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Front Page

***Editor-in-Chief***

***Dr. S. Gokula Krishnan***

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# ***Nehru School of Management Journal (NSMJ)***

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Front Page

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Front Page

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Front Page

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Financial Institutions & Markets	Marketing Research	Supply Chain Management
Financial Engineering	Micro Finance	Strategic management
Financial inclusion	Micro economics	Venture Capital

Note: Book reviews also accepted.



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# Content of the Volume

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<b>S. No.</b>	<b>Title/Author(s)</b>	<b>Page No.</b>
01	Emerging Trends in Banking and Insurance <i>P. Nilufar Sathiq and Rakhi Mohan</i>	01-06
02	An Overview on Finance Policy of Educational Institutions <i>R. Satheeshkumar and Dr.T. Vetrivel</i>	07-13
03	Occupation Related Accidents in Selected Garment Export Industries in Bengaluru <i>J. Dhesinghraj and M. SendhilKumar</i>	14-16
04	Intangible Assets from HR Perspective <i>R. Sreeprabha and K.R. Chandrakala</i>	17-20
05	A Study of Gujarat Tourism Marketing <i>Sushilkumar M. Parmar</i>	21-27
06	College Students Opinion on Online Marketing with Special Reference to Women's College <i>Dr.S. Bhuvanewari</i>	28-31
07	A Study on the Influence of Using Celebrity Endorsements on Consumer Buying behavior in Tamilnadu, India <i>K. Santhosh Kumar, Dr. Velavan and M. Sendhil Kumar</i>	32-38
08	Influence of Salesmanship on Two-wheeler Purchase: An Analytical Study with Special Focus to Malappuram District of Kerala <i>K.P. Najeemudeen and Dr.N. Panchanatham</i>	39-47
09	Bama's Sangati: Events–A Contribution to Women's Movement <i>Dr. Kalpesh J. Parmar</i>	48-51
10	Customer Relationship Management : A Marketing Strategy <i>N.G. Pradeep and D. Swarun</i>	52-56
11	Book Review on Mastering Leadership-Robert J. Anderson and William A. Adams <i>P. Faheema, K.M. Akhila and S. Deepthi</i>	57-58
12	Book Review on Growing a Business Strategies for Leaders and Entrepreneurs-Rupert Merson <i>Merin Kunjumon, S. Sruthi and V. Ramesh</i>	59-60

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# Emerging Trends in Banking and Insurance

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**Abstract---** As far as the economic development of developing countries is concerned banks play an important role. In normal banking the banks perform agency services for its customers and save the time and energy of busy people. Current banking sector has come up with a lot of initiatives that provides better customer service with new technologies. Today banking is known as innovative banking. IT has given rise to new innovations in product designing and their delivery in banking and finance industries, wherein customer services and customer satisfaction are given prime consideration. With the advent of e-banking, EFT and other similar products, funds transfer within time frames which would have appeared impossible a few years ago. With networking and inter connection new challenges are arising related to security, privacy and confidentiality to transactions.

This paper makes an attempt to study the recent trends in banking and insurance like social banking, financial inclusion, Bancassurance, e-banking, micro insurance, etc. The paper also points out the advantages of opting the latest trends and also suggest the remedies for implementing it.

**Keywords---** Emerging Trends, e-banking, Satellite Banking, Bancassurance, Financial Inclusion, Social Banking, Hi-tech Banking.

## I. INTRODUCTION

**B**ANKING and finance industry plays a dominant role in building the economy of an individual as well as a nation. Banks have control over a large part of the supply of money in circulation. They are the main stimulus for the economic progress of a country. A strong banking and finance sector is, therefore, necessary for a country to emerge as a developed one. It is vital for growth, creation of jobs, generation of wealth, eradication of poverty, encouraging entrepreneurial activity and increasing the gross domestic product.

The financial services segment has witnessed many trends in recent times and these changes have been impressive. Though banking services are the major adopters of high-

end technology, other financial services like insurance are also leveraging on technology for delighting customers and gaining a competitive edge.

Notable trends witnessed in banking segment are social banking, universal banking, overseas and international banking, rural banking and financial inclusion, increasing focus on SME, mutual banking and bancassurance. Micro-finance involves providing financial services to weaker sections of the society. EFT, ECS and mobile banking are other trends in banking. The trends in insurance industry involve micro-insurance, film insurance, health insurance and specific insurance products for women.

This paper will attempt 1) to have a review on the history of banking in India 2) briefly discuss the emerging trends in banking and insurance.

## II. OBJECTIVES OF THE STUDY

- To define the terms banking and insurance.
- To discuss the basic functions of banking and insurance.
- To have a review on the history of banking in India.
- To discuss the emerging trends in banking and insurance.
- To discuss the present position of insurance business in India.

## III. STATEMENT OF THE PROBLEM

Banking all over the world has undergone tremendous changes. Till the nationalisation of 14 major commercial banks in 1969, banks in India strictly followed traditional banking principles. But now commercial banks have introduced innovations to expand and improve their performance and also to proceed with the changes taking place all over the world.

## IV. BANKING-DEFINITION

In simple words, Banking can be defined as the business activity of accepting and safeguarding money owned by other individuals and entities, and then lending out this money in order to earn a profit. However, with the passage of time, the activities covered by banking business have

widened and now various other services are also offered by banks. The banking services these days include issuance of debit and credit cards, providing safe custody of valuable items, lockers, ATM services and online transfer of funds across the country/world.

According to the Banking Regulations Act, 1949, "banking means accepting, for the purpose of lending or investment, of deposits of money from the public, repayable on demand or otherwise, and with drawables by cheque, draft, order or otherwise."

Bank can be defined as a financial institution which deals with money by accepting deposits and lending money to the needy people and can be considered as the manufacturer of credit and machinery for facilitating exchange of money. In short, bank is a commercial institution which accepts deposits from the public and makes advances and loans for the purpose of making profit.

## V. FUNCTIONS OF BANKS

Functions of commercial banks can be classified into conventional and innovative functions.

### A. Conventional Functions

- 1) Primary functions
  - a) Accepting deposits
  - b) Making loans and advances
  - c) Investing funds
  - d) Credit creation
  - e) Use of cheque system and plastic cards
- 2) Secondary functions
  - a) Agency services
  - b) General utility services

### B. Innovative Functions

a) ATM cards	f) Internet banking
b) Debit card	g) CORE banking
c) Credit card	h) CTS
d) Mobile banking	i) EFT
e) Telephone banking	j) RTGS

## VI. INSURANCE DEFINITION

Insurance is a device which provides security and protection against losses of financial nature up to a certain limit. It spreads the loss caused by a particular risk over a number of persons who are exposed to risks, so it is a co-operative device.

According to Ghosh and Aggarwal "Insurance is a cooperative form of distributing a certain risk over a group of persons who are exposed to it." According to John Megi, "Insurance is a plan wherein persons collectively share the losses of risks".

Insurance as a form of business is based on Law of Contract. According to E.W.Patterson, "Insurance is a contract by which one party for a compensation called the premium, assumes particular risk of the other party and

promises to pay him or his nominee a certain or ascertainable sums of money on a specified contingency."

### Primary functions of Insurance

- 1) Insurance provides certainty
- 2) Insurance shares risk.
- 3) Insurance provides protection and security.
- 4) Insurance evaluates risk.

### Secondary functions

- 1) Insurance helps in loss reduction
- 2) Provides capital
- 3) Increases efficiency
- 4) Helps in economic development
- 5) Helps in judging the financial viability of projects.

## VII. EVOLUTION OF BANKING IN INDIA

The first Indian bank named Bank of Hindustan was started in 1770 at Calcutta. Later on, East India Company started three presidency banks with government participation which were Bank of Calcutta, Bombay and Madras. Later all these banks were amalgamated and the Imperial bank was formed. Allahabad bank came into existence in 1865.

A number of banks failed during the first half of the 20<sup>th</sup> century. As a result of which the Reserve bank of India was established in 1935. RBI was nationalised in 1949 and the Banking companies Act was passed in the same year. Later it was changed into Banking Regulation Act.

The Imperial bank was nationalised in 1955 and renamed as SBI. State bank started a number of branches in rural and urban areas. 14 banks were nationalized in 1969 and RRB schemes were started in 1975. 6 more commercial banks were nationalized in 1980. NABARD was set up in July 1982. New Bank of India got merged with PNB in 1993. Now we have 25 public sector banks, 24 private banks, 32 foreign banks in India and 82 RRBs.

### The Main Developments in Commercial Banks Since Independence can be Listed as

- 1) Banking Regulation Act 1949: It was passed in 1949 consolidating all the previous banking laws. The Act imposed certain restrictions on commercial banks for incorporation. With it started an era of planned development of banking in India.
- 2) Creation of SBI: Imperial bank was nationalized in 1955 and renamed as SBI.
- 3) Nationalization of banks: It is the most noteworthy development in the field of Indian commercial banks. 14 banks were nationalized in 1969 and 6 more in 1980.
- 4) Number of banks: The number of commercial banks declined considerably since independence. It is mainly due to the policy followed by RBI. At present we have 167 commercial banks (public sector 25, private sector 24, RRBs 82, 32 foreign banks and 4 non scheduled banks.)

- 5) Branch expansion: There has been a rapid branch expansion of commercial banks in India. The total number of branches of 81 scheduled commercial banks increased to 71998 by 2010. About 71% branches of public sector banks are in rural and semi urban areas.
- 6) Increase in deposits and credits: There has been an increase in bank deposits due to branch expansion and increase in the banking habits of people.
- 7) Credit expansion: In recent years there is a tremendous expansion of credit due to provision of more advances to small scale industries and agriculture in current years. Total credit granted at the end of 1951 was Rs 547 cores which increased to 3938659 by 2011.
- 8) Advance to priority sector: Prior to nationalization commercial banks has not given any importance to priority sector like agriculture, small and cottage industries, retail trade, export business, etc. After nationalization these sectors were given special emphasis. A number of branches are opened in rural and semi urban areas. They are giving more and more credit to small farmers and industrialists by formulating various schemes.
- 9) Reserve bank control: Now a day's Reserve bank is exercising greater control over Indian commercial banks. Banking Regulation Act and its amendment and RBI Act has given extensive powers to RBI to regulate the operations of commercial banks. This resulted in increase in public confidence, control on frequent failure of banks, development of banks in correct direction, etc.
- 10) Industrial finance: Banks provide short term finance to industries. They have started merchant banking divisions to provide technical and financial guidance to industrial concerns. They also help them to buy machinery from foreign countries.
- 11) Shift of banking from big customers to small customers: Before independence banks had given importance to protect the rich which is now extended to common man. At present more than 60% of the depositors belong to office workers, small traders, cultivators, etc.
- 12) Technology adoption: Today almost every commercial bank adopts technology like ATMs, Total Branch Automation or CBS (Core Banking Solution), internet banking, credit and debit cards, etc.
- 13) Online payment services
  - a. Shopping online-using debit/credit cards.
  - b. Prepaid mobile refill- to recharge phone
  - c. Bill pay- to pay electricity, telephone bills, etc
  - d. RTGS fund transfer-is an inter bank fund transfer where funds are transferred real time.
  - e. Online payment of taxes
- 14) Mobile banking transactions: Some banks offer mobile banking and tele-banking to customers.

This is possible with the expansion in the use and geographical reach of mobile phones. It also provides an opportunity to extend banking facilities to the excluded sections of the society.

- 15) Outsourcing activities of Indian banks: Indian banks have also started outsourcing their non-core activities in the recent years. The services mainly include maintenance of hardware and software, software application support, hosting services, managing data centres, managing ATM networks across the country and disaster management. Other support services outsourced include help desk support, cheque processing and clearing, credit card processing, call-support services, ATM cash replenishment, loan servicing, etc. The two main reasons for outsourcing are cost consideration and lack of expertise in certain areas.

## VIII. EMERGING TRENDS

- 1) SOCIAL BANKING: It means banking policy to meet the socio economic obligations of the country. It includes allocation of credit according to the requirements of the planned economic development of the country and reduction of regional disparities to achieve balanced regional development.

To achieve a sense of social responsibility banking system has developed some programmes which include:

- a) Lead bank scheme: It was introduced by RBI in December 1969 on the recommendation of Gadgil Committee. Under this scheme each district has been assigned to different banks in the public sector and private sector to act as a consortium leader to coordinate the efforts of banks particularly in matters like branch expansion and credit planning.
- b) Village adoption scheme(VAS): This is meant for intensive rural financing for the purpose of the development of backward areas in the country. As per the scheme, banks adopt specific villages, prepare specific plans for increasing agricultural production in that village and banks give credit facilities to farmers for meeting the requirements. Now SBI under its CSR scheme has taken a new initiative which promote SHG and farm clubs for the overall development of villages.
- c) Service Area Approach(SAA): It started in 1984 and is a modification of lead bank scheme. Under this, specific villages are given to each bank as service area. They carried out their lending operations here. Under this approach, Annual Credit Plans(ACP) are prepared to eliminate duplication of efforts and scattered lending by commercial banks and RRB's.

- d) Differential Rate of Interest Scheme: GOI introduced this scheme in 1972. As per the scheme, public sector banks are required to extend bank credit to the weaker sections of the society at concessional rate of interest. Under DRI scheme banks are directed by RBI to finance at a concessional rate for:
- SCST and others engaged on a moderate scale in agriculture, etc
  - Physically handicapped people.
  - People engaged in elementary processing of forest products.
  - Village artisans.
  - Financial Inclusion  
It is the delivery of financial services at affordable cost to sections of disadvantaged and low-income segments of society. The availability of banking and payment services to the entire population without discrimination is the prime objective of financial inclusion public policy.
  - No-frills account: Now RBI has advised the banks to allow people to open no-frills account i.e. account with nil balance or very low minimum balance.
- 2) Hi-Tech banking: It means the use of technology and communication system in providing banking services to customers. As competition has increased in financial market due to globalisation banks are forced to adopt new technologies to provide better customer service. Some of the modern technologies used in the banking sector are as follows.
- Electronic banking and Electronic Clearing Service: E-banking or electronic banking is a method used to allow people to make transactions and manage their money without having to go to their bank. The services provided include ATM, debit and credit cards, mobile and tele banking, etc.  
ECS is an electronic mode of fund transfer from one bank account to another. It can be used by institutions for making payments such as distribution of dividend interest, salary, pension, etc. It can also be used to pay bills and other charges such as telephone, electricity, water, etc. For making equated monthly instalments payments on loans as well as SIP investments; can be used for debit and credit purpose.
  - Electronic Fund Transfer: It is a system of transferring money from one bank account directly to another without any paper money changing hands. It is a transfer of funds initiated through an electronic terminal, telephone or computer or magnetic tape to authorise a bank to credit or debit a specific amount. Its benefits include reduced administrative costs, increased efficiency, simplified bookkeeping and greater security.
- MICR cheque processing: MICR cheques are used with a view to speed up clearing of cheques. It uses Magnetic Ink Character Recognition Technology. The code line on MICR cheque contains information printed in magnetic ink to enable speedy mechanical processing.
  - ATMs (Automated Teller Machine): It is a computerised device that enables the clients of a financial institution to perform financial transactions without the need of a cashier, clerk or bank teller. In ATMs customer is identified by a plastic card with a magnetic stripe. Authentication is provided by the customer entering a Personal Identification Number (PIN).
  - Core Banking (Centralised Online Real-time Electronic Banking): Core banking means services provided by a group of networked branches. Customers can have access to their funds and other transactions from any of the member branch. In core banking, all the branches of a bank access applications from centralised data centres. This means that deposits made are reflected immediately on the banks servers and the customer can withdraw money from any of the branches of the bank throughout the world.  
Core banking functions include deposit accounts, loans, mortgages and payments. A software is developed to perform core banking operations. The software installed is interconnected by means of telephone, satellite, internet, etc.
  - Cheque Truncation System: CTS or Image based Clearing System (ICS) is undertaken by RBI for faster clearing of cheques. It is an online image based cheque clearing system where cheque images and MICR data are captured in the collecting bank branch and transmitted electronically. It involves stopping the flow of physical cheque issued by a drawer to the drawee branch.
  - Real Time Gross Settlement (RTGS): It can be defined as the continuous, real time settlement of funds transfer individually on an order by order basis. Real time means the processing of instructions at the time they are received. Gross settlement means the settlement of funds transfer instruction occurs individually on an instruction by instruction basis without bunching or netting with any other transaction.  
Once processed payments are final and irrevocable. It is best suited for low volume, high value transactions. It lowers settlement

risk besides giving an accurate picture of the position of account of a bank at any point of time.

- 3) Off-shore banking: It is a bank located outside the country of residence of the depositor, typically in a low tax area that provides financial and legal advantages. It provides greater security, low or no taxation, easy access to deposit and protection from political and financial instability.
- 4) Globalisation of banking: Globalisation has emerged as a prime mover in the Indian banking system. This has come about as a result of the policy of liberalisation and opening up of banking and other sectors pursued after 1991 in India. Foreign banks that wish to set up their branches in India have been granted license by RBI. Similarly Indian banks are also opening their branches abroad, particularly in countries whose banks have opened offices in India.
- 5) Satellite banking: It is an upcoming technological innovation in the Indian banking industry. It is expected to help in solving the problem of weak terrestrial communication links in many parts of the country. The use of satellites for establishing connectivity between branches will help banks to reach rural and hilly areas in a better way, and offer better facilities, particularly in relation to EFT.
- 6) Mobile banking: This is one of the fastest growing areas of modern banking. With the help of mobile a customer can perform transactions from his home or office or anywhere. The earliest mobile banking services were provided through SMS, a service known as SMS banking. Typical mobile banking services include alerts on account activity, access to loan statements, mutual funds and equity statements, stop payment of cheques, change of PIN, etc.
- 7) Telephone banking: It is a service provided by the banks which enable customers to do financial transactions over telephone. To use this facility a customer must first register with the bank for the service and set up a password. To access telephone banking, the customer would call the special phone number set by the bank and enter on the keypad the customer number and password.
- 8) Internet banking: It is also known as online banking or virtual banking or everywhere banking. Here financial transactions are conducted over the internet. Customers can open accounts, pay bills, view account balances, transfer funds, etc online. To access online banking, the customer would go to the banks website, and enter the online banking facility using the customer number and password.
- 9) International banking: Indian banks have extended their activities beyond the national boundaries. The extension may take place in the form of

borrowings as well as lending and it may take place through official or private or commercial channel. In the process of internationalization, the domestic financial institutions participate in foreign financial market and the foreign institutions participate in domestic market.

### ***Emerging Trends in Insurance Market***

- 1) Bancassurance: The latest development in the field of insurance is Bancassurance. It is coined by combining the two words bank and insurance. It means distribution of insurance products through banking channels. It is used to describe the partnership or relationship between a bank and an assurance company whereby the insurance company uses the bank's sales channel to sell insurance products.
- 2) Mutual banking: A mutual savings bank is a financial institution chartered by a central or regional government, without capital stock, that is owned by its members who subscribe to a common fund. From this fund claims, loans, etc are paid. Profits after deductions are shared between members. The institution is intended to provide a safe place for individual members to save and to invest those savings in mortgages, loans, stocks, bonds and other securities and to share in any profits or losses that result. The members own the business.
- 3) Micro-insurance: Micro insurance is a mechanism to protect low-income households against risks such as illness, a death in the family or crop failure. The costs and benefits of this kind of insurance are specifically adapted to suit the needs and incomes of low income households. It is particularly important for those in the informal economy who tend to be underserved by mainstream commercial and social insurance schemes.
- 4) Health insurance: Health insurance policies insure against several illness and guarantees staying financially secure while requiring treatment. It safeguard your peace of mind, eliminate all worries about treatment expenses and allows to focus energy on more important things like getting better. It can be broadly classified into hospitalization plans and critical illness plans.
- 5) Film insurance: Today's film and media industry is evolving rapidly and presents a unique set of challenges to the biz and individuals working within it. It is designed to meet the individual needs of those working in a range of media related companies and offers high range of competitive covers including-own or hired equipment cover, biz interruption insurance, public liability insurance, employer's liability insurance, cover for your biz cash, etc
- 6) Insurance for women: This includes insurance for car, health and old age insurance.

### ***Insurance Business in India***

The history of life insurance in India dates back to 1818. Till the end of nineteenth century insurance biz was almost entirely in the hands overseas company. In India Insurance regulation formally began with the passing LIC Act of 1912. LIC was nationalised in 1956.

General Insurance Business was nationalised in 1973. Insurance Regulatory Development Authority (IRDA) Act was passed in 1999. As a result Indian Insurance sector was opened for private companies.

After privatisation, private companies are performing well for the past few years. At present there are 34 companies operating in the Indian market. The country's largest life insurer LIC of India has a share of more than 75% in new biz premium. Similarly the 4 public sector life insurance companies-New India Assurance, Oriental Insurance, United India Assurance and National Insurance- have a combined share of over 75%.

### ***Findings***

- 1) The use of latest technology helps to provide quick and speedy service to customers.
- 2) It helps the banks in reducing crowd at bank's counter.
- 3) It provides privacy in transactions.
- 4) It reduces excessive workload of bank staff.
- 5) It eliminates costly paper processing.
- 6) It provides banks an opportunity to have access to a wider market.
- 7) It reduces the operational cost of the bank.
- 8) Facilities like Internet banking ensures round the clock banking. Customers can get 24\*7 service.
- 9) Many of the services eliminate the customer need to visit the branch.

### **IX. SUGGESTIONS**

- 1) While opting latest technology, there is always the fear of security in the minds of customers (regarding transactions and account information) which has to be dealt with carefully.
- 2) The quality of service provided by banks has to be properly ensured.
- 3) The banks should have 24 hours supportive environment and support of qualified technical staff to improve their service.
- 4) Banks should organize awareness programs for unaware people on latest trends in banking.
- 5) The bank should update latest information on websites.
- 6) New and innovative services should be provided according to the needs of the customers.
- 7) Banks can provide special training programs for people above the age of 40 so that they can also benefit from latest trends.

### **X. CONCLUSION**

From the above discussion it can be concluded that the banking and insurance industry play a major role in the development of the economy and the trends in it should be properly conveyed to the customers that they can enjoy the benefit of it.

There should be proper regulation on banking activity and awareness should be created among people on the latest trends so that they can give a trial.

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# An Overview on Finance Policy of Educational Institutions

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**Abstract---** *The primary aim of the financial policy is to ensure that all financial transactions comply with the Institutions requirements regarding internal control, financial liability and the management of financial risks, process flow of operations (as per mandatory formal orders).*

*The rules and regulations as contained in the financial policy of the institutions are applicable to all financial activities and transactions within the Institutions, regardless of the source of funding.*

*The Management and Chief Financial Officer are responsible for every aspect of developing, issuing and maintaining the content of the financial policy of educational institutions as discussed in this article.*

- To define a structure, where relations pertaining to mandatory orders, operational flow of activities and frequency of implementation receives consistent verifications by it-self.
- To supplement and compliment all service operations in precise and to maintain the best possible documented proof for all formal verifications as a measure of maintaining a system of continuity and transparency.

## **C. Applicability of Policy**

These policies and procedures generally apply to Educational Institutions.

## **D. Developing and Issuing Policy**

The Management and Chief Financial Officer are responsible for developing, issuing and maintaining the status of policy.

