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Vice Chancellor speaks



Prof Dr. Manikrao .M. Salunkhe
B.Sc., M.Sc., Ph.D.
Vice Chancellor
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Bharati Vidyapeeth (Deemed to be University) has constantly made efforts to impart quality education. There is a constant strive to become a Global University, well known all over the world. The university has a key to fulfill national and international demands. Research is one of the basic objectives of this university, giving an overall development of the institute.

Today's Business generation is looking for a global environmental change to become world class leaders. New principles and strategies are adopted by business houses for efficient business.

I appreciate the efforts taken by IMED in bringing out the JOURNAL OF MANAGEMENT AND SOCIAL RESEARCH to the intellectual world.

I wish success to the entire editorial board team, the authors of the research papers and everyone connected with this endeavor a grand success.

I wish all the best for their consistent efforts, team IMED.

Prof Dr. Manikrao .M. Salunkhe

Chief Editor's Message

IMED Journal of Management and Social Research (JMSR) is an amalgam of research articles with an extensive outreach on business fields, including case studies and book reviews.

This journal is a doyen in the field of management as it ventures to document and discuss the researches on management. The key focus would however be the emerging sectors and research which discusses the applications and usability in societal or consumer context whether individual or industrial. We hope that the research featured is a paragon in its journey.

IMED JMSR journal is an enterprise to endorse and disseminate knowledge countering the complexities of the multi-disciplinary management field. The journal would be of utmost relevance for academicians and practitioners with its multitude of theoretical and empirical research papers and articles.

My felicity reaches no bound upon observing IMED JMSR is well received by academicians and corporate practitioners.

We are all fortunate to be partners in a collaborative scholarly community characterized by much prior success as well as sharing great opportunities by future discovering. We intend this editorial as a call to reaffirm the scholarly management aspects of research & to make research integrity a counter piece of our community of scholars.

India has the potential to become growth engine of the growth economy, innovation, creativity & research will enable our nation to be the driver of the world's growth. Let us put our hands together for nation building.

I am thankful to all the authors for their contribution and hope to receive the same response in future too.



Dr Sachin S. Vernekar
Dean- FMS BVDU
Director-IMED

From the Editor's Desk

Dear readers, we are very delighted and proud to bring out volume IX issue 2 of IMED JSMR. It gives us great honor and pleasure to thank all the authors who have contributed to make this issue successful. We also want to thank the readers because it is the constant love and respect received by readers towards the efforts of the researchers and writers that made IMED JSMR successfully run and is very close to complete a decade of publication

The research area till date was primarily concerned with varied topics of management, human resource, and allied business topics. But in this issue we also bring forward a new range of research that deals with societal issues, legal issues, small scale business issues, art industry, etc. with a new hope and hue to highlight problems and solve it.

One paper in this journal deals with the new millennium age marketing through social media and how it affects the local businesses. Does it really has a negative impact or is it time for a change. While this is concerned with marketing as an issue the other research paper written by another author deals with a small entrepreneur as a whole. The paper is written by adopting a small food business and studying it further to solve the problem.

Another author stresses on the cruel business of art and the rights of recording artists. Author's main motive is to find unexplored loopholes and guide artists. The major point covered here are contractual exploitation, derivative publishing, the rising exploitation by private equity and issue about artists not allowed to own masters.

One author studied the HRD climate in technical institutes. She studies the present situation and proposes or guides us whether a change is necessary for the evident present and possible future.

Employee's performance in the organization decides longevity of the firm. Does managing and monitoring performance gives the optimum organization sustainability? Same will be studied and opinionated by one of the authors in the journal.

The credit for this edition goes to all Authors, Board of Advisors and Review committee for their valuable inputs and only way to thank them is to show our gratitude towards their work and effort. Let the reading begin.

Ms. Sonali Khurjekar
Dr. Ranpreet Kaur
Editors -IMED JSMR

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"A STUDY OF THE WORK –LIFE BALANCE OF CABIN CREW MEMBERS OF SELECT AIRLINES"

LAZREE GOKHALE

Asst. Professor

Marathwada Mitra Mandal's College Of Commerce

ABSTRACT

In order to achieve professional excellence, career becomes the core of life for most flight pursers. However, as individuals they have predetermined 24 hours as others and therefore have to perform many other activities other than their jobs. Without a balance between the personal and professional spheres, many mishaps can be experienced in both. In recent years, work–life balance has become a keyword for balancing working time and free time. Work-life balance is about effectively managing the juggling act between paid work and other activities that are important to us including spending time with family, taking part in sport and recreation, volunteering or undertaking further study. Work-life balance signifies the extent to which an employee experiences feeling fulfilled and having his or her needs met in both work and non-work facets of life.

Key words: Worklife balance, cabin crew, flight attendant fatigue, emotional labour

Statement of topic of research

The topic of the research is "A study of the work –life balance of cabin crew members of select airlines". The aim of this study is to explore the relationship between various sources of occupational stress and its impact on work life balance of cabin crew members. There is an abundance of literature available on the wellness of cockpit crew of commercial airlines but inadequate research on the cabin attendant's wellness which prompted the researcher to undertake this study.

Need and relevance of the study:

? Nearly 2.2% of the country's GDP is contributed by the Indian hospitality sector. The Indian aviation sector has made an extraordinary growth in the last 20 years. According to a report presented by Grewal (2012), today India is the ninth

ranking civil aviation market in the world and the fourth in domestic passenger market.

