. The study included review of published audits and of the causes of major accidents to identify the impact of multi-skilling. The study reports on six case studies from high risk industry. A life cycle model was developed which provides practical advice to all those involved in the conception, planning and assessment, implementation and audit of multi-skilling, and the ongoing skills maintenance and review. A review of managerial and economic multi-skilling results from manufacturing applications also indicated that multi-skilling strategies provide increased opportunities for the development of process innovations and technology implementation. It is believed that multi-skilling strategies may provide a breakthrough in construction labor utilization that leads to many other industry advancements.

Importance Of The Study

Understood the Theoretical aspects of Multi-skilling adopted by various companies.

- Improving Multi-skilling access over different work management schedule.
- Adopting best practices for empowering multi-tasking schemes.
- Strengthen and promoting resource planning and management at grassroots level.

Research Methodology

The researcher adopted the qualitative research methodology. The aim of qualitative researchers is to gather an in-depth understanding of human behavior as well as the reasons that direct such behaviors. The qualitative inquiry allows social science researchers to use smaller but focused samples yet generalize the findings to wider population. Qualitative research methodology was chosen also on the foundation that it allows research respondents to relate their exclusive experiences in as far as the HR practices prevailing in the industrial sector in kumaun region. Convenience sampling is a sampling procedure whereby the researcher makes use of participant that is readily available to participate in a study. The interview method was seen as the best since it allowed respondents to express themselves generously without limited in their response. In addition, an interview schedule also gave the researcher an opportunity to query and follow up on questions that were not clearly addressed by the participants as well as introduce some new questions which would have emerged during an interview session. The interview schedule was pre-tested in four interviews with manager's levels. Recommendations and suggestion were incorporated and the former interview schedule was adjusted accordingly.

The research data was gathered through a non-random, convenient sample of managers from 9 of the 12 industry. Convenience sampling was necessitated by the limited finances and time at the disposal of the research. However, the relatively great size of the sample would ensure a high degree of generality of findings for the production industry. Using an interview guide to ensure consistency in the interview content, the researcher however took

the prospect where necessary to survey the respondents for clarification on certain responses. In order to regulate the research and produce more reliable and valid findings, the researcher decided to create a questionnaire and administer it to randomly selected employees. Given the nature of the topic, which entailed solicit attitude and opinion on a social event, a qualitative, interpretive approach was most appropriate

Data Interpretation and finding

Multi-skilled employees have expertise and skills in more than one area. A business by multi-skilled labor force can operate with a reduced numeral of employees essential to carry out business. Workers who are skilled in only single area of the business may sit idle while waiting for work to become available on other hand multi-skilled workforce move with the workload. This results in fewer idle work hours, which reduces the cost to the business owner.

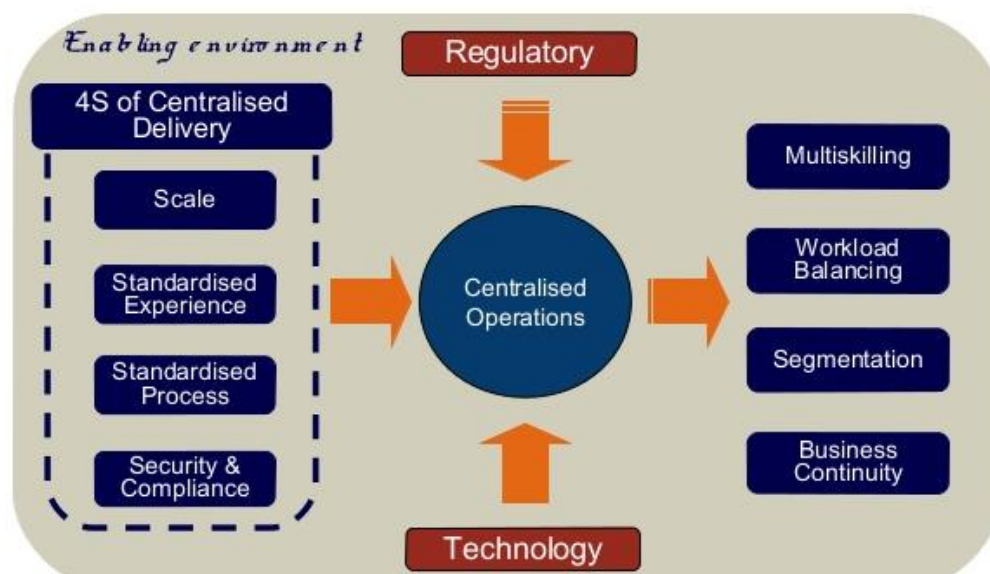
A company with multi-skilled employees has flexible personnel, which provide the employer with the facility to schedule and arrange staff to best go with the needs of the business. Workers are able to fill in for lacking

employees and work in different area of the business that requires improved manpower at any time, and for any period. This allows the business owner to maintain manufacture levels under many circumstances that would else leave workers idle or left with profits.

Multi-skilled workers are not threatened by obsolescence when new technology changes the method of production, as workers used to learning new skills consistently can adapt to changes in production. Labor approval improves morale in a business, which increase in productivity and employee retention rates.

Planning and scheduling workers can make changes to the production plan to meet customer demand. For example, when a customer requests a sooner release, planners can adjust the production schedule to meet the new date without interruption to production because all workers can focus on the latest customer demand with a flexible workforce, planning & scheduling activities can always focus on the needs of the customer and not the capabilities of the staff.

The proposed price effective model



The challenges of human resource management in a globalised economy

The competitive pressures faced by the modern day industry for survival and success due to globalization and liberalization will continue to generate scope for future demand for organizational excellence. The new, global, complex, and often chaotic world of the Multi-national Enterprises requires a new strategic focus and new capabilities from Human resource just as it does from other management functions. For the manager practitioner to flourish and be relevant in the global context, new agenda for the occupation should not focus on traditional HR activities such as staffing and compensation, but on its outcomes. Furthermore, employees should not be defining by what it does but what it delivers.

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PARLIAMENTARY PRIVILEGES AND FREEDOM OF SPEECH: PROBLEMS AND PROSPECTS

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Abstract

Parliament is not only Legislative organ but also a grand inquest of a nation. For functioning of Parliament there is requirement of open debate, exchange of arguments and criticism. Privileges are, therefore, necessary to enable the members to discharge their duties and responsibilities effectively and efficiently without any interruption. The Constitution guarantees the fundamental right to freedom of speech and expression. The right includes the right to freedom of press. A question arises as to the extent of this right vis-a-vis the privileges of the Legislature.

This paper aims to critically analyze the conflict between Parliamentary privileges and freedom of speech and expression. The paper seeks to critically examine the role of Courts and of the Parliament in defining and interpreting Parliamentary Privileges and the reasons for confrontation of Legislative Privileges with Freedom of Speech and expression.

Introduction

Under the present constitution, we have borrowed the parliamentary form of the Government from Britain. The evolution of British parliament has a chequered history. The term 'Parliament' means the crown, the Lords and the commons for the purpose Legislative supremacy of Parliament. In India, the Parliament consists of the president, the house of people and the council of states. The house of Commons and the House of Lords emerged at different times and under different circumstances. Their powers and privileges have also grown distinctively. In India, both the Houses of Parliament are the creation of the constitution.

Each House requires certain powers and privileges which are essential for the dignity and proper functioning of the Parliament. The House Of Lords in England emerged under favorable conditions, and therefore, did not struggle for the Privileges and the powers. The hose of commons had a long and uncanny flight for its powers and privileges the initial history of its evolution is replete with conflicts with the King and his institution. In parliamentary language the term privilege applies to certain rights and immunities enjoyed by each house of parliament and committees of each house individually. The object of parliamentary privileges is to safeguard the authority and the dignity of parliament privileges are also necessary for the proper exercise of the functions entrusted to parliament by the

constitution. They are enjoyed by individual members, because the house cannot perform its function without unimpeded use of the service of its members; and by each house collectively for the protection of its member and the vindication of own authority and dignity.

Meaning and backgorund of parliamentary privileges

Sir Thomas Erskine May has defined the expression 'parliamentary privilege' as follows: "The sum of the peculiar rights enjoyed by each House collectively is a constituent part of the High Court of Parliament, and by members of each House individually, without which they could not discharge their functions, and which exceed by other bodies or individuals."¹

In a view to enabling parliament to act and discharge its functions effectively without any interference or obstruction from any quarter, without fear or favor, certain privileges and immunities are attached to each house collectively, and to the members individually.

Members of parliament have been given somewhat wider personal liberty and freedom of speech than an ordinary citizen enjoys for the reason that a house cannot function effectively without the unimpeded and uninterrupted use of

¹ Sir Thomas Eeskin May ; Parliamentary practice

their services. Privileges conferred on each house so that it may vindicate its authority, prestige and power to its members from any obstruction in the performance of their parliamentary functions. Legislative privileges are deemed to be essential in order to enable the house to fulfill its constitutional function, to conduct its business and maintenance of its authority.

In India parliamentary privileges are available not only to the members of a house but also to ensure those who, though not members of a house or any committees, ie ministers and the attorney general. The privileges of a house have two aspects; (1) external and (2) internal. They refrain anybody from outside the house to interfere with its working. This means that the freedom of speech and expression are restricted to some extent. The privileges also restrain the members of the house from doing something which may amount to an abuse of their position.

Article 105 defines the privileges of the two houses of the parliament. This provision does not exhaustively enumerate the privileges of the house. It specifically defines only a few privileges, but for the rest, it assimilates the position of a house to that of the House of Commons in Britain. The Endeavour of the framers of the constitution was to confer on each house very broad privileges, as broad as those enjoyed by the House of Commons which possess probably the broadest privileges as compared to any other legislature in the world. Under Article 194, in the matter of privileges the position of state legislatures is the same as that of the Houses of Parliament.

Parliamentary Privileges in United Kingdom

In England the privileges form a separate branch of law. They are not a part of the common law. The House of Commons had a long and uncanny fight for its privileges. The initial history of its evolution is replete with conflicts with the King and his institution. Since the revolution of 1869, parliamentary supremacy was established and chances of conflict with the crown and his institutions lessened. Therefore, since 1704, no new Privileges can be created by either House of Parliament.²

² Paul Jackson, O Hood Philips' Constitutional and Administrative Law

In the United Kingdom, it allows members of the House of Lords and House of Commons to speak freely before those houses without fear of legal action on the grounds of libel. It also means while a member is within the grounds of the Palace of Westminster he/she cannot be arrested on civil matters; there is no immunity from arrest on criminal grounds. A consequence of the privilege of free speech is that legislators in Westminster systems are forbidden by conventions of their House from uttering certain words, such as "liar" (see unparliamentary language). If a member of the house is in breach of the rules then he/she can be suspended or even expelled from the House. Such past breaches have included giving false evidence before a committee of the House and the taking of bribes by members. The ancient and undoubted rights and privileges of the Commons are claimed by the Speaker at the beginning of each new Parliament:

- a) Freedom of speech;
- b) Freedom from arrest;
- c) Access of the Commons to the Crown (via the Speaker); and
- d) That the most favorable construction should be placed upon the deliberations of the Commons.

Privileges not so claimed:

- a) Right of the House to regulate its own composition;
- b) Right of the House to regulate its own internal proceedings (to take exclusive cognizance of matters within the house);
- c) Right to punish members and "strangers" for breach of privilege and contempt;
- d) Right of impeachment; and,
- e) Right to control finance and to initiate financial legislation (as against the Lords).

Nature of Parliamentary Privilege in India

Modern parliamentary record can be traced in India in the Charter Act of 1853 to which minor changes were made in 1861, 1892, and 1909. The claim of privileges can

be seen in the demand of the 'Legislative Councillor' under the 1853 charter. In 1860, they wanted some information about the grants made to the descendents of Tipu Sultan. However, their demands were rejected by the Governor-General. Nonetheless, a formal motion moved for information was passed. Consequently, the power of the legislative councils was defined by the Indian Council Act 1861.³ It was the Government of India Act 1919 which gave qualified freedom of speech to the member.⁴ The Government of India Act also contains provision relating to Privileges of member of Indian Legislature.

The framers of the constitution of India, while incorporating the privileges did consider the question of making a reference to the privileges of the British House of Commons. The reason, *inter alia*, were: 1) there were no time to formulate privileges in compendious form; 2) it was difficult to formulate the privileges quietly and therefore, it was left for the future parliament to formulate the privileges.⁵

Parliamentary Privileges in Constitution of India

Article 105 of the Constitution of India which provides for the powers, privileges and immunities of the Houses of Parliament and of the Members and the Committee thereof read as follows:-

- a) Subject to the provisions of this Constitution and to the rules and standing orders regulating the procedure of Parliament, there shall be freedom of speech in Parliament.
- b) No Member of Parliament shall be liable to any proceedings in any court in respect of anything said or any vote given by him in Parliament or any Committee thereof, and no person shall be so liable in respect of the publication by or under the authority of either House

of Parliament of any report, paper, votes or proceedings.

In other respects, the powers, privileges and immunities of each House of Parliament and of the members and the Committees of each House, shall be such as may from time to time be defined by Parliament by law, and until so defined, shall be those of that House and of its members and committees immediately before the coming into force of section 15 of the Constitution (Forty-fourth Amendment) Act, 1978.

The provisions of clauses (1), (2) and (3) shall apply in relation to persons who by virtue of this Constitution have the right to speak in and otherwise to take part in the proceedings of a House of Parliament or any committee thereof as they apply in relation to Members of Parliament.

The corresponding provisions relating to the powers, privileges and immunities of the Houses of State Legislatures and of the members and committees thereof are contained in Article 194 of the Constitution which is in identical terms to those in Article 105 relating to Parliament.

Privileges expressly conferred by the constitution

- i. **Freedom of Speech:** The rule of speech and debate in parliament became established in Britain in the 17th century in the famous case of Sir John Eliot. . Finally, the Bills Of Rights, 1688, laid down that the freedom of speech and debates or proceedings in Parliament ought not to be impeached or questioned in any court place or outside Parliament. In India , the freedom of speech in parliament has been expressly safeguarded by articles 105(1) and 105(2). Article 105(1) secures freedom of speech in parliament to its members. This freedom is subject to the provisions of the constitution which regulate the procedure of parliament. I.e. articles 118 and 121. Article 105(2) confers immunity in relation to proceedings in court. It says that no members of parliament are liable to any proceedings in any court in respect of anything said,

³ A. K. Mukherjee Parliamentary Procedure in India

⁴ Section 67(7) of The Government of India Act 1919.

⁵ Justice V.R.Krishna Iyer :Parliamentary Privileges An Indian Odyssey

or any vote given in Parliament, or committee thereof. In *Tej Kiran* referring to article 105(1), the court emphasized that whatever said in the parliament is immunized.⁶ Two very significant questions arose for the consideration of the Supreme Court in **P.V.Narsimha rao vs State**;⁷ Whether by virtue of articles 105(1) and 105(2), a member of Parliament can claim immunity from prosecution before a criminal court on a charge of bribery in relation to the proceedings in Parliament. (b) Whether a member of parliament is public servant under the prevention of corruption act, The majority has ruled that the bribe-givers (who are also members of parliament) can claim no immunity under article 105(2), the bribe takers stand on different footing. On second question all the judges agreed that a member of parliament is a public servant under sec 2(c) of Prevention of Corruption Act 1988. Therefore a member can be prosecuted for such offences without such sanction, but after obtaining the permission of the Chairman/ Speaker of the House.

- ii. **Freedom of Arrest:** In India also, freedom from arrest has been applied to arrest on criminal charges or to detention under the Preventive Detention Act. In **K. Anandan Nambia vs. Chief Secretary, Government of Madras**⁸ Court held that Members Of Parliament do not enjoy special status as compared to an ordinary citizen in respect of valid orders of detention.
- iii. **Right to exclude stranger:** This may be regarded as a corollary to the freedom of speech. This right is used mainly to prevent leakage of reports / discussion in the house to the outsider.
- iv. **Right to prohibit the publication of Debates:** In India, the Rules of Procedure in the House of people give the chair the power, whenever it thinks

fit, of ordering the withdrawal of strangers from any part of the House and when the House sits in a secret session, no stranger is permitted to be present in the chamber, lobby, or galleries. In

Pandit M.S.M Sharma Vs Krishna Sinha case⁹, court observed that the House of Commons had at the commencement of our constitution the power or privilege of prohibiting the publication of even a true and faithful report of the debates or proceedings that took place within the House.

- v. **Rule making power:** each house of Parliament in India is authorized to make rules for regulating its own procedure and conduct of business.
- vi. **Power to punish for contempt:** a house has power to punish a person, whether its member or outsider, for its contempt or breach of privileges. A house can impose the punishment of admonition, reprimand, and suspension from the service of the House for the Session, fine and imprisonment.

Press and parliament

In India the citizen's right to freedom of press, which is a fundamental right, has on one few occasions come in clash with the Parliament's right to maintain its privileges. Claims of parliamentary privileges have aroused deep resentment in the press and among the citizens who have aroused deep resentment in the press and among the citizens who have challenged them as impermissible invasions of fundamental rights. The dichotomy between the privileges of parliament and the citizen's right to freedom of press has tended to culminate in convulsive confrontations between the two, undermining the foundations of mutual comity and confidence. The conflict in India has not only emerged in the post constitution period but was quite apparent when it was being drafted. The constituent assembly debates reveals that several members had warned the architects this controversy be settled in the assembly itself. Article 85 and 169 of the draft constitution dealt with powers, privileges and immunities of the members of parliament and of the state

⁶ *Tej Kiran Jain vs Sanjiva Reddy*, AIR 1970 SC 1573

⁷ AIR 1998 SC 2120

⁸ AIR 1966 SC 657

⁹ AIR 1959 SC 395

legislature. Different views were there in the constituent Assembly. Speaking on this in the constituent Assembly Prof. Shibban Lal Saksena, Naziruddin Ahmad, Dr P S Deshmukh, Rohini Kumar Chaudhari, Pandit Lakshmi Kant Maitra, strongly defended the right of the press to disseminate the proceedings of the House. Members were very touchy about the reference to the House Of Commons of the Parliament of United Kingdom in clause(3) of Article 85. H V Kamath moved an Amendment for substitution of these words. Prof saksena suggested that an appendix containing the privileges of Members of the House of Commons should be appended to the draft constitution. Mr Naziruddin Ahmed emphasised on the need for a clear cut definition of the rights of Members. On the other hand Ananthasayanam Ayyangar, Alladi Krishnaswami and B R Ambedkar defended the draft clause.¹⁰ The areas in which the press is more likely to come in conflict with Parliament are;

- a) Publishing perverted reports of Parliament Proceedings.
- b) Unauthorized publication: reports not presented to House, Expunged publications, premature publications and confidential meeting reports.
- c) Reflections on members and the House.

Soon after the commencement of the constitution, The Calcutta High Court was called upon to interpret the scope of Article in Dr. Suresh Chandra Bannerjee case Mr Chief Justice Harries examined Article 194 and felt clause (1) and (2) protect absolutely and completely a member in respect of any speech made by him in the Legislative Assembly or in any committee of the Legislature.

In Dr Satish Chandra Gosh Vs Harisadhan Mukherjee¹¹, court held that the Press is not protected in any way while reporting honestly what goes on in the Legislature. Later Parliament Proceedings (protection of publication) Act 1956 or Feroz Gandhi Act which conferred statutory protection to publications in newspaper or broadcasts by

wireless telegraphy of substantially true reports of any proceedings of either House of Parliament. Protection is granted only when the publication of report of the legislature is substantially true, without malice and for public good. On 8 Dec 1975 the President repealed Parliamentary proceedings (Protection of Publication) Act, 1956 by an Ordinance.

However in 1977 the Protection under Feroz Gandhi Act was restored by the Parliamentary Proceedings (Protection of Publication) Act 1977 after the Constitution (44th Amendment) Act, 1978, the journalists got the constitutional protection for reporting Parliamentary Proceedings. Article 361-A is the replica of sec-3 of the Parliamentary Proceedings (Protection of Publication) Act 1956. But the scope of this Article is greater than that of Sec 3 because it extends the immunity to the State Legislature also. Even if any State Legislature makes a Law contrary to Article 361-a it will be void. Protection has been conferred only to the reports of the proceedings of the Legislature. Article 105 or 194 (2) (3) use both the words House and its Committees while Article 361-A refers only to the house. Hence reports of secret sessions has been excluded from the protection of Article 361-A.

In Ganupati Keshavaram vs Nafissul Hasan¹², Supreme Court that Article 194 or Article 105 was subjected to the Articles of Part 3 of the Constitution.

In MSM Sharma vs S K Sinha the majority judgment did not follow the decision in Ganupati case and held that Privileges under Article 194(3) would not be subject to the fundamental rights declared in part 3 of the constitution and held that in case of conflict between the fundamental rights under 194(3) the latter would prevail. This Judgment would lead to undue curtailment of Fundamental Rights, particularly the right to freedom of press a point of great significance has been wrongly decided by the majority judgment, then in U.K publication of correct and faithful report can be prevented by a privilege. Further, it is beyond doubt that right to prohibit the publication of debates has been exercised by the House of Commons for the last 100 years; and earlier too it was exercised due to the peculiar

¹⁰ Constituent Assembly Debate, Volume VIII NO 4 (1949)

¹¹ AIR 1951 Calcutta 176

¹² AIR 1954 SC 636

circumstances prevailing in England. The Tamil Nadu Assembly sentenced Mr Muthu pandian, news editor of dinakaran to simple imprisonment for a week for breach of privilege. Dinakaran was held guilty of having published certain remarks expunged from the house proceeding in February 1993. the house said that not only the editor failed to apologize or appeal before the privilege committee but also cast aspersions on the speaker .

On March 14, 1988 Indian Express carried an article Mr Kamal Nath is alleged to have two illegal accounts one in Dubai other in Saudi Arabia. Mr. kamal nath gave a notice to Mr. shourie author of article saying article is false and a pernicious attempt to bring me down in the estimation of public at large. This constitutes a breach of privilege and contempt of the House. Though the Privileges committee could not hold him guilty of breach of Privilege. The House cautioned the editor to be more discreet in future while publishing.

Paramiah Case¹³, the House ordered simple imprisonment for Mr paramaiah , a former revenue officer for defamatory statement against a member of the House at après conference and also against the committee of privileges. Press alleges that Parliamentarian are too sensitive even to fair and reasonable criticism .people have the right to know how their representatives behave in the legislature.

The question of Parliament-court relationship arises in privilege matters. This involves several postulates:

- a) Who, whether the court or the legislature, decides whether a particular privilege claimed by a house exists or not?
- b) When a privilege is held to exist, is a House the final judge of how, in practice, that privilege is to be exercised?
- c) Can the courts go into the question of validity or propriety of committal by a House of its contempt or breach of privilege?
- d) can the courts interfere with the working of the Committee of Privileges
- e) In Britain there has been a great controversy and animosity in the past

between the House of Commons and the courts on these questions.

The most notable controversy between the House of Common and the courts in a matter of privilege was Stockdale v. Hansard in the early nineteenth century. In Britain now balance has been established between the two institutions along the following lines-

- A new privilege can be created for the house only by a law passed by the parliament.
- Courts have the right to determine the nature and limits of the Parliamentary privileges.
- Whether a privilege is infringed or not is a question for the House to determine.

Conclusion

Watching with consternation some of the happening in the Indian legislature one wonders whether a hostile majority, by converting itself into a judiciary with jurisdiction for expulsion, may dismiss all its adversaries, abetted by partisan speakers ready with their rulings, may eventually be an invitation for a totalitarian regime. There have been cases of conflicts between privileges of parliament and fundamental rights of citizens, rights of the press. Searchlight case and Keshav Singh represent major conflicts. The truth is that ever as we celebrate the glory of nearly sixty years of independence the Indian Parliament suffers from a colonial malady and unblushingly copies the lex parliamenti of Imperial Britain. The developments which ushered in democracy in full swing for the English people have a different complexion and evolutionary process vis a vis India with its constitution and fundamental Rights. The British have no written constitution, no bill of rights and possess omnipotent Parliament with a political saga of its own. India have a written constitution which in its Preamble proclaims as Sovereign. In constituent assembly HV Kamath expressed that it would be derogatory to the dignity of our constitution to make reference to practices and procedure prevailing in other countries. The press alleges that Parliamentarians are too sensitive even to fair and reasonable criticism. Scores of journalists have been punished for reporting parliamentary activities. There are the

¹³ Privileges Digest VOL 34, OCT 1990

incidents when legislators have come to “blows”, “thrown chappals” at each other or removed dhoti or raised slogans to interrupt the proceedings of the house, and the Speaker orders ‘nothing should be recorded’; why should the people not know how their representatives behave in the Legislature?

In wake of Kesjhav’s singh, there arose a demand for codification of Legislative Privileges. In a Democratic country having rule of law, should any form, have an unrestricted power to infringe the rights and liberties of common man? Why should a popularly elected democratic Legislature be hypersensitive to public criticism? No comprehensive Law has so far been passed by Parliament to define the powers, privileges and immunities of each house and of the members.

According to Maine, “Codification is an advanced form of legislative development, and represent the stage which all the presiding phases of development are woven into coherent hole”.

The codification of privileges will have several advantages i.e. it will make things certain and one can know surely and exactly what the privileges of the house are in India? Justice Subba Rao in search light case has strongly pleaded for codification of privileges instead of keeping this branch of law in a nebulous state, with the result that a citizen will

have to make a research into the unwritten law of the House of Commons. The constituent assembly debate reveals that members were very touchy about the reference to the House of Commons of the parliament of UK in clause 3 of Article 85, which has been discussed above.

Codification of parliamentary privileges will avoid confusion and will protect the rights of the citizens. Press will also where it stands in relation to the publication of proceedings of Parliament and comments on them.

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ANALYZING OPPORTUNITIES AND CHALLENGES OF ONLINE RETAIL IN INDIA

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Abstract

e-retailing or online retailing business is done through internet. It is growing at faster pace in India. It has witnessed steady growth of 50-60% over the years. Internet has brought nearly the entire world just a click away from us. The retail industry canvass has been repainted by Internet and the rules of the game in retailing are fast changing. The western culture has affected each and every aspect of our Indian society. The life is becoming fast not only in the metros but also in the normal cities. The number of nuclear families is increasing and both husband and wife are working, as they have less time to go to the market for purchasing every now and then. Some other reasons like these, say shortage of time, traffic jams, late working hours, versatility of plastic money and above all the approach of internet at the door step of whosoever desires it. Online retailers have improved their service and are providing more and more convenience to the customers. From advance payment options they moved on to payment on delivery. From fixed delivery timings they have moved on to convenient delivery timings at the choice of the customer. Indian has opened the doors for foreign direct investment in retail. This paper investigates modern retail developments and focuses on the opportunities and challenges for online retailers in Indian business environment.

Keywords:- e-retail, Online retail, Internet, Foreign direct investment, Western culture, Plastic money.

Introduction

Indian market is dominated by unorganized players but there is a huge potential in the area of organized retail as well. Entry of bigger players such as Big Bazar, More, Metro etc., to even the rural areas has paved the way for growth in this sector. There has been rise in the earnings of Indian middle class due to rapid economic growth. Indians disposable income is expected to increase at an average of 8.5% per annum until 2015. India has seen some dramatic changes in the way internet has affected the lives of the people. Though the internet using population in India is low in terms of overall percentage of total population but, in absolute numbers it is very high. Internet penetration rate in India is 7.1% which is one of the highest in the world. Moreover a very high percentage of the population accessing internet in India is in the age group of 20-45 years. In spite of all this online retailing forms a meager 0.08% of the total India retail market.

The share of retail trade in the country's gross domestic product (GDP) was between 8-

10 per cent in 2007, and is likely to contribute to 22 per cent of India's GDP by 2010, as per a study conducted by the Indian Council for Research on International Economic Relations (ICRIER). India's huge middle class base and its untapped retail industry are key attractions for global retail giants.

Review of Literature

Akash (2009) says that Retail business in India, as anywhere else in the world, plays a crucial role in an economy. Retail in India has the potential to add value over Rs 2,00,000 crore (\$45billion) business by the year 2010 generating employment for some 2.5 million people in various retail operations and over 10 million additional workforce in retail support activities including contract production and processing, supply chain and logistics, retail real estate development and management.

Gibson. CEO Retail Association of India opines (2007) that modern retailing today is growing faster than expected while the current growth rate is around 30 percent, the sector is

expected to grow at 40-50 percent on a year basis. **Mohanty & Panda (2008)** opines about retailing as a sector of India occupies important place in the socio-economic growth strategy of the country. India is witnessing retailing boom being propelled by increasing urbanization, rising purchasing power parity (PPP) of ever growing India's middle class, changing demographic profiles heavily tilted young population, technological revolution, intense globalization drive etc.

Objective of the Study

The major objectives of the study include:

1. To understand the factors which are driving India's retail market
2. To understand the online retail market in India and its impact on Indian retail
3. To analyze the opportunities for online retailing in India
4. To study the major challenges for online retailers in India

Scope and Research Methodology of the study

The study looks into the online retail market and how it had impacted the Indian retail industry. The scope of the research study is limited to online retail market, the opportunities and challenges for the evolving online retail market in India. The study is primarily based on the secondary data collected from journals, industry reports, company websites, news articles and reports.

Major online retailers players in India

E-retail or online retail is defined retailing activities done through internet. We have many online or e-retailers in India who provide a variety of merchandise to customers. In general retail business is referred as Business to Consumer (B2C). Online retail players are classified into two types category focused players and multi category. Category focused players provide particular merchandise with deep assortment. Ex:- Myntra. Jabong (Apparels and Lifestyle products), Bigbasket, Local banya (Grocery segment) and Fabfurnish, Pepper fry (Furniture), Carat lane, Juvalia and you (Jewellery), First cry, my baby cart (baby products). Multi category players provide variety of merchandise with limited assortment.