Updates and revisions will be issued by the chief financial officer as per the advices and directions of the Management.

## **E. Exceptions to Policy**

The Institution's chief financial officer is authorized to make exceptions to fiscal policy with the knowledge of Management.

## **F. Functions Done by Finance Section**

1. Financial management and administration of cost centres.
2. Responsible for the revision and approval of cheque requisitions and all other claims in consultation with the required parties on board.
3. Responsible for the revision of orders placed at suppliers in transaction with the purchase/administration department.
4. Responsible for the receipt of yearly financial projection from different stake holders like department and other allied functions.
5. Responsible for generating the budget for an educational institution and also for creating

## **I. PREFACE TO FINANCIAL POLICY OF EDUCATIONAL INSTITUTIONS**

### **A. Introduction**

**T**HE primary aim of the financial policy is to ensure that all financial transactions comply with the Institutions requirements regarding internal control, financial liability and the management of financial risks, process flow of operations (as per mandatory formal orders).

It is the duty of each person to ensure that he/she acts in terms of these rules and regulations. Any person who does not act within the rules and regulations could face penal action.

### **B. Objectives of Financial Policy of Educational Institutions**

- To make aware all employees regarding basic policies, standard parameters, and procedures related to the Institutes fiscal operations and hence forth remain closely associated with the professional quest for continuing best practice related with fiscal operations.



budgetary accountability for different stake holders as per point number 4.

6. Responsible for formal maintenance of all records of documents, associated with all activities of financial significance.
7. Responsible for formal maintenance of all communication related/concerned with financial transactions.
8. Responsible for timely advice and intervention to the concerned authority (as advised by the Management) under different stockholding activities.
9. Responsible for conforming to the status of audit practices to be followed and for all necessary corrections as advised.
10. Responsible for maintenance of real time transparent system and formal decision making mechanism system.

### **G. Institute Procedures and Departmental Procedures**

- The Head of the Department is responsible for developing procedures specific to the department to accompany and supplement individual fiscal policies.
- Departments are responsible for developing written procedures for routine operations and other functions and updating them as needed. Such procedures help ensure that departmental functions are performed correctly. All personnel with fiscal responsibilities should review their written procedures to ensure they conform to fiscal policy.
- All departmental supplements should formally act in connection with laid down Management ratified structure.
- All procedure detailed by different departments, should no way disassociate with the parent procedures as formulated by the Institution's finance department.

## **II. BUDGET**

### **A. Budget for Capital Items and Capital Works**

#### **Policy Number: 01**

Scope: The policy provides guidelines regarding budgeting for larger capital items and capital works, as per the conditions and regulations fixed.

Policy: Capital items are defined as items that are added to the asset register of the Institution on account of their value, and thereby are covered by insurance in the case of damage.

Budget for Furniture, Equipment and Computers. All asset items, including asset items purchased with research funds and all other funds administered by Institutions are entered in the asset register of the Institution for inventory purposes.

Capital works can be described briefly as any modification to be applied to fixed structures of Institutions, e.g. addition of air conditioners, fitting of bookcases, etc.

Entering the budget for capital works takes place by in the separate register. After the request has been approved by the management for capital works, it is automatically dealt with by the Physical Infrastructure Division.

### **B. Budget for Working Capital**

#### **Policy Number: 02**

Scope: The policy provides guidelines regarding budgeting for all routine and day to day works, as per the conditions and regulations fixed.

Policy: It covers all routine and day to day works and operational related expenditures with respect to different departments.

## **III. FINANCIAL STRUCTURES AND BOOKKEEPING**

### **A. Interdepartmental Transactions**

#### **Policy Number: 03**

Scope: The policy contains the rules and regulations of Institutions with regard to the payment for services or products provided between internal departments via an interdepartmental requisition.

#### **Purpose of an Inter-departmental Requisition**

- The function of an interdepartmental requisition as such is to enable funds to be moved between two different operational units.
- This movement of funds is only justifiable when payment is made for goods or services provided by an internal department/division that requests the requisition.
- Basically, Dept X provides a service to Dept Y for which payment is done by means of an interdepartmental requisition.
- Corrections being made between accounts that should only be done by means of journals; and/or
- Transfers between cost points that may only take place by means of transfer journals.

### **B. Journals**

#### **Policy Number: 04**

Scope: The policy determines when a journal transaction is permissible and the requirements that have to be met when a requisition is filled in.

The purpose of journals is of divergent nature. The journals are kept, amongst other things, for the following reasons:

- Transfer of funds between cost points
- Year-end procedures, e.g. provision for devaluation
- Reallocation of expenditure
- Correction of incorrect journal entries

- Distribution of expenses (where more than one cost point forms part of a particular expense)

No journal transaction will be executed before the request for such a transaction has not been properly authorised by the relevant person responsible. Requests for journal transactions must in all instances be clearly motivated. In cases where a request for the reallocation of expenses, whether between different cost points, projects and/or accounts, is made, the details of the origin of the initial transactions must be attached to the journal request.

Care must be taken during completion of expense requisitions that correct accounts are indicated to avoid unnecessary corrections at a later date. In cases where more than one cost point forms part of a particular expense, an attempt must be made to fill in the correct cost points and accounts right from the beginning of entering this information. Requests for fund transfers will only be referred to the Division: Accountants for finalisation after they have been checked for correctness by the relevant Financial Services official. Transfer of funds from and to research funds is subject to the conditions set out by the relevant research Sponsor.

### **C. Inventories**

#### **Policy Number: 05**

Scope: The policy provides the financial rules and regulations applicable to updating the inventory register of Institution. The requirements also define for better articulation of inventory values, thus to provide fairly justified status.

Each year during May the officials responsible for all room at the Institutions are requested by circular containing full instructions for the operation to check the contents of rooms and to certify the inventories as per the register. This action is essential in order to account for all asset items and to ensure that all assets are insured at a realistic value.

When a staff member leaves the service of the Institutions or is transferred to another department/ division, the head of the department/division head must ensure that the inventory corresponds to the assets in the room(s) in terms of numbers and financial value.

The Institution's internal as well as external auditors will perform random checks during the year at departments/divisions to determine whether the Institution's instructions are being followed correctly.

### **D. Issuing of Official Invoices**

#### **Policy Number: 06**

Scope: The policy provides the rules and regulations of educational institutions with regard to the issuing of invoices and the income accounts that should be used. All invoices should also be attached with the copy of purchase order initiated from educational institutions.

All external work of departments must be invoiced and invoice amount can be collected and settled to Accounts department.

- A project assignment that is completed in phases over a term may not be invoiced in advance. Invoices have to be created as each phase is finalised.

### **Issuing Invoices**

All external work, research, consulting that is provided by departments must be invoiced and all invoices that are issued must be approved by the person whose cost centre is used or by the head of department. The person who issues the invoice must ensure that the correct income account is used. If there is any doubt about the correct income account, financial section should be contacted.

### **E. Bank Accounts**

#### **Policy Number: 07**

Scope: The policy provides the financial rules and regulations applicable to bank accounts outside of Institutions. The institute's policy for all banking transactions should be a feather of pride for showcasing the documentary evidences.

According to the approved policy, all financial activities of departments, divisions, and centres and other activities related to the Institutions may only be handled via the Institution's financial system.

Separate bank accounts may not be created by the above-named entities for their activities; as such transactions will not be subject to the Institution's policy and procedures.

### **F. Petty Cash Funds**

#### **Policy Number: 08**

Scope: The policy deals with general, reconciliation and handing-over procedures as applicable to all petty cash funds. The policy should also define and maintain a structured system with respect to the utilisation of petty fund as created.

Applications for petty cash funds must be directed to the Head of Financial Section. Petty cash requests are limited to a maximum of Rs.5,000 (can be fixed as required). A formal petty cash application form must be filled in. This requires that the relevant departmental head undertake to apply funds in agreement with the policy and procedures. Overall control and signing power rest with the departmental head.

### **Reconciliation Procedures**

Cash in hand must periodically be confirmed by the departmental head to ensure that petty cash funds are correct (Advance-proof of purchase = cash in hand).

The petty cash top-up form must be signed by the departmental head as proof that the physical cash on hand has been checked and that it corresponds to the amount according to the reconciliation. It is important to fill in the

reconciliation space on the petty cash top-up form for the purpose of control. The petty cash top-up form on which the expenses are listed is available from the Financial Division, and the original proofs of purchase must be attached to it. Original, official invoices or receipts that meet policy requirements must serve as proof of petty cash spending. The petty cash must be kept up to date and be balanced, as it could be audited at any time by the internal/external auditors and/or the Finance section.

The maximum pay-out per transaction from petty cash is Rs.250.00 (can be fixed as required). Petty cash funds must be administered separately from any personal accounts. The purpose of petty cash is to have cash readily available at all times for concluding smaller diverse transactions. Personal advances are not granted from petty cash. Personal funds may under no circumstances be used for petty cash purchases. If the value of transactions prevents purchases from petty cash, a purchase requisition should be requested for the planned expense. No income may serve as top-up for petty cash. The person responsible may not top up the petty cash from his/her own pocket. The amount requested may never be more than the amount of the original petty cash advance. No personal expenses may be paid from petty cash funds.

### **G. Requests for Cheque or Electronic Payments**

#### **Policy Number: 09**

Scope: The policy contains the rules and regulations of Institution with regard to requisitions for cheque or electronic payments

#### **Application Form**

The form according to which a request for payment is directed has been adapted to reflect greater clarity regarding the responsibilities of the role-players and to make it more user-friendly.

#### **Nature of Responsibilities**

Four groups of role-players are involved in the application of a request for payment.

The beneficiary is the person who incurred the expense and is now demanding a refund, or the person or institution that delivered a service and/or a product to Institutions and is invoicing the Institutions for it. The details of the person are filled in the application form. The beneficiary signs in the applicable place. By signing, the beneficiary declares that the expenses were incurred in the service and that supporting documents are attached.

The applicant is the person who fills in the form. The details of the person are filled in the application form.

Person who is authorised to approve the request: The detail of the person who is authorised to approve the request is also filled in the form.

Person who authorises the payment: The person who authorises the payment is the relevant accountant in the Finance section.

**APPROVAL PROCESS:** For the sake of completeness, the Institution's key instructions with regard to the approval of requests for payment (as in the Financial Policy) are given below:

- All requests for payment by means of cheques or the electronic transfer of funds must be signed by the applicant and then be approved and signed by the head of department and/or an authorised person.

**PAYMENT PROCESS:** The payment process entails the following key steps: All cheque requests, once they have been completed and approved by the designated person, together with all the supporting documents, are sent to the relevant accountant at the Financial Section who checks them and authorises the payment.

- Requests that are not completed in full are returned to the applicant.
- Requests for which payment has been authorised are processed electronically in the financial system, after which payment takes place by means of a cheque or an electronic transfer.
- In the case of electronic transfers, the beneficiary is notified by e-mail or in writing that the transaction has been processed and is informed of the date on which the funds will be paid into his/her nominated bank account.
- All cheques and electronic transfers must be signed by two persons with authority to sign cheques.
- All cheques must be crossed as "non-negotiable" as well as "not transferable" in order to grant Institutions maximum protection in cases where cheques become lost or are stolen.
- Lost cheques are only cancelled after a month has elapsed. Advance cheques are only issued in highly exceptional cases, since it is very problematic to obtain the necessary evidence afterwards.
- The advance finalisation form that is issued with the advance cheque must be returned with the necessary documents as evidence to financial section within 30 days.
- If an amount of money remains unspent, it must be deposited with the Cashiers against the same cost point account number against which the cheque was requested. If the costs incurred were greater than the advance, an additional cheque should be requested. Advance cheques are only issued to a creditor of the Institutions in highly exceptional cases, since an order number has to be requested.

### **H. Cashiers**

#### **Policy Number: 10**

Scope: The policy determines the handling of deposits at the cashiers and stipulates the functions of the cashiers.

#### **Checking and Handling Daily Cashier's Deposits**

PR1: The person responsible for counting the money and checking the cashiers' totals.

PR2: The person responsible for Student Fees who keeps the second key to the safe PR1 checks the correctness of cash, cheques and bank deposit slips, checks must correspond to actual cash, cheques, credit card total as printed (banking slip) and bank deposit slips. The summaries of the cashier's total are signed by the cashier and PR1 (all copies in deposit book). The relevant person then takes responsibility for the deposits.

PR1 checks the correctness of the cashiers' advance and signs the suggested form for the advance, surpluses and shortfalls.

Surpluses and Shortfalls: These are recorded on the suggested form for the advance, surpluses and shortfalls. This form must be filled in daily and be signed by the cashier and PR1. The completed form will be checked regularly by the Head: Funds Control. At month end, the form is sent to the financial section: Bank deposit slips, and the (cash) advance are placed separately in the office in safe. PR1 and PR2 unlock the safe on the subsequent day and hand the sealed deposit bag to an official of Bank.

**Functions of the Cashiers:** Correctness of cheques

- Check the correctness of the date on the cheque.
- Check that the cheque is signed.
- Check the correctness of details concerning the beneficiary—note the crossing on cheques.
- Check that words and figures match Credit card payments.
- Do a daily banking.
- Ensure the correctness of money and tally of receipts and payments.

### **I. Cash Receipts**

#### **Policy Number: 11**

Scope: The policy contains the financial rules and regulations applicable to all cash received.

Policy: The finance head is responsible for handling cash. The cash and receipt book must be locked away in a safe/strongbox and the key must be carried on the person of the responsible official. An official receipt, always in numerical sequence, must be issued for all cash received. Receipt books are available from the Student Fees section. All cash and cheques must be paid in at the cashiers each week, or daily if the amounts are large, by means of a completed deposit slip and the receipt book.

If an original receipt has been cancelled, it should be marked by having "Cancelled" written across it, and it must be kept in the receipt book, as in the case of all copies. Only one person may have access to the money, safe/strongbox key and receipt book. Should the key to the safe/strongbox be handed to another person, it must be recorded in a register. A duplicate key must be deposited in a sealed envelope at the Funds Control section for safekeeping. Fully used receipt books must be returned to the Student Fees section for safe-keeping before a new receipt book may be issued.

### **J. Cheque Receipts and Direct Payments into the Institution's Bank Account**

#### **Policy Number: 12**

Scope: The policy contains the rules and regulations of Institutions and the Acts regarding bills of exchange and negotiable documents. Said rules and regulations relate to cheques received and direct payments into the Institution's bank account.

Policy: No cheque will be accepted if it has been made out in favour of an institute, residence, etc.

Any changes made on the cheque, even if fully countersigned by the account holder, will invalidate the cheque. The Financial section should then be contacted to obtain confirmation of the deposit. The full details for allocation, namely date of deposit, amount, depositor and cost point account number, should also be provided. Even if there is no physical evidence, the department/division still needs to provide the above mentioned details to the financial section before an allocation can be made to the relevant cost point.

### **K. Investments and Interest on Funds**

#### **Policy Number: 13**

Scope: The policy provides financial guidelines with regard to investments and interest paid and received.

Policy: Investments: Funds can be invested on the long or the short term

Short-term funds earn interest at a variable rate that is realised monthly at a variety of deposit done by the institutions. Long-term funds are managed by the financial section.

### **L. Handling of Obsolete or Redundant Assets**

#### **Policy Number: 14**

Scope: This Policy document contains the rules and regulations of the Institution's with regards to the scrapping or selling of assets, and the handling of unsold items out of the Store.

Policy: All scrapping or selling of used assets must be dealt with in conjunction with the department. Asset register items will only be removed from the assets register once the entire process with regards to the scrapping or selling of these assets, as stated below, are adhered to.

Selling of assets has the following procedures:

#### **Computers**

The following provisions are applicable with respect to sale or scrapping of computers:

- Items that cannot be sold are treated as unsalable items.
- Items older than 4 years, but younger than 6 years, the relevant department or division may still use the item internally.

Otherwise an internal department or division may use the item, but only for use in instrumentation or control applications. If requested, minimum selling prices are supplied by the Department: If the item is scrapped, it must be sold to an outside institution or private individual without any guarantee. This equipment must be sold for at least the minimum selling price, as supplied by the Finance section

- Items older than 6 years If the items are older than 6 years, it must be written off and returned to the Department Information Technology, but without any transfer of funds.
- Unsaleable Items: It must be written off and returned to the division of Information Technology, but without any transfer of funds.

Specialised equipment: These items may be advertised and sold externally should there be no internal interest for the asset concerned after being advertised for at least 3 times .

### ***Furniture and Office Equipment***

No furniture or equipment (other than computer equipment) may be sold to external institutions without the written consent of the department:

### ***M. Audit Fees***

#### ***Policy Number: 15***

Scope: The policy provides for the payment of audit fees within the Institutions.

**INTERNAL AUDIT FEES:** Internal audit fees are paid centrally, in accordance with the internal audit plan approved by the Audit Committee as part of the institutional overall expenses.

**EXTERNAL AUDIT FEES:** External audit fees are defrayed centrally, in accordance with the internal audit plan approved by the Audit Committee as part of the institutional overall expenses.

### ***N. Guidelines and Procedures for Insurance Claims***

The policy contains all information with regard to Institution's insurance coverage

#### ***Policy Number: 16***

Scope: The policy should refine the prospects of insurance coverage available from different insurance companies as a frame for professional competence and better social interface.

Institution has a comprehensive insurance portfolio at its disposal. The purpose of this is to ensure, as far as reasonably possible, that all insurable risks within Institution enjoy adequate coverage. In order to ensure effective coverage of all insurable risks, all insurance must be regulated and coordinated by the Finance Section and no division/section/department may arrange any insurance coverage without approval by the responsible official at the finance section.

## ***Asset Insurance***

### ***1. Insured Assets***

All assets are covered against fire and related hazards by Asset All Risk Insurance Policy. Assets are only covered if they are recorded on the official asset register of Institution. Only items that appear in the asset register are insured; any non-asset items that must be insured (e.g. research material and books) may be placed in the asset register under the section Insurable non-asset items (estimate). The amount for which assets are insured is the replacement value as indicated in the asset register. If any additional insurance is required with regard to assets that are not covered by the Institution's policy, it must be arranged by the Finance Section.

### ***2. Insured Vehicles***

#### ***General Conditions of Insurance***

The driver of the vehicle must be in possession of a valid driver's licence, at least one year old, and be able to produce it on request. Vehicles are only insured is so far as they are used for official purposes. No vehicle is insured by Institution if it is employed for private purposes.

#### ***Extent of Coverage***

Vehicles are covered against damage to the vehicle as a result of collisions, damage to windshields, theft of the vehicle, break-ins at the vehicle, as well as any liability that specifically applies. It also includes any claims that arise when cars that are insured by Institution cause damage to any property belonging to a third party.

#### ***Driver and Passenger Liability***

Institution's car insurance only applies when the Institution's insured vehicles are employed for official purpose.

#### ***Driver Liability***

Payment by the insurance can be refused if it is found that one or more of the following circumstances (which are not exhaustive) have occasioned the liability: The driver: (i) Does not have a valid driver's licence, (ii) Drove the vehicle in a reckless or negligent manner, (iii) Broke any of the laws of the country, (iv) Was under the influence of alcohol or some other intoxicant. (v) Did not drive the vehicle in executing his/her employer's orders and in the employer's service.

#### ***Passenger Liability***

If the driver is involved in an accident and some of the passengers or other third parties are injured and negligence on the side of the driver cannot be proven, a claim cannot be brought against him/her. However, if negligence can be proven on the side of the driver, a claim may be made equal to Medical expenses.

## ***IV. ANY OTHER MATERIAL INFORMATION***

The Institution's chief financial officer is authorized to furnish any other material information connected to

financial transactions of institute for the requirements of stakeholders for reference.

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# Occupation Related Accidents in Selected Garment Export Industries in Bengaluru

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## **Abstract--**

**Objectives:** To identify and analysis the common accidents which occurred in this industry and also to identify any factors that were associated in order to recommend preventive steps.

**Methods:** After studying the activities undertaken in the garment manufacturing industry accidents reporting to the first aid room of the factories were recorded. The workers are suffering these accidents were interviewed. Additionally participatory methods of evaluation were used with some of the personnel to gain further insight into the problems.

**Results:** The incidence of reported accidents was 3.49/1000 workers during the 5 weeks of the study. Almost all the workers were treated promptly at the factory. Very few man-days were lost because of these accidents.

**Conclusion:** Accidents are common things to occurrence in the apparel manufacturing industries. Both workers and the managements should be made aware of the problems associated with accidents and on the correct and continuous use of personal protective equipments that are recommended for all tasks in the industries.

**Keywords:** Accidents, Apparels, Garments, Industry, Manufacturing Sewing, Tailors, Workers.

## **I. INTRODUCTION**

A Review of the textile industry quotes that it is the largest manufacturing sector in India, accounting for around 25% of India's industrial output and 40% of total exports (Prakash S.). Karnataka and Tamilnadu are major apparel sourcing destinations for the global market, with exports of over Rs. 5000 crore in 2010-11 making it the second largest garments exporter in India (Secretariat for Industrial Development). There are 5770 factories in India employing 4, 25,420 personnel producing goods both for home market and for export (Prakash S.). There are 790 garment-manufacturing units in Bangalore alone. Women form a 75% of the workforce in the industry (Ondcrzoek S.).

A study from Delhi found that accidents, both minor and major, are common in the garment industry (Pandita S.). Minor accidents include falls, cutting and bruising, fingers getting trapped into machines and injuries due to splash of chemicals. A report from Tiruppur, considered the hub of the garment exporting business in India, found that the health department officials have no information about workplace accidents. Employers attempting to avoid media attention or scrutiny by the police, seek treatment for injured workers in private and government hospitals (Loomis D). No studies have documented the number of injuries or the type of injuries and the frequency with which they occur. However, a recent paper emanating from the United States of America indicates that although point estimates are small, injuries in the apparel and finished textile manufacturing industry is the slowest declining (Loomis D). This study was conducted with the objectives of enlisting and describing the common occupation related accidents in the selected garment industries, identifying the factors associated with the occurrence of the listed accident, ascertaining if there is a significant association between identified variables and occurrence of accidents, and recommending measures for prevention of these accidents

## **II. MATERIAL AND METHODS**

During the course of the study, the investigators visited 10 factories belonging to one of India's major exporters of finished apparels and situated in the outskirts of Bangalore. The labor force comprised mainly of women who stayed in the city or in the nearby villages. The investigators visited these factories on a regular basis over a period of 5 weeks to identify and enumerate these accidents.

Walk through survey of the factory shop floor was done to observe the activities undertaken in the production of garments. Record review of health records and accident records maintained in the factory was done to identify the cause of accident and the type of injury and use of protective equipments, training of workers and other related factors. Participatory methods such as key information interviews were conducted with the workers who have suffered the accidents, floor supervisors and

managers to learn more about these accidents. Preventive measures identified were suggested to the factory employees and management.

### III. RESULTS

There were 105 workers who were injured during the period between April, May, June and July in these selected factories. With a total workforce of 4017, the incidents of accidents during the study period is 3.49/1000 workers. Of these 105 workers only 91 workers were interviewed. 14 of the workers could not be interviewed because they had left from the factory. The reasons for resigning from service were not clearly known.