- ? As reported by Bolton (2005), the aviation or airline industry has always been under operation 24/7 resulting in an array of challenges for its cabin crew members. The cabin crew members have to be on duty for extended periods, their schedules are erratic and unpredictable owing to delays and technical snags, they face recurrent changes in the time zones, and encounter amplified passenger loads.
- ? The airline industry is one of the highest paying industries with high disposable income for the employees. This has caused a growth in the interest of work-life balance issues (Lim et al., 2012).
- ? Competing work life demands have

assumed increased relevance due to nature of work and associated demographic variables such as maximum numbers of women in the labour force, restriction on age of crew members, longer working hours, dual income families, round the clock travel etc.

- ? Cabin crews are facing physical concerns arising out of work life imbalance such as hypertension, cardiac diseases, stress, burnout, etc. This is a matter of concern as increasing competition is resulting in the employees sacrificing their physical and mental health in order to excel in their performance.
- ? Work life imbalance also reflects through family conflicts, rising rates of divorces, lack of parent child bonding etc. Changes occurring in today's society on account of these problems are an extension of collective work-life imbalance.
- ? Previously employers have responded to their employees' needs by corrective management in the workplace. However with environmental shifts and value changes of employees, employees' desire for work-life balance has increased and employers have begun to offer more active support of their employees' work-life balance (Kim.H.K, 2014).

Causes of work life imbalance for cabin crew:

1. Nature of Job: A flight attendant's job is both physically and emotionally demanding. They are on their feet during most of the flight and under pressure to complete their tasks within the scheduled flight time. At times they have to serve meals and pour drinks under turbulent flying conditions. Despite stress or

fatigue, (Suvanto 1989, Smolensky 1982) they are expected to deal pleasantly with passengers of all personality types, including those who are difficult or rude. (Fairfield 2004 ,Mckay2003) Although flight attendants enjoy the benefits of travel; they also may have to live out of suitcases for weeks at a time. They may be scheduled to fly at any hour, weekends and holidays. (Barry 2002,Fairfield 2004, Mckay 2003). The pressurized cabin environment results in ENT disorders, Sagging uterus and irregular menstrual cycle for most women employees.

2. Emotional Labour: According to Sheehan (2011), this perception can be particularly applied to the airline cabin crew since they are the face of an airline. The role of the airline cabin crew has mostly been misperceived as unchallenging and glamorous. However, research suggests that the physical and emotional demands on the cabin crew work are very challenging and considerable. Mann (1997) as quoted by Brown (2010) described emotional labour as the part of the work role that includes display or restriction of emotions to comply with the organizational, social or occupational rules and norms, and is a vital facet of working life of the employees. Emotional labour has mostly lead to negative outcomes for employees. The crew members are expected to be polite smiling faces throughout the flight irrespective of the emotional state at that point of time.
3. Working hours: (Holst and schupp, 1998) asked about desired working hours among cabin crew of a leading German Airline and found that those hours are

much lower than actual working hours, (Merz 2002) connects working hours to individual well-being whereas Grözinger et al. [2008] found that working time preferences are highly relevant to life and job satisfaction. In addition, Hanglberger [2010] analyzed the effect of working hours on job satisfaction and found a positive effect of self-determined working hours on job satisfaction for full-time employees.

4. Relationship with co-crew: Workplace relationships are unique interpersonal relationships with important implications for the individuals sharing those relationships and also for the organizations. Both the quality of interpersonal relationships at work as well as the lack of social support from others in the workplace is potential sources of job-related strain. Sauter et al. (1992) concluded that poor relations with colleagues, supervisors and subordinates at work have been identified as important risk factors for stress-related problems. Cox and Griffiths (1995) argued that individuals are relatively isolated and receive little support from colleagues, supervisors, friends or family. Also crew members work on monthly rosters which means for every day they form a new team making it difficult for them to establish strong sustainable relations
5. Interference of personal and professional spheres of life: Valcour and Hunter (2005) argue that the home environment also plays a vital role in the quality of life. Fu and Shaffer (2001) state that work often intrudes on family and social life, while at other times family pressures affect the work performance.

Hyman et al. (2003) observed that organizational pressures, combined with lack of work centrality results in work intruding into non-work areas of employees' lives. Hyman and Summers (2004) state that many employees continue to face difficulties in balancing these two forces.

6. Workload: According to Wilkes et al. (1998) work overloads and time constraints were significant contributors to work stress among cabin crew members. Workload stress can be defined as reluctance to come to work and a feeling of constant pressure accompanied by the general physiological, psychological, and behavioral stress symptoms. Hendy et al. (2001) pointed out that time pressure is the underlying stressor that determines operator performance, error production, and judgment of workload. The time pressure and task demand are the operant conditions that influence operators subjectively and objectively.
7. Shift work: (Kelleher; McGilloway 2005) An examination of flight attendant schedules reveals that in many ways, flight attendants face fatigue factors similar to those encountered by industrial shift workers. Shift work is defined as any non-standard work schedule (e.g., evening or night shifts, rotating shifts, split shifts, and extended duty hours) in which most of the hours worked are outside the period between 0800 and 1600.
8. Physical and mental stressors: Both work-to-life and life-to-work conflict have also been associated with increased stress and burnout (Anderson et al., 2002), cognitive difficulties such as staying

awake, lack of concentration, and low alertness (MacEwen & Barling, 1994), and reduced levels of general health and energy (Frone, Russell, & Barnes, 1996).