Ex:- Flipkart, Amazon, Future bazaar and Snapdeal etc. For better understanding we look at some of the categories and the major online retailers in these categories.

Retailers provide categories like books, stationary, electronics, furniture, apparels, personal care, grocery, flowers, sports goods and services also. The major players in book category include Amazon, Flipkart, Naaptol and Land mark. Stationary items are sold by online players like flipkart, Amazon, Stationery shop, Snapdeal and Homeshop etc. In Electronics segment we have specialized players like Croma (Tata group) and E-zone (Future group) alone with other players like Flipkart, Amazon, In beam, Snapdeal, Future bazaar, Nptol who sell electronics item like mobile phones, computers, tablets, television and other durables. In Furniture category we have players like Fabfurnish, Pepper fry, Urban laddr, Home town, Znsaar and Homeshop 18 etc. In Apparel and personal care segment we have Myntra, Jabong, Zovi fashion and you, Flipkart, Amazon and yebhi.com etc. In grocery category the major players include Bigbasket, Greencart, ekstop, Local banya, Nature's basket etc. We have specialized player like Ferns n Petals, Tilia and Floraindia for flowers and birthday cakes etc. In sports goods the major category players include Decathlon, Playground online, khelmart and Sports 365 etc. Service retailers include lenskart which provide eye tests along with eye lens, glasses and well forte for some limited medical service. Some retailers like Apollo pharmacy, Healthkart and Buydrug which do online sales of medicines.

A number of factors are driving India's retail market: These include: increase in the young working population, hefty pay-packets, nuclear families in urban areas, increasing working-women population, increase in disposable income and customer aspiration, increase in expenditure for luxury items, and low share of organized retailing. India's retail boom is manifested in sprawling shopping centers, multiplex-malls and huge complexes that offer shopping, entertainment and food all under one roof. Besides these driving factors, the subsequent big opportunity is taking place by Rural and Urban Retail markets.

The current business environment in India has the potential to enhance the growth of the online retail in India. Some of the key factors that can contribute to the growth of online retail in India include

Increase in the number users and online buyers: According to Google, India now have around 200 million internet users which is expected to reach 500 million by 2018. Every year there is an estimated increase of 5 million internet users every month. One of the key factors contributed to the increase in internet users is the spread of broad band connectivity across the country. In 2013, the broad band connectivity is around 15.13 million. Government is talking initiatives to increase it by 214 million broad band connections by 2014. This will enhance the accessibility of internet for common people. Forrester's Asia pacific retail forecast predicts that online buyer population will reach 39 million by 2014 and 128 million by 2018 which can stimulate the growth of online retailing in India.

Smart phone revolution and Mobile Internet:

India is one of the markets which is witnessing growth in smart phone customers. In 2013, there were 51 million smart phone users in India which is expected to reach 104 million by 2014. But this forms about 10 per cent of the total mobile users currently. The availability of cheap smart phone can enhance the growth rate in future. Access to 4G, 3G and 2G mobile data networks and availability of cheap smart phone can enhance the customer transaction using mobiles. Most of the online retailers are developing their mobile applications to enhance the shopping experience. Amazon came up with their own 3D smart phone – "Fire phone" to enhance the mobile shopping experience of their customers. If we compare the mobile internet users we can observe increasing trend with respect to mobile internet users. According to 2015 project on, out of 300 million internet users 200 million users will be accessing internet using mobile phones which can enhance e-retailing opportunities in India.

Increase in transaction by Debit cards, Credit cards, Net and mobile banking:

Retail electronic payments was around INR 33.8 lakh crore in 2013 compared with INR 50,000 crore in 2004. Credit card payments has grown seven times during this period and reached INR 1.2 lakh crore in 2013. In the case of Debit card transaction there was an increase in 15 times which is valued around INR 74,300 crore in 2013. If we analyze the trend electronic transaction has increased during 2013 which forms 57% of banking transaction on compared with 43% of paper transaction. There was an increase in registered internet banking users in India during 2013 which was around 35% for public sector banks 25% for private sector banks and 5% for foreign banks compared with 2012. Mobile banking is emerging in India which witnessed a growth with 30 million users in 2013 compared 22.51 million users in 2012. From these trends we can conclude that Indian customers are gradually changing with respect to the way they do financial transactions. Credit, Debit cards and Net banking can facilitate quick and convenient transaction for customers which can augment the growth of e-retailing in India. With the emergence of source transaction methods like two factor authentication, One Time Passwords (OTP) and payment gateways, consumer's preference to shop and do financial transaction online has increased. This can enhance online retailing because of enhanced security and easiness in doing the transaction. Some of the retailers are providing the facility of cash on delivery options (COD) to customers those who are sceptical about the secure transactions in online platforms. This forms more than 60% of the total ecommerce transaction in India. Banks and ecommerce sites are taking proactive steps in enhancing on-line transactions by addressing security and other issue with respect to online transactions.

Rising disposable Income and Rapid urbanization

Annual disposable income in India is expected to increase at CAGR of 5.1% and expected to be USD 3823 by 2015. According to 2011 Census, the urbanization showed an exponential growth rate of 2.76%. We have around 337 million people who live in urban areas in 2011. The census data shows that the

number of statutory towns increased at the rate of 6.37% during 2001-2011. There is steady increase of urban agglomerations at the rate of 23.7% during this period. These trends can enhance the prospects of online retailers.

Challenges for online-retailers in India

Even though India online retailing has growth prospects, there are multiple challenges for e-retailers in India market. It includes

A. Logistics

Effective logistics play a key role in determining the operational success of e-retailers. If we look at the India our country is large and fragmented with poor infrastructure facilities. So timely delivery and other priority services are the biggest challenges for online retailers in our country. Moreover cost of logistics in India is high due to lack of adequate infrastructure. This has forced some of the retail players like Flipkart and Amazon to build their own logistics arms. Flipkart has e-kart logistics which takes care for their delivery process. Some of the online retailers are tied up with logistics companies for full filling customer orders. One of the biggest problem faced by logistic companies is the limited airline feet size of logistic companies. We look at the Indian scenario. We have limited fee for freight carriers which are hinder the priority services like same day deliver for customers. Another important drawback is the limited technology investment and developments in Indian logistics sector. If we look at developed countries there is huge investment in technologies like GPS, RFID technology to enhance the tracking of shipment and delivery of customer orders.

B. Poor Internet Speed

One of the biggest problems India facing is the slow speed internet connection on which can affect the prospects of online retail in long run. The average internet speed is less than 1 mbps which makes it one of the low ranked nations in global scenario with respect to internet speed. This can affect the accessibility to shopping sites and online transactions which in turn reduce the customer buying through online portals.

C. Customer Trust and Loyalty

Some of Indian online retailers lack trust among the customers. Even though we have trusted players like Flipkart, Myntra and Jabbog, other retailers were not up to the mark compared with other players. The entry of foreign online retailers like Amazon has forced Indian players to enhance customer loyalty. Flipkart has started an initiative called Flipkart first which provides same day deliver, priority customer services and free shipments.

D. Overcoming touch and feel mental barrier of Indian customers

Indian customers prefer to touch and feel products before they purchase. The biggest challenges faced by online retailers to overcome this barrier. Online retailers are trying to overcome this barrier by adding more special information about products. They also share customer feedback to enhance the confidence of customers.

E. COD and Returns management

Cash on deliver has emerged as the preferred mode of payment by online customers. This has created certain critical issues for online retailers. Some of the logistics providers levy extra charges from the customers which can affect the retail business in long run. Delay in remittances of the cash collected by logistics providers from customers can reduce the working capital for online retailers. Another important issue faced by online retailers is the customer returns and how to handle it. Some of the logistics players don't have the capacity to handle the returns. More over this can create an additional cost for the retailers which is an important issue faced by online retailers. This has forced some of the retailers to start their own logistics arm to address these issues in bearer manner which can enhance customer trust and convenience. Moreover this can provide the cost advantage for online retailers in long run.

F. Complex tax regime

One of the major constraints faced by e-retailers is the complex tax regime in India. Non uniform VAT (Value added tax) are levied by different states. In some case state governments charge VAT for products sold within a state in which warehouses are located. This has affected

the cost for sourcing and delivering for products and services for online retailers. Multiple point taxation, Octroi and entry taxes are other major drawbacks in India which can affect the prospects of online retailing in India. It also forced some of the retailers to open warehouses in different states to reduce the entry and other taxes. Online retailers looking at implementation of uniform Goods and Services Tax (GST) which can add operational convenience to online retailers.

G. FDI policy in B2C ecommerce

India's FDI policy restricts 100% FDI in Multi brand retail which is applicable to ecommerce activities also. In online B2B e-commerce 100% FDI is allowed but this is not applicable to B2B ecommerce activities. Government allowed 51% FDI in B2C ecommerce for retailers with brick and mortar operations. Currently most retailers are following a market place model in which online retailer provides a platform for potential buyer and sellers. This can result in limited margins, restricted control over product, service and speed of delivery. The restriction with respect to FDI is affecting the growth and expansion plans of online retailers.

Conclusion

There are divergent views on the future of e-retailing in India. Some experts are of the opinion that the giant, big brand retailers would dominate the small ones due to their wider investment capacities. It would be next to impossible for the small retailers and the kiranas to prove their existence in the battlefield of online retailing. Another viewpoint is that there would be an exponential growth in the online retailing business in India. Compared to countries like United Kingdom, United States, Australia, Canada and others, India is still in its nascent stage of e-shopping.

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PEDAGOGICAL CONTENT KNOWLEDGE IN MATHEMATICS: IN-SERVICE PRIMARY MATHEMATICS TEACHER'S PERSPECTIVE IN PURNEA DISTRICT OF BIHAR

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Abstract

The main aim of this study is to investigate the pedagogical content knowledge (PCK) of in-service teachers and to know how much they are aware from specific knowledge (PCK) for the teaching specific topic 'Fraction'. Investigator selected 30 in-service teachers from DIET college of Education, Srinagar Purnea district in which 16 were female and 14 were male. Data was collected through use of self-made open ended questionnaire, interview and class observation techniques. Data was analysed horizontally and then vertically. The results had been derived by gender wise. Investigator found that both male and female teachers do not have good pedagogical content knowledge (PCK) but male are slightly in better position as compare to female teachers.

Keywords: Mathematics, Pedagogical content knowledge, in-service teachers, Primary Schools

Introduction

The concept of pedagogical content knowledge is very important to make teaching effective and meaningful. Like other subject mathematics also has a distinctive feature such as promoting logical thinking, generating novel ideas and making problem solving attitude to the students. So its teaching is the quite different as compare to other subject. Mathematics teachers have to be active and attentive from pre-active phase to post-active phase of teaching. There are various studies has to be done in order to examine the implication of PCK in educational practices, knowing how to develop students concept in mathematics, what should have a teachers who can make their teaching effective and what is the role of mathematics teachers to in classroom. National Council of Teachers of Mathematics (2000), reported that "Effective teaching requires knowing and understanding mathematics, students as learners, and pedagogical strategies" (p. 17) and teachers play a key role in ensuring that all students have the opportunities and experience needed to learn mathematics (Mewborn, 2003; Black, J. 2008). Teaching can be seen as either a divergent or a convergent process. A divergent process of teaching is one that is based on content and curriculum knowledge but is without focus and ignores students' mathematical thinking. A convergent process of teaching focuses on

knowing students' thinking, which consists of four aspects: building on students' mathematical ideas, addressing students' misconceptions, engaging students in mathematics learning, and promoting students' thinking mathematically. Together, these four aspects of convergent teaching comprise the notion of teaching with understanding, which is an essential to effective teaching (Carpenter & Lehrer, 1999). While Bromme and Brophy (1986) cited that "Teacher must be well versed in mathematics in order to teach the subject effectively. Without such breadth and depth of mathematical knowledge, teachers are likely too heavily on the textbook, to present the content in a fragmented way without sufficient explanation of key concepts or problem-solving strategies, and to be ineffective at individualizing instruction, diagnosing error patterns, or responding to unanticipated difficulties or opportunities that arise during instruction" (p. 123). Therefore a mathematics teacher should be strongly sound on mathematical subject matter knowledge together with their pedagogy of teaching so that they can deliver mathematical content skilfully and effectively. The main purpose of this paper to highlights the importance of the pedagogical content knowledge and how much in-service teachers of mathematics practices in their teaching.

Theoretical Background

Shulman (1986) was the first educationist and researcher who had introduced the term “Pedagogical Content Knowledge”. He defined it as “Teacher’s interpretations and transformations of subject-matter knowledge in the context of facilitating students learning”. Further he explained that “To accomplish teaching, teachers need to combine the subject and pedagogy so that the demonstrate ‘an understanding of how particular topic or problems are organised, represented, and adapted to divers interests and abilities to make abstract knowledge into the understandable and teachable for the students, teachers transform knowledge into form of representation, and logiest, illustrations, examples, explanations, and demonstration (Shulman, 1986, p. 9). Shuhuaan, Gerald & Zhonghe WU (2004) defined as “pedagogical content knowledge addressed how to teach mathematics content and how to understand students thinking.” (p. 146).

While Thomas, P.C., Elizabeth, F., Penelop, L., and Deobrah, A. Corey (1998) had explained “Pedagogical content knowledge includes knowledge of the conceptual and procedural knowledge that students bring to the learning of a topic, the misconceptions about the topic that they may have developed, and the stages of understanding that they are likely to pass through in moving from a state of having little understanding of the topic to mastery of it. It also includes knowledge of techniques for assessing students’ understanding and diagnosing their misconceptions, knowledge of instructional strategies that can be used to enable students to connect what they are learning to the knowledge they already possess, and knowledge of instructional strategies to eliminate the misconceptions they may have developed” (p. 386). In general it can be say that PCK refers to intersection of content knowledge and pedagogical knowledge (see figure-1).

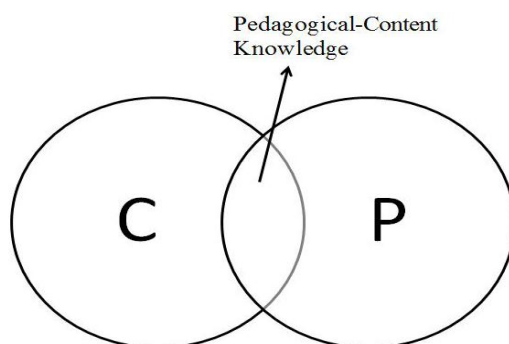


Figure-1: PCK, Sources: <http://www.citejournal.org>

Thus it does not refer to a simple consideration of both content and pedagogy together but in isolation; but rather to an amalgam of content and pedagogy thus enabling transformation of content into pedagogically powerful forms. PCK represents the blending of content and pedagogy into an understanding of how particular aspects of subject matter are organized, adapted, and represented for instruction (Matthew Koehler, 2011). In other words Pedagogical content knowledge is a type of knowledge that is unique to teachers, and is based on the manner in which teachers relate their pedagogical knowledge (what they know about teaching) to their subject matter knowledge (what they know about what they teach). It is the integration or the synthesis of

teachers' pedagogical knowledge and their subject matter knowledge that comprises pedagogical content knowledge (**Kathryn F. Cochran, University of Northern Colorado, 1997**). Content knowledge refers to subject matter knowledge of particular subject. It includes knowledge of the subject and its organizing structures (Grossman, Wilson, & Shulman, 1989). Therefore content knowledge is the knowledge of actual subject matter that is to be learned or taught. While pedagogical knowledge refers to knowledge about various teaching approaches, strategies, and methods that is to be used in classroom teaching by the teachers. According to Methew Koehler (2011) Pedagogical Knowledge is deep knowledge about the processes and practices or methods of

teaching and learning and how it encompasses (among other things) overall educational purposes, values and aims. This is a generic form of knowledge that is involved in all issues of student learning, classroom management, lesson plan development and implementation, and student evaluation. It includes knowledge about techniques or methods to be used in the classroom; the nature of the target audience; and strategies for evaluating student understanding. A teacher with deep pedagogical knowledge can understand how students construct knowledge

and acquire skills. As such, pedagogical knowledge requires an understanding of cognitive, social and developmental theories of learning and how they apply to students in their classroom. The main purpose of knowing PCK is to make teaching effective and meaningful. Pedagogical content knowledge is the powerful tool which provide teachers a direction through the question “What” to teach, “How” to teach, “Why” to teach, “When” it should be teach and what the learning difficulties of the students in particular topics.

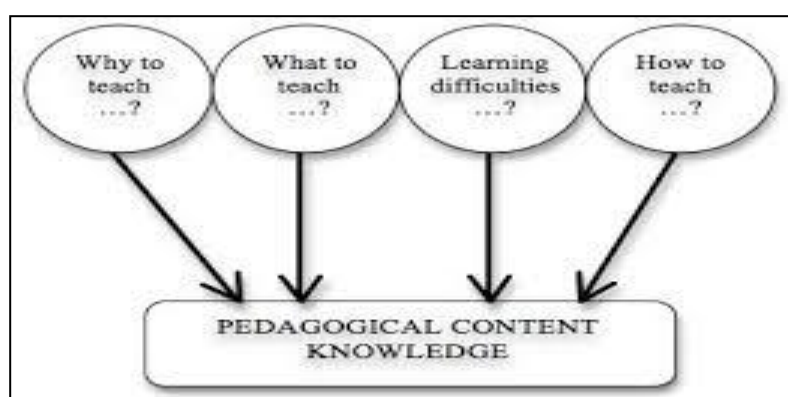


Figure-2: How to Develop PCK

These questions are very important for the developing pedagogical content knowledge. If a teacher practices these question before the planning the teaching and during the teaching, they will be able to success in his teaching. These three questions is the main key point to develop PCK in particular topics.

Hence pedagogical content knowledge is not a simple pedagogy of teaching but it a combination of all strategies together with subject matter, teachers personal thinking, efforts which they uses in their teaching for making teaching effective. It includes content knowledge with;

- Knowledge of effective representation of subject matter in classroom- This knowledge of teachers' make them confident and students feel motivate itself.
- Knowledge of students' strength and weakness- This knowledge enables

teachers to make effective strategies for the developing students' concept in mathematics topics.

- Teachers' knowledge about students' conception, perceptions and misconception- This knowledge help teachers to select appropriate strategies, instructional strategies, and methods for the strengthening students' concepts and diagnosing their misconception.
- Knowledge of general pedagogical content knowledge- This knowledge includes different methods of teaching, strategies to organise the materials, knowledge of instructional strategies, learning materials, learning resources, teaching aids etc.
- Knowledge of create and select appropriate instructional strategies for specific topic of mathematics.
- Knowledge of students' assessing techniques and diagnosing strategies for

students' conception, misconception and perception about particular topic of mathematics.

Pedagogical Content Knowledge (PCK) and Mathematics

Mathematics is an important subject at primary level and numbers, addition, subtraction, division, LCM, HCF, fraction, etc. are important topics in mathematics curriculum in this level. So this subject helps to develop cognitive ability, reasoning skill and problem-solving attitude in students. Several researches have examined teachers' belief about instruction (Collier, 1972) and analyzed teachers' mathematical knowledge within a specific topic area (Lampert, 1986). Swafford, et al., (1997) had explained that concept of mathematical knowledge are a critical aspect of teachers' knowledge. Teachers need to equip themselves with the knowledge, skills and positive attitude (Alimuddin 2008; Yusminah Mohd Yusof, Effandi Zakaria, 2010). There are various factors which affect teaching of mathematics. Borko and Putnam (1996) argue that teachers ought to know more than just the facts, terms, and concepts of a subject. Teachers' knowledge of the organizing ideas and knowledge growth within the subject is an important factor in how they will teach it (cited in Gooyeon Kim, 2004). Teachers of mathematics must have deep and highly structured content knowledge so that they can retrieve it flexibly, efficiently, and effectively for their students (Sternberg & Horvath, 1995). Moreover, some studies saw that teachers who acquired more mathematical knowledge facilitated their students' learning and thereby improved problem solving performance (Carpenter, 1999) and few studies revealed that how teachers' mathematical knowledge influenced their cognition of children learning difficulties and knowledge of instructional practice. But what is necessary for teaching? Fennema and Franke (1992) determined the components of mathematics teachers' knowledge as;

- Knowledge of mathematics
 - Content knowledge;
 - The nature of mathematics

- The mental organization of teacher knowledge

- Knowledge of mathematical representations
- Knowledge of students
 - Knowledge of students' cognitions
- Knowledge of teaching and decision making (cited in Elif & Sibel, 2007).

Further the first item is about the conceptual understanding of mathematics (Elif & Sibel, 2007). Fennema and Franke (1992) argue that if a teacher has a conceptual understanding of mathematics, this influences classroom instruction in a positive way; therefore, it is important to have mathematics knowledge for teachers (Elif & Sibel, 2007). Fennema and Franke (1992: 153) state that 'if teachers do not know how to translate those abstractions into a form that enables learners to relate the mathematics to what they already know, they will not learn with understanding' (Cited in Elif & Sibel, 2007). Elif & Sibel, (2007) has explained that Knowledge of students' cognitions is seen as one of the important components of teacher knowledge, because, according to Fennema and Franke (1992), learning is based on what happens in the classroom, and thus, not only what students do, but also the learning environment is important for learning (cited in Elif & Sibel, 2007). While last component of teacher knowledge is "knowledge of teaching and decision making". Teachers' beliefs, knowledge, judgments, and thoughts have an effect on the decisions they make which influence their plans and actions in the classroom (Fennema and Franke, 1992 cited in Elif & Sibel, 2007). Knowledge of mathematics and knowledge of mathematical representations are related to content knowledge, while knowledge of students and knowledge of teaching are related to pedagogical content knowledge (Elif & Sibel, 2007). Shulman (1995) defines content knowledge as the knowledge about the subject, for example mathematics and its structure (cited in Elif & Sibel, 2007).

Research Question

The main purpose of this study had to investigate the pedagogical content knowledge of in-service teacher who is teaching mathematics subject in their schools. In order to investigate it, researcher tries to know the following **research questions**;

1. What do teachers know about the strategies that children use to solve different problems of fraction?
2. How much teachers aware from conception, misconception of fractions related to different operations?
3. How do teachers prepare and organise the lesson of fraction in their class and how do they design the instructional strategies to teach fraction?
4. How do they assess student's understanding and diagnosing the misconception related to fraction?

Objective of Study

The main aims of this study to investigate the pedagogical content knowledge of in-service teachers who teach mathematics in their schools. In order to this, investigator constructs the following specific objectives

1. To know the different instructional strategies of mathematics teachers when do they teach fraction in their class.
2. To examine the teachers understanding about their student's thinking before and during the classes.
3. To know the teacher's preparation, organization and way of representation of fraction in the class.
4. To examine how much the mathematics teacher practiced pedagogical content knowledge for their teaching.
5. To examined how mathematics teachers assess the student's understanding, and how they diagnose the student's misconception related to problem of fraction.

Methodology

The present study was a small case study based study. It is conducted in order to know how much in-service primary mathematics teacher has aware from pedagogy of teaching

mathematics especially PCK. So for this, investigator selected 30 in-service teacher through purposive sampling techniques in which 16 were female while 14 were male teachers. All were registered candidate of DIET College of Education, Srinagar, Purnea (Bihar). During the study and before the study they did not taken special and extra training for teaching mathematics. Investigator placed the five same problems to all teachers related to fraction. A small unstructured interview had been conducted for knowing their pedagogical content knowledge in depth. Apart from these, investigator had selected 18 teachers in which 10 female and 8 male randomly to observe their teaching for knowing the teacher's preparation, organization and way of representation of fraction and instructional strategies, strategies to use for diagnosing the problem of the students, which they practices during the teaching of "fraction".

Purpose of Using Questionnaire, Interviews and Classroom Observation Techniques

- Questionnaire: Investigator presented five question based questionnaire in front of respondents for knowing how much they have knowledge of subject matter knowledge of 'Fraction' and how they solve the problem by using variety of strategies. Questionnaire data analysed by using simple sum, percentages.
- Interview: Interview had been conducted to know or examine the respondent's knowledge of specific pedagogical knowledge; such as how they prepared lesson plan, how they organise material from different sources, what will be best instructional strategies or teaching method for teaching fraction at primary level, how to they assess the students misconception and errors, what will be the strategies for diagnose the students problem, How much they are familiar with context of the topic and curricular materials, What will be your strategies when students feel some difficulties in problem solving. The interview data was analysed by

horizontally then vertically as group-wise.

- **Class Observation:** The data from classroom observation has been analysed by qualitative for knowing the teachers PCK in practical sense. That is, how much they are using PCK in mathematics teaching in their teaching.

Results and Discussion

A teacher should have content knowledge together with pedagogical content knowledge for effective teaching. Both types of knowledge have the equal value for a teacher. Without content knowledge a teacher cannot think to teach and without pedagogical knowledge they cannot teach effectively. So investigator conducts this research to know how much primary teachers uses pedagogical content knowledge in teaching of mathematics. Investigator found that;

Male Teachers

Male teachers having good knowledge of subject matter knowledge but they have not much aware from the pedagogical content knowledge. From questionnaire data it is found that 86% teachers are confused about how to transfer the concept

of (i) $\frac{1}{0}$ and $\frac{0}{1}$. 75% teachers do not have the

knowledge which strategies will be appropriate to teach these concepts. 63% teachers have ability to (ii) plot $\frac{3}{4}$ in line graph while 21%

teacher clearly described how (iii) two-fourth and four-eighth both are equalled to one and half. Similarly only 16% teachers know the

reason behind the solution of (iv) $1\frac{2}{3} \div \frac{2}{5} = \frac{1}{2}$

and they are not aware from alternative method.

(v) $\frac{1}{2} + \frac{3}{2} = \frac{1+3}{2} = 2$ and

$\frac{2}{3} + \frac{1}{2} = \frac{2 \times 2 + 1 \times 3}{3 \times 2} = \frac{7}{6}$ this question

presented for knowing procedural knowledge. Only 23% teachers are able to describe these two formulas.

Interview data also indicated that male teachers are good in subject matter knowledge

but they are not much aware from pedagogical knowledge. Similar result has been found in classroom data. That male teacher do not use of instructional strategies, they do not present content in sound way, diagnosing strategy is not good.

Therefore male teachers do not much are from pedagogical content knowledge (PCK).

Female Teachers

Investigator observed that female teachers do not have good knowledge on fraction (Specific topic). They usages various teaching techniques and teaching material in their teaching but they gets confuse in order to select appropriate teaching strategies for presenting content in classroom. They have also confused to how to clarify the students' misconceptions. Their assessing method to judge students' understanding, misconception and conception is not enough so good.

Interview data also indicate that female teachers' assessing strategy, way of presentation and diagnosis strategies is not enough remarkable. Besides of these, they have also not much aware from different resource related to topic.

From questionnaire data it is found that 76% female teacher confused how to teach

concept of $\frac{1}{0}$ and $\frac{0}{1}$. Only 24% teachers

know about how to clarify the concept to the students. Similarly 67% teachers aware from

how should be explain $\frac{3}{4}$ in line graph.

While only 26% teachers clearly described how two-fourth and four-eighth both are equalled to one and half. 31% teachers are able to describe the reason behind the

solution of $1\frac{2}{3} \div \frac{2}{5} = \frac{1}{2}$ but they are not

aware from alternative method. 27% teachers have the ability to describe the difference of these two solutions.

$\frac{1}{2} + \frac{3}{2} = \frac{1+3}{2} = 2$ and,

$$\frac{2}{3} + \frac{1}{2} = \frac{2 \times 2 + 1 \times 3}{3 \times 2} = \frac{7}{6}$$

Only 18% teachers are able to describe the these formulas. Thus female teachers do not have pedagogical content knowledge (PCK). They do not have much content knowledge as well as pedagogical knowledge.

Conclusion

Pedagogical content knowledge is an intersection of subject matter knowledge and pedagogy. It includes knowledge of instructional strategies, knowledge of learning resources, knowledge of student's misconception, perception and conception related to particular topics. It also includes teachers personal thinking in order to know assessing the students' skills, or misconceptions. Therefore PCK in mathematics is the effective tools to effective teaching interesting and enjoyable. So teachers of mathematics should be soundly perfect in PCK so that they can motivate the students towards learning for making their teaching effective.

In the present research investigator found that in-service mathematics teachers do not aware from pedagogical content knowledge (PCK). The condition of female teachers are more worst as compare to male teachers because they do not have good level of knowledge in content as well as pedagogy of teaching.

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CORPORATE SOCIAL RESPONSIBILTY-WITH SPECIAL REFERENCE TO NUMALIGARH REFINERY LTD. (NRL), ASSAM

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Abstract

Within the world of business, the main “responsibility” for corporations has historically been to make money and increase shareholder value. In other words, corporate financial responsibility has been the sole bottom line driving force. However, in the last decade, a movement defining broader corporate responsibilities— for the environment, for local communities, for working conditions, and for ethical practices—has gathered momentum and taken hold. This new driving force is known as corporate social responsibility (CSR). CSR is oftentimes also described as the corporate “triple bottom line”—the totality of the corporation’s financial, social, and environmental performance in conducting its business. As the commercial sector increases its investments in corporate social responsibility in its three usual venues (the workplace, the marketplace, and the community). So far as CSR approach adopted by the companies is concerned, it is observed that most of the companies have adopted CSR approach into their overall business strategy. Therefore, they have been successful in achieving the objectives of both business and social development. Their approach to work is not mainly relief, welfare and service delivery but it is sustainable development oriented, which have long term benefits. Numaligarh Refinery Limited believes in promoting human and social sustainable development through poverty alleviation by building capacity of local people

Keywords: Corporate social responsibility, Corporate Governance, Employment practices and performance’, Environmental and ecological balance.

Corporate Social Responsibility

Corporate social responsibility is a form of corporate self-regulation into a business model. CSR is also known as corporate conscience, citizenship, social performance, or sustainable responsible business. CSR act as a activity which can built by self-regulating mechanism whereby business monitor and ensure its active compare with the spirit of the law, ethical standards and international norms Although the central government is working on a frame work for the CSR incentives of the companies. According to the ministry of corporate affairs it is one of the ways to be developing a system of activities. In 2009 the government made mandatory for all public sector oil companies to spend 2% net profit on CSR.