As depicted in Table 1 there was no significant association between the age of the factory worker and the accident. Out of the 91 workers interviewed 31 were males (N=1245) and 60 were females. (N=2410). This statistic was found to be significant (p value less than 0.05). Thus males were more prone for accidents than females. The reason might be males were employed in the relatively more hazardous occupations, which include chemical, electrical and mechanical jobs and as buttoning operators. Out of the 91 workers the 40 were tailors and 51 from other jobs. It was found that there was no association between the work being performed and the accidents. Similarly there was no significant relationship between the injuries and any of the other factors that were studied, namely education status, experience in the garment industry, experience in this factory itself, experience in job and time of injury.

Table 1: Comparison of Age Distribution of Workers with those who had Sustained Accident

Age	No. of employees			No. who met with accidents		
	Total	Male	Female	Total	Male	Female
18-20	650	40	610	25	7	18
21-25	1300	184	1116	39	14	25
26-30	1015	183	832	18	6	12
31-35	510	97	413	5	2	3
36-40	310	91	219	3	0	3
41-45	124	40	84	1	1	0
>45	108	50	58	0	0	0

75 workers out of the 91 (82%) of the workers said that this was their first accident. Of the 16 others, most had suffered similar injuries at some point during their career in the industry. It was found that a puncture wound was the most common type of injury (50.3%). The commonest mode of suffering from these puncture wounds was by the needle entering the phalanx at the time of stitching. The other injuries were incised wound (27.1%), blunt injury (12.5%), burns (4.6%) and foreign body (5.5%). The commonest anatomical site involved was the distal phalanx of the fingers as most of the injuries occurred of tailors. This part of the hand was commonly injured in the process of stitching the apparel.

Both the index finger and the middle finger were the affected by the accident. 100% of the interviewed workers confirmed that they had received first aid. The factory

workers who were injured received first aid from the ambulance room where a factory nurse is stationed. In rare cases, when it the injury was of a more serious nature, the nurse took the patients to an appropriate medical center close to the factory. An avoidable accident was one that could have been prevented by the use of personal protective equipment or by utilizing the safety guards that are generally provided with the sewing machines. An inspection of the work spot where the accident occurred and an in-depth interview of the workers involved showed that 80 out of the 91 accidents could have been avoided by modification of human and machine factors. The 11 that were not avoidable were due to falls while working in the factory. Each of the factories has made efforts to demarcate areas for walking (gangways). An inspection of the site of the fall revealed that nothing more could be done to prevent these falls. In most of these factories the workers are provided and know the use of their protective device. 64 workers had neglected wearing protective device due to some reason or the other. The reasons given by them are when confronted with the question as to why they were not wearing the protective device was that it is very uncomfortable to work with. Secondly working with the protective devices did not come naturally to the workers. 79 (86.8%) of workers were trained to use the gadget or machine in use. While some accidents were not directly as a result of working with machines, the key informant interviews revealed that the frequent change of the type or machine used was likely to predispose to accidents. 29 (31.8%) accidents occurred due to unsafe condition of the machine. Of these the commonest was the absence or the modification of the needle guards.

As indicated earlier in some cases this may be a result of the workers themselves modifying the machines. Also in a few cases faulty machines were being put to use. 71 workers (78.05%) suggested that the accident could have been avoided by modifiable human factors, 10 workers (10.98%) said that it could have been avoided by mechanical changes and 12 workers (13.18%) said that the accident could have been avoided by both. 45 workers did overtime and out of these 46 workers who did over time 16 workers did it voluntary to earn more money the remaining workers worked to finish of projects. However none of the accidents occurred during the overtime nor did the workers attribute the accident to their involvement in overtime work. 19 workers of the 91 took leave because of this accident. This ranged from one to two days. Our interviews with these workers, revealed that 11 of them, received pay during this leave period and the remaining 8 did not receive any pay for these days. None of these accidents required or was paid any compensation.

### IV. DISCUSSION

Review of literature related to the garment industry suggests that hazards have been categorized into accident hazards, will hand fingers injuries, burns etc. physical hazards like exposure to of noise, heat, light etc. and



chemical fingers hazards like exposure metal fumes (*Ondcrzoek S.*). There have been a few reports of accidents in the garment industry from the world over. In Thailand, a study on health promotion in the garment industry revealed that many workers ignored using any safety device at work, and managed stress improperly (*Layanun P. Geode Waar*). In a few studies in Sri Lanka it was shown that most accidents are considered by employers to be minor, e.g. repetitive strain injury or needle stick injuries (*Layanun P.*). It was also found during this study that in the past most of these accidents -are not reported in the factory register and that the workers are unaware of any accident register. The reasons indicated in these studies as to why these accidents occurred in the industries were poor housekeeping awkward work postures, heavy manual lifting, faulty job organization, inadequate use of protective devices and above all the lack of a safety culture on the part of workers and employers. The following recommendations are based on the findings of the quantitative part of this study, the discussions with the management and the workers through key informant interviews and the walk-through inspection of the factory shop floor.

Safety aspects applicable to the garment industry include the proper installation and maintenance of lifts and hoists, boilers and other mechanical and electrical equipment. On the human front, the provision and proper utilization of personal protective equipment is also of great importance (*Ondcrzoek S.*). The recommendations of the Factories Act with respect to overcrowding, safe access to work, temperature, circulation of fresh air, lighting, fire escapes among other factors should be followed (*Puliani S. The Factories Act*).

Recognizing that injuries to the distal phalanx is the commonest accidental occurrence in the garment industry, the manufacturers of sewing machines have incorporated an appendage to the moving needle assembly-the needle guard-to prevent the finger from approaching the needle. However, workers often manipulate these guards since it comes in the way of faster productivity. Some older machines inherently lack these needle guards. Once again the combined role of machine factors and human factors in causation of accidents is highlighted. The importance of the maintenance of records is often not highlighted in non-hazardous industries. The first aid trained workers and other health care providers should be encouraged to be meticulous in this aspect. The health and safety programs that are held in the factories should cover all employees and focus on the above mentioned deficiencies. The Department has turned its focus to these factors and the factories are now paying attention to this neglected area.

## V. LIMITATIONS

The garment industry is fraught with a problem of "turnover". This fluid state of workers leaving one factory to join another resulted in the loss of few cases. During this

study it was noticed that awkward body postures are a major ergonomic concern in these factories. Due to various constraints attention could not be paid to the incidence of injuries and muscle-skeletal problems that were reported during this period. Some very minor injuries, such as nicks with the trimming scissors are never reported to the ambulance room. Workers apply 'Band-Aid' plasters that are available in the first-aid boxes and continue working. These injuries are not reported in our study.

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# Intangible Assets from HR Perspective

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**Abstract---** *An intangible asset is a non-physical asset having a useful life greater than one year. Before 1980's intangible assets were not even considered worth mentioning because a company's value was restricted to its book value only. And this value, was the net worth of the building, machinery, equipment and the rest of the infrastructure. But with the growing influence of the stock market, intangible assets of a company have acquired a value of their own. A company's worth has extended beyond its book value or its Balance Sheet. Intangible assets have gained importance as they determine the increase or decrease in the Company's market value. Intangible assets not only affect the bottom line of the hardcore businesses, but also in terms of more public goodwill sponsorship and funding.*

*Companies intangible assets are a combination of the company's workforce principles, its efforts towards organisational development including its leadership and culture. Very often management ask themselves whether their intangible assets will improve their market value. The answer is a most definite YES !*

**Keywords---** *Intangible, Non Physical Asset, Value, Balance Sheet, Organisational Development*

## I. INTRODUCTION

**A**N intangible asset is an asset that lacks physical substance (unlike physical assets such as machinery, software and buildings) and usually is very hard to evaluate. It includes patents, copyrights, franchises, goodwill, trademarks, trade names, the general interpretation also includes software and other intangible computer based assets.

International Accounting Standards Board standard 38 (IAS 38) defines an intangible asset as: "an identifiable non-monetary asset without physical substance." This definition is in addition to the standard definition of an asset which requires a *past event* that has given rise to a resource that the entity *controls* and from which *future economic benefits* are expected to flow. Thus, the extra requirement for an intangible asset under IAS 38 is

*identifiability*. This criterion requires that an intangible asset is separable from the entity or that it arises from a contractual or legal right.

While intangible assets don't have the obvious physical value of a factory or equipment, they can prove valuable for a firm and can be critical to its long-term success or failure. It's common for businesses to describe their employees as valuable assets, it's not really the employees the flesh-and-blood individuals-that are the assets. Rather, it's their abilities. When a talented, skilled worker leaves the company, one can't replace them just by bringing in a warm body off the street. They need someone with equivalent abilities. The skill set of the company's workers, more than the workers themselves, is an asset, and since abilities can't be touched, it's an intangible asset.

## II. THE INTANGIBLE ASSET AS DEFINED FOR ACCOUNTING PURPOSES

The Governmental Accounting Standards Board 1984, recognizes GASB standards. This widely recognized organization defines intangible assets according to three criteria:

1. Lacking "physical substance"-cannot be touched;
2. Having no monetary or financial value; and
3. The ability to extend their use for several years.

If an intangible asset has a finite useful life, one should amortize it over that useful life. The amount to be amortized is its recorded cost, less any residual value. However, intangible assets are usually not considered to have any residual value, so the full amount of the asset is usually amortized. If there is any pattern of economic benefits to be gained from the intangible asset, then one should adopt an amortization method that approximates that pattern.

*Amortization is an accounting term that refers to the process of allocating the cost of an intangible asset over a period of time. It also refers to the repayment of loan principal over time.*

If the intangible asset is good will, human capital or brand image, one cannot amortize it under any circumstances. Instead, periodically evaluate it to see if its value has become impaired.

*These assets are never amortized. Instead, management is responsible for valuing goodwill every year and to determine if an impairment is required.*

### **Human Capital is the Ultimate Intangible Asset**

In the highly competitive business environment of today, companies spend large amount of money on marketing to increase their customer base but sadly they do not make efforts to increase employee happiness or satisfaction. They fail to realise that disgruntled staff equal's loss of valuable customers. Companies often overlook the fact that their success lies in the happiness of their employees.

### **III. INTANGIBLE ASSETS ARE SOURCES OF FUTURE BENEFITS WHICH DO NOT HAVE A PHYSICAL EMBODIMENT**

Employee Training as an Intangible Accounting Asset.

While the GASB definition seems on its face to apply to employee training, the GASB also requires intangible assets be treated as "capital assets" in financial statements. Trademarks and patents are examples of such intangible assets for accounting purposes.

For tax purposes, companies generally only capitalize what they have to and it is not required. They prefer the deduction. For accounting purposes it is too difficult to quantify both in monetarily quantifying future value to the company and over what period one would amortize the asset."

The stock value of a company grows once if it starts improving its intangible assets. The most important parts of these assets is the brand image of the company. The brand image sets a company apart from its competitors and makes customers seek out its services. To build and sustain a brand image an organisation should keep its communication open with its clients, employees and shareholders. It should inform them of any new technologies it has adopted to improve its services. The company's website can also be used to highlight important achievements periodically rather than merely putting it in the annual report.

The company should be in touch with the media and highlight its efforts in building its intangible and tangible assets. It is also equally important to communicate this to its employees. They should understand how their actions could impact the bottom line. They should also be aware of the goals and objectives of the company and how they and the organisation stand to benefit in meeting them.

Feedback from employees and customers is also vital to build the intangibles. Suggestions from employees and customers should be given priority because sometimes they may have value and implementing them can provide an edge over the competition. The company should also be aware of its image and its perceptions from an outsider's point of view. The brand image has to necessarily set it

apart from its competitors. This calls for a well defined strategy.

Apart from building the right brand image as part of improving the intangible, the HR department of the company has the responsibility of developing these assets. This depends on comprehending and managing the expectations of customers and shareholders. The HR Department also has to focus on creating the value addition and developing competitions like a qualified workforce to help in such growth. This in turn can build the USP of the company to distinguish it from its competitors.

Improvement in the quality of the intangible assets of a company implies a better market value. The role of HR department is to develop core competencies like speed, accountability and learning among the workforce.

Sometimes the shareholders may not be aware of the value of the company's intangible assets. Then it is for the HR Department to step forward and make provision for training, recruitment, diversity, work culture and employee welfare which shareholders can easily relate to.

Developing the intangible assets of any organisation is a combined strategy involving building a brand image while developing the HR potential. All this will pave a way to boost the market value of the company.

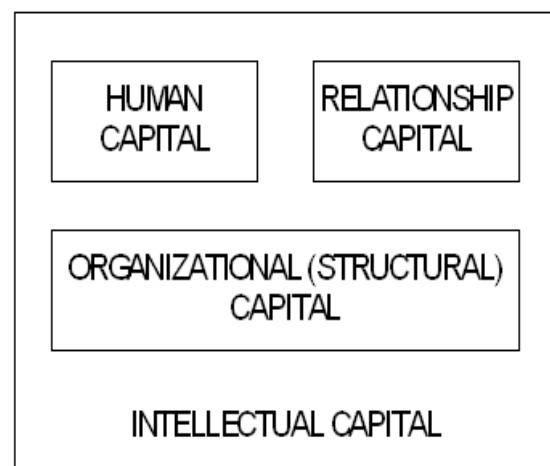
### **IV. THE STRUCTURE OF INTANGIBLE ASSETS**

Three terms are widely used:

- Intangible Assets-in accounting literature.
- Knowledge Assets-by economists.
- Intellectual Capital-in management and law literature.

"and on the whole they come to the same: to the future benefits that are not embodied materially".

*B.Lev, 2004*



Human Capital: The capability of a company to benefit from knowledge, skills and experience of employees, which immanently pertain to the latter.

**Relationship Capital:** The capability of a company to benefit from resources connected with the company's external relations (with customer, suppliers, and other counteragents).

**Organisational (Structure) Capital:** The capability of a company to benefit from attainments remaining inside the company.

### ***Intellectual Capital***

Intellectual capital is the term used to describe the intangible assets provided to an entity by its employees' efforts and also knowledge assets such as patents, trademarks, copyrights, and other results of human innovation and thought.

In service businesses, and even in industrial and retail enterprises, there is general recognition that knowledge management leads to innovation and value creation, and therefore company success. Within the workforce of a company reside the individuals who have the knowledge that represents intellectual capital.

## **V. FOUR APPROACHES FOR MEASURING INTANGIBLES**

The suggested measuring approaches for intangibles fall into at least four categories of measurement approaches. The categories are an extension of the classifications suggested by Luthy (1998) and Williams (2000).

*Direct Intellectual Capital methods (DIC):* Estimate the value of intangible assets by identifying its various components. Once these components are identified, they can be directly evaluated, either individually or as an aggregated coefficient.

*Market Capitalization Methods (MCM):* Calculate the difference between a company's market capitalization and its stockholders' equity as the value of its intellectual capital or intangible assets.

*Return on Assets methods (ROA):* Average pre-tax earnings of a company for a period of time are divided by the average tangible assets of the company. The result is a company ROA that is then compared with its industry average. The difference is multiplied by the company's average tangible assets to calculate average annual earnings from the Intangibles. Dividing the above-average earnings by the company's average cost of capital or an interest rate, one can derive an estimate of the value of its intangible assets or intellectual capital.

*Scorecard Methods (SC):* The various components of intangible assets or intellectual capital are identified and indicators and indices are generated and reported in scorecards or as graphs

### ***Balance Score Card***

"A way to systematically measure the alignment of company's human, information and organization capital to the company's strategy", D. Norton and R. Kaplan.

The balanced scorecard is a strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals. The balanced scorecard is a management system (not only a measurement system) that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results.

### ***Perspectives***

The balanced scorecard suggests that we view the organization from four perspectives:

1. Learning and Growth Perspective
2. Business Growth Perspective
3. The Customer Perspective
4. The Financial Perspective

Strategy maps are communication tools used to tell a story of how value is created for the organization. They show a logical, step-by-step connection between strategic objectives in the form of a cause-and-effect chain. Generally speaking, improving performance in the objectives found in the Learning & Growth perspective enables the organization to improve its Internal Process perspective Objectives, which in turn enables the organization to create desirable results in the Customer and Financial perspectives.

## **VI. REVIEW OF INTANGIBLE ASSETS IN ORGANISATIONS**

Many organisations never attempt to find out if their employers enjoy and derive satisfaction from their work and if they are happy with their roles or feel valued and appreciated for their work. Their response to their queries will be a major influence in what employee say and do within and outside the company that can affect its image.

Employers who do not undertake such employee surveys are unaware that the employees impact the bottom line and satisfied employees will be committed and loyal. They will project a positive image of the company and willingly do their best to satisfy customers. Many research studies have highlighted the correlation between employee satisfaction and good customer service and as a consequence more profits. The studies reveal a distinct link between these factors. Some key findings

1. Customer satisfaction and loyalty directly impact profit and growth of the organisation.
2. Better customer service means customer satisfaction and based on positive interactions with employees by customers, advocacy of the company by them to the others.
3. Satisfied employees provide better customer service.

4. Congenial work environment translates to employee satisfaction.

## VII. CONCLUSION

In a sense, employers should have employee and customer satisfaction on the priority list when planning for business growth. For formulating such plans they need constant feedback from both. Any strategy for growth should be based on the belief that if employee satisfaction, loyalty and commitment can be gained then it will automatically lead to customer satisfaction and loyalty and consequently the growth of the business. The link between happy employees and customer satisfaction is termed as value profit chain. An important aspect of this chain is the role of the employees. Without doubt employee behaviour and attitude to work has a lot to do with the work environment. A positive environment leads to greater employee satisfaction whereas a negative one mars employee performance. In the years to come the question of developing optimal techniques for intangible assets' measurement will play a significant role.

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# A Study of Gujarat Tourism Marketing

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**Abstract---** After the launch of 'Khushboo Gujarat Ki...' as a marketing campaign, Gujarat Tourism has achieved the major milestones and grabbed various prestigious awards. The prominent fragrance of Gujarat has been spread across the world through this marketing campaign which is regarded as the landmark for the Gujarat tourism business. Gujarat Tourism Marketing is the perfect blend of 6Ps, including the powerful celebrity endorsement. The researcher has undertaken this study to achieve primary objectives viz. to assess the tourism marketing strategy of Gujarat and to study the perception and opinion of respondents towards Gujarat Tourism Marketing. There were three types of respondents namely tourists, potential tourists and informed respondents and relevant data were collected through the structured questionnaire. The sample size consisted of 100 respondents and the convenient sampling method was adopted by the researcher. Similarly, factor analysis, independent sample 't' test and descriptive statistics were used for data analysis and hypothesis testing. Through factor analysis, 11 selected criteria related tourism marketing were grouped into 2 factors by using Principal Component Analysis Method. The results further indicated that the average opinions of male and female respondents on factors namely Advertisement and Promotion of Gujarat Tourism and Implications of Marketing Campaign of Gujarat Tourism are not statistically and significantly different.

**Keywords---** Tourism, Marketing, Celebrity, Endorsement, Promotion, Advertisement.

## I. INTRODUCTION

TO the greater extent, tourism marketing influences the decision making of a tourist. In fact, vivid images of tourist destinations shown in the advertisement develop the pre visit perception and generate the sort of expectations among the tourists. Tourism marketing is a tool to satisfy the modern needs of tourists (Joshi, 2014). Tourism Marketing encompasses appropriate collections of 6Ps namely tourism products, price (fair, tariff etc), promotion (advertisement, publicity and promotional events), physical distribution (transportation), people (tour operator, guide, hotel staffs etc), physical evidence (amenities and infrastructure at tourist destinations and

hotels). Tourism Marketing means understanding the needs of tourists, offering the desired satisfaction and meeting their varied expectations through 6Ps of marketing mix. The unique features of Gujarat Tourism Marketing are celebrity endorsement, laser and light shows, promotion of foods, festivals and fairs, organisation of events such as International Kite Festivals, VAD Fest, Rannustav, Punch Mahostav, Modhera Dance festivals etc., promotion of film tourism and the concept of virtual tourism. The present study widely spells out Gujarat Tourism Marketing and its elements.

## II. STATEMENT OF PROBLEM

The prominent fragrance of Gujarat has been spread across the world through its creative tourism marketing campaign which is regarded as the landmark for Gujarat tourism business. Similarly, taglines such as 'Kuchh Din To Gujaro Gujarat Me', 'Kutch nahi dekha to Kuchh nahi dekha' have rattled the Gujarat Tourism all over the world. The statistics of Gujarat Tourism witness the unprecedented growth of tourist business after the launch of Khushboo Gujarat Ki.... featuring Bollywood Superstar Mr. Amitabh Bachchan. Hence, the researcher has attempted to acquire some quality information on opinion of respondents on Gujarat tourism marketing and to offer the recommendations accordingly.

## III. SIGNIFICANCE OF THE STUDY

Having launched Tourism Marketing Campaign, a significant rise has been observed in Gujarat Tourism Business in terms of arrival of tourists and revenue generated from it. To promote unexplored tourist destinations and fetch more number of tourists, tourism marketing is of an immense help. The present study gives an account of existing marketing strategy of Gujarat Tourism and offers a string of suggestions to redesign it.

## IV. LITERATURE REVIEW

Joshi (2014), affirmed that tourism marketing is a tool to satisfy the modern needs of tourists and also suggested to promote unexplored tourist destinations. Dhote (2015), opined that Khushboo Gujarat ki....campaign is the major turning point of tourism business and it reflects the diversity brand of Gujarat Tourism. The study suggested creative tourism strategy such as building brand image, new uses of existing tourism products, offering a range of destination and brand communication strategy. Shah and Gupta (2012), proved that Amitabha Bachchan is an

effective brand ambassador for Gujarat Tourism and there has been a rise in tourism business after the celebrity marketing. Premakumari and Arvinda Rajah (2014) stated that technology and internet has created revolution in tourism marketing. Tourists can not only get information about tourist destinations but also do online booking through internet. Online tourism marketing includes the use of e-brochures, virtual tourism, videos and online information supports etc. Benerjee (2015), suggested that Government should organise various food festivals showcasing regional cuisine, set up food parks and food courts near tourist destinations. Promotion of food can be the unique part of tourism marketing.

Vagionis and Loumioti (2011), discussed that film significantly contributes to the formation of the image of a destination and enables in stimulating tourism demand and in facilitating the positioning and segmentation. Therefore, films constitute a vital important marketing tool which can effectively serve the strategy for promotion of tourism destinations. Ongwae et al (2013), concluded that marketing and promotional policy positively influences tourism growth and also policies relating to community participation, product development and diversification, marketing and promotion have positive relationship with tourism growth at destination. Biswas (2011) conducted a study to understand the importance of local cuisine for the development of tourism. The results disclose that majority of respondents strongly believe that food can significantly influence the development of hospitality and tourism industry and most importantly, food festival can be an effective marketing tool. Sharma (2013), holds a strong opinion that destination marketing plays a key role not only for the growth of tourism industry but also developing and retaining the popularity of destination. Results of this study reveal that print material (brochures) and T.V. shows are effective sources for destination marketing and promotion of tourism products followed by advertisement in newspaper. Interestingly, destination marketing creates destination branding. In the similar lines, destination marketing is of an immense help for MICE tourism and has a profound impact on business and entrepreneurship.