9. Being a female employee: According to (Barry and Todd, 2015) Being a female dominated industry the demands placed on cabin crew may be much less acceptable to the partners of female attendants than to the partners of male attendants. Further, it may be much more difficult for females to accept the possibility that their home based personal relationships may be continuously disturbed and that the crews at work will be forever changing. Burke (2002) further argues that when work does not permit women to take care of their family, they feel unhappy, disappointed and frustrated.
10. Conflicting roles safety and service: (Caroline K, Sinéad Mc, 2005) The primary role of flight attendants in ensuring passenger safety — not just serving refreshments— should be acknowledged. The conflicting requirements of their safety role and their service role may present serious difficulties for flight attendants as they attempt to balance the continual need for safety and vigilance against the desire to meet passengers' needs. Airlines tend to overemphasize the service role of their flight attendants in their company literature and recruitment literature, thereby contributing to public misperceptions and a lack of recognition

Research questions:

On the basis of the aforementioned problem statement, following research questions have been formulated, which are as follows:

1. What are the factors causing imbalance in the personal and professional lives of the cabin crew?
2. What is the impact of work life imbalance on the physical, mental, social health of cabin crew?

Objectives of the Study:

- ? To study the causes behind work life imbalance of cabin crew.
- ? To study the impact of the factors causing imbalance on the life of the cabin crew

Population

The total number of Private Airlines and chartered flight services in India is 10 out of which 5 leading commercial airlines have been chosen for the study.

- ? SpiceJet
- ? Jet Airways
- ? Indigo
- ? Go Air
- ? Vistara

A sample of 5 cabin crew members per airline has been identified by the researcher using quota sampling method making the total sample size 25. The sampling technique chosen for this research is quota sampling wherein a predetermined sample size of 5 employees is to be chosen from every airline.

Data analysis and graphical analysis:

- How many hours in a day do you normally work?
- Nature of Graph: Simple Bar Graph
- Conclusion: 4% of the employees work above the normal working hours everyday whereas 32% of the employees are present

in the office after working hours for more than 4 times a week. Only 4% of the employees are seen seldom or rarely in the office after normal working hours

- Rate your job stress on a scale of 1-5
- Nature of Graph: Simple Bar Graph
- Conclusion: It is seen that 40% of the population has opted for the highest ranking of job stress whereas 49% of the population rates their job stress at 4, 10% rates it at 3, 1% rates it at 2 and 0% rated at 1. Thus in general the job stress ratings are seen on the higher side of the scale whereby a total of 89% of the population have rated the job stress between 4 and 5.
- Do you experience tiredness and depression arising out of work?
- Nature of Graph: Simple Bar Graph
- Conclusion: It is seen that maximum i.e. 78% of the employees have given a positive response to tiredness and depression arising out of work whereas 14% of the population is not sure whether the tiredness and depression is due to their job and only 9% of employees state that they do not feel tired or depressed because of their work.
- Do you think you are given sufficient breaks from work?
- Nature of Graph: Simple Pie Chart
- Conclusion: It is noted that 72% of the employees are not satisfied with the breaks given during work where are the only 28% of the employees feel that they are given sufficient breaks during working hours. This helps us to conclude that the number or duration of breaks given to employees during working hours should be increased.

- How often do you face overload of work?
- Nature of Graph: Simple Pie Chart
- Conclusion: The observations show that 56% of the employees suffer from overload of work everyday, 37% suffer very often, 9% do it seldom, 1% rarely and 1% people have said that they never have any overload of work. Thus it can be concluded that 89% of the population is overloaded with work this could be attributed to performing tasks other than the job role and the resultant role conflict arising out of it.
- How often do you use methods of communication after working hours?
- Nature of Graph: Percentage Bar Graph
- Conclusion: It is seen that 50% of the population uses methods of communication in order to remain connected with their work even after working hours on an everyday basis, 33% do it very often, 7% use these methods seldom, 1% do it rarely, and 9% of the employees never use methods of communication for remaining connected to their work even after working hours. In a nutshell 83% of the population is said to be bothered about work after working hours and prefers to remain connected to the same.

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EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM, THE KEY TO ORGANISATIONAL SUSTAINABILITY

Vaibhav V. Deshmukh
Corporate manager HR, Venky's

ABSTRACT

The performance of an individual is a pave block on the success path of the organization. Control over individual and team performance through performance management system is complex and intertwined process, which involves continuously design and align the specific processes along with organization goal and strategy.

Performance management is a combination of science and art which teaches us to 'know' (knowledge) and to 'do' (skill). Science in management help, guides, direct and develops process with identified and specific purpose. Whereas, art in management teaches how to get work done from an individual and teams by providing an atmosphere in which optimal set goals of an organization can be achieved.

Science in management provides knowledge to set principles and an art in management deals with the application of principles to improve skills.

A literature review has been carried out to study the present PMS in the Pune region to find out success and stability of organizations through implementing effective PMS. There are limitations in getting information on possible cause of success of an effective PMS and impact of critical success factors and there implementation.

KEY WORDS: Employee Performance, Management System, Performance Management.

OBJECTIVE:

- 1) To find out management and employees point of view / perspective towards performance management practices.
- 2) To study reason behind hate, biasness and fear in employees towards PMS.
- 3) To identify weaknesses of PMS and suggest corrective measures.
- 4) To analyze existing performance management systems and propose suitable model.

Significance: A scientifically and culture fit designed PMS increase individual involvement, job ownership and helps to boost engagement which has direct link with productivity. Engaged employee works with passion, as they feel a strong connection with the organization, they work hard to innovate and improve.

Introduction: The process, practice and various models of Performance management are developed and became popular in India after globalization i.e. in the early decade of 1990.