While there may be no single universally accepted definition of CSR, each definition that currently exists underpins the impact that businesses have on society at large

and the societal expectations of them. Although the roots of CSR lie in philanthropic activities (such as donations, charity, relief work, etc.) of corporations, globally, the concept of CSR has evolved and now encompasses all related concepts such as triple bottom line, corporate citizenship, philanthropy, strategic philanthropy, shared value, corporate sustainability and business responsibility. This is evident in some of the definitions presented below:

The EC1 defines CSR as “the responsibility of enterprises for their impacts on society”. To completely meet their social responsibility, enterprises “should have in place a process to integrate social, environmental, ethical human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders”

The WBCSD defines CSR as² “the continuing commitment by business to contribute to economic development while

improving the quality of life of the workforce and their families as well as of the community and society. According to the UNIDO3, "Corporate social responsibility is a management concept whereby companies integrate social and environmental concerns in their business operations and interactions with their stakeholders. CSR is generally understood as being the way through which a company achieves a balance of economic, environmental and social imperatives (Triple-Bottom-Line Approach), while at the same time addressing the expectations of shareholders and stakeholders. In this sense it is important to draw a distinction between CSR, which can be a strategic business management concept, and charity, sponsorships or philanthropy. Even though the latter can also make a valuable contribution to poverty reduction, will directly enhance the reputation of a company and strengthen its brand, the concept of CSR clearly goes beyond that."

Corporate Social Responsibility of the Business:

business community can make tremendous contributions in promoting good health and well-being, especially if innovative CSR initiatives are undertaken in partnership with government and civil society. In all but the most remote areas or closed societies, business has massive reach and influence. For decades, business has been engaged in charity, philanthropy, and civic activities including social investments in health.

So far as CSR approach adopted by the companies is concerned, it is observed that most of the companies have adopted CSR approach into their overall business strategy. Therefore, they have been successful in achieving the objectives of both business and social development. Their approach to work is not mainly relief, welfare and service delivery but it is sustainable development oriented, which have long term benefits. Numaligarh Refinery Limited believes in promoting human and social sustainable development through poverty alleviation by building capacity of local people.

Overview of Numaligarh Refinery:

Numaligarh Refinery Limited (NRL) was set up at Numaligarh in the district of Golaghat, Assam, India. The provisions made in

the historic Assam Accord signed on 15th August 1985, has been conceived as a vehicle for speedy industrial and economic development of the region. The 3 Million Metric Tons Per Annum (MMTPA) Numaligarh Refinery Limited was dedicated to the nation by the erstwhile Hon'ble P.M. Shri A.B. Vajpayee on 9th July, 1999. With its concern, commitment and contribution to socio-economic development of the state combined with a track record of continuous growth. On the physical front, the refinery achieved a record distillate yield of 91.11%, the highest amongst all public sector refineries in the country. The award begged by the company during the year 2012-13 viz. the Green Tech Environment Award 2012, Corporate Social Responsibility (CSR) corporate Governance Award from the institute of Public Enterprise by the National safety Council in the year 2012 respectively. NRL has been conferred the status of Mini Ratna Public Sector Undertaking (PSU) with present authorized capital of the company 1000 crores and paid up capital is 735.63 crores. The share holding pattern is as follows :

- BPCL : 61.65%
- Government of Assam : 12.35%
- Oil India Limited : 26.00%

Products of NRL : Liquid Petroleum Gas (LPG), Napthane, Motor Spirit (MS), Aviation Turbine Fuel (ATF), Superior Kerosene Oil (SKO), High Speed Diesel (HSD), Raw Petroleum Coke (RPC), Calcined Petroleum Coke and Sulphur.

Importance of the study

The study will let is know about the area and will reveal what is the truth, whether NRL actually undertakes initiatives for the development of its surrounding region or not.

- The views of the people nearby NRL can be known as what they actually think about NRL.
- From the drawbacks if any found, NRL can take measures to create its picture in a positive way.

Objectives

The following objectives have been undertaken to study:

- I. To know about the various corporate social schemes available in the Numaligarh Refinery Limited.
- II. To study the different ecological and environment schemes of NRL and its effect on the people of its local area.
- III. To find out the scope of job opportunity for the local people in NRL.

Methodology:

The methodology includes the following:

(a) Universe of the study

The universe of the study includes the residential, business and the staff quarters (township) areas in and around Numaligarh Refinery Limited. The local number of inhabitant's houses is shown in table 1.1 areas wise.

Table- 1.1: Details of the Universe

Serial Number	Distinction of areas around NRL	Number of inhabitants houses
1.	Residential	9000
2.	Business	400
3.	Township	800
	Total	10200

Source: Compiled from the primary data of field study with the consultant of the head of the village.

(b) Determination of sampling size: The sampling has been carried out by adopting stratified, multistage random sampling as follows:

Stage – I : The total houses around NRL (covering 5km. radius from NRL) has been divided into three types of strata. These are

Residential houses, Business houses and Staff Quarters (in Township area). Total number of houses in this area is 10,200 houses.

Stage – II : In this stage, a sample of five (5) percent has been selected from each category and numbers of houses selected in this stage are 450, 20 and 40 houses respectively.

Stage – III : A sample size of one person from 10 houses has been selected randomly from all strata and the number of persons from each category comes to 45, 02 and 04 persons respectively. Finally the sample size is restricted to 51 persons from selected households from whom data has to be collected for the purpose of our study.

These different stages of sampling are shown in table 1.2 below :

S. No.	Distribution of houses around NRL (within 5 km. radius from NRL)	Number of houses	Sampling stage – I Number of selected houses (at 5 percent of houses)	Sampling stage – I Number of selected houses (at 5 percent of houses)
1.	Residential	9000	450	45
2.	Business	400	20	2
3.	Township	800	40	4
	Total	10200	510	51

Source : Compiled from the Table 1.1

(c) Collection of data:

Both the primary and secondary data have been collected.

- The primary data have been collected through a self-developed questionnaire, personal observation and discussion with the head of the household.
- The secondary data have been collected from the office manuals of NRL, monthly magazine published by NRL and the official website of NRL.

(d) Study area: The study area covers five (5) km. of radius from NRL.

(f) Method of analysis: The collected data have been analysed with the help of vital statistics like average, percentages, ratio, tables, graphs, figure, chart and diagram etc.

Performance NRL

Social Performance: NRL strongly believes in growing with social responsibility. NRL engages with communities in a time-to-time basis to carry out need assessment studies. NRL has taken many development activities in the field of education, agriculture and empowerment as a part of community development. The social performance by NRL can be highlighted below:

- ✓ Development of infrastructural facilities like roads, drinking water in the nearby villages of the refinery.
- ✓ Providing street light facilities from Labanghat to Babathan along NH – 39.
- ✓ Beautification work at the junction point of Numaligarh, Telegram, Purabunglow and Rangajan.
- ✓ Operation Smile – cleft lip palate surgery mission at Shillong, Meghalaya.
- ✓ Provided financial support to physically and mentally disable persons who have no or insufficient income of their own.
- ✓ Constructed 70 low – cost sanitary latrines for below the poverty line families.
- ✓ NRL provided ambulance boats for the people of Majuli for flood relief.
- ✓ 229 ‘Niramoy’ mobile medical camps were conducted for providing healthcare in villages surrounding the refinery.
- ✓ Constructed public auditorium, play fields, tennis clay court, water supply system, water filtration plan, and school building in the nearby areas.
- ✓ Provided farmers with tractors, power tillers, seeds, fertilizers, pesticides to support various farming activities.
- ✓ Imparting computer education to 100 girl students from nearby areas.
- ✓ Construction of library-cum-laboratory building at the Numaligarh High School.

Environmental performance: NRL has taken multiple initiatives on environment management

to make it an environmental conscious refinery. NRL focus continues to be on organizing efforts directed towards eliminating oil spills, improving energy efficiency, reducing waste and pollution and optimizing facility design to minimize negative environmental impact from our operations.

NRL perceives environmental sustainability as :

- ❖ Managing resources to optimize overall consumption.
- ❖ Improving the operational efficiencies to reduce generation of waste, emissions and impacts on biodiversity.

NRL has taken number of innovative and environmental friendly measures towards treatment of hazardous waste. The existing secured landfill facility of 6000 m³ capacity for safe disposal of residual hazardous wastes with project cost of 2.15 INR crore.

For oil products transported via roadways, several measures have been taken to ensure safe and incident free delivery, and measures have been taken for water management. NRL performs following criteria for maintaining its environmental and ecological balance:

- NRL is implementing a flare gas recovery project to recover hydrocarbons from the flare system for using as fuel.
- NRL is managing impact on biodiversity by carrying out regular air quality and water quality studies.
- NRL is surrounded by a green belt covering 60 hectares of land, which, other than retaining and enhancing the greenery, renders a perfect natural barrier to the industrial noise and minor air pollution from reaching the immediate surroundings.
- NRL also produces ultra – low sulphur High speed diesel and motor spirit having less than 0.005% sulphur conforming to the Euro 4 specifications.

World Environment Day is a powerful medium through which NRL fosters worldwide awareness on preservation and protection of the environment.

Analysis and Interpretation

Social Welfare: A social welfare is a program that provides assistance to needy individuals and families. Welfare provides assistance to

individuals and families through programs such as health care, unemployment compensation, housing assistance etc. In context to social welfare I asked questions on various scheme provided by NRL for the local people.

Table 1.3 : Responses about Social Welfare

Social Welfare Scheme	Total number of respondent	Positive response (yes)	Percentage (%)	Negative response Z(No)	Percentage (%)
Awareness programme	51	42	82	9	18
Motivation	51	19	37	32	64
Healthcare services	51	18	35	33	66

Source: Compiled from primary data collected i.e. the questionnaire.

Interpretation: In the above table and bar diagram I took 51 respondents on my survey on social welfare of the people in the nearby areas of NRL. In the above bar diagram it has seen that 82% people are aware of the social welfare scheme programme by NRL and only 9% are unaware of this scheme respectively. In the 2nd category people motivation factor was asked in

which it is seen that only 37% of people were motivated and 64% were not motivated. Next the healthcare services it was found that 35% have agreed to it and others 66% did not agreed. In the following table we tried to know about the response of the people about different schemes of NRL, whether they got it or not from the organization.

Table 1.4: Response about implementation of various schemes

Serial Number	Various schemes	Total number of respondent	Yes	Percentage (%)	No	Percentage (%)
1.	Social scheme	51	36	70	15	30
2.	Relief fund	51	24	47	27	54
3.	Infrastructural facilities	51	48	94	3	6
4.	Road facilities	51	12	22	39	78

Source: Compiled from primary data collection i.e. questionnaire.

Interpretation: In the above chart and table people were asked whether they have got the benefit of social scheme or not. People were asked 1st about the social scheme to which 35 person says yes and 15 person says no which

will be 70% and 30% respectively. In case of relief fund 23 says yes and 27 says no which will be 46% and 54%. In case of infrastructural facilities 47 says yes and 3 says no i.e. 94% and 6% respectively. Only 11 people were agreed

about the road facilities scheme and 39 were disagreed means 22% and 78% respectively.

Table No. 1.5 shows the satisfaction level of the people by staying in the locality of NRL.

Table 1.5: Level of satisfaction

Range	Response
High	6
Medium	36
Low	9

N = 51 Source: Compiled from primary data collection i.e. questionnaire.

Table 1.6: Response to the pollution in the area of NRL

Pollution	Response
Pollution free	1
Highly polluted	15
Polluted	20
Less polluted	15

N = 51 Source: Compiled from primary data collection.

Here the people were asked about the causes of the pollution by staying near by it. Different respondent gives different views on the different causes. This can be shown below with the help of a followed by a chart.

Table 1.7: Response to the different causes of pollution on the ecology

Causes	Total number of respondent	Positive response (Yes)	In percentage (%)	Negative response (No.)	In percentage (%)
Establishment of NRL	51	40	78	11	22
Health problems	51	35	69	16	31
Safety	51	45	88	6	12
Ecological imbalance	51	48	94	3	6

Source: Compiled from primary data collection.

Job opportunity: Today everyone have the aim to have a job by all of his expenses can be incurred. Now a day's jobs are less than the

educated persons. Everyone is in the search of reputed job and also which can fulfill their daily expenses. In this case NRL gives equal job

opportunity to all the citizens with no discrimination. In the survey job opportunity

questions were also asked which can be shown with the help of tables and charts:

Table 1.8: Responses of the job opportunity

Employment	Total number of respondent	Positive response (Yes)	In percentage (%)	Negative response (No)	In percentage (%)
Provide job opportunity	51	21	41	30	59
Provide job opportunity for women	51	2	4	49	96
Provide job only for literate people	51	6	12	45	88

Source: Compiled from primary data collection

Interpretation: Out of 51 respondent 59% says that NRL provide job opportunity while 21% says no. In the next people were asked about the special job opportunity for women on which the response was that 96% were discharged and only 6% were agreed respectively. And when they were asked that NRL provide jobs only for literate people only 6% said yes and the rest i.e. 94% says no respectively. Overall we can say that in this study it was found that out of the survey the average response can be said to be medium in an average. As most of the respondent is average happy with the organization.

Findings

- From the table 4.1 I found that though NRL provide various schemes like awareness programme, health care services etc. to its locality everyone have not enjoyed it and are also not motivated by such schemes. Here it is found that 82% have respondent positively regarding awareness schemes, 32% are motivated and 35% have got health care services.
- It was found that some of the schemes of NRL are not implemented correctly and properly which makes the people unaware on the other hand schemes like

social scheme and infrastructural facilities are known to most of the people at a percentage of 70% and 94% respectively.

- We found that most of the respondents have medium level i.e. 70% chooses medium level satisfaction by staying in the locality of NRL.
- After the study we found that area is not at all pollution free.
- It was found that NRL is one of the main cause of pollution which accounts to different health problems, ecological imbalance etc.
- The satisfaction level of the respondent on environment was also found medium.
- Some of the people were agreed regarding job opportunity by NRL least were agreed to the job opportunity by NRL least were agreed to the job opportunity for women and literate people.
- It was found that who work under NRL 29 respondent says that their income is also not sufficient for them and 40 respondents says sometimes their payment also got delayed.
- While measuring the satisfaction level of the people working under NRL also found medium by most of the respondent.

Suggestions:

NRL should provide social schemes to its locality in such a way that everyone can enjoy its benefit fully and everyone know about the welfare program by NRL.

- NRL should maintain different departments for implementing the welfare scheme for the local people.
- NRL should take measures to increase the satisfaction level of its locality.
- NRL should give more importance in making the area pollution free.
- NRL must give free camp to its locality at a regular interval of time regarding their health and must also check the ecological imbalance of the area through different machines.
- Most of the environmental problems should be controlled and the satisfaction level of the people regarding their environment must be increased.
- The local people should be provided with more and more jobs and special job schemes for the women must also be introduced by NRL.
- The income that NRL provides should be according to their work they do and must also provide bonus on their work at a regular interval of time and the salary must be provided on time.
- People who work under NRL are not highly satisfied by working. So the organization should do some extra efforts to increase their level of satisfaction of work.

Conclusion:

With the set-up of refinery in an area like Numaligarh the area has also been developed in the recent years. With this refinery the local people were able to earn their livelihood and have also got job in the refinery both the educated and uneducated people. It has positive sign as well as negative signs. In the

positive sign we may say that NRL has implemented cores of rupees in developing the local area. While the negative signs include that NRL has provided various schemes but these schemes have not been reached to every local people. NRL has done a lot for its area but still people have not retained its benefit fully.

With the hope of its prosperous and long life we can conclude that the organization must need to do some more effort for its upliftment. It was nice to know about the organization and also the views of different people of its local area that I could able to learn through this survey. It was a nice experience that I got while making this survey and also able to learn some internal and external information relating to Numaligarh Refinery Limited.

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UNDERSTANDING THE MENACE OF BLACK MONEY AS A PARALLEL ECONOMY: A CHALLENGE FOR INDIAN SOCIETY AND ECONOMY

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Abstract

The present study has made an attempt to assess the overall profile of black money in India particularly in terms of causes, impacts, hurdles, remedies etc. Black money is not only the problem of Indian economy, but it also transcends the borders and has become a global dilemma. The flow of black money can seriously affect the entire economic, social and political progress of the whole nation. India still continues as an underdeveloped economy in terms of per capita income and the reason behind it is the existence of black money. Therefore, the elimination of black money from Indian economy is needed and it will benefit the economy in more than one way. It will also help in creating more revenues for the government. Numerous efforts were initiated like formation of SIT, passed the black money bill etc. to identify and stop black money. But no perceivable results have come. A few factors that has played a helping role has created an obstacle on the solution of black money. Thus, the paper suggests a few measures for reducing bad effects of black economy.

Introduction

Black money is an all-encompassing phenomenon. It is a social, economic as well as political issue which has a severely negative impact on the growth prospects of any nation. Black money may be defined as the money that is generated by activities that are kept secret in the sense and not reported to the authorities for tax purposes. With less than 3 per cent of Indians paying income-tax, many Indians are part of the black money economy. In the usual way of viewing black money, the consensus is that about half of it in India is generated in the real estate sector, one quarter in the industrial sector, and the rest in buying of gold and other related matters. However, this money is not accounted to the fiscal authorities or you can say that taxes are not paid on this money. This money generated by dealings in a black economy, black market, or organized crime. Holders of black money try to convert it into legitimate ('clean' or 'white') money through money laundering. If we look at the concept of black money from the social point of view it leaves various negative societal effects, like it creates societal inequalities, social deprivations etc. When we see the economic misgivings of the black money it is perceived as parallel economy or underground economy. Some scholars have even called the problem of black money as a problem with a

difference, as the black money is a problem which does not affect those who have black money but it affects the economic, social and political progress of the whole nation.

The evasion of the legitimate tax which is due to the government generates the black money in the monetary system. There are both legal as well as illegal ways of generating black money. A white paper on black money by the Government of India suggests that there are two possible ways of generating black money in India. The first, more probable source is that the black money may have been generated through a lawful activity but accumulated by failing to declare their real income and evade the due amount of taxes on their income. Some of this black money ends up in illicit financial flows across international borders, such as deposits in Swiss accounts. The second source of earning black money includes those activities which are not permitted by the law, such as crime, drug trade, terrorism, bribery, smuggling, black marketing etc. and all of which are not legal in India. This seems to be the greatest danger for any nation as it promotes corruption as well as deprives government of its due revenue. Thus, black money leaves a devastating impact on the vulnerable section of the society by making rich people richer and poor ones are driven to the margin line of existence. Continuing generation

and accumulation of black money poses a grave threat to our economy and is likely to threaten the very security and survival of the country. The present study seeks to deal with these subjects in detail.

Section – I

What is Parallel Economy?

Black money or unaccounted money circulating in the parallel economy is a big menace to the economy. Therefore, it is necessary to understand the concept of parallel economy. Parallel economy means functioning of an unsanctioned sector in the economy whose objectives run parallel and in contradiction with the objectives of official or sanctioned or legitimate sector in the same economy. Parallel economy connotes the functioning of an unsanctioned sector in the economy. A hidden economy in its broadest sense may consist of: i) illegal economy, such as money laundering, smuggling, etc; ii) unreported economy including tax evasion; iii) unregulated economy, i.e. economic activities outside regulations.

Parallel economy is also variously referred to as ‘unaccounted economy’, ‘

subterranean economy’, or ‘unsanctioned economy’. According to D.K. Rangnekar, “if the ‘parallel economy’ poses a serious threat to stability and growth of the official economy, surely it stems from the fact that the magnitude of ‘black money’ is large and rigged deals are growing in volume and complexity at an alarming rate. Apart from the wide ramifications of the ‘parallel economy’, one might also be alive to the fact that ‘black incomes’ are accentuating the inequalities in income and wealth and breeding a new class of ‘black’ rich in a society which is already harshly stratified.

Section – II

International Experience

Parallel economy or black economy does not only exist in developing nations alone, but the developed nations are also suffering from this monster since a long back. There is an abundance of literature available upon measurement techniques and about estimates of parallel economy. A variety of methods have been used and the different methods appear to generate widely divergent estimates. This is summarized in Table -1.

Table -2: Estimates of parallel Economy in Developing Countries

Table -1: Estimates of Parallel Economy in Developed Countries

Country	Parallel Economy (as % of GDP)
Greece, Itali, Spain, Portugal and Belgium	24 - 30 %
Great Britain , Germany, France, Sweden, Denmark, Norway, Ireland and Netherlands	13 - 23 %
USA, Japan , Austria, and Switzerland	8 - 10 %

Source : http://www.Crisial.com/youngthoughtleader/winners/ topic 4 _Jyoti _ Agarwal _Ilm _ CAL _ pdf.

Table 1 show that parallel economy exists in various developed countries although their various initiatives have been taking governments. The estimates of parallel economy in the context of some of the developing countries are presented in Table -2

Country	Parallel Economy (as % of GDP)
Nigeria and Egypt	68 -76%
Tunisia and Morocco	39 - 49%
Mexico, Guatemala, Peru and Panama	40 - 60%
Chile, Costa Rica, Venezuela, Brazil, Paraguay and Colombia	25 -35%
Thailand	70%
Philippines, Srilanka, Malaysia and South Korea	38 - 50 %
Hong Kong and Singapore	13%

Source : http://www.Crisial.com/youngthoughtleader/winners/ topic 4 _Jyoti _ Agarwal _Ilm _ CAL _ PPF.

Table -2 show that there are various developing countries where black money is increasing very quickly. It occurs at all levels of society, from local and national governments, civil society,

judiciary functions, large and small businesses, military and other services and so on.

Section – III

Politics of Black Money: The Indian Scenario

India is one of the world's largest generators of black money, and this is aided and supported by a weak institutional mechanism and incentives framework, which actually encourages it. According to a report released by Global Financial Integrity (GFI) in December 2012, India is among the top 10 developing countries in the world with a black money outflow of \$ 1.6 billion (Rs.8,720 crore) in 2010. Total outflow of black money from India since independence until 2010 was \$232 billion, generally in the form of corruption, bribery and kickbacks. The cumulative value of illicit assets held by Indians during the same period is estimated to be \$487 billion. The BJP, in a 2011 report, had estimated India's black economy being worth around \$500 billion and \$1.4 trillion or about between Rs.27.5 lakh crore and Rs. 74 lakh crore, while US think- tank Global Financial Integrity had estimated India had lost \$123 billion (Rs. 6.76 lakh crore) in black money in 2001-10. This is money that is earned and transferred illegally abroad in tax havens, such as the Cayman Islands, typically to avoid taxes. In the post- reform period of 1991-2008, de-regulation and liberalization accelerated the outflow of illicit money from the Indian economy. About a third of India's black money transactions are believed to be in real estate, followed by manufacturing and shopping for gold and consumer goods. If hidden incomes of Rs. 25 lakh crore were to be disclosed and taxed at 30%, it would generate Rs.8.5 lakh crore, enough to build a 2,000- bed super- specialty hospital in each of India's 626 districts.

Interestingly, recent media blitzkrieg over black money in India has transformed an economic offence into a political game which is being tossed by political parties against each other to score points without knowing the ground realities. Supreme Court's insistence on submission of full list of names of those persons who have stashed money on foreign banks has compelled the Union Government to honour apex court's orders in order to avoid any kind of

confrontational situation between Judiciary and Executive.

During the decade- long regime the UPA, the opposition parties, especially the BJP, continuously raised the bogey of black money. The issue of black money remained the centerpiece of campaign in 2009 Lok Sabha election and during 2011 and 2012 many social activists also made efforts to build up movement on this issue. In July 4, 2011 the Supreme Court while acting on a writ petition filed by Ram Jethmalani had passed order to constitute a high- level Special Investigation Team (SIT) headed by former SC judge BP Jeevan Reddy to act as a watch dog and monitor investigations dealing with the black money. The two judge bench observed that the failure of the government to control the phenomenon of black money is an indication of weakness and softness of the government. However, the apex court had also specified the terms of reference for the SIT. The UPA regime had been dragging its feet on implementing court's order on various pretexts. The UPA government did not comply with the order for nearly three years and sought a direction to review/modify the order in early 2014.

The issue hogged limelight again during the electoral campaigns of the 2014 Lok Sabha poll. On February 12, 2014 on a *chai pe charcha* discussion, Narendra Modi said, according to a newspaper report : *"He was committed to bring back black money shashed abroad and assured people that if the BJP was to voted to power, he would set up a task force, amend laws and distribute the money brought in as 'gift' among honest tax- payers... We will bring back each and every penny deposited abroad by Indian citizens. I am committed to this because this money belongs to the poor people of India"*. Moreover, in an election speech, Modi claimed that once this black money deposited in foreign banks is recovered, every poor Indian would get Rs.15 lakh to 20 lakh. How he came up with this figure, and how he would identify a "poor Indian", remained mysterious in the fog of the election campaign. Once in power, the BJP has been dragging its feet on this issue just as the Congress did before.

However, in the wake of the change of government at the Centre in the aftermath of Lok Sabha election, the apex court on May 23,

2014 extended the time limit by one more week to notify the SIT. Accordingly, the new NDA government led by Narendra Modi announced on May 27, 2014 the setting up of a high-level SIT to help unearth black money stashed away abroad, which has former Supreme Court Judges M.B. Shah and Arijit Pasayat as chairman and vice-chairman, recently submitted its latest report on black money, wherein it has disclosed tracing of Rs.4,479 crore held by Indians in a Swiss bank and unaccounted wealth worth Rs. 14,958 crore within India.

Section – IV

Black Money of India in Swiss Accounts

India has slipped to 70th position in terms of foreign money lying with Swiss banks and accounts for a meager 0.10 per cent of total global wealth held in the country's banking system. What about the amount of black money deposited by the dishonest businessmen, politicians and corporate bosses in foreign banks by defrauding the people and the public exchequer? No official figures are available. A November 2010 report from the Washington-based 'Global Financial Integrity' (GFI) estimates that over a sixty year period, India lost US \$ 225 billion in 'illicit financial flows' beginning in 1948, adjusted for inflation, this is estimated to be \$ 500 billion in 2012, or about \$ 8.5 billion per year. The report also estimated the size of India's underground economy at approximately US \$ 640 billion at the end of 2008 or roughly 50 per cent of the nation's GDP.

An article in the reputed newspaper '*The Hindu*' in 2010 revealed that unofficial estimates indicated that Indians had over US \$ 1456 billion in black money stored in 'Swiss Banks'. While some news reports claimed that data provided by the 'Swiss Banking Association (SBA) Report' (2006) showed India had more black money than the rest of the world combined, a more recent report quoted the SBA's Head of International Communications as saying that no such official Swiss Banking Association statistics exist. Another report said that Indian owned Swiss Bank account assets are worth 13 times the country's national debt. Once this huge black money comes back to India, the entire foreign debt can be repaid in 24 hours.

These allegations have been denied by the Swiss Bankers Association. In this context, James Nason of Swiss Bankers Association in an interview alleged black money from India, holds that "The black money figures were rapidly picked up in the Indian media and in Indian opposition circles, and circulated as gospel truth. However, this story was a complete fabrication". In a separate study by "Global Financial Integrity" concludes media reports circulating in India that Indian nationals held around US\$ 1.4 trillion in illicit external assets are widely off the mark compared to the estimates found by their study. The report claims that the amounts are significantly smaller, only about 1.5% of India's GDP on average per annum basis, between 1948-2008. This includes corruption, bribery and kickbacks, criminal activities, trade under pricing and efforts to shelter wealth by Indians from India's tax authorities.

Another report said that Swiss officials had hold the Indian government that in 2006, Indians held about Rs. 23,000 crore in banks there. In 2010, as India pushed Geneva to share information about Indians who held allegedly illicit bank accounts in Swiss banks, nearly Rs. 14,000 crore were moved out of those bank accounts and the amount fell to Rs. 9,000 crore. Some reports also indicate that the average balance in these accounts is about Rs. 40-50 crore and then at best, the government can hope to recover about Rs. 3,000 crore, including penalties. According to a report, published in May 2012, Swiss National Bank estimates that the total amount of deposits in all Swiss banks, at the end of 2010, by citizens of India were CHF 1.95 billion (INR 92.95 billion, US\$ 2.1 billion). The Swiss Ministry of External Affairs has confirmed these figures upon request for information by the Indian Ministry of External Affairs. This amount is about 700 fold less than the alleged \$1.4 trillion in some media reports. The report also provided a comparison of the deposits held by Indians and by citizens of other nations in Swiss banks. Total deposits held by citizens of India constitute only 0.13 per cent of the total bank deposits of citizens of all countries. Further, the share of Indians in the total bank deposits of citizens of all countries in Swiss banks has reduced from 0.29 per cent in 2006 to 0.13 per cent in 2010. In 2011, according to the data provided by Swiss Bank,

India is topping the list almost \$ 1456 billion of its black money deposited with them, followed by Russia \$470 billion, UK \$390 billion, Ukraine \$100 billion and China \$96 billion. But in June, 2014 the ASSOCHAM came out with an estimate which put the amount of black money abroad at \$1.9 trillion or Rs. 120 lakh crores. A mind-boggling indeed!

At present, India stands at top for black money in the world and most of its part is dumped in Swiss Banks. In this connexion, it is interesting to know that the list containing names of the 'patriotic' Indians who had stashed black money abroad was stolen from HSBC in 2008 and it reached India via France. According to newspaper report, the so-called holders of black money might have closed their accounts now. Undoubtedly significant, the Hon'ble Supreme Court has ordered urgent scrutiny of 627 Indians who had accounts at HSBC in Geneva. In February 2015, *Indian Express* released the list of 1195 Indians account holders like prominent businessman, diamond traders and politicians and their balances for the year 2006-07 in HSBC's Geneva branch. The balance against the 1195 names stood at Rs. 25, 420 crore.