Molina et al (2010), discussed that favourable destination image plays a pivotal role for managing tourism and destination marketing successfully. Results showed that there is a relationship between information sources and destination image. Promotional means like internet, brochures, tourist offices & guide constitute an active and open way of getting information for tourists. In addition to this, inclusion of image and tourist information not only serves to highlight the importance of image but also provides a better explanation for destination choice. Therefore, tourist planners and operators should incorporate destination advantages and also design an attention seeking brochures.

## V. RESEARCH OBJECTIVES

- To assess the tourism marketing strategy of Gujarat
- To study the perception and opinion of respondents towards Gujarat Tourism Marketing

## VI. RESEARCH HYPOTHESES

- **Ho1:** The means of the opinion of male and female respondents on Advertisement and Promotion of Gujarat Tourism are the same.
- **Ho2:** The means of the opinion of male and female respondents on Implications of Marketing Campaign of Gujarat Tourism are the same.

## VII. RESEARCH METHODOLOGY

The population of the study consists of all those who have travelled, are likely to soon visit any tourist destinations of Gujarat and aware of Gujarat Tourism Marketing Strategy. The sample size of the study is 100 respondents who are tourists, potential tourists and informed respondents. The researcher has approached tourists who visited Ambaji, Somnath and Idar/Polo forests and potential tourists and informed respondents of Vadodara and Nadiad. For data collection, five point Likert Scale Structured Questionnaire was designed and used. Out of 200 distributed questionnaires, only 126 were received back from which 100 were randomly selected for the study purpose. A Convenient Sampling method was adopted and factor analysis, Independent Sample't' test and descriptive statistics were used for data analysis and hypothesis testing.

## VIII. DATA ANALYSIS, INTERPRETATION AND FINDINGS

The researcher has analysed the collected data by using SPSS 22 and MS excel.

Table 8.1: Type of Respondents

<i>Type of Respondent</i>	<i>Number</i>	<i>Percentage</i>
Tourist		
Somnath : 20	63	63
Ambaji : 20		
Idar / Polo Forest : 23		
Potential Tourist	15	15
Informed Respondent	22	22
Total	100	100

Potential tourists are those who are likely to visit any tourist destination of Gujarat in near future while informed respondents are those who are aware of tourism marketing of Gujarat. Tourists are those who have visited tourist destinations of Gujarat. The above table shows that the percentage of tourist, potential tourists and informed respondents are 63%, 15% and 22% respectively.

Table 8.2: Mean Score and Rank of Selected Criteria of Tourism Marketing of Gujarat

Code	Selected Criteria of Tourism Marketing of Gujarat	Mean Score	Rank
X1	Print media delineates vivid image of tourist destinations	3.62	11
X2	Creatively designed videos of tourist destinations of Gujarat	4.08	3
X3	Informative Advertisement on T.V. and in Newspapers	3.86	7
X4	More likes and comments on attractive Face book page of Gujarat Tourism	3.78	10
X5	Mr. Amitabh Bachchan has given a golden touch to Gujarat Tourism Business	4.11	2
X6	Unique tourism brand is created through celebrity marketing	3.91	6
X7	Laser, light & sound shows (with Mr. Bachchan's voice) have significant Impact	3.79	9
X8	Events and programmes (such as RannUstav, International Kite Festival, Navratri, Modhera Dance Festival, Vad Fest, Punch Mahostav, Monsoon Festival) promote Gujarat Tourism	4.42	1
X9	Beautifully portrayed destinations of Gujarat in serials and films catch the attention of the tourists.	4.00	4
X10	Food, Festivals and Fairs are well promoted	3.97	5
X11	'Khushboo Gujarat Ki' campaign has created a buzz	3.81	8

As indicated above, 'Events and programmes (such as RannUstav, International Kite Festival, Navratri, Modhera Dance Festival, Vad Fest, Punch Mahostav, Monsoon Festival) promote Gujarat Tourism' is the criterion having the highest mean score (4.42) and hence, it holds the first rank. While the statement, 'Mr. Amitabh Bachchan has given a golden touch to Gujarat Tourism Business' has the second highest mean score holding the second rank. The third highest means score (4.08) was of the criterion 'Creatively designed videos of tourist destinations of Gujarat'.

Moreover, the mean score for the statement, 'Beautifully portrayed destinations of Gujarat in serials and films catch the attention of the tourists' was 4.00. The lowest mean score was reported for the criterion, 'Print media delineates vivid image of tourist destinations' which depicts that Government should bring creativity while using print media for promoting tourism products of Gujarat. In the same way, *Khushboo Gujarat Ki* campaign needs to be redesigned and revived.

Table 8.3: Perception and Opinion on Selected Criteria of Tourism Marketing of Gujarat

Sr. No.	Selected Criteria of Tourism Marketing of Gujarat	Strongly Agree (5)	Agree (4)	Neither Agree Nor Disagree (3)	Disagree (2)	Strongly Disagree (1)
		f (%)	f (%)	f (%)	f (%)	f (%)
1	Print media delineates vivid image of tourist destinations	18	37	35	09	01
2	Creatively designed videos of tourist destinations of Gujarat	38	36	22	04	00
3	Informative Advertisement on T.V. and in Newspapers	30	43	13	11	03
4	More likes and comments on attractive Face book page of Gujarat Tourism	31	33	21	13	02
5	Mr. Amitabh Bachchan has given a golden touch to Gujarat Tourism Business	45	34	12	05	04
6	Unique tourism brand is created through celebrity marketing	37	27	27	08	01
7	Laser, light & sound shows (with Mr. Bachchan's voice) have significant Impact	35	29	22	08	06
8	Events and programmes (such as RannUstav, International Kite Festival, Navratri, Modhera Dance Festival, Vad Fest, Punch Mahostav, Monsoon Festival) promote Gujarat Tourism	62	23	12	01	02
9	Beautifully portrayed destinations of Gujarat in serials and films catch the attention of the tourists.	36	38	19	04	03
10	Food, Festivals and Fairs are well promoted	38	34	17	09	02
11	'Khushboo Gujarat Ki' campaign has created a buzz	28	36	26	09	01

As depicted in the above table, 62% of respondents strongly agreed to 'Events and programmes (such as RannUstav, International Kite Festival, Navratri, Modhera Dance Festival, Vad Fest, Punch Mahostav, Monsoon

Festival) promote Gujarat Tourism' while only 2% strongly disagreed to the statement. Similarly, majority of respondents (45%) strongly agreed to 'Mr. Amitabh Bachchan has given a golden touch to Gujarat Tourism



Business.' There were 38% of respondents who strongly agreed to 'Creatively designed videos of tourist destinations of Gujarat.' In the similar line, the same percentage of respondents (38%) strongly agreed to 'Food, Festivals and Fairs are well promoted'. Interestingly, 33% of respondents agreed to 'more likes and comments on attractive Face book page of Gujarat Tourism' and 37% of respondents strongly agreed to 'Unique tourism brand is created through celebrity marketing'.

Most importantly, there were 36% of respondents who agreed that *Khushboo Gujarat Ki'* campaign has created a buzz while only 9% of them disagreed to that. In addition, 43% of respondents agreed to 'Informative Advertisement on T.V. and in Newspapers' and 38% of respondents agreed to the statement, 'Beautifully portrayed destinations of Gujarat in serials and films catch the attention of the tourists'.

### Factor Analysis

The factor analysis was conducted by the researcher to group the selected criteria related to Gujarat Tourism Marketing into relevant factors (components).

Table 8.4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.834
Bartlett's Test of Sphericity	Approx. Chi-Square	282.350
	Df	55
	Sig.	.000

As the value of KMO statistics (0.834) is greater than 0.5 indicating that factor analysis can be conducted for the given data. Bartlett's test of sphericity testing for the significance of the correlation matrix of the variables indicates that p value is less than 0.05 showing sufficient correlation exists between the variables necessary to proceed further.

Table 8.5: Total Variance Explained

Com.	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.129	37.539	37.539	4.129	37.539	37.539	2.914	26.488	26.488
2	1.041	9.460	46.999	1.041	9.460	46.999	2.256	20.511	46.999
3	.991	9.012	56.011						
4	.879	7.988	63.999						
5	.816	7.419	71.418						
6	.756	6.871	78.289						
7	.669	6.078	84.367						
8	.533	4.847	89.214						
9	.429	3.902	93.116						
10	.405	3.679	96.795						
11	.353	3.205	100.000						

Extraction Method: Principal Component Analysis.

As shown above, using principal component analysis was used to extract two factors from eleven variables and two factors accounting for 46.99% of total variance were

extracted. The researcher has considered the Eigen value more than 1.000

Table 8.6: Rotated Component Matrix<sup>a</sup>

Selected Criteria	Component	
	1	2
X1	.581	.202
X2	.608	.394
X3	.536	.241
X4	.214	.766
X5	.610	.190
X6	.307	.632
X7	.412	.542
X8	.496	.211
X9	.659	.144
X10	.743	.086
X11	.080	.783

Extraction Method: Principal Component Analysis.  
Rotation Method: Varimax with Kaiser Normalization.<sup>a</sup>  
a. Rotation converged in 3 iterations.

By using factor analysis, eleven variables have been reduced to two factors. Principal Component Analysis method was used to get the factors and Varimax rotation is used for rotation. The researcher has not considered the factor loading less than 0.4.

**Factor Labelling and Explanation**

Having conducted factor analysis, derived factors have been labelled as below

Table 8.7: Factor 1 Advertisement & Promotion of Gujarat Tourism

<i>Criteria related to Tourism Marketing</i>	<i>Factor Loading</i>	<i>Mean Score</i>	<i>Cronbach's alpha</i>
Print media delineates vivid image of tourist destinations	0.581	3.62	0.764
Creatively designed videos of tourist destinations of Gujarat	0.608	4.08	
Informative Advertisement on T.V. and in Newspapers	0.536	3.86	
Mr. Amitabh Bachchan has given a golden touch to Gujarat Tourism Business	0.610	4.11	
Events and programmes (such as RannUstav, International Kite Festival, Navratri, Modhera Dance Festival, Vad Fest, Punch Mahostav, Monsoon Festival) promote Gujarat Tourism	0.496	4.42	
Beautifully portrayed destinations of Gujarat in serials and films catch the attention of the tourists.	0.659	4.00	
Food, Festivals and Fairs are well promoted	0.743	3.97	

There are seven criteria grouped into factor 1 which is termed as 'Advertisement & Promotion of Gujarat Tourism'. The highest mean value is of 'Events and programmes (such as RannUstav, International Kite Festival, Navratri, Modhera Dance Festival, Vad Fest,

Punch Mahostav, Monsoon Festival) promote Gujarat Tourism' and the lowest mean value is of 'Print media delineates vivid image of tourist destinations'. The value of factor loading ranges from 0.496 to 0.743 and the value of Cronbach's alpha for this group is 0.764.

Table 8.8: Factor 2 Implications of Marketing Campaign of Gujarat Tourism

<i>Criteria related to Tourism Marketing</i>	<i>Factor Loading</i>	<i>Mean Score</i>	<i>Cronbach's alpha</i>
More likes and comments on attractive Face book page of Gujarat Tourism	0.766	3.78	0.719
Unique tourism brand is created through celebrity marketing	0.632	3.91	
Laser, light & sound shows (with Mr. Bachchan's voice) have significant Impact	0.542	3.79	
'Khushboo Gujarat Ki' campaign has created a buzz	0.783	3.81	

The second factor is designated as 'Implications of Marketing Campaign of Gujarat Tourism' which includes four criteria. The highest mean value is of Unique tourism brand is created through celebrity marketing while the lowest mean value is of 'More likes and comments on attractive Face book page of Gujarat Tourism'. The value of factor loading ranges from 0.542 to 0.783 and the value of Cronbach's alpha is 0.719.

Table 8.9: Descriptive Statistics on Advertising and Promotion of Gujarat Tourism

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	62	3.9516	.68582	.08710
Female	38	4.1015	.52820	.08569

The means of the opinion of male and female respondents on Advertisement and promotion of Gujarat Tourism are 3.95 and 4.10 respectively.

**Independent Sample 't' test**

*Ho1: The means of the opinion of male and female respondents on Advertisement and Promotion of Gujarat Tourism are the same.*

Table 8.10: Independent Sample t Test for the Opinion of Male and Female Respondent on Advertisement and Promotion of Gujarat Tourism

	<i>Levene's Test for Equality of Variances</i>		<i>t-test for Equality of Means</i>				
	<i>F</i>	<i>Sig.</i>	<i>T</i>	<i>Df</i>	<i>Sig. (2-tailed)</i>	<i>Mean Difference</i>	<i>Std. Error Difference</i>
Equal variances Assumed	.397	.530	-1.153	98	.252	-.14989	.12999
Equal variances not Assumed			-1.227	92.842	.223	-.14989	.12218

The results of independent sample t test shows that the null hypothesis is accepted as the p values for both equal and unequal variances are (0.252/2) 0.126 and (0.223/2) 0.112 respectively. The p values are greater than 0.05. Therefore, the average opinions of male and female respondents on Advertisement and Promotion of Gujarat Tourism are not statistically and significantly different.

*Ho2: The means of the opinion of male and female respondents on Implications of Marketing Campaign of Gujarat Tourism are the same.*

Table 8.12: Independent Sample t Test for the Opinion of Male and Female Respondents on Implications of Marketing Campaign of Gujarat Tourism

	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	.204	.652	-1.241	98	.218	-.20140	.16232
Equal variances not Assumed			-1.240	78.279	.219	-.20140	.16239

As shown results indicated that the null hypothesis is accepted. This is because the p values for both equal variances and unequal variances are (0.218/2) 0.109 and (0.219/2) 0.1095 respectively which are greater than 0.05. Hence, the average opinions of male and female respondents on Implications of Marketing Campaign of Gujarat Tourism are not statistically and significantly different.

## IX. SUGGESTIONS [OR] RECOMMENDATIONS

Gujarat Tourism Department should use modern marketing communication media viz. You tube, Facebook, Tweeter and Blogs etc. Advertisement in newspaper and magazine contains the details information of tour packages and events to be held at tourist destination. Regional food festivals should be regularly organized in Gujarat. Now it's time to redesign the Gujarat Tourism Marketing Campaign, Khushboo Gujarat ki... by adding up new creative ideas and reviving celebrity endorsement. Advertisement should be aired on local channels. Preparation of colourful, aesthetic and detailed e-brochures. Film Tourism and Food Tourism should be encouraged. Gujarat Tourism should be promoted through Educational Institutions. More curiosity should be generated among the tourists for virtual tourism.

## X. LIMITATIONS AND SCOPE FOR THE FUTURE RESEARCH

The sample size of the study is too small to generalise the results. Furthermore, considering time and other constrains, the researcher has covered up only three tourist destinations of Gujarat. The prejudice and biasness of respondents may affect the results of the study. The same kind of research study can be repeated by covering more tourist destinations of Gujarat. Similarly, a

Table 8.11: Descriptive Statistics on Implications of Marketing Campaign of Gujarat Tourism

Gender	N	Mean	Std. Deviation	Std. Error Mean
Male	62	3.7460	.78731	.09999
Female	38	3.9474	.78877	.12796

The above descriptive statistics show that the mean of the opinion of male and female respondents on Implication on Marketing Campaign of Gujarat Tourism are 3.74 and 3.94 respectively.

comparative study of Tourism Marketing of Gujarat with that of other states can be undertaken.

## XI. CONCLUSION

The post tourism marketing campaign scenario witnesses the significant rise in Gujarat Tourism business. Celebrity endorsement through Mr. Amitabh Bachchan has spread the fragrance of diversified culture and varied tourism products of Gujarat. However, now Government is required to revive tourism marketing. The results showed that the average opinions of male and female respondents on factors namely Advertisement and Promotion of Gujarat Tourism and Implications of Marketing Campaign of Gujarat Tourism are not statistically and significantly different.

## ACKNOWLEDGEMENT

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# College Students Opinion on Online Marketing with Special Reference to Women's College

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**Abstract---** *Online shopping has become new type of retail shopping. It has now been adopted all over the world including India. This shopping method is still neither accepted nor refused as in many other countries, but the knowledge of online shopping in India is now gradually increased. The main objectives of this study are to analyse the students' preference on purchasing through online market and to identify the problem faced by them in online marketer. It also knows the level of satisfaction perceived by them on different website address. To collect the primary data, 95 questionnaires were dispersed among the College students. The data collected from field survey were analyzed. Finally, the collected data were represented in the simple table and these tables were systematically analysed with the help of simple percentage, mean, standard deviation and Henry Garrett Ranking techniques were used.*

**Keywords---** *Online Shopping, Preference of Websites, Preference of Purchases.*

## I. INTRODUCTION

IN today's era of globalization not only the nations in the world and thereby their communities have come closer to one another but also most of the sectors have undergone significant changes. Needless to mention that even the marketing sector has undergone significant changes and further is experiencing continuous changes with the internet. Internet refers to the physical network that links computers across the globe. Online marketing, which is also called internet marketing, involves use of interactive, virtual spaces for the sake of promoting and selling goods and services. Internet marketing is the process of building and maintaining customer relationships through online activities to facilitate the exchange of ideas, products, and services. In significant use of Internet is an impact on marketing fields. Internet market will increase the sales because it provides the consumers opportunity to purchase the products online rather than physically going to a place or sending an order form by mail.

The Internet can be fertile territory for the formation of new relationships as well, especially those based on shared

values and interests as opposed to attractiveness and physical appearance as is the norm in the off-line world.

## II. REVIEW OF LITERATURE

In India, traditionally people used internet to compare and evaluate options and went back to traditional approach for the actual purchase. But this trend is changing now. Several factors like the increasing internet awareness and availability, Decreased pricing model PC penetration etc have caused an increase in online shopping. According to The Times of India's-article on Online Retail Industry published on July 3rd 2011. "A booming economy and rising disposable incomes have contributed to the evolution of online shopping," said Associated Chambers of Commerce and Industry of India (ASSOCHAM) Secretary General, D S Rawat.

Robert V. Kozinets, Kristine de Valck, Andrea C. Wojnicki and Sarah J.S. Wilner (2010) further added, "We analyze revising practices at Amazon.com and bn.com and discovered that customer appraisals tend to be constructive at both sites and that they are more comprehensive at Amazon.com. This confirmation suggests that customer endorsement touches consumer purchasing performance at two Internet retail sites. The notion that customer content affects sales is mandatory for variances in customer content eminence to have any impact on differences in revenues or profitability across retailers. An interesting allowance to this research would be to scrutinize whether refining a customer's contentment with his or her purchases affects consequent customer loyalty."

The online marketing faces a new challenge in the contemporary era, that is, the unfamiliarity of the individuals posting or sharing information on the web with those who view and/or access it. As each individual can freely post, share and comment his/her opinions and views regarding different products on the internet without any thorough input of personal information; it creates a fragile online identity, similar to that of a stranger. This can lead to trust issues amongst the target audience, thus affecting the impact of the shared information. (Friedman and Resnick, 2001).

Chaing and Dholakia (2014) carried out a study in which they examined the purpose the customer to purchase goods online during their shopping. Mainly there are three

variable in their study those affects the consumer to purchase online or to go offline. Those are the accessibility features of the shopping sites, the type of the products and their characteristic, and the actual price of the product. The study revealed that the accessibility and the convenience of the shopping sites create the intention in the customer to purchase or not. When there are difficulty faced by a consumer to purchase online then the customer switch to the offline shopping for the purchase behaviour and the consumer face difficulty in offline purchasing then they go to the online purchasing. After relating both the medium of shopping the consumer said that the online shopping is more convenient for them and gives more satisfaction which inspires the consumer to purchase online in the internet.

Iyer and Eastmen (2014) found that the population of senior who are more literate, more knowledgeable and who are more aware of the technology and those who have a positive behaviour towards online shopping and internet are more into online shopping. But the population of senior who are less aware of the internet and the shopping sites are less involved in the shopping sites because they do not have a positive attitude towards online shopping rather they are much more interested in offline shopping and the seniors who are more involved in the internet uses more online sites for purchasing the goods over the internet. The senior which have more knowledge about the internet and the shopping sites they compares both the shopping i.e. online and offline shopping for their purchasing of goods. However their knowledge and the use of internet by them has no connection with their age and their satisfaction level while purchasing online.

### III. OBJECTIVE OF THE STUDY

To study the students' preference on online purchasing.

To identify the problems faced by the students in online purchasing.

To know the level of satisfaction perceived by the students on different website address.

#### **Methodology Used**

The validity of any research depends upon accurate and adequate data. Hence due care was taken for collecting the required data for the study.

#### **Sample Design**

The primary data were collected from 95 respondents among college students.

#### **Frame work of Analysis**

The primary data collected from field survey were arranged systematically and tabulated. The collected data were represented in the simple table and these tables were systematically analyzed with the help of simple percentage, mean, and standard deviation and Henry Garrett Ranking techniques.

## IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Socio-Economic Factor

	No. of respondent	percentage
Age 18-20	39	41
20-22	33	35
22-24	23	24
Educational Qualification		
UG	39	41
PG	33	35
M.Phil	23	24
Family Member		
Up to 3	22	23
3-4	46	48
Above 4	27	29
Annual Income		
Below Rs.100000	76	80
100000 – 200000	13	14
200000 – 300000	04	04
Above 300000	02	02

Source: Primary data

The above table reveals that the socio-economic factor of the respondents 41 percentage of the respondent are under the age group of 18-20. 41 percent of the respondents were UG degree holders. 48 percent of the respondent are belonged to medium family (3-4 members in a family), majority (80percent) of the respondents' parent are earning an annual income of below Rs.1000000

Table 2: Preferences of Websites

Websites	No. of respondent	Percentage
Amazon	24	25
Snapdeal	38	40
Flipkart	33	35

Sources: Primary data

Table No. 2 reveals that 40 percent of the respondents were preferred snap deal website to purchase their product. Flip kart and Amazon were placed in second and third place.

Table 3: Period of Use

Usage period	No. of respondents	Percentage
Offer period	50	53
Occasional	17	18
Regularly	07	07
Need Base	21	22

Sources: Primary data

The study reveals that 53 percent of the respondents were using websites offer period only. 18 percent of the respondents were using websites Occasionally, 07 percent of the respondents were using websites regularly, 22 percent of the respondents were using websites according to need base.

Table 4: Preference of Purchase

Purchases	Mean	Standard Deviation
Mobile	0.274	2.65
Household articles	0.008	0.85
Cloth	0.147	1.43
Bag	0.316	3.06
Watch	0.179	1.73

Sources: Primary data

Table No.4 reveals that the most of the respondents were purchasing bag items under the mean value is 0.316 and standard deviation is 3.06.

Table 5: Level of Satisfaction

Factor	Highly satisfied	Satisfied	Natural	Dis-satisfied	Highly- dissatisfied	Score	Rank
<b>Amazon</b>							
Prize	26*5	28	14	13	14	324	III
Delivery time	18	21	18	16	22	282	
Quality	20	18	19	19	19	324	
availability	26	28	15	15	14	322	
<b>Total</b>						1252	
<b>Snap deal</b>							
Prize	29	25	15	14	12	330	I
Delivery time	33	26	10	14	12	339	
Quality	35	28	14	10	08	357	
availability	29	22	14	15	15	320	
<b>Total</b>						1346	
<b>Flip kart</b>							
Prize	38	29	12	09	07	367	II
Delivery time	21	26	25	11	12	321	
Quality	28	16	28	12	11	323	
availability	22	23	24	14	12	314	
<b>Total</b>						1325	

Sources: Primary data

From the above table, it was learnt that the respondents have rank first for Snap deal websites with the total score of 1346. The level of satisfaction perceived by the students was ranked second to Flipkart with the total score of 1325 points. On the other hand, Amazon.com was placed in the third rank with the total score of 1252 points. From the analysis, it is inferred that Snap deal's marketing service gives high level of satisfaction than Flipkart and Amazon.com.

