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Foreword

In the words of **Kevin Kelly**, “Technology is a Vector.” Indeed, Technology is playing an increasingly important role in human lives, now-a-days. For the Next 'Extra Smart' Generation, in particular, it has turned out to be a special kind of language of priority. F. B., Twitter, Instagram, Snap chat, etc. can certainly be regarded as the Pinnacle of Digital dashing and dynamic development.

An era of sub-human intelligence is coming to an almost end, of late. Technology is getting smarter every day. As a general rule, overall level of **technological intelligence doubles, every eighteen months**. Shortly, a machine would be equivalent to twice the human intelligence. **When digital does become human, it is needed more than ever. In other words, when humans become Digital, Digital must turn human.**

Different Technological waves definitely strengthen each other. Mobile Evolution, Internet, Robots, Three-D Printers and Artificial Intelligence (A. I.) are additional evidences of Digital Development. As a matter of fact, under certain crucial and critical circumstances, even Technology acts as the Sixth Sense for human beings. Even the 'Brilliant' Companies cannot turn into 'Leading' Companies simply because of either no utility or less utility of technology. Moreover, Technology has led to emergence of a novel field of competition – a different kind of Customer Relationship.

Human beings have transformed themselves as a consequence of Digital transformation. It may necessarily, not, at all, be an exaggeration of a fact to come to a conclusion that without sound and strong Digital Background, most organizations would find it indeed difficult; forget to grow even to survive as on today. High level of strong and practically effective Digitalization would systematically; slowly; still; steadily, reduce the need and involvement of human golden touch not only for Digitalized Companies but also for very smart customers, at present. Besides, Technological Progress does drive customer expectations. No doubt, Digital Customer Relationship is hybrid because it is both – Online as well as Offline. The significance of Digital Self Service is increasing in almost in every sector, these days. Each Sector would shortly have fully automated customer Relationship. It is an admitted and a non –deniable fact that Human Touch builds an Emotional

Relationship with the customer which is not built by Digital Relationship.

On this technological background, A Conference on the theme of **“Managing in Digital Era”** was conducted on 15th January 2018. Research Papers received on this conference theme are published in the **Section – A** of this Quarterly Journal. In addition to above, this journal also contains **Section B. Section – B** of this journal is exclusively kept reserved for research papers based on various other general topics.

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Invite for paper submission for April - May 2018 issue

The next issue of the Journal SURYA-THE ENERGY April - May 2018 invites papers based on theme of “Contemporary Trends in Management & Information Technology” & also on general topics.

The length of the Research paper / Case Study / article should be between 3000 and 3500 words. It is absolutely necessary to provide the required references in the body of the text, so that the readers are informed about the sources of the data, information, views or opinions. Further, the author is solely responsible for the accuracy of all the figures, quotations and references. Please follow APA style of referencing.

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From the Desk of Chairman, Editorial Board...



Like previous issues, this issue of Synergy - A Quarterly Management Journal for the quarter January - March 2018 also contains an array of interesting articles / Research paper based on State level conference on "Managing in Digital Era" in section A & on general topics in Section B Such as, Emerging Trends in Marketing, Startups Operating in Healthcare Space in the Cloud Era Need to be Smarter than before, A Study of Financial Feasibility for Business Expansion of VM Intellect With Reference to Middle East countries, Small Brands Smart Advertising, Managing in Digital World, Study of Role of Technology & HR Policies in Work Life Balance in Public sector Banks, Human Resource Management, Managing Library in Digital Era, its Advantages and Disadvantages, Digital Health in India, Pay-per-click: Digital Marketing Tool, Perceiving Options with Respect to Financial Markets, Employees Stress Management in Small Businesses, Impact of Employee Engagement on Job Satisfaction and Motivation, Make in Maharashtra - Needs, Provided Subsidies and opportunities, Managing Work life balance and Time, is difficult task for teachers working in school for deaf in Pune City to name a few

The Editorial Board takes the opportunity to thank all the contributors for whole heartedly extending their support through research papers and consequently in bringing out this January - March 2018 Issue.

The content and standing in all the published articles are exclusive views and personal opinions of the respective authors and they do not necessarily reflect the official views and opinions of the Editorial Board of the Institute. We hope this Issue would definitely bring innovative value addition in your existing knowledge.

Happy Reading!!

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Quality Policy

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Abstract:

The influence of varying technological movements on marketing is vital. Many marketers suffered because of lack of vision. Generally, marketers ignore the new advancements until their existing strategies outdated. But visionary marketers adapt emerging trends and advancements while formulating their plans and strategies. This provides support to the marketers to stand confidently in the market and contest with the competitors. In today's competitive era traditional marketing elements have entirely reformed in the past decade with the rise of technological advancements, internet access and social media. Modern marketing strategies are determined by several key trends which cannot be overlooked anymore. Identifying such emerging trends and their contribution in development of marketing strategy is important to get success. This study considers several trends based on review of literature, secondary data and discussions with industry experts and focuses the importance of Digital Media Marketing and Social Media Marketing in current scenario.

Keywords:

Emerging Trends, Digital Media Marketing, Social Media Marketing

Introduction:

The soul of any businesses and its success lies in its marketing. Maximum aspects of any business organization are depending on fruitful marketing. Generally umbrella of marketing covers promotions, sales, advertising, public relations etc. In simple words, marketing is a process by which a product or service is announced and promoted to prospective customers. Today, to influence the ultimate customers, business organizations are using several techniques and modern ways. Digital Media Marketing and Social Media

Marketing are one of them. Hence, researcher decided to focus these two important aspects of marketing in today's era.

Objectives:

- 1) To study the concept of Social Media Marketing and find out its practical applications.
- 2) To comprehend the significance of Digital Media Marketing and its future.

A) Social Media Marketing (SMM):

Concept of Social Media Marketing (SMM):

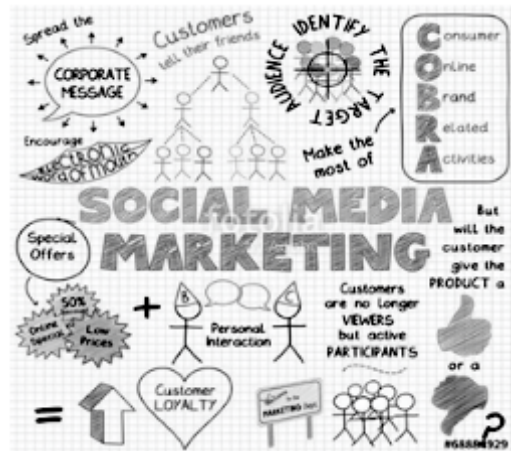
Social Media Marketing (SMM) is a method of Internet marketing that uses public interacting websites as a tool of marketing. The aim of SMM is to create information that user will share with their social network to help a business to increase brand publicity and widen client reach.

Definition of Social Media Marketing (SMM):

According to Dr. Loy, "Social media refers to a group of online channels where communities exist to share content, such as ideas, information, entertainment, and even life's moments. These channels may focus on personal, professional, or business networking".

Examples:

Facebook, Twitter, LinkedIn, Instagram, YouTube.



Features of Social Media Marketing (SMM):

To enhance the online visibility, the modern world business owners can be considered one of the best effective methods available for them is Social Media Marketing. The acceptance of social media networks has contributed a lot towards the above mentioned fact. In other words, the modern world people have created their own accounts in leading social media networks such as Facebook, Twitter and Instagram. If one can promote his products or services in such social media networks, he will be able to expose his business visibility to a huge group of potential customers.

- 1) A targeted campaign becomes possible.
- 2) Provides low cost advertising opportunity.
- 3) Helps to get a better understanding about the quality of service.
- 4) Promoting great content can guarantee excellent results to any type of business
- 5) Can deliver measurable results.

- 6) 24-hour access to consumers.
- 7) Good Way to build business associations.

Advantages of Social Media Marketing (SMM):

- 1) It is entirely free to start is one of the biggest advantage. Hence, it is cost effectiveness.
- 2) Company will get quick response.
- 3) It helps to encourage for sharing.
- 4) It helps to increase in brand loyalty.
- 5) It provides valuable information about customers that will help in taking smarter business decisions.

Disadvantages of Social Media Marketing (SMM):

- 1) It is a time consuming activity.
- 2) It can attract all types of viewers including the good or bad.
- 3) Negative feedback of customers will affects on the business.
- 4) It takes no time to go viral and spread immediately in the internet world.
- 5) It becomes difficult to calculate ROI (Return on Investment) of business.

Practical Applications of Social Media Marketing (SMM):

- 1) Social Media Marketing is the best platform for conducting Marketing Research.
- 2) Develop and Use Messaging Apps.
- 3) Campaign Analysis, Email Analytics can use for CRM.
- 4) Product Analysis and Product Development.
- 5) Conduct Social Media Contests to achieve new heights of sales.

- 6) Use Social Media Messages to measure its impact on ROI.
- 7) Recruitment using data of Social Media.
- 8) Consider pricing conversations on social media for formulation of strategies, B2B Models, Advertisements etc.
- 9) Customer focused services as well as service after sales.
- 10) Can provide E-Consultancy easily.

B) Digital Marketing (DM):

Concept of Digital Marketing (DM):

Digital Marketing means the selling of products and services using digital channels. The main objective is to encourage brands through several forms of digital media. Digital marketing covers beyond internet marketing to comprise networks that do not involve the use of the internet.

Definition of Digital Marketing (DM):

According to Investopedia, "Digital Marketing is a subcategory of marketing which uses digital technology to place and sell products".

Examples:

- 1) Educate the Girls Child: Nestle India joined hands with project Nanhi Kali on Teachers' Day with the aim of providing primary education to underprivileged girl children in India. They launched a touching digital film and informative visual content to help build awareness for the cause. Twitter's Periscope they also used to live-stream communication

with the girls of Nanhi Kali.

- 2) **Namak Ke Waastey:** Tata Salt was one of the sponsors of the Indian Olympics contingent in Rio 2016. The brand launched “Namak Ke Waastey” to build awareness, pride and respect for our athletes during that time. They summarized four Olympics aspirants and told their convincing stories to the world. These stories attractively covered what each candidate had undergone to reach the level they are at today.
- 3) **Smile More For A Good Day:** Britannia Good Day launched their campaign “Smile More For A Good Day” with Bollywood actress Deepika Padukone to spread the simple yet very important message of smiling more often. Good Day spread the word with the help of engaging visuals and social influencers who amplified the new brand philosophy in their own unique style.
- 4) **Kurkure Family Express:** Kurkure launched India's first food train in its bid to bond with Indian families. 40 families over an eight-day journey across India hosted by 'The Kurkure Family Express'. Popular food devotees Rocky and Mayur entertained the families, and the digital team traveling with the families created real-time content for their digital fans.
- 5) **Keep It Personal:** Godrej Security Solutions used humour in its content pieces on social media for the launch of India's first personal locker. The digital team of brands

designed individual original content in the form of GIFs and visuals that showed compelling reasons to buy the locker.



Digital Technology:

Digital technology started developing in the mid-twentieth century by American engineers. Their techniques were based on mathematical concepts suggested by the seventeenth-century German mathematician, Gottfried Wilhelm Leibniz, who proposed a binary computing system. His innovation inspired such numerical codes as American Standard Code for Information Interchange (ASCII) that described objects with digits.

Digital technology is a base two process. Digitized information is recorded in binary code of combinations of the digits 0 and 1, also called bits, which denote words and images. Digital technology allows huge amounts of information to be compacted on small storage devices that can be simply conserved and transported. Digitization also accelerates data communication speeds. Digital technology has

changed how individuals communicate, learn and work.

Digital Channel:

A digital channel is an interface connected to the World Wide Web through which communication can be made. It is a communications route that handles not only digital signals but all voice and video signals have to be converted from analog to digital in order to be carried over a digital channel. In simple words, a Digital Channel is a sales channel that is electronic in nature as opposed to physical channels such as retail.

Example: Search engine is a digital channel. Email and Social Media is also an example of digital channel.

Advantages of Digital Marketing:

- 1) Helps to increase brand awareness of brand.
- 2) Increase brand Visibility of products & services.
- 3) It works as an development strategy for the working of a business.
- 4) Return on Investment is greater than traditional marketing.
- 5) Cost effective way to promote business online.
- 6) Start with any budget and across the globe. There is no area limitation.
- 7) Can easily target right location, gender and age group people online.
- 8) It is one of cheapest medium of promoting business online.
- 9) It saves huge amount printing cost.
- 10) No place limitation for digital marketing.

- 11) It helps to increase revenue and sales of business organization.
- 12) It can found in Search Engines like Google, Yahoo etc.

Disadvantages of Digital Marketing:

- 1) The entire model of Digital Marketing is based on the internet. However, each and every place of this world is not connected with the internet services. Therefore, these areas will always remain avoid of the awareness of the product if one can chose Digital Marketing for advertising.
- 2) It truly difficult to create a marketing strategy in the early phases of the campaigning as Digital Marketing is entirely based on Internet.
- 3) To build the right brand image on the internet is the hardest thing for the company.
- 4) It has huge competition.
- 5) The probable customers always have the alternative choices. In fact, every time they search for new products. Hence, they can simply switch to the other party if they are providing better options or prices.
- 6) Strategies can be copied at any time.
- 7) It becomes difficult to maintain loyalty of people towards brand or product.
- 8) Everything cannot be sold through online portals.
- 9) It can only benefit for selling consumer goods. However, it can't really sell much industrial goods and medicinal goods.

Practical Applications of Digital Marketing:

- 1) Display of Advertising, Banner Advertising.
- 2) Search Engine Optimization (SEO)
- 3) Search Engine Marketing (SEM)
- 4) Pay Per Click (PPC)
- 5) Promote, Market or Sell Products, Brand and Ideas etc.
- 6) Mail Marketing
- 7) Video Marketing
- 8) Affiliate Marketing
- 9) Content Marketing (What's app , SMS, Voice Call,)
- 10) Website

Findings:*Future of Social Media Marketing:*

- 1) Social media, like technology, is ever-changing. The industry advances every day, and it can be tough for companies to keep up.
- 2) Chatbots are going to be one of the biggest things in social media marketing in future.
- 3) Expect to see a huge movement towards constructing communities through social media.
- 4) Influencer marketing through social media will become more challenging.
- 5) Fewer focus on posting at "peak times".

Future of Digital Marketing:

- 1) Digital marketing will create consulting or freelance opportunities in future in India.
- 2) With more than 40% growth in digital media marketing including Search Engine Optimization

(SEO), the digital industry is on the rise.

- 3) There is a brighter prosperity for SEO and online promotional activities.
- 4) According to a report by Social Beat, 86% brands are leveraging digital media. The same report states that generating better quality leads is their top priority (for 73% correspondents).
- 5) In the upcoming years, digital marketers are anticipated to take complete control over the customer experience.
- 6) Digital marketing expects a very positive future. Everyone is online today. There have been numerous contributing elements behind this progress. Mobile has been one of the major factors and is currently driving nearly half of all the web traffic. While Internet of Things too is a relatively new concept, it too has started defining the new kind of marketing experience.

Conclusion:

- 1) Presently, Social Media Marketing is good way to approach to the people easily. But the world is moving to mobile only, fewer people accessing web. Hence, advertising on social media may be difficult.
- 2) Digital marketing is required in today's competitive era but it is difficult for the continuing success of businesses because of though competition.

Suggestions:

To become a successful Social Media and Digital Marketer, one should need to develop skills such as:

- 1) Creativity: Need to come up with innovative campaigns, dialogs, and ideas to distinguish your brand from your competitors.
- 2) Analytical Ability: Logical skills are critical to measure what is working and what is failing.
- 3) Willingness to Experiment: The field of digital marketing is ever-changing. There are no fixed rules and regulations to succeed. One should be open to experimenting

new and unexplored ways to run campaigns.

- 4) Copywriting: The task of the digital marketer includes copywriting for sales copy and to create keyword rich content.
- 5) Good Knowledge about Technology: One should have the basic knowledge about HTML coding, the search engine, and social media algorithms.

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Startups Operating in Healthcare Space in the Cloud Era Need to be Smarter than before

Ashok Benegal

Introduction:

In the healthcare sector the coming of Digital Era has been heralded by technological innovations both in medical science and the managerial advances brought about by connectivity in the Digital Age. Large healthcare chains have been the pioneers until the coming of cloud technology facilitated the rapid entry of a large number of startups in this segment. The author after a BTech from IIT Kanpur and an MBA from IIM Ahmedabad who has been in academics for over a decade at half a dozen business schools has watched this evolution since 2012 from close quarters associating with a startup in hospital analytics where one of the founders was in Silicon Valley California and the other co-founder was a techie in the entrepreneurial hotspot of Bangalore. Based on this and an earlier six year stint in the 1990s when the author was Director in charge of marketing and sales in North India in a Mumbai startup Softplus (headed by Sudhir Kadam) which came out with the award-winning software package Executive Desk for Windows 97 (EDESK-97), several observations are made on what can lead to a successful startup in the cloud era as the most recent few years of the Digital Era are referred to.

Main Paper:

Managing a healthcare facility has always been a challenge at the best of times. That skilled manpower and dedicated support staff at the remotest locations, supplemented by adequate funding to provide the medical equipment for doctors to carry out sophisticated procedures like surgery that they have been trained for, was possible even in 1913 before the outbreak of World War I is borne out by the example of Dr. Albert Schweitzer (Nobel Prize for Peace winner in 1952). A 1956 book "All Men Are Brothers" (see bibliography) details how Dr. Albert Schweitzer who passed away on 4 Sept 1965, even in those early years more than a century back set up a medical facility (hospital) at remote Lamberne on the river Ogowe in what

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is now Gabon in Central Africa to complement the healthcare facility he had set up at Gunsbach (near Strasbourg) in picturesque Munster valley in his native Alsace on the German-French border.

Technological advances in medical science hold a lot of promise, for example a write-up on robotic surgery described in a recent (Dec 2016) issue of “MANORAMA Tell Me Why: Milestones in Medical Science” (see bibliography) even ventures to say “For the future, doctors are anticipating the growth of long-distance operations. This means that robotic surgery will make it possible for a doctor to operate on a patient in another city, state or even a different continent! Amazing, isn't it?” However, technological advances in medical science even in recent years (Nobel Prizes in Physiology or medicine in 2011-2016 outlined in the magazine just referred) along with better management techniques have impacted part of the healthcare value chain in a piece-meal fashion. Even the coming of ICT including the Internet just before the turn of the century brought connectedness to impact only very large hospital chains.

In the United States of America many of the cutting edge advances in hospital information technology have come from the dominant KAISER PERMANENTE group which in 2014 ran over one-third (19) of the top 55 urban medical centers in USA with 38 hospitals, almost 17,000 physicians 48,700 nurses and as many as

1,74,250 employees and 37 of the 38 hospitals met the demanding regulatory HIMSS ANALYTICS Stage 7 (see bibliography). It is only the coming together of recent innovations around “cloud technologies” and “big data analytics” plus rapid advances in sophisticated sensors that are required to make IoT (Internet of Things) a reality that a large number of startups have appeared in the last few years which promise to impact even the smaller healthcare facility spectrum, a sort of “democratization” enforced by the digital age that we are talking of in today's convention.

My interest in healthcare was sparked by voluntary weekend projects with a colleague at TCS Narendra Dev undertaken for the Hospital Services Committee of Bombay Management Association chaired by the late Dr. K K Anand (expired Jan 2013) {see bibliography}. More recently, I have had the privilege of watching these developments in healthcare after the coming of “big data” and “cloud technologies” as I was associated with one such Silicon Valley California+Bangalore venture of ex-TCS techies US-based Dr. Sanjay Goil and Jyoti Sahai in 2012 and briefly again in 2016. (See bibliography : blog titled “GYAAN-ALYTICS AND MORE” of Jyoti Sahai (one of the co-founders of Kavaii Business Analytics) on “KPIs on fingertips-Healthcare” and an interview “Seamless Interfaces for Smooth Services” where he speaks to eHealth magazine of EletsOnline also listed in

bibliography). A plethora of competing technology startup entities in the recent years of the current decade in innovation hotspots of India can have a better chance of surviving and prospering if the observations made by me in the next few paragraphs are reflected on.

For the rest of this paper the current stage of the Digital Era (as mentioned in the title of this convention “Managing in Digital Era”) is referred to as the “cloud era”, since most latter-day startups leverage on the advantages of the cloud.

The initial startup team is by and large techies who complement skill-sets and domain knowledge relevant to their “product+service” idea to such an extent that the first product+service conceived is usually based on a lot of assumptions about the marketplace where the product+service has to eventually succeed. Brilliance in pitching to prospective investors (usually done by the team member who is perceived as having the best communication skills) is confused with “marketing” which will really demand a similar effort but with a sales-team that is tasked with creating the installed base and a wider target user audience!

Though employees who join up as support members of the core entrepreneur team are made to sign up elaborate non-disclosure agreements, word about what the team is working on reaches the ecosystem through the “pitching for

funds” exercise. In entrepreneurial hotspots like Bangalore it is not uncommon for likely competitors to get their friends to pose as prospective investors in the venture and keep tab on a startup of interest. Consequently, given that in the cloud era getting started technically is easier and quicker than it was a decade ago, it is likely that multiple competing product+service ideas chase the same target market and ecosystem resources like investors and skilled employees and even mentors.

Where the “proof of concept” (PoC) is carried out by a startup in the healthcare sector, is a very critical factor in the eventual success. The size of the healthcare facility, the financial strength and the geographical reach via being part of a chain are all features of a prospective partner where the proof of concept (PoC) first occurs. If the partner healthcare entity is large in size as reflected by the number of beds the pilot can be scaled up into a revenue-generating real world implementation after the PoC stage is successfully crossed. The depth of domain-knowledge that impacts the product+service evolution is even more rich if the PoC partner healthcare entity has financial strength that enables multiple specialities to operate under one roof or one campus. If the entity is part of a chain across the country scaling up and becoming a nationally known successful venture are enhanced.