Section – V

Causes of Generating Black Money in India

There are several factors responsible for the creation of black money in India. Some of them are as follows:

Firstly, black money is increasing in India for the reasons of controls, permits, quotas and licenses system which are associated with misdistributions of the commodities in short supply results in the generation of black money. Since considerable discretionary powers lay in the hands of those who administered controls this provided them with scope for corruption – 'speed money' for turning a blind eye to the violation of controls. All this gave rise to trading in permits, quotas and licenses, malpractices in distribution and in the process; it generated sizeable sums of black money. Similarly, the system of licenses requires large number of inspectors for completing various formalities and thus good amount of hush money has to be paid. Where controls are not implementable, they have led to harassment and black money generation.

Secondly, high tax rates and defective tax structure have also been responsible for the existence of black money to a large extent. Higher rates of taxes has resulted a growing tendency of tax evasion among the tax payers. Till recently the tax on income and on wealth was very high to invite evasion.

Thirdly, in India, the enforcement of tax laws in respect of income tax, sales tax, excise duty, stamp duty etc. are quite weak. Side by side, tax laws in our country are so complicated that a layman fails to understand it. Even honest persons are unable to file correct returns. This has led to enormous unrestrained evasion of taxes and piling up of black money.

Fourthly, there is an upward tendency of supporting of political parties with the help of black money. Black money arises from political activities such as elections where candidates spend well above the ceiling prescribed by the Election Commission. Big trade houses are donating an enormous amount of black money to the political parties, especially the ruling party with the sole objective to tame the political leadership for deriving undue profit by manipulating policy decisions.

Fifthly, black money is also caused by scarcity and defective public distribution system. When the commodities are rare in the market the people are forced to pay higher for their essential commodities which is for higher than the controlled or the prevailing prices, this results in more black money with the hoarders.

Sixthly, the reluctance to bring agricultural earnings in the realm of income tax has also contributed to creation of black money. Many of the corporate houses, over the past few decades have entered the agriculture sector in a big way by acquiring big farms. The black money accrued from other sources is converted into white by showing it as agricultural income.

Seventhly, every successive five- year plan is planned for a larger size of investment in the public sector. The projects undertaken by the public sector have to be monitored by the bureaucrats in government departments and public sector undertakings. Tenders are invited for the various works and these tenders are awarded by the bureaucracy in consultation with the political bosses. In this process, bureaucrats act as brokers for political leaders and thus the nexus between the contractors, bureaucracy and

the politician promotes the generation of black money. Side by side, instability of the political system has given a further momentum to this process. Since the ministers are not sure of their tenure and in a majority of cases, the tenure is very short, the principle 'Make hay while the sun shines' is adopted by most of them.

Eighthly, India's real estate sector is the 'mecca' of black money generation and habitation. It is estimated that of India's \$2 trillion economy about 10 -15% comprises real estate transactions of which about 40% is estimated to be in cash transactions! It is impossible for an average Indian to sell property while accepting money purely by cheque, even if they are willing to sell their assets at a discount. This generates large sums of black money which the promised real estate regulator is required urgently to curb.

Lastly, generation of black income in India also results from other different activities like smuggling, property deals, bribery, kickbacks, concealment of income by professionals, artists etc. In this way an enormous amounts of black income incessantly results in enhancement of the area and activities of parallel economy.

Section – VI

Impact of Black Money on Indian Economic and Social System

Black money generation has been growing at a very fast rate in our country especially since the end of Licence Raj era. This constitutes around 20 per cent of the GDP of economy. Today, dishonesty and corruption have become a normal way of life. So much so that it is difficult to isolate a single sector of economy or administration that moves without the use of black money. Most economists are unanimous in their view that black money generation has become a major factor for galloping inflation because it not only misallocates resources, but also shifts them from investment to consumption. This parallel economy has made mockery of our planning and anti-poverty programmes. In addition to this, tax evasion has created an unimaginable gulf in the society. The circulation of black money has adversely affected the Indian economy in several ways. The following points narrate the serious impacts

of black money on the social and economic system of the country:

- I. The direct effect of black income is the loss of revenue to the state exchequer as a tax evasion.
- II. The black economy affects not just the quantity of government expenditures but also its quality. Corruption reduces the effectiveness of these expenditures. *First*, the siphoning off of funds ensures that less amount of money is spent than what was originally budgeted. *Second*, use of sub-standard material to meet the target despite the reduced budget (thanks to corruption) brings down the quality of the assets created.
- III. Black money has resulted in the diversion of precious national resources for purchase of real estate and luxury housing.
- IV. It has enormously worsened the income-distribution, and has thereby undetermined the fabric of the fixed income salary class finds itself ever be the lower rung of the income-ladder.
- V. Black money has resulted in transfer of funds from India to foreign countries through clandestine channels. The country in effect becomes a *de facto* lender of aid and capital to economically advanced and wealthier nations, with the concealed outflow of funds.
- VI. People who are looking to turn black money into white money are largely investing in precious metals like gold and other jewellery. There are people who believe that almost 70 per cent of the total gold investment in our country is black money. One reason for people to invest in gold is that it is hard to trace. People in black market may buy gold bars, coins, stones, jewellery etc. because one can buy gold easily and can converted back to money anytime. This flow of underground money has caused Indian economy to stall on its growth.
- VII. The distribution of wealth and income in our country has been severely affected by the growth of underground economy. The common people get affected indirectly in so many ways. The tax evaders are keeping the money away from the deserved. If all the black money in the tax havens is

recovered and used by the Indian government, all the outstanding liabilities of the country could be paid off and money would still be left for spending.

- VIII. Black money requires for its protection, proliferation and expansion of a service organization composed of musclemen, touts and brokers to combat the forces of law and order on the one hand and on the other hand, there are income tax advisers, or chartered accountants in the pay of black money operators. This has developed a new black money culture in the business world.
- IX. Black money has corrupted our political system in a most vicious manner. The politics of black money has thus eroded the moral fabric of our polity. It is, therefore, no exaggeration to say that black money is like a cancerous growth in the country's economy which if not checked in time, is sure to lead to its ruination. Economically the black money robs the exchequer of its due share, increases economic inequality and hampers programmes of economic development. Socially, it increases social inequality; creates frustration among honest people, increases crime rates and most importantly affects the social service programmes for the upliftment of the poor and the weaker section of the society.

Section – VII

Government Initiatives

In India, numerous efforts were initiated to identify and stop underground economy and black money. Government of India introduced various commissions under Nicholas Kaldor, K.N.Wanchoo, D.K.Rangnagar, O.P.Chopra, and P.Gupta and Sanjeev Gupta for estimating black money in India. Another steps taken by the Government of India to unearth black money was the launching of the Voluntary Disclosure Scheme (VDS), introduced Tax Deducted at Source (TDS), Commodities Transaction Tax (CTT) Special Bearer Bonds etc. To tackle the menace of illicit funds, the government has adopted a five-pronged strategy. It comprises joining the global crusade against black money; creating an appropriate legislative framework, setting up institutions for dealing with illicit funds ; developing systems for implementation ;

and imparting skills to the manpower for effective action.

During the last five years, India has negotiated 19 new Double Taxation Avoidance Agreements (DTAAs) and 17 new Tax Information Exchange Agreements (TIEAs). Further, the government has passed the 'Prevention of Money-Laundering Act, 2004' came into effect on 1st July, 2005. India has recently signed the Convention on Mutual Administrative Assistance in Tax matters , developed jointly by the council of Europe and the Paris-based Organization for Economic Co-operation and Development (OECD). Recently the government has constituted a Special Investigation Team (SIT) and has been passed 'Black Money Bill, 2015'.

Section – VIII

Major Hurdles to curb the Menace of Black Money

There had been taken different steps by the government for checking evasion and black money, but unfortunately no perceivable results have come. All these measures have touched only the top of the iceberg. Rather, the quantum of black money in circulation has increased substantially in volume. A few factors that have played a helping role have created an obstacle on the solution of the said problem are as follows:

Firstly, it is argued that election financing becomes important because the politicians are supposedly accountable to the people as they are elected by the people; but are not. It is also argued that those who become MLAs and MPs are mostly rich and the value of their assets goes up significantly in the range of 200 per cent to 1000 per cent once they are elected. Further, as per the documents made public by the five major political parties, 75 per cent of their funding comes from 'unknown source' and this is true of others also. There is a strong nexus between the political parties and corporate sector which fuels the black economy, as was argued by E. Sridharan, formerly of the University of Pennsylvania, Institute for the advanced study of India.

Secondly, K. Subramanian, former IG of police, while highlighting the menace of white-collar crime, urged for reform in the Indian Penal Code (IPC) as there is little emphasis in the IPC on detection of crime. Such crime includes tax evasion, money laundering, narcotic drug trafficking, and financial fraud. He pointed out that the thrust of the IPC is on maintenance of security of state, maintenance of public order and collection of intelligence and not a deterrent to the crooked due to the pendency of cases which is nearly 40 million at present. Subramanian contended that the government has never really wanted the CVC to become a strong and efficient institution. The CBI, the central agency for investigation, does not have a clear legal status as the recent court cases point out since possibly the government wants the CBI to remain a caged parrot.

Thirdly, tax administration is crucial in dealing with the problem of tax evasion and black income generation. The PAN database is inadequate to deal with the problem of non-filers and tax evasion. It was pointed out that only 0.5 per cent of the tax payers are assessed. Also, though information is available about tax violation within the country and outside, it is difficult to convert the same into evidence. In this regard, Biswajit Bhattacharya, the former Additional Solicitor General, argued that the Income Tax Department is the biggest source of corruption in India. Closed-door meetings are held between the Income Tax officers and the assesseees to whom tax notices have been sent in which deals are struck, depriving the exchequer of tax revenue.

Fourthly, Value Added Tax (VAT) is highly amenable to evasion, contrary to what is claimed. Input tax credit can be claimed by using false vouchers. There have been cases of clandestine removal of goods from the factory and sale in the market without showing that in the books.

Fifthly, land transactions contribute to corruption in a variety of ways. Discretionary land use regulations, such as the provision of CLU (Change in Land Use) or *benami* transactions have emerged as a major cause of black income generation in the real estate sector.

Ownership of agricultural land helps people to convert their black income to white income due to tax exemptions in agriculture and allied activities and non-applicability of the capital gains tax. Bribes can be as high as 30 per cent of the total project cost in many cases. In most property transactions are conducted in cash and prices are under-reported to evade stamp duty. As for example, in the financial year 2007-08, the country's high value transactions amounted to more than 55.7 trillion rupees, according to India's Annual Information Return filed with the government. But nearly one third of the 3.3 million transactions were conducted without a PAN. In many other transactions, PAN number were fake.

Sixthly, though a large amount of Indian money is stashed in tax havens, it would be nearly impossible to bring that back under the present set of rules. India had stringent exchange control regulations during 1947-2000 and the money illegally held abroad could have been brought back then. But after 2000 the changes made in the laws have introduced enough loopholes which virtually make it impossible to bring the money back.

Seventhly, the black economy is 'systematic and systemic' and which is only possible because of the operation of 'Triad', consisting of corrupt politicians, businessmen and the executive. The corrupt executive consists of corrupt bureaucrats, the police and judiciary. Laws have been framed but hardly implemented due to the functioning of the 'Triad'. While regulation is conventionally blamed for fostering malpractices, absence of regulation is no guarantee of reduced black income generation.

Section – IX

How can we tackle this Monster ?

In India, parallel economy is expanding very rapidly. The quantum of black money in circulation has increased substantially in volume. However, for curbing the generation and spread at parallel economy of black money, the following measures are suggested :

- I. Leaders and persons in position should file a return of their assets and income which

- should be subjected to scrutiny by a special agency created for this purpose.
- II. Lowering of tax rates so that tax evasion becomes unnecessary. Tendency to evade tax creeps in when tax rates are high.
 - III. Controls, licenses, and permits should be reduced to minimum. If necessary, they should be made available without under the table payments.
 - IV. Agriculture- income should also be subjected to income tax as other incomes. The need is to bring appropriate legislation to tax the agricultural income.
 - V. Government should subsidies election expenditure of political parties and other electoral reforms are necessary to put a break on the limitless expenditure during the elections by the parties.
 - VI. Heavy capital gains tax should be lowered.
 - VII. Registration fees in relation to property and other real estate should be lowered. Side by side, real estate transaction process and tax structure should be simplified.
 - VIII. While it is necessary to retrieve black money from abroad, side by side, today, it is more important to crack down on the sources of black money at home. Unless black money is generated in India it can not be transferred abroad. It has been estimated that of the black incomes generated annually in India only 10 per cent go abroad while 90 per cent of those remain in India. Thus , if the internal generation of black incomes is checked, the amount flowing out will also get reduced. Further, if people are caught in India, they can be forced to reveal how much money they have taken out and so on.
 - IX. Opaque instruments such as P-notes, introduced for and by vested interests with deep roots in subverting the system, should be forced to disclose the names of those whose wealth they contain . Likewise, shell accounts or donations to trusts, anything that encourages 'round tripping' must be investigated.
 - X. An amendment to the existing Prevention of Money Laundering Act, to have every Indian citizen disclose all bank accounts and immoveable assets in India and abroad, would be a first step to build an inventory which can provide baseline data upon

which changes can be tracked using an electronic system.

- XI. Deterrent punishment must be given to those who are found guilty of profiteering , black- marketing and smuggling.
- XII. There must be decisive action at the top. People with high levels of integrity must be heading at least key posts, particularly like the Lokpal, CBI, top judiciary, CAG, CVC etc. Together with this there needs to be firm action against corruption in high places with there confiscation of money or property, which is put in a separate account and used for the people's welfare.
- XIII. The Right to Information (RTI) Act needs to be implemented effectively to act as a check on big and important taxpayers.
- XIV. Sustain a mass movement at the basic level where a new moral cultural ethos is sought to be build up, where honesty should be combined with one's own interests. Where the interests of our community or even small circle should not clash with one's self- interest, but exist in mutual harmony. Where the people or community jointly take up issues of corruption, besides other issues, at the local level. Where people are encouraged to anonymously deposit any black money voluntarily into a community account, to be used for the welfare of the local people.

Section – X

Concluding Remarks

The whole study clearly points to the fact that black money is one of the key issues of India and it is a big menace for the Indian society and economy. It is an anti-national activity and therefore, the whole country is worried about black money. It is also an originator of big loss in the tax-revenues for the government of India. Because of the existence of the black money in Indian economy, the per capita income of the people has not been growing in line with the other advanced countries despite the liberal measures taken by the government of India since early 1990s. Even after several decades of economic planning and push in the right direction, India still continues in the same state as an underdeveloped economy in terms of per

capita income and the reason behind it is the existence of black money. The elimination of black money from Indian economy is needed and it will benefit the economy in more than one day. It will also help in creating more revenues for the government.

However, huge Indian money is outstanding in safe tax havens abroad which need to be brought back in to our country. It is not only important to bring back the ill-earned money smuggled out to the foreign tax-havens, but it is equally important to stop the constant generation of black money within the system. Hence rather than focusing only on Swiss bank accounts, the BJP-led NDA government must crack down on black money at home. Like the UPA government it must not try to digress and take refuge behind the confidentiality clause. We are hopeful that India must summon the strength and courage to bring back the money that is stashed away in the tax-havens. India can enter into agreements with the foreign banks and government put the topic on a global agenda and cooperate with other powerful countries. We are more optimist that India should emerge as a torch-bearer on the global stage through its concrete actions at home and abroad to curb black money, which will make it a global role model to emulate and not a pariah to shun. But unfortunately, this is just not possible in a neo-liberal regime to which Narendra Modi is as much committed as his predecessor Monmohan Singh was.

It is only now that the people are realizing that during the poll campaign they had been taken for a ride by Modi and his likes. The promises that were made to them about black money were hypocritical and insincere. These were meant only to win the elections. The black money holder's names can not be disclosed for the simple reason that these were the people – industrialists, businessmen, corporate bosses – who had spent thousands of crores of rupees through the print and electronic media controlled by them to mount a high-voltage propaganda blitzkrieg to carry the message to the people : *ab ki bar Modi Sarkar*. Forfeiting the support of these honourable benefactors would be disastrous for Modi and his party not only in

future elections but also during his five-year-long tenure in power which has just begun.

In this context it must be remember that this money belongs to the poor farmers and unorganized workers of India. It is assumed that India will be in the top-five league if all the ill-gotten money is brought back. It will change the Indian scenario as well as will also change the life of the common man. Side by side, it is noted that with the total amount lying idle in the tax havens India can built huge world class infrastructure for its people. We can establish new IITs, IIMs, AIIMS and other premier institutes for imparting world class education. Today, everyone is talking about good governance, but instead of paying mere lip service and / or indulging in symbolic gestures, the time is most opportune for powers that be (and / or aspirants to the positions of power) to demonstrate their commitment to the cause by proposing to take concrete action. It is now time for active citizenship, to create awareness and raise its voice against the relentless menace of black money and evil manifestation of Swiss Bank accounts. This means citizens must demand action from Parliament, Judiciary, executive and civil society organizations – all of whom must advocate quick action from administration that will resolve this problem forever.

Last, but not least, we can say that though curbing the black economy is not some magic wand to cure India of all its economic and social ills, it can at least help restore some balance and sense to our economy. It can certainly be an important starting point to economic regeneration. And taken on a mass scale, countering corruption could help restore the shattered moral fabric of our country. So, not only is the curbing of black money an important moral and civilizational question, it is a key factor to promote the national interest. It can become the most important tool for real development, for agrarian revival, for job generation, for the improvement of the health, hygiene and welfare of the people and thereby for the building of a strong, self-reliant and independent India. The time has come to clean not only the streets, but also the soul of the nation.

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MAKE IN INDIA: A ROAD AHEAD

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Abstract

India's economy is one of the world's fastest growing economies which has the tenth largest world's nominal GDP and the third largest by purchasing power parity. This can be one of the most important factor which is responsible for making India as one of the most favorite investment destination where almost all the countries want to invest. Since India is the second largest populated country after China, labours are also available here easily. So if we will focus on all such qualities we will find that If we can combine all such inputs to get the quality output, then we can become one of the major producer of almost all commodities which is the main motive of the ambitious project **Make In India** initiated by our Prime Minister Shri Narendra Modi. In order to make In India the foremost requirement is to **Make India** which can be done by bringing some reforms in the economy as our country is facing a lot many challenges such as poverty, food scarcity, hunger, environmental degradation, unemployment, inflation, taxation policy of the government, infrastructure, slow down of agricultural sector, land acquisition etc. which requires a change from the basic level in order to achieve higher level goal of making India a big manufacturing hub in the world. For making this dream into reality there is a need to focus more and more on the agriculture sector which is a major source of raw material for the manufacturing sector and to encourage entrepreneurship development in the country so that none of the areas of the economy can be left ignored which may become a hindrance in the path of development as Make In India is a road ahead and for crossing this road to go ahead and reaching the final destination of making India as one of the developed nations of the world. This is also a need of to have a trustworthy attitude among the Indians regarding their own domestic production in order to increase not only the production but the consumption as well.

Keywords: manufacturing hub, purchasing power parity, infrastructure, land acquisition, destination, trustworthy, entrepreneurship.

Introduction

India is basically an agricultural country and more than 51% of the total population is directly engaged in the agricultural activities and farming is the main source of their earning for sustaining their livelihood. So if the economy of the country is so much dependent on primary sector. India should adopt those strategies which would increase its own production rather than exporting the raw materials to the other nations and importing the finished products on higher prices which may not be affordable for the poor people to buy and use the imported goods because India is a developing nation and to transform it into a developed nation a lot of challenges has to be faced such as poverty, hunger, malnutrition, poor health, illiteracy, inflation, unemployment etc. and by introducing

reforms in all the three sectors namely primary, secondary and tertiary so as to make the nation self-sufficient in almost all the goods and services so as to increase the GDP and the National Income. India was known as the golden bird because it was rich in various resources gifted to her by the mother nature and even after taking so much natural wealth from India by the britishers, it is a big supplier of various kinds of raw materials from the ancient period till now. In spite of supplying these raw material to the other countries if an attempt will be made to utilize all these raw materials into finished goods then India can also become a self sufficient nation in almost all the goods for which we generally have to depend on the other countries except petroleum and other useful resources which are not available in plenty or which are

scarce in our own country . Instead of importing the goods from the foreign countries we can export our goods to the foreign countries by applying our knowledge, skills and competencies thus making the country a destination for global manufacturing. In order to increase the GDP of our country we should encourage the people to use the domestic goods so that they can develop a trustworthy attitude towards their own nation made products instead of depending upon the other countries for each and every requirements. The problems food scarcity, hunger, poverty, inflation and unemployment can be resolved through domestic manufacturing. India is doing pretty well in services sector and if it will continue to do so; driven largely by the advantage we have in the Information Technology sector. In a developed country, generally service sector contributes more than the industry / manufacturing. Developing countries are in the process of industrialization. India employs 51% of its work force in Agriculture which contributes 14% to GDP. We need to employ more people in the manufacturing and service sector moving away from the agriculture sector. It does not mean neglecting the Agriculture sector. Agriculture sector need to be mechanized in such a way that the per-person productivity goes up exponentially ensuring food security to billion plus population. Make in India is a long journey which makes it even more challenging in a globalized world. So changes should be made at the basic level first in order to bring some drastic changes at the higher level. Present government having a majority of its own must usher in economic reforms at a good pace. The initial signs are encouraging but can it be sustained is the big question which only time will answer. This can be done only by taking such a step which could encourage the domestic industries to manufacturing as much as they can. In a developed country, generally service sector contributes more than the industry / manufacturing. Developing countries are in the process of industrialization. India is doing pretty well in services sector and will continue to do so; driven largely by the advantage we have in the Information Technology sector. If we look at the sector wise contribution to GDP, India is doing pretty well in services sector (includes IT, tourism, retail, banking, finance) which

contributes 53% to GDP and employs 27% of the work force. Manufacturing or Industry (petroleum, pharmaceuticals, gems, jewelry, textile, mining, engineering industry) contributes 27%, employs 22% of total workforce. Agriculture contributes 14% to GDP but employs 51% of the total workforce. We need to employ more people in the manufacturing and service sector moving away from the agriculture sector. It does not mean neglecting the Agriculture sector. Agriculture sector need to be mechanized in such a way that the per-person productivity goes up exponentially ensuring food security to billion plus population. Manufacturing or Industry sector does not create millions of jobs proportionally in terms of the investment unlike a services sector. Hence the sector needs huge investment which can happen only when global companies show interest to setup factories in India. According to Confederation of Indian Industry estimates, China enjoys a cost advantage of about 10% over Indian manufacturing. India began its economic reforms in 1991 where as China began in 1980. China is today an \$8 trillion economy and India is close to becoming a \$2-trillion economy. With an aim to make manufacturing a key engine for India's economic growth, Prime Minister Narendra Modi launched the Make in India initiative on September 25, 2014 in New Delhi. He said "FDI should be understood as 'First Develop India' along with 'Foreign Direct Investment'. Investors should not look at India merely as a market, but instead see it as an opportunity. It is important for the purchasing power of the common man to increase, as this would further boost demand, and hence spur development, in addition to benefiting investors. "The faster people are pulled out of poverty and brought into the middle class, the more opportunity will there be for global business. Therefore, investors from abroad need to create jobs. Cost effective manufacturing and a handsome buyer - one who has purchasing power - are both required. More employment means more purchasing power." Prime Minister emphasized on 3D advantage of India – demography, democracy and demand – in his speech. According to him India is the only country in the world which offers the unique combination of democracy, demography, and demand. The new Government is taking

initiatives for skill development to ensure that skilled manpower was available for manufacturing. He also referred to the Digital India mission, saying this would ensure that Government processes remained in tune with corporate processes. PM said that trust is essential for investors to feel secure. "Let us begin with trust; if there is an issue, Government can intervene. He further added that Trust too can be a transformative force,". Narendra Modi said that development and growth-oriented employment is the government's responsibility. The Prime Minister noted that India ranks low on the 'ease of doing business' and added that he has sensitized Government officials in this regard. He also emphasized the need for 'effective' governance. Adding 'Link West' to the expression 'Look East', Modi said a global vision was essential. He said Mission Swachh Bharat and 'waste to wealth' could lead to good revenue models for business as well. He referred to his vision of waste water management and solid waste management in 500 towns across India through public private partnership. The government has the commendable aim of making more in India. This means improving the efficiency of producing in India, whether of agricultural commodities, mining, manufacturing, or services. Make in India is a long journey which makes it even more challenging in a globalized world. Present government having a majority of its own must usher in economic reforms at a good pace. The initial signs are encouraging but can it be sustained is the big question which only time will answer. The Make in India call predominantly focuses on making India a manufacturing hub where the Prime minister invited global companies to set up factories in India promising to improve ease of doing business. Ultimate objective to make India a renowned manufacturing hub for key sectors. Companies across the globe would be invited to make investment and set up factories and expand their facilities in India and use India's highly talented and skilled manpower to create world class zero defect products. Mission is to **manufacture in India and sell the products worldwide.**

The major objective behind the Make in India initiative is to focus on 25 sectors of the economy for job creation and skill enhancement. Some of these sectors are: automobiles, chemicals, IT, pharmaceuticals, textiles, ports, aviation, leather, tourism and hospitality, wellness, railways, design manufacturing, renewable energy, mining, bio-technology, and electronics . The initiative hopes to increase GDP growth and tax revenue. The initiative also aims at high quality standards and minimizing the impact on the environment. The initiative hopes to attract capital and technological investment in India. Under the initiative, brochures on the 25 sectors and a web portal were released. Before the initiative was launched, foreign equity caps in various sectors had been relaxed. The application for licenses was made available online and the validity of licenses was increased to three years. Various other norms and procedures were also relaxed. In August 2014, the Cabinet of India allowed 49% foreign direct investment (FDI) in the defence sector and 100% in railways infrastructure. The defence sector previously allowed 26% FDI and FDI was not allowed in railways. This was in hope of bringing down the military imports of India. Earlier, one Indian company would have held the 51% stake, this was changed so that multiple companies could hold the 51%. Out of 25 sectors, except Space (74%), Defence (49%) and News Media (26%), 100% FDI is allowed in rest of sectors. Between September 2014 and August 2015, the government received 1.10 lakh \crore (US\$17 billion) worth of proposals from companies interested in manufacturing in India. 24.8% of smart phones shipped in the country in the April-June quarter of 2015 were made in India, up from 19.9% the previous quarter." Zero Defect Zero Effect" is a slogan coined by Prime Minister of India, Narendra Modi which signifies production mechanisms wherein products have no defects and the process through which product is made has zero adverse environmental and ecological effects. The slogan also aims to prevent products developed from India from being rejected by the global market.

In January 2015, the Spice Group said it would start a mobile phone manufacturing unit in Uttar Pradesh with an investment of 500 crore. A memorandum of understanding was signed between the Spice Group and the

Government of Uttar Pradesh. In January 2015, HyunChil Hong, the President & CEO of Samsung South Asia, met with Kalraj Mishra, Union Minister for Micro, Small and Medium Enterprises (MSME), to discuss a joint initiative under which 10 "MSME-Samsung Technical Schools" will be established in India. In February, Samsung said that will manufacture the Samsung Z1 in its plant in Noida. In February 2015, Hitachi said it was committed to the initiative. It said that it would increase its employees in India from 10,000 to 13,000 and it would try to increase its revenues from India from ₹100 billion in 2013 to ₹210 billion. It said that an auto-component plant will be set up in Chennai in 2016. In February 2015, Huawei opened a new research and development (R&D) campus in Bengaluru. It had invested US\$170 million to establish the research and development centres. It is also in the process of setting up a Telecom hardware manufacturing plant in Chennai, the approvals of which have been granted by the central government. Also in February, Marine Products Export Development Authority said that it was interested in supplying shrimp eggs to shrimp farmers in India under the initiative. In June 2015, France-based LH Aviation signed an MoU with OIS Advanced Technologies to set up a manufacturing plant in India to manufacture drones. In February 2015, Xiaomi began initial talks with the Andhra Pradesh government to begin manufacturing smartphones at a Foxconn-run facility in Sri City. On 11 August 2015, the company announced that the first manufacturing unit was operational and introduced the Xiaomi Redmi 2 Prime, a smartphone that was assembled at the facility. On 18 August 2015, Lenovo announced that it had begun manufacturing Motorola smartphones at a plant in Sriperumbudur near Chennai, run by Singapore-based contract manufacturer Flextronics International Ltd. The plant has separate manufacturing lines for Lenovo and Motorola, as well as quality assurance, and product testing. The first smartphone manufactured at the facility was the 4G variant of the Motorola Moto E (2nd generation).

How this would be achieved

- Skill development programs would be launched especially for people from rural and poor ones from urban cities.
- 25 key sectors have been short listed such as telecommunications, power, automobile, tourism, pharmaceuticals and others
- Individuals aged 15-35 years would get high quality training in the following key areas such as welding, masonries, painting, nursing to help elder people
- Skill certifications would be given to make training process, a standard. Currently manufacturing in India suffers due to low productivity rigid laws and poor infrastructure resulting in low quality products getting manufactured.
- Over 1000 training centres would be opened across India in the next 2 years
- For companies setting up factories, "Invest India" unit is being set-up in the commerce department which would be available 24/7. The main focus of this department would be to make doing business in India easy by making all the approval processes simpler and resolving the issues in getting regulatory clearances within 48-72 hours so that clearances are fast. To make this possible, special team would be available to answer all the queries related to help foreign investors/companies.
- The e-biz portal would be soon launched which would be real time and available 24*7

Benefits

- This will help in creating job market for over 10 million people in India
- Manufacturing done here would boost India's GDP, trade and economic growth

India began its economic reforms in 1991 where as China began in 1980. China is today an \$8-trillion economy and India is close to becoming a \$2-trillion economy. If we look at the sector wise contribution to GDP, India is

doing pretty well in services sector (includes IT, tourism, retail, banking, finance) which contributes 53% to GDP and employs 27% of the work force. Manufacturing or Industry (petroleum, pharmaceuticals, gems, jewelry, textile, mining, engineering industry) contributes 27%, employs 22% of total workforce. Agriculture contributes 14% but employs 51% of the total workforce. In a developed country, generally service sector contributes more than the industry / manufacturing. Developing countries are in the process of industrialization. India is doing pretty well in services sector and will continue to do so; driven largely by the advantage we have in the Information Technology sector. India employs 51% of its work force in Agriculture which contributes 14% to GDP. We need to employ more people in the manufacturing and service sector moving away from the agriculture sector. It does not mean neglecting the Agriculture sector. Agriculture sector need to be mechanized in such a way that the per-person productivity goes up exponentially ensuring food security to billion plus population.