Table 6: Problems

Problems	Mean Score	Rank
Lack of after sales service	257	4
No Warranty	264	1
Lack of personal conduct	259	3
No Security and Privacy	262	2

Source: Primary data

The common problem faced by the respondents on online purchasing was studied and found that among the four problem no warranty for the product purchased on online marketing was ranked first by the respondent. It is followed by no security and privacy with the main score of 262. Students from village area optioned that services of all the selected three company are very poor which was ranked in third place. On the other hand, lack of after sales services was placed in the fourth rank was mean score of 257. From the analysis it is concluded that no warranty and no security and privacy was the most crucial problem expressed by the respondents.

## V. FINDINGS

Under the socio-economic factor of the respondents 41 percentage of the respondent are under the age group of 18-20. 41 percent of the respondents were UG degree holders. 48 percent of the respondent are belonged to

medium family (3-4 members in a family), majority (80percent) of the respondents' parent are earning an annual income of below Rs.1000000

40 percent of the respondents were preferred snap deal website to purchase their product. Flipkart and Amazon were placed in second and third place.

The study reveals that 53 percent of the respondents were using websites offer period only.

Most of the respondents were purchasing bag items under the mean value is 0.316 and standard deviation is 3.06.

The study learnt that the respondents have rank first for Snap deal websites with the total score of 1346. The level of satisfaction perceived by the students was ranked second to Flipkart with the total score of 1325 points. On the other hand, Amazon.com was placed in the third rank with the total score of 1252 points. From the analysis, it is inferred that Snap deal's marketing service gives high level of satisfaction than Flipkart and Amazon.com

The common problem faced by the respondents on online purchasing was studied and found that among the four problem no warranty for the product purchased on online marketing was ranked first by the respondent.

## VI. CONCLUSION

The study confined that exclusively on the opinion profile of the female respondents using online purchasing. It was learned that the female respondents are much interested to purchase the required items through online purchasing. Among the selected sample respondents the young category of the respondents was highly (18-20) to utilize the online marketing. The analysis clearly reveals that the among the three web sited snap deal was preferred by most of the customer and it is followed by Flipkart. The student's community frequently watching the offer and discount advertising the net and find that the offer period

is to right time to purchase the product. Hence the highly preferred Snap deal while analysis the problem faced by the respondents the respondents opined that there is no warranty and no security for the product purchase through online. Hence it is suggested that these selected company should provide quality good with proper warranty and security. It also suggested that the logistics operation should be extended to the village area, because the study area is rich in agriculturalist earning good income through cultivating cash crops.

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# A Study on the Influence of Using Celebrity Endorsements on Consumer Buying behavior in Tamilnadu, India

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**Abstract---** *The purpose of this paper is to investigate the factor that influence of using celebrity endorsements on consumer buying behaviour and product choice, and to provide guidance for marketers and advertising agencies with respect to the effectiveness of celebrity-product endorsement on influencing consumers buying decision process. This study was based on empirical approach. A convenience sample of 200 students from various colleges in Coimbatore region. The objective of the study is (1) to study the factor that impact of celebrity endorsement on consumer buying behaviour. (2) to study the influence of consumer's gender, age and family income on their buying behaviour on celebrity endorsed advertisement. (3) to understand the effectiveness of celebrity endorsement vs. non celebrity endorsement. (4) Effects of multiple celebrity endorsements and consumer celebrity attachment on attitude and purchase intention. Exploratory and Descriptive analysis and One Sample t-Test used to analyze the data. The result of the study is found that the respondents were influenced by celebrity product endorsement in terms of buying decision process or product choice. Differences in celebrity's gender were found to be varied with respect to the endorsed products and the target audience characteristics. The present research urged further studies to be carried on to examine the reasons behind the inability of using celebrities to influence consumers' purchasing decision and product choice.*

**Keywords---** *Celebrity Endorsements, Consumer Buying behaviour, Influencing Factor, India.*

## I. INTRODUCTION

**T**HE promotion plays an important role in achieving the organization's goals and Strategies especially in the

market field. Promotion, according to (Perrault and McCarthy, 2000), is any communication used to inform, persuade and/or remind people about an organization or individual's goods and services. Promotion includes advertising, publicity/public relations, personal selling and sales promotion. Everyday consumers are exposed to thousands of voices and images in magazines, newspapers, and on billboards, websites, radio and television. It is argued that endorsers who could be defined as "any individual who enjoys public recognition and who uses this recognition on behalf of consumer goods by appearing with it in an advertisement. Various companies are signing deals with celebrities in the hope that by using celebrities they can accomplish a unique and relevant position in the minds of the consumers. Choice of the celebrity, hence, is of utmost importance and is usually done based on many different parameters appeal, looks, popularity or even just a fantasy figure to endorse a brand.

Advertisers often select endorsers as a promotional strategy to communicate the attributes of their product or brand. Today, this advertising approach appeared to be on the increase across all media types the study from Friedman and Friedman, (1979), defined that celebrity endorser is an individual who is known to the public 90 J. Res. Int. Bus. Manag.(actor, sports figure, entertainer, etc) for his or her achievements in areas other than that of the product class endorsed. However, the advertising practitioner should also recognize that the use of a well-known personality, who can create initial interest and attention for an advertisement, does not necessarily result in attitude changes towards the product. As well, the study from Till and Shimp, (1998), presents evidence that positive feelings towards advertising and products do not necessarily translate into actual behaviour or purchase intentions.

Research statistics in America have shown that the use of celebrity advertisement has doubled in the past ten years that is statistics related to the consumer goods industry.

One in four advertisements features celebrities as opposed to one in eight in 1995. An increase in the use of celebrities in brand message communication among both non-luxury brands and luxury brands has taken place. Many celebrities see the multibillion dollar fragrance market as a lucrative way to expand their already famed brand, their name. Celebrities that were formerly associated with the music industry or/and film industry are exposing their presence in the consumer market, particularly the fragrance market". Billions of dollars spent per year on celebrity endorsement.

The study from (Friedman and Friedman, 1979), defined that celebrity endorser is an individual who is known to the public (actor, sports figure, entertainer, etc) for his or her achievements in areas other than that of the product class endorsed. The study of Perception of Advertising and Celebrity Endorsement (Zabid and Jainthy, 2002) shows that using a well-known celebrity as an endorser could help to improve the subjects rating of the commercial. The use of celebrities as means of communication has been commonly utilized in advertising and branding. This is done because it is assumed that celebrities have a powerful effect on the affluence of the brands they endorse. Advertisers believe that using celebrity endorser will foster, in the mind of the consumer that affect positively on the buying decision of consumers. Marketers use celebrity endorsement in order to help better storage of information in consumers' minds which they can easily remember in purchasing situations.

## II. RESEARCH OBJECTIVES

The research objective of this study is to study the impact of celebrity endorsement on consumer buying behavior in retail industry. The study examining the factor influence of consumer's gender, age and family income on their buying behaviour on celebrity endorsed advertisement. It attempts to understand the effectiveness of celebrity endorsement vs. non celebrity endorsement. Finally it tries to analysis the Effects of multiple celebrity endorsements and consumer celebrity attachment on attitude and purchase intention.

## III. REVIEW OF RELATED PREVIOUS STUDIES

Celebrity endorsement helps in making a product visible or any new brand a visible brand by affecting consumer's pre purchase attitude using of celebrities like sports, athletes or actors can raise the profile of a company. It can help with consumer's awareness with a brand, endorse the effects of particular product or ingredient or drive sales of a long-standing product that needs a boost. Dean (1999). The credibility, attractiveness and matchup are the main criteria's for selecting the celebrities (Mohammad and Al Zoubi, 2011). Consumer's expect congruence between the perceived image and the type of the product which they endorse. Celebrities must possess expertise in product categories consistent with their public profile and their

perceived life styles. Their image portrayed in personal and the public affects the way consumers perceive celebrities. Consumers have a tendency to form an attachment to any object that reinforces one's self identity or desired image, renders feelings of connectedness to a group or to any object that elicit nostalgia, and perhaps the most vivid example of this form of attachment may be found in the consumers preoccupation with the celebrities. O'Mahony and Irish(1997). The celebrity endorsement can have an impact on the consumers recall evaluations, attention and purchase intentions. At the same time it needs to be taken into consideration that although consumers might have a favourable disposition towards celebrities, this does not necessarily always translates into purchase intentions (O'Mahony and Meenaghan, 1998). The strong attachment of consumers and the view that celebrity endorses multiple brand it negatively impacts the purchase intention. When they have weak attachment then the purchase intention increased. If the practioner is only interested in consumer attitude towards their ad and brand then multiple celebrities has no impact. But when comes to purchase intention they must be careful in utilizing celebrities and their attachment (Jasmina, and Webster, 2011; Clark and Hotsman 2003), suggests that in certain situations, celebrity endorsements can enhance recall and consume assessment of the products.

The research paper has undergone a detailed study on factors that influences effective advertisement. Advertising lets in emotional appeals that imply a huge impact on decision making process. Celebrity endorsement has its own effective apportion in advertising that increases the customer consciousness towards the product. The crux of celebrity advertising lies in the effectiveness with which they are endorsing the product. Many respondents feel that just the presence of a celebrity in an advertisement alone will not impact the sale of a product by a big way whereas few have responded that they bought products just because a celebrity endorsed the product. Consumers are on the lookout for an experience which is more cognitive than physical (Pughazhendi et al., 2012).

The selection of an endorser who is viewed positively by consumers and who is known to possess attributes which match up with the attributes of the product. Mismatched endorsers or endorsers who are not viewed positively will have a much smaller impact on consumers. An endorser who may not match up perfectly with the product, but who is viewed positively may still have an effect on the consumer (Zafer et al., 2001). Celebrity endorsement decisively gives more visibility to the product endorsed. The Brands, taking into consideration all the related factors, can make best use of either the 'Bollywood stars' or 'Sports star' to endorse their product. Male celebrities are more effective as an endorser than the female celebrities (Bhavana, 2011). The consumers are induced significantly by the celebrity endorser when the target is on quality and price. The purchase attitude is influenced by the celebrity endorsement factors, product evaluation and brand recognition. Marketers make use of celebrity

endorsements as they lead to better information storage in the minds of the consumers which can be readily retrieved when the purchasing situation does arise. Repetition of advertisement positively influences consumers to purchase that brand. Consumers believe that repetitive advertising company has a good brand name and it creates positive impact on consumers. Not all the celebrity endorsed advertisements impact the purchase decision of the consumers it depends on the product the brand advertises. Schlecht and Christina(2003).

The purchase attitude is influenced by the celebrity endorsement factors, product evaluation and brand recognition (Pughazhendi et al., 2011). The consumer gives more importance to the quality they perceived from the brand (Sohail and Sana, 2011). In a survey, titled "Impact of Celebrity Endorsement on Buying Behaviour of Customers" the focus was laid on the risks and returns involved in using celebrity endorsements to influence the purchase behaviour of the consumers. The outcome of the research was that, it substantiated the fact that celebrity endorsements do have an impact in the Indian scenario. The critical analysis of the research convinced that the consumers seek variety of aspects like credibility, likeability, fit between the brand and the celebrity. The research also concluded that from the viewpoint of the celebrity, it is not only the financial gains that matters but also the impact that the endorsement might do to their image. The research findings also laid stress on the fact that the association of the celebrity with any type of controversy or ill behaviour did have a negative impact on the endorsement. (Byrne et al., 2003), his study analyzed that the celebrity endorser influence on attitude toward advertisements and brands. Information was obtained from randomly selected respondents through Pughazhendi and Ravindran 91 survey questionnaires.

All questionnaires were self administered by the participants without interference from researchers. This paper provides a model connecting attitude toward celebrity endorser, attitude toward advertisement and attitude toward brand that has been examined and validated using respondents. The findings show that attitude toward celebrity endorser can influence attitude toward brand directly or indirectly. In indirectly approach, attitude toward advertisement is as a mediator between attitude toward celebrity endorser and attitude toward brand. The celebrity inclusion on conditions that those factors were absent did not further encourage the purchase of the product. Consumers feel that there is no difference between the celebrity endorser and the no celebrity endorser in terms of experience. It is shown by research and experience that consumers are highly ready to spend and more comfortable, when products that relate to their desired image is endorsed by celebrities. A stream of studies identifies the attributes such trust worthiness, similarity, likableness, expertise that cause a celebrity to stand as a persuasive source which in turn creates a sense of certainty. The survey, titled "Impact of Celebrity Endorsement on Buying Behaviour of Customers" the

focus was laid on the risks and returns involved in using celebrity endorsements to influence the purchase behaviour of the consumers. The outcome of the research was that, it substantiated the fact that celebrity endorsements do have an impact in the Indian scenario. Mustafa,(2005). The critical analysis of the research convinced that the consumers seek variety of aspects like credibility, likeability, fit between the brand and the celebrity. Consumers were more likely to purchase expensive and/or complex products which were endorsed by expert celebrities rather than typical customers. If the celebrity is seen as trust worthy, similar, and credible then that effect may be transferred over to the willingness to buy. The celebrity status by itself will not influence the purchase intention of the consumers(Friedman and Friedman, 1979).

#### IV. RESEARCH METHODOLOGY

Research Design is Exploratory and descriptive methods were used for this study. Bearing in mind the objective of the study and secondary data analysis, the research was carried out using a structured questionnaire. The survey was conducted in Coimbatore city and the sample was chosen from the students in different college. The sample size for this study was two hundred respondents. From the total respondents 113 are male and 87 are female and their age groups between 19 to 25. The most of the respondents have mentioned their annual family income between less than one lacs. The respondent's are selected by simple stratified sampling method. The data was collected day time, evening and weekend's during three months period. Data collection comprises of primary data and secondary data. The primary data has been collected through questionnaires and secondary data from related journals and publications. The questionnaire was based on the initial research model and propositions. Primary data were collected through questionnaire survey.

#### V. ANALYSIS & DISCUSSION

To evaluate the feasibility of the research proposal, a survey was conducted through distribution of questionnaires to a select group of student consumers. The sample size was 200 respondents. Based on the information and data provided by the consumers, the questionnaires were analysed using statistical tools for the study.

##### *Influence of Celebrity Endorsement*

The presence of a celebrity in an advertisement is likely to be influential in the purchase of a product. To this extent, a favourable celebrity's presence and convincing value ironical given by such a celebrity may persuade the consumer to purchase the product.

From the table-1 it is referred that the respondent on the factor 8 with high significant of mean value 3.81 where the celebrity endorsed advertisements increases the awareness of the product and the brand name. The factors

1, 2, 6 and 9 are having the next higher most significant of mean values 3.62, 3.50, 3.60 and 3.65 which have the t-values 13.227, 10.306, 11.869 and 13.729 respectively. So the celebrity endorsed advertised influences the consumer buying behavior in various ways. The celebrity endorsed advertisement attracts the consumers more and it motivate the consumers and it increases their possibility of purchasing the product and the presence of celebrity motivates for the purchase intention of the consumers.

The third highest significant values from the above table includes factors 1,2 and 8 which has the T-values 10.880, 10.189 and 10.821, which tells that the consumers gets more awareness about the product and the advertisements endorsed by celebrities creates enough interests on consumers and it holds their attention to view the advertisement. When multiple celebrities are endorsed in a single brand or a product, it also influences the consumer buying behavior.

The factor 5 has a moderate significant value of 8.270 which also has a positive result where in certain cases the consumers prefer using the products when seeing celebrities as a dynamic, social and active on their endorsed products.

From the table-2 it is referred that the mean values are same as the table-2 and all the factors are having positive significant values on both mean and T-value. When comparing the t-values the factor 7 has the highest significant value 16.144 where the influence of celebrity endorsed advertisement makes the brand product more memorable on the consumer minds for a period of time. When the consumer goes for purchasing their desired product it influences more and increases their intention to purchase the product.

The factor 1 has the second highest significant of T-value 15.245 where the celebrities used in the advertisement influences positively on consumers buying preferences and the possibility level of purchasing the product in which the celebrities endorsed on the product. From the table-3 it is referred that the mean values of all the factors are same as the above tables. And all the T-values are having the positive values which tell that all the factors

influences on the consumer buying behavior while considering the independent variable family income. By analyzing the T-values on the above table the factors 9 and 2 are having the highest significant T-values 22.971 and 20.227 where the celebrity endorsed advertisement makes the product more memorable on the consumers and the presence of celebrities influences more on the possibility of purchasing the product.

The factors 1 and 8 are having the next highest significant T-values of 19.848 and 18.203 respectively where the presence of celebrity creates more awareness on the brand products towards the consumers and it influences more on the purchasing decision taken by the consumers. The factors 4,6 and 7 are having the significant T-values 16.204, 16.998 and 17.062 where the consumers are attracted more by the well known celebrities than the non celebrities like lay endorsers and experts. So the celebrities endorsed brand has more influence than the non celebrities endorsed brand or product. And the celebrities used in the advertisement helps the familiar products or brand to get and retains its brand image on the market place as well as on the consumers.

The multiple celebrities are used in advertising the single product to attract more consumers and to reach broadly as well as to fill the gap in the advertisement effect.

The consumers are also influenced by this kind of advertisement and sometimes it confuses the consumers as well. Overall it has a positive impact on the buying preferences of the consumers. The factors 3 and 5 are having the less significant T-values 14.380 and 13.834 which is also attractive where the celebrity endorsed advertisement gains the interest and attention to view the advertisement and at some extent when consumers seeing the celebrities as a dynamic, social and active which also influences on the consumer to prefer using those products.

## VI. FINDINGS

The result of this study indicated that the consumer has an overall positive attitude towards celebrity endorsements, and it increases the awareness of the product and it makes the brand product more memorable. The demographic

Table 1: Influence of Using Celebrity Endorsement on Consumers Buying behaviour on Gender-one Sample

<i>Influencing factors</i>	<i>N</i>	<i>Mean</i>	<i>Standardized beta co-efficient</i>	<i>Std. Error mean</i>	<i>T-value</i>	<i>Significance</i>
Celebrity Advertisement increases the possibility of purchasing the product	200	3.62	4.067	1.013	13.227	.000
Influences the purchase decision	200	3.50	3.529	1.115	10.306	.000
Advertisement creates enough interest to hold your attention	200	3.18	3.923	1.250	10.440	.000
Influence of multiple celebrities endorsement	200	2.99	3.548	1.150	10.187	.000
Using products by seeing celebrities as dynamic, social and active	200	2.80	3.115	1.231	8.270	.000
Celebrity helps the familiar products to get and retain the brand image	200	3.60	4.230	1.181	11.869	.000
Influence of celebrity vs. noncelebrity models	200	3.49	4.019	1.168	11.345	.000
Celebrities increases the awareness of the desired product	200	3.81	3.858	1.161	10.821	.000
Celebrities makes the desired product more memorable	200	3.65	4.114	0.989	13.729	.000

Source: from the survey

Table 2: Influence of Using Celebrity Endorsement on Consumer Buying Behaviour on Age-one Sample Statistics

<i>Influencing factors</i>	<i>N</i>	<i>Mean</i>	<i>Standardized beta co-efficient</i>	<i>Std. Error mean</i>	<i>T-value</i>	<i>Significance</i>
Celebrity Advertisement increases the possibility of purchasing the product	200	3.62	4.028	1.013	15.245	.000
Influences the purchase decision	200	3.50	3.668	1.115	12.463	.000
Advertisement creates enough interest to hold your attention	200	3.18	3.169	1.250	9.580	.000
Influence of multiple celebrities endorsement	200	2.99	3.065	1.150	10.076	.000
Using products by seeing celebrities as dynamic, social and active	200	2.80	2.827	1.231	8.681	.000
Celebrity helps the familiar products to get and retain the brand image	200	3.60	3.654	1.181	11.699	.000
Influence of celebrity vs. noncelebrity models	200	3.49	3.633	1.168	11.774	.000
Celebrities increases the awareness of the desired product	200	3.81	3.964	1.161	12.925	.000
Celebrities makes the desired product more memorable	200	3.65	4.135	0.989	16.144	.000

Source: from the survey

Table 3: Influence of Using Celebrity Endorsement on Consumers Buying behaviour on Family Income-one Sample Statistics

<i>Influencing factors</i>	<i>N</i>	<i>Mean</i>	<i>Standardized beta co-efficient</i>	<i>Std. Error mean</i>	<i>T-value</i>	<i>Significance</i>
Celebrity Advertisement increases the possibility of purchasing the product	200	3.62	4.028	1.013	19.848	.000
Influences the purchase decision	200	3.50	3.668	1.115	20.227	.000
Advertisement creates enough interest to hold your attention	200	3.18	3.169	1.250	14.380	.000
Influence of multiple celebrities endorsement	200	2.99	3.065	1.150	16.204	.000
Using products by seeing celebrities as dynamic, social and active	200	2.80	2.827	1.231	13.834	.000
Celebrity helps the familiar products to get and retain the brand image	200	3.60	3.654	1.181	16.998	.000
Influence of celebrity vs. non celebrity models	200	3.49	3.633	1.168	17.062	.000
Celebrities increases the awareness of the desired product	200	3.81	3.964	1.161	18.202	.000
Celebrities makes the desired product more memorable	200	3.65	4.135	0.989	22.978	.000

Source: from the survey

factors like age, gender and family income has not much impact on the consumer buying behaviour for the celebrity endorsed advertisements. It is found that the celebrity endorsement is an effective tool to affect positively the consumer's purchase decision towards a product, and the well known celebrities have more attractive than the non celebrity models like experts and lay endorsers.

This study has found that celebrity endorsement enhances product information and creates awareness among consumers. It helps them to recall the brands which they endorse. The purchase attitude is influenced by the celebrity endorsement factors, product evaluation and brand recognition. It retains the brand image on the consumers. Only a less number of consumers prefer using products by seeing celebrities as a social, dynamic and actives. It increases the consumer's interest and holds their attention towards the advertisement. The consumers buying behaviour was also influenced by the multiple celebrities endorsed a single brand and same time the purchase intentions of the consumers were increased when multiple celebrities endorsed a single brand or a product. Finally the celebrity endorser's have the direct positive effect towards the advertisement and the brand. Brands may carefully check the possibilities of the success of celebrities towards endorsing the product. It will be the best strategy to match the type of product with the field of the probable celebrity. The Multiple celebrities used in the advertisement sometimes confuse the consumers and

gives negative impact. So the organization must be careful in selecting when to use multiple celebrities. The main criteria's for the selection of Celebrity Endorsement are: Credibility, Attractiveness and match up, which are most important for the successful advertisement. Celebrity endorsements would be more effective if they are consistently used over time to create the link between the brand and the celebrity. They would be more effective when using a celebrity who is not strongly associated with another product or service.