Ramping up from the initial

successful installation for the startup team to a revenue-generating professional “great place to work” is the stage where in the cloud era more startups flounder because the proliferation of social media is a two-edged sword. Who and how you assemble the team, how the component of fixed and variable pay is worked out in the compensation, how you leverage the experience and contacts of early venture capitalist (VC) investors all come into play more rapidly in the cloud era. At this stage the sales and marketing as well as the HR (human resources) depth of the team gets tested and the window for filling this gap is narrower in the cloud era. If the fixed/variable component in the sales-force is not right and the right parameters are not used for tweaking the variable component either there is attrition in the sales team or the comfort level of the fixed component keeps non-performers on the sales team eventually becoming a drag when revenues are yet to ramp up.

If an experienced marketing and sales professional has been inducted by the techies in the team at the right stage, innovative best practices appropriate to the product+service can be put in place. An example is the 2015-16 rapid installation base creation of healthcare startup Practo where franchising was rapidly achieved by the “create your own data” feature available over the cloud enabled remote partners in clinics/hospitals across the country sign in to avail the appointment fixing functionality which interfaces with the doctor's

patient's mobile device (smartphone or feature phone) texting reminders for appointments.

Conclusion :

Hence in a way it is true that any startup in the cloud era succeeds or fails faster than in earlier times. In case it succeeds at this stage, one gets to hear more about it in the business press as it attracts more investors and reaches the IPO (initial public offering) stage sooner and the media catches up with the entrepreneurs in the team. If it fails, the startup in India usually survives as a low-key entity in its local setting as a small struggling business unit ending up in the eco-system as a training ground for fresh techies just out of engineering college who hone their skills at a low entry level salary before setting out on their own or going to work for the more successful large professional companies that not so long ago were startups in the Digital Era.

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Five key words:

Healthcare, startups, cloud, analytics, IT (information technology)

SURYADATTA

***A Study of Financial Feasibility for Business
Expansion of VM Intellect With Reference
to Middle East Countries***

Dr. Shriprakash Soni & Vinay Paithane

Abstract:

As per study of present scenario of financial services, VM Intellect Company knew that current industries using same mode of financial services which is known as Traditional Services. This research paper is based on financial feasibility. For this purpose company introduced new age of platform based services with the combination of Traditional services. VM Intellect is looking for its business expansion in Middle East Countries.

This research paper explores the various opportunities for VM Intellect Company to minimize the total expenses and looking for available market with maximum opportunity for business expansion in Middle East Countries. With the help of this company can also introduce the new ways and sources for finance like how can patents, copyrights, online web portals can be used for company as well as individual purpose.

Keywords:

Traditional Services, Financial Services, Financial Feasibility, Business Potential

Introduction:

In this research main aim is to introduce new age of platform based services with the combination of Traditional services. VM Intellect is looking for available market with maximum opportunity for business expansion in Middle East Countries and therefore exhausted data of companies with different sectors is collected. It is a portfolio package of financial services which company provides to new startups as well as small scale industries.

Traditional services provided by company such as Account Outsourcing, Payroll Processing, Consultancy on Setting up Accounting System, Internal Audit, Statutory Audits, Direct Tax Advisory, Indirect Tax Advisory. Along with these services company is providing, new financial

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services such as Consultancy on Strategy Business Aspect, Business Finding Advisory Services and Consultancy on Business Setup.

The purpose of this research is to analyze investment v/s business potential mapping for territorial expansion of VM Intellect. Hence, to identify the market available in Middle East Countries, it is necessary to find out companies with various sector as well as small scale industries. It has been found number of companies with respective sector and idea regarding investing in that specific country for maximum returns and less risk.

From this research, company understands the requirement of investment of all industries and new startup companies. To remove these hurdles, as per requirement of investment of all industries and new startup companies, researchers designed new master data sheet with its pivot tables. This research explores the various opportunities for company to minimize the total expenses and risk and to increase the finance of the company.

About VM Intellect:

Understanding companies' requirements and providing them various services is important in today's era. Many companies require various consultants for taxes as well as business consultancy and PLM services. Small scale companies cannot afford these consultants because of their expensive consultancy charges. VM Intellect

provides these services of tax consultancy of direct and indirect taxes and other services in affordable charges. VM Intellect is a team of experienced Management Consultants with diverse experience in various fields of Management and Industry Verticals. The individual experience of every single team member has been built over years of services extended to clients from various industry verticals with their varying management and financial needs

Following services are provided by the VM Intellect:

- a) VMI – TSSS (Technology Solutions Sales and Services Portfolio)
- b) Technical and Engineering Services
- c) Mobility Solutions (VMI – MS)
- d) Management Services Portfolio
- e) Educational Services Portfolio

Above mentioned services provided by the VM Intellect and therefore to survive in the international market and reach to the ultimate customer across the world, VM Intellect is looking for maximum available market in middle east countries for its business expansion.

Scope of the study:

By introducing many services, VM Intellect is in the rivalry of competition. The scope of the research is helpful for the VM Intellect's current and future business and also to improve the level and quality of services offered by VM Intellect. The analysis and conclusion

of overall study can be considered for business expansion. This research tries to analyze the influence of perception in the small companies in the state and how this information can be used successfully by VM Intellect to gain entry into the minds of the consumers which are small scale companies.

Research Objectives:

- 1) To study and serve the Company's Management and Financial Feasibility with VM Intellects 3 E's namely Experience, Expertise and Efficiency.
- 2) To find out Financial Feasibility of VM Intellect for Future Business Expansion.
- 3) To understand industries needs in current situation.
- 4) To analyse Investment V/S Business Potential Mapping for Territorial Expansion of VM Intellect.

Research Methodology:

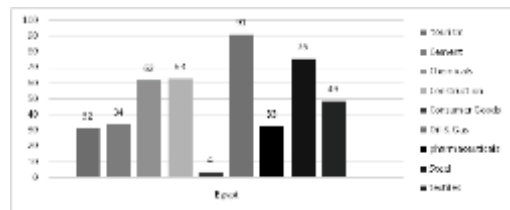
Sr. No.	Particulars	Details
1	Type of Data	Secondary Data
2	Population	<ul style="list-style-type: none"> • Industries <ol style="list-style-type: none"> 1. Tourism 2. Cement 3. Chemical 4. Consumer Goods 5. Oil and Gas 6. Pharmaceuticals 7. Textiles 8. Automobile 9. Telecom 10. Electronics 11. Fertilizers etc. • Categories of company- <ol style="list-style-type: none"> 1. Advertising Company 2. CAD CAM Software Sales Company 3. Engineering Design Service Providers Company 4. Management Consulting Firms 5. Marketing Consulting Companies 6. Small Scale IT Services Companies
3	Sampling Area	Industries and Companies located in Dubai, Egypt, Iran, Iraq, Oman, Saudi Arabia, turkey, Bahrain, Cyprus, Jordan, Kuwait, Lebanon, Oman, Qatar, United Arab Emirates
4	Nature of Source of Data	Quantitative
5	Sampling Methodology	Convenience Sampling
6	Data Collection Methodology	Discussions with the Director of the company and published data

Limitations:

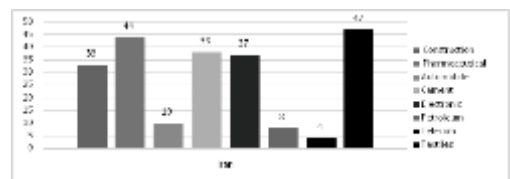
While doing the research, researchers came across many obstacles over the published data and could not find exact client information and verifying the given information.

Data Analysis and Interpretation:

Market available in different industries of top countries and a city: Market available in Egypt:

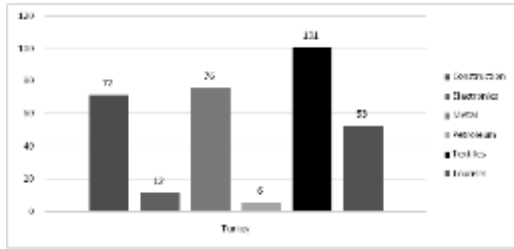


The graph indicates that 91 companies are of oil and gas industry, 76 companies are of steel. Construction companies are 63, chemical companies 62 and so on. From the above the graph it can be understood that oil and gas industry has highest number of companies



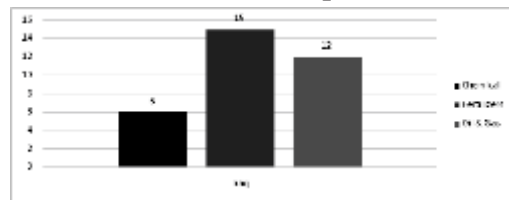
The graph indicates that 47 companies are of textiles industry and 44 companies are of pharmaceuticals. From the above graph it can be understood that textiles has highest number of companies followed by pharmaceuticals sector.

Market available in Turkey:



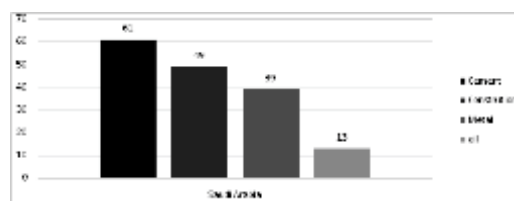
The above graph indicates textiles industry has 101 companies whereas metal industry has 76 companies. These both industries have only maximum number of companies as compared to others. There are only 6 companies in petroleum industry.

Market available in Iraq:



This graph shows that minimum market available in Iraq however fertilizers sector has number of companies as compared to other industries. Chemical industry has 6 companies only which is least in number. Fertilizers have 15 companies and oil and gas has 12 companies.

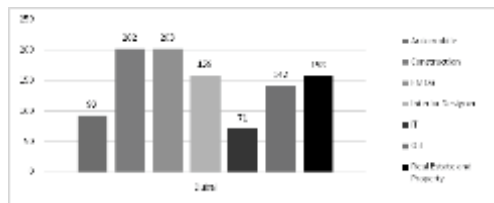
Market available in Saudi Arabia:



The above graph shows that there are four major industries available in Saudi Arabia. It can be seen from the

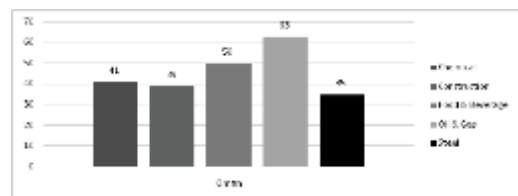
graph that cement industry has more number of companies as compared to others. Cement industry has 61 Companies, Construction has 49, Metal has 39 and Oil industry has 13 Companies that is lowest number of companies as compared to the rest of the industry.

Market available in Dubai:



The above graph shows that FMCG industry has more number of companies than construction. Construction has 202 companies and FMCG has 203. Interior Designer has 159 companies. There is a good opportunity in IT sector as well because it has 158 companies. Automobile companies are 93 and oil companies are 142.

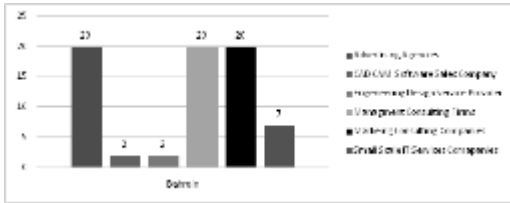
Market available in Oman:



The graph shows that steel industry companies are 35 which is lowest number of companies. Oil and Gas industry has 63 which is highest number of companies. There are 50 companies of food and beverage and 41 companies are of chemical.

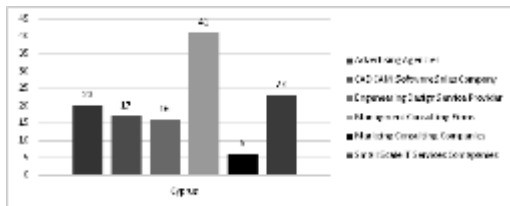
Market available in different Categories of Company:

Market available in Bahrain:



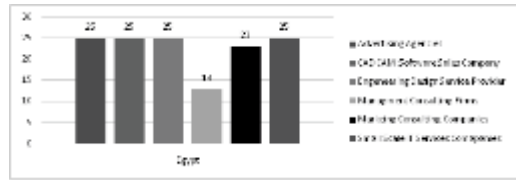
This data shows that Advertising Agencies, Management Consulting Firms and Marketing Consulting Firms are at par. Remaining business like Engineering Service Providers and CAD CAM Software Sales Companies are also at par. Hence, it indicates that there is an opportunity available for financial feasibility

Market available in Cyprus:



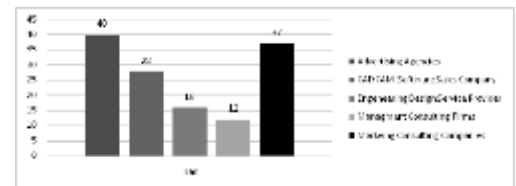
The above graph shows that Management Consulting Firms has highest market available. It has 41 firms whereas others have lower number of companies as compared to Management Consulting Firms. Small Scale IT Services has 23 companies followed by Advertising Firms, it has 20 companies. There are 17 CAD CAM Software Sales Companies and 16 Engineering Design Service Providers. Sector of Marketing Consulting Firms has least number of firms.

Market available in Egypt:



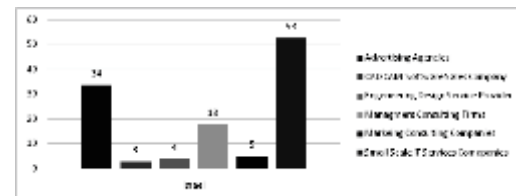
The above graph indicates that four sector are at par. Advertising Agencies are 25, CAD CAM Software Sales Companies are 25, Engineering Design Service Providers are 25 and Small Scale IT Service Companies are 25. There are two sectors which are differs from each other. Management Consulting Firms has 13 and 23 Marketing Consulting Firms.

Market available in Iran:



This graph indicates that there are 40 Advertising Agencies and 37 Marketing Consulting Firms, 28 CAD CAM Software Sales Companies, 16 Engineering Service Providers and 12 Management Consulting Firms. Hence, Advertising Agencies and Marketing Firms have maximum market available.

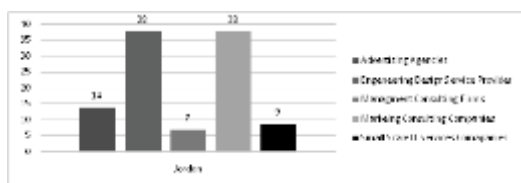
Market available in Israel:



Above graph shows that Small Scale

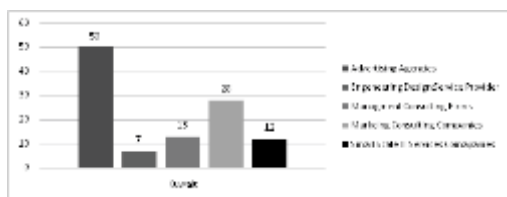
IT Services Companies has maximum opportunity because it has more number of companies than others. There are 34 Advertising Agencies, 18 Management Consulting Firms, 5 Marketing Consulting Firms, 3 CAD CAM Software Sales Companies and 4 Engineering Design Service Provider Companies.

Market available in Jordan:



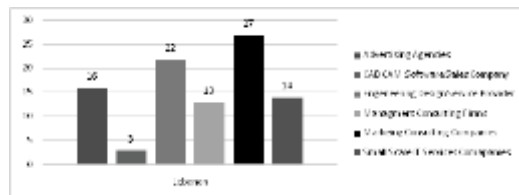
From the graph it can be seen that Engineering Design Service Provider and Marketing Consulting Firms has same market available. There are 9 Small Scale IT Services Companies and 14 Advertising Agencies.

Market available in Kuwait:



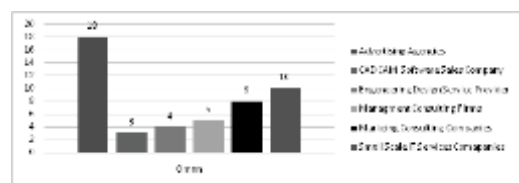
Above graph shows that Advertising Agency Companies has maximum opportunity because it has more number of companies than others. There are 28 Marketing Consulting Firms, 13 Management Consulting Firms, 7 Engineering Design Service Provider Companies and 12 Small Scale IT Services Companies

Market available in Lebanon:



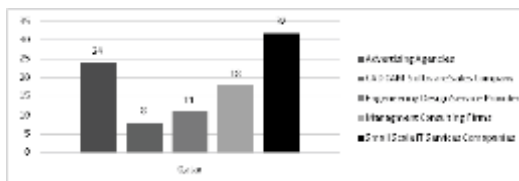
Above graph shows that Marketing Consulting Firms has maximum opportunity because it has more number of companies than others. There are 22 Engineering Services Providers, 13 Management Consulting Firms, 3 CAD CAM Software Sales Companies and 14 Small Scale IT Services Companies.

Market available in Oman:



Above graph shows that Advertising Agency Companies has maximum opportunity because it has more number of companies than others that is 18 companies. There are 10 Small Scale IT Service Companies, 8 Marketing Consulting Firms, 4 Engineering Design Service Provider Companies and 3 CAD CAM Software Sales Companies.

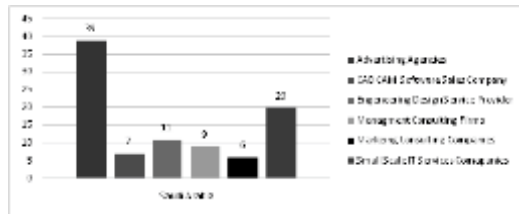
Market available in Qatar:



Above graph shows that Small Scale IT Services has maximum

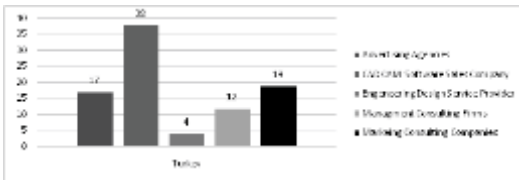
opportunity because it has more number of companies than others. There are 24 Advertising Agencies, 18 Management Consulting Firms, 11 Engineering Design Service Provider Companies and 8 CAD CAM Software Sales Companies.

Market available in Saudi Arabia:



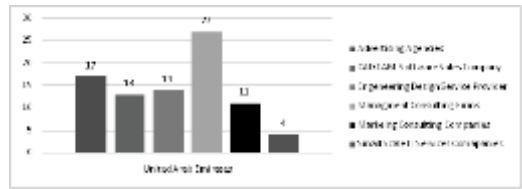
Above graph shows that Advertising Agency Companies has maximum opportunity because it has more number of companies than others. There are 20 Small Scale IT Services Companies, 9 Management Consulting Firms, 11 Engineering Design Service Provider Companies, 7 CAD CAM Software Sales Companies and 6 Marketing Consulting Firms.

Market available in Turkey :



Above graph shows that CAD CAM Software Sales Companies has maximum opportunity because it has more number of companies than others i.e. 38 companies. There are 19 Marketing Consulting Firms, 12 Management Consulting Firms, 4 Engineering Design Service Provider Companies and 17 Advertising Agencies.

Market available in United Arab Emirates:



Above graph shows that Management Consulting Companies has maximum opportunity because it has more number of companies than others i.e. 27 companies. There are 17 Advertising Agencies, 13 CAD CAM Software Sales Companies, 14 Engineering Design Service Provider Companies, 11 Marketing Consulting Firms and 4 Small Scale IT Services Companies.

Findings of the Research:

A) Maximum market available in major countries and a city of Middle East Countries.

- 1) Turkey has 72 numbers of Construction Companies and 101 Textiles Companies.
- 2) Egypt has 91 numbers of Oil and Gas Companies and 76 Steel Companies.
- 3) Oman Has 63 Numbers of Oil and Gas Companies and 63 Food and Beverages Companies.
- 4) Dubai has 202 Construction Companies and 203 FMCG Companies.
- 5) Saudi Arabia has 61 Cement Companies and 49 Construction Companies.
- 6) Iraq has 15 Fertilizers Companies and 12 Oil and Gas Companies.
- 7) Among all these Countries, Dubai has highest number companies.

B) Market available in different categories of company:

- 1) Bahrain has 20 numbers of Advertising Agencies and 20 Management Consulting Firms.
- 2) Iran has 40 numbers of Advertising Agencies and 37 Marketing Consulting Firms.
- 3) Egypt has 63 numbers of Advertising Agencies and 37 Marketing Consulting firms and CAD CAM Software Sales Companies are 28.
- 4) Cyprus has 41 Management Consulting Firms and Small Scale IT Sales Services Companies are 23.
- 5) Israel has 53 Small Scale IT Services Companies and 34 Advertising Agencies.
- 6) Jordan has 38 Engineering Design Service Provider Companies and 14 Advertising Agencies.
- 7) Kuwait has 28 Marketing Consulting Companies and 50 Advertising Agencies.
- 8) Lebanon has 27 Marketing Consulting Firms and 22 Engineering Design Service Providers.
- 9) Oman has 18 Advertising Agency Companies.
- 10) Qatar has 24 Advertising Agencies and 32 Small Scale IT Services Companies.
- 11) Saudi Arabia has 39 Advertising Agencies and 20 Small Scale IT Services Companies.
- 12) Turkey has 38 CAD CAM Software Sales Companies and 19 Marketing Consulting Firms.
- 13) United Arab Emirates has 27 Management Consulting Firms and 17 Advertising Agencies

Conclusion:

It can be concluded that the various industries with many companies are available in major countries of Middle East. Mostly in Dubai, there is a maximum opportunity available and various categories of company are also available in large number in each country of middle east like Management Consulting Firms, Marketing Consulting Firms, Engineering Service Providers and CAD CAM Software Sales Companies. On the basis of this VM Intellect can easily do the financial feasibility. By using traditional financial services along with this new age of financial services VM Intellect Company will be able to expand its business. This will help in improving organizational profit. From this research, it is also come across that the numbers of industries are available in Middle East Countries.

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www.gmdu.net

Abstract:

This is the time where smaller company startups are exploding and digital technologies are leveling the playing field. Paper talks about cost effective and impacting advertising techniques for small bands in order to compete with big brands. Survival is the key for any small brand. In order to survive brands have to establish themselves along with generating revenue. Paper highlights the key points for that can help build a brand. Survival being the key for building brand.

Necessity of flexibility for survival and development of the brand and ways to attract the best talent on a limited budget. Trending practices of the industry like talent acquisition, packaging design, form and function, creativity, clarity about product, online medium and advice are elaborated in this paper. Cost effective methods of advertising and promotion for small brands over big brands are discussed. This paper also gives information about capturing matured markets by small brands with budget constraints.