The Make in India call predominantly focuses on making India a manufacturing hub where the Prime minister invited global companies to set up factories in India promising to improve ease of doing business. Manufacturing or Industry sector does not create millions of jobs proportionally in terms of the investment unlike a services sector. Hence the sector needs huge investment which can happen only when global companies show interest to setup factories in India. According to Confederation of Indian Industry estimates, China enjoys a cost advantage of about 10% over Indian manufacturing. Few recent developments with regard to China provide an opportunity to India:

- Under pressure from USA, China had to appreciate its currency which is eroding its export competitiveness.
- Wages in India's organized manufacturing sector is \$1.50 an hour unlike China's which stands at \$3 an hour which implies India has a competitive advantage in terms of labour

costs. Sustained effort over the next 10 years can definitely make India a manufacturing hub.

- Improve the ease of doing business. Present Government has kept the goal of attaining 50th rank from the present rank of 134 in the next two years. Time taken in registration of business from existing 27 days be reduced to only one day as in Canada and New Zealand is one of the targets. Decision making has to be rule based and not left to the discretion of the individual (Crony capitalism).
- Provide clarity on taxation issues, merger & acquisition process. The recent examples of Nokia shutting its plant in Chennai because of service tax issue; Vodafone retrospective tax issue definitely has a negative impact on the business sentiment.
- Focus on quality education and not just improving skills. Skills are transient and might become redundant with changes in technologies. Quality education will ensure that people will continuously learn new skills to meet the changing requirements of an economy. A painter's skill might become redundant with the advent of technology.
- Labour reforms are the need of the hour. Incentivize good performance rather than making it tenure based. We have numerous examples of PSU in India who are struggling to stay afloat because of inflexible labour laws. BSNL is a prime example of this. A labour reform does not mean hire and fire. It is about adopting practices linked with growth of the contributing employee along with the growth of the organization.
- Increasing FDI by opening up various sectors on need basis.

Progress must be evaluated

After every 3 years, progress of Make in India initiative must be evaluated. Following are the key areas:

- After launching this project the GDP of India is significantly increased. India has become a manufacturing hub /one of the global destinations for global investments in manufacturing sector

- In the manufacturing sector more and more Employment opportunities have been created in the country

Challenges:

In the path of this journey a lot of troubles we may face which makes this project even more challenging which are as follows:

- Infrastructure bottlenecks
- Legal formalities
- Land acquisition laws in India
- To develop the agriculture and service sector along with manufacturing sector
- Procedural and regulatory clearances
- Tax ramifications
- Labour laws

Suggestions:

In order to make this ambitious project of Shri Narendra Modi a grand success the following recommendations must be taken into consideration.

- Formulation of strategies to make India a world class manufacturing hub.
- Investment in infrastructure
- High – end manufacturing
- Industry status for agriculture
- Entrepreneurship incubation cell
- Energy Reforms
- Interlink major rivers
- Create a High-speed RAIL network
- Skill development
- Boost high education
- E-Commerce and M-Governance

Moreover griculture sector should not be overlooked. The govt should bring reforms in order to empower our farmers. Agri sector is one

of the most neglected area at present situation. If proper measures are taken then Agri sector can play a major role in boosting up our GDP. Govt must look into this issue.

More labour reforms should be brought and followed. FDI is one of the solution to move one step ahead in this regard. But still lots of black clouds in implementing FDI. We must stress on two FDIs - First Develop India and Foreign Direct Investment. For Indians FDI is a responsibility, it means to First Develop India, for global investors FDI is an opportunity in the form of Foreign Direct Investment.

Focusing on job creation through growth of the manufacturing sector, we need to enhance the purchasing power of Indians. We need to create jobs to move poor to middle class bracket. Treat India as not just a market. Provide every Indian an opportunity to increase his purchasing power. The world is looking at Asia. Talking about the ease of doing business, Modi stressed on ensuring smoother state-centre relations. States and centre have to work together to attract investment. Development of states is development of India. Laying out a red carpet to both global and domestic industrialists and investors, Modi said, "We want our companies to shine as MNCs. We are ready to stand as facilitators." "We can change the direction and fate of India," he sought to assure. In the context of manufacturing and deficits Modi advocated the importance of exports. We are aggressively going to work towards export promotion. Privatising white elephants like BSNL is also acceptable. Totally the article has given limelight on MAKE IN INDIA. There is a high tide of hope for change in India. This May, across India's immense diversity, 1.25 billion people spoke unequivocally for political stability, good governance and rapid development. India has a government with a majority in the Lok Sabha, our lower house of parliament, for the first time in 30 years. A young nation with 800 million people under age 35, India is brimming with optimism and confidence. The young people's energy, enthusiasm and

enterprise are India's greatest strength. We have to change the economic dynamics; we have to improve manufacturing in a fashion that benefits the poor. This is a cycle, move poor people towards being a part of middle class. Manufacturing boost will create jobs, increase purchasing power, thereby creating a larger market for manufacturers, Ease of doing business, focus on Public-Private partnerships, harnessing the potential of Democracy, Demography and Demand - that's what forms the key focus of PM Narendra Modi's 'Make in India' campaign. Make in India is a long journey which makes it even more challenging in a globalized world. Present government having a majority of its own must usher in economic reforms at a good pace. The initial signs are encouraging but can it be sustained is the big question which only time will answer.

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BEARING OF PACKAGING ON THE BUYING ETIQUETTES OF CONSUMERS: AN INSTANCE STUDY OF ENGLISHBAZAR MUNICIPAL AREA, MALDA, WEST BENGAL

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Abstract

This endeavour explores the impact of packaging, labelling and freebies on the buying manners of consumers of a backward area of West Bengal. The hypothesis is that the packaging, labelling, sample has resilient influence on consumer buying behaviour. Two aspects are adopted to analyse this influence i.e., sex wise and age wise. The study is based on a sample of 55 respondents taken from Englishbazar town of West Bengal and establishes that packaging is considered as indispensable part of the product, hence customer of backward areas find packaging as value addition.

Key Words: Consumer Behaviour, Packaging, Marketing, Retail Marketing.

Introduction

Packaging today has grown in prominence and is regarded as a vital marketing tool. Better packaging results in protection and protected transportation of products, reduces loss, damage and wastage of products and produce. It enhances product value and hence expands markets within and outside the country¹. For many products, industrial and consumer, the buyers first contact is with the package. Nowadays several companies have taken packaging in a positive light. Furthermore, with the increased number of new products available, it is necessary to be ever vigilant regarding the strong promotional values which may be obtained from good packaging. The pressure on the packaging industry has resulted in new types of package and container, new types of can opener and protective caps for medicine bottles. For many consumer products, the package must serve as promotional vehicle and be suitable for transportation, storage in the cupboard or freezer and even cooking in the micro wave.

Packaging industry in the country has witnessed a sea change in recent past and it is growing rapidly. According to Mr. S K Ray, Chairman, Indian Institute of Packaging (IIP), the total turnover of the packaging industry in India at present is USD 27.6 billion and expected to grow to around USD 43.7 billion by

2016, whereas the global turnover is about USD 550 billion. On the contrary, as said by the IIP Director Mr. N C Saha, "India's per capita consumption of packaging is only 4.3 kg per person per annum, as against Germany's 42 kg and China's 20 kg, which is very low compared to global standards. Initiatives are needed to convert the large unpacked commodities into processed and packed and well-presented commodities. There is a scope for innovation, entrepreneurship as well as logistical advancements."² A quality product is no substitute for an effective package, but effective packaging can do the following: (1) make the way people think in favour of the product, (2) increase the visibility of the product and the company, (3) reinforce the brand image in store and home, (4) retain customers and attract new ones, (5) enhance the cost effectiveness of the marketing budget, and (6) increase the product's competitive edge and profits³. This paper tried to study the impact of packaging in consumer buying behaviour.

Impetus for the study:

The reason for study is that in an urban area, surrounded with an agrarian rural economy, housing a substantial number of illiterate folks, the people get accustomed with the packages of several products even before they are introduced in the local market. Often

most of the recent products are not available readily in the market. However, through newspapers and television advertisement people remain aware about the special features of packaging of a particular product. Hence, it seems to be interesting to explore the effect of packaging on the buying behaviour of the consumers and the different suppositions they nurture vis-à-vis packaging.

The Study area

As a case study we considered a town of West Bengal, viz. Englishbazar, which is the district headquarters of Malda District of northern part of West Bengal, India and enjoys an international border with Bangladesh. The town is located at 24° 59.4' N latitude and 88° 11.4' E longitude. The municipal area of the town is 13.25 sq. km with a total population 2,16,083 according to the 2011 census. This entails that the town is quite densely populated with a population density of 16,308 persons/sq. km. The town is at a distance of 271 kms. from the capital city of Kolkata. The district of Malda serves as the chicken neck between the northern and southern part of West Bengal of India. English Bazar, known as the "Mango City", is located on the west bank of the river Mahananda. It is the sixth largest city in West Bengal. English Bazar, being a border town has no industrial development. The economy of district is basically an agrarian one and ranks as one of the most underdeveloped district in West Bengal. The economy is characterised by low per capita income, low yield per acre of land, backwardness in industrialisation, shortage of capital and entrepreneurship, and also the lack of infrastructure and large labour surplus. The district has no known mineral resources and agriculture remains the mainstay. The mango trade is one of the most important features of the economy of this district and which leaves important impact on the economy of this district. Hence it remains a complete consumer market.

Methodology

The study is based on a sample of size 55 collected indiscriminately from people of both the sexes of five age groups, during the

month of September, 2014. The composition of the 55 respondents is shown in the following table.

TABLE 1: COMPOSITION OF THE SAMPLE

Age Sex	Below20	20-30	30-40	40-50	50 and above	Total
Male	16	5	4	3	10	38
Female	2	12	1	1	1	17
Total	22	23	7	6	15	55

The questionnaire consists of 23 questions. The questionnaire is designed based on a similar study made on some cities of Haryana⁴. Table 2 show the riposte of the respondents to these questions. From the table first we find out the questions in which the responses in favour (yes) and responses against (no) are nearer to each other. However if the responses are far apart then we settle that there is total agreement or disagreement to that particular question. For a particular question equally responses takes place if number of responses in favour is $n/2$ (where n is the number of respondents). The 95% confidence interval for $n/2$ is given by $n/2 \pm 1.96 \sqrt{(n/4)}$ (assuming normality of the proportion). The value of which is [25.87, 47.5]. Now, we consider those questions in which the number of respondents is in favour, lies between 26 to 48, and then we go for the detailed analysis for those questions age wise as well as sex wise in order to analyze the response in details. It is observed that the response for the questions (13, 17, 20 and 23) falls within this range. The other responses provide a clear view about the opinion of the people.

Outcomes

From the responses to questions other than (13, 17, 20 and 23) there is either total agreement or total disagreement amongst the respondents. Thus, the following conclusions may be drawn:

- Consumers give the impression that labelling influences the sale of the products.
- People express strong belief related to modification of packages along with time and that it also helps in the identification of the product.

- Though respondents express their doubts about the seriousness of the vendors in packaging the products but the general notion is that packages of the same company should maintain a uniform pattern.
- Majority of the people contemplate that packaging is a necessary part of the product and also is significant to increase the sale though it is a cost element.

TABLE 2 : DETAILED RESPONSE TO THE QUERIES OF THE QUESTIONNAIRE

Questions	Response	Less than 20		20-30		30 – 40		40-50		Greater than 50		Total
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
1. Is packaging a necessary part of the	Yes	7	2	5	12	4	1	1	1	8	1	42
	No	9	0	0	0	0	0	2	0	2	0	13
2. Is packaging adds to the cost of the	Yes	8	2	5	10	3	1	1	1	8	1	40
	No	8	0	0	2	1	0	2	0	2	0	15
3. Does packaging increase the sale?	Yes	12	2	5	9	4	1	3	0	9	1	46
	No	4	0	0	3	0	0	0	1	1	0	9
4. Does packaging add to the value of	Yes	6	2	2	10	3	1	3	1	10	1	39
	No	10	0	3	2	1	0	0	0	0	0	16
5. Is modification of packaging necessary	Yes	15	2	4	9	3	1	3	1	8	1	47
	No	1	0	1	3	1	0	0	0	2	0	8
6. Does packaging helps in identifying	Yes	16	2	3	10	4	1	3	1	8	1	49
	No	0	0	2	2	0	0	0	0	2	0	6
7. Are salespersons serious about	Yes	7	2	3	10	3	1	3	0	5	1	35
	No	9	0	2	2	1	0	0	1	5	0	20
8. Is labelling an important part of	Yes	13	2	5	11	4	1	3	0	9	1	49
	No	3	0	0	1	0	0	0	1	1	0	6
9. Whether packaging of a new product prompts the	Yes	8	2	5	7	4	1	2	0	7	1	37
	No	8	0	0	5	0	0	1	1	3	0	18
10. Is labelling an important part of	Yes	13	2	5	10	3	1	3	1	8	1	47
	No	3	0	0	2	1	0	0	0	2	0	8
11. Is labelling increases the sale of	Yes	14	2	5	10	4	1	3	0	7	1	47
	No	2	0	0	2	0	0	0	1	3	0	8
12. Do people purchase products that have adequate	Yes	9	2	3	9	3	1	3	0	8	1	39
	No	7	0	2	3	1	0	0	1	2	0	16
13. Does packaging helps in avoiding	Yes	11	1	1	5	1	1	0	1	7	1	29
	No	5	1	4	7	3	0	3	0	3	0	26

TABLE 2 : DETAILED RESPONSE TO THE QUERIES OF THE QUESTIONNAIRE

Question	Response	Less than 20		20-30		30-40		40-50		Greater than 50		Total
		Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	
14. Is opening a package	Yes	6	1	2	4	0	1	2	1	2	0	19
	No	10	1	3	8	4	0	1	0	8	1	36
15. Does package sometimes mislead	Yes	8	2	5	8	4	1	3	1	6	1	39
	No	8	0	0	4	0	0	0	0	4	0	16
16. Do you think that packed products are	Yes	3	1	0	3	0	1	2	0	3	0	13
	No	13	1	5	9	4	0	1	1	7	1	42
17. Should products have adequate	Yes	6	2	4	9	4	0	1	0	7	1	34
	No	10	0	1	3	0	1	2	1	3	0	21
18. Is plastic package more useful than other	Yes	4	0	5	7	1	0	0	0	2	1	20
	No	12	2	0	5	3	1	3	1	8	0	35
19. Should packages be made re-usable for other	Yes	12	2	5	7	3	1	2	0	7	1	40
	No	4	0	0	5	1	0	1	1	3	0	15
20. Is free sample an element of cost?	Yes	6	2	5	5	2	1	2	1	8	1	33
	No	10	0	0	7	2	0	1	0	2	0	22
21. Does free sample influence the sale of product?	Yes	12	2	4	9	4	1	2	1	9	1	45
	No	4	0	1	3	0	0	1	0	1	0	10
22. Does free sample attract the buyer while buying?	Yes	3	1	4	8	4	0	2	1	5	1	29
	No	13	1	1	4	0	1	1	0	5	0	26
23. Do vendors influence the buyer through free sample?	Yes	13	2	5	9	4	0	2	1	8	0	44
	No	3	0	0	3	0	1	1	0	2	1	11

- It was opined that product should have adequate packaging as it is good for health though sometimes packages are misleading.
- Another view came forward was that opening of packages were not troublesome. However, the people are in favour of utilising the packages as container after using the merchandises contained in it.
- One nice thing that came out was the awareness of the people against plastic packages.

So far as free sample was concerned a general agreement was noticed relating to the fact that dealers try to influence the buyers

through free sample and are successful in doing so. In regard to question number 13, 39 respondents are in favour of the proposal that packaging helps in avoiding adulteration. Again if we look at the age distribution of the respondents in Table 2, then we will find that most of the person in the age group 20 to 50 is in favour of the proposal and the others are not. This is probably because the respondents of age under 20 do not generally have the purchasing power and buy products from the market. The products purchased by them are generally the brand verbalized by their elders and they do not have much role to play. While the people of age above 50 years adhere to the brands to which they are accustomed to and do not like to

experiment with new products that may even have a better packaging. Similar pattern is also noticed in question number 17, where it was asked if products should have adequate package. The reason for such close division of opinion can well be explained in the previous manner.

In regard to question number 20, which ask 'If free sample is an element of cost?' it was found that the response of all ages except under-20 age group are in favour of the proposal. People of below 20 age group thinks that the free sample has nothing to do with the cost of the product but this opinion cannot be considered to be correct. It might be their lack of maturity that results in such a decision. In question number 22, which asks, 'While buying the product the purchaser should give importance on free sample?' are more or less similar with the previous statement. It has been

found from the buyer's behaviour that almost all respondents like free sample, but at the same time they also consider the ultimate cost of the product. Therefore marketer may give free sample with the product but it should not lead to increase the cost of the product

Conclusion

It can be concluded that populaces are aware of the importance of the packaging. They want that it should be hygienic; differentiable from fake products and that the packets might be further re-useable. Labelling is claimed to be an imperative part of packaging, as it articulates the reliability of the product. However, free sample is not given much importance by the respondents as it is thought to increase the cost of the product and a means to charm the shopper.

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SOME ANTIPYRETIC ETHNO-MEDICINAL PLANTS USED BY MUNDA TRIBE OF TAMAR BLOCK OF RANCHI DISTRICT, JHARKHAND

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Abstract

This ethno medicinal plant's survey was carried out to collect the information on the use of some antipyretic activity of plants used by Munda Tribe of Tamar Block of Ranchi District. A total no of 40(forty) antipyretic plants species belonging to twenty-three (23) families and thirty-eight (38) genera have been recorded through structured questionnaires in consultations with the knowledgeable person, Baidhyas and also some community members. For curing the different diseases the use of above ground plant parts was higher (65.47%) than the underground plant parts (14.53%). Of the above ground plant parts leaf was used in the majority of cases, followed by whole plant parts, fruit, bark, and flower. Of the underground plant parts, roots and rhizomes are main medicinally valuable. Many antipyretic ethno-medicinal plants are found in different revenue villages of Tamar block. The present paper implies the potential of the traditional knowledge for the main kind. Some of the interesting plants *Abutilon indicum*, *Hemidesmus indicus*, *Bacopa monieri*, *Citrus medica*, *Curcuma longa*, *Vitex negundo*, *Tinospora cordifolia*.

Keywords---Tamar Block, Antipyretic, traditional knowledge.

Introduction

Fever can be defined as a condition of the body in which temperature above the normal. The average temperature of the healthy body ranges between 98.4⁰ F and up to 99.5⁰f or 36.9⁰ C to 37.5⁰C. if the temperature of the body during an attack of fever reaches 106⁰ F , it is an indication of danger and if it shoots above 107⁰F for any length of time, death is inevitable. The temperature may go up to 110⁰F even 112⁰F before the death occurs. The term fever has a very wide applications, it is one of the most common features of many diseases. In many cases, it is secondary symptoms of the ordered state of the body with which it is associated. In many diseases the main symptoms which attacks attention to the malady is fever. Fever generally begins with a slight shivering pain in various parts of the body, particularly the head; thirst and great lassitude. The main symptom of typhoid fever is a slow pulse, but when fever

affected to the Urinary tract the pulse beat is very rapid. Fever can be categorised into 28 kinds:

1) Influenza 2) Pneumonia 3) Typhoid 4) Plague 5) Cerebrospinal Fever 6) Diphtheria 7) Dengue Fever 8) Sand fly Fever 9) Yellow Fever 10) Mumps 11) Rheumatic Fever 12) heat exhaustion and heat strokes 13) Small pox 14) Chicken pox 15) Measles 16) Erysipelas 17) Hepatic Fever 18) Fever of dysentery 19) Fever at various stages and of Tuberculosis 20) Gastro intestinal infection 21) Malaria 22) Cerebrospinal Malaria 23) Black water fever 24) Kalaazar 25) Relapsing fever 26) Malta fever 27) Rat bite fever and 28) Filarial fever.

Comparatively very less attention has been given by the ethno botanists for exploring the ethno-medicinal resources of the Tamar Block of Ranchi District. This survey was done to explore more about the diversity of valuable

ethno medicinal plants of this Block. Tamar Block of Ranchi District is located between 23° 3' 21'' N and 85° 39' 44'' E covering an area of 513.91 Km². Out of this area about 148.91 Km² (29%) covering forest region. Tamar Block has eighty one revenue villages, such as Achudih, Agra, Amlesha, Babaikundi, Barlanga, Baredih, Barukande, Baburamdih, Buradih, Barneya, Birdih, Birgaon, Burusigu, Darida, Daruhara, Dimbudih, Domra, Dubla, Geredih, Gumandih, Gutibaru, Haradih, Haramlohar, Haradih, Janumpiri, Jhargan, Jojodih, Karamdih, Lankeya, Lohri, Madhudih, Manjhidi, Murpa, Nawadih, Parasi, Poradih, Rangamati, Rargaon, Roladih, Rolabera, Rugri, Salgadih, Tamar, Timpur, Ulilohar etc. The Munda Tribe is very popular in about twenty five villages. Many of them still depend on medicinal plants for the treatment of different ailments. But with the modern civilization, their traditional knowledge on medicinal plants are going to be extinct. No more work has been done in this region. Now a day many villages have no connection with road. Hence many people of the different villages of Tamar Block have been totally depends upon medicinal plants for treatment of diseases. There are many Baidhyas and knowledgeable person who were very prominent and successful for treatment of different diseases.

Methods

The field survey was carried out during 2013 to 2014 covering all seasons to collect information on the plants having antipyretic activity used by the Munda Tribe inhabited villages of Achudih, Agra, Babaikundi, Baredih, Barlanga, Birdih, Chirudih, Dimbudih, Deori, Dulmi, Edeldih, Jaradih, Kasmburudih, Lohri, Murpa, Salgadih, Poradih, Timpur, and Ulidih. All forest regions contain numerous

ethno medicinal plants. In this block the Munda Tribe is about 43 percent, according to 2011 population census. Climate of this block is subtropical in nature. The annual rainfall is ranges between 230 to 1390 mm and temperature ranges between 6-43° c with the highest in the of May and June. Plants have been collected in their flowering and fruiting stages as far as possible from natural habitat. The observations have been made through different knowledgeable person regarding the location, natural habitat, distribution pattern, nature of root, bulbs, or rhizomes etc Methodologies as suggested by Schulte (1960 and 1962), Jain (1964, 1967, 1987, 1989)and Ford (1978) have been followed using collection of information on ethno medicinal and ethno botanical aspects. The information about the antipyretic plants ,have been gathered from the village old men, medicine men, even local men ,women, Baidhyas, and cultivators using structured questionnaires .Data on each plant have recorded on their family, vernacular name, occurrence and process of utilization by the Munda Tribe of Tamar Block for antipyretic effect.

Specimens were spraying 10% formaldehyde .Desert plants, bulbous plants and rhizomatous plants were boiled till plant turned yellow and pressed properly. All medicinal plants which were collected from different villages had been making herbarium in herbarium sheet. The collected plants were identified consulting a no. Of Floras especially flora of British India (Hooker, 1872- 1897), Hans Flora (I—VI volumes) and many other floras.

Table: 1 RESULT

SL NO.	Botanical name of plant	Common name	Family	Uses
1	Abutilon indicum	Kanghi	Malvaceae	Decoction of leaves as an emollient fermentation, infusion of roots taken in fever.
2	Aconitum heterophyllum	Atis	Ranunculaceae	The powder of Aconitum leaves and the powder of Nagar motha leaves mixed with honey is recommended in fever.

3	Adhatoda vasica	Vasak	Acanthaceae	The decoction of leaves of vasak, leaves of Tinospora, leaves of Tulsi & Motha is prescribed in fever.
4	Aegle marmelos	Bael	Rutaceae	Decoction of barks of Bael(5gm)is recommended in fever.The leaves extract of Bael with honey is also used in the treatment of fever.
5	Aloe vera	Ghritkuwari	Liliaceae	The juice of Aloe vera with four pieces of Piper longum is crushed &prescribed in fever.
6	Andrographis paniculata	Kalmegh	Acanthaceae	The fresh juice of the leaves is useful household remedy in fever.
7	Annona squamosa	Sharifa	Annonaceae	The leaves bark & roots are used in the treatment of fever.
8	Azadirachta Indica	Neem	Meliaceae	The fresh leaves are useful household remedy in fever.
9	Bacopa monieri	Jaineem	Scrophulariaceae	The leaf extract of Bacopa is mixed with honey (5gm) is used twice a day to cure fever.
10	Brassica oleracea	Patta gobhi	Brassicaceae	It is mixed with piper longum & honey is prescribed in fever.
11	Centella asiatica	Brahmi	Umbelliferae	Extract of fresh leaves mix with honey(5-8ml) is prescribed in fever twice a day
12	Citrullus Colosanthis	Indrajou	Cucurbitaceae	The powder of fruit of indrajau is mixed with piper longum & honey is prescribed in fever.
13	Citrus medica	Nimbu	Rutaceae	The juice is mixed with few amount of sugar is prescribed twice a day to prevent fever. The juice of lime is mixed with the powder of Piper longum to prevent fever.
14	Clerodendron serratum	Bharangi	Verbenaceae	The decoction of root is used in fever. The fresh leaves are eaten in empty stomach to control malaria fever.
15	Coccinia indica	Kundru	Cucurbitaceae	The juice of fruits is applied twice to thrice a day to prevent fever.
16	Coriandrum sativum	Dhania	Umbelliferae	The seeds of coriandrum are dipped in rice water. Next day this water is boiled and make thin layer and prescribed to fever patient to check fever.
17	Cuminum cyminum	Jerra	Umbelliferae	The powder of seeds of cumin (200 mg) is mixed with old gaggery is prescribed twice a day to control the fever.
18	Curcuma amada	Amahaldi	zingiberaceae	The powder of rhizome is mixed with cow milk (less hot) is recommended twice a day to prevent the fever
19	Curcuma longa	Haldi	Zingiberaceae	The juice of the rhizome is useful in fever.
20	Cuscuta reflexa	Amarbael	Cuscutaceae	The boiled plant is considered in chronic fever.
21	Cyperus rotundus	mothgrass	Cyperaceae	The juice of fresh tuber and the fresh juice of zinger is mixed with honey (5 ml) is prescribed twice a day to prevent fever.

22	Datura metal	Dhatura	Solanaceae	The powder of seeds are mixed with honey and taken before coming fever in twice a day, it prevent fever completely.
23	Eclipta prostate	Bhangra	Asteraceae	The juice of the leaves along with the honey is recommended in fever.
24	Erythrina indica	Hadua	Fabeceae	Leaves are useful in fever. The leaves extract is taken in twice a day.
25	Foeniculum vulgare	Saunf	Umbelliferae	The decoction of saunf is mixed with MISRI and taken in twice a day, it prevents fever.
26	Gloriosa superba	Kalihari	Liliaceae	The powder of root and honey is taken in twice a day, it controls fever.
27	Gmelina arborea	Gamhar	Verbenaceae	The extracts of root are taken twice a day for pancreatic fever.
28	Helianthus annus	Sunflower	Asteraceae	The decoction of leaves and flower along with honey is prescribed in malaria fever
29	Momordica charantia	Kerela	Cucurbitaceae	The fresh juice of leaves is given in flower.
30	Ocimum sanctum	Tulsi	Lamiaceae	The juice of the leaves along with the honey is recommended in fever.
31	Phyla modiflora	Jalpipar	Verbenaceae	Ordinary cold and given to women after delivery in fever.
32	Psidium guajava	Amrood	Myrtaceae	An extract of leaves with a little salt is given in relieve whooping cough and fever.
33	Solanum melongena	Baigan	Solanaceae	In fever, the leaves & fruits is recommended for seven days in twice a days.
34	S. surratense	Kantakari	Solanaceae	In fever, the fresh roor(10gm), Zinger(10gm), &Tinospora(10gm) are mixed&make paste. This paste is dissolved in 400 ml water whole night. At morning this liquid is boiled when the liquid is half in quantity& make decoction. This decoction is kept in a bottle & mixed 20 ml of honey. This decoction(10ml)is recommended thrice a day for fever.
35	Spanacia oleracea	Spinach	Chenopodiaceae	The decoction of five parts of plant is recommended for fever.
36	Syzygium cumini	Jamun	Myrtaceae	The decoction of cumin & few drops of honey is recommended for relief in fever.
37	Thuja orientalis	Vidya	Cupressaceae	The decoction of leaves & stems are useful in fever.
38	Vitex negundo	Nirgundi	Verbenaceae	The leaves extracts is mixed with Piper longum &this mixture is used twice a day for relief in fever.
39	Withania somnifera	Asgandh	Solanaceae	The decoction of roots is recommended in fever.
40	Tinospora cordifolia	Giloy	Menispermaceae	The extract of the whole plant is antipyretic.

The present study reveals the great diversity of antipyretic plants in many parts of Tamar Block and their uses for human beings. It has been found the use of aboveground plant parts was higher (65.47%) than the underground plant parts (15.43%). In present investigation, out of 40(forty) antipyretic plants that are collected from different areas of Tamar Block of Ranchi District, Jharkhand.