## VII. CONCLUSION

The research results revealed that consumers hold favourable attitude towards celebrity endorsements. The favourable perception of the celebrity endorsement does not necessarily extend to buy the endorsed product. Fulfilling the requirement of the consumers is most important in advertising. The goal was to indicate the influence of using celebrity endorsement on consumer buying behaviour. The result of this study showed that the positive and significant relationship between attitude toward celebrity endorser and attitude toward advertisements and brands. Celebrity endorsement positively gives more visibility to the product endorsed. Celebrities have always been the easiest way to attract the customers because of their mass appeal. But celebrity endorsement sometimes creates over exposure, over shadowing the brand, negative publicity of the endorser etc. All the celebrity endorsers don't have significant effect

on the consumer buying behaviour. The mismatch between the celebrity and the product affects the effectiveness of the advertisements. The image portrayed by the celebrities in the public as well as in their personal lifestyle influences the effectiveness of the celebrity endorsed advertisements. Finally result indicated that strong attachment to a celebrity encourages positive attitude towards the advertisement and brand regardless of the number of endorsements. A significant interaction effect is found for purchase intention, suggesting that both attachment and the number of endorsements influence likelihood of purchase. When consumers are more attached to a celebrity and view that celebrity endorsing multiple brands.

### VIII. LIMITATIONS AND SCOPE FOR FUTURE RESEARCH

The research study is focused only on the Coimbatore city. The sample size for conducting the survey is limited to two hundred samples. The respondents are chosen only from the students which consist of both male and female. The time period of this study 2 months was a major constraint to get used to the various surface of the research study. The result of analysis made in the study depends fully on the accuracy; reliability of information's given by respondents. Brands may carefully check the possibilities of the success of celebrities towards endorsing the product. It will be the best strategy to match the type of product with the field of the probable celebrity.

The Multiple celebrities used in the advertisement sometimes confuse the consumers and gives negative impact. So the organization must be careful in selecting when to use multiple celebrities. The main criteria's for the selection of Celebrity Endorsement is: Credibility, Attractiveness and match up, which are most important for the successful advertisement. Celebrity endorsements would be more effective if they are consistently used overtime to create the link between the brand and the celebrity. They would be more effective when using a celebrity who is not strongly associated with another by product or service.

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# Influence of Salesmanship on Two-wheeler Purchase: An Analytical Study with Special Focus to Malappuram District of Kerala

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**Abstract---** *Salesmanship is the art of understanding the needs and desires of the customers, convincing them about the features and benefits of a product/service and inducing them to take a purchase decision in favour of that product/service. An effective salesperson can exert a greater influence upon the purchase decision of a customer. He can even divert the customer's mind from one product or brand to another by making the effective use of his communication skills and convincing power. In that context, the present study is intended to investigate the influence of Salesmanship (Personal Selling) upon the purchase decision of the customers when it comes to two-wheelers. This study also tends to analyze the effects of the socio-economic characteristics of consumers on these information sources. This study is based on a questionnaire survey conducted among 681 Two-wheeler users in Malappuram district of Kerala. Statistical tools like Chi-square analysis, ANOVA, Z-Test, Multiple Correlation, Multiple Regression and Friedman Test has been used for the meaningful analysis and interpretation of data. This study will be very useful for two-wheeler salesmen and dealers to get a clear understanding about the influence of Salesmanship (Personal Selling) upon the purchase decisions of the customers and will enable them to streamline their sales efforts accordingly.*

**Keywords---** *Salesmanship, Personal Selling, Two-wheeler, Bike, Scooter, Automobile*

defined as the level of skill a sales person have in convincing people to buy or in persuading people to do something. In other words it can be explained as the practice of investigating and satisfying customer needs through a process that is efficient, fair, sincere, mutually beneficial, and aimed at long-term productive relationship. It involves demonstrating, negotiating, emphasizing, inducing and making the prospective buyers to take a decision in favour of going for the product being offered to them. To put in the words of Philip and Duncan, 'salesmanship is the art of presenting an offering that the prospect appreciates the need for it and that a mutually satisfactorily sale follows'. W. Major Scot has regarded salesmanship as 'a part of a salesman's business to create demand by demonstrating that the need does exist, although before his visit there was no consciousness of that need'. Paul W. Ivey defines the term 'salesmanship' as 'the art of persuading people to purchase goods which will give lasting satisfactions'. We can see that the words 'mutual' and 'lasting satisfaction' is given a greater emphasis in all these definitions.

Thus, salesmanship is an art of winning over the buyers' confidence so that a permanent goodwill may be built and a lasting satisfaction may be given to them when they go for the product offered to them. It is a promotional tool and an element of promotional mix which occupies a vital role in the distribution of goods and services to the existing and prospective buyer. A salesman should act as a friend and a guide to the consumer and a supporter and an aid to the producer. An effective and efficient salesperson possesses many good qualities to attract the customers and to convince them to buy from them. He should have such features and skills as attractive personality, good command over language, effective communication skills, thorough knowledge of the product, its use, sales promotion schemes etc., ability to analyse customer motivation and behaviour, ability to listen and understand customers' needs and requirements, ability to explain and

## I. INTRODUCTION

**S**ELLING is one of the pivotal marketing activities in most of the organizations. The scope for selling has increased considerably in recent years due to the advancement in the trade and industry. Salesmanship is



demonstrate the practical use of products, skill in assessing customers' preference etc. An able salesperson can make the customers buy a product which they really don't want and also he can discourage a person from buying a product he very sincerely looking for. He can also even deviate a loyal customer from one brand to another.

In this paper we are about to examine the influence of Salesmanship (Personal Selling) on two-wheeler purchase decisions.

## II. REVIEW OF LITERATURE

According to Arch G. Woodside and J. William Davenport (1974) the perceived expertise of the salesperson produced a greater proportion of purchases than the perceived similarity of the salesperson. The synergistic effect of expertise and similarity on increasing sales is apparent from the findings. The combination of the expert and similar presentations appears to have been a particularly effective method to increase sales for a relatively new product over the sales level that might have been typical with the salesperson having no active role. As per the findings of B.V Sangvikar and Hemant J. Katole (2012) customer purchase behavior varies with salesman service which includes product knowledge, communication and courtesy. Millicent H. Abel and Malcolm Abel (2007) found that even a sales clerk's smiling facial expression may differentially influence the perceptions and purchasing behavior of consumers. Mohd Sah Basir *et.al* (2010) propounded that salespersons that possess excellent interpersonal skills can significantly boost sales performance. Additionally, this study shows that in a monopolistic business environment, interpersonal skills play a pivotal role in salesperson performance. Since salespersons are fronting and dealing with customers, it is suggested that salesperson is best assessed by customers. Customers rate the salesperson better on those aspects that impact customers' attitudes and their purchase. The findings by Miguel Mangion (2015) show that the salesperson's performance, personality traits and characteristics are very important factors influencing the customer's perceptions and decisions related to purchase. However, it has been noted that characteristics related to convenience, urgency-to-buy, the product and the brand, the store, other marketing mix elements, word-of-mouth and online research tend to be additional major determinants to such decisions.

The study by Siwon Cho (2001) highlighted some significantly positive relationships between consumer attitude toward the salesperson and consumer expectation and evaluation of the salesperson's performance. The results of this study indicated that a more positive attitude toward the salesperson was related to a higher expectation and evaluation of the salesperson's performance. Significantly positive relationships were also found between consumer expectation and consumer satisfaction, and consumer evaluation and consumer satisfaction. A higher expectation and evaluation of the salesperson's

performance was related to a higher satisfaction with the salesperson's performance. When the relationship between expectancy confirmation/disconfirmation and consumer satisfaction was examined, results indicated that participants were more satisfied with the salesperson's performance when their evaluations of the salesperson's performance were equal or better than their expectations, than when their evaluations were worse than their expectations. Harish Sujana (2010) salespeople's understanding of customer needs should be deep and fulfilling, and that these needs should nourish the relationship between the customer (the firm the customer represents for the business buyer) and the salesperson (the firm the salesperson represents), raises the question of the difference between needs and wants. Salespeople, quite often, need to not provide customers with what they ask for but instead influence them to recognize that their more profound needs will be harmed by shallow purchases and consumption. They need to influence them to consume smarter, sometimes leading to greater consumption and often to lesser or more efficient consumption.

## III. OBJECTIVES OF THE STUDY

The objectives of the study include the following:

1. To highlight the importance of salesmanship in today's marketing environment.
2. To investigate the influence of salesmanship upon the purchase decision for two wheelers.
3. To analyze the demographic characteristics of the respondents and their relative influence upon the purchase decision for two wheelers.

## IV. SCOPE OF THE STUDY

The present research work is conducted within the Malappuram district of Kerala. According to 2011 census, Malappuram district have a population of 4,110,956. At a population growth rate of 13.39%, the district has a population density of 1,158 inhabitants per square kilometer. The census statistics also indicates a sex ratio of 1096 females for every 1000 males and a literacy rate of 93.55% in this district. Agriculture is the primary occupation of the people which is supplemented by other industries like timber industry, fishery, tourism, textile and spice trading. The income earned abroad by the native migrants in Middle-East is a significant source of revenue to the district. The main reason for selecting this location for study is that this place is one of the booming markets for two-wheelers in Kerala.

## V. RESEARCH METHODOLOGY

This study covers a period of 5 years from January 2011 to December 2015. Both primary and secondary data are used for this study. Primary data spring from the concerned respondents of the present study using an interview schedule. A total of 1000 Interview schedules were prepared and circulated among the respondents. Out

of this, only 714 interview schedules were filled up and collected. A scrutiny of these schedules led to the rejection of 33 interview schedules on account of incomplete responses. Thus 681 completed interview schedules were used for the present study. There for the actual sample size for the study is 681. Statistical tools like Chi-square analysis, ANOVA, Z-Test, Multiple Correlation, Multiple Regression and Friedman Test has been used for the meaningful analysis and interpretation of data using SPSS. Secondary data have been collected from various books, journals, research reports, magazines, websites and other records.

## VI. DATA ANALYSIS AND INTERPRETATION

### *Socio-Economic Characteristics and Two-wheeler Usage Pattern of the Consumers*

A proper knowledge of the social, economic, cultural, behavioral, demographic and psychographic pattern of the consumers are very much crucial for the clear cut understanding of the findings of a research project and its further successful implementation. The socio-economic characteristics and Two-wheeler usage pattern of the 681 Two-wheeler users surveyed here are as below:

Table 1: Socio-Economic Characteristics and Two-wheeler Usage Pattern of the Consumers

Factor	Variable	Frequency	Percentage
Gender	Male	500	73.40
	Female	181	26.60
	Total	681	100
Age	Less than 25	301	44.20
	26-35	209	30.70
	36-45	121	17.80
	Above 45	50	07.30
	Total	681	100
Education Qualification	SSLC	151	22.20
	Higher Secondary	195	28.60
	UG	243	35.70
	PG	56	08.20
	Others	36	05.30
	Total	681	100
Occupation	Unemployed	98	14.40
	Daily wage	98	14.40
	Private	161	23.60
	Teacher	41	06.00
	Own Business	115	16.90
	Student	115	16.90
	Government	53	07.80
	Total	681	100
Monthly Income	No income	208	30.50
	Less than 10,000	210	30.80
	10,001 to 20,000	170	25.00
	20,001 to 30,000	52	07.60
	30,001 to 40000	22	03.20
	Above 40,001	19	02.8
	Total	681	100
Marital Status	Married	368	54.00
	Single	313	46.00
	Total	681	100

Family Size	Up to 3 members	82	12.00
	4-5 members	379	55.70
	6-7 members	160	23.50
	More than 7 members	60	08.80
	Total	681	100
Nature of Family	Joint family	124	18.20
	Nuclear family	557	81.80
	Total	681	100
Regional Background	Urban	156	22.90
	Rural	525	77.10
	Total	681	100
Brand of Two-wheeler owned	Hero	285	41.90
	TVS	55	08.10
	Yamaha	68	10.00
	Suzuki	37	05.40
	Honda	150	22.00
	Royal Enfield	16	02.30
	Bajaj	58	08.50
	Mahindra	12	01.80
	Total	681	100
Type of Two-wheeler owned	Bike	365	53.60
	Scooter	316	46.40
	Total	681	100
First Two-wheeler ownership	Yes	546	80.20
	No	135	19.80
	Total	681	100
Duration of using the present Two-wheeler	Less than 1 Year	235	34.50
	1 - 2 Years	129	18.90
	Above 2 Years	317	46.50
	Total	681	100
Point of Purchase	Dealer	476	69.90
	Sub dealer	205	30.10
	Total	681	100
Mode of Purchase	Ready Cash	403	59.20
	Bank Loan	146	21.40
	Private Finance	80	11.70
	Company Loan	13	01.90
	Society Loan	28	04.10
	Others	11	01.60
	Total	681	100
Price of Two-wheeler	Less than 55000	229	33.60
	55001 to 66000	291	42.70
	66001 and Above	161	23.60

	Total	681	100
Displacement of Two-wheeler	100 CC	170	25.00
	101-110 CC	171	25.10
	111-125 CC	196	28.80
	126-250 CC	127	18.60
	Above 250 CC	17	02.50
	Total	681	100
Distance travelled per day in Two-wheeler	Less than 20 Km	432	63.40
	21 - 40 Km	163	23.90
	41 - 60 Km	62	09.10
	Above 60 Km	24	03.50
	Total	681	100
Avg. monthly expenditure on Two-wheeler	up to Rs.1000	377	55.40
	Rs.1001 to 2000	216	31.70
	Rs.2001 to 3000	70	10.30
	Above Rs.3001	18	02.60
	Total	681	100
Period of using a Two-wheeler	1-3 Years	344	50.50
	4-6 Years	208	30.50
	More than 6 Years	129	18.90
	Total	681	100
No. of Brands considered	1	422	62.00
	2	152	22.30
	3	78	11.50
	4 and above	29	04.30
	Total	681	100
No. of Two-wheelers owned	1	562	82.50
	2	95	14.00
	3	24	03.50
	Total	681	100
Planning to buy one more Two-wheeler	Yes	113	16.60
	No	568	83.40
	Total	681	100
Planning to exchange the two-wheeler	Yes	164	24.10
	No	517	75.90
	Total	681	100

Source: Primary data

Two-wheelers are mostly used by men than women. Hence the researcher has given emphasis to males for this study. 73 percent of the Two-wheeler users surveyed here are males. As Two-wheelers are more popular among the youth, that too in the age group of 15-35, almost 75 percent of the Two-wheeler users surveyed here are below 35 years of age. With respect to Educational Qualification 36 percent of the Two-wheeler users are Graduates while

50 percent of them comprises of higher secondary and below. Also majority of the Two-wheeler users are students with no income or working class with an income level less than Rs.20000. This clearly states that Two-wheelers are mostly preferred by students and the customers with a monthly income of less than Rs.20000. It is also clearly understood from the above table that 82 percent of the Two-wheeler users are members of Nuclear

family and hence we can assume that Two-wheelers are mostly preferred by Nuclear family with a size of 3-4 members. It is a known fact that the rural customers are more inclined towards Two-wheelers than their urban

counterparts because of poor rural road infrastructure and non-affordability of cars. In the present study also almost 77 percent of the Two-wheeler users surveyed are hailing from a rural background.

Table 2: ANOVA Table: Socio-Economic Factors and Two-wheeler Usage Pattern of the Customers and the influence of Salesmanship on their Two-wheeler Purchase Decision

Factors	Group	N	Mean	Std. Deviation	F	Sig.
Age	Less than 25 years	301	34.14	8.21	4.4	.00(*)
	26-35 years	209	34.08	9.08		
	36-45 years	121	33.06	9.35		
	Above 45 years	50	29.5	9.15		
	Total	681	33.59	8.82		
Occupation	Unemployed	98	34.28	8.57	4.73	.00(*)
	Daily wage	98	35.68	10.07		
	Private Job	161	34.18	8.72		
	Teacher	41	32.46	7.95		
	Own business	115	34.02	8.57		
	Student	115	32.78	7.43		
	Government Employee	53	28.34	9.29		
	Total	681	33.59	8.82		
Monthly Income	No Income	208	33.53	8.05	3.69	.00(*)
	Less than Rs.10,000	210	34.34	8.95		
	Rs.10,001 to Rs.20,000	170	33.49	9.07		
	Rs.20,001 to Rs.30,000	52	35.12	9.99		
	Rs.30,001 to Rs.40,000	22	30.05	8.73		
	Above Rs.40,001	19	26.74	6.66		
	Total	681	33.59	8.82		
Brand of Two-wheeler owned	Hero	285	35.21	9.27	3.51	.00(*)
	TVS	55	31.4	9.38		
	Yamaha	68	33.56	8.56		
	Suzuki	37	31.03	6.53		
	Honda	150	32.92	8.21		
	Royal Enfield	16	35.13	10.65		
	Bajaj	58	31.74	7.46		
	Mahindra	12	28.5	7.2		
	Total	681	33.59	8.82		
Point of Purchase of Two-wheeler	Dealer	476	33.09	8.7	-2.272	.02(*)
	Sub dealer	205	34.76	9.01		
	Total	681	33.59	8.82		
Price of the Two-wheeler	Less than Rs.55000	229	32.43	8.72	3.08	.05(*)
	Rs.55001 to Rs.66000	291	34.3	9		
	Rs.66001 and above	161	33.96	8.53		
	Total	681	33.59	8.82		
Distance Travelled per day on Two-wheeler	Less than 20 Kms	432	34.16	8.95	4.41	.00(*)
	21-40 Kms	163	32.91	8.4		
	41-60 Kms	62	30.39	8.11		
	More than 60 Kms	24	36.21	9.31		
	Total	681	33.59	8.82		
Time span of changing the Two-wheeler	After 1-3 years	344	34.39	8.37	6.603	.00(*)
	After 4-6 years	208	33.8	8.88		
	After more than 6 years	129	31.12	9.5		
	Total	681	33.59	8.82		

\* Significant at 0.05 level

Through the results of ANOVA test we could find that there is significant difference in the mean scores of the influence

of Salesmanship on the purchase decision for two-wheelers based on Age, Occupation, Monthly Income, Brand of Two-wheeler owned, Point of Purchase of

Two-wheeler, Price of the Two-wheeler, Distance Travelled per day on Two-wheeler and Time span of changing the Two-wheeler (*from Table 2*). It can also be understood that there is no significant difference in the mean scores of the influence of Salesmanship on the purchase decision for two-wheelers based on Age, Educational Qualification, Marital Status, Family Size, Nature of Family, Regional Background, Type of Two-wheeler owned, First time buyer, Duration of usage, Mode of purchase, Displacement of Two-wheeler, Average Monthly Expenditure on Two-wheeler, Number of Brands considered, Total number of Two-wheelers owned, Intention to buy one more Two-wheeler and Intention to exchange existing Two-wheeler.

*Effect of Socio-Economic Variables and Two-wheeler Usage Pattern of the Respondents on the influence of Salesmanship on the purchase decision for two-wheelers*

Multiple regression analysis was used to find out the effect of several socio-economic variables and Two-wheeler Usage Pattern like Age, Gender, Educational Qualification, Occupation, Monthly Income, Marital Status, Family Size, Nature of Family, Regional Background, Brand of Two-wheeler owned, Type of Two-wheeler owned, First time buyer, Duration of usage, Point of Purchase, Mode of purchase, Price of Two-wheeler, Displacement of Two-wheeler, Distance travelled per day on Two-wheeler, Average Monthly Expenditure on Two-wheeler, Duration of changing Two-wheeler, Number of Brands considered, Total number of Two-wheelers owned, Intention to buy one more Two-wheeler and Intention to exchange existing Two-wheeler and the psychographic attributes such as Negative emotionality, Extroversion, Openness, Agreeableness, Conscientiousness and Self-esteem on the influence of Salesmanship on the purchase decision for two-wheelers.

Table 3: Multiple Regression Analysis: Personal Attributes of the Respondents and the Influence of Salesmanship on their Two-wheeler Purchase Decision

Variables	Mean	Std. Deviation	Regression Coefficient	t	sig
Gender	1.27	0.44	-0.07	-1.13	.261(NS)
Age	1.88	0.95	-0.13	-2.29	.023(*)
Educational Qualification	2.46	1.08	0.03	0.75	.452(NS)
Occupation	3.78	1.9	-0.12	-2.98	.003(*)
Monthly Income	2.31	1.23	-0.02	-0.39	.694(NS)
Marital Status	1.46	0.5	-0.08	-1.51	.131(NS)
Family Size	2.29	0.79	0.05	0.98	.325(NS)
Nature of Family	1.82	0.39	0.08	1.54	.125(NS)
Regional Background	1.77	0.42	0.04	0.94	.348(NS)
Brand of Two-wheeler owned	4.08	2.17	-0.16	-3.96	.000(*)
Type of Two-wheeler owned	1.46	0.5	0.02	0.33	.740(NS)
First time buyer	1.2	0.4	-0.01	-0.14	.892(NS)
Duration of usage	2.12	0.89	0	-0.01	.991(NS)
Point of Purchase	1.3	0.46	0.06	1.53	.127(NS)
Mode of purchase	1.75	1.16	0.09	2.26	.024(*)
Price of Two-wheeler	1.9	0.75	0.09	1.73	.084(NS)
Displacement of Two-wheeler	2.49	1.13	-0.06	-1.11	.268(NS)
Distance travelled per day on Two-wheeler	1.53	0.8	-0.06	-1.51	.131(NS)
Average Monthly Expenditure on Two-wheeler	1.6	0.78	0.09	2.39	.017(*)
Duration of changing Two-wheeler	1.87	1.12	-0.1	-2.48	.014(*)
Number of Brands considered	1.58	0.85	0.07	1.69	.092(NS)
Total number of Two-wheelers owned	0.21	0.49	-0.01	-0.13	.901(NS)
Intention to buy one more Two-wheeler	1.83	0.37	0.01	0.2	.843(NS)
Intention to exchange existing Two-wheeler	1.76	0.43	0	-0.04	.967(NS)
Negative emotionality	13.78	3.92	-0.05	-0.9	.371(NS)
Extroversion	14.65	3.74	0	0.07	.947(NS)
Openness	13.89	3.65	0.11	1.99	.048(*)
Agreeableness	15.73	4.05	0.04	0.69	.491(NS)
Conscientiousness	16.98	4.91	-0.06	-1.07	.287(NS)
Self esteem	20.93	4.19	-0.05	-1.16	.248(NS)

\* - Significant at 5% level, NS - Not Significant,  $r = 0.340$ ,  $r^2 = 0.116$ ,  $F = 2.830$ \*

According to Table 3, the Multiple Correlation value is 0.340 (r) which indicates that there is moderate level of correlation between the influence of Salesmanship on the purchase decision for two-wheelers and the set of predictor variables.  $r^2$  value (0.116) when expressed in terms of percentage shows that 11.6% of the variation in the influence of Salesmanship on the purchase decision for

two-wheelers has been explained by the set of independent variables.