Keywords:

Small Brands, Big Brands, Smart Advertising.

Introduction:

Advertising is a crucial part of any business. Business helps in building brands. Brands big or small always need to tap the user to retain them and keep generating revenues. To increase user base and generate revenues, marketing plays an important role. Advertisements – online and offline, packaging, ad campaigns and tactics play an important role in marketing. Advertising and marketing require a huge part of brand revenues. Multinational brands have huge budgets and have the luxury of traditional and nontraditional advertising mediums. On the other hand, small brands have budget constraints and limited revenues and lack the luxury of

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exploring all the traditional and nontraditional advertising methods. Smart advertising tries to provide a solution to this problem.

Objectives:

1. To understand advertising and promotion mediums with limitations of small brands.
2. To analyze cost effective methods and tactics of advertising for matured market.
3. To understand the benefits of online and offline advertising medium.

Research Methodology:

Researcher has used internet, online references and books to collect the data required for the research. From the secondary data acquired and industry working experience researcher has tried to explain smart advertising methods for small brands and achieve objectives of the research.

Smart Advertising Ideas:

Smaller business cannot spend like a larger brand in all areas of business and brand development. The most effectively way to spend money is to identify areas that are most critical for maximum investment. It's all about prioritizing and uncovering opportunity costs that make the most sense for your business. It is critical to the survival for small companies with lesser budgets where there are fewer margins for error.

Survival = Prioritization + Focus:

Incase small brads do not prioritize needs and opportunities for their business, survival of brand becomes difficult as they bleed losses due to expenses caused by unnecessary and untimely requirements. A brand is identified by its visual presence in market. Visual identity is a key connection point for the customers and they prioritize spending around this lever.

In early 80's, Karsanbhai came out with a plan to play massive advertisement campaign and establish Nirma from sales struggle against major international brands. During this period Nirma was a small budding brand trying to make its place in the industry. This strategy of Karsanbhai worked wonders for Nirma and today Nirma has overall 20% market share in soap cakes and about 35% in detergents.

Flexibility:

Creating a flexible and easy approach called Agile Marketing is essential to optimize spending and focus on the activities that produce the most ROI. That requires measuring and reacting and revising constantly as you see how your customers and prospects behave. Using this approach smaller companies can smartly spend money and create a more level playing field with larger companies. Agility is here to stay and embracing it is essential to get the most from your marketing spending. Flexibility, Agility and Iterative Approaches deliver more ROI.

20th century mobile giants inflexible decision resulted in downfall of business and finally sale of mobile business. Nokia's decision to stick to its Symbian OS in 2008 against Android proved to be a major disaster for the company and later resulted in sale of mobile business to Microsoft in 2013. This is a classic example of importance of flexibility for a business. Small brands should be flexible in order to survive the market trend in fast updating revolutionized industry.

Talent Acquisition:

Attracting the best talent is a make-or-break decision. You cannot compromise on talent. Budget requirements to attract talent are flexible as different models are emerging that can solve this for smaller companies. The traditional model of hiring an agency is being challenged. Using gain sharing to attract and motivate resources also gives smaller companies an upper hand when recruiting talent. Top talent is vital and new agency models levels the playing field for smaller businesses. In the e-world, smaller companies can compete by using novel approaches.

Big Brands like Tata, Google, Apple, etc., hire top management with stock options i.e., the top management gets a share of the company along with remuneration. Adoption of such strategies by small brands with prove to be useful in acquiring great talents from the industry.

Trending Practices

Packaging Design

Talking about packaging for a product, design should be seen as the most important action to appeal the consumer. Hence it is important to invest in packaging design to make your product stand out when compared to competitors. Great branding along with seductive product packaging is important and necessary for small brand shopping to grab a share of the market against established products.

Talking about packaging, not just a product but any brand can attract people towards it by just having a smart and attractive packaging. Talking about elections in India, many regional parties present themselves in such an attractive manner that voters fall for it. This results in victory for the party.

Here are some inspirations on how to create the right packaging for your product. Some tips for smaller brands looking to make a big impact.

Form and Function

There are two very basic parameters with packaging design – form and function. In its most basic form, packaging keeps the product safe and intact. Packaging also needs to provide the consumers with product information and make it an attractive buying prospect.

Products or brands are safe if packaged and marketed correctly. Package need not necessary be of a product. A person (sports

personality, politician, businessman, lawyer, etc.) or entity can also be a brand. During general elections political parties create mantras to highlight themselves and lead to victory.

Be Creative

If you want people to purchase your product thinking that it is of great quality, then your packaging needs to relate to it. Packaging should be able to make this clear in order to generate volumes for your product. High quality, creative packaging can be a strong signal and influence decision making of the consumer, irrespective of product pricing. Talking about general election, I was a part of the team working for one such national party. Our team was responsible for creating list of items for brand promotion with minimum budget. A list of almost 180 items was created and then goodies, items and related merchandise were created for promotions. This helped the party to create awareness amongst people and hence helped the party to gain record votes which led to its victory.

Be clear and concise about product

Too much creativity leads to product ambiguity. If it's not clear what's inside the packet or box and even harder to find the brand name, revenues will be effected. Bold packaging design, littered with product benefits can be confusing and disguises your branding. Also, minimized packaging that focuses only on brand rather than the product's benefits is risky; for some worldwide brands and household

names, this can work. Smaller brands looking to break into the market should avoid this as it can mean frustration for the consumer and a missed sale.

Creating an effective and noticeable product packaging is important. Brands make and break their image in the industry because of their packaging.

Online vs Offline

Selling environment of the product will have an impact on product's packaging design. In an offline store product will be stacked on a shelf, hung or put up on a stand. Selling online will maximize your brand exposure to the potential buyer. Liberty to touch, pick up and weigh the product is only available in offline stores. Online stores lack this luxury; hence focus should be on the text and colors used for creating the packaging and advertisement which appeal the sense of vision.

21st Century is considered to be the digital era. In the fast growing world of digitalization, it is evident that promotion of brand via online medium is important. In this era of digitalization where 420 million users are online via mobile internet in India, promoting a brand via social media like facebook, twitter, linkedin etc., makes a brand popular and reach the modern user easily. This medium of promotion is cost effective as rural and urban areas can be penetrated via this medium from a remote location without having to setup stores everywhere.

Advice

With modest budget and limited financial resources hiring an agency is not always an easy option. Small team also restricts the skills and knowledge needed to cover all elements of the business from product design to marketing and packaging. Experienced consultancy will have all the relevant information and knowledge required for small brands and will also help you to maintain budget.

When I was given the task to redesign a resto-bar's interior in Mumbai, client also requested ways to increase their business. It was when I came up with an idea of snack-a-drink concept and designed a game similar to snake and ladders with a twist. Snakes were replaced with snacks and ladders were replaced with drinks. Customers do not like to wait for food once they are at a restaurant. They look for some fun and this provided the same for them. People were so indulged in game that they spent hours with friends playing the game and ordering snacks and drinks as per the game rules. This increased revenue of the resto-bar by 40% in two months of renovation. Resto-bar owner liked the concept and could see increase in profits. Later we went to develop many new games for that resto-bar and kept changing the games every fortnight. This was the most cost effective promotion for brand building.

Big Brand VS Small Business

Of the total advertising spends every year – about half is spent by large

brand advertisers, and the other half by small and medium sized businesses (SMBs). Each segment of advertisers share commonalities – they want to achieve broader awareness of their offerings and make sure advertising budgets aren't wasted. They also have many unique challenges, which make it surprising that nearly all new ad technologies appear to be made as a one-size-fits-all solution, largely designed for the big brand advertisers and not SMBs.

Big Brands

Multinational brands have advertisement budgets in the millions per month. They have in-house marketing team which works with large ad agencies. These brands focus on maintaining and expanding consumer awareness. These brands measure increase in their customer base on a larger time horizon like quarterly or annually. Many ad tech companies make millions of dollars of revenue with only a few clients by having focused solutions for big budget brands. The innovation in data management and targeting specific users has been quite impressive, but are affordable to only big brands with large budgets, putting it out of reach for smaller advertisers. Innovations are built with the idea to scour the web for best individual solutions for a single ad campaign. This may be practical for big brands; it is completely impractical for the smaller advertiser, who doesn't have the time or the resources.

Brands like Tata, Reliance, Aditya

Birla, Wipro, Adani, Apple, HCL, HP, etc., have great budgets for promotions, and an in-house team to create merchandise.

Small and Medium Brands

SMB's have limited advertisement budgets and at best, have one person designated for marketing. They have less time and money devoted to creating online ad campaigns. Small and medium sized businesses have focus on getting customers today or within the next month. They lack sophisticated ROI models for their ad budget, and largely go by gut instinct on what's working. They trust ads are running properly if they see their own ad live or in a screen shot. They hardly have an idea of their target audience beyond the geographic parameters, but they can recognize a customer that walks through the door. SMB's may not be able to express what they want but they know the right one when they see it. In fact, showing a display ad to SMB's makes a dramatic difference in their satisfaction. They can connect instantly with a product but it has to be clearly built for them.

Tactics for new brands in mature markets

Brands are well known and the category knowledge is high in mature markets. However, new brands can be launched in mature markets by using salience advertising, emotional positioning or meaningless differentiation or the tactics and techniques used in new markets. Trivial attributes can work for new brands in mature markets if the

brand uses consumer knowledge about the category. It may be more difficult to succeed with salience advt. and emotional positioning for new brands as they are relatively unknown.

Relative Tactical Positioning

Essential part of brands tactical positioning is to strengthen the brand against its competitors. It is possible and at times very effective, to refer to the competitors directly or indirectly in tactical positioning. Techniques which can be used are

1. Comparative advertising.
2. In store positioning.
3. The attraction effect
4. Using advertising alliances
5. Exclusive distribution channels and analogies.

Findings:

Researcher feels that small brands can achieve brand building targets by following smart advertising, creative branding methods and tactical placement of product. Small brands have budget constraints and limited revenues and very few advertising options pertaining to their budget constraints. Smart advertising is a suitable solution to this problem. Online promotion of the product is crucial part of smart advertising as it is cost effective and has a wide reach. Increasing popularity of internet and reach to over 420 million current users acts as a launching platform for a brand. If small brands use the technique of online marketing, they save millions in terms of marketing

revenues and get a wider reach. Packaging designs helps in brand recognition and creative designs help in client retention.

Conclusion:

Advertising and promotion mediums with limitations of small brands

Researcher has tried to explain the limitations of small brands. Understanding the limitations and furnishing the cost effective advertising and promotion mediums for small brands have been discussed. Researcher has explored and found below mentioned ways to be cost effective and most impact creating ways for small and medium brands.

- a. Survival
- b. Flexibility
- c. Talent Acquisition
- d. Packaging Design
- e. Form and Function
- f. Creativity
- g. Clarity about product
- h. Online medium
- I. Advice

Cost effective methods and tactics of advertising for matured markets.

Researcher experience that brands are well known and the category knowledge is high in mature markets. Researcher feels that it may be more difficult to succeed with salience advt. and emotional positioning for new brands in matured markets as they are relatively unknown. Researcher noticed that following techniques can be used for placing a new brand in

matured markets.

- a. Comparative advertising.
- b. In store positioning.
- c. The attraction effect.
- d. Using advertising alliances.
- e. Exclusive distribution channels and analogies.

To understand the benefits of online and offline advertising mediums

Researcher has tried to explain the benefits of online marketing against offline advertising mediums. Researcher experienced that selling environment of the product will have an impact on product's packaging and ROI. Selling online maximizes brand exposure to the potential buyer. Researcher noticed that in digital era, with 420 million users are online in India, promoting a brand online is more effective. Researcher found online medium of promotion to be cost effective for small brands as it can penetrated rural and urban areas simultaneously without extra efforts.

Suggestions for further research:

Researcher felt that more and more research needs to be made to understand tactics of placing a product in matured markets, comparative advertising, in store positioning, attraction effect, advertising alliances, online advertising and distribution channels for small brands.

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Abstract:

Technological Advancements and internet has connected the world with digital devices, media and digital marketing services. People are using various social media's like Twitter, Facebook, histogram, what's up etc. for communication in business as well as in day to day life. Organizations are powering their technology by switching from e-mail, smartphone, ipad, Skype and PowerPoint presentation to more advanced multimedia technology. This research paper gives the glimpse of how to manage in the digital world.

Key Words: digital, cloud, distributed, internet, batch

Introduction:

This research paper introduces us to what a digital world is. It also tells us how to be prepared for surviving in the digital world. The advancements in the technology have made tremendous changes in the life style of the people as well as businesses operations. To transfer from the traditional world to digital world new technology should be adapted and learned by the people. People must learn to use new devices like mobile phones, ipad various social media like What's Up and skype. One should learn to use sending e-mails. SMS etc. Navigation systems like GPRS for the vehicle should also be learned and used by the people. There are a lot of advantages as well as disadvantages of this world. To manage in this world one should be prepared for the same. Security issues and many other similar issues are soaring; we must find the solution to overcome such issues for taking the maximum advantage of the digital world.

Objectives:

- 1) To understand what a digital world is.
- 2) To understand the need of digital world.
- 3) To find the requirements to transfer from non-digital to digital world.

- 4) To understand the advantages and disadvantages of the digital world.

Research Methodology:

The research is of type exploratory. This research paper has been developed using secondary data. Various websites have been referred for developing this research paper.

Digital world means inter connected through digital devices, media or we can say digital marketing services that are available to every one 24/7. It is the world full of ideas, opinions, learning and opportunities.[1]

Digital world is the combination of digital systems and technology. People take help of images and links and stay connected using cell phones and other devices. Young generation is called digital natives due to the use of digital technology and internet. The digital world has made it possible various technological advancements and innovations. Communication from one country to another has become very easy which has made it possible to make friends overnight and to reach global audience. There is a tremendous growth in broadband services and mobile numbers. Construction of digital world is to strengthen technology, growth of knowledge to fulfill human needs by capitalization of market economy and **e n h a n c e m e n t i n h u m a n** development. This new digital world is a fun but it is very complex. Existence of this digital world is supported by ever-evolving environments, artificial intelligence,

learning approach and use of various tests.

It has been observed that 91% adults keep their mobile within the arm's reach forever. Smartphone users check their phone 150 times a day. There is improvement from uncoordinated efforts to integrated operational improvement while making purchases, receiving services and end to end processes of the business. Digital devices and mobile phones has become the basic need of the digital world.

New advanced services are given by companies for industry, employees and government, Organizations are finding new ways to service better by improvement in service requests, problems and various incidents. Many companies are working with their clients to find best solutions for their business and budget by making changes in the design and campaign of their company.[2]

Dictionary definition of digital is :

adjective: **digital**

(of signals or data) expressed as series of the digits 0 and 1, typically represented by values of a physical quantity such as voltage or magnetic polarization.

- Which is related to, using, or storing data or information in the form of digital signals.
- It is involving or relating to the use of computer technology.

To become digital means to make business processes online and fully automated from end user interaction to back office processing. To become digital a lot of investment is needed. At the same time one must think

about return on investment of the businesses. But being digital is a need of the hour, if one don't become digital your business will not survive and your competitors will do better than you.

What digital is

- **Customer First Culture:** Customer is always first. The digital services should be made to benefit the customers, to fulfill their needs. Efforts should be made to please and retain customers.
- **Instant Feedback:** Customer should receive instant feedback. He does not have to wait for the response. Response time should be in milliseconds.
- **Real-time:** The requests should be received all the 24 hours, every day. It should be on demand and the information obtained by the customer should be the latest. Networking and automated processing should be used for providing fast information.
- **Automated:** Digital service should include maximum data processing on the computer without the need for manual processing.
- **Intelligent:** The service should be automated and should be easy to operate. Customer should find it easy to operate and should provide accurate results. Customers will not need any IT expert. The service should be able to handle rawest bit of information. Customer can feed any raw information and can get the calculated results of the same.
- **Online:** A service should be accessible on internet anywhere in the world without having any

limitations of device or usage.

- **Beautiful:** The service should be easy to operate, providing help at every level to the customer and should be fulfilling customer needs. It should be self-explanatory and not requiring the help of any IT expert.
- **Drive for change:** Offline processing should not be copied while changing the service to online. The business processes should be changed for the digital world (online processing).
- **Regular improvements:** The service should be improving itself regularly.

What Digital is not

- **Batch Processing** – The processing should not be relying on offline feeds and should not be scheduled processing. The service should be online and machine to machine communication should be using APIs.
- **Manual:** Digital processing should not include any manual processing. It should not require human investigation or supervision.
- **Technology Refresh:** Organization should be able to show its technological achievements for improving its service.

Transformation to digital

- **The Cloud:** Cloud computing should be used for conversion of the business in to digital. Cloud computing will help in centralizing the data and accessing it from anywhere in the world which will save cost and efforts of the

business. Cloud computing is a type of distributed system brings complexity but if it is working properly will help improve the performance of the business.

- Continuous integration and delivery: While integrating the modules of the digital service. They should be designed such that they will work in coordination.
- Agile: The methodology should be responding quickly. It should be alert. The design of the system should be to get just in time output. The architecture should be evolutionary architecture.
- User Research: Research of user needs should be done to improve the performance of the business. User priorities should be understood and worked out in order to get better response from the customer.
- Simple Design: Design of the system should be simple to improve customer experience. Complex design would lead to more maintenance.

Digital Marketing:

Digital marketing is one of the major parts of the digital world. It is a marketing of products and services done using digital technologies. It is done using mobile phones, display advertising and internet. It started in 1980 and has been developed in 1990. People are using digital devices hence digital marketing has become more prevalent and efficient. Various methods like search engine optimization (SEO), search engine marketing (SEM), content marketing,

influencer marketing, content automation, campaign marketing, data-driven marketing, e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, and optical disks and games are used to carry out digital marketing. Mobile phones are also used for digital marketing for making SMS & MMS, for callback and also for on-hold mobile ring tones.[3]

Time To Become Digital

Business will have to face a lot of challenges while transforming to digital. You will have to confront people doubting for such transformation. Organizations will be having employees who will resist the change. You need to convince them. Employees from the organization who have succeeded before will not accept the change easily. Business will have to face certain technological challenges such as running distributed system just like in cloud computing. This issues should be overcome. Issues like latency, data consistency, statelessness and downstream service failures should be overcome. The system should be able to handle large amount of data and transactions. Business should always give first priority to customer. Expert developers should be appointed for smart and good quality digital transformation of the service. Being digital is not easy, but with the right people and patience, all that investment in time and effort is very worthwhile.[4]

Advantages of Digital World

- 1) The digital revolution links individuals and groups from all over the world. Like landline phones cell phones can be used for calling any person in the world.
- 2) Online business can be started just by sitting at home and having a single lap top. You can also purchase books online by sitting at home.
- 3) Competition can be worldwide. As competition is global any product of any company will have completion from all the similar products throughout the world. Organization can get the biggest market place for selling their goods.
- 4) Standard of living has improved due to various technological advancements like online payments, e-mail and mobile communication making change in the life style of the people.
- 5) Use of social media has made it easy to communicate.
- 6) Advancements have also improved the work of government agencies and police forces.
- 7) Police forces can hunt criminals and serial killers fast due to advancement in the technology.
- 8) Banking has become easy.
- 9) Wide area network has joined even the small villages to the world.
- 10) Distance Education is possible,
- 11) Improvement in the field of science and medicine field has made life better.

Disadvantages of Digital World

- 1) Digital world also brings various problems and evils like viruses to grow. Many cybercrimes take place. Confidential information is read by unauthorized persons.
- 2) Conversation within the family has become less. As family members are most of the time connected with the social media.
- 3) Political and regional senses of the people are lost.

Pros and Cons of the Digital World[5]

- 1) Cars are having navigation systems to guide us on the road.
- 2) Computer processed material is used by companies to process data which has reduced labor cost and has increased speed of accessing data.
- 3) New technologies are getting added in the cell phones for surfing and watching the web like blue tooth technology.
- 4) Spying and hacking people has increased and has become easy.
- 5) People have become more cautious about their security.



Cons

Findings and conclusion:

Digital world has made life easier. Advancements in technologies have made tremendous improvements in the fields like science, medicine, banking and education. Digital marketing which is the part of digital world is more efficient and effective. The digital revolution links individuals and groups from all over the world with the use of cell phones, internet etc. Online business can be started and operated by sitting at home. But cybercrimes have also increased due to advancement in the technology. Problems like viruses spoiling the systems and important files have increased. Confidential information is read by unauthorized persons. Conversation within the

family has become less as family members are most of the time connected with the social media. Political and regional senses of the people are lost.

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SURYADATTA

Study of Role of Technology & HR Policies in Work Life Balance in Public sector Banks

**Dr. Sahebrao Chavan
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Abstract:

Now days, Work life balance is buzzword. Government as well as private organizations are bit serious about work life balance issue of their employees. Work life balance deals with proper prioritizing between work (career, ambition) and life (health, family, pleasure, leaisure) responsibilities. Work-life balance is a daily effort to make time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities, in addition to the demands of the workplace. HR policies plays important role in work life balance. Work-life balance is assisted by employers who institute policies, procedures, actions, and expectations that enable employees to easily pursue more balanced lives. Researcher wants to analyze the role of technology in work life balance. Researcher also wants to find out the role of HR policies from work life balance perspective. The paper come up with findings like banking sector having some supportive HR policies for work life balance while some are required to be framed and to be implemented.

Key Words: family, Government organizations, HR policies, public sector banks, Work life Balance

Introduction:

Work life balance means equilibrium between work responsibilities & life responsibilities. For every working person there are two parts like work environment and personal environment. Work environment consist of work responsibility, authority, ambition, career and personal environment consist of family, community, friends, personal health etc. Work life balance do not means giving equal time to both areas. It is a concept that supports those efforts of employees of splitting their time and energy between work and the other important aspects of their lives. Work-life balance deals with giving time for family, friends, community participation, spirituality, personal growth, self-care, and other personal activities,

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in addition to the demands of the workplace.