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SKILL DEVELOPMENT IN INDIA

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Abstract

India is now developed as a knowledge-based economy due to the abundance of capable, flexible and qualified human capital. However, there is a need to further develop and empower the human capital to ensure the country's global competitiveness. Despite the emphatic stress laid on education and training in this country, there is still a shortage of skilled manpower to address the mounting needs and demands of the economy. The Economic Survey 2014-15 stated that as per the Labour Bureau Report 2014, the present skilled workforce in India is only 2 %, which is much lower when compared to the developing nations and that the number persons aged 15 years who have received or be receiving skills is merely 6.8 percent. Terming it as a dual challenge of developing skills and utilizing them in a proper way, dearth of formal vocational education, lack of wide variation quality, high school dropout rates, inadequate skill training capacity, negative perception towards skilling, and lack of industry ready skills even in processional courses are the major cause of poor skill levels of India's workforce. As an immediate necessity that has urgently arisen from the current scenario, the government is dedicatedly striving to initiate and achieve formal/informal skill development of the working population via education/vocational education/skill training and other upcoming learning methods. PMKVY popularly known as Pradhan Mantri Kaushal Vikas Yojana is a unique initiative by the government of India that aims to offer 24 lakh Indian youth meaningful, industry relevant, skill based training. Under this scheme, the trainees will be offered a financial reward and a government certification on successful completion of training and assessment, which will help them in securing a job for a better future. The paper presented here discusses the present condition, problems & challenges of skill development in India. The paper also discusses the government initiatives like PMKVY and the impact of these initiatives in building India a powerful knowledge economy.

Key Words: Skill Development, Skill development challenges in India, Labour bureue report 2014, PMKVY

Introductaion

Terming skill development and utilization of skilled workforce as a major area of concern, The Economic Survey 2014-15 stated that as per the Labour Bureau Report 2014, the present skilled workforce in India is only 2 %, which is much lower when compared to the developing nations and that the number persons aged 15 years who have received or be receiving skills is merely 6.8 percent. Terming it as a dual challenge of developing skills and utilizing them in a proper way, dearth of formal vocational education, lack of wide variation quality, high school dropout rates, inadequate skill training capacity, negative perception towards skilling, and lack of industry ready skills even in

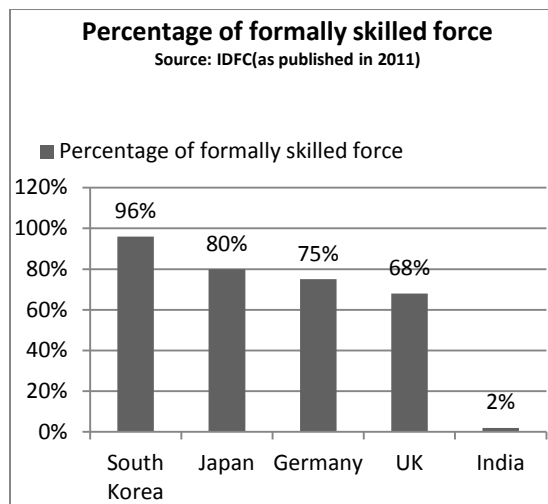
processional courses are the major cause of poor skill levels of India's workforce.

In 2013 National Skill Development Corporation pointed out that there was a need of 120 million skilled people in the non-farm sector for the period 2013-14 and some recent initiatives that aim to enhance access, equality, quality, innovation in the area of higher and vocational education are the Rashtriya Uchchatar Shiksha Abhiyan, Technical Education Quality Improvement Programme, and National Skill Qualification Framework.

A dedicated Department of Skill Development and Entrepreneurship has been created under the Ministry of Skill

Development, Entrepreneurship, Youth Affairs and Sports to accord focused attention in this area. The survey adds that there have also been structural changes to the share of primary sector in total employment has dipped below the halfway mark while employment in secondary

Figure 1: Percentage of Formally Skilled Work Force



The Economic Survey 2014-15 has concluded that a major impediment to the pace of quality employment generation in India is the small share of manufacturing in total employment. However, data from the 68th NSSO round (2011-12) indicates a revival in employment growth in manufacturing from 11 percent in 2009-10 to 12.6 percent in 2011-12. This is significant given that the National Manufacturing Policy 2011 has set a target of creating 100 million jobs by 2022. Promoting growth of micro, small, and medium enterprises is critical from the perspective of job creation which has been recognized as a prime mover of the development agenda in India. Today's competitive world demands trained certified and skilled manpower to address the challenges of growth and converting them into opportunities.

and tertiary sectors have shown a considerable increase. Self-employment continues to dominate, with a 52.2 percent share in total employment with significant share of workers engaged in low-income-generation activities, the Economic Survey added.

This report focuses on the existing strategic and implementation models of Skills Development, both in India and across the world. India has one of the youngest populations in the world and a very large pool of young English-speaking people. Therefore, it has the potential to meet the skill needs of other countries and also cater to its own demand for skilled manpower. Ironically, most industries in India are currently struggling with scarcity of skilled labor. Although more than 40 million people are registered in employment exchanges, only 0.2 million get jobs.¹ The current education system does not focus on training young people in employable skills that can provide them with employment opportunities. Today, a large section of India's labor force has outdated skills. With current and expected economic growth, this challenge is going to only increase further, since more than 75% of new job opportunities are expected to be "skill-based." **Skill development challenges in India are as follows:**

- There's a mismatch of education and skills that young people acquire and what corporates actually require them to possess. Most of our curriculum is obsolete and lacks scope.
- Accessibility for the disadvantaged and rural section of the society is difficult due to high costs involved and other social impediments.

- There's a high drop rate at the age of 15 and above in many parts of India, and
- Over 20 different government bodies in India run skill development programmes but with little symbiosis. Hence, there's an extensive duplication of work.
 - There's a dearth of engagement platforms where government organisations and industries can collaborate to make meaningful progress to curriculum and skill development.
 - Since most companies prefer to hire candidates who already possess the right skillsets required for particular roles, more channels to propagate in-demand skills aligned with employability helps.
 - Experiential learning courses, i.e. a mix of classroom and practical training, can help increase retention of students. Presently, only a few institutions offer such courses in India.
 - Skill development is not the responsibility of governments, corporates and training institutes alone; students too are equally responsible and need to recognise the changing scenario of employment.

During the UPA government the Ministry of Labor & Employment was running various schemes and set up industrial training institutions across the country. Other ministries such as the Ministry of Human Resource Development, the Ministry of Rural Development and the Ministry of Urban Development & Poverty Alleviation have also launched their skill upgrading programs and self-employment schemes. In addition, as part of its National Skill Development Mission, the Government had established the National Skill Development Corporation in the Public Private Partnership mode to facilitate setting up of large, high quality, for-profit vocational institutions. It also aims to set up 1,500 new ITIs and 5,000

skill development centers across the country as well as a National Vocational Qualification Framework (NVQF) for affiliations and accreditation in vocational, educational and training systems. Realizing the significance and need for skilled manpower, private sector entities took several initiatives to contribute effectively to the Government's endeavors. Across business sectors, companies and industry associations are not only boosting their in-house training facilities, but are also taking steps to make potential employees job-ready before they join organizations.

Make in India campaign needs skill development:

In order to bring about expansion and structural transformation, India should utilise its dominant resource of unskilled labour. There is a difference between registered manufacturing (formal sector) from the general manufacturing which covers informal sector as well. The economic survey of India 2013-14 has recognised that registered manufacturing as having "the potential for structural transformation" as registered manufacturing exhibits high productivity compared to other sectors of the economy. Indian growth should balance the nation's comparative advantage in availability of low skilled labour with skill development required by future generations to take advantage of lost opportunities. The registered manufacturing must be expanded to take leverage of India's abundant unskilled labour. While 'Make in India' occupies prominence as an important goal, the future trajectory of Indian development depends on both 'Make in India' and 'Skill India'. (Economic Survey-2013-14). Present NDA Government is strongly emphasizing on upgrading people's skills by providing vocational education and training to them. PMKVY popularly known as Pradhan Mantri Kaushal Vikas Yojana is a unique initiative by the government of India that aims to offer 24 lakh Indian youth meaningful, industry relevant, skill based training. Under this scheme, the trainees will be offered a financial reward and a government certification on successful

completion of training and assessment, which will help them in securing a job for a better future.

Key features of the PMKVY are:

Standards-

- Training against standards (National Occupational Standards - NOS and Qualification Packs - QPs for specific job roles) formulated by industry-driven bodies, namely the Sector Skills Councils (SSCs).
- Third party assessments for skill training will be done based on national (and often) global standards.

Direct Fund Transfer-

- Complete transparent funding of skill training without any intermediaries with monetary rewards directly transferred to the trainees bank account.
- Financial inclusion with a provision of unique multi-wallet facility linked to debit card and accidental insurance.
- Aadhaar number - used for unique identification of each candidate.

Demand-driven targets:

- Based on assessment of skill demand and the Skill Gap Studies, target for skill training would be allocated to training providers by job-role and by district/city to the extent possible, by NSDC in consultation with the SSCs, States/UTs and the Central Ministries/Departments under the oversight of the Steering Committee of PMKVY.

Target aligned to national flagship programmes and regions:

- Target for skill training be aligned to the demand from the Central Governments flagship programmes, such as - Swachh Bharat, Make in

India, Digital India, National Solar Mission and so on.

Supply side perspective in target fixation:

- Skill training under PMKVY - essentially target drop out students after class 10 and class 12 and hence these numbers will be taken into consideration while deciding state / district wise targets.
- Special focus on youth in regions affected by left-wing extremists and from North Eastern States and J&K.

Recognition of prior learning (RPL):

- Under PMKVY, trainees with prior experience or skills and competencies will be assessed and they will also be given monetary rewards for undergoing assessments. This will be an important step towards recognising the skills possessed by workers working in the informal sector and their inclusion. This will also facilitate the process of skill upgradation and re-skilling of the existing workforce. The focus of RPL would be on those job-roles/sectors in which it is most desired and it will be accompanied with a strong advocacy campaign to promote a paradigm shift in the labour market to make skill training to standards aspirational.

Variable amount of monetary reward:

- Monetary reward for various job roles within a sector would also vary. This amount would be arrived at after taking various factors like cost of training, willingness of trainees for pay and other relevant factors into consideration. Higher incentives will be given to training in manufacturing, construction and plumbing sectors.

Robust regime for registration of training providers:

- NSDC training partners undergo due diligence before being registered with

NSDC. Government affiliated training centres and other training partners will be approved by the SSCs on the basis of guidelines issued by NSDC. Under PMKVY, even the government affiliated training providers will undergo due diligence as per the process manual. Each training partner would be responsible for its entire franchisee network and the infrastructure of training centers. The same will be part of the monitoring process. Only first level of franchising would be allowed but the same should be declared in advance and validated on the basis of random sampling as per guidelines in the process manual.

Focussed awareness building and mobilisation activities:

- Awareness building & mobilization activities is carried out with the involvement of local State and district governments as well as involve Members of Parliament in the activities to ensure greater outreach and ownership. A camp-based approach by organizing Kaushal Melas to disseminate information about various skill training options, outline possible career paths and income generation potential once the training is imparted would be held in every district. Efforts has been made to ensure that the coverage of the scheme is across all the 543 constituencies in India. Skill Yatras through bus journeys is being explored to take awareness to the hinterlands and include live demonstration of skills in the buses. Non-governmental and community-based organizations are involved in this activity to ensure widest possible reach and create an environment for skilling in the country. This would be supplemented with specialised and standardized branding and communication packages through mass

media and social media. Periodic surprise checks and audits of the mobilisation phase would be conducted to ensure its continued efficacy.

Improved curricula, better pedagogy and trained instructors:

- While, the thrust is on outcomes in terms of third party assessment/certification, but support for improved curricula, better technology enabled pedagogy and upgrading the capacity of instructors enable improving the overall ecosystem for high quality skill training in the country. All skill training includes soft skill training, personal grooming, behavioural change for cleanliness, and good work ethics as a part of the training curricula.

Enhanced monitoring:

- To monitor the training process, SSCs has been tasked with verifying and recording details of all training centres on the Skill Development Management System (SDMS), and ascertain quality of training locations and courses through certified assessors during the time of assessments. Possibility of putting in place a system of bio-metric attendance and sample video recording would be explored. SSCs is also responsible for certifying the training curriculum and for ensuring that it is aligned to QPs of job roles. In addition, SSCs is tasked with certifying all trainers for the Scheme. Audit checks and surprise visits to training centres are also conducted to ensure enhanced monitoring. Assessing process could be more technology driven and could also be carried out in CCTV environment.

Mentorship support:

- A mentorship programme is created in order to support trainees who have successfully completed the training programme and are in the process of looking for employment opportunities. Training providers are responsible for identifying mentors who will support and guide trainees in the post-training phase. These mentors will provide career guidance and counselling for trainees once they have completed training and will also help connect them to employment opportunities. This mentorship programme will also facilitate the tracking of trainees in the post training phase.

Evaluation

- Trainee feedback based on validated standard format obtained at the time of assessment is the key element of the

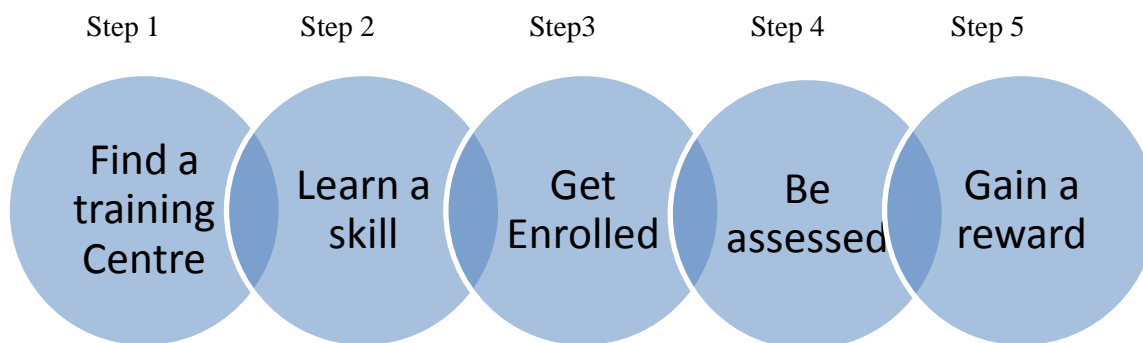
evaluation framework to assess the effectiveness and scale up of PMKVY in future.

Grievance redressal:

- A proper grievance redressal mechanism has been put in place. Online Citizens Portal has been set up to disseminate information about PMKVY. This serves as a platform for redressal of grievances. The portal includes a complete database of all available courses and training centres under PMKVY.

The scheme is implemented through the National Skill Development Corporation (NSDC). Candidates are required to pay the training and assessment fees to PMKVY affiliated training partners. PMKVY Process: PMKVY comprise of 5 steps. They are as follows

Figure 1: PMKVY Process



There are 29 sector skill counsels and 562 job roles.

Table 1: PMKVY Till November 4 2015:

Enrolled	Training Completed	Certified
532824	441827	90898

Conclusion

India has gradually evolved as a knowledge-based economy due to the abundance of capable, flexible and qualified human capital. However, there is a need to further develop and empower the human capital to ensure the country's global competitiveness. Despite the emphatic stress laid on education and training in this country, there is still a shortage of skilled manpower to address the mounting needs and demands of the economy. As an immediate necessity that has urgently arisen from the current scenario, the government is dedicatedly striving to initiate and achieve formal/informal skill development of the working population via education/vocational education/skill training and other upcoming learning methods. The skill development of the working population is a priority for the government. This is evident by the exceptional progress India has witnessed under the National Policy on Skills (2009) over the years. The objective of the policy was to expand on outreach, equity and access of education and training, which it aimed to fulfill by establishing several industrial training institutes (ITIs), vocational schools, technical schools, polytechnics and professional colleges to facilitate adult learning, apprenticeships, sector-specific skill development, e-learning, training for self-employment and other forms of training. India has the advantage of the "demographic dividend" (younger population compared to the ageing population of developed countries), which can be cultivated to build a skilled workforce in the near future. For these reasons and several others, the aim of the paper is to understand and comprehend the issues surrounding vocational education and training by putting the Learner first. PMKVY popularly known as Pradhan Mantri Kaushal Vikas Yojana is a unique initiative by the

government of India that aims to offer 24 lakh Indian youth meaningful, industry relevant, skill based training. Under this scheme, the trainees will be offered a financial reward and a government certification on successful completion of training and assessment, which will help them in securing a job for a better future. So far By the end of November 2015 441827 persons have completed their training and 90898 have received certificates under the PMKVY Scheme. But in comparison to the number of unskilled and unemployed persons in the country, this number is very small. The Economic Survey 2014-15 stated that as per the Labour Bureau Report 2014, the present skilled workforce in India is only 2 %, which is much lower when compared to the developing nations and that the number persons aged 15 years who have received or be receiving skills is merely 6.8 percent. Terming it as a dual challenge of developing skills and utilizing them in a proper way. To make India a country of skilled work force there lot needs to be done. Quality of training, dimension of the training and needs of the job market are the key areas to be addressed upon.

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UNSUNG FREEDOM FIGHTERS OF 1857 REVOLT OF PALAMAU, JHARKHAND

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Abstract

Palamau is one of the 24 districts of Jharkhand, a newly formed state of India. Palamau has border with Uttarpradesh, Chhattisgarh, and Bihar. Due to its strategic position, the entire region has been on constant war with intruders. It is visible in the nature of the local population. Kharwar a tribal community of Palamau is famous for its fighting spirit and skills. In 1857 two Kharwar brothers Nilamber and Pitamber challenged the supremacy of mighty British Army and gifted them with many sleepless nights. The paper presented here, recalls the war heroes of 1857. Barefooted, Chero, Kharwar and other native people with their indigenously built bows and arrows joined the hands with freedom fighters of Bihar and Ranchi(Now Capital of Jharkhand). The paper presented here discuss about those unsung heroes of Palamau who gave their supreme sacrifice for the freedom. To collect relevant information about these unrecognized freedom fighters, Hunter's Statistical Account of Lohardagga,,District Gazetteer of Palamau, 1907,District Gazetteer of Palamau, 1926, Old Records in the Record Room of the Deputy Commissioner, Palamau, Daltonganj, Old Records in the Record Room of the Commissioner, Chotanagpur Division, Ranchi-File no. IT-5 of 1859-70, final Report of the Survey and Settlement Operations in the district of Palamau, 1918-20 by T. W. Bridge, Judgment of Title Suit no. 11 of 1924 in the Court of Additional SubJudge, Palamau (Gopal Bux Ray v. Vinodini Devi), audgment of First Appeal 98/1984, Patna High Court. Have been studied thoroughly

Palamau is one of the twenty-four districts of Jharkhand state, India. It was formed in 1928.The administrative head quarter is Daltonganj, situated on koel river. The district covers an area of 5043.8 km² and has a population of 1,533,176. Daltonganj, situated on the North Koelriver is the district headquarters. In 2006 the Ministry of Panchayati Raj named Palamu one of the country's 250 most backward districts (out of a total of 640). It is one of the 24 districts in Jharkhand currently receiving funds from the Backward Regions Grant Fund Programme (BRGF). But the history of Palamau is far different from what it is today. Palamau is the land of mighty chero and Kharwar rulers. Chero kings ruled this land for centuries. Palamau is also a land of flamboyant rebels like Nilamber and Pitamber. Palamau is perhaps only district of Jharkhand that has direct links with northern India. Chero kings who ruled this region for centuries claimed to be the Suryawanshi Kshatiryas. They believed to be migrated from Kumayun region of Himalyas.

Since ancient period, Palamau has been the entry gate for Chotanagpur platue. The district lies between 23°50' and 24°8' north latitude and between 83°55' and 84°30' east longitude.

It is bordered on the north by Sone River & Bihar and on the east by the Chatra and Hazaribaghdistricts, on the south by Latehar Districtand on the west by Garhwa District. Garhwa a part of palamau is bordered with Sarguja district of Chhattisgarh and Sonebhadra district of U.P. in the west. Because of , palamau region had strategic importance and people of this area faced serious emergency regularly. Continuous wars and struggle for existence made them steel.

Historical Background

The area was inhabited by the autochthones tribes like Chero, Oraon and Kharwar. Oraon ruled a part of Palamau from Rohtasgarh. The Chero reigned in Palamau for

more than 200 years. Among the important Chero rulers, mention may be made of Raja Medini Rai (1662-1674). He extended his sway over South Gaya and large parts of Hazaribagh and Sarguja. Medini Rai's memory has survived more for his justice than for his conquests. He built one of the Palamau forts (the lower fort). His son Pratap Rai built a fort near his father's fort, which still exists in Betla.

The influence of Mughals extended to Palamau during the reign of Emperor Akbar, when Palamau was invaded by Raja Man Singh in 1574. The troops left by him were however driven out in 1605, when Akbar died. In 1629 Shahjehan appointed Ahmad Khan as Subedar of Patna and Palamau was given to him as jageer. He imposed tribute on Chero rulers, but they refused to pay the tribute and hence Palamau faced three successive invasions of Muslims. The quarrel among the claimants of rights of kingship on Palamau gave way to the British to invade Palamau for the first time in 1772 and the fort of Palamau was captured. In 1832 the Cheros and Kharwars raised their voice against administration. The insurgents were however defeated in an engagements with the British forces near Latehar.

1857-Palamau

During the 1857 movement, Palamau district was most seriously affected. Rebels of Palamau were in direct touch of Babu Kuwar Singh of Bihar. Regarding 1857 famous Historian P.C.Roy Chaudhari said:

- "But the district that was most severely affected was Palamau. The movement at Palamau was of a very different character from Mere Mutiny of the Sepoys. The indigenous population of the district consisting of the Cheroes, Bogtaks and Kharawars had taken to arms. Practically the bulk of the Jagirdars and Zamindars had sided against the Government".

The mutiny of 1857 though touched Palamau quite late but proved a very serious trouble for the East India Company. Nilambar and Pitambar

were the leaders of the Bhogta, a clan of Kherwars of Palamau. Palamau has been the abode of the Cheros and Kharwars and they organized themselves into a very large force. On 21st October, 1857 they attacked Chainpur, but they were opposed by its proprietor Thakur Raghubar Dayal who was loyal to the Britishers. Next they marched to Shahpur where they took possession of 4 guns and captured police thana. Later, with 500 men they proceeded to Leslieganj from where the police and the artillery establishment fled away. Shahbad rebels were also marching into Palamau. Soon a considerable force under Lt. Graham was sent to Palamau, but the insurgents were not disconcerted. On 26th November 1857 Joodhar Singh with about 900 followers reached Untari to the North-West of Palamau district. By the end of November the whole country (Palamau) appeared to be in arms and Lt. Graham with his small party was shut up and besieged in the house of Raghubar Dayal Singh. On 29th November, 1857 a large body of Bhogtas attacked Bengal Coal Company at Rajahra. On 2nd December they attacked the Thanas of Manka and Chattarpur. Major Collar arrived with reinforcement from Saranam to the relief of Major Graham and Debi Bux Rai, one of the principal leaders in that area was captured. Raja of Deo and Sarbarkar of Surguja hastened additional reinforcement and with that Graham defeated Premanand Illakadar of Kurda and one of the most influential leaders of Kharwars. Graham reached Leslieganj on 26th December 1857. Nilambar and Pitambar were still enlisting support even from Mirzapur side. They carried on Guerilla warfare for some months in January 1858. On 16th January 1858, Dalton himself was obliged to march with a force and the loyalist Zamindars. Palamau Fort was in the occupation of insurgents and on the appearance of British force they presented a bold resistance but were dislodged. In the baggage left thereby them the English Officer discovered letters addressed to Nilambar, Pitambar and Nakat Manjhi and other leaders of movement and correspondence from Amar Singh promising immediate assistance from Babu Kuwar Singh. There is no denying

the fact that leaders in different parts of Jharkhand had intercommunication and in Palamau the rising had assumed a gigantic

proportion supported by the local people in great number.

Table 1 FREEDOM FIGHTERS OF 1857: PALAMAU DISTRICT OF JHARKHAND

FREEDOM FIGTHERS	Brief Description
Pitamber Nilambar	Leaders of Insurgents. Two brothers Nilambar and Pitambar organised the Bhogtas and Kherwars of Palamau. They joined hands with jagirdar of Chero. They were influenced by Doranda sepoy rebellion. They freed Lesliganj and Shahpur, southern part of Daltonganj.
Ram Baksh Rai of Chukla and his son Hari Baksh Rai	Ram Baksh Rai of Chukla and his son Hari Baksh Rai : - Both had two serious charges against them. The charges were that they did not give Lt. Graham proper assistance and some of their retainers were associated with the attack on Rajhara Coal Factory.
Bhawani Baksh Rai of Bistrampur	Chero leaders who defied the British, mention should be made of. He was almost the head of the Chero group and extremely influential. The Commissioner had considered his removal to Ranchi as "necessary".
Devi Baksh Rai of Luckna	Openly sided with the Bogtaks
Bhukha Sah	Openly sided with the rebels.
Bhaya Bhagwan Deo of Untari	Untari gave little help to Lt. Graham but after the Commissioner's intervention supplied a body of matchlockmen
Parmanand	The Ilakadar of Kunda, an influential leader of Kharwars fully sided with the brothers, Nilambar and Pitambar.
Bhoja and Bharat & Ram Bahadur Singh(Saney)	They led the Bogtaks
Naklout Manjhi	Naklout Manjhi, was also a Kharwar gave a lot of troubles to the British.
Raja Singh of Hamir	Ultimately arrested and executed. His Jagir consisting of 5 villages was confiscated and given to Kunwar Bhikhari Singh of Manika, Tikait Unaras Singh and his Diwan Shaikh Bikari were captured in January, 1858 and executed on conviction because of their concern in rebellion.

From a statement giving a list of rebels since August, 1857 signed by J. M. Graham, Extra Junior Assistant Commissioner, we find the following names:

Nilambar Sah, Ruttan Sah, Narayan Baniya. Pitambar Sah, Kutkun Sah and Bhooka Sah charged with rebellion, wilful murder and attack in the town of Chainpore. Nilambar Sah was further charged with plundering and destroying the factory of Bengal Coal Company and burning Village Baree, Hehagurrah, etc. Koomar Sah, Ruttan Sah, Narayan Baniya, Shew Charan Manjhi along with two brothers Pitambar and Nilambar were also charged with wilful murder of several Government servants and rebellion. Bhooka Sah was charged with the burning of Burgurh thana. Some of the other men who were charged with rebellion were Ganpat Manjhi, Kurtoo Manjhi, etc. There is no doubt that the statement mentions wilful murder of quite a number of persons, dacoity, arson and plunder against these men. It cannot be doubted that there was a considerable amount of bloodshed, plunder and arson. In many cases, however, it was also not possible to have any direct proof as to the individual who committed the crime. Baboo Teekait Singh who was sentenced to 8 years unprisonment with the additional sentence of confiscation of his estate and property forms the subject matter of a letter no. 14, dated the 23rd May, 1859, from the Extra Junior Assistant Commissioner of Korundah Subdivision, to the Government of Bengal. It appears that a review of the case was called for because of a petition from his son Soorjnarayan Deo. Graham, Extra Junior Assistant Commissioner, was of the opinion that Teekait Singh was the principal instigator for burning villages in Gurhwa area. From several documents it is found that the zamindars and the principal men in the villages were openly helping or at least conniving at the depredations of, the insurgents. The Extra, Junior Assistant Commissioner in a letter, dated the 9th June, 1860 had mentioned that There was no doubt that anybody of rebels could be lurking in any area unless the neighbouring zamindars

connived-a frank admission which gave a correct picture of Palamau even in 1860.

Reasons behind the revolt

The British rule, slowly led to the extinction of Chero Kingship British and thought that the Cheros, deprived of their ancient line of chiefs, would no longer be the prime movers. But, in 1857 Chero tried to regain their power. Dr. Jagdish Narain Sarkar has observed in his article on Palamau *Jagirdars* in Bihar Research Society Journal, Vol. XLI, Part IV, 1955:

"Indeed, it is not surprising to find attempts to restore the Chero dynasty would be made in 1857. Further, the traditional Chero-Rajput animosity was fanned not only by this spirit of restoration but by the entente between the British Government and the Rajput Thakurais. Moreover this party alignment was also dictated by feudal agrarian discontent of the Jagirdars and their risings in 1800, 1817 and 1832 were but the faint presages of the coming storm a few years later."

About the Kharwars who also joined the 1857 Movement Dr. Jagdish Narain Sarkar mentions in the same article:

"unlike the Cheros, the Kharwars had very few Jagirdars among them. One section (gosthi or clan) of these, the Bhogtahs occupied an unassailable position in the area lying between the lowlands of Palamau and the uplands of Sirguja and possessed almost inaccessible mountain fastness. They were lawless free booters, whose predatory habits were somewhat repressed by the British Government conferring one jagir on two brothers, Nilambar and Pitambar Sahi, who shared the headship of the Bhogtah clan after the death of their father, an outlaw."

After the battle of Palassy, giving diwani (revenue administration) of Bengal Bihar and Orissa to East India Company on August 12, 1765 by the Mughal emperor was a turning point in Indian history as EMS Namboodiripad

pointed out in his seminal work, "A History of Indian Freedom Struggle." Unlike Bengal, the feudatory chiefs in Jharkhand were almost independent, maintained army and administered justice in their own territories and paid tribute at their will to Mughal emperor. After they got Diwani, to force payment of revenue and to impose subordination, East India Company launched armed campaign against the feudal chiefs of Jharkhand in 1767. The British armed campaign and armed resistance by the feudatory chiefs continued, intermittently, almost for three quarters of a century. Feuding feudal chiefs helped Company army to defeat themselves.