Basically performance management gives platform to deal with critical and potential employees. Organization develops and set appropriate (fit to culture) system which specify and link between individual and team performance to organization goals. As like developing own culture fit system is very important and not to adapt readymade or available in the market system which may not fit / suit, which might creates turbulence and raise intra and inter management conflicts. Further, percolation of purpose and objective of PMS to mid and lower level management is very necessary to avoid misinterpretation and gossips which creates fear in the mind of employees.

Performance Management Definition: “Goal oriented process directed towards ensuring that organizational processes are in place to maximize the productivity of employees, teams and ultimately the organization”.

Performance management system (PMS) is the systematic approach to manage the performance of individuals and teams. It is a process through which the organization aligns their mission, vision, goals and objectives with available resources (e.g. man, material, machinery, money, method, market, measure etc), systems and set the priorities.

The need of an effective performance management system (PMS) is to develop culture among the individuals and teams for continuous high performance and enhance process to increase competency level by knowledge and skill up gradation. Managing employee's performance is the key objective of establishing systematic Performance Management system in an organization. To evaluate performance, employee should have clear and comprehensive idea about objectives

of performance measures which helps employee to perform as projected.

An effective Performance Management boosts and create environment in which employees voluntarily give their best for continuous individual contribution through ownership of job by better productivity. Performance Management is getting work done from individuals in a manner like, 'First get the right things on time, then get the right things well in time, then by increasing competency, get the right things at every time i.e. Effectiveness is more important than efficiency'. Effective and fair evaluation, recognition of achievement motivates and develops employee as future leader.

The competency, skills and knowledge gaps are also identified through this process which can be improved by providing guidance, trainings, coaching and mentoring to individuals or teams at across levels and positions. It optimizes the results through a proper channel and process which reduces the conflicts and grievances among individuals and teams. Because each individual is clear about the expectations from his/ her role and put their efforts to meet performance standards.

Prior to develop the performance management system, it is important to understand the subjectivity and influencing factors of employee performance. It is always depend on the job security, income security and career development potentials.

Factors affecting implementation of fair performance appraisal are manager's background, management's openness, system discipline, interpersonal relations, commitment, personality consequences and user friendliness of the system.

The success and sustainability of any organization is consistent performance of their

employees. “Employees are not important asset – The skilled employees are”

The future of Indian industries in 4.0 revolution would be undoubtedly only technology and performance based. “Survival of the fittest”, tech savvy will survive with high and competitive performance.

Performance Management System is continuous process of identify, measure and develop ability in the employees towards high and competitive individual performance, for the same PMS comprise in planning, improvement and review by assessment, appropriate corrective action support involves job rotation, employee participation, redesigning of job (de-skilling, re-skilling and multi-skilling), individual motivation, which develops job ownership and high level of employee involvement. Importance of motivation in performance is shifting and channelizing all energy and efforts by right action to result i.e. achieving set goals.

Performance based pay is main motivating factor, like:

More quality work ->	More pay	} Merit Based Remuneration
Low quality work ->	Low pay	
No work ->	No pay	

TYPES OF PERFORMANCE MANAGEMENT SYSTEMS:

- 1) Critical Incident Method
- 2) Easy Method
- 3) Work Standards Method
- 4) Ranking Method
- 5) Forced Distribution Method
- 6) Behaviorally Anchored Rating Scale (BARS) Method
- 7) Result Based System

If PMS will not be reviewed, developed, restructured then after few years it degenerates and becomes “unfair/untruthful annual ceremony”, which results in defeating the main purpose to facilitate the integration of various factors of Human Resource Management to tie and connect them with the business objectives along with vision, mission and values of the organization.

Performance Management reviews are to be taken as and when required, to remove blind spots and improve at particular required skill, competency by providing on or off the job training as employees should get the praise / reprimand right at the moment he perform job.

PMS should be system manage people rather than people manage people for unbiased and effective one, to stop pleasing downward to upward and vis-à-vis, aim to win organization along with people.

Employee’s performance improvement and effectiveness are strongly affected by unfair performance evaluation during Appraisal. One of the major roll of a supervisor is to manage the performance of individuals and teams. Although some people find performance management is difficult and unpleasant task but, when it is done well, it is about partnership and motivation across the management level. For better performance follow up, check and assessment on agreed targets is necessary.

PMS identifies and develops potential in the individuals and teams for mutual benefit and satisfaction by providing required guidance and support for optimal utilization of skills and output in the job by identify and address areas which are immeasurable and implementing employee engagement to encourage continuing responsibility and ownership for organization success. An effective PMS essentially helps individual at their level best to align

contribution with the goals, values and mission of the organization. A well designed PMS helps individuals and teams with clarity about organization goals to monitor, plan, analyze, improve and maintain a satisfactory performance.

An effectiveness of PMS can be measured in proportionate with outcome delivered to its intended, specific, timely and relevant results, which facilitates organization to plan, monitor and control the performance.

An effective PMS clearly defines expectations and helps employees to align their behavior, attitude, skill and knowledge with the culture and business priorities of the organization. It is strategic and integrated process that delivers sustained success to the organization by improving performance and developing capabilities of an individual along with team for effective overall business functions, goals and objectives.

PMS concerns pertaining to Indian Industries:

PMS refers to the lack of training and non percolation of probable performance system at shop floor and front line employees. A PMS strategy remains on paper and in the boardroom.

Performance management systems are used as a measurement, assessment, appraisal and disciplinary tool and not for business goals realization to enable organization for planning, development and managing continuous improvement of individuals for management of talents.

Descriptive, Diagnostic, Predictive and Prescriptive analysis is not been done for failures.

An individual productivity judgment is biased, emotional and favoritism based.

Management does not have clarity on involvement of all level of employees in Performance Management Process.