Role of employer is very important in Work-life balance. An employer is pioneer of institute policies, procedures, actions, and expectations which enable employees to easily pursue more balanced lives. Because of globalization, tough competition, employees are experiencing high stress. Use of technology like computers, internet, smart phones, mobiles even worse the situations. Companies provide laptops, mobiles to their employees and expect they should work 24 X 7. When employees spend the majority of their days on work-related activities and they may have guilt as they are neglecting the other part i.e. personal life which results into tension, stress and unhappiness. Work-life balance enables employees to feel as if they are paying attention to all the important aspects of their lives. Because many employees experience a personal, professional, and monetary need to achieve, work-life balance is challenging. Employers can assist employees to experience work-life balance by offering such opportunities as flexible work schedules, paid time off policies, responsible time and communication expectations, and company-sponsored family events and activities.

Public sector banks are those banks which come under government undertakings. The major consideration for the setting up of PSUs was to accelerate the growth of

core sectors of the economy; to serve the equipment needs of strategically important sectors, and to generate employment and income. A large number of "sick units" were taken over from the private sector. Additionally, India Gandhi's government nationalized fourteen of India's largest private banks in 1969, and an additional six in 1980. This government-led industrial policy, with corresponding restrictions on private enterprise, was the dominant pattern of Indian economic development until the 1991 Indian economic crisis. After the crisis, the government began dis-investing its ownership of several Public Sector Undertakings to raise capital and privatize companies facing poor financial performance and low efficiency.

Literature Review:

1. Anju Sigroha (2014) – This paper deals with comparative analysis of impact of work life balance on working women. It came up with findings like work life imbalance has a negative effect on personal life of working women which in turn result into social hazards such as increasing number of divorces, infertility due to high stress levels. This paper examines the difference in employee's perception about the impact of work life balance facilities on employees overall performance among manufacturing, service & IT sector. This sector analyzes the impact of work life balance facilities on employees work performance, stress, absenteeism,

health. The study recommended increase in maternity leave, childcare centers at work place, part time work options, picnic & summer camp organization, work from home option, flexibility etc. for maintaining work life balance.

2. Ioan Lazar (2010) - The purpose of this paper is to establish whether work-life balance initiatives and practices can be considered as strategic human resource management decisions that can translate into improved individual and organizational performance. Despite the fact that work-life conflict has significant business costs associated with lack of engagement, absenteeism, turnover rates, low productivity and creativity or poor retention levels, there are some factors of organizational work-life culture that may compromise availability and use of these practices. It also identified barriers to work life balance like managerial support, career consequences, gender perception, co-worker support.

3. Sarika. G & B. Anitha (2015): This study is a specific study of private (KARNATAKA) and public sector (STATE BANK OF INDIA) banks of Andhra Pradesh state. The study concluded that work life balance has become a quest for professionals of banking industries and also that employees work better when they do make time for family and personal interests. Paper have recommended time management, proper arrangement & development, taking some free time for vacation

activities ,learn to say NO , sharing of household activities for work life management.

4. D.S.R. Adikaram (2016): The core purpose of this study is to analyze the impact of work life balance on employee job satisfaction in private sector commercial banks of Sri Lanka. Factors involved are job satisfaction and work life balance with respect to Working hours, Working conditions, work life balance programs, employee intention to change of job and work pressure. The findings suggest that work life balance has a significant impact on employee job satisfaction in private sector commercial banks of Sri Lanka. This research can be beneficial for the private sector commercial banks to improve their policies, benefits programs and work distribution and in making job changes inside the organization. This research can be utilized as a light for banks to pay attention to such factors, because their benefits are not only for employees but can benefit banks in the long run especially in maintain work force of the institution.

5. Daniel Eseme, Gberevbie (2015): This study examines the effect of a time usage policy on employee's work-life conflict and the impact of leave programmes on employees' attitude using five selected banks in Nigeria. The result also showed that the correlations between the dependent variable-job-related attitude and independent variable-Leave initiatives to

determine the level of relationship the work-life balance initiative bears on job-related attitude. The finding shows that a relationship exists between job related attitude and leave initiatives; however they are not statistically significant @ .05 level.

Objectives:

- To study HR policies in public sector banks.
- To study the role HR policy in work life balance.
- To study the role technology in work life balance.

Research Methodology:

The study of impact of technology and HR policy on work life balance in public sector bank is descriptive in nature. It is based on secondary data which were collected from books, journals, reports and websites.

Government Policies supporting Work Life Balance in Public sector Banks:

Public sector is assumed to have good HR policies which will support employees in Work life balance.

I. Working hours: The Factories Act, 1948 regulates the working hours of employees including leave, holidays, overtime, and employment of children, women and young persons. The objective of this act is to regulate the working conditions in factories and to ensure basic minimum requirements for the safety, health and welfare of factory workers. The

working hours for an adult worker are prescribed not to exceed 48 hours in a week and 9 hours a day. This Act also restricts the working time of women employees and adolescents during evening that is 7 pm 6 am. It provides for weekly holidays of one day so that the total workdays do not exceed 10 consecutive days. In case of requirement to work on a holiday a worker should be allowed a compensatory holiday (Secs. 52, 53 and 71). If he is asked to work on weekly holiday, he should have full holiday on one of three days immediately or after the normal day of holiday. [Section 52(1). At least half an hour rest should be provided after 5 hours. [Section 55]. Total period of work inclusive of rest interval cannot be more than 10.5 hours. [Section 56]. Overlapping of shifts is not permitted. [Section 58]. Notice of period of work should be displayed. [Section 61].

II. Maternity Benefits: Maternity Act 1961 having an objective to regulate the employment of women in certain establishments for certain periods before and after child-birth and to provide for maternity benefit and certain other benefits. According to 1993 which mandates that all "eligible" employees of a covered employers can take up to twelve weeks of unpaid, job protected leave during any 12 month period to care for a new born child or newly adopted child, to take care of a child, parent or spouse with a serious health problem or to recover from one's own serious health problem. Some of these benefits are also provide to working

women in India under maternity benefit Act, 1961 the Act applicable to the whole of India applicable to every factory, mines or plantation (including those belonging to government) and to every shop establishment where in ten or more persons are employed or were employed on any day of the preceding 12 months, every woman shall be entitled to , and her employer shall be liable for the payment of maternity benefits ,which is amount payable to her at the rate of the average daily wage for the period of her actual absence.

III. Crèches : The Factories Act, 1948 also requires having crèches in factories employing more than 30 women work to take care of their children (Sec. 40) which can be considered as a kind of Work Life Balance Programmes since it helps women workers to better integrate their work and family demands.

IV. Leave provisions: Various kinds of leave provisions and benefits are available under Factories Act, 1948 Industrial Employment (Standing Orders) Act, 1946 and Employee State Insurance Act, 1948. These include, 1) Earned Leave (the convenient leave sought by individual employee) 2) Casual Leave related purpose e.g. burials, weddings etc. 3) Sick Leave (most times with doctors recommendations), 4) Compensatory leave (compensated with leave with wages for the absence from duty against the work performed by worker on any other day than normal working day). Under

Employee State Insurance (ESI) Act, 1948 every insured employee is entitled to get cash benefits for the period of sickness occurring during the benefits period and certified by a duly appointed medical officer.

V. Equal Remuneration: The provision for equal remuneration for both men and women has been given in Equal Remuneration Act, 1976. As the name of the act suggests, the object of the act is to provide for payment of equal remuneration to men and women workers and to prevent discrimination on the grounds of sex against women in employment .The act has overriding effects over other Acts [Sec 3]. Same work or work of similar nature means work in respect of which the skill ,effort and responsibility required are same, when performed under similar working conditions, by a man or woman of are not of practical importance in relation to the terms and conditions of employment.[section2(h)].

VI. Employment of Women: A woman worker cannot be employed beyond the hours 6 a.m. to 7.00 pm. State Government can grant exemption to any factory or group or class of factories, but no woman can be permitted to work during 10 PM to 5 AM. Shift change can be only after weekly or other holiday and not in between. [Section 66].

Role of technology in work life balance:

Now a day, technology is integral part

of day to day operations and activities in many banks. Today in all banks, all transactions are done on computers. Previously all transactions, balance sheets, profit and loss account, all entries are done manually. If technology is effectively utilized then it will facilitate great help in work life balance. But technology has some advantages as well as disadvantages as follows:

Advantages of use of technology for HR functions in Banks:

1. Employees, customers and managers, can access information quickly from anywhere.
2. Technology increases accuracy and speed in various HR functions like calculation of leave records, maintenance of employee data, calculation of various components of salary and benefits, training records, performance criteria, performance evaluation etc. in banks
3. Technology saves time and energy to perform a particular task.
4. Digitization of HR function reduces risk of physical loss of records, tearing, rough handling of records etc.
5. People can do any transactions like online transfer of money from one bank to other, withdrawal, online payment of bills, payment of EMI, payments of phone bills etc. within a fraction of minutes.

Disadvantages of use of technology for HR functions:

1. Sometimes use of technology for various HR functions like

recruitment and selection, payroll software, online training became a costly affair for the company.

2. Risk of software failure, system failure will stop HR functioning, data retrieval and cause loss for the company.
3. The option of technology resulting into outsourcing of many HR functions which cause reduction in existing manpower.
4. Human error during information input cause wrong output and result into loss.
5. Costly technology requires updating of system. So sometimes malfunctions or insufficient applications may not support human resources needs.
6. Recruitment of person having knowledge of technology and HR function will be costly.
7. Because of technology like mobiles, laptop, computers, employees are expected to remain 24 X 7 available.

Benefits of work-life balance

- Work life balance makes an individual easier to participate more fully in paid work as well as other personal activities which are important, e.g. spending time with family, leisure, personal development and community activities.
- Healthy work life balance improves self-esteem, health, concentration, confidence, loyalty and Commitment. Healthy work life balance makes habit for an employee of not bringing problems of work at home and vice versa.

- Work life balance helps employee to control their personal as well as working lives. It leads towards happy and satisfied personal & professional life.
- Work life balance leads towards better relations with management. Good work life balance policy can attract and retain the best people.
- Work life balance help to reduce absenteeism rate. It helps to increase productivity and profit.
- Healthy work life balance policy initiatives build the reputation of being an employer of choice in the market. Thus it helps in company branding.

Effects of Poor Work Life Balance

- Poor work life balance affects workers moral, teamwork, Customer service and quality, work supervision responsibility, group behavior, peer interaction and leadership initiative by workers . Conflict in work life balance may affect self-worth and confidence.
- Poor Work life balance affect creativity, new job-expertise, learning and innovation of worker among workers.
- Workers having problem balancing work roles and family roles set bad standard in the company work setting and often upset the friendly work ambience.
- Workers problems get reflected negatively on company turnover, operating profit and balance sheet.
- Substantial increase in the cases of workers being absent on the job and in extreme cases leaving the

company due to poor work life balance

Suggestions:

1. Flexible Arrangement: Public sector banks have fix time slot of working. It has been suggested that flexi time slots should be provided to members.

2. Part time option : Bank should provide part time work option to their employees which will help in work life balance

3. Learn to Say No : Sometimes the work which is primarily not allotted to you or if it overburden , then learn to say NO to reduce work life balance interference

4. Time management workshops - Arranging work-shops on time management once in year will also help these employees to understand and prioritize different activities on and off the job.it will help to resolve many work life balance related issues.

5. Arranging Stress - Stress management workshops, Meditation work-shop frequently will help the over-stressed employees to cope up with the present health related issues.

6. Sponsoring yoga/ meditation/ gym facilities - as yoga / meditation/ workout in gym have proven remedies in improving mental and physical health of the employee. Sponsoring such facilities will help the employees to cope with work and life stress.

7. Convenient transportation facilities - one of the major issues

which is faced by the employees is commuting from home to bank. A lot of stress will be reduced and time will be saved by providing the convenient transportation facilities.

8. Providing counseling and consultation facilities – in case employees need some help related to solve their personal problems, providing counseling and consultation facilities will be good scheme. Mentoring can be done by senior employees or by outside consultant which will help to resolve the issues related to work life balance.

9. Attending social and family gatherings will also help to reduce stress.

10. Create work life balance policy, conduct surveys and create awareness about work life balance among employees as well as in management.

Conclusion:

Technology has significant impact on various business areas. Today in the era of globalization and tough competition technology plays vital role. Various HR functions like recruitment, selection, training & development, compensation, performance appraisal are in great way facilitated by use of technology. Use of technology gives exposure for global recruitment to get best talent. Recruitment became easy and speedy. Technology facilitates selection procedure by conducting online test, telephonic or conducting interviews through video conferencing, data validation through

various websites. Technology facilitates online training to large participants at a time. Use of technology positively reduces the hectic calculation part in salary packages. Technology facilitate in maintaining large employee database in detail. Taking online performance reviews, communicating the set targets, online performance grading, taking online feedback becomes easy. Thus technology in great way facilitates the various HR functions. Thus interference of technology has some advantages like it increases speed, accuracy and saves time while having drawbacks as system failure, requirement of technical knowledge will increase cost considerably.

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Introduction:

Technology has skilled us new gears to empower us collaborate and work virtually, which come with tailored substitutes for every kind of work schedule. Thanks to smart devices and technology which has revolutionised the world. In current worksetting, when technology has completely transformed our working style, new dimensions of working styles have developed. The concept of work from home, flexitime, ability to connect with team members on the go are some of the instances where technology acts as an enabler and it is time we treat it like one. With generation Z coming into picture, we would begin to seamless of concern around work life balance, as they seek for integration. By integration they don't mean shying away from work, but creating a lifestyle which fits work and personal space seamlessly. They value independence and flexibility in the workplace quite highly, which often translates to a willingness to work outside the confines of a 9 to 5 work schedule. When properly managed, motivated and engaged, Generation Z is known to cover the extra mile and deliver superior results. Organisations need to be prepared to adapt to meet the needs of the digital generation. As technology has been integrated into their lives since childhood, they have an innate understanding of digital technologies, which have evolved into indispensable parts of their daily lives.

The establishment of the new economy, defined by Castells (2001) as the new paradigm of technology and economic growth based on information and communications technologies and genetic engineering has determined marked transformations in the organization of the economy and labor.

This has made them multi-tasker, who seeks out connections and opportunities by using technology to improve their professional lives. They look at work life balance a little differently. It's about aligning life goals with work goals so that one focuses on doing what one enjoys doing the most.

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We need to find ways to make work and persona; life co-exists rather than striving for a mutually exclusive state. For us to sustain and succeed in the long run, it is imperative to build a lifestyle and a career that one would be happy to maintain for the rest of their lives.

Review of Literature

David M. Tow and John Arul Phillips (1982) in their paper examine the role played by educational technology in the four faculties of the University of Malaya. Some explanation of what is meant technology is first given. This involves considering three approaches to educational found in the literature and these provide a convenient frame of reference situation in the four faculties. The prevailing conception of educational technology is the least developed and least comprehensive of the three approaches. Reasons changing the existing situation in order to improve the quality of teaching and emendations in this direction are made and it is suggested that they are applicable University of Malaya but similar institutions of higher education.

Christa Hubers, Tim Schwanen and Martin Dijst (2011) in their study focused on women's increased participation in the labor force, more and more family-households are now juggling paid labor and care-giving in space and time and do so in many different ways. Much research and policy about how households try to establish a satisfactory work-life

balance singles out particular coping strategies, such as telecommuting or the mobilizing of informal help by relatives or friends. While insightful, foregrounding single strategies may oversimplify the complex reality of everyday life, in which people often skillfully weave together multiple coping strategies. As well, advances in information and communication technologies (ICTs) have further diversified the arsenal of possible coping strategies, but the academic literature has yet to verify whether ICT usage complements or substitutes the adoption of other coping strategies. Adopting a holistic quantitative approach this study assesses which combinations of coping strategies prevail and which role ICTs play in this regard among one and dual-earner households in the Utrecht-Amersfoort-Hilversum area of the Netherlands. We also examine systematic variations in strategy combination by socio-demographics, ICT possession, affordability and skills, social network factors, employment and commute factors, spatial factors, lifestyle orientation and other factors. We identify several distinct combinations of strategies and find that ICT-related strategies are frequently adopted by highly educated employed parents in the Netherlands attempting to achieve a satisfying work-life balance and tend to complement other types of strategies. Which combinations of strategies have been adopted depends most strongly on the presence of young children, but also on employment factors and

characteristics of the environment surrounding the dwelling and main workplace

Objectives of the Study

To analyze the resources available inside the classroom.

To analyze whether faculty are updating latest development in their respective subject.

Research Methodology

This study is based on three basic demographic factors such as age, religion and designation. As the study was a diagnostic survey so fact findings enquiries were executed through percentage methods. Some significant facts have been observed from this study. This research paper is also based on secondary data for finalization of views and opinions which has been sourced from published literature. This paper is an attempt by the researcher to understand technological resources and latest developments among faculties.

Discussion

It is increasingly becoming evident that digitization will continue to transform workplace and create value in more ways than was imaginable in the past. These unprecedented changes demand an entirely new set of competencies that are linked to emerging patterns of work.

The first pattern that has emerged is

that every professional is a digital professional. Irrespective of one's domain, an expansive understanding of how digital will impact his/her area of work, work design, expectation and results. Knowledge of the impact of new technologies, new work patterns and emerging disruptions will be crucial. Digital intelligence is a basic survival skill that all professionals must build.

The use of emerging new technologies such as robotics, AI devices, machine learning and wearable technologies will dominate new work ethos. There are already more than a few examples of alliances being forged between men and machines. In banking for example some transactional and back end operational jobs are getting digitized, improvising the man-machine interface. New age professionals will have to partner with intelligent machines on the one hand, while simultaneously collaborating with humans.

Changes in business will be dotted with frantic speed, rapid disruption and a resultant focus on the short term. Managers will increasingly face situations full of uncertainty, ambiguity and unexpected disruptions. There won't be any precedents or tried and tested solutions. To make sense of a fluid business environment, both individuals and organisations must develop the ability to perpetually experiment. Setting up small but purposeful experiments will be an important skill. Controlled experiments are possibly the only

tool that will be available to us to make sense of the constantly changing digital world.

In such a milieu, only perpetual learners will survive. Learning to learn will no longer be a mere competency but an essential life skill. A large part of learning will be self-driven and self-managed. Learning in future will come from a variety of unconventional sources such as unrelated industries, disruptions, young mentors, failed experiments, purposeful sabbaticals, disgruntled customers and even mindfulness.

Lastly, leadership skills will still enjoy organizational premium. Leadership involves evaluating all the available information & viewpoints, assessing the future and then choosing the most appropriate response. In my opinion, the best narrative of leadership comes from a

renowned historian Arnold Toynbee, who introduced the concept of challenge and response to explain the rise and fall of civilization. I strongly believe that leadership is no different. How we respond to future challenges will shape our destinies.

Finally, while I am excited about the digital revolution and dazzling technological developments, I also strongly believe that AI is far from demonstrating and emulating the four human endowments self-awareness, imagination, conscience and independent will- proposed by Stephen Covey in his best-selling book "7 habits of highly effective people." These four endowments give us the ultimate human freedom- the power to choose, to respond and to change, Covey reasons. These capabilities will continue to be the biggest differentiators between men and machines.

Data Analysis and Interpretation

7.1 Age of the respondent * I have grievances towards non-availability of proper resources in class

		Cross-tabulation					Total	
		I have grievances towards non-availability of proper resources in class						
		1	2	3	4	5		
Age of the respondent	Within 30	Count	10	18	47	43	11	129
		% of Total	6.0%	10.8%	28.1%	25.7%	6.6%	77.2%
	31-40	Count	1	7	8	8	5	29
		% of Total	.6%	4.2%	4.8%	4.8%	3.0%	17.4%
	41-50	Count	1	0	3	4	1	9
		% of Total	.6%	.0%	1.8%	2.4%	.6%	5.4%
Total		Count	12	25	58	55	17	167
		% of Total	7.2%	15.0%	34.7%	32.9%	10.2%	100.0%

Interpretation: - The age group of this survey was divided under three heads. 22.2% agree with the statement, 34.7% neither agree nor disagree and 43.1% disagree that they have grievances towards non availability of proper resources in class.

7.2 Religion of the respondent * I have grievances towards non-availability of proper resources in class

Cross-tabulation

			I have grievances towards non-availability of proper resources in class					Total
			1	2	3	4	5	
Religion of the respondent	Hindu	Count	12	23	47	45	15	142
		% of Total	7.2%	13.8%	28.1%	26.9%	9.0%	85.0%
	Christian	Count	0	1	4	4	1	10
		% of Total	.0%	.6%	2.4%	2.4%	.6%	6.0%
	Muslim	Count	0	0	6	6	1	13
		% of Total	.0%	.0%	3.6%	3.6%	.6%	7.8%
	Others	Count	0	1	1	0	0	2
		% of Total	.0%	.6%	.6%	.0%	.0%	1.2%
Total	Count	12	25	58	55	17	167	
	% of Total	7.2%	15.0%	34.7%	32.9%	10.2%	100.0%	

Interpretation: According to the religion which consists of Hindu, Muslim, Christian 22.2% agree with the statement, 34.7% neither agree nor disagree and 43.1% disagree with the statement.

7.3 Designation of the professors * I have grievances towards non-availability of proper resources in class

Cross-tabulation

			I have grievances towards non-availability of proper resources in class					Total
			1	2	3	4	5	
Designation of the professors	Assistant Professor	Count	12	24	57	51	17	161
		% of Total	7.2%	14.4%	34.1%	30.5%	10.2%	96.4%
	Associate Professor	Count	0	1	1	2	0	4
		% of Total	.0%	.6%	.6%	1.2%	.0%	2.4%
	Professor	Count	0	0	0	2	0	2
		% of Total	.0%	.0%	.0%	1.2%	.0%	1.2%
Total	Count	12	25	58	55	17	167	
	% of Total	7.2%	15.0%	34.7%	32.9%	10.2%	100.0%	

Interpretations: - According to designation also analysis was done. 22.2% agree with the fact, 34.7% neither agree nor disagree with the fact and 43.1% disagree with the fact.