The entire area of Jharkhand was in ferment. The people rose in revolt against the foreign rule. The tribes and leadership of the then feudal society joined hands but could not succeed. At local level due to disunity, absence of central command, lack of trained armed personnel and of ammunitions, the freedom fighters could not sustain. By 1858, the war of independence in the area of present day Palamau, Gharhwa, and Latehar was ruthlessly suppressed by the British army. Two hundred rebels were executed.

Rebels of Palamau had direct link with other rebellion groups of Chotanagpur, Bihar, UP and Chattisgarh. Even when after two hundred santhal rebels executed by the company and Shekh Bhikhari was arrested on January 6, summarily tried on January 7 and was hanged on January 8, 1858, Thakur Bishwanath Sahdeo and Ganpat Rai were hanged side by side at the gate of Ranchi zila school to terrorise the people, Nilambar Pitambar continued their fight. Latter they were arrested and hanged to death. It was end of Nilambar and Pitambar but not the end of struggle for freedom. At local level the freedom fighters wanted to establish

native rule and maintain their feudal social system and cultural identity. The concept of parliamentary democratic system in India came much later in twentieth century. Rebels were unaware of modern concept nationality but they knew the meaning of "motherland" and "independence". They fought and never surrendered to the outsiders.

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RURAL ELECTRIFICATION IN INDIA: PROBLEMS AND SOLUTIONS

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Abstract

Rural electrification is the process of bringing electrical power to rural and remote areas. Electricity is used not only for lighting and household purposes, but it also allows for mechanization of many farming operations, such as threshing, milking, and hoisting grain for storage. In areas facing labor shortages, this allows for greater productivity at reduced cost. In this research paper author has addressed the issue of rural electrification in India. In the first section of the paper the author has explained the current status of rural electrification in India. Second section of the paper is a case study of Bihar rural electrification process. The case study shows how did a poor state like Bihar successfully manage to take electricity to the remotest parts of rural areas of the state. Case study is a good time bound reminder for other states of India. The third section of the paper thoroughly explains the problems and likely solutions of rural electrification in the country

Key Words: Pradhanmantri Gram Vidhyut Yojna, Rural Electrification (RE) under DDUGJY,

Rural electrification is the process of bringing electrical power to rural and remote areas. Electricity is used not only for lighting and household purposes, but it also allows for mechanization of many farming operations, such as threshing, milking, and hoisting grain for storage. In areas facing labor shortages, this allows for greater productivity at reduced cost. One famous program was the New Deal's Rural Electrification Administration in the United States, which pioneered many of the schemes still practiced in other countries. At least a billion people worldwide still lack household electric power - a population equal to that of the entire world in the early 19th century. As of the mid 2010s an estimated 200 to 300 million people in India (20-25 percent of the total population) lack electricity as well as 7 out of 8 rural Sub-Saharan Africans. Many more receive only intermittent and poor quality electric power.^{1,2} In 2012 Some 23% of people in East Java, Indonesia, a core region, also lack electricity, as surveyed in 2013.³

It is estimated that the absolute number of people without power was growing until the late 1980s when rural electrification programs,

particularly in East Asia outpaced the growth of population.^{1,4} The IEA estimates that, if current trends do not change, the number of people without electricity will rise to 1.2 billion by the year 2030. Due to high population growth, the number of people without electricity is expected to rise in Sub-Saharan Africa.

Rural electrification in India

Rural areas in India are less electrified than urban areas. Poor states like Uttar Pradesh, Bihar, Odisha, villages are less electrified than Richer states like Punjab and Gujarat. Richer states are able to provide a majority of the villages with power while poorer states still struggling to do so. The Rural Electrification Corporation Limited was formed to specifically address the issue of providing electricity in all the villages across the country. Apart from poverty, lack of resources, lack of political will, poor planning and electricity theft poor transmission and insufficient production of power are some of the major causes which has left many villages in India without electricity, while urban areas have enjoyed growth in electricity consumption and capacity. The

central government and state governments' are increasingly trying to improve the dire conditions by investing heavily in bio-gas, solar as well as wind energy. Programs such as The JNN solar mission, Pradhan Mantri Gram Vidyut yojna to fasten the pace of electrification and diversify the procedure. A 2010 study by World Energy Council, "Energy Access through Rural Electrification and Renewable Energy", confirms that "energy poverty is the main reason for rural poverty which in turn gives rise to health issues" and "restricts the income level and industrial/commercial activity leading to economic stagnation or slow growth." The fact has been realized by the UN, and 2012 was been declared as "International Year of Sustainable Energy for All."

Status of Rural Electrification (RE) under DDUGJY

Government of India has launched the scheme "Deendayal Upadhyaya Gram Jyoti

Yojana" for rural electrification. The erstwhile Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY) scheme for village electrification and providing electricity distribution infrastructure in the rural areas has been subsumed in the DDUGJY scheme. Rural Electrification Corporation is the Nodal Agency for implementation of DDUGJY. Under DDUGJY-RE, Ministry of Power has sanctioned 921 projects to electrify 1,21,225 un-electrified villages, intensive electrification of 5,92,979 partially electrified villages and provide free electricity connections to 397.45 lakh BPL rural households. As on 30th June 2015, works in 1,10,146 un-electrified villages and intensive electrification of 3,20,185 partially electrified villages have been completed and 220.63 lakh free electricity connections have been released to BPL households.

Table 1: Electrification of villages (as On 30-09-2015)

S. No	State	FY 2015-16					
		UE Village	IE Village	Total	UE Village	IE Village	Total
1.	Andhra Pradesh						
2.	Arunachal Pradesh						
3.	Assam	121	180	301	21	4	25
4.	Bihar	1974	3114	5088	1541	2947	4488
5.	Chhattisgarh	15	217	232	29	1276	1305
6.	Gujrat						
7.	Haryana		140	140			
8.	Himachal Pradesh	1		1	1	17	18
9.	J & K	31	3	34	26	-	26
10.	Jharkhand	352	260	612	77	5	82
11.	Karnataka		450	450		172	172
12.	Kerala		16	16		19	19
13.	MP	142	3231	3373	76	2618	2694
14.	Maharastra		86	86		8	8
15.	Manipur	95	96	191	24		
16.	Meghalaya	26	44	70	1	10	11

17.	Mizoram	16		16	16		16
18.	Nagaland	8	70	78			
19.	Orissa	20	120	140			
20.	Punjab						
21.	Rajasthan	26	552	578			
22.	Sikkim		8	8		8	8
23.	Tamil Nadu		180	180			
24.	Telangana						
25.	Tripura	4	70	74			
26.	Uttar Pradesh	659	4864	5523	155	6065	6220
27.	Uttarakhand						
28.	West Bengal	10	299	309	9	349	
Total		3500	14000	17500	1977	13510	15463

Source- Quarterly Report DMU- PMO(Bharat Nirman Rural electrification) 2015

In the start of year 2015 largest number of electrified villages existed in Bihar(5088) and Uttarpradesh (5523). There were 3373 villages of Madhyapradesh remained electrified till January 2015. In the country 17500 villages were electrified during the January 2015. But by the end of 2015 15463 villages of electrified villages got electrified. It is an indicator of speedy electrification of villages in the country. Even in the states like Bihar and UP village electrification process is very fast. As per the available data, it can be said the village electrification process is almost completed.

Case study of Bihar: Rural Electrification

When Bihar was partitioned in 2000; Jharkhand got the lion's share of coal and power stations. The Bihar had only 700MW of evacuated electricity (a measure of actual consumption). Creating new power stations and coal linkages constituted huge hurdles for a bankrupt government. Not a single new power station came up in Nitish's first term, though some did so in his second term. In August 2012, evacuated electricity was up to 1,900 MW, more than double the 2005 position but still pathetically inadequate for a population of 110 million. Of the state's 40,000 villages, 36,000 were classified as "electrified", but actually got little or no power. The distribution system was kaput, with burned-out transformers

and collapsed electric poles. When Eastern grid started generating a big surplus, Bihar had opportunity to buy power from the grid provided its own transmission system can utilize it. Improved transmission has been Bihar Govt's priority. Upgrading transmission at breakneck speed now enables Bihar to evacuate almost 3,400MW. This is more than four times the 2005 level, and almost 70% higher than in August 2012, when the new thrust began. It has come bang on time for the 2015 election. Today thousands of remote villages of Bihar enjoy 12-18 hour electricity. Of the 36,000 supposedly electrified villages, intensified electrification was needed to boost actual consumption in 11,000 villages. More than half the 4,000 non-electrified villages of 2012 have now been electrified, and 100% electrification is scheduled for April 2016. No less than 20 lakh new consumers have been registered, of whom almost 9,000 are in the newly electrified villages. Many illegal connections have been regularized. It is found that much of the theft of electricity in earlier days was induced by callous non-supply. Those stealing earlier are today happily paying for regular supply.

Comparing Bihar with other states

On March 31, 2015, India still had 18,452 non-electrified villages of which 2,719 were in Bihar, the other main culprit being Odisha. Six months later, on October 12, 2015, Odisha had electrified just one additional village, whereas Bihar had electrified an additional 1,427. Quite a difference. In Bihar the transmission focus has been on quality, not just increased quantity. The first task was to survey all supposedly electrified villages and repair poles and transformers. Contractors earlier dragged their feet because they claimed to face enormous problems (and bribes) in getting their bills paid. A streamlined payments system, and meetings where contractors and government engineers sort out differences on the spot, have helped speed up electrification and raise the productivity and motivation of contractors and sub-contractors. A consumer redress system has been set up with 24/7 helplines, and widespread advertising has sought to make villagers aware of the helplines. In the past, consumer grievances were routinely ignored, but things have improved in the last 18 months because of the shadow cast by the imminent state election. There are still many problems to be solved. The technical and commercial losses of Bihar's electricity system are huge and unsustainable. They have been reduced from a hair-raising 54% to a still outrageous 40%. This needs to come down to

10% to be world class. Checking theft is relatively easy if the consumers are a few large industries, but difficult if (as in Bihar) 95% of consumers are households and offices. Building more substations with better transformers can cut technical losses, but there is a long hard slog ahead. Only 42% of consumed electricity used to be billed. This is now up to 67%, which is still pathetic. Only 80% of billed sums are actually being collected, though this again is an improvement on the earlier 69%. Bihar has a long way to go.

Rural electrification in India- Challenges and solutions

Rural electrification was considered to be the backbone of the rural economy. But, in fact rural electrification is now backbone of Indian economy. To reduce the population pressure on Indian cities and towns, rural electrifications is must. Rural energy is needed not only for improving the standard of living but also for employment generation and rural entrepreneurship. Rural electrification can meet most of rural needs and the impact can be seen on improved farm productivity, improved health and education, improved communication and economic development through creation of employment in rural areas which traditionally depend on agriculture related income generation activities. In today's context, rural electrification has five major facets.

Table 2: Five Major Facets of Rural Electrification in India

1. Good rural electricity infrastructure
2. Access to rural households
3. Supply electricity at affordable rates
4. Supply of desired quality of electricity (24X7)
5. Providing sustainable and clean power at efficient way

Table 3: Government initiatives: rural electrification Since 1969

Government Initiatives	Aims
Establishment of Rural Electric Corporation in 1969.	to finance and promote rural electrification all over the country. Apart from providing loan assistance to SEBs/ state power utilities, equipment manufacturers and so on it is also managing the rural electrification programmes of the Ministry of Power (MoP).
Rural electrification under Minimum Needs Programme launched in 1974	
Kutir Jyoti Yojana 1988	to provide single point light to below poverty level (BPL) families in rural India launched in 1988
Pradhan Mantri Gramodaya Yojana 2003	to electrify un-electrified villages as per prevailing definition of electrification launched in 2003
Remote Village Electrification Programme 2001	launched in by Ministry of New and Renewable Energy (MNRE). This programme focused on electrifying remote villages not connected to grid through use of renewable energy sources
Accelerated Rural Electrification Programme in 2003	
Accelerated electrification of one lakh villages and one crore households launched in 2004 Rajiv Gandhi Grameen Vidyutikaran Yojana (RGGVY): 2005	programme aimed at providing energy access to all by 2009 and at least one unit of electricity per household per day by 2012 as envisaged in NEP (National Electricity policy) 2005. All earlier programmes were merged in RGGVY
Decentralised Distributed Generation Scheme under RGGVY 2009	launched to electrify un-electrified villages through mini grids. This also included villages which receive less than six hours of electricity per day
Deendayal Upadhyay Gram Jyoti Yojana (DDUGJY) 2014	<ul style="list-style-type: none"> • Separation of agriculture and non-agriculture feeders • Strengthening and augmentation of sub-transmission and distribution infrastructure in rural areas including metering of distribution transformers feeders/consumers • Rural electrification as per CCEA approval dated 1 August 2013 for completion of the targets laid down under RGGVY for 12th and 13th Plan

The Electricity Act 2003 (EA 2003), National Electricity Policy 2005 (Power, National electricity policy), National Tariff Policy 2006 and Rural Electrification Policy 2006 are some of the major policy and regulatory initiatives supporting rural electrification programmes. Rural Electrification Policy (REP) also changed the definition of electrified villages. According to the REP, a village would be classified as

electrified based on a Certificate issued by the Gram Panchayat, certifying that - a) Basic infrastructure such as distribution transformer and distribution lines are provided in the inhabited locality as well as a minimum of one Dalit Basti / hamlet where it exists; and b) Electricity is provided to public places like schools, panchayat office, health centres, dispensaries, community centres etc.; and c) The number of households electrified are at least

10% of the total number of households in the village.

Conclusion

Rural electrification is the backbone of Indian economy. We need to industrialize our rural areas. We need to provide our rural population quality education, health, employment and other facilities required by people as per 21st century standard of living level. Everyday thousands of people from rural areas are migrating towards urban areas. Rural electrification can put break on it. Government of India has started ambitious projects to make each and every village fully electrified. But there are many challenges ahead. Current government has announced 24X 7 Power for All by 2019. Comprehensive state-specific action plans for 24x7 power to all homes is being prepared in partnership with respective states, encompassing generation, transmission and distribution. The power ministry has signed a memorandum of understanding with the Andhra Pradesh government under its 'Power for all' initiative that aims to cover the entire state by October 2016. Plans for Delhi & Rajasthan are already complete and ready for implementation and for other states plans are being readied (Power).

Earlier the grid extension based rural electrification promoted through RGGVY and other programmes suffered major hurdles which included

- High cost of grid extension and low recovery due to highly subsidised tariff, low level of tariff collection resulting in negative return
- Supply rationing due to non-availability of power
- High operation and maintenance costs

MNRE initiated rural electrification projects using renewables such as solar PV, biomass, small hydro power since early 1980s. The initial thrust was on providing street lights and solar lanterns. Evolution of renewable energy technologies and products have now opened new

frontiers for renewable energy based rural electrification using pico solar lighting products, DC and Ac mini-grids, smart micro grids, and eventually grid interactive micro and mini-grids which can complement the grid extension program.

For faster, reliable and effective rural electrification a unified model for implementation is necessary. An integrated policy framework would help in this regards. We also need regulatory framework to support min-grid based rural electrification which can be sustainable in long term. Mini grids depend on small local consumers which are mostly dependent on agriculture income. These groups are vulnerable to loss of income from disturbances in agricultural activities resulting in loss of revenue for micro-grids. Such practical difficulties need to be addressed on priority basis. Solar street lights/ lighting community places introduced in early 1980s for village electrification and providing light at community places. But now we need to go forward. Rural sector needs more power for rural economy. New demands cannot be met with Solar lanterns / home lighting systems. Rural sector needs more power and 24X7. In my opinion following areas are critical:

- Mini grids with variety of sizes based on solar, wind, small hydro or biomass power. These are promising candidates for sustainable business model for rural electrification
- MW level RE powered grid with smart controllers and suitable energy storage technologies. These grids can fulfill the need for reliable 24 x 7 power in rural areas
- Technology development in hybrid systems for mini grids and energy storage systems for balancing supply and demand in mini grids or distributed generation in remote areas is essential.
- Awareness, capacity building and creating quality consciousness among the players is also an essential part of the process. Rural electrification is

complex and challenging however, an integrated approach of combining renewables with conventional grid extension approach and proactive policies to resolve the integration and tariff issues is one of the preferred ways to move ahead.

Finally : For rural electrification to be achieved in a sustainable way, we need a massive focus on creation of income generation activities to boost the rural economy.

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DEVELOPING COMPLIANCE CULTURE IN ORGANISATIONS

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Abstract

Compliance is the act of following the rules. While these rules are often external requirements, and they are many and varied, compliance also involves following the organization's internal rules, policies, and procedures, and acting in accordance with ethical practices. This research paper explains compliance and compliance management with an aim to help the organizations develop the business processes and tools in place to transform compliance from a load to a advantage. The paper describes a Culture of Compliance as an integral part of the organization's ethics and describes the elements of compliance that are common throughout the organization. It also explains Deloitte's way of managing and coordinating the common elements of compliance so an organization can produce efficiencies, maintain consistency, improve reliability and assurance, and result in increased stakeholder confidence.

Introduction

Compliance is the act of following the rules. While these rules are often external requirements, and they are many and varied, compliance also involves following the organization's internal rules, policies, and procedures, and acting in accordance with ethical practices. Compliance Management, in contrast, is the means by which organizations can assure compliance in accordance with the rules, regulations, laws, and other requirements to which the organization is subject. Compliance Management involves oversight, assessment, reporting, educating, and noting needs for remediation, while the element of "assurance" comes from reliable evidence of compliance.

India in recent past has gone through many amendments. Many of these amendments are directly or indirectly related to business sector. Company Act 2013, Whistle blower protection Act, Anti- bribery Act. There are many amendments are in pipeline. Labour reforms, Land Acquisition Laws etc are only few examples. Today Indian organizations in a wide variety of industries understand that compliance management is now very important responsibility requiring measurement and reporting against a dynamic and seemingly endless array of rules, agreements, standards,

regulations, and legislation.

A legal environment of business comprises of large number of rules and regulations. Each area of compliance comes with its own requirements, and in many cases requires extensive knowledge of esoteric technical subject matter and a detailed database for the elements of compliance requirements, measurement, and reporting. In many organizations, compliance management has developed and remained as a series of silos – each meets its own needs but they are not coordinated across organizational levels. This tendency to "silo" often results in duplication of planning effort, redundant reporting systems, misplaced priorities and can waste the scarcest resource in business: management attention. The silo approach to compliance management has occurred because the organization either realized the advantages of compliance, as in the case of quality management, and/or faced external requirements to comply with specific requirements such as health and safety, child labour, gender issue, women safety at workplace, environmental responsibility, and industry regulations. While doing so, the organization did not perceive the common elements of compliance management and did not take steps to coordinate different compliance

management activities. An important distinction must be made between Compliance Management and compliance itself because there are two types of compliance activities to improve readability:

- Those done for good business reasons regardless of regulations
- Those done only because of regulations

Many organizations only refer to activities required by regulations as compliance, but Compliance Management must encompass the assessment, monitoring and control of activities in BOTH categories. As businesses have become more complex and the need to address competitive pressures and satisfy stakeholder requirements has expanded, compliance management has evolved into a strategic element of business operations impacting everything from corporate governance to comprehensive risk management.

Making Compliance Part of organizational Culture

Attributes of a Culture of Compliance A positive Culture of Compliance includes strategic vision and relates to larger strategic goals. It is

- Established by top management .
- Characterized by senior management example.
- Embedded in activities such as education.
- Reinforced by incentive systems.
- Given force through the treatment of transgressors.

- Integral to information systems and their use and management .
- Inseparable from the organization's structure, processes, and management style.

A positive Culture of Compliance also:

- Encompasses enterprise risk management.
- Addresses the risks that arise in each strategic area.
- Establishes control points for the risk elements.
- Ensures controls are well documented for internal and external purposes.
- Identifies the specific people responsible for managing each compliance element.

Without a commitment to compliance, even the best policies and procedures will be useless. Clearly Communicated Vision and Objectives Clearly defined strategic vision and objectives are central to effective management, and must be consistently communicated across all areas and level of the organization. Measurement and reporting are essential to confirm objectives are consistently met and ensure they will continue to be met. Successful compliance management is also continuous and sustainable throughout an organization and its activities. The Three C's of Compliance Compliance has, as its basis, three essential and continuous elements:

•Communication

•Confirmation

•Confirmation

The best way to achieve compliance is to make it an unalterable part of our corporate culture. By creating a “culture of compliance,” we might not solve all our problems, but we should be able to show that noncompliant employees are just that, rather than symptoms of a systemic problem. That critical distinction can reduce the cost of enforcement actions should they become necessary. Corporate culture reflects what managers reward. Making compliance a way of life often requires board and Corporate level support, but it can also take hold at the workgroup level. Anyone can make the decision to be compliant and encourage or demand that others do likewise. Simply put, compliance means playing by the rules. How can we be compliant yet play to win? The answer: Establish and maintain a company culture that embraces compliance and builds compliance management into the everyday workflow. First, make sure we have a firm grasp of our current organizational culture and its existing compliance problems. Then make sure to get buy-in from department heads by explaining to them what’s at stake. Once we take compliance and its best practices seriously, their teams are much more likely to get on board as well. Also remember to loop in the corporate legal team, which has a large stake in compliance issues.

Getting Down to Work: Using data policies as an example, our goal is to develop a formal and defensible company-wide data retention schedule that clearly outlines what should be backed up, how and for how long. Our policy must also account for information in electronic formats, no matter where it lives: PCs, servers, backup tapes, mobile devices, flash drives and the like.

That last point is important, because knowing where any record is at any given moment is key to compliance and to running our business in the most secure way. We already know the flipside: An inadvertent breach in information security leads to fines, penalties and damage to our organisation’s reputation. That’s scary stuff—but if we need to use scary stories to make our point, go right ahead.

Communication and education are critical to the success of our compliance efforts. Employees need training, frequent feedback and opportunities to practice a compliant work style, as well as constant reminders of why compliance matters. It won’t be a true culture of compliance until everyone is part of it. Compliance isn’t about any individual part of a business, though it must be implemented at a granular level. The same ideas that relate to data compliance have parallels throughout a business. The universal goal is to get everyone working together.

Finding the Help Needed: Compliance is important in all areas of business. Trusted partners, both internal and external, can mean the difference between success and failure in transforming corporate culture. Lawyers, accountants, consultants, and corporate responsibility and industry groups can all help companies understand compliance issues.

Enjoying the Results: Developing a proactive compliance program can ultimately help us cut our operational costs, improve efficiencies and reduce risks. Once we have developed our plan, we can relax—at least a little—knowing that we’re well set up to:

- Need to demonstrate adherence to laws and regulations
- Need to speed response times when audits or litigation occur
- Need to reduce the risk of fines and penalties
- Need to Improve business efficiencies
- Need to reduce administrative costs
- Need to get control over critical records

Compliance Comes From Top: Real culture of compliance requires top managers to set an example of honesty, transparency and fair dealing. At these companies, employees are expected to do the right thing—not the fast thing, the most profitable thing or the thing that makes them look good. Such companies have

ways for workers to report noncompliance that don't allow for retaliation by those found cheating. And it can't just be lip service. Employees figure that out quickly, and it can actually encourage noncompliance.

Deloitte Way to Move Toward a Culture of Compliance

Deloitte is a multinational professional services firm headquartered in New York City in the United States. Deloitte is one of the "Big Four" and the largest professional services network in the world by revenue in FY2014 and the largest by the number of professionals. Deloitte provides audit, tax, consulting, enterprise risk and financial advisory services with more than 225,400 professionals in over 150 countries.^[4] The company currently has a total of 46 global member firms and in FY 2015, earned a record \$35.2 billion USD in revenues. Deloitte insight explains the 8 ways to move towards culture of compliance. It is briefly mentioned below. Following are eight initiatives a Chief Compliance Officer (CCO), working with the CFO, can lead to help bring about a more holistic program of compliance risk management through a risk intelligent approach and elevate awareness at the enterprise level.

Get the Top Brass on Board: The road to holistic risk compliance can be much smoother if the CEO, CRO and the board of directors understand what the CCO is trying to do and why they should want to help. Risk intelligent compliance requires clear channels of communication between the compliance risk management program and the enterprise risk management (ERM) program, and the CRO's engagement is critical. Luckily, the CRO's shared interest in improving risk management effectiveness can make risk intelligent compliance a relatively easy sell. The CEO's role in supporting risk compliance is to empower the CCO with the authority needed to drive meaningful change, as well as to provide the necessary investment, political support, and, if needed, enforcement. Gaining the CEO's

support can require the CCO to make clear the risk management benefits of robust compliance processes, as well as collateral benefits of cost reduction and revenue enhancement. Any up-front investments must also be addressed early, such as the purchase of more effective technology to replace spreadsheet-based tracking and reporting.

The board of directors can play a role in holding management accountable for results of the enhanced programs. "The CCO's task is to set expectations, develop metrics and establish milestones that are both substantive and realistic, as well as establish a multiyear master plan," says Scott Baret, partner, Governance, Regulatory and Risk Strategies, Deloitte & Touche LLP, who also serves as global leader, Financial Services Enterprise Risk Services. "Many boards prefer to spend time on risk management rather than on compliance, so CCOs may want to consider framing board discussions in the context of ERM."

Take the Company's Bearings: Like any transformation, the pursuit of risk intelligent compliance begins with understanding the current state. Important questions include:

- What are the company's current compliance obligations and risks?
- Who owns each risk?
- What controls are in place against them?
- How does the organization respond to control failures?
- How are remediation priorities set?
- What supporting technologies are used?

Develop the ERM-aligned Compliance Risk Management Program: Coordinating compliance risk management with ERM provides CCOs the operational basis for establishing, strengthening and validating the link between compliance and enterprise value. How a CCO accomplishes this at any particular company will depend greatly on internal organizational dynamics. "For insights on how

to maintain effective cross-communication with ERM, the CCO may want to look at the way the internal audit function interacts with ERM to evaluate company risks,” says Mr. Baret.

Align the Compliance Function: The process of aligning compliance activities and investments with business priorities starts with the compliance function itself. The CCO should allocate the compliance function’s activities across the company’s compliance risks according to the relative importance of each compliance risk to enterprise value. In some cases, this may mean deploying people and infrastructure to countries, programs and/or activities where greater investment seems counterintuitive. In others, it may mean scaling back on one or more “sacred cows.” In either case, the CCO should be able to back up his or her decisions with reasons that tie solidly back to ERM priorities.

The corollary is that CCOs themselves should prioritize requests for investments in the compliance function based on their expected risk management benefit. Barring obvious infrastructural or resource gaps, the choice of what to ask for first may sometimes come down to a frank judgment call.

Lobby Hard for Effective Technology: The “right” technology and data architecture, both within and outside the compliance function, can go a long way toward improving compliance efficiency and effectiveness. Automating controls, for instance, can help lower costs and increase reliability, especially if the controls are first rationalized to reduce duplication. Companies can also avail themselves of a growing array of tools to support the compliance risk management process, some stand-alone, some sold as part of larger “enterprise governance, risk and compliance” solutions. Some of the newer compliance tools feature: automated monitoring of regulatory releases; workflow capabilities to facilitate compliance process

execution and tracking; and integrated “front end” interfaces that allow users to execute, document and track compliance activities in multiple areas from a single point of access.

6. Piggyback on Each Other’s Work

Looking for ways to reduce duplication of effort with other internal groups can help a CCO stretch the compliance function’s limited budget and resources. In particular, the CCO should enlist internal audit in supporting compliance oversight by testing and auditing compliance-related internal controls and business processes. Compliance personnel can advise internal audit on what tests would be most useful to the compliance function, as well as on what tests might be better left to the compliance function’s specialists to perform.

Foster a Culture of Compliance: Changing corporate culture can take years. CCOs should expect to work with the office of the CEO—as well as human resources, legal and communications—to supervise the change initiative and supply compliance-specific guidance as needed. Important areas to address include:

- Performance management and compensation
- Training
- Leadership development
- Communications

Participate in Strategic Planning: The risk intelligent CCO should help leaders set a strategy that takes compliance into appropriate account by bringing relevant compliance perspectives to the strategic planning process. For instance, the CCO should explain what compliance obligations are associated with each of the strategic options being considered, help evaluate the likely compliance risk associated with each option and describe the nature and extent of the investments that may be needed to maintain compliance risk exposures within acceptable tolerances under a variety of

conditions. Once the strategy is set, the CCO should help the company understand and prepare to address compliance obligations that are expected to arise in execution.

Conclusion: In India, many laws and government regulations are undergoing tremendous change process. Many amendments have already been taken place. Companies Act 2013, Anti- bribery laws, whistle blowing protection Act are the only few examples. It is now very difficult for a company/organization to take decisions in a newly changed legal environment. Many officials unknowingly violate laws and their organizations pay heavy price. In many organizations, officials either overlook or ignore government laws. This type of organization culture is dangerous and needs to be changed. A compliance culture is more than just a set of policies and procedures, effective compliance risk management at the enterprise level can be viewed as a cultural ethic that should function like any other business asset that reaches across an organization. An effective way to get there is through a risk intelligent framework that brings compliance into the open, running throughout all business processes, with responsibility shared among all employees. A risk intelligent framework can be a radical shift from the way most companies see compliance today. To move a company in that direction, the chief compliance officer will need to gain the backing and support of stakeholders from across the organization, including executive peers, business-unit and functional leaders, and the board of directors.