Factors affecting effective implementation of PMS:

1. Management: Management has an important role in providing goals and setting policy, which should be clear and well defined. In time availability of resources (man, material, machinery, money, method, market, measure). It facilitates environment to demonstrate individual and team performance to achieve goals to contribute organizational objectives.

Further, timely management control ensures transparent systematic appraisals which mutually benefits to employee and organization too.

2. Trust: Appraiser's unbiased assessment built culture and trust. Assessment process should be on improvement of performance and not to assess the past performance. Rather than measurement and appraisal one should focus on skill up gradation with real time feedback and rating.

3. Communication: Communication is social, effective, interactive information transfer process among individual and team for transparent and smooth process of assessment.

4. Training: Training is a method to bridge gap between present skills and required skills in the individual for continual improvement in performance level.

5. Rewards: Rewards and recognition is having direct linkage to high performance as it motivates towards commitment by monetary benefits like incentive,

increment, bonus, promotion, up gradation, etc. consequently compensation and performance management are integral part of organization success.

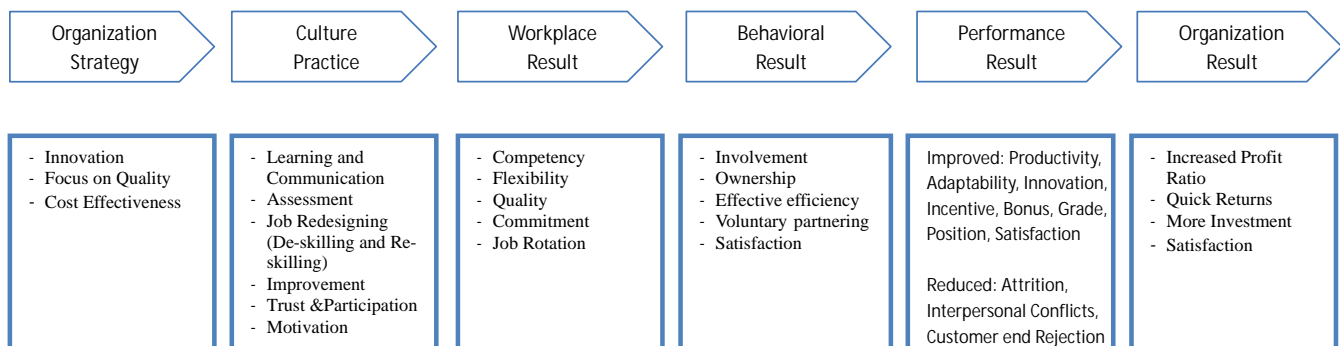
6. Culture: Globalization and market competition brings changes in workplace practices and culture. Organization culture is having direct linkage with individual and team performance.

RESEARCH METHODOLOGY: The study is exploratory and descriptive in nature. As the name implies, the major objective of exploratory research was to explore the individual employee perspectives on Performance Management

System and descriptive research to collect data and evaluate in line with total sample size. The research will also be used to study the impact on mission, vision and goals setting of the organization. Primary and secondary data used for the research.

FINDINGS: All levels of employees have equal and important role in the success of PMS and responsible for expected performance commitment. As inputs are efforts and output is result, organization culture plays vital role in employee and managerial performance. Performance Management enables organization with significant insights to effectively motivate employee to improve performance to achieve business goal with high productivity and profitability.

Performance Management Model on Employee - Organization Mutual Benefit



CONCLUSION: To sustain in the competitive business world, performance management is obligatory and not optional for effective and competitive business outcomes.

An effective and efficient performance management system lay down foundation for setting clear expectations that what needs to be done for successful job. Linkage between individual efforts to organizations vision, mission, and objectives by understanding how individual contributes to organization success. By defining job performance expectations to

reach goals become easy for career enhancement, growth and additional opportunities. Frequent on time check and corrective measures by learning and rating feedback, an individual gets clarity, transparency, and flexibility to correct and update him to meet expectations.

Ongoing and continuous assessment simplify annual appraisal by summarizing entire year conversation. Thus, performance assessment converts annual event to ongoing continuous process.

SUGGESTIONS: Performance Management is developing a system to control organizational operations. It describe the expectations and create platform for discussion and decision on how individual can involve and contribute in satisfying organization's vision, mission and goals by providing active communication, learning, diagnosis of problem by identifying what needs to be done on strategic development to implement and monitor at organizational level i.e. balanced score card (Financial, Customer Satisfaction, Business Process and Development) resulting efforts in improving process to sustain in the competitive business world.

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A STUDY OF HRD CLIMATE IN TECHNICAL INSTITUTES

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ABSTRACT

Human resources are the biggest source to reach to the competitive edge. In today's business organizations they have the potential and capability to transform all the unfinished goods to finished goods. Many researchers have been carried out in this field previously with the intention to evaluate and assess the relationship between the level of performance and HRD climate. The findings of the research recommended that efficiency and effectiveness of the Human resource is dependent on the HRD climate of the organization. Positive HRD climate has positive impact on employee's performance and visa versa. Thus the study of HRD climate has become important for educational sector too as expectation from this sector is increasing day by day. Technical institutes are playing a vital role in sharpening the technical brains of youth and thus contributing towards development of Nation. For the purpose of study Technical institutes were targeted to trace out the prevailing HRD climate in private Technical institutes. The primary data (using structured HRD climate questionnaire) was collected. The analysis of data was done using statistical tools.