When the individual correlation between the influence of Salesmanship on the purchase decision for two-wheelers and other set of independent variables were calculated, it shows that the socio economic variables like Age,

Educational Qualification, Monthly Income, Marital Status, Family Size, Nature of Family, Regional Background, Type of Two-wheeler owned, First time buyer, Duration of usage, Point of Purchase, Mode of purchase, Price of Two-wheeler, Displacement of Two-wheeler, Distance travelled per day on Two-wheeler, Average Monthly Expenditure on Two-wheeler, Number of Brands considered, Total number of Two-wheelers owned, Intention to buy one more Two-wheeler, Intention to exchange existing Two-wheeler and the psychographic attributes such as Negative emotionality, Extroversion, Agreeableness, Conscientiousness and Self-esteem have very low correlation with the influence of Salesmanship on the purchase decision for two-wheelers. Whereas Gender, Occupation, Brand of Two-wheeler owned, Duration of changing Two-wheeler and the psychographic attribute Openness have moderate correlation with the influence of Salesmanship on the purchase decision for two-wheelers.

The regression coefficient gives the effect of each of the independent variable separately on the influence of

Salesmanship on the purchase decision for two-wheelers. Among the selected variables Age, Gender, Occupation, Monthly Income, Marital Status, Brand of Two-wheeler owned, First time buyer, Displacement of Two-wheeler, Distance travelled per day on Two-wheeler, Duration of changing Two-wheeler, Total number of Two-wheelers owned and the psychographic attributes such as Negative emotionality, Conscientiousness and Self-esteem have negative effect on the influence of Salesmanship on the purchase decision for two-wheelers.

Hence among the socio economic and Two-wheeler Usage Pattern variables Gender, Occupation, Brand of Two-wheeler owned, Mode of Purchase, Average monthly expenditure on two-wheeler and Duration of changing the two-wheeler are chosen to be the predictor variables for the influence of Salesmanship on the purchase decision for two-wheelers. Among the psychographic attributes Openness has been chosen to be the predictor variables for the influence of Salesmanship on the purchase decision for two-wheelers.

Table 4: Ranking of the Qualities of Salesman that Influenced the Respondents' Purchase Decision for Two-wheelers

<i>Personal Selling</i>	<i>Mean</i>	<i>Std. Deviation</i>	<i>Mean Rank</i>	<i>Ranking Order</i>
Personal selling strongly influenced me in my selection of two-wheeler.	3.6	1.28	6.22	2
I give priority to the salesman who keeps a good rapport with me.	3.16	1.4	5.19	7
I gave priority to the salesperson who contacted me the first.	3.05	1.38	4.88	9
I give priority to salesman who gives regular visits and calls to me.	3.09	1.37	4.94	8
I give priority to the salesman who sends me greetings and wishes regularly.	2.87	1.38	4.4	10
I contacted the salesperson based on the referrals from my friends and relatives.	3.26	1.34	5.3	6
Product knowledge is the most essential quality of a salesperson.	3.89	1.01	6.47	1
I prefer the salesman who listens patiently to my needs.	3.73	1.05	6.21	3
Appearance & attire of the salesperson is very important to me.	3.47	1.17	5.6	5
I prefer the salesman who takes effort to arrange test drive for me.	3.46	1.25	5.8	4

<i>Test Statistics<sup>a</sup></i>	
N	681
Chi-Square	456.899
Df	9
Asymp. Sig.	0
a. Friedman Test	

Through the use of Friedman Test the order of importance of the different aspects of Salesmanship that influences the buying behaviour of the customers towards Two-wheelers is understood from this descriptive table. In this table, the significance (.000) is less than 0.05 which means that the ranks given to the factors are not the same. From the above table we can understand that most of the customers feel that product knowledge is the most essential quality of a salesperson. Many of respondents agree that personal selling efforts of the salesman had some influence upon their buying decision. Customers prefer the salesman who listens patiently to their needs and they prefer the salesman who takes effort to arrange test drive for them. Most of the respondents feel that the appearance & attire of the salesperson is very important to them to get a sense of trust and reliability. Most of the customers gave weightage to the salesperson referred by their friends and relatives, the salesman who keeps a good rapport with

them, gives regular visits and calls to them and also who sends them greetings and wishes regularly. But some people give preference to the salesperson who contacted them first.

**VII. FINDINGS**

- a) Customer may either influenced or not influenced by Salesmanship depending upon their Age, Occupation, Monthly Income, Brand of Two-wheeler owned, Point of Purchase of Two-wheeler, Price of the Two-wheeler, Distance Travelled per day on Two-wheeler and Time span of changing the Two-wheeler.
- b) Majority of the customers feel that product knowledge is the most essential quality of a salesperson.
- c) Customers prefer the salesman who listens patiently to their needs and they prefer the salesman who takes effort to arrange test drive for them.
- d) Most of the respondents feel that the appearance & attire of the salesperson is very important to them to get a sense of trust and reliability.

- e) Most of the customers gave weightage to the salesperson referred by their friends and relatives, the salesman who keeps a good rapport with them, gives regular visits and calls to them and also who sends them greetings and wishes regularly.
- f) Some people give priority to the salesperson who contacted them first.

## VIII. CONCLUSION

These are clear indication to the fact that now days customers prefer to buy from the people they are familiar and whom they trust. This is more common in case of consumer durable goods like home appliances, automobiles etc. They want to invest their money for purchases on some reliable point so that they can protect themselves from any mal practices or deception. We can understand that in the modern market the role of the salesman is increasing steadily. Hence it is the responsibility of the salesperson to market himself as a reliable brand to the customer before he markets his product or service. If he succeeds in creating a positive image in his customer's mind, he has finished almost 90 percent of his task of selling.

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# Bama's Sangati: Events—A Contribution to Women's Movement

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**Abstract--** *Mary Wollstonecraft, Virginia Woolf, Kate Millet and many other female writers have contributed women's movement. Likewise, Bama, Sivakami, Bany Kamble and many other Dalit female writers have contributed their share in women's movement in India.*

*History is evident that Dalits' have been denied literary space since ancient time. But, time has changed now. Dalits are using all literary forms to present themselves and their cultural world. Dalit female writers have also contributed to enrich Dalit literature and movement of feminism.*

*In the novel Sangati: Events, Bama has presented several women's stories which are struggle for survival. The atrocities and humiliation, these women face, are hardly faced by the non-Dalit women. The rural Dalit women's strength to fight odds of life is remarkable. These Dalit women rise and live with pride and honour.*

*Throughout the novel, Bama has carefully exposed caste and gender problems faced by Dalit women within and outside the Dalit community. Bama has expressed by all odds the Dalit women's identity. Thus, she has contributed to women's movement in India.*

## I. INTRODUCTION

**H**ISTORY is evident that Dalits' have been denied literary space since ancient time. But, time has changed now. Dalits are using all literary forms to present themselves and their cultural world. Dalit female writers have also contributed to enrich Dalit literature and movement of feminism in India.

Bama, a well reputed Dalit female writer has presented Dalit feminine sensibility in her writings. Her works are a strong contribution to the movement of feminism. In her works, she has presented caste-based and gender-based degraded conditions of Indian Dalit women:

Bama's novels focus on caste-based and gender discrimination. They also portray caste-discrimination practised by the religion. Critics like Jaydeep Sarangi

and Ram Kumar opine that Bama's works have an internal strength; dalit feminism. (Wikipedia)

Bama's novel, *Sangati: Events* depicts the unconquerable strength of the Dalit woman against all odds and oppressions of the upper-caste Hindus. The novel also presents the courage of Dalit women to deal with gender-based discrimination at home and outside home.

The novel *Sangati: Events* is avoiding the conventional plot structure by presenting a series of story. It is a different type of novel—unique in technique. Bama has represented everyday happenings in the Dalit community of south India. The novel presents Dalit feminine sensibility too.

The strong Dalit women are centre of the novel. How these women, against the cruel world of the non-Dalits stand firm and live with pride and dignity, is presented in the novel. Besides, the novel presents an authentic scenario of inhumanities of Dalit husbands at home in particular and of Dalit men outside home in general. However, the novel shows that even odds of life cannot stop Dalit women to live a respectful life.

In the beginning pages of the novel, Bama has presented Dalit women's despaired state but it ends with the courage and the pliability of Dalit women for a respectful life in the midst of all melancholy. Solidarity is the means, used by the Dalit women to face the problems of their routine life. Dalit women's chaffering and laughter are their medicines which help them to forget their misery. This is how Dalit women celebrate their new identity. Their struggle gets strength from their high spirit to live a life with dignity. In the Preface of *Sangati: Events*, Bama has stated the high spirit of Dalit women:

In *Sangati*, many strong Dalit women who had the courage to break the shackles of authority, to propel themselves upwards, *Sangati* is a look at part of the lives of those women who dared to make fun of the class in power that oppressed them. And through this, they found the courage to revolt. (Bama vi)

About the strength of the Dalit women, Annam Ragamalika has remarked, 'It is interesting that the Dalit woman cannot be suppressed in spite of caste, gender oppression.' (*Caste, Gender Dichotomy*).

***Dalit Women: The Most Oppressed and Miserable One***

In the novel, Bama has presented clearly, the difference between the life of a Dalit man and a Dalit woman. The Dalit men face oppressions physically and mentally by the non-Dalits where they work. Similarly, the same Dalit men exploit their females at home. Life is worse for Dalit women. Not only at home but also outside their home the conditions are not much different for the Dalit women.

Bama has presented a realistic picture of hard, tough and arduous life of Dalit women. Dalit women have to do household work at home along with taking care of children. Then in the field, they have to do backbreaking work. In addition to that they have to face harassment of the landlords. There is not a slight sort of respect in the life of a Dalit woman:

From the moment they wake up, they set to work both in their homes and on the fields. At homes their husbands and children pester them; in the fields there is backbreaking work besides the harassment of the landlord. (Bama 59)

Further, whether Dalit women want or not their bodies are enjoyed by their husbands. The husbands are caring only for their own satisfaction and pleasure. Dalit women's desires and emotions are not cared least by their husbands. The husband is interested in her body and not in her emotional world. Thus, the lives of the Dalit women are the most oppressed and miserable one. As a result, the Dalit women are the Dalit amongst Dalits:

When they come home in the evening, there is no time even to draw breath. And once they have collected water and firewood, cooked a kanji and fed their hungry husband and children, even then they can't go to bed in peace and sleep until drawn. Night after night they must give in to their husband's pleasure. Even if a woman's body is wrecked with pain, the husband is bothered only with his satisfaction. Women are overwhelmed and crushed by their own disgust, boredom, and exhaustion, because of all this. (59)

In the novel Bama has presented the domestic violence in Dalit houses. Dalit men beat their women. It is carefully exposed in the novel:

Nowadays, when I reflect on how the men in our streets went about drinking and beating their wives, I wonder whether all that violence was because there was nowhere else for them to exert their male pride or to show off their authority. All that suppressed anger was vented when they came home and beat up their wives to a pulp. (65)

Prasara V. P. has remarked about the atrocities faced by Dalit women. 'In *Sangati* Bama reflects on the impoverished and violent world of dalit women. Her female characters suffer from double discrimination; they are oppressed by the so-called high caste people (which equally affects both male and female Dalits) and by Dalit males.' (V. P. 1210)

Thus, double oppressed conditions of Dalit women are authentically presented in the novel.

***Gender Bias: Inferior Status of the Dalit Woman in Family***

The novelist has exposed another fact in the novel is that Dalit girls are considered as inferior to Dalits boys in their families. 'If a baby boy cries, he is instantly picked up and given milk. It is not so with girls . . . a boy is breast-fed longer. With girls, they wean them quickly, making them forget the breast.' (Bama 7) Dalit girls have to take care of the house and household works. If mother is not well, she has to go for work. They hardly find time for playing. And if they, then it is only girls' game they can play and not of boys like "kabadi" or "marbles".

The treatment of inequality is as old as human race. The minds of Dalit women are also set in the same manner. Even Dalit women also do injustice to baby girl. They give much importance to a baby boy than to a baby girl. This fact is presented through the character of *Paatti*, narrator's grandmother. Thus, injustice starts within the house for the Dalit women. The irony is that it is none other than the Dalit women who do this inhuman task.

Thus, inequality is commonly seen in Dalit community. Dalit women do not have equal status. Inequality becomes a routine part of life for Dalit women. Bama has presented it in the novel:

If they put on a play or something on a festival day, they never allowed women to take part. The men themselves would dress up and act as women rather than allow us to join in. (32)

Dalit men can live a bit better life than Dalit women. It is because they have their freedom. But in the case of the Dalit women it is not so. They have to do as told by their husbands. The irony is that Dalit men find their time of leisure and have fun but Dalit women do not. Further, Dalit women have to live their life under the shadow of their husbands:

Our men don't have the same problem. Even if they work really hard, they still have their freedom. They still control their women, rule over them, and find their pleasure. Within the home, they lay down the law; their words are scripture. (59)

Thus, inferior status being a woman is commonly found in Dalit community. This fact about Dalit women is aptly presented in the novel.

***Dalit Women Live Under Constant Fear***

Bama has presented in the novel that the condition is worse for the growing Dalit girls. At one occasion, the narrator asks her grandmother, why *Paraiya* women do not go to the theatre to watch a movie. Grandmother replied that to avoid any unpleasant incident with the Dalit women at the hands of non-Dalit men. She further stated that even in the village, the Dalit women have to go out together to gather firewood. It is because they fear that

they will be preyed upon by the upper caste men. In addition, pity is that the Dalit men cannot confront the upper caste men in such cases because of economic dependence on them as landlords.

Thus, in the novel, Bama has presented the fact that Dalit women are living constantly under a fear of sexual molestation and rape by the upper-caste men. Insecurity of the young Dalit women is aptly presented through the words of *Paatti*, in the novel:

'Women should never come on their own to these parts. If upper-caste fellows clap eyes on you, you're finished. They will drag you off and rape you, that's for sure. If you go on a little further, there will be escaped criminals lurking in the plantations. They keep themselves well hidden. You must never let them see you either.' (8)

Thus, the non-Dalit men are a part of constant fear for the Dalit girls and women. Bama has truthfully presented this fact in the novel.

### **Justice: An Alien Word for Dalit Women**

The story of Mariamma, narrator's cousin, became a victim of sexual advances. When she told her story to her friends they suggested her to keep mum. Being a Dalit woman, she could not raise her voice and stand up against what is morally and lawfully wrong because the landlord Kumarasami was an upper-caste fellow. 'He's upper caste as well. How can we even try to stand up to such people?' (20) This shows that Dalit women live in constant fear of sexual assault.

Bama has realistically presented the shameless cruelties of the upper-caste Hindus. When the *panchayathu*, the village court was set on for justice, Kumarasami made a false story that Mariamma and Manikkam, her uncle were using his fields to have fun. The non-Dalit landlord further says that he was an eyewitness to her improper conduct with her uncle. Mariamma raised her voice of protest against the lie of Kumarasami and told the truth. But whatever she said was considered false by the *panchayathu*. Kumarasami's allegations are accepted as truth by the men in the Dalit community. Further, she is humiliated and beaten in front of the village by villagers and her father respectively. Injustice of the non-Dalits is not stopped here and crosses the boundary of inhumanity when the *panchayathu* forced her to pay fine of Rs. 200 and Manikkam Rs. 100:

When Mariamma saw her father advances towards her to beat her again, she was so terrified that she fell down at last and asked for forgiveness. Nobody asked Manikkam to prostrate himself. After this, Mariamma was asked to pay a fine of Rs. 200, and Manikkam a fine of Rs. 100. (26)

Irony is that Manikkam has to pay Rs.100 because he is male. Dalit women face caste-based and gender-based discriminations. Thus, Bama shows on one hand how the

Dalit women are more inferior to Dalit men and on the other the atrocities of the non-Dalits.

*Paatti*, is a very respectful person in the community as she has served the community as a skilled midwife. The *Paatti* says that when a woman tells the truth, she gets kicks. She is made to suffer for raising the voice for justice. The *Paatti* utters the plight and piteous life of a woman throughout the world:

Whether it is right or wrong, it is better for women not to open their mouths. You just try speaking out about what you believe is right. You'll only get kicked and beaten and trampled on for your pains. And it isn't just here that it happens, you know. It's the same throughout the world. Women are not given that kind of respect. (Bama 29)

Thus, Dalit women face caste-based and gender-based discriminations right from their birth up to their last breaths. Bama has exposed this truth in the novel.

### **Sense of Superiority of Dalit Women**

Dalit women are natural singers. They have inborn talent of singing songs. They can sing occasion wise songs loud and clear. This quality of theirs is a matter of pride for them. The Dalit women consider themselves stronger than upper-castes women. They also think themselves superior to the non-Dalit women in the sense of doing the toughest work. Thus the Dalit women do have sense of earning money. By doing work, they financially support their family. They considered the non-Dalit women inferior in the field of the hard work:

Ask these upper caste women to do the work we do-to transplant paddy in the wet fields, to do the weeding, to reap the grain and carry it home. You'll see soon enough. They'll give it up in no time and go and lie down. (114-15)

Further, the differences between the Dalit and non-Dalit customs are presented in the novel. The differentness of beliefs of Dalits and non-Dalits are also presented:

'In other street they . . . say girl means expense and a boy means income. In some places they say, if a girl is born, the cruel parents will even kill the infant without any mercy or compassion.'

'At least we don't have such customs,' I said. 'Whether it's a boy or a girl, parents in our community accept the child and bring it up as best they can. . .'(115)

In villages, almost all Dalit women are working hard to support the economic needs of the family. Thus, Dalit women play a very vital role of an earning member in the family.

### **Unexplored Oral Folk Language**

Bama has presented unexplored oral folk language in her writings with which she and her community is familiar. She has written her *Sangati-Events* in the same oral folk language. Bama's use of the language is different than the mainstream writings. In the words of Ranjana Singh:

Her language is also very different from other Indian women writers as she is more generous with the use of Tamil dalit slogans. She addresses the women of village by using suffix 'Amma' (mother) with their names. The names of places, months, festivals, rituals, customs, utensils, ornaments, clothes, edibles, games etc. to the names of occupations, the way of addressing relatives, ghosts, spirits etc., she unceasingly uses various Tamil words.(Dalit Women 3)

Bama has presented that Dalit women face caste-based and gender-based discriminations. The discriminations bring unity among the Dalit women. The sharp and bitter tongue of Dalit women, according to Bama helps them to protect them against their oppressors. She further states that Dalit women also face atrocities by their own husbands. Thus, Bama has presented the crushed conditions of Dalit women in the novel. However, the Dalit women have learnt how to deal with such situations. 'If he shows his strength of muscle, she reveals the sharpness of her tongue. Because she can't hit him back, she curses him roundly.' (Bama 67) The Dalit women are foul-mouthed. They use expletive language to deal with the situations:

When you examine the words they use in their quarrel . . . No matter what the quarrel is about, once they open their mouths, the same four-letter words will spill out. I sometimes think that because they have neither pleasure, nor fulfilment in their own sexual lives, they derive a sort of bitter comfort by using these terms of abuse which are actually names of their body parts. (68)

Thus, Dalit language is different than that of the non-Dalits. Further, Bama has written the entire novel in oral folk language used by the Dalit community of south India.

## II. CONCLUSION

Mary Wollstonecraft, Virginia Woolf, Kate Millet and many other female writers have contributed women's movement. Likewise, Bama, Sivakami, Baby Kamble and many other Dalit female writers have contributed their share in women's movement in India.

In the novel *Sangati: Events*, Bama has presented several women's stories which are struggle for survival. The atrocities and humiliation, these women face, are hardly faced by the non-Dalit women. The rural Dalit women's strength to fight odds of life is remarkable. These Dalit women rise and live with pride and honour.

Throughout the novel, Bama has carefully exposed caste and gender problems faced by Dalit women within and outside the Dalit community. Bama has presented Dalit women's firm and bold struggle for their identity. Thus, she has contributed to women's movement in India.

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# Customer Relationship Management : A Marketing Strategy

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**Abstract---** *In the current scenario of extensive competition and rapid technological development the Customer Relationship Management (CRM) has got a great potential for achieving success and growth for an organization. CRM lets an organization know more about the customer and helps in keeping sustainable relation with them. The main components of CRM are – People, Technology, and Process. It is believed that the more you know or understand your customer, the easier it is to target new prospects and boost the sales. This paper studies about the needs and importance of CRM process. The extensive review of literature of this paper aims to increase the understanding of the different perspective and various levels and types of CRM process. In order to ensure the successful adoption as well as implementation of CRM initiative, organization should understand the different levels of CRM process and the integrated activities among the CRM processes at each level. All this let to increase the success rate of CRM strategy in this competitive world. Therefore, CRM is a customer focused business strategy designed to optimize revenue, profit and customer satisfaction.*

**Keywords---** *Customer Relationship Management, Sustainable Relationship, CRM Process, Implementation, Optimize Revenue, Customer Satisfaction.*

**Abbreviation---** *CRM (Customer Relationship Management).*

## I. INTRODUCTION

ANY business entity that wish to get recognition or positioning in the mind of a customer then they must react flexibly and effectively to the changes which are taking place in the market place. The customers are the only one who decides and determine which products are of good quality and therefore, which business entity is competitive. The customers are the dynamic force who with his/her behavior, allows effective production without any deficit or surplus in the inventory. The main objective of an organization must be is to satisfy the customers

demand. And this can only be done through Customer Relationship Management (CRM).

On an average the business spends around 6 times more to acquire customer rather than they do to keep them. Therefore, the firm or business have shifted their mind set towards creating relationship with the existing customers so that they can retain them and can increase their share of customer purchase. CRM is a strategy used to learn about the needs and wants of the customer, behaviors of the customers in order to develop a strong relationship with them. The concept of CRM has a core concept which attracted all the facets of business. CRM has got a great scope and application in the field of service marketing.

The overall goal of the firm is to find and attract the new clients and the main theme of the Customer Relationship Management is “KNOWING YOUR CUSTOMER”. CRM can be understood as a:

1. Business Philosophy: CRM is a relationship orientation, customer retention and superior customer value created through process management.
2. Business strategy: CRM is a customer focused business strategy that aim to increase the customer satisfaction and customer loyalty by offering a more responsive and customized services to each customers.
3. Business process: CRM is a macro level subsumes numerous sub-processes such as a prospect identification and customer knowledge creation.
4. Business technology: CRM is an enabling technology for organization to foster close-relationship with their customers.

The CRM is defined by different authors, writers, marketing managers, etc in different way. The few of the definitions of CRM are as below:

- CRM is defined from a balanced perspective as “ the philosophy, policy and coordinating strategy mediated by a set of information, technologies which focuses on creating two way communications with customers so that firms have an intimate knowledge of their needs, wants and buying patterns.

- One of the other holistic definition of CRM is “ CRM is the building of a customer oriented culture by which a strategy is created for acquiring, enhancing the profitability of, and retaining customers that is enabled by an IT application for achieving mutual benefits for both the organization and culture.
- According to Sweeney Group definition, CRM is “all tools, technologies and procedures to manage, improve, or facilitate support and related interactions with customer’s prospects and business partners throughout the enterprise.
- V. Chlebovsky defines CRM as an “interactive process with goal to reach the optimal balance between the business investment and satisfying the needs of customers. Balance optimum is determined by maximum profit of both sides and assumption of reaching the optimum is creating of long-term partnership relationships with customers.”
- F. Buttle (2004) defines CRM as the core of business strategy that integrates by internal processes, functions and external network for creating and supplying of the values for target customers. It is based on high quality data concerning the customers with the support of information technologies.