7.4 Age of the respondent * I am unable to keep abreast of the latest developments in my subjects

Cross-tabulation

			I am unable to keep abreast of the latest development in my subjects					Total
			1	2	3	4	5	
Age of the respondent	Within 30	Count	2	27	50	45	5	129
		% of Total	1.2%	16.2%	29.9%	26.9%	3.0%	77.2%
	31-40	Count	1	8	7	13	0	29
		% of Total	.6%	4.8%	4.2%	7.8%	.0%	17.4%
	41-50	Count	0	1	1	7	0	9
		% of Total	.0%	.6%	.6%	4.2%	.0%	5.4%
Total		Count	3	36	58	65	5	167
		% of Total	1.8%	21.6%	34.7%	38.9%	3.0%	100.0%

Interpretations: - According to the age of the respondent it is observed that 23.4% agree with the statement, 34.7% neither agree nor disagree and 41.9% disagree with the statement.

7.5 Religion of the respondent * I am unable to keep abreast of the latest developments in my subjects

Cross-tabulation

			I am unable to keep abreast of the latest development in my subjects					Total
			1	2	3	4	5	
Religion of the respondent	Hindu	Count	2	29	52	54	5	142
		% of Total	1.2%	17.4%	31.1%	32.3%	3.0%	85.0%
	Christian	Count	0	3	4	3	0	10
		% of Total	.0%	1.8%	2.4%	1.8%	.0%	6.0%
	Muslim	Count	1	4	2	6	0	13
		% of Total	.6%	2.4%	1.2%	3.6%	.0%	7.8%
	Others	Count	0	0	0	2	0	2
		% of Total	.0%	.0%	.0%	1.2%	.0%	1.2%
Total		Count	3	36	58	65	5	167
		% of Total	1.8%	21.6%	34.7%	38.9%	3.0%	100.0%

Interpretation: - According to the religion of the respondent it is observed that 23.4% agree with the statement, 34.7% neither agree nor disagree and 41.9% disagree with the statement.

7.6 Designation of the professors * I am unable to keep abreast of the latest developments in my subjects Cross-tabulation

		I am unable to keep abreast of the latest development in my subjects					Total	
		1	2	3	4	5		
Designation of the professors	Assistant Professor	Count	3	36	57	60	5	161
		% of Total	1.8%	21.6%	34.1%	35.9%	3.0%	96.4%
	Associate Professor	Count	0	0	0	4	0	4
		% of Total	.0%	.0%	.0%	2.4%	.0%	2.4%
	Professor	Count	0	0	1	1	0	2
		% of Total	.0%	.0%	.6%	.6%	.0%	1.2%
Total		Count	3	36	58	65	5	167
		% of Total	1.8%	21.6%	34.7%	38.9%	3.0%	100.0%

Interpretations: -According to the designation of the respondent it is observed that 23.4% agree with the statement, 34.7% neither agree nor disagree and 41.9% disagree with the statement.

Findings:

- The age group of this survey was divided under three heads. 22.2% agree with the statement, 34.7% neither agree nor disagree and 43.1% disagree that they have grievances towards non availability of proper resources in class.
- According to the religion which consists of Hindu, Muslim, Christian 22.2% agree with the statement, 34.7% neither agree nor disagree and 43.1% disagree with the statement.
- According to designation also analysis was done. 22.2% agree with the fact, 34.7% neither agree nor disagree with the fact and 43.1% disagree with the fact.
- According to the age of the respondent it is observed that 23.4% agree with the statement, 34.7% neither agree nor disagree and 41.9% disagree with the statement.
- According to the religion of the respondent it is observed that 23.4% agree with the statement, 34.7% neither agree nor disagree and 41.9% disagree with the statement.
- According to the designation of the respondent it is observed that 23.4% agree with the statement, 34.7% neither agree nor disagree and 41.9% disagree with the statement.

Suggestion:

As more than 50% of the respondent is not happy with either on the availability of proper resource in class as well as with the latest developments in their lives so lot of precautionary measures have to be taken so that satisfaction level among faculties develop to a greater extent. As each day is a new day in terms of technology hence relevant gadgets has to be provided so that satisfaction is there for both the stakeholder teachers and students.

Conclusion:

As an extension of the above, digital age professionals will have to demonstrate liveliness, adaptability and change management as important competencies. Change management will never go out of fashion as a key survival tool. Adapting to chaotic changes driven by

digital revolution will put considerable demands on people. These demands will be largely behavioral and some of the key sought after qualities will be adaptability, flexibility and alertness.

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Managing Library in Digital Era, its Advantages and Disadvantages

Reena R. Kokane - Gaikwad

Introduction:

Managing library in digital era is an easy task as against the past experience, where people termed it as herculean task and hence it is important to know how the library functions are carried out in digital era and what the different benefits are derived from it. This research paper basically focuses on what is digital library and what are the advantages and disadvantages of digital library. We can understand about digital library as a special library with a collection of digital objects that can include text, visual material, and video material, stored as electronic media with the facility of retrieval as per need. In other words, a digital library is a collection of documents in organized electronic form, available on the Internet or on CD-ROM (compact-disk read-only memory) disks. Depending on the specific library, a user may be able to access magazine articles, books, papers, images, sound files, and videos.

The use of a digital library is basically enhanced by a broadband internet connection. One can also use dial-up connections to access plain-text documents and some documents containing images, but as far as complex files and those with animated video content are concerned, a downstream data speed of at least several hundred kilobits per second (kbps) is needed for making the user's experience exciting and with less efforts and more informative. These internet-based digital libraries can be updated regularly on a daily basis which can be considered as the greatest assets of this emerging technology.

Definition of Digital Library:

“A digital library is a library in which collections are stored in digital formats (as opposed to print, microform, or other media) and accessible by computers. The content may be stored locally, or accessed remotely.”

In simple words we may say that, whatever material is available in hard copy, making it available in digitalized

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form and can be accessed from anywhere, can be called as digital library.

Functions of Digital Library:

- As far as digital library is concerned different functions are carried out. Let us understand what are the different functions are carried out to manage library in digital era.
- As per need, there is access provided to large amounts of information to users.
- There is access provided to primary information sources.
- There is network accessibility on intranet and internet.
- Interface also provided, which is user-friendly.
- It also supports multimedia content in addition to text.
- It provides advanced search and retrieval of information.
- It also provides hypertext link for smooth navigation.
- There is a provision which is practiced by many, the facility of integration with other digital library enriches the experience of readers.

Advantages of Digital Library:

Let us understand what are the various benefits or advantages experienced by people in library business and readers.

- One can experience unlimited storage space at a minimum costing.
- One can say that, physical

boundaries have disappeared.

- This facility is available for 24/7.
- At a time, multiple readers can get an access to any material.
- There is an enriched experience of retrieval of information.
- Any print material can be preserved for longer period of time in digital library.
- There is a universal accessibility is in existence in digital library.
- Every one today is experiencing that, its value addition to library functions.

Disadvantages of digital library:

Each concept, while practicing experiences brighter and darker side also. Let us understand the darker side of digital library, which is not healthy sign for managing library in digital era.

- There is difficulty experienced by many of locating information on a particular subject.
- There is difficulty experienced in differentiating from valuable information to useless information.
- There are many costs associated with it, which are hidden.
- There is cause of worry about loss of job for many people involved in library business, such as book publishers and librarians.
- There is a lack of provision of preserving the best in class materials.
- There is lack of preserving fixed copy for record purpose in library.

Conclusions:

Based on tour to all the information on digital library along with its advantages and disadvantages, one can conclude that, in today's era managing library becomes easy and enjoyable experience as against the past experience of herculean task, for people those who are in the business of library. Readers can enjoy fruits of digital library and access all sort of information, videos, audios and pictures etc. related to any subject for that matter. If we look at the advantages it is really great to live in this digital era and enjoy knowledge retrieving through digital library but some disadvantages as mentioned above are creating hurdles up to some extent in this journey of life where knowledge is the basis for

improve our living and make it meaningful.

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Abstract:

The study of digital health in India will help to understand the use of Information Technology tools and applications in healthcare. Digital health enhances the access of data, quality and efficiency of data. EHR/EMR are the important terms associated with E-health.

Keywords: EHR is Electronic Health Record EMR is Electronic Medical Record, E-Health is Electronic Health.

Introduction:

Information Technology helps healthcare in perspective of many ways to doctors as well as patient. With the use of computerization it is possible to access data to anybody, anywhere or anytime that is 24 by 7. The term digital healthcare and E-health are quite different. E-health is the use of Information Technology in healthcare to store data, retrieve it and access it whenever required it. The data is delivered or enhanced through Internet Technology. It is about driving supply side efficiency through technologies such as EMR i.e. Electronic Medical Records. Digital health is empowering us for better track, manage and improve our own and our family's health more well and productive with the help of Information Technology.

The digital technologies that are explored includes electronic health records, telehealth, monitoring equipment, including wearable devices electronic communications (e-communications) the use of web-based and cloud-based tools, data analytics that is big data. Cloud computing is the term of Information Technology which enables to access data for sharing resources and services on large basis rapidly with minimum efforts.

Digital Health in India

To take up digital India initiate ahead, e-Government initiatives in Health care sectors in India, the division is named as eHealth division. e-Health is broadly defined as the use of Information and Communication

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Technology (ICT) in health. It will make a world of difference in India, where mobile technologies have been penetrating at rapid rate. As India has a strong presence in IT, the integrated health information system serves the needs of all stake-holders, by contributing approximately 8 percent to the GDP.

The electronic health initiatives have a vision to delivery better health outcomes in terms of

- accessing data
- enhancing quality
- affordability
- usability
- lowering of disease burden
- efficient monitoring of health entitlements to citizens and
- sharing of data

The scope of these initiatives are used to medical facilities available all time from any place through web services that is internet, mobile services, calls and SMS services. Information Technology covers online consultation medical records, sharing of data, online supply management. The digital health includes following terms:

- *Electronic health records (EHRs)*
Your doctor keeps records of your health information, such as your history of diseases and which medications you're taking. Up until now, most doctors stored these in paper files. EHR (sometimes called "electronic medical records") are electronic systems that store your health information. EHRs allow doctors to more easily

keep track of your health information and may enable them to access your information when you have a problem even if their office is closed. EHRs also make it easier for your doctor to share information with specialists and others so that everyone who needs your information has it available when they need it.

Some EHRs may also allow you to log in to a web portal to view your own health record, lab results, and treatment plan, and to email your doctor.

- *Personal health records (PHRs)*

A PHR is a Personal Healthcare and gives the details of individual's data. PHR is used to keep track of information from doctor visits, but the PHR can also reflect your life outside the doctor's office and your health priorities, such as tracking your food intake, exercise, and blood pressure. Sometimes, your PHR can link with your doctor's EHR.

- *E-prescribing*

A paper prescription can get lost or misread. E-prescribing allows your doctor to communicate directly with your pharmacy. This means you can go to the pharmacy to pick up medicine without having to bring the paper prescription.

- *Personal health tools*

These are tools that help you check your health, get feedback, and keep track of your progress to better manage your health. Examples include smart phone apps that can help you set and monitor fitness goals and cell phone text reminders to take

your medicine on time. These tools are helpful for keeping track of records.

- *Online communities*

Online communities can help people connect with one another to try to maximize good health (such as during pregnancy) or to respond to concerns about poor health. Through online communities you can share information with and emotionally support others facing similar concerns about a particular disease or disability.

Information systems can improve cost control, increase the timeliness and accuracy of patient care and administration information, increase service capacity, reduce personnel costs and inventory levels, and improve the quality of patient care.

Benefits of Digital Health or E-Health in the form of 10 'E's

Following are the different applications of digital health with which we can access the data easily from remote places within a short period.

1. Efficiency: One of the promises of e-Health is to increase efficiency in health care, thereby decreasing costs. One possible way of decreasing costs would be avoiding duplicative or unnecessary diagnostic or therapeutic interventions, through enhanced communication possibilities between health care establishments, and through patient involvement. 2.

2. Enhancing Quality: Increasing efficiency involves not only reducing costs, but at the same time improving

quality. e-Health may enhance the quality of health care by allowing comparisons between different providers, involving consumers as additional power for quality assurance, and directing patient streams to the best quality providers.

3. Evidence based: E-Health interventions should be evidence based in a sense that their effectiveness and efficiency should not be assumed but proven by rigorous evaluation.

4. Empowerment of consumers and patients: By making the knowledge bases of medicine and personal electronic records accessible to consumers over the internet, e-Health opens new avenues for patient centred medicine and enables evidence based patient choice. 5.

5. Encouragement: A new relationship between the patient and health professional, towards a true partnership, where decisions are made in a shared manner is developed.

6. Education: The physicians are educated through online resources like medical education and consumers like health education, preventive information etc.

7. Enabling information exchange: Enabling information exchange and communication in a standardized way between health care establishment.

8. Extending: The scope of health care is extended beyond its conventional boundaries. It means both in geographical and conceptual sense, e-Health enables consumers to easily obtain health

services online from global providers.

9. Ethics: e-Health involves new forms of patient-physician interaction and poses new challenges and threats to ethical issues such as online professional practice, informed consent, privacy and equity issues.

10. Equity: To make health more equitable is one of the promises of e-Health. People who do not have money, skills, and access to computers and networks cannot use computers effectively. As a result, these patient populations are those who are least likely to benefit from advances in information technology, unless political measures ensure equitable access for all. [1]

Components of Digital Health:

As Digital health components helps in improve access, quality care, better information, better patient outcomes, increase patient engagement, enhance information flow. Following are the components of digital health.

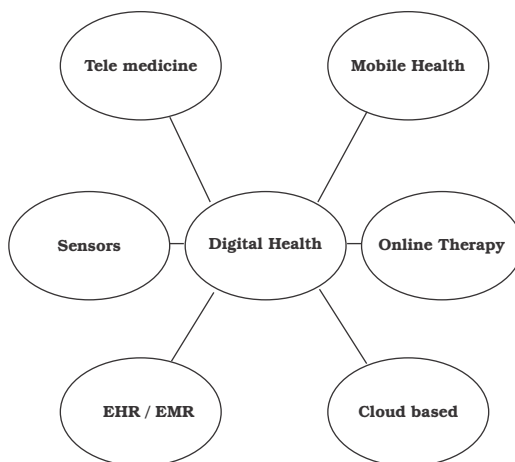


Fig. Components of Digital Health

Future Health Care

In future that is in next 10 years digital healthcare will change as

- Patient outcomes will be improved because technology intelligently supports long-term health management and short-term episodes of illness or injury.
- Clinical professionals and their organisations will be spending their time on their core competency – treating patients – rather than wasting time managing processes. They will have access in real time to all the information they need.
- Computing will be much more ubiquitous, but much less visible.
- A lot less time will be spent by staff on administrative tasks and routine communication, as automation, voice recognition and natural language processing become more common place.
- New roles and competencies will be added to the managerial cadre in health care most importantly that of analytics.
- Professionals will develop a wider range of consulting and coaching skills, to account for the increased ways in which they can interact with and empower their patients.
- Organisational and professional boundaries will be far less visible, as integrated information and communication systems dissolve many of the current divides between primary, secondary and tertiary care.[2]

IT is as useful as physical infrastructure in the healthcare

sector. In India, we have to scale up IT applications in healthcare. We need to have an accessible, robust and affordable healthcare system existing on the ground. That's a prerequisite. Without the foundation, you cannot build an IT infrastructure supporting the healthcare system.

To build healthcare infrastructure, it takes years and years because of very nature of healthcare system that it requires diverse set of individuals, skills to deliver in a unified manner to an individual patient in a predictable fashion every time continuously. It is here the use of IT comes in to make the quality more predictable, more standardised and transparent. The use of IT in this manner needs to be embedded in the system.

The use of health information technology (HIT) has been promoted as having tremendous promise in improving the efficiency, cost-effectiveness, quality, and safety of medical care delivery in our nation's healthcare system. In the ambulatory healthcare environment, the use of HIT offers a variety of benefits. The term "health information technology" is a broad concept that encompasses an array of technologies to store, share, and analyze health information. More and more, health care providers are using health IT to improve patient care. But health IT isn't just for health care providers. You can use health IT to better communicate with your doctor, learn and share information about your health, and take actions that will improve your quality of life.

Conclusion:

Today's era is becoming rapidly more digital. India has the big potential for digital growth as given its current technology penetration, advancing economy, growing population and accelerating healthcare industry. The rise of digital technology is pushing India to achieve Health for all, putting the country at the forefront for foreign investment. With these opportunities, India is emerging as the global leader in digital health.

Healthcare companies should look to how they will integrate and connect their existing systems with new digital technologies and merge the data locked inside them to generate meaningful, actionable insights for caregivers. In the new digital health era, digitally enabled care is no longer going to be a nice-to-have, but rather a fundamental business imperative. Industry leaders across providers, insurers, medical technology and the pharmaceuticals all see major shifts in how care is being delivered. Digital technology has the potential to bridge time, distance, the affordability of healthcare and the expectation gap between consumers and clinicians.

Digital Health will increase efficiency, integrity, availability, accessibility, confidentiality and usability of patient's records.

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Abstract:

The use of the Internet and other digital media and technology to support 'modern marketing' has given rise to a bewildering range of labels and jargon created by both academics and professionals. It has been called digital marketing, Internet marketing, e-marketing and web marketing and these alternative terms have varied through time. Digital marketing is a term used to describe the integrated marketing services used to attract, engage and convert customers online. Digital marketing utilizes multiple channels such as content marketing, influencer marketing, SEO, social media and online advertising to help brands connect with customers and uncover performance of marketing programs in real-time. Digital marketing methods such as search engine optimization (SEO), search engine marketing (SEM), content marketing, influencer marketing, content automation, campaign marketing, data-driven marketing[6], e-commerce marketing, social media marketing, social media optimization, e-mail direct marketing, display advertising, e-books, and optical disks and games are becoming more common in our advancing technology. In fact, digital marketing now extends to non-Internet channels that provide digital media, such as mobile phones (SMS and MMS), callback, and on-hold mobile ring tones. The whole idea of digital marketing can be a very important aspect in the overall communication between the consumer and the organization. This is due to digital marketing being able to reach vast numbers of potential consumers at one time another advantage of digital marketing is that consumers are exposed to the brand and the product that is being advertised directly. To clarify the advertisement is easy to access as well it can be accessed any time any place.

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PPC stands for pay-per-click, a model of internet marketing in which advertisers pay a fee each time one of their ads is clicked. Essentially, it's a way of buying visits to your site, rather than attempting to "earn" those visits

organically.

Search engine advertising is one of the most popular forms of PPC. It allows advertisers to bid for ad placement in a search engine's sponsored links when someone searches on a keyword that is related to their business offering. For example, if we bid on the keyword "PPC software," our ad might show up in the very top spot on the Google results page

Keywords:

Search Engine optimization, Search engine Marketing, Pay-per-click

Introduction:

Pay-per-click (PPC), also known as cost per click (CPC), is an internet advertising model used to direct traffic to websites, in which an advertiser pays a publisher when the ad is clicked.

Pay-per-click is commonly associated with first-tier search engines. With search engines, advertisers typically bid on keyword phrases relevant to their target market. PPC "display" advertisements, also known as "banner" ads, are shown on web sites with related content that have agreed to show ads and are typically not pay-per-click advertising. Social networks such as Facebook and Twitter have also adopted pay-per-click as one of their advertising models.

Websites that utilize PPC ads will display an advertisement when a

keyword query matches an advertiser's keyword list, or when a content site displays relevant content. Such advertisements are called sponsored links or sponsored ads, and appear adjacent to, above, or beneath organic results on search engine results pages, or anywhere a web developer chooses on a content site.

There are two primary models for determining pay-per-click: flat-rate and bid-based.

Flat-rate PPC

In the flat-rate model, the advertiser and publisher agree upon a fixed amount that will be paid for each click. In many cases the publisher has a rate card that lists the pay-per-click (PPC) within different areas of their website or network. These various amounts are often related to the content on pages, with content that generally attracts more valuable visitors having a higher PPC than content that attracts less valuable visitors. However, in many cases advertisers can negotiate lower rates, especially when committing to a long-term or high-value contract.

Bid-based PPC

The advertiser signs a contract that allows them to compete against other advertisers in a private auction hosted by a publisher or, more commonly, an advertising network. Each advertiser informs the host of the maximum amount that he or she is willing to pay for a given ad spot (often based on a keyword), usually using online tools to do so. The

auction plays out in an automated fashion every time a visitor triggers the ad spot.

How does pay per click advertising work?

Pay per click ads are the audience-targeted ads that are shown as sponsored ads when you type in a search word on sites such as Yahoo and Google. Properly done, PPC ads put your small business PPC promotion in front of your targeted audience with specific products, services, or information they are seeking. A well-designed ad campaign requires time devoted to keyword research, budget planning, strategic bidding, and compelling ads designed to encourage your targeted audience to click on your ad rather than a similar offer. Each time your PPC ad is clicked on, it costs you money so the key is to take time researching keywords and keyword phrases that will bring in consumers most likely to purchase your goods and services. If all this sounds like a lot of work, you may wonder why use PPC ads rather than traditional advertising. PPC ads get you information in front of consumers at the time and place they are seeking information. On-line shopping continues to rise and an online store that uses a well-researched and designed PPC campaign will see an increase in traffic and conversions to sales.

Location matters.

Just as the location of a traditional business affects the traffic and sales your store experiences, so does the

location that online consumers find themselves directed to when they click on your small business PPC ad. Before designing pay per click ads for websites, design a landing page that offers information about the specific product, goods, or services your PPC ad campaign is promoting. Do not send consumers that click on a PPC ad to your homepage! A well-designed landing page should attract actively seeking consumers who are looking for what your business has to offer. Offer a free sample, free information in the form of a booklet or special report, or discount coupons in exchange for prospects giving you their email address and permission to contact them with value-based offers, and information. This allows you to build your prospective customer base and establish a relationship with individuals looking for what your business has to offer.

Testing 1-2-3!

Test all aspects of your PPC marketing campaign including landing pages, ad copy, offers, and design. Why use PPC ads only hoping that they might bring in a return on investment? With prior testing, you significantly increase the effectiveness of your advertising campaign and offer relevant information consumers are looking for at the time they want and need it! Test how your landing page looks and how easy navigation is in as many browsers as possible including mobile options. Test your landing page against high traffic search terms and provide content specific to those terms. Design modular copy that you

can switch out without breaking apart key sentences. Consider copy for specific promotions as well as standard copy that promote your online business.