Key Words: Human Resource, HRD Climate, Performance, Technical Institutes

INTRODUCTION

Industry is the vertebrae of any country and people with technical background are the back bone of industry. The Growth and development of any business sectors is directly proportionate to the development of the country's economy. A Human Resource capital who is technically, professionally skilled can be produced through Technical Education system. With the growth of industry the demand of engineers and technically qualified people has increased and to fulfill this demand of industry Indian Government is encouraging the technical education with the help of both Public and Private Sector Technical institutes.

This is the era of HRD and there is demand for qualified technical brains in India. These

Technical institutions are established to develop the knowledge and learning experience of student so that an environment is created which produces the graduates with competitive excellence.

The concept of HRD was introduced by American Society of Training and Development. It is the process of facilitating people to make things happen. It involves the process of competency development. Which is a set of knowledge, skills attitudes and values. It is the process of serving people to acquire competencies. On the other hand HRD climate is an indispensable part of organizational climate. It is the employees view or perception towards environment of an organization. HRD CLIMATE constitutes General Climate,

Octapace Culture and HRD Mechanism. Indore is the largest city of central India commonly known as 'Educational Hub' of central India. It is the first city to have both IIT (Indian Institute of Technology Indore) and IIM (Indian Institute of Management Indore). It is the city with a large student population and is a big educational center. It is the city to which it has a credit of maximum number of technical institutes.

REVIEW OF LITERATURE

Y. Benazir Bena (2017), considered employees as the valuable assets organization. The research was an attempt to throw in to a better understanding of the HRD climate existing in the organization. Based on the research analysis it was concluded that the good HRD climate was widespread in the organizations surveyed. Hence it was concluded that for organizational and employees performance it is important to focus on various aspects of the HRD climate of organization.

Dash, Mohapatra & Bhuyan (2013), considered HRD as their best tool which helps employees to obtain necessary competencies for improving work life balance that would enable them to enhance their productivity for better Organizational Performance. The study suggested that job satisfaction is the main product of sound HRD process and it is important for employee's job satisfaction.

Saraswathi (2010), researched that the employees are the valuable assets of any organisation. The study was conducted on software and manufacturing organizations to understand the HRD climate. The comparative analysis revealed that there was a significant difference in the HRD climate of software and manufacturing organizations. The result indicated that general climate, HRD Mechanisms and OCTAPAC culture are better

in software organizations as compared to manufacturing. But there is a need to pay focus on different feature of the HRD climate of the organization as it is essential for development of employees performance.

Sachdev (2007) researched that pride, trust, and companionship are the primary factors considered in Great Places to Work by Indian employees. This research points out that most of these organizations have got a reasonably good HRD climate.

Rao (2001) studied HRD climate of forty one organization and found that the general climate in the organization is average. Employees attitude towards their own development was found to be the reason for this. The lack of support system to the employees after the training was the main obstacle in practical application of their learning. This affected the career development of the employees. The other factors which which affected the HRD climate was the opportunity for transfer of training skill and career development.

Krishna and Rao, (1997) conceded a wide-ranging study on the employees of BHEL at Hyderabad and found that HRD climate of the organization is important for the motivation and encouragement of middle and senior managers. Their research concluded that there is a positive correlation between HRD climate and managerial performance.

Rao and Abraham (1986), study revealed that explore HRD climate can be grouped as General climate, OCTAPAC culture and HRD mechanisms.

RATIONALE BEHIND STUDY

Though it is a matter of proud for the Indore city to have an upper edge for technical education but with the mushrooming of technical

institutions the study related to HRD climate has become necessary. Seeing to this situation of increased number of institutes the demand of technically qualified people is also increasing day by day. There is a need for every institute to adopt best HR practices. Besides this not much of research work has been done on this topic

OBJECTIVES

- To study the different forms of HRD climate existing in selected Technical Institutes of Indore city.
- To study and analyze different factors affecting the HRD climate of selected Technical Institutes of Indore city.
- To investigate the differences in perception of employees based on gender and age and Experience

HYPOTHESES

- There is a significant difference in the HRD climate and capabilities of employees that are required for present job.
- There is a significant difference in the HRD climate on the basis of perception of Males and Females.
- There is a significant difference in the HRD climate as perceived by people of different age
- There is a significant difference in the HRD climate as perceived by the employees based on their experience.

LIMITATIONS OF THE STUDY-

The research was carried out at specific city with small sample size hence results cannot be generalized at broad level. Biasness of

respondents may affect the accuracy of results and time constraint faced during research affected the comprehensiveness of its findings.

RESEARCH METHODOLOGY

Research Design:

- Source of Data: Both the primary (standard structured questionnaire, designed by T.V. Rao and Uday Pareek) and secondary data (Magazines, news articles, periodicals and journals etc were reviewed and websites) was collected from employees employed in technical Institutes of Indore City.

Sampling Technique, Data Collection Tools and Technique : Convenient judgmental sampling technique was used for the purpose of study. A structured, close ended questionnaire was distributed to 54 employees (including both male and female) working in private sector, self-financed technical institutions, academicians were targeted to know their perception about the prevailing HRD climate in their institute. To test the reliability "Cronbach Alpha () Method" was used. Further to determine the molded nature of data, set test of normality was determined. Test like Percentage Analysis, Z-Test and One way ANOVA was applied using Statistical Package for Social Science (SPSS), version 16.

INTERPRETATIONS AND RESULTS:

From the percentage analysis it was observed that irrespective of the age, social status and experience the 80% of the academicians evaluated existing HRD climate at higher scale. Hence results indicate that in order to improve belongingness amongst the employee management needs to give free hand to employees to take concern decisions.