## II. HISTORY OF CUSTOMER RELATION MANAGEMENT

The concept of CRM came into existence in late 60-ties when the ability to win and keep the customers became one of the most important factors for a successful business as well as to stand first in the race of the competition. CRM as a philosophy gain its recognition in its 80-ties. Since then it has experienced great development. During this time enterprises gradually realized the importance of building and sustaining the long-term beneficial relationships with their customer. Significant development of CRM took Place in the last few decades.

Now-a-days, all the business who wants to grow or survive in the market eventually has to solve the problem of solving the wants and needs of customer and sustain long term beneficial relation with them. Adopting CRM in to the effect bring in the knowledge that the long-term relationship with the customers is very important for sustain in the competition with the competitors.

## III. OBJECTIVE OF STUDY

The central objective of the study is to determine as well as to know the Customer Relationship Management as a Marketing strategy in order to survive in the market competition. The specific objectives are to:

- How the objective and benefits of CRM can be defined.
- Know about the importance of CRM process.
- Know about the types of CRM.

## IV. REVIEW OF LITERATURE

In the current market scenario customers are much more empowered and in order to sell them the product it requires some sought of strategic approach which CRM hopes to fulfill. CRM enables a firm to customize their product or offerings for the customers the image and the prestige or goodwill of the firm enhances.

It is a management approach that enables organizations to identify, attract and increase retention of profitable customers by managing retention with them.

## V. THEORETICAL FRAMEWORK

CRM is a new concept as well as newest innovation in customer service today. It involves collecting or allocating a lot of data which are relevant to the organization or management in order to retain in the race of competition with its customers. This data is used to facilitate customer services transactions by making more relevant and more useful for resolving the problem.

CRM, Customer Relationship Management system are of great importance to the management as this will help in deciding the future course of the company with respect to its product.

CRM is also important to the Top-Level-Management as it provide crucial Data like customer satisfaction and efficiency of the service done by the team members or peers. It is widely defined as the company activity related to developing and retaining customers.

## VI. OBJECTIVES AND BENEFITS OF CRM

Few benefits of using the CRM strategy are listed below

- Retention: With the help of learning the nature, habits, preference, expectations of customers a firm can retain the customers for the longer period of time.
- Increased Customer Satisfaction: With the help of information technology the queries or problems of the customer can be attended and can be resolved as early as possible based on customers input and requirement.
- Provide information on future sale: By analyzing the customer’s buying behavior and past or previous history trend one can easily estimate what sought of preference one possess and can estimate the future sale of a product.

Few of the objectives of using CRM strategy are as follow

- Increase customer loyalty: All the information about the customers are collected and stored. The CRM system updates the history of all the customers as soon as there is an interaction with him/her.
- Understanding Customer: The CRM can further be used for prediction of trends and try to forecast the demand for a specific product as well as to help to

understand each individual customers and thus providing a better offer to the customers

- Superior Service: Using the information about the taste and preference, habits, and interaction with the firm it can give customized service to each customers according to their need and want.

**VII. TYPES OF CRM**

CRM is a concept which is used by the companies to manage their relationship with customers which may include attracting the customers, analyzing the customers and satisfying the customers.

*There are mainly 3 types of CRM*

- Strategic CRM
- Analytical CRM
- Operational CRM

**Strategic CRM**

The aim of strategic CRM is to enhance the knowledge as well as information about the customers and then using these information as well as knowledge to improve and customize the interactions with those customers so as to maintain a long term relationship with them.

**Analytical CRM**

It includes increasing the value of organization and customers by using the customer data. It builds an operational CRM and analyzes customer data in order to create information about the customer segmentation, customer behavior and with statistical analyzes tool especially data mining.

**Operational CRM**

It deals with the process automation of the customers including marketing automation, sales force automation and service automation. Operational CRM deals with automation and streamlining, workflow at the front office which includes collecting data, processing transaction and controlling workforce at the sales, marketing and services.

There is another form of CRM which is collaborative CRM. It mostly works at the operational level. Many researchers believe that it is part of the operational CRM. It focuses on customer integration with the help of interaction channels. It includes different communication means such as e-mail, phone call, fax and website pages with the help of which the customer may use at the interaction with the organization.

**VIII. PROCESS OF CRM**

Process is defined as the way in which the things are done within an organization in order to achieve the goals or objectives set by the Top-Level management. CRM process is the activity performed by the organization concerning the management of the customer relationship and these activities are grouped according to the longitudinal view of the relationship.

CRM process is categorized in to:

- Vertical and Horizontal process
- Front-office and Back-office processes
- Primary and Secondary process

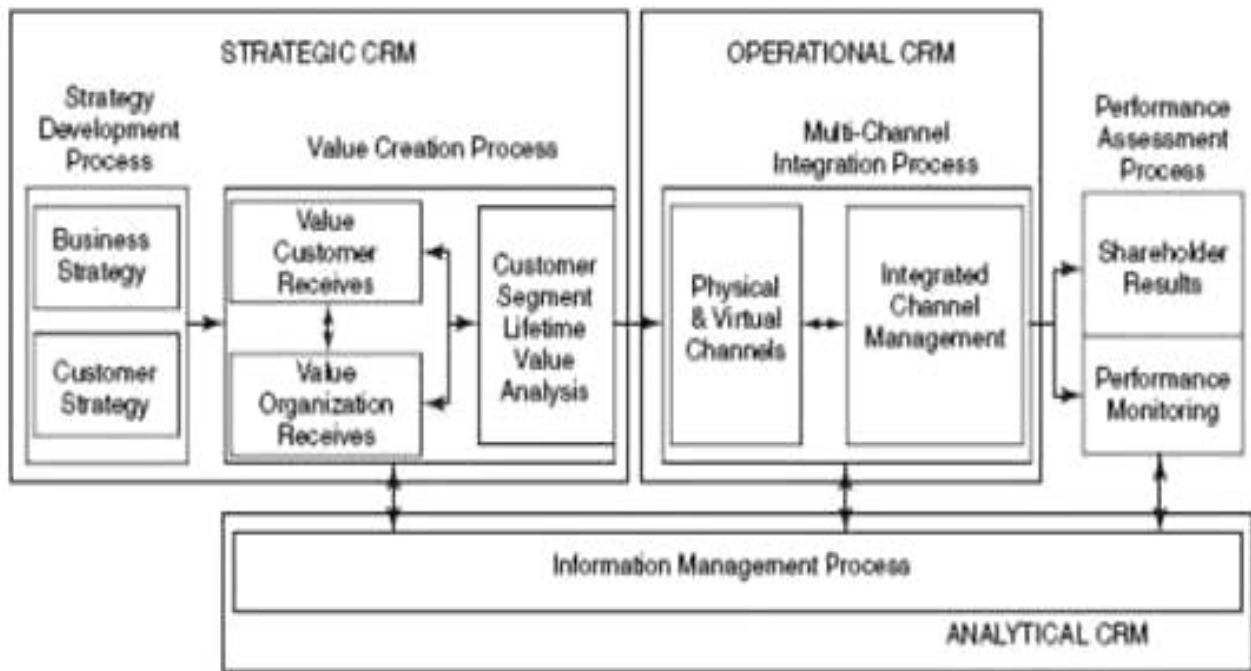


Fig. 1: CRM Process and their Relation

CRM Process is basically classified into the following sub-headings:

- Customer-Facing level CRM processes
  - Customer-Oriented CRM Processes
  - Cross-Functional Processes
  - CRM Macro-Level Processes
- Develop customer strategy.
  - Set customer objective.
  - Assess organization readiness.
  - Align organization behind goal.
  - Execute CRM programme.
  - Measure programme effectiveness.

**IX. CRM PROCESS MODEL**

The CRM Process Model consists of different steps and different stages. These stages and steps include:

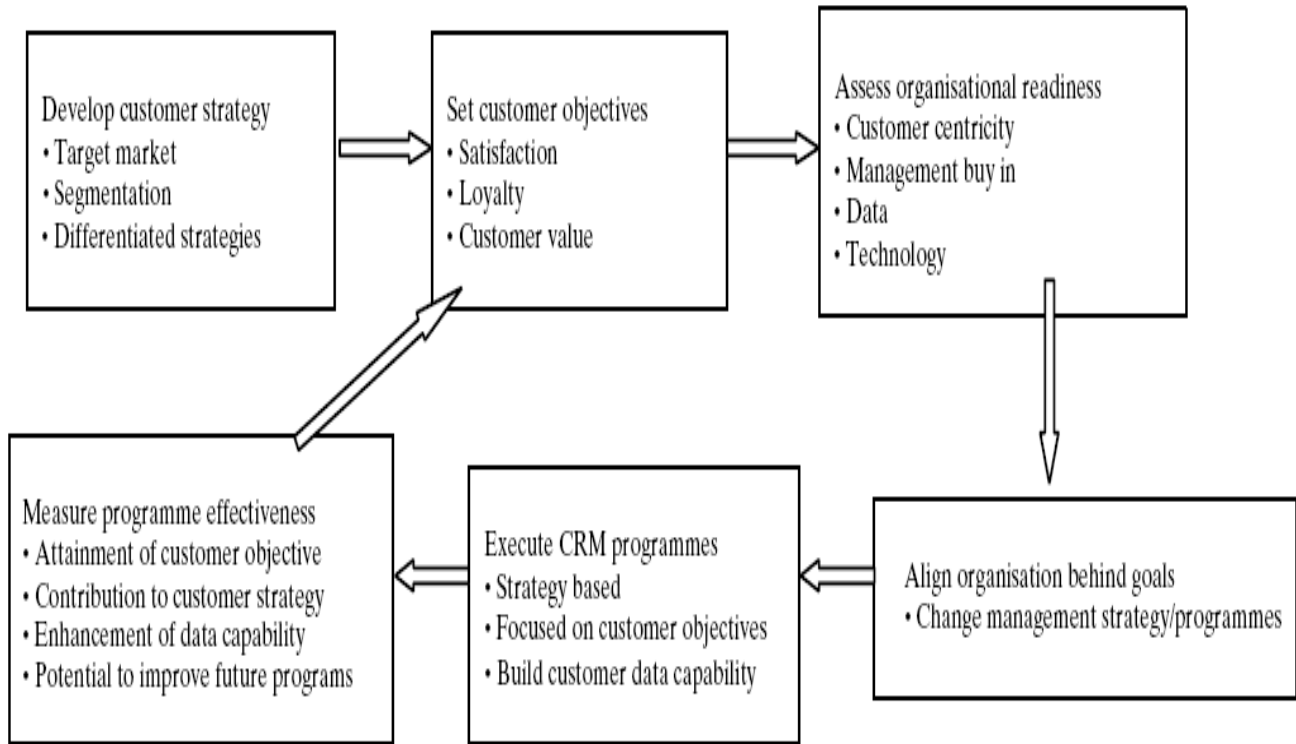


Fig. 2: Customer Relationship Model

The first and the foremost stage or step in the CRM process model is developing of customer strategy. This may include the identification of potential and target market for acquiring the customer. And once the differentiated strategy are prepared or developed in order to deal with customers who in turns will become profitable to the organization. After this, the next stage of CRM Process model is achieving the customer objective. Achieving the customer objectives makes the organization of firm to achieve customer satisfaction, customer loyalty and customer value. There after certain actions are taken or implemented in order to attain these objectives. The third stage is Organizational readiness. This is carried out through by giving first consideration to the customers rather than the product. Next is the alignment of organization goals by changing the management strategy or management programs. Once the alteration or changes are made the next step is execution of CRM program which include concentration on carrying out differentiated

strategies and programs for different customers. Finally a set metrics are developed in order to measure the effectiveness of each CRM program in the overall process of the CRM process model of an organization.

**X. CONCLUSION**

CRM is one of the wonderful tools which was created or discovered in 60-ties. It has got global implementation too on accessing and retaining customers in global level too. So in order to exist in this competitive era it is very much important that organization must implement the CRM so as to effectively and efficiently stay in the competition. So this paper states that there are mainly 3 forms of extension in the organization regarding CRM and they are strategic CRM, operational CRM and Analytical CRM. So this paper explains its process and its process model in order to make clear that the CRM is of great importance in the current scenario.



Now-a-days, all the organization has realized the importance of having a long-term relationship with their customers. Hence has started to use this marketing tool to canvas as well as to retain their customers with themselves. Thus as conclusion I would like say that CRM plays a great role with respect to the company. As customers are the king the company should make a long term relationship and should be able to create a brand loyalty among them. This can only be possible with the help of technique like CRM. So it is one of the best marketing tool.

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Both Author and Co-Author are the Member of Thrissur Management Association.

# Book Review on Mastering Leadership-Robert J. Anderson and William A. Adams

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**Abstract---** *“Mastering leadership”, An integrated framework for Breakthrough Performance and Extra Ordinary Business Results written by Robert J Anderson and William A Adams and published by John Wiley & Sons, Inc., Hoboken, New Jersey in the year 2016. Total pages 307 and the price are Rs. 699. ISBN of this book is 978-81-265-5851-3. This book is divided into 12 chapters. Let us review the authors view point.*

## I. CHAPTER 1

**“THE PROMISE OF LEADERSHIP”** reviewed by *Abhilash k unni, Adharsh S Kumar, Aiswarya Krishnadas, and Ajay Krishna.*

Authors opened that “Mastering Leadership” involves developing the effectiveness of leaders and it turns to competitive advantage. Further authors divided leadership expectations into two: Explicit and Implicit. Based on the mindset of authors they expect certain things from their leaders and this expectation constitute the promise of leadership.

## II. CHAPTER 2

**“LEADERSHIP EFFECTIVENESS AND PERFORMANCE”** reviewed by *Ajith A, Ajmal P, Akhila K M, and Akshay R Pillai.*

Author emphasized that Leadership effectiveness is a primary contributor to business performance. The omega point of authors is that the best organization are the best led. Most organisation focus on developing individual leaders ignoring the collective effectiveness. Further they defined this as leadership agenda.

## III. CHAPTER 3

**“MASTERY AND MATURITY, CONSCIOUSNESS AND COMPLEXITY”** reviewed by *Ambili K C, Aneesha Rajesh, Anitha K Sivakumar, and Anjali Chandran.*

Author suggested comprehensive knowledge or skill in a particular subject or activity, it may be anything from sports, arts to leadership both are important. The author shares that we all are playing two games at all times, an outer and inner game. The outer game of leadership consists of using all of our knowledge and experience, as well as our technical, managerial, and leadership competence, to accomplish results. The inner game runs the outer game. The maturity of the inner game is mediating and managing the outer game.

## IV. CHAPTER 4

**“STAGES OF DEVELOPMENT”** reviewed by *Anu John, Anjali Chandran, Anoop, and Anusree.*

Pointing towards the authors observation, the chapter is classified under four heads. The first one is Universal model of leadership and how we can correlate it into the leadership effectiveness and the childhood development and finally identity. It's all about the different levels of the structure of mind that, as they progressively evolve and become complex enough for the level of global complexity facing leaders.

## V. CHAPTER 5

**“FIVE LEVELS OF LEADERSHIP”** reviewed by *Archana K R, Arjun, Arun V A, and Arun A G.*

According to the *authors* leadership have been classified in to five: 1. Egocentric 2. Reactive leadership 3. Creative leadership 4. Integral leadership 5. Unity leadership. They

are, therefore, universal and invariant, built into human nature.

## VI. CHAPTER 6

**"THE UNIVERSAL MODEL MATRIX"** by reviewed Ashiq V, Aswathi M, aswathi P T, and Aswin T Raj.

Focusing to the intention of authors the universal model of leadership is one of the best models showing the relationship between task balance and leader's relationship. The studies show that the leadership effectiveness can be explained only through task and leader's relationship. A creative leader brings efficient results and empowers the followers.

## VII. CHAPTER 7

**"THE LEADERSHIP SYSYTEM"** reviewed by Basil Wilson, Cherian Abraham, Blessy Francis, Chithra G.

The authors perspective based on Leadership system is that, it is the central organizing system and the collective effectiveness of the leaders within that system is critical to their businesses health and success.

Six systems of organizational effectiveness: System 1- leadership, System 2-Communication, System 3-Accountability, System 4-Delivery, System 5-performance, System, 6-measurement

## VIII. CHAPTER 8

**"REACTIVE LEADERSHIP"** by reviewed Deepak Das, Deepak P S, Divya S, and Deepthi. S

Based on the authors' analysis the advancement of egoistic mind to reactive mind is a triumph of development. Reactive mind leads us to adapt with our surroundings, but it is sufficient for leading a transformative change. It is unstructured and ill equipped to lead to high performing cultures and structures. Creative mind is required to lead the change.

## IX. CHAPTER 9

**"REACTIVE LEADERSHIP AT WORK"** reviewed by Faheema P, Geo G Koola, and Hareshh

Based on the judgmental analysis of authors reactive leadership at work *moving* from patriarchy to partnership, most of the organizations are still led predominantly by men, and since most cultures are heavy on top-down control, we tend to create cultures of patriarchy. Patriarchy evolved in times when most of the population was illiterate. There is three core reactive types: 1.heart type 2. Will type 3. Head type.

## X. CHAPTER 10

**"CREATIVE LEADERSHIP"** reviewed by Haritha Sarath, Hashim T, Jacqueline Jose, and Jazim M K

The authors point of view explains about the nature of creative mind and how it develops. In this chapter we can see relative structure of mind and creative structure of mind. Creative leaders tend to balance their focus on the soft and hard issues. Creative leaders don't panic in *the* midst of uncertainty. They don't freak out when a "storm" is coming. They don't see failure as, well, failure. They see it as a challenge to overcome; an opportunity to do something uncommon. Creative leaders are steady and self-assured.

## XI. CHAPTER 11

**"LEADERSHIP PRACTICE"** reviewed by Jayakrishnan K, Jeez George, Jeresh Joseph, Joice Johnson

Leadership is a set of practices. The notion of practice is simple. To master anything, you need to practice; to become more effective in our leadership, we must continually practice and improve both our outer game and inner game. The Six Practices are: 1.Discerning Purpose 2. Distilling Vision 3. Knowing Your Doubts and Fears 4. Engaging in Authentic, Courageous Dialogue 5. Developing Intuition, Opening to Inspiration 6. Thinking Systemically.

## XII. CHAPTER 12

**"INTEGRAL LEADERSHIP"** reviewed by Justin M B, Karthik K A, Kripil Krishna, and Krishnapriya

The main 3 levels of leadership that a mind posses mainly reactive, creative and integral. Reactive mind is the lowest level of thinking where problems and solutions are sought out. Creative mind focus on vision and strategies to achieve it. Integral mind is the highest level which is based on system welfare and system design.

# Book Review on Growing a Business Strategies for Leaders and Entrepreneurs-Rupert Merson

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**Abstract---** *Growing Business Strategies for Leaders and Entrepreneurs written by Rupert Merson published by Profile Books in 2011 (Revised and updated version of The Economist Guide in Managing Growth). Total pages 263 and the price is Rs 399. ISBN of this book is 978-1-7812-5242-0. The imperative of young businesses to grow and the issues surrounding that growth is the subject of this practical and highly accessible book. Let us review the author's view on Strategies and growth of a business.*

## I. CHAPTER 1

**"INTRODUCTION THE TROUBLE WITH GROWTH"** reviewed by Mariya.Shoby, Merin.Kunjumon, Mithun. Krishna P, Mohammed Ashiq, and Neeraja C R.

Author's opined that growth of a business can happen when there is development, expansion and growth for those who are doing the business. And the author's says that those who are facing challenges of growth has the best chance of ensuring that growth is secure and sustainable.

## II. CHAPTER 2

**"STAGES OF GROWTH"** reviewed by Neethu G, Neethu.Krishna, N G Pradeep, Nileena Mohan, and Ninya C.

In this chapter author's describes about the stages of development that all businesses have to pass through as they grow, and suggest how the managerial, organizational, strategic and operational imperatives differ significantly from one stage to the next.

## III. CHAPTER 3

**"GROWTH ENABLERS AND DRIVERS"** reviewed by Nishad Abdul Azeez, Nishad B, Nitish V M, Parvathy T, and P R Sreekrishna.

Author's insisted that the growth of a business's starts inside the organization with things that are within the control of those who run it, moves onto the life cycles of products, markets and industries and concludes with aspects of the economic and commercial environment that affect the growth of a business.

## IV. CHAPTER 4

**"GROWTH BARRIERS"** reviewed by Rahul Gopalakrishnan, Ramdev K S, Ramesh V, Ramshad K, Reji P.

Author's insisted that barriers and constraints hinders the growth and development of business. The barriers are divided into two they are internal barriers and external barriers. A potential manager should be able to develop a growth plan by identifying the self evident barriers to growth.

## V. CHAPTER 5

**"MEASURING AND DESCRIBING GROWTH"** by Reshma K, Reshma K , Reshma Mohan T,Rohini M Panicker, and Rosanto E A.

The authors suggest the methods used to measure growth of a business. The author's stressed that the managers are more likely to achieve and sustain growth if they have a means of measuring it but they must first decide what they are seeking to grow and why. And they describes that businesses are multi - dimensional and can grow ways and directions.

## VI. CHAPTER 6

**"FINANCING GROWTH"** reviewed by Roshna Rahim A, Sachin Sreekumar, Seethu S, Shafana Khadeeja, and Shaista A.

Author's emphasized that the ability and capacity of management team are the barriers to growth but without

necessary financial resources the growth will not be possible to achieve. The management team should be able to raise the funds necessary to finance and grow.

## **VII. CHAPTER 7**

**“PEOPLE AND GROWTH”** reviewed by *Shalom Paul, Shaniba U K, Sheena S, Shibir K, and Sruthi Mohan A.*

The author's stressed that people are the most important asset in any business, the least understood and often the least well used. The actual problem is that people can be emotional, unpredictable and awkward. Furthermore, the right people can be difficult to hire and the wrong ones difficult to fire. However, a business that pays attention to people and managers them intelligently will find growth easier to achieve and sustain.

## **VIII. CHAPTER 8**

**“DIFFERENT TYPES OF GROWTH”** reviewed by *Sidharth V Menon, Sivanunni P S, Sooraj E, Sreeshya P, and Sruthi P.*

The author's pointed out that growth can be of different types including organic growth and growth by association with another organization through merger, acquisition, joined venture or alliance. It also considers growth by replication, the pressures of different rates of growth and growth overseas.

## **IX. CHAPTER 9**

**“PLANNING FOR GROWTH”** reviewed by *Sruthi S, Suhaira K P, Swarun D, Swathi M P, and Thasniya V.*

Planning is key to any business throughout its existence. Every successful business regularly review its business plan to ensure it continues to meet their needs. Planning for growth is often not so much about identifying growth and barriers as picking which one to focus on. Changes in the competitive and organizational environment also pay attention to managers while planning for growth.

## **X. CHAPTER 10**

**“THE FUTURE OF GROWTH”** reviewed by *Vaishak M R, Vaishak M, Varsha B, Vineeth V, and Vysakh Rajan.*

The author's opined that a firm formulates its business plan, it is essential that the plan is flexible and adaptable to the changes and growth that is inevitable in the future. And also author's pointed out that future of business lies in automation. Technological advances allow businesses to run more smoothly and efficiently like keeping records safe and easily accessible.