Use all available resources and support

While the learning curve involved with PPC advertising can seem overwhelming, there are endless resources available to help you get started and you will save yourself a lot of time, frustration, and money to take advantage of as many resources as possible as you begin planning a PPC campaign. To see a good return on investment with PPC ads, you want a high click through rate of target consumers. Take time to become familiar with keyword tools and join Ecommerce discussion forums to connect with other online business owners to compare notes and find successful marketing tips and ideas to get the best return from your PPC campaign.

Monitor & evaluate your ad analytics

Use the analytics available in your PPC account to monitor and evaluate the effectiveness of your ad campaign and promotions. Unlike traditional advertising where it is hard to know how many prospects have actually seen your advertising, online ads provide a good picture of how many individuals have seen your ad, clicked through to gain more information and purchased your products or services. Become familiar with click-through rates, conversion rates, average sale rates, cost-per-acquisition, and of course,

return-on-investment.

All advertising and marketing will vary according to a wide variety of factors such as target audience, cost range, location, and numerous influences that you can never be sure to identify. All forms of media advertising interact and smart businesses understand this and use a combination of marketing tools and ideas. A huge advantage of pay per click ads for websites and online stores is you have real-time data to evaluate the effectiveness of your online efforts.

Best Practices for PPC

In order to make PPC work for you and make the most out of your campaign, there are a number of points that you need to keep in mind.

Set aside a budget and stick to it.

Every company is different, and a sensible budget for a PPC campaign depends on your goals and current requirement. But typically, the cost allotted per click should be less than the total profit earned per click.

Make your Campaign Structure simple and relevant.

A PPC campaign is managed on a daily basis and requires constant monitoring, so it is important to make it as efficient and as manageable as possible. Small groups of keywords are preferred, and ad groups must be cohesive. Make sure that your ad text is relevant to the keywords present in your ad group.

Check your PPC settings. Google Adwords has a default setting which

is set to display all ad campaigns into Google and other partner/network sites. This can be a bit overwhelming for any beginner, so you may wish to opt out of this setting if you're new to PPC. Opting out of the Google Display Network is also good for anyone who is working under a tight budget. If you're already familiar with the Google Search Network and you have created an ad text with keywords specifically selected for this type of ad placement, then you can try this tactic.

Take advantage of local searches. By default, ad campaigns are set on a national level. However, location targeting can be customized in Google Adwords, which is especially useful if you're a local merchant running a PPC Campaign and you want more targeted results. If you wish to target a specific geographic location, make sure your campaign is set up properly by clicking into Settings.

Track your conversions. How do you know that your PPC Campaign is working? By monitoring conversions to see whether it helps you reach your goals. Aside from sale, any kind of useful outcome of a customer's visit to your website is a conversion, so you have to track them down. If it does not amount to anything that is measurable and useful, then PPC advertising may not be for you. A very effective and reliable backup service to clients and ensures they don't face inconvenience in case of hardware failures.

Advantages:

- So PPC advertising is fast: With some systems, such as Google AdWords, you can generate targeted traffic within a few minutes of opening an account.
- PPC advertising is also nimble: Where organic search engine marketing or other forms of advertising can lag weeks or months behind changing audience behavior, you can adjust most pay per click campaigns in hours or days. That provides unmatched ability to adjust to market conditions and changing customer interests.
- PPC can also be a bargain: Sometimes, you can find keyword 'niches' for which the top bid is a fantastic deal. These are longer, highly specific phrases, which not everyone will have taken the time to pursue; "long-tail search terms".

Conclusion:

As pay per click is cost effective because you only pay when a user actually reaches your website, it can be good value for money will see the impact of your PPC efforts almost immediately. So it is best digital marketing tool.

In a few years as a user, one can expect a better experience, quality ads that are helpful, and a better aesthetic appeal. Future of pay -per-click seems to make the life of marketers easy too. Marketers can expect a better control over search

demographics, no more closed variants, more transparency and control over the campaign, and cheaper CPC's. The future of pay-per-click ads looks exciting with a feeling of 'anything can happen.' "A nice blend of prediction and surprise", the world of PPC in 5 years will be full of surprises.

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SECTION - B

Research Papers on General Topics

Abstract:

This paper talks about Option as a financial instrument for trading, protecting positions and reducing risk. Call and Put options are explained in brief. Researcher has tried to explain commonly used characteristics of an Option that differentiate it from a contract. Commonly used Jargons for Options are explained by researcher with brief examples. Researcher has explained use of risk profile curve to limit losses and maximize gains.

Keywords:

Options, Derivatives, Strategy, Stocks.

Introduction:

A tool for protecting position and reducing risk in Indian Stock Exchange was introduction in 2001. Index Option launched on 4th June 2001, whereas stock options launched on 2nd July 2001, and actual volatility crept in only in 2006. However Over the Counter Options (OTC) existed since 1920's and Chicago Board Options Exchange (CBOE) started trading in Options in 1972.

Objectives:

1. To understand concepts, types and factors effecting Options.
2. To grasp important Characteristics of Options.
3. To apprehend option classification and strategies to gain benefits.

Research Methodology:

Researcher has used books and online references to collect the data required for the research. From the secondary data acquired researcher has tried to explain Options and strategies in order to achieve objectives of the research.

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Concept

An Option is a type of financial derivative security as price of an option is linked to price of a substance. Options are contracts sold by one party to another that grant the right but not obligation to buy or sell an underlying substance at an agreed upon price on or before a specific date.

Types of Options

Options can either be bought or sold. Depending on specific requirement options are created. Option gives buyer the right but not obligation to buy or sell an underlying substance. Whereas, the seller has the obligation to fulfill the transaction if the buyer exercises the option.

There are two types of options

1. Call Option
2. Put Option

Call Option

A call options give the option to buy at a certain price. An option is considered a call option when a buyer enters into a contract to purchase a specific stock by a specific date at a specific price. Buyer would benefit from an upward trend of price.

Put Option

A put options give the option to sell at a certain price. An option is considered a call option when a buyer enters into a contract to sell a specific stock by a specific date at a specific price. Buyer would benefit from an downward trend of price.

Employees Stock Option

Employee stock options differ from call or put options on a few points but are otherwise similar to them. Employee stock options do not have a time of maturity like call or put to be exercised on a specific date i.e., the employee has the right to purchase his option provided he/she has been employed for a defined period of time only after which this right can be exercised. Strike price is replaced by Grant price, which represents the current market value at the time the employee exercises the options.

Option Writer

An option writer is a person who sells the option. Option writer can sell call/put option believing the trend reversal. An option writer who sells call option benefits from downtrend of price whereas an option writer who sells put benefits from upward trend.

Time Decay

The value of an option decreases due to time decay as the probability of the expected trend decreases for the option. A call option loses its value as per time as the probability of expected uptrend decreases. A put option loses its value as per time as the probability of downtrend decreases as time period approaches to an end.

Important Characteristics of Options

Every contract has some important characteristics in order to be called an Option. Following are the characteristics of Options

1. Underlying

2. Expiry
3. Reference Price
4. Premium
5. Regulator

Underlying

Underlying refers to the quantity fixed for contract to be made as an option. A definable number is taken as underlying. In stock market underlying refers to the lot size of the option. The quantity once fixed doesn't vary during the expiry period, any modification to the quantity can be done only after the expiry of the contract.

Expiry

Expiry refers to the term of the contract. Expiry is the specific date within which the contract is to be exercised. Expiry of the option is fixed at the time of forming the contract. It refers to the last date of contract. Buyer has to exercise the option within the expiry period.

Reference Price

Reference Price also known as the strike price is the price at which the contract is to be executed. Reference price is fixed for an option while creating the contract. This is the price on which the buyer and seller agrees to execute the contract within the expiry period.

Premium

Premium refers to the amount buyer agrees to pay for the option. Premium is decided while creating the contract and buyer of the option pays this amount to seller of the option. Premium is a non refundable and non

adjustable amount. Weather buyer exercises the option or not premium has to be paid to the seller. Premium is also referred to as the fee paid by the buyer to the seller for the right to exercise the option at his discreet.

Regulator

Regulator is referred to the intermediate body between the buyer and seller of the option. Regulator ensures that the contract is executed at the strike price within the expiry period if buyer wants to exercise it. Incase buyer exercises the right after the expiry, regulator ensures the sellers interest is also safeguarded. Regulator for Stocks is Stock Exchange.

Spot Price

Spot Price is current market price of the stock. Spot price is taken into consideration while creating the contract. This is the price which prevails at the time of creating the contract. Spot price may vary at the time of execution of option. The spot price helps to determine the profit of the buyer.

Intrinsic Value

Intrinsic value is the money that option buyer makes on exercising the option on a given day. Intrinsic Value is always a positive value and can never go below 0. Intrinsic value in other words is the profit that is gained by the option buyer if he exercises the option. Intrinsic value is the difference between the strike price and the spot price. Premium is not taken into consideration as it decays as per time.

Lets understand intrinsic value by an example., Let's say Nifty is trading at 10480.

Underlying	Nifty
Spot Value	10480
Option strike	10400
Option Type	Call Option CE
Days to expiry	20

Now considering the above table, let's say we bought Nifty 10400 call and instead of waiting for the expiry i.e., 20days if we exercise the option today then what happens.

Formulae:

IV of option = Spot Price – Strike Price

Now taking values from table
 $IV = 10480 - 10400$
 $= 80$

So if we exercise the option today then we are making 80points (excluding the premium paid).

Now if the spot price of Nifty changes from 10480 to 10300 then
 Now taking new values
 $IV = 10300 - 10400$
 $= 00$ (Since IV cannot be Negative)

Classification of Options

Based on the intrinsic value, options are classified into In the Money (ITM), At the Money (ATM) and Out of the Money (OTM). If the intrinsic value is a non zero number, then the option strike is considered 'In the money'. If the intrinsic value is a zero the option strike is called 'Out of the money'. The strike which is closest to the Spot price is called 'At the money'

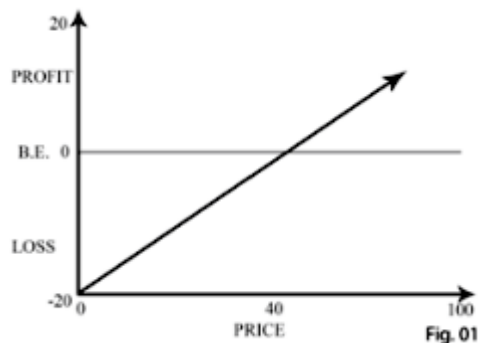
1. In the Money (ITM) - Non Zero Intrinsic Value.

2. At the Money (ATM) - Strike Price closest to the Spot Price.
3. Out of the Money (OTM) - Zero Intrinsic Value.

Risk Profile Curve

After understanding Call, Put, Option Writer, Characteristics of Options and Jargons used., let us understand Risk Profile Curve before we understand and formulate options strategies.

Risk Profile Curve helps us to understand risk and return ratio. Understanding risk profile curve helps in formulating option trading strategies to get maximum gain with a capped risk.



Lets understand Fig.01, Risk Profile Curve. "Y-Axis" represents Profit and Loss, "X-Axis" represents price of the stock. "B.E." is the breakeven price. As the price of the stock increases profit increases for a Call Option buyer, but his actual gains start after the price of the stock crosses the breakeven point. Above breakeven point buyers profit is unlimited depending on the price of the stock. In-case the stock price falls below the breakeven point and falls further

below, however loss is limited to the premium paid by the buyer. Hence limiting the risk of the buyer.

Option Strategies:

As we already know that buying an option exposes us to time decay, so buying options with very close expiry gives us very less changes of making profit. "Rule of the Opposites," is applicable for options where if one thing isn't true, then the opposite must be true. Hence, if time decay reduces the changes of profit when we buy options, it must help us when we sell options.

There are various options trading strategies which have been formulated to limit losses and maximize gains depending on the market momentum and stock trends. Let us try and understand few strategies

1. Long Call
2. Short Call
3. Long Put
4. Short Put
5. Covered Call
6. Synthetic Call
7. Synthetic Put

1. Long Call

Buying a call is the most basic of the strategies. Buying a call indicates that outlook for the stock is bullish and there is expected rise in the price of the underlying stock. Considering that Time decay will act against us, we must have appropriate time in hand and choose expiry wisely. Preferably expiry must be of three months or

greater, giving us enough time to be correct on our expectation and prediction. Purchasing ATM or ITM (lower) strike is preferred. Advantages of having a long call is that risk is limited to the call premium and breakeven is the sum of call strike and call premium, where as profit is uncapped giving us the opportunity for maximizing the return.

2. Short Call

Short Call also known as naked call or call writing. Selling a call indicates that outlook for the stock is bearish and there is expected fall or stagnation in the price of the underlying stock. Considering that Time decay will act in favor, we must choose a nearing expiry, preferably of the same month or less. Selling OTM strike is preferred. Advantages of having a short call is profit is gained from stagnant or falling price of the stock. Profit is limited to the call premium, whereas loss is uncapped given there is increase in the price of the stock.

3. Long Put

Buying a put is also the most basic of the strategies. Buying a put is opposite of buying a call. Buying put indicates that outlook for the stock is bearish and there is expected fall in the price of the underlying stock. Considering that Time decay will act against us, we must have appropriate time in hand and choose expiry wisely. Preferably expiry must be of three months or greater, giving us enough time to be correct on our expectation and prediction.

Purchasing ATM or ITM (higher) strike is preferred. Advantages of having a long put is that risk is limited to the put premium and breakeven is the difference of put strike and put premium, whereas profit is uncapped giving us the opportunity for maximizing the return.

4. Short Put

Short Put also known as naked put or put writing. Selling a put indicates that outlook for the stock is bullish and there is expected gain or stagnation in the price of the underlying stock. Considering that Time decay will act in favor, we must choose a nearing expiry, preferably of the same month or less. Selling OTM (Lower Strike) is preferred. Advantages of having a short put is profit is gained from stagnant or rising price of the stock. Profit is limited to the call premium, whereas loss is uncapped given there is fall in the price of the stock, where your risk is limited to the stock price falling to zero.

5. Covered Call

Covered Call is a basic and highly effective income strategy. Covered call is based on the concept of owning the stock. This strategy can be exercised only on the stock owned by you. Firstly buy the stock and then sell the OTM Call Option, generally one or two strike price higher than the current market price. Covered call is exercised when outlook of the stock is neutral to bullish. Advantage of this strategy is that this strategy gives an assured monthly income and helps in reducing purchase price of stock.

6. Synthetic Call

Synthetic Call is like buying an insurance to your stock to safeguard from a sudden or sharp downtrend. Synthetic call is based on the concept of owning the stock. This strategy can be exercised only on the stock owned by you. Firstly buy the stock and then buy the ATM or OTM Put. Synthetic call protects from downtrend in the stock as any downtrend in the stock below the strike price will result in increase in put purchased. This will limit the loss to the strike price purchased plus the put premium paid. Any upside in the stock will risk only put premium paid, hence giving a maximum upside and profit. Synthetic Call is exercised in a uptrend bullish market to minimize loss in case of trend reversal.

7. Synthetic Put

Synthetic Put is like buying an insurance for your short position to safeguard from a sudden or sharp uptrend. Synthetic Put is exercised in a downtrend bearish market to minimize loss in case of trend reversal. Synthetic put is based on the concept of selling the stock. Firstly sell the stock and then buy the ATM or OTM Call. Synthetic put protects from uptrend in the stock as any uptrend in the stock above the strike price will result in increase in call purchased. This will limit the loss to the strike price purchased plus the put premium paid. Any downside in the stock will risk only call premium paid, hence giving a maximum downside and profit.

Findings:

Researcher feels that options trading is simplest form of contracts and reducing risk and maximizing returns on the capital invested. It also helps in insuring the stock against market trend reversals. Researcher analyzed that options like Long Call, Short Call, Long Put and Short Put are simplest strategies with minimum capital investment. Whereas option strategies like Covered Call, Synthetic Call and Synthetic Put require more capital investment but cover the risk of the trader. Option trading is not limited to financial markets but can also be applied to any financial transaction like property dealing, land deals, commodity deals to name a few.

Conclusion:

To understand concepts, types and factors effecting Options.

This papers explores the concepts of Options, their formation and factors effecting the options with respect to financial markets. Researcher has explained following options and factors affecting the formation of such options.

Options:

- a. Call Option
- b. Put Option
- c. Employee Stock Option
- d. Option Writer
- e. Time Decay

To grasp important Characteristics of Options.

Researcher felt that understanding

important characteristics of Options is necessary as these characteristics differentiate an option from a regular contract. Researcher has tried to explain following characteristics that differentiate options and contracts.

1. Underlying
2. Expiry
3. Reference Price
4. Premium
5. Regulator
6. Spot Price
7. Intrinsic Value

To apprehend option classification and strategies to gain benefits

Researcher tried to classify option depending on the parameters affecting options. Post classification of options researcher has tried to explain option strategies in order to gain benefits.

1. ITM - In the Money
2. ATM - At the Money
3. OTM - Out of the Money
4. Risk Profile Curve

Option Strategies

1. Long Call
2. Short Call
3. Long Put
4. Short Put
5. Covered Call
6. Synthetic Call
7. Synthetic Put

Suggestions for further research:

Researcher felt that more and more research needs to be made to understand complex and effective option strategies. Researcher felt that

industry applications of option can be explored further. Further to this we may expect some new changes to follow in the near future.

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Abstract:

Occupational stress and employee attitude toward are most accepted as the major issues in small business organizational life. This study is trying to explore the linkage between the stress factors and the employee attitudes in the small organizational life while the small business facing the severe challenge in global market. Small businesses face many stressors many of the problems are related to employee management and top management often decision-making approaches. Also, small business did not have rich resources or budgets. They have to use every resource in order to function. These problems are significant and important for small businesses. Not only do role conflict and work family conflict affect employees but other factors such role stress, levels of job satisfaction, role ambiguity, role overload, and all influence stress reactions of employees. Clearly, these factors affect employees and managers in small businesses. The present review examines some of these features related to stress, specially, those operating in the small business arena.

Occupational stress is commonly acknowledged to be a critical issue for small business owners. Surprisingly, little research has attempted to examine the causes of stress. This study attempts to fill part of this void in literature by examining the relationship between stress, task complexity, and the use of social support systems among small business owners. The study's findings suggest that higher stress levels are related to greater task complexity. The findings also indicate that lower stress levels are associated with greater social support.

Introduction:

Occupational stress has become one of the major influences on the health and well-being of employees in the modern workplace. Although there is clearly a personality component in an individual's susceptibility to workplace

stress, it is none-the-less a long-accepted fact that the workplace is a major source of socio-psychological stressors, strains, and subsequent ill-health. The accumulation of stressful events can lead to psychopathological illness. The effects of workplace stress can sometimes be so severe that some researchers have been prompted to equate its effects with “combat stress” or “battle fatigue”. The effects on the organization can be substantial, ranging from lost production time to increased workers compensation claims and skyrocketing health insurance costs. In addition to physiological responses, work-related stress also causes severe psychological reactions in employees, including depression and aggression. Excess stress, or distress, results in lowered individual and organizational performance, with both production and quality suffering. In the case of executives, stress can result in faulty decision-making. Numerous studies have explored the causes of occupational stress. These include deadline pressures, job dissatisfaction, job insecurity, poor supervision, and boring, repetitive work.

Excessive levels of worker stress often result from inadequate feedback regarding performance, lack of training, lack of control, and lack of meaningfulness or knowledge of how the individual contributes to the organization's goals. Individuals who feel unable to control important outcomes suffer anxiety, and

continual feelings of low control can lead to a chronic state of anxiousness. It is important to note that anxiety is not the same thing as stress, although it is a common reaction to stressful events.

Another significant factor in increasing workplace stress has to do with lack of opportunity to interact with co-workers which can act as a sort of stress release mechanism. Researchers have also found that ability to cope with stressful situations is directly related to the individual's perceived ability to control the situation. In a Swedish study of the effects of increased job control on employee stress, found that increased job control exhibited a significant positive association with reduced worker stress, absenteeism, depression, and heart disease.

Literature Review:

The Leading Cause of Stress in Small Business:

1. Lack of Control: According to Business Knowledge Source, factors that you cannot control are the leading cause of stress in the workplace. For small business owners, that translates into a myriad of issues that can include the weather, vendor prices and deliveries, and employee behaviour. Allowing yourself to become frustrated with outside interruptions over which you have no control can cause your blood pressure to rise and your confidence to wane. Often, the only area where you have constant control is yourself

and your own reactions to the uncontrollable factors in business. The list of things over which you have little or no control is endless, so you'd do best to recognize those factors and develop ways to successfully deal with uncontrollable situations when they occur.

2. Reacting Too Soon & Too Fast:

So often in business, people react to decisions without actually taking actions to better support them. As a small business owner, this is particularly important since your actions dictate company results. Reactions, however, are often emotionally driven and as a result, do not effectively support business decisions. To help ease the urge to react to something versus support it with a professional action, take time to listen, analyse the situation, consider multiple responses to it and breathe. Yes... breathe. Giving yourself time to evaluate situations versus abruptly reacting to them can not only help your business, but also better support your stress levels.

3. Money: There is really no surprise that money would be on this list as you can't operate a business without it. Nor can you survive if you don't have a certain amount coming in regularly. That makes this one of the top concerns for entrepreneurs everywhere.

4. Interpersonal Dealings:

Interpersonal dealings are basically any conflict or problems that you have with others. Maybe you have a client that makes your life miserable

or a business partner who expects you to do a majority of the work. These can greatly contribute to your stress at work, making you wonder why you ever wanted to operate your own business anyways.

5. Personal Expectations: As an entrepreneur, you likely have pretty high expectations of yourself. You strive to do your best at everything, which makes it extra hard when things don't go as planned. This puts you at risk of developing stress in this particular category, which means that you need to find some way to achieve high expectations without beating yourself up to do it.

6. Uncertainty: When you work for someone else, at least you know what hours you will be away from home and how much money you will bring in. You get none of these types of luxuries when you own your own small business, and the uncertainty can definitely stress you out.

7. Balancing Work with Home: This stressor is something a number of people struggle with and that is balancing work with home. When your business is your life, it is hard to separate the two, and can definitely cause some stress.