Table 1
Group Statistics

	Gender	N	Mean	Std. Deviation	Std. Error Mean
HRD_Climate	Female	24	62.86	9.837	1.981
	Male	30	61.53	11.621	1.927

Table 2
Independent Samples Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means					95% Confidence Interval of the Difference	
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
HRD_Climate	Equal variances assumed	.014	.921	1.246	52	.224	3.545	2.815	-2.104	9.154
	Equal variances not assumed			1.271	50.672	.220	3.545	2.768	-2.053	9.103

From the above table of independent sample t-test, it is clearly observed that the significant value of Levene's Test is .921 which is greater than 0.05 which indicates that variability in two conditions is same hence the hypothesis of "equal variance assumed" is accepted. The Sig. (2-tailed value) is .224 which is again greater than 0.05 so we can conclude that there does not exist a significant difference between the perception of male and female employees about the HRD climate prevailing in the technical institutes. hence the Null hypothesis is accepted and can be concluded that there is no significant difference in the perception of academicians on the basis of gender.

Table 3
Group Statistics

	Age	N	Mean	Std. Deviation	Std. Error Mean
HRD_Climate	20-40	35	62.48	11.467	1.943
	40-60	18	61.14	8.257	1.854

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
HRD_Climate	Equal variances assumed	4.044	.052	.438	52	.663	1.289	2.948	-4.725	7.235
	Equal variances not assumed			.470	47.821	.631	1.289	2.6945	-4.102	6.697

From above table of independent sample t-test, it is clearly observed that the significant value of Levene's Test is .052 which indicates that variability in two conditions is same, i.e. variability in two conditions not differed significantly. So the hypothesis indicating "equal variance assumed" is followed at 5 percent level of significance. Further the Sig. (2-tailed value) in the considered case is .663 which is again greater than 0.05 so it is conclude that there does not exist a significant difference between the perception of academicians with different age group, about the HRD climate prevailing in the technical institutes, hence Null hypothesis is accepted which indicates that perception about the HRD climate does not differ considerable on the basis of their age.

**Table 4
Descriptive**

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
					0-5	17		
6-10	28	60.24	10.421	1.903	56.29	64.12	36	78
11-15	4	64.00	10.488	4.690	50.98	78.02	49	72
16-20	5	64.00	14.306	7.153	41.35	87.76	54	85
Total	54	62.00	10.299	1.402	59.19	64.81	35	86

Table 5

Test of Homogeneity of Variances

HRD_Climate

Levene Statistic	df1	df2	Sig.
.257	3	50	.785

Through the Table it is indicated that the p value (shown as sig. value in the above table is .785, which is grater then 0.05. hence One Way ANOVA need to be applied.

Table 6					
ANOVA					
HRD_Climate					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	222.300	3	70.424	.670	.597
Within Groups	5450.700	50	107.314		
Total	5601.000	53			

The sig. value shown in the table is 0.597 the p-value is much higher than 0.05, which we hence the the null hypothesis is accepted. From the Post Hoc Tests it can be concluded that about HRD climate is nearly same for all age groups.

CONCLUSION

In the light of the primary objectives, conclusions drawn suggests that through technical education system technically and professionally skilled and trained Human Resource capital can be generated which will further satisfy the industry needs. The significant result derived from the research suggests that all the respondents irrespective of their gender, age and experience, have no significant difference in their perception about the existing HRD climate of Technical institutes. The study also suggests that lack of self-sufficiency, altercation and experimentation are the major hurdle to establish complete OCTAPACE culture in the technical institutes. There is a need for HRD department to be more strengthen so as to improve the HRD department quality this will have direct impact on the wellbeing of their employees. Positive environment will enhance the level of trust between the management and Employees. Besides this Improved training and development plans will help in bring in creativity and innovation insight.

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Cruel Business of “Art & Rights of The Recording Artist”

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Preface

Entertainment industry is the only industry where the profitability can cross over three digits in terms of percentage no matter the fluctuations in the economic market. Business is defined by goods and services. Here the artists are the goods and the art is the service.

Business in terms of management means “optimum utilisation of resources” but refuse to explain the intensity of utilisation. The exploitation of art and artists in the entertainment industry (especially music industry) for profitability runs wild and hence is the study. This research is for studying the intensity of the exploitation and is truly done for academic and learning purposes.

Abstract

Art has been one of the major forces that define a country’s legacy. It’s the artistic creation and process of thinking which lead to greatest discoveries and emotions to be imprinted on the minds of future generations and that creation is attributable to one creator i.e. the artist.

This research studies the current position of artist (specifically recording artist), their freedom to create, the irony of corporate bargaining, the motive of profit on else’s art, the conflict between business and humane and to what extent the artists are exploited as assets and not a creator.

Introduction

“What’s in the name?” the famous quote by one and only Shakespeare is used all over the world and everyone know to whom it belongs. Likewise there are so many creations in the world ranging from discoveries, literature, song writing, recording artists, etc. and all are attributable to one specific creator. Here the Shakespeare’s quote is so illogical because he could have published his own quote “what’s in the name?” anonymously but he did not. Because he too knows the importance of a creator owning his or her work and it’s not a

false claim.

Same thing can be seen in 21st century. There are many artists but they end up creating content for others because they are signed under a label and they have to act and create accordingly. The exploitation ranges from freedom to create to freedom to use. The corporate motives and mongering will be seen in this research hoping to find answers to some of the most prominent questions in the entertainment industry especially for recording artists and song writers with context to law, remuneration, publishing rights and societal rights.