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LABOUR REFORMS IN INDIA: POLICY AND POLITICS

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Abstract

Indian business sector needs labour reforms to meet the global challenges. Decades old labour laws are now obsolete and need to be reformed. Current NDA government has plans to make some changes. But trade unions and opposition parties are against any such move. Couple of months ago many trade unions called a nationwide strike on this matter. Under the consistent pressure from trade unions and business sector, government called three party meeting on this matter. But the meeting failed to reach any consensus. Now things look very doomy. Although NDA government has majority in Lok Sabha but, without the support of opposition bills can not be passed in Rajya Sabha. In the Monsoon session government failed to pass land acquisition amendment bill and helplessly rolled it back. The Narendra Modi government, which had to face a combative Oppositions, is banking on the Congress party to help it pass the Insurance Bill in the Rajya Sabha. Publicly, the Congress has said it is willing to support it as the original Bill was sponsored by the UPA government. But, opposition politics and criminal cases against Congress president and Vice president had developed poor relationship between Congress party and current NDA government making the bills more difficult to be passed. The paper briefly explains the negative impacts existing labour laws on Indian economy. The paper also talks about government's proposed labour reforms, and finally paper explains the root causes behind continuation of existing labour laws. In nutshell the paper discuss the issue of labour reforms in today's context.

"There is a story of a prospective school teacher who was asked during an interview by the principal of a conservative religious school, "Is the earth flat or round?" The hapless teacher looked around at the faces of the interviewers for hints and, not finding any, settled for: "I can teach it flat or round." The trouble with a lot of our economic policy advisers is that they are like the school teacher."

Kaushik Basu

Professor of economics, Cornell University

Introductaion

Indian labour law refer to laws regulating labour in India. Traditionally Indian governments at federal and state level have sought to ensure a high degree of protection for workers, but in practice, legislative rights only cover a minority of workers. India is a federal form of government and because labour is a subject in the concurrent list of the Indian constitution labour matters are in the jurisdiction of both central and state governments. Both central and state governments have enacted laws on labour relations and employment issues. Does India need labour reforms? Most of the political

leaders will to gauge what answers will make them popular with their political bosses and then give them the advice they seek. For most of them their political career is more important. They are not worried about the future of companies. Labour regulations in India is too old to service. In India today, this is the most important area crying out for reform. More flexible labor market regulation will certainly attract foreign capital, create new job opportunities and unlease higher growth. Many observers have argued that India's labour laws should be reformed. The laws have constrained the growth of the formal manufacturing sector.

Executive summary of World Bank report in 2008, advocated that heavy reform would be desirable. The executive summary stated

Key observations

India's labor regulations - among the most restrictive and complex in the world - have constrained the growth of the formal manufacturing sector where these laws have their widest application. Better designed labor regulations can attract more labor-intensive investment and create jobs for India's unemployed millions and those trapped in poor quality jobs. Given the country's momentum of growth, the window of opportunity must not be lost for improving the job prospects for the 80 million new entrants who are expected to join the work force over the next decade. Ex-Prime Minister Manmohan Singh had also said that new labour laws are needed. In Uttam Nakate case, the Bombay High Court held that dismissing an employee for repeated sleeping on the factory floor was illegal - a decision which was overturned by the Supreme Court of India. Moreover, it took two decades to complete the legal process. The body of legislation that shapes the industrial and labour environment in India is uncountable. Have some examples: Minimum Wages Act, 1948; Trade Unions Act, 1926; Contract Labour Act, 1970; Weekly Holidays Act, 1942; Beedi and Cigar Workers Act, 1966. There are many more. They all together form a crisscrossing network of chaotic, strangulating, overlapping and often contradictory laws that carrying out for overhaul. Many believe that single most important labour law is arguably the Industrial

Disputes Act (IDA), 1947. The IDA makes it very hard for firms to fire workers. In fact an amendment made to the IDA in the mid-1980s requires that any firm employing more than 100 workers needs to get permission from the state government before retrenching workers (and in practice that permission is seldom given). Take for example, a company wants to manufacture Winter clothes to meet the market demand in November- January. It is a very volatile market and there is no demand for winter garments in most of the parts of India. This firm may want to offer workers higher wages but make it clear to them that they could be given a month's notice and asked to leave. Such a contract will have no legal standing because the IDA specifies in advance how and when workers may and or may not be retrenched. Hence we do not see such contracts. At first sight IDA looks like a kind piece of legislation that protects the jobs of poor workers. But matter of fact is that that law also keeps hundreds of thousands of workers unemployed because firms, wary of the fact that they will not be able to offload them, do not hire in the first place. What is needed is not freedom to firms to wantonly fire workers but a legal regime whereby firms can write different kinds of contracts with their workers depending on their needs. The table below contrasts the labour laws in India to those in China and United States, as of 2011. Source "Employing Workers - 2011 data (based on input from ILO, OECD, local governments and private employers)". *The World Bank*. 2012.)

Table -1 International comparison of Indian Labour Law

Practice required by law	INDIA	CHINA	US
Dismissal due to redundancy	Yes, if approved by government	Yes, without approval of government	Yes, without approval of government

Dismissal priority rules regulated	Yes	Yes	No
Government approval for redundancy dismissal granted	Rarely	NA	NA
Government approval required for 1 person dismissal	Yes	No	No
Government approval required for 9 person dismissal	Yes	No	No
Maximum overtime limit	200 H/Y	432 Hour/Year	NA
Minimum rest while at work	30 Minute/6hour	No	No
Minimum wage (US\$/month)	6000(90\$) per Month	182\$ per month	1242% Per Month
Premium pay for overtime	100%	50%	50%
Severance pay for redundancy dismissal of employee with 1 year tenure	2.1 week salary	4.3 Week salary	None

Current Status

Indian corporate world is looking for amendment/ abolition of some decades old labour laws. Decent working conditions and improved quality of life of workers, ensuring India without child labor in hazardous sectors and enhancing employability through employment services and skill development on a sustainable basis. But trade unions are warning of another strike in 2016 unless their demands are met to safeguard the workers' interest in the organised and unorganised sectors. Many proposals have put forwarded this year for labour reforms for making India an easier place to do business -- but the economics and

politics of labour have led to virtually none of them getting to see light of the day as yet.

The government is now looking at the new year 2016 to push forward labour reforms including the integration of as many as 44 existing central laws into four labour codes to develop more friendly" atmosphere between the industry and the labourers. The proposed four Codes - Industrial Relations, Wages, Social Security and Safety Codes - will improve ease of doing business, simplify laws and generate more employment. But the biggest point of conflict is the government's proposal to ease the strict hire and fire rules that makes it tougher for workers to form unions and also

increase by three times the severance package to protect the employee interest. In the year 2015 the government faced stiff opposition from the trade unions, including the RSS-affiliated Bharatiya Mazdoor Sangh on some issues. Some unions went on a nation-wide strike on September 2 2015 opposing some of the amendments including norms related to retrenchment, layoffs and closure of units as well as those that deal with the forming of unions. Now trade unions allege that government's assurances of allaying their concerns have not been up to the mark and termed the tripartite consultations held in the past to end the deadlock as an "eye-wash".

Key features of proposed amendments in present labour laws

- The labour Ministry has drafted a bill to integrate three laws -- Trade Unions Act, Industrial Disputes Act and Industrial Employment (Standing Orders) Act - into a single Labour Code for Industrial Relations.
- Under the proposed Industrial Relations Code Bill 2015, the employers with up to 300 workers would not require government permission for retrenchment, lay off and closure.
- The bill also makes it tougher to form trade unions in the country. It proposed that 10 per cent of total workers would be required as applicant to register a trade union.
- It is proposed that minimum number of applicants shall be 7 and maximum number of applicants shall be 100. At present 7 applicants are required to register a trade union.

Some of these proposals, however, have generated widespread protests by the trade unions. Sometimes ago government to invited 12 central trade unions to discuss their 10-point agenda about these amendments. The main features of the 10-point agenda included:

- Demands for safeguarding the workers' interest from price rise and unemployment, providing universal social security cover for workers and stopping disinvestment of PSUs.
- Scrapping the decision to allow foreign investment in railways and defence and assurance against any "unilateral" changes in labour laws.
- Unions have been opposing certain proposed labour law amendments saying these would encourage hire and fire, makes it tougher to make labour unions and dilute existing social security net available to the workers at different fora.
- Unions are also opposed to Small Factories (Regulation of Employment and Conditions of Services) Bill, which proposes to keep units employing less than 40 workers out of the purview of 14 labour laws including Employees Provident Fund Act, Employees State Insurance Act and Industrial Dispute Act.

Unions are also protesting against the move to give an option to Employees Provident Fund Organisation (EPFO) subscribers to choose between social security schemes run by the retirement fund body and the New Pension Scheme run by the Pension Fund Regulatory and Development Authority of India. Trade union leaders are not satisfied with discussion held between employers, government and trade unions. According to AITUC Secretary D L Sachdev the tripartite consultations was eyewash. According to him there is no much change in the amendments over which we held discussions were held with the employers and government. Trade unions believe that Issues like the hire and fire, formation of unions in industrial factories and establishments are serious issues and the government is dilly-dallying over them. Now Trade unions are reviewing the situation and intensify the protests if the government does not come back to talk to them

Discussion

There is an urgent need for making some amendments in years old labour laws. Trade unions should not totally negate the labour laws reform process. However, they should insist government to ensure that laws and amendments need to balance the market as well as the human capital. The rights of the workers needs to be ensured. Trade union should give in responsive cooperation. Another issue hanging fire is amendment of the Payment of Bonus Act, which includes demand for removal of conditions on payment ceiling, eligibility limits, decisions to pay minimum bonus without linking it to loss as long as the performance indicator satisfies grant of bonus. At present, the employees employed on wage or salary of up to Rs 10,000 per month are entitled to a bonus under the Payment of Bonus Act, 1965. It's proposed under an amendment Bill of the Act to increase the cap to Rs 20,000 per month. Meanwhile, following the belligerent mood of the Congress and other opposition parties in Parliament, the government has been cutting down on the number of labour laws that is wanted to table for passage in both the Houses in the ongoing winter Session of Parliament. List of pending bills is quite long. The pending bills include Child Labour Amendment Bill, Payment of Bonus Bill, Small Factories (Regulation of Employment and Conditions of Services) Bill, the Labour Code on Wages and Labour Code on Industrial Relations. The other bills seek to amend the Employees Provident Fund & Miscellaneous Provisions Bill, Minimum Wage Amendment Bill, the Employees State Insurance Act and the Building and Other Construction Workers Related Laws Amendment Bill. Two bills -- Child Labour (Prohibition and Regulation) Amendment Bill, 2012, and Payment of Bonus (Amendment) Bill, 2015 -- have already been tabled. However, there is a "bleak" chance that any of the bills tabled in Parliament will be passed this year. The six bills that the government expects to be passed in Parliament in Budget Session 2016 are Labour Codes on

Industrial Relations and Wages, Child Labour Amendment Bill, Payment of Bonus Bill, Small Factories (Regulation of Employment and Conditions of Services) Bill and amendment to the Employees Provident Fund Act. The Ministry also expects to make progress on the other two labour codes - Social Security and Security - as well as amendments to the Minimum Wages Act.

Conclusion

Given that the reform of labour laws is, contrary to popular perception, in the interests of the workers, what government needs to do is have this topic debated and explained so that workers, instead of opposing such reform, become its advocate. The reform will need a substantial amount of intellectual input and will need complimentary policies for providing social security and welfare to workers. But if this government can achieve a major rationalisation of India's labour laws, it will leave behind a legacy for many future generations.

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A STUDY OF THE TEACHING APTITUDE OF PROSPECTIVE TEACHERS IN GUNTUR DISTRICT

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Introductaion

Aptitude is considered to be an important characteristic of an individual, which can predict the future success or failure of an individual in one occupation or areas of occupations. Aptitude may be described as a specific ability or a specific capacity distinct from the general intellectual ability, which helps an individual to acquire degree of proficiency or achievement in a specific field. Teaching aptitude means, “probability of success in teaching”. Traxler (1957), ‘aptitude is a condition, a quality or a set of qualities in an individual which is indicative of the probable extent to which he will be able to acquire under suitable training, some knowledge, skill or composite of knowledge, understanding and skill, such as ability to contribute to art, music, mechanical ability, mathematical ability or ability to read and speak a foreign language. A teacher needs to be a great communicator. He/She need to be comfortable with public speaking in front of any sized group. He/She need to be a leader, but not overly authoritarian. He/She must have a strong knowledge of particular subjects, must be patient, need to commit large amounts of time outside of the classroom, meeting the students, as well as reading and grading papers. A teacher is never good at just one thing. It is an incredibly demanding but equally rewarding profession that requires a number of different skills, and though many people believe they want to teach which is not everyone’s cup of tea. There are many different ways to teach from teaching in the classroom directly, to teaching online, or even teaching abroad. Because of this, determining a teacher’s

aptitude can vary greatly based on the specifics of each teaching job.

Need of the study

At present everything is growing very rapidly including education. Teaching plays an important role in producing desirable students behaviour. Several people believe that the teachers are lacking in teaching aptitude to an expected level. The prospective teachers who are going to prepared to be pre service teachers in future should possess good teaching aptitude. So, the researcher has taken a study on the teaching aptitude of prospective teachers to study the teaching aptitude of prospective teachers.

Objectives of the study

The following objectives were proposed for study in the present study.

1. To identify the teaching aptitude of prospective teachers.
2. To compare the teaching aptitude of men and women prospective teachers.
3. To compare the teaching aptitude of UG and PG prospective teacher.
4. To compare the teaching aptitude of Rural and Urban prospective teachers.
5. To compare the teaching aptitude of unmarried and married prospective teachers.

Methodology of research

Variables of the study: A variable as the name implies is something which varies. This is the simplest and broadest way of defining a

variable. However, a behavioral scientist attempts to define a variable more precisely and specially. From his point of view, variables may be defined as, “those attributes of objects, events, things and beings which can be measured”. In other words, variables are the characters or conditions that are manipulated, controlled or observed by the experimental. Intelligence, anxiety, aptitude, income, education, authoritarianism, achievements, etc. are some of the examples of variables commonly employed in psychology, sociology and education.

1. Men Vs Women prospective teachers

2. PG vs UG Prospective teachers

3. Rural Vs Urban Prospective Teachers

4. Married and Unmarried prospective teachers

Hypothesis:

The following hypotheses were formulated for the present study.

1. The prospective teachers are not having high teaching aptitude.

2. There is no significant difference in the teaching aptitude of men and women prospective teachers.
3. There is no significant difference in the teaching aptitude of PG and UG prospective teachers.
4. There is no significant difference in the teaching aptitude of rural and urban prospective teachers.
5. There is no significant difference in the teaching aptitude of married and un married prospective teachers.

- **Sample of the study-** 120 B.Ed. prospective teachers were selected for this study. 60 men and 60 women prospective teachers, 60 rural and 60 urban prospective teachers, and 60 graduate and 60 post graduate prospective teachers.
- **Tool of the study-** Self- developed tool used for this study.
- **Analysis of data-** Mean, standard deviation, critical ratio, chi-square test were used to analyse the raw scores and to extract the findings. Suitable conclusions were drawn for necessary discussion and implementation.

CONCLUSIONS, DISCUSSIONS AND SUGGESTIONS

1. The prospective teachers are having high teaching aptitude.

Table 1: teaching aptitude of perspective teachers

Sample	Size	Mean	S.D
Whole	120	148.99	14.24

The prospective teachers are with high teaching aptitude. They should be in a positive to prepare effective teachers for the schools. They should also make their students aware of the importance of teaching aptitude along with job satisfaction.

They should also strive hard for the betterment of their teaching along with the betterment of their student teachers.

2. The men and women prospective teachers are possessing high teaching aptitude without any significance difference between them.

Table 2: Comparison of the teaching aptitude of men and women prospective teachers

Variable	Sample size	Mean	SD	Mean differences	C.R.
Men	60	153.38	15.20	6.78	2.69*
Women	60	144.6	12.07		

* not significant at 0.05 level.

As against to the popular assumption that the women teachers hold better teaching aptitude than their counterparts, the sample is having high teaching aptitude without any gender differences, as both of them are having high teaching aptitude. They should work for the development of better teaching aptitude and

teaching efficiency in men and women prospective teachers. They should also work against the gender bias and work from the equality in efficiency.

3. The UG and PG prospective teachers are holding high teaching aptitude without any significant difference between them.

Table 3: Comparison of the teaching aptitude of UG and PG prospective teachers

Variable	Sample size	Mean	SD	Mean differences	C.R.
UG	40	150.62	13.67	1.90	0.53*
PG	20	148.72	15.19		

* not significant at 0.05 level.

Usually many educators think that the educational qualifications will have their influence of different aspects of education and personalities. But, in this study, the educational qualifications are not having any influence on the level of teaching aptitude possessed by the prospective teachers with post graduate and under graduate degrees. As these students are having high teaching aptitude, they should prepare good teachers in their workshops when they become teacher educators. All the students should also try to study higher degrees in future.

The prospective teachers are having high teaching aptitude on the whole. The mean and women students and the students with academic PG and UG degrees are also holding high teaching aptitude without any difference between them. They are with this high teaching aptitude, work as teachers for the benefit of their students in their class rooms. They should get due recognition in society also through their academic excellence and personal behaviour.

4. The Rural and Urban prospective teachers are holding high teaching aptitude without any significant difference between them.

Table 4: Comparison of the teaching aptitude of Rural and Urban prospective teachers

Variable	Sample size	Mean	SD	Mean differences	C.R.
Rural	60	154.58	16.18	5.18	2.02
Urban	60	149.4	11.57		

* not significant at 0.05 level.

The prospective teachers are having high teaching aptitude on the whole. The rural and urban prospective teachers are holding high teaching aptitude without any significance between them. Rural and urban prospective teachers should have equal participation in

teaching learning process. In the use of audio visual aids etc. There is no difference between educational facilities and opportunities that have been provided to rural and urban area prospective teachers.

5. Married and unmarried prospective teachers are holding high teaching aptitude without any significant difference between them

Table 5: Comparison of the teaching aptitude of unmarried and married prospective teachers

Variable	Sample size	Mean	SD	Mean differences	C.R.
Unmarried	30	154.58	12.72	5.18	1.43*
Married	30	149.4	15.28		

* not significant at 0.05 level.

Prospective teachers are having high teaching aptitude. Married and unmarried prospective teachers do not differ variedly in aspects such as exposure to work and their participation in academic affirm affairs and co-curricular activities are same.

Suggestions for further research:

Studies may be conducted on teaching aptitude either independently or combindly at various levels of education.

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SKILL DEVELOPMENT IN BUSINESS EDUCATION

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Abstract

The paper presented here critically analyses the role of skill development in business education and gives some valuable suggestions for maintaining a critical balance between skill development and academic exercise with an objective to develop highly skilled managers and entrepreneurs with rational and ethical mind to serve the purpose of nation building and curbing the unemployment problem.

Skill Development means developing an individual's skill sets to add value for his organization and for his own career development. Fostering an attitude of appreciation for lifelong learning is the key to professional success. Continuously learning and developing one's skills requires identifying the skills needed for mobility and then successfully seeking out trainings or on-the-job opportunities for developing those skills. Today India is facing tremendous unemployment problem, resulting serious law and order problem in many parts of the country. In order to solve the problem of unemployment, speedy growth of industrial and business sector is essential. Highly skilled human resource are required for meeting the necessities of emerging Indian business and industrial sector. The rate of technological advance has accelerated at an unprecedented pace, accordingly, the development of skills through training in business education should be the strategic response to technological change, globalization and other forces affecting labor markets. The new generation of technology, especially information and communications technologies and certain manufacturing processes has likely effect on productivity and on the demand for workers with higher-level skills and broader workplace competencies, who can command higher wages. In this situation development of appropriate skills for business management students is extremely important for making them effective managers and entrepreneurs. Now a days premier business schools across the globe are developing appropriate skills through on- the- job training and job related assignments. But Indian business schools are lagged behind in this area- as a result Indian business and industrial sector face huge scarcity of skilled managers for middle level and top level managerial positions. A report released by ASSOCHAM sometimes ago reveals that India is currently facing an annual paucity of over 10 lakh project management professionals.

Key words: Unemployment Job Related skills, balance between skill development and traditional knowledge, unemployed educated youths, Skill development resource & tools.

Introduction

Acquiring knowledge and developing job related skills both are equally important for a good manager and successful entrepreneur. We cannot climb a mountain without skill and detailed knowledge of the climbing region. Training is compulsory for skill development and education, for visionary and rationale decision making. Traditional Indian education system always emphasized upon skill

development as well as theoretical knowledge for maintaining a proper balance between the both. In ancient India, in-depth study of all the Vedas, Purans, Smritis was essential for every student. Study of these books helped in inculcating wisdom and vision among the students. Maharshi Viswamitra not only taught fighting skills to the Rama and Laxman but also helped them developing ability to decide between wrong and right through academic

knowledge of Vedas, Purnas and Byakran and Smriti Sanhitas. Now days, one hand premier Indian business management schools in India, give very much emphasis over skill development. On the other, small business management school and government colleges in India, give more emphasis over academics and class room lectures. In the second case, students remained incompetent and find they unable to meet the real life challenges in the highly turbulent and extremely competitive business environment.

A News from the Uttar Pradesh recently hit the headlines of the leading Indian newspapers, reported that Graduates, post-graduates and even PhD holders were among the 23 lakh people who responded to an advertisement seeking applications for 368 posts of peons in the Uttar Pradesh government secretariat. According to Hindustan times, the response had been a record of sorts, with more than 150,000 applications sent in by graduates and 24,969 by postgraduates. There were also more than 250 doctorates among the applicants. The minimum qualifications for a peon were school education and bicycle-riding skills and the job has a monthly salary of about Rs 16,000. Most of the applications – more than 11.21 lakh – came from those who had passed out of high school or the equivalent, while 53,426 applicants had only passed Class five. More than 7.5 lakh candidates had passed Class 12.ⁱ It is said that many of these higher level degree holders are not for even a peon's job.

Although opposition parties have attacked the Uttar Pradesh government over its inability to providing employment to youngsters, reality is that, more or less each and every state of the country has the similar problem. This is a list of Major States of India ranked according to unemployment.

The list is compiled from the NSS(66th round) Report from Ministry of Statistics and Programme Implementation, Kerala has the highest unemployment rates and ranks worst, hile Rajasthan and Gujarat has the least unemployment rate among major States of India. (Higher ranks represent higher unemployment

among the population). National average stands at 50.

Table 1 Unemployment Rates 2009-10 (per 1000): Indian States

Rank	State	Urban	Rural
1	Kerala	73	75
1	Bihar	73	20
3	Assam	52	39
4	Himachal Pradesh	49	16
5	Punjab	48	26
6	Odisha	42	30
7	West Bengal	40	19
**	All India Ave rage	34	16
8	Tamil Nadu	32	15
8	Maharashtra	32	6
10	Andhra Pradesh	31	12

11	Uttar Pradesh	29	10
11	Madhya Pradesh	29	7
13	Karnataka	27	5
14	Haryana	25	18
15	Rajasthan	22	4
16	Gujarat	18	8

(Source : *"Socio-Economic Profiles & Inter-State comparison of some Major States of India"* (PDF). *Economic Survey 2012-13, Government of India. 2012-2013. p. 276. Retrieved April 19, 2015.*)

Above table very clearly shows that unemployment level is very high in most of the Indian states. My study shows that in the states like Bihar, Kerala Uttar Pradesh, Bengal, Assam etc. industrial sector is not well developed. Higher education system is also not in good shape. There are very few good business schools and engineering colleges in these states. There are plenty of government colleges. But these colleges are incapable of developing business skill among the students. The gap between job market needs and human resources is quite wide in these states. Industrial / business sector is unable to create job opportunity to tap the flood of unemployed youth.

In the states like Tamilnadu, Maharastra and Odisha there are many business schools. But industrial/ business sector is not much developed to absorb the fresh MBA degree holders. The states, where business activities are well developed unemployment rate is relatively lower than those states where business activities are

less developed. In this sense, as above table shows, Kerala and Bihar top the list and Gujrat is at the bottom.

The ground level reality is that respective states governments and the center both internally failed to reduce the gap between job market needs and the quality of human resource their educational and training centers are producing. Even vocational course certificate holders are unable to find a five thousand rupees job for themselves in these states. Indian private sector is reluctant to absorb these semi-skilled mediocre human resources. Government schools and colleges are now become an examination center and a place for certificate distribution in the states like Bihar and Jharkhand. Many government universities have started MBA courses in government colleges in the country, facing serious scarcity of good faculty members and infrastructural facilities.

Now there is very high pressure on government sector because, contrary to our expectations Indian private sector has failed to create expected number of job opportunities in the country. This pressure is higher in the states like Bihar, Uttar Pradesh, Bengal, etc. where the population growth rate is very high and industrial sector is not developed. Clearly, government colleges lack skill development program resulting in inefficient human resources. Even in the more developed states with good number of business schools and engineering colleges, situation is not good on employment front. Job insecurity, frequent job entrenchment and low salary etc., are now quite common features of private sector companies working there.

According to the MBAUniverse.Com-- MeriTrac employability study 2012, which covered 2,264 MBAs from 29 cities and 100 B-Schools, beyond the Top 25, only 21 percent are employable. This report clearly brings out the employability gaps across various competencies and highlights the need for scientific examinations and tests to align the candidate skills to employability metrics. The same organization conducted a test for Fresh MBA's

and Questions were asked whether they are capable of meeting the needs of the economy like understanding of business and on-the-feet thinking. More than 80 percent failed to get the satisfactory marks. It is very disappointing that after spending average 7 lakh rupees MBA courses, pass outs are unable to deal with very basic and routine business related problems.

I found that today's business management students have the following problems in this context

- They are not skilled enough to make rational business decisions and find unfit for the job.
- They lack entrepreneurship skill and they do not take initiatives to start their own business.
- When they do not get any job in the market- they start preparing for banking service or government sector jobs and put pressure on government sector.
- Many of them join business schools as guest faculty members. Colleges recruit them as guest faculty for cost saving drive. Mediocre teachers negatively influence the quality of education system of the colleges.

The rate of technological advance has accelerated at an unprecedented pace, accordingly, the development of skills through training in business education should be the strategic response to technological change, globalization and other forces affecting labor markets. The new generation of technology, especially information and communications technologies and certain manufacturing processes has likely effect on productivity and on the demand for workers with higher-level skills and broader workplace competencies, who can command higher wages. The introduction of new technologies has reduced the demand for unskilled labor and raised the value of advanced skills and competencies in the industrialized economies. In the services sector technological change has created new categories of high-skilled occupations in health care, information

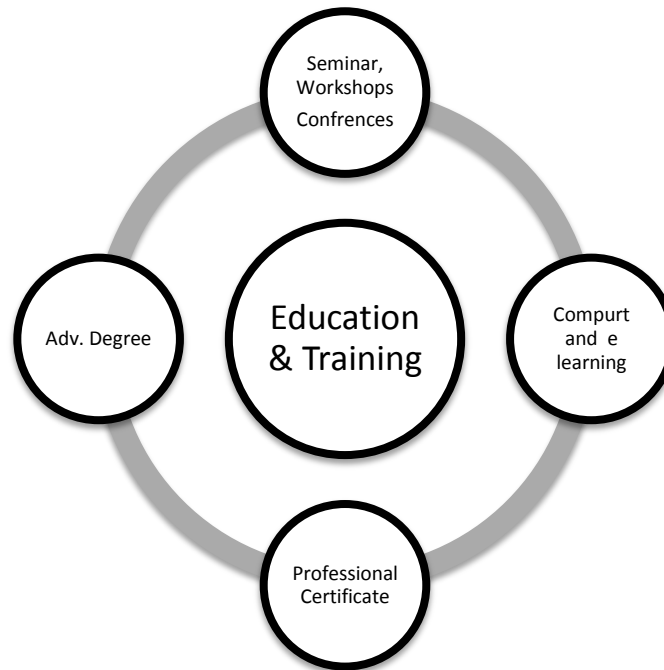
processing, and finance and business services; in the goods-producing sector too, the emphasis is now less on physical strength and adherence to routine and more on workers' behavior, flexibility and initiative. Work practices associated with increased employee involvement – such as the introduction of high-performance work organization involving devolved decision-making, and reliance on team-based systems – are perhaps the most important of the management practices affecting skill requirements. Self-managed teams in particular transfer management skills to front-line workers as they are exposed to the tasks other team members are performing.

The two main avenues for developing skills are the following:

- a. **Education and training:** Education and training can enhance a student's professional life in a number of significant ways.
 - Completing increasingly advanced levels of education shows that the student has a drive and commitment to learn and apply information, ideas, theories, and formulas to achieve a variety of tasks and goals.
 - If student needs to acquire subject matter knowledge, education and training is often the most direct way to obtain it in a short amount of time.

Education and training can consist of any of the following:

Figure: 1 Eductaion & Training



b. **Skill Development: Resources & Tools:**

There are many resources available to a student to help with the skill development phase. These include training and educational opportunities on and off campus; online learning opportunities; training programs for leaders, supervisors, and managers; books; videos/DVDs; and worksheets

Conclusion and suggestions

Most of the states in the country are facing serious unemployment problem. Main reason is that most of the government universities and private business schools are unable to produce skilled human resource fit for labour market needs. The rate of technological advance has accelerated at an unprecedented pace; accordingly, the development of skills through training in business education should be the strategic response to technological change, globalization and other forces affecting labor markets. The new generation of technology,

especially information and communications technologies and certain manufacturing processes has likely effect on productivity and on the demand for workers with higher-level skills and broader workplace competencies, who can command higher wages.

I firmly believe that every business school should set up a separate R& D department in the college with a sole responsibility to monitor the latest trends of the job market. They should also take appropriate steps to study the work place job requirements of MSMEs;. They should also encourage students to set up their own business units. MBA students must taught to know how the set up a business unit.

A good business school should follow the 70-20-10 rule. **70%** of a student development should come from **on-the-job activities and action learning**. This can include development experiences like managing a project; serving on a cross-functional team, taking on a new task, job shadowing, job rotation, etc. **20%** of his development should come from **interactions with others**. This

includes having a mentor, being a mentor, coaching, participating in communities of practice, serving as a leader in a staff organization, etc. **10%** of his development should come from **training**, including classes,

seminars, webinars, podcasts, conferences, etc. But before that a student should be motivated to identify the skills he needs to develop to achieve his career goals, the next step is identifying how he will develop his skills.

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