While there used to be a push for finding a 50/50 balance, often the key to surviving this stressor involves embracing the imbalance. It means realizing which area needs more attention and attending to it properly. It requires ebbing and flowing with both work and home, tending to them both the best that you can.

8. Poor Design of Jobs and Work Systems:

The root of organizational stress is the poor design of jobs and work systems. Research by the World Health Organization shows that most job stress occurs when an organization values excessive demands and pressures that don't match employees' knowledge and abilities. This lacking job design is often accompanied by little opportunity for the employees to exercise choice or control in their positions. Offering employees more control over decision-making can boost employee morale and production, as well as eliminate job stress. Ignoring poor job design and work system design may result in increased employee absenteeism and illness. Employees can lose focus and become irritable and less committed to their work.

9. Poor Management: Poor management may also contribute to stress in an organization. Employees who deal with inadequate supervisors often suffer from frustration, apathy and poor performance. A key factor in poor management is an inability of managers to properly communicate with employees. This lack of communication contributes to unsafe work practices, staff turnover and even employee illness. Unhappy employees also tarnish a company's reputation by talking badly about it, damaging the company's image both internally and externally.

10. Poor Organizational Design: Poor organizational design is often to

blame for inflexible working hours, haphazard shift schedules, and inferior environmental and ergonomic design. These issues contribute to workplace injuries, intolerance of co-workers, and management and workplace fatigue. Organizational design is a top-down structure: Management puts a company's organizational design into place and is responsible for the stress-related hazards associated with organizational design flaws. Team members often discover organizational design flaws when talking with employees and customers.

11. Considerations: Diminishing the hazardous effects of organizational stress involves a high level of communication with employees. There are nine areas that should be analysed, including individual job content, workload and pace, working hours, employee control in the job process, career development and pay, organizational roles, interpersonal relationships, organizational culture and work-home relationships. A thorough analysis of these areas can help management pinpoint stress-related areas that cause harm to employees and the organization. Eliminating these hazards promotes overall employee health, positive workplace morale and productivity.

How Stress Affects Attitudes & Behaviours' in the Work Environment:

Workplace stress has a negative impact on employee attitudes and

behaviour's, which in turn can be costly for your company. Stress interferes with decision making, which in turn increases the risk of workplace injuries and wasted materials.

1. Health Effects: Stress causes a variety of health problems, including high blood pressure, upset stomach, ulcers, headaches, palpitations, fatigue, sweating, weight changes, diarrhea, nausea, dizziness, dry mouth, appetite changes, sexual problems, stiff neck, muscle aches and back pain. If you are stressed, you might feel tired all the time, no matter how much you sleep, or you might have trouble sleeping at night. Poor emotional health can weaken your body's immune system, making you more likely to contract colds and other infections. These health problems can increase work absenteeism, usage of health insurance and work-related accidents.

2. Poor Performance: Stress also can affect your ability to perform your job well. Stress can make it difficult to concentrate on complex problems or issues, and it might affect memory. You might neglect to complete certain important tasks or forget to perform a key part of a procedure. If you don't feel as if management supports or empowers you, you might feel that no reason exists to do your best work. Stress can lead to feelings of negativity, lack of enthusiasm and apathy. When you experience these feelings, you might no longer care about doing a good job.

3. Unmet Expectations and Deadlines:

If you feel overwhelmed and exhausted, then meeting expectations or deadlines can be difficult. The effects of stress on your cognitive abilities can affect your ability to prioritize, and it can be difficult to decide which project should take priority. Feeling that you have no control or input into your work also can affect your ability to complete tasks in a timely manner. Workers are less likely to experience work stress when they have more control over their work, have more control over the way they do their work and participate more in decisions that concern their jobs.

4. Turnover: When stress makes working for a company an unpleasant experience, employees begin to look for new jobs or consider retirement. The loss of experienced employees can cause decreases in production and increases in costs associated with recruiting, hiring and training new workers. A high turnover rate also can make replacing stressed employees difficult for a company. Recruiting new employees can be challenging if prospective employees hear that the company's working environment is stressful.

5. Attitude Changes Costly:

Workers stressed due to overtime demands, company financial issues or poor management develop changing attitudes and behaviors. Stress destroys company morale, which causes employees to lose interest in providing the best service or product possible. A reduce level of

loyalty impacts your customers because they no longer receive the same level of customer service they used to receive. This can cost you customers.

6. Lack of Team Work: Teamwork can take a hit when stress comes into play at the workplace. Stressed out employees can become short-tempered and less cooperative. This reduces the ability for team members to work together. Finding and eliminating causes of stress is vital to returning the teams working well together

7. Safety Issues: Behaviours and attitude changes due to stress in the work environment can lead to increased workplace injuries. In addition to hurt employees being out of work on workers compensation, you may get sued by the employee if he claims that workplace stress caused his inability to focus, thereby caused the accident.

Stress Reduction Tips:

For you to successfully balance work and family responsibilities, you need to control your work-related stress. After all, neither you nor your family won't benefit at all if you "go postal." If you successfully learn to manage stress, your attitude will be conducive to a successful career and a healthy life at home.

1. Take up Yoga. One can channel stress out of the body through exercises such as yoga for stress management, so take some time to

learn more about it. There are effective movements you can do while sitting in your chair, so you don't have to worry about losing your effectiveness on the job as a result.

2. Environment. Your work area affects the level of stress you experience while on the job. Your office is an ecosystem with environmental factors that weigh heavily on your attitude while working. If you can, change the colour in your workspace to blue to inspire hope or purple to suggest wealth. If you are near a window, take time to enjoy the view (whatever it is) and bring in some plants, flowers, and artwork to create a more natural environment that will comfort you at work.

3. Focus on what you can change. Rather than dwelling on the things at work over which you have no influence, focus on what you can do for yourself. After all, you can decide your thoughts and your attitudes, and you can even leave your job if it is negatively affecting you. When you realize that you - not the boss - are in charge of your life, you will find much needed measure of peace.

4. Define your role. If you feel uncertain about what your responsibilities are on the job or are unclear as to the requirements and expectations your employer has for you, schedule a meeting with your supervisor or manager to discuss your concerns. If necessary, get human resources involved. You will be able to do better work and have a

better attitude on the job and at home when you have a good understanding of your purpose.

5. Set goals. Workers who have a clear vision for their future normally report lower levels of stress. The inner stability goals give worker allow them to regard current workplace issues as mere temporary disturbances on their path toward a better life.

6. Accept setbacks. Failure is part of life, so don't look at yourself as defective just because things didn't work out for a particular endeavour. Attribute "negative" experiences optimistically as part of your journey to fulfilment rather than as life shattering events.

Conclusions:

One of the main conclusions drawn from the study was that stress is not just an individual issue but an issue that must be addressed by both the employer and the employee; the work performance areas negatively affected have a direct effect on the company as a whole.

One would think that work stress levels are higher in small businesses than in large enterprises. Employees and managers in such settings need to handle many things in a day. These busy days may accumulate day by day if attention is not given to job stress.

The prices associated with these schedules may be high. Job stress can be costly to the owner, the

employees, the customers, and the business itself. Simply ignoring stress management or making it a low priority may result in such undesirable outcomes as reduced productivity, work performance, poor worker morale, and even increased legal expenses. In order to prevent these situations, small business owners and managers should implement workable strategies to improve and reduce stress in small business environments. Paying attention to both employees, and the jobs that they are being asked to do, may provide significant benefits for the health of both the workers and the organization. Stress prevention and control training may be another issue. Not only employees but also the high level manager or owner should learn how to face the stress: control, change or let go.

Many people spend time trying to control things they have no control over. The frustration this causes leaves no time or energy to control the things they can control. Don't waste time on worrying and obsessing. When you are stressed out, determine whether you can control the situation or change it. If you can't, learn to let go. Learning to let go is a process you can learn. However, by controlling your thoughts, you can control your emotions, which can bring your stress level down, changing your mind set to focus on the positive, not the negative. You will remain stressed out if you continuously focus on the negative, which is really the problem. Instead, if you focus on the solution,

you must develop a positive framework of ideas. This not only increases your confidence but also makes you a motivational problem solver.

The present review attempted to identify some of the main factors that might cause employees to feel stress in small business work environments. If one can solve employee stress problems in such settings, one may be able to increase employee work performance. Providing good customer service and making profits for the company are critical for all organizations, but

perhaps especially so for small business settings.

Therefore, well-established human resource management methods and practices may be key points for small businesses. Given the competitive nature of small business environment and the importance of producing and delivering high-quality products and services, it is essential that such businesses take a proactive position to reduce employee stress, identifying the sources and then implementing techniques to eliminate these sources.



Impact of Employee Engagement on Job Satisfaction and Motivation

Dr. Gopal S. Jahagirdar
Ritu Prasad

Abstract:

The impact of Employee Engagement on Job Satisfaction and Motivation is the motive behind writing of these in this paper. The study has been carried out on teachers of different colleges in Pune region. The result of this research shows the significant relationship between Employee Engagement and Job Satisfaction. But no significant relationship was found between Employee Engagement and Employee Motivation. Job satisfaction and motivation between male and female respondents has been evaluated. This paper discussed the implications of these findings on employee motivation, commitment, engagement and job satisfaction.

Keywords:

Employee Motivation, Employee Commitment, Job Satisfaction and Employee Engagement

Introduction:

In Human Resource Management, employee motivation is one of the most researched factor and is in the field of great significance for the researcher and the organizations also. It is learned early on that on the part of the researcher, he/she has an unwritten job description, including being an encourager. But there are times when the encourager needs encouragement. Occasionally, all of us experience times when depression or discouragement creeps in unannounced. Every organization is trying to motivate their employees to achieve the organizational objectives. To keep up the motivational level of employees is one of the challenges for the HR Professional. They have to continuously find out new ways to motivate the employees. Motivation is also related with the Satisfaction of the employees.

An employee can be satisfied with a job without being engaged in the job. On the other hand, employee engagement does promote increased productivity. An

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engaged employee is an employee who is deeply involved and invested in their work.

While the terms “employee engagement” and “employee satisfaction” may sound like the same thing, they are actually quite different. Yes, employers should try to make sure their workers are both engaged with their jobs and satisfied with their work. But, if they wish to build a strong workforce, they need to understand the differences between the two terms.

- Employee engagement is something that occurs when workers are committed to helping their companies achieve all of their goals. Engaged employees are motivated to show up to work every day and do everything within their power to help their companies succeed.
- Employee satisfaction is the state of a worker enjoying their job — but not necessarily being engaged with it. Imagine the employee who gets to show up to work early and leave late without contributing much or breaking a sweat.

Literature Review :

Kahn (1990) described employee engagement as psychological control of organization members on themselves they perform their work roles. When employees work they exhibited physically, cognitively, and emotionally during job.

Frank et al (2004) defined employee engagement as emotional and intellectual commitment to the organization or the amount of

discretionary effort exhibited by employees in their job. This is a behavior which employees exhibited when they are at job. It's also defined as employee's positive and negative attachment with the job, other employees and work. The positive attached employees may depict the positive outcome like high motivation and satisfaction. A negative attached employee may exhibited lower motivation and lower satisfaction level. This study has been attempted to find out the possible relationship of employee engagement with Job Satisfaction and Motivation in the Indian organizations especially in education sector.

Crant (2000) in his study explained the Employee Engagement as a range of constructs that are present in the organizational mentality (psychology). Kahn (1990) implies that, if the people like and dislike their work, that it affects the engagement of employees.

According to Holbeche and Springett (2003), people used to share their destiny and objective that connects them at an emotional level. The personal aspirations raises the high levels of engagement at the workplaces. Kahn's (1990) describes in his study that there are the psychological conditions or antecedents that are compulsory for engagement, but they do not fully explain why individuals was reacting to these conditions. Kahn (1990) also mentioned that at people were differently engage as per their experiences of psychological meaningfulness, security and situations. According to (Robinson

(2006), Employee engagement can be achieved through the creation of healthy organizational environment. Amabile (1994) stated that employee who has high level of job satisfaction was motivated by rewards, and rewards supported work engagement. Zaini's (2009) was mentioned that satisfaction of rewards in private and public sector employee had been related with job satisfaction. Zaini et al. (2009) argues that job satisfaction is also related with the non monetary and monetary compensation.

A. Furham et al. (2009). Ali and Ahmed, (2009) was found that in reference to statistics, there was a significant relationship between reward and recognition, and between motivation and job satisfaction. Ali and Ahmed, (2009) stated that Variations in rewards and recognition can bring a positive change in work motivation and job satisfaction of the employee.

Harter et al (2002) and wangenheim et al (2007) studied that Organizations that wants to improve their customer satisfaction must be concerned about some internal issues related to employee's satisfaction and view their employees as customer too.

Balzar (1997), in his study affirmed that job satisfaction was a sensation that employees have about their work environment and their expectations towards work. This implies that the culture of the organization creates value to the job satisfaction of the workers. This was studied that relationship between work adjustment and satisfaction which

makes favorable strategies and rules for the employees related to policy development, pay scales, the work environment and staff input, may lead to satisfaction, employee engagement, and increased employee loyalty with the organization because satisfied employees are attentive while dealing the customers and the employees not satisfied with the job can makes customer unhappy.

According to Calisir (2011), it was found that a very strong influence of job satisfaction on organizational commitment whereas role ambiguity and job stress indirectly affects the willingness of employees to leave their jobs. Odom, Boxx and Dunn (1990) recommended that job satisfaction was important element of employees feeling that can be negative or positive to their responsibilities.

Campbell, Fowles and Weber (2004) stated that job satisfaction could be enhanced with increasing participation in decision making and avoiding ambiguity in identifying responsibilities at workplace. Petty (1984) and Fisher (2003) stated that Job Satisfaction has been playing important role in management research, namely regarding the job satisfaction-job performance relationship. Schneider and Bowen, (1985) was found that Job satisfaction is an attitude that relates to overall attitudes towards life, or life satisfaction.

Zaini et al. (2009) and Chew (2005) argues that job satisfaction is associated with the non monetary compensation and monetary compensation (pay, promotion, and bonus) is one of the most important

explanatory variables in both the sectors. A. Furham et al. (2009) stated that there was a significant relationship found between reward and recognition, and between motivation & job satisfaction. Ali and Ahmed, (2009) stated that Variations in rewards and recognition can bring a positive change in work motivation and job satisfaction of the employee.

Mullins (1996) described motivation as process which leads job satisfaction but the relationship between motivation and job satisfaction was not clear, it can be illustrated by means of the motivational theories. For this different authors gave different theory for both.

Luthan (1998) find that motivation should not be thought of as the only explanation of behavior, since it interacts with other mediating processes and with the environment. He also found that motivation as, “a process that starts with a physiological deficiency or need that activates a behavior or a drive that is aimed at a goal incentive”. It implies that psychology of employees play a crucial role to make the person motivated. Each and every employee has some ability that motivates them to perform and make satisfied with their job. If we see that intrinsic compared to extrinsic motivation and the factors that are used in both types of motivation enables one to understand the role that motivation plays with job satisfaction. Motivation researchers have recognized that the desire to make an effort can derive from different sources (Grant, 2008).

Miner, Ebrahimi, and Watchel, (1995) was suggested that in a system sense, motivation consists of these three interacting and interdependent elements, i.e., needs, drives, and incentives. That's mean all these elements are important for motivation of employee. Hoy and Miskel (1987) was stated that employee motivation is the complex forces, drives, needs that directed towards the achievement of personal goals. They imply that there are some reasons, which helps the employee to do their work properly, and give them positive energy.

Objectives of the study:

The following are the specific objectives of the study:

1. To develop and standardize a measure to evaluate employee engagement, motivation and Job Satisfaction.
2. To study the underlying factors of job engagement, job satisfaction and motivation.
3. To study the relationship between employee engagement, job satisfaction and motivation.
4. To identify the difference between the male and female respondents towards Employee Engagement, Job Satisfaction and Motivation.
5. To identify avenues for further research.

Factors Contributing To Engagement:

According to Gallup's Engagement Measurement Model, employee engagement is the sum of four

distinct categories:

a. Entitlements: For employees to be engaged, they need to know precisely what's expected of them and what their job responsibilities are. They also need to be equipped with the tools and technologies that enable them to do their job well and relatively easily. You can't expect your workers to love showing up to the office every day if you're relying on technology that's more than a decade old. Employees need to have an easy access to tools required by them to work more efficiently. The work place must be comfortable and conducive so as to ensure complete employee engagement.

b. Contributions: Engaged employees are able to contribute to their organizations in a measurable way on a daily basis. And in every organization, there are good workers and not so good workers who are easily identifiable. The good workers are complimented and appreciated by their superiors on a job well done. It's not all work all the time either; bosses care about the well-being of their workers, inside and outside of the office. Superiors of engaged employees also understand that their workers have their sights set on moving forward at some point during their careers. To that end, they are interested in helping their employees develop professionally.

c. Community: Satisfied employees might show up to work, ignore

their colleagues, and listen to music on their iPods all day, whereas engaged employees love the people they work with. Some of their coworkers are even considered their actual friends outside the office. Engaged employees feel as though they have a voice at their company. When they speak, people listen and respond. Engaged employees believe that the work they are doing is invaluable to their companies. If they were to start producing less, everyone would notice. Engaged employees also feel responsible and are fully committed for the work assigned.

d. Growth: Growth is the benchmark of any individual who is working dedicatedly and positively. It increases his/her self-confidence and the motivation to do better. Engaged employees have adequate opportunities for professional development at their organizations. On one hand, that means the opportunity to attend symposiums, conferences, and trade shows. On another, it means the ability to get promoted, or at least interview from a position that carries more responsibility.

While engaged employees are satisfied with their jobs, satisfied employees are not necessarily engaged with theirs. Some organizations only care about whether their employees are satisfied. When much of the staff is satisfied with their jobs, they're content with showing up to the same

office every day and aren't on the lookout for the next job. Because they're satisfied, their companies have low turnover rates, which in some instances, convinces management that everything is just peachy.

While satisfied employees may handle their job responsibilities decently, they'll never go above and beyond. This is the key differentiation between engaged employees and satisfied workers. When employees are engaged, not only are they happy to have their jobs, they are always thinking about how their company can be better. This might entail streamlining business processes, brainstorming new product or service ideas, or never hesitating to give a coworker a helping hand when it's needed.

Ways to Improve Engagement:

By changing the way your organization operates, even slightly, you could increase the chances your workers become engaged. With that in mind, here are six simple tactics you can use to increase engagement:

1. Recognize your employees' hard

work: When your employees do a great job on a significant project, by all means, tell them how proud you are. Recognizing your employees' efforts regularly (but not constantly) can help improve engagement. This also makes the employees feel motivated to perform better, and this also brings about the sense of job satisfaction.

2. Invest in professional

development: According to our Engagement Report, only 25% of employees say their companies offer adequate development opportunities. Invest in your team's future and they'll return the favor. Programmes like FDP, MDP, Skill Development etc. must be conducted on a regular basis, to ensure the knowledge updation of the employees in their area of work. Employees must be allowed to enhance their educational qualifications, knowledge updation and other such factors leading to their career growth.

3. Let employees pursue pet

projects: Doing the same thing at work every single day gets tiring and mundane. When employees have the opportunity to work in other departments and tackle projects they're interested in, they're more likely to be engaged. They must be encouraged to work on Projects that requires some funding, patenting, from *r e c o g n i z e d Universities/Authorised Organisations*. This keeps the employees well engaged and abreast with the changing trends in the market in general and the world at large.

4. Embrace remote working and

flexible scheduling: Great perks can create engaged employees. If you haven't done so already, let your employees work from home (at least occasionally). You may also want to look into flexible scheduling. Your workers will be happier if they can work when

and where they want. Every employee, male or female has other responsibilities in life, apart from the workplace. At such times, if the employee is allowed a flexible work schedule, only as and when required, the work does not suffer and productivity increases.

5. Plan team-building activities regularly: Employees are more likely to be engaged when they get along with their coworkers. Schedule team-building activities like happy hours or potlucks, so that your employees can get to know each other better. You never know when an amazing friendship will be made over a cup of tea or coffee. Healthy friendships must be encouraged in organizations as these increase the employee interests and zeal to work. It also creates a positive and affectionate environment, which are two of the major factors towards team work and engagement at workplace.

6. Treat your staffers like adults: Anyone who's ever had a boss that micromanaged every task will tell you how awful it is. You hired your workers to do a job. They are talented enough to tackle their work responsibilities without having to worry about you peering over their shoulder every five minutes. Treat your employees like adults and let them enjoy some measure of autonomy. Distrust in employees fosters a very negative environment and they feel

demotivated to work. Instead, they should be made to feel accountable for their work, in a manner that treats them as responsible contributors towards the team engagement and growth of the Organisation.

If you want to take your company to the next level, you should strive to produce as many engaged employees as you can. A few investments in engagement can go a long way toward strengthening the foundation of your company — which translates into a happier workforce and a healthier bottom line.

Previous researchers have found out a significant relationship between the employee motivation and employee satisfaction. Employee satisfaction is also another employee behavior which has been studied a lot in the behavioral research. Various dimensions of employee satisfaction have been found by the previous researchers. These researchers have proved that organizations have to adopt the policies and practices which keep up the motivation level of their employees. High motivation level also leads to the higher satisfaction of the employees, but this research paper is exploring the effect of Employee engagement on Employee satisfaction and motivation.

We have learned to find strength and encouragement in several ways. If you're the encourager, and you find yourself in need of encouragement, here are five simple ways that might help you, too:

1. Being Spiritual – Faith in God helps us to care of things that may not be in our control. We tend to remember God only in times of distress, and it does help a great deal then. But we must be grateful to Him in good times too. When the incidents at work place, researcher prayed like never before. It gave the strength to deal with the pain of disconnection. Many a times, life does not treat us and behave the way we want it too. Despite all our sensibilities, we mortals find it really difficult to cope up with. At such times, spirituality gives us the required boost in positive thinking, and helps us through any circumstance, big or small, imagined or unimagined. A brief prayer, a small spiritual thought can give us an unlimited inner strength, a strange positive force that sees us through a difficult patch.

2. Rest and Recharge - Get away if necessary, but allow your body to catch up physically. If you haven't had a physical check-up in a while, it wouldn't hurt to schedule one. When our bodies are run down, our emotions and even our spiritual focus may suffer. No one expects you to give beyond what you are able. Saying yes to too many activities or responsibilities can leave your body and spirit in dire need of recharging. Both your productivity and relationships will suffer if you can't handle stress well. You may even need to delegate some responsibilities to another family member or co-worker. Just like a car, you can't run on empty very long and get very far.

3. Talk to a trusted Friend or Loved One – Most of us don't like to admit weakness. What will people think? Swallow your pride and expectations of yourself, and find a good friend who will listen objectively. Talking about our problems releases the pressure and brings about solutions. The bottling up of disturbing thoughts and feelings inside, leads to health issues, over a period of time.

4. Two Are Better Than One - Two are better than one because they have a good return for their labor. That's why it's so important to be part of a body of people who help share your burden. Even the ones in leadership need accountability friends: non-judgmental servants who can listen objectively and offer encouragement. If you're married, your own spouse can be an encourager for you. Too often, couples try to hide their flaws and weaknesses from each other, instead of admitting and working on them together. Learn how to build each other up, to listen without being defensive, and to offer gentle encouragement that leads to helpful solutions, without feeling the need to bring a permanent “fix.”

5. Being Happy – Happiness is a state of mind. You don't need a reason to be happy. And Happiness is definitely the keyword to a successful and better living. A happy person spreads happiness around and an unhappy soul can only spread frustration around. An encourager is supposed to advocate positivity. And positivity comes around only when the heart is happy. For this, you have to learn to

ignore menial things, like a negative remark, criticism, what people think about you, unwarranted expectations, being mocked at; and bigger things like anger, ego, and self-centeredness. A happy person is at peace with himself and with the world around him. When you learn to be blissful, little things can make you smile. Life seems sorted and the issues that once seem big and magnified become trivial.

Conclusion:

This study was conducted on the faculty members of Indian Educational Institutions. The Educational Institutes in India generally use the traditional management practices which results into the lower involvement of employees in organizational work. Employee engagement is one phenomenon which is only going to develop when employees are more involved in their work.

Satisfaction of employees has relationship with the Employee Engagement as denoted by the result of this study, but the study explained that Employee Engagement has no relationship with the Employee Motivation. One of the possible reasons of this negative relationship is lower involvement of the workers. The study also explained that there is a gender difference in the opinion of faculty members for Employee Engagement and Employee Motivation but no difference was found for Job Satisfaction.

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Abstract:

This research paper gives us the insight on the opportunities and the subsidies provided by the government. Maharashtra government is offering different subsidies which will actually empower the existence of IT. The new thing offered by Maharashtra Government is integrated IT Township with work culture. It opens a new road for investment but also for technological innovation. Programs of skill development, helping sick units and also helping them by providing capital were some of the measures taken by the government to assist the small units.

Objectives:

- To study the Make in Maharashtra campaign
- To find the needs and subsidies provided by the government
- To find the opportunities and challenges of the program
- To find the barriers to the movement

Research Methodology:

- Type of research used is **exploratory & descriptive** type of research.
- Methods of data collection – **Secondary data** is used for this research paper. The data is gathered from websites, journals, news paper etc.
- Sample Frame used is Maharashtra State
- Sampling Method used is **convenience sampling**, which is a **non-probability** sampling method

'Make in Maharashtra' is an initiative started by the Government of Maharashtra state on the sidelines of the Make in India initiative. The main objective is to create a business friendly atmosphere in Maharashtra by increasing ease of doing business as much as possible. Its main target is to increase foreign direct investment and local investment in the region to further increase

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industrialization in Maharashtra.

Make in India focuses on the following twenty-five sectors of the economy:- 1)Automobiles 2) Automobile Components 3) Aviation 4)Biotechnology 5)Chemicals 6)Construction 7)Defence 8) manufacturing 9) Electrical Machinery10) Electronic systems11) Food Processing12) Information Technology and Business Process Management 13)Leather 14) Media and Entertainment 15) Mining 16) Oil and Gas17) Pharmaceuticals18) Ports and Shipping19) Railways20) Renewable Energy 21)Roads and Highways 22)Space and astronomy 23)Textiles and Garments 24)Thermal Power 25)Tourism and Hospitality. As per the new Govt. Policy 100% FDI is permitted in all the above sectors, except for space (74%), defence (49%) and news media (26%).

In make in India week Maharashtra bags Rs. 62,000 crore investment on day 1.[1] According to Chief minister of government of Maharashtra is making efforts to invest in backward region reeling under drought and non development.. [5]At Rs 7.94 lakh crore, Maharashtra attracts lion's share of investments The list includes an investment of Rs 1.50 lakh crore in the backward regions of Vidarbha and Marathwada, which has been the worst affected by the drought and agrarian crises. While Konkan region (including the Mumbai Metropolitan Region) will see an investment of Rs 3.50 lakh crore, Khandesh (North Maharashtra) will see Rs 25,000 crore. Pune (Western Maharashtra) will see Rs 50,000 crore. [2] This

investment would be helpful to the agro-sectors and farmers. Sterlite company is going to invest in Marathwada and Vidarbha. The company is about to start FAB unit in Maharashtra. This will also generate employment for 30,000 people from this region [3]. The Hindustan Coca Cola Beverages Pvt Ltd. in collaboration with state government and Jain Irrigation has starting orange processing facility in Vidarbha to support orange farmers. The Rs 600 crore project will benefit 10,000 farmers with an average land holding of two acres each. It will also provide employment to the residents. The project called Orange Unnati, would leverage "noga" brand (Nagpur Orange Growers Association) a subsidiary company of state government. The investments from Raymonds worth Rs 1,400 crore will usher greater investments in textile park in Amravati region in Vidarbha. The investment will create employment for 8,100 persons. The project for manufacturing linen yarn, cotton spinning, cotton shirt and suits, denim fabric and garment at Nandgaonpeth (Amravati) is expected to help famers in the distirct reeling under agrarian crisis. The projects would help the cotton growing farmers in the Vidarbha belt [3].

Opportunities in Textile Industry:

Textile technology will open up new opportunities in agro-industry. According to chief minister Devendra Fernandis, Make in India will boost 'farm to fashion'. Textile technology is likely to open up new avenues in

multi-sectors generating both investments and employment opportunities.

The innovations can be adapted to meet the challenges in critical sectors including defense, aviation, agriculture, irrigation and road construction.[4]

Opportunities - Tourism Industry

Maharashtra government is focusing more on domestic tourists as the growth potential is large. 6-7% growth of tourism industry is expected this year by increasing the facilities and infrastructure. MTDC has signed an agreement with Telangana government for promoting Buddhist pilgrimage sites. MTDC also plans to join hands with neighboring states like Madhya Pradesh, Karnataka, Gujarat, Telangana and Goa for new tourism sites. Maharashtra Tourists Development Corporation signed 2000 crore for development of tourism.

Opportunities – Make in India Week

Make in India week: Maharashtra has signed Rs 4.65 lakh crore investment deals. Companies like Sterlite, Coke, Sterlite, Coke, Raymond has invested over Rs. 21,400 crore. Display Technologies and Maharashtra Industrial Development Corporation (MIDC) signed a deal to set up an LCD manufacturing unit known as Panel FAB, with technical collaboration with Autron of Taiwan. Large corporations with the huge capital and managerial talent are ready to provide strategic support to

drive domestic growth. Foreign aircraft and weapons manufacturers are invited for investing in the states like Maharashtra, Gujarat, Tamil Nadu, Andhra Pradesh, Rajasthan, Chhattisgarh and Kerala for setting up production facility in these states. Foreign countries like China want to invest in Maharashtra. [5][6]

VITAL STATISTICS		
	Rs. 7.94 lakh crore total commitments for Maharashtra	30 lakh total jobs to be generated
WHO GETS WHAT		
SECTOR	INVESTMENT	JOBS
Energy	Rs 2.30 lakh crore	20,817
Manufacturing	Rs 1.65 lakh crore	1,32,296
Real estate	Rs 1.10 lakh crore	7,65,000
Social infrastructure	Rs 92,440 crore	6,88,158
Telecom	Rs 31,000	4,000
Textile	Rs 22,735 crore	2,03,771
Auto & auto component	Rs 22,139 crore	20,098
MEME	Rs 22,137 crore	1,17,000
IT Park	Rs 21,246 crore	3,91,425
Tourism	Rs 12,499 crore	5,127

Subsidies Provided by Maharashtra Government

Various subsidies and schemes are provided by Maharashtra Government to entrepreneurs and small scale industries. There are three main schemes provided by Maharashtra government - 1) Prime Ministers Employee Generation Programme (PMEGP), Seed Money Scheme (SMS), District Industries Center Loan Scheme.

Prime Minister's Employment Generation Programme – In this manufacturing project with an investment upto Rs.25 lakhs and service project upto 10 lakhs are provided loans from public sector banks, regional rural banks or IDBI. 90% loan is provided to entrepreneurs and entrepreneurs from backward category and handicapped people(95% Loan

amount). Any individual above 18 years of age and has passed VIII standard is eligible for this scheme Seed Money Scheme – This is the loan given to the unemployed person who want to become entrepreneur and meet part of the margin money requirement. Maximum project cost should be 25 Lakhs in the state of Maharashtra. For all the entrepreneurs in the general category should be given 15% of cost of project and backward class people get 20% of the loan amount. The maximum amount of seed money provided is 3.75 Lakhs and the rate of interest on the seed money extended is 6% per annum with a holiday period of three years. Eligibility conditions to avail this loan facility are – 1) Entrepreneur must be unemployed. 2) Domiciled in the state of Maharashtra for the last 15 years 3) His age should be between 18 to 50 years 4) He should have passed at least VIII standard.

3) District Industries Centre Loan Scheme

This scheme provides loan assistance in the form of margin seed money for the promotion of tiny industries in the semi –urban and rural areas with a view to generate employment opportunities including self employment. Margin money is provided for the candidates whose investment does not exceed 2 Lakhs. All town and rural areas having a population of less than 1 Lakh are covered in this scheme. 20 % of total investment or a maximum of 40,000 is provided to entrepreneurs belonging to general category. Backward classes are provided with

amount equal to 30% of total investment or Rs. 60,000 whichever is greater.[7]

Challenges[8]

- Industrial structure is unbalanced which affects import substitution which is one goal to be achieved by the country.

- Due to poor standards of living demand for the industrial products is low and also purchasing power of the people is Low.

- Most of the industries are located in a particular area like Maharashtra, Gujarat, and Tamil Nadu, there is no progress in the areas like Meghalaya, Manipur, J&K, Himachal Pradesh, Tripura, Odisha, Assam.

- There is huge amount of expenditure to the government due to social problems in investment and development of public sector industries.

- Private sectors are having problems of existing resources like raw materials, improper scale of production & mismanagement.

- There is a lack of infrastructure & telecommunication facilities, long and short term loans as well as energy crisis even if due to allowed FDI monetary problems and insufficiency of capital flows is reducing.

- Source of raw material still depends on monsoon, drought & flood which badly affects the agricultural production and industrial raw material.

- Use of out of date machines increases the cost of production as well as the supply of industrial raw materials.

- India industries survive on home

demands and major work is done manually using obsolete machines that increases the cost of production and also produces low quality of goods.

Conclusions:

- There is progress in every field of Maharashtra state.
- Investments are made in all the sectors such as energy, manufacturing, infrastructure, real estate, social, telecom, textile, MEME, tourism & IT park.
- Subsidy is provided to new entrepreneurs for starting new businesses
- There is a need to -
- Develop industrial infrastructure
- Develop transport links
- Spread growth through the state
- Decentralize authority

Suggestions:

- NEEDS of the process - we need research centers to encourage innovation
- Priority should be given for following things –
- Preferred Investment Destination
- Inclusion and Sustainable Economic Growth
- Empowerment of Industries and SMEs
- Ease of Doing Business in Maharashtra
- Ensure Reducing Power Tariff
- Following things should be utilized
- Develop skills among residents
- Improve the tourism potential

- Develop medium, small and micro enterprises
- Improve productivity in agriculture
- Decentralize: the government needs to hive off decision making to smaller civic bodies such as Gram Panchayats to get better results.[4]

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Managing Work life balance and Time, is difficult task for teachers working in school for deaf in Pune City

Dr. Anand G. Gaikwad

Abstract:

Managing Work Life balance and Time, is difficult task for many and important too. Teachers working in deaf schools are also facing this problem. This research focuses on the work life balance and time management of teachers working in deaf school, of Pune city. Teachers working in such schools need to devote more time in preparing for teaching. It is found that, teachers are able to balance their work and life, and their time effectively. They are also investing their time in planning various social activities for students. This study is carried out during 2015 & 2016. Respondents are 56 teachers working presently in deaf schools of Pune city area. Based on findings appropriate conclusions are drawn and suggestions are given to improve their life and 'time management'.

Key words: Work Life Balance, Time Management, Deaf students, Teachers, Sign language, Social activities.

Introduction& Objectives of the selecting this topic:

The tile of research is“Managing Work life balance and Time, is difficult task for teachers working in school for deaf in Pune City”. This research is basically carried out to study and understand whether the teachers working in deaf schools can balance their Work, life and time effectively or not? Teaching deaf students need special training for teaching. Teachers with the special qualification of B. Ed in (Hearing Impaired) are eligible to get the job in such schools. Teachers need to use sign language, for teaching deaf students, which needs lot of preparation. Researcher was curious and hence decided to carry out detailed study.

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Literature Review:

Researcher, has read two books out of which one is titled, as 'Shravanshastra' authored by Dr. Kalyani Mandke &

Sou. Aruna Sangekar and published by Surhud Prakashan, Pune, September, 2011; another book is titled, as 'Karna Badhiranchya Wachan Va Lekhan Kaushalyancha Vikas' authored by Dr. Supriya Kale & Sou. Namita Joshi and published by Surhud Prakashan, Pune, September, 2011. After going through the literature, researcher has focused on following aspects for carrying out research study:-

1. Teachers need to invest maximum of their time in preparation.
2. Teachers have to plan various activities in school.
3. Can they really balance their "Work and Life?"

3.1 Theory of 'Work Life Balance'

A meaningful working definition of Work-Life Balance is: **Meaningful daily Achievement and Enjoyment in each of my four life quadrants: Work, Family, Friends and Self."**

Six components of 'Work Life Balance'.

1. Self-Management, 2. Time Management, 3. Stress Management, 4. Change Management, 5. Technology Management & 6. Leisure Management.

Let us focus on Time Management Techniques:- Some techniques of time management may help a person to control stress and manage time effectively. For example:

- Becoming more organized and reducing the generation of clutter
- Setting priorities can help reduce

anxiety

- Using a "to do" list of tasks that a person needs to complete can give a person a sense of control and accomplishment

Effective stress management involves learning to set limits and to say "No" to some demands that others make. These are important aspects to strike work life balance and 'Time Management'.

3.2 An overview of Deaf students In India:

The prevalence of deafness in India is the second most common cause of disability. Approximately 63 million people (6.3%) in India suffer from significant auditory loss. Rehabilitation of hearing impaired children in India remains a challenging task. Early detection and intervention is the mainstay of this initiative. Awareness about education and rehabilitation of hearing handicapped is low among the general public and even among the medical fraternity. The legal definition of "hearing disability" in India as per the Persons with Disability Act, 3(PWD), 1995 is –**"a hearing disabled person is one who has the hearing loss of 60 decibels or more in the better ear for conversational range of frequencies"**. The Deaf Community is an invisible minority community world-wide, as deaf persons can only be identified after personal interaction with them. The Deaf Community in India is not an organized entity. They lack a sense of common identity. **Sign language,**

which is equivalent of oral language, for those who are deaf, is used for communicating with deaf students.

Initiatives by the Government

In the last decade, Government of India, has passed many legislation on disability like 'The Rehabilitation Council of India' Act (1992). Persons with Disability Act (1995). The Act endeavours to promote the integration of learners with disabilities in mainstream schools. It includes a section dealing with reduced syllabus for disabled people and issuing a concession of a single language for the hearing impaired student. It has set up the Ali Yavar Jung National Institute of Hearing Handicapped (NIHH). Several facilities like training of Personnel at NIHH, facility of Hearing aid sale at the Institute has been provided & A Directory of Rehabilitation Resources for persons with hearing impairment in India consisting of details of Schools for the Deaf, Acts, Concessions, Schemes of the Government of India, is available at the Institute. Apart from this various programmes are conducted by Government of India for overall development and education of deaf students.

3.3 Present scenario in Pune City:

There are about 10 Deaf Schools are in operation at present in Pune city. Nearly about 110 teachers are working in such deaf schools as on today. These teachers need to get qualification in the field of physically handicapped and especially in hearing impaired; i.e. D.Ed. in H.I.

(Hearing Impaired). Their services are governed by Zilla Parishad, Pune. While teaching deaf students, teachers need to use sign language through which students understand the concept. This requires extra efforts for making a particular concept understandable to students. Teachers need to use videos for making a particular concept easy for understanding.

4.1. Objectives of the Research:

To find out the reasons and its ill effects on 1. Work life balance and 2. Management of time of teachers working in such schools.

4.2. Scope of the Research

Scope of the research is limited to Pune city area only. This study is carried out during 2015 & 2016, in the schools for deaf. Respondents for this research were teachers of such schools.

4.3. Hypothesis

“Due to the nature of job, teachers working in Deaf schools, find it difficult to strike balance between their personal lives, work and manage their time effectively.”

4.4. Research Methodology:

Data collected through structured questionnaire filled by teachers working in deaf school of Pune city. Mode as a measure of central tendency has been used to measure the percentage of respondents. Data collected is analysed and inferences have drawn are written at the end of each table & graph. Secondary data such as conceptual theory,

introduction etc. is collected through books.

I) Universe:-

There are total 10 deaf schools in operation as on today, in Pune city. There are total 110 teachers are working in such schools as on today. This information is collected through and based on information brochure provided by Executive Officer, Bal Kalyan Samstha, (Recreational & Cultural Centre for Handicapped), Raj Bhaven, Ganesh Khind, Pune- 411007.

ii) Sample Size:-

The sample size taken for this survey is total 60 teachers working in deaf schools of Pune. Total 60 questionnaires were distributed among teachers of such schools through schools authorities. Out of this 56 questionnaires were returned by the respondents. Thus the sample of 56 is taken as 100% and analysis has carried out.

iii) Sampling procedure :-

Convenience sampling method was used while collecting data.

5. Data Presentation & Analysis:

Based on developed questionnaire, data was collected from these schools; detailed data analysis has been carried out. There are more than 60 teachers working in these schools. Total 56 teachers have filled the questionnaire and the data analysis was carried out by considering this number of 56 as 100%. Let us go through the analysis of major questions.

► Do you use any technique or planning in balancing (managing) of timing? If yes, mention. (Q. No. 3)

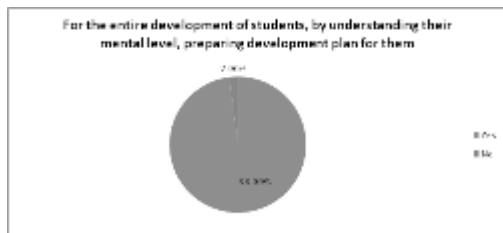
Particulars	Respondents	Percentage
Yes	48	89 %
No	06	11 %
Total	54	100 %



Out of the total 56 respondents, only 54 were given their views. 48 respondents are using technique or planning in balancing (managing) of timing whereas only 06 are not carrying out any planning. Teachers use latest communication methods, teaching aids, supporting materials, while teaching.

► For the entire development of students, by understanding their mental level, do you prepare any development plan for them? (Q. No. 5)

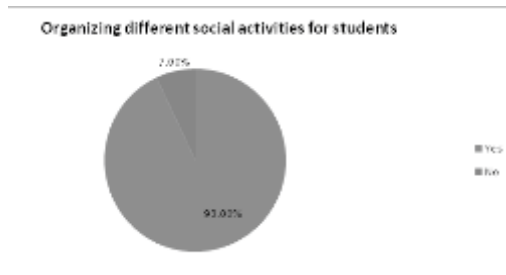
Particulars	Respondents	Percentage
Yes	55	98 %
No	01	02 %
Total	56	100 %



respondents are preparing development plan for the students for their entire development by understanding their mental level.

► Are you organizing any social activities for students? (Q. No. 9)

Particulars	Respondents	Percentage
Yes	51	93%
No	04	07%
Total	55	100%



Out of the 56 respondents, 93% of the respondents are organizing different social activities for the students.

6. Findings:

Based on analysis of data following major findings have been drawn by researcher.

- 1) Out of 56 respondents, 89 % of the respondents are using technique or planning in balancing of timing. Teachers use latest communication methods, teaching aids, supporting materials, while teaching. (Q. 3)
- 2) 98 % of the respondents are preparing development plan for the students for their entire development after understanding their mental level. (Q.5)
- 3) 93% of the respondents opined that, they organize different social activities for the overall development of the students. (Q. 9)

6.1. Hypothesis disproved

Based on analysis, findings mentioned above, researcher would

like to comment that, hypothesis is disproved and teachers working in deaf school have good balance of their work and life and they are able to manage their time effectively.

6.2. Conclusion:

Based on analysis & findings Researcher has concluded as follows:-

Almost, all teachers working in deaf schools are able to manage their time and work life balance. They are also able to manage their personal life and professional life by using several techniques of proper planning and teaching, which are useful for improving their efficiency, teachers use latest communication methods, teaching aids, supporting materials, while teaching. They are taking 100% sincere efforts for the students while teaching.

7. Suggestions:

After going through all the chapters, mainly findings and conclusions, we can say that, teachers working in deaf schools are able to manage their time and balance their work and life. At the same time, there is a scope for eradicating the negative aspects if any present in actual. We cannot forget that, there were some respondents have chosen the option of neutral, which means there is a scope for improvements. Some suggestions are given by the researcher are like training programmes on 'Time Management', celebration of 'Birth days' of staff members, 'Get-together' etc. may lead to healthy and cordial relations among teachers and it will also lead to effective work life balance

and managing time effectively.

8. Limitations:

Researcher has come across the limitations such as, paucity time, respondents unwillingness to share information.

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