Objectives

The questions that popped in before the research started formed the base of the research as well as the objectives

- To study the way followed by a content creator, song writer and recording artist to enter into industry.
- To study extent of branding caused through artists name and ownership of that name by other equity
- To study the ways through which caging of artists is done by private equity.
- To elaborate the extent of copyrights and publishing rights of artists.
- To elaborate on “Derivative Publishing” and how it is controlled by record label.
- To what extent the copyrights and royalties will save the name of the creators in music industry.
- To study shares in royalties and further deductions caused.
- To study the concept of mechanical copyrights and bargaining.

Review of literature

The rights of the recording artists and song writers are often studied by majority of researchers but little do they know about the complexity of the issue. Some of the studies are based on cases and others study the issue related to recording label. No one studied the contractual and proprietary rights of the recording artists and song writers. To name a few researches such as Steve Gorden, Richard Salmon, etc. studied the basic functionality about how record label and contracts work, irrespective of the rights of the artists and writers. But this research is an argumentative

and contradictory approach to business of music and side tracking of rights of the artists.

Research Methodology

The methods and techniques used are described accordingly,

1. The secondary approach: The actual and factual data about working of the industry, the legal aspects of music contracts, the ownership rights, etc. are collected and described to let the users know about the situations of the study. This is used to define the boundaries of study and identification of problem.
2. Case study approach: The problems actually faced by few musicians and songwriters are reflected to study the intensity.
3. Questionnaire/survey approach: listing down the views of the young and budding recording artists and song writers using sampling method and averaging method.
4. Identification of problem and solution through surveyed data and researcher’s intuition.

Scope of the research

The scope is not limited to an individual artist rights, but the music industry as a whole both domestic and international. The study covers the psychology of business operatives, the psychology of artists, socio psychological issues, and many other subjective parameters. The research uses sampling method therefore the reactions are affected by the size and corrective selection of the samples. The uncontrollable factors here are the affections, perceptions, past knowledge, acceptability and feasibility of the samples under the study.

Research overview

How are artists signed? (A contract)

A recording artist is signed to a music group or a record label. While signing a recording artist, a contract is created. This contract is legal under the court of law or any other law of the land. A music contract for a recording artist or a song writer involves the factor of exclusivity i.e. the artist or writer cannot work for anyone else unless allowed by the label itself. If done so, it will lead to breach and consequences run parallel to it. The deals can be domestic records or international in nature. The contract also includes the duration for which the artist is held liable to withhold the place in label and that duration can be the number of music albums generated by singer or created by song writer.

Copyrights and publishing rights

The person who is the recorder or the writer owns the copyrights to the record made but if a person does both the job then the copyrights are owned by him/her. But under the contract the artist will assign the copyright to the label itself for lifetime and in case of recordings, tenure is fixed as according to the law of the land.

The publishing rights are spilt 50-50 i.e. a songwriter earns royalties 50% whenever the song written by him is distributed, downloaded, covered or published in any other format. The other 50% is owned by the publisher who mostly is the record label or share of artist itself. Further royalties are discussed ahead.

Concern of ownership of masters

for the artist with context to copyrights & publishing

All the works whether published or not is owned by the record label throughout the life of

the artist and song writer because the label pays for the recording costs of the album created. But if the artist repays the entire recording cost then too the records are owned by the label. Shocked! So am I.

Equation of profit

Name = Fame = Brand = Merchandising = Sales = Profit

Record label exploits each and every opportunity to monetise the goods or services to which the name of the artist is attributed. This is called merchandising. The profit arise not only from the sale of records, but also from the apparels, music videos, etc. which are mostly used as a source to fund music tours and allied activities

Performing rights

The only right available to a recording artist is the performing rights. The artists do not have to obtain any kind of permission from the label to perform any record from the album. He/she is also free to earn an extra income which is adjacent to the performance. But if the performance is recorded and published in forms of videos or audio tapes then the label can claim it under the copyrights and earn royalties.

Copyright registration

For any song to be recorded further, the lyrics and production of the record has to be registered with the certifying authority. In case of India it is the copyright registrar and in foreign countries like USA it is RIAA. This regulates any copyright infringement and it is a very tedious job to copyright it

Promotional and music tour funds

The proceeds from merchandising is then utilised to fund the music tours and other concerts. In some cases the tours are funded by artists only and proportional profits are taken by them. While in some cases the artists and other performers are given performing money and not the share in profit. Touring is one of the most important means through which recording artists get their hands on to profit. Some labels provide the initial touring cost which is fully recoupable in nature whether profit made or not.

Make profit or walk out

As you think, if an artist is signed to a label then he/she is doing well in the industry. But it's contrary. If an artist fails to give a successful record over a consecutive time then the artist is removed from the label with the whole signed amount or advance fully recoupable. This makes the artist always open to risk to stability and usage of the signed money.

Clause that denies re-recording

The label disallows the recording artist or song writer to record the same song with other label for defined period of time. Which indirectly means the records will not be owned by the artist whether in or out of the record label signed.

Publishing of Derivative Work

As the label owns the records of the artist the artist cannot publish a derivative work. "A derivative work is a new, original product that includes aspects of a pre-existing, already copyrighted work. Also known as a "new version," derivative works can include musical

arrangements, motion pictures, art reproductions, sound recordings or translations." -Stephaniemorrow (legal zoom).

This is so weird because the creator him/herself cannot publish derivative work because a private equity owns their records

Share of royalties are more on the pockets of the artist

The grid below shows that the artist has to share its income and recoup various costs to get a piece of money. Note: the grid is subjective to the private equity norms i.e. the record label.

Royalty share of the artist	Approx. 18 to 20 per cent of dealers price
Less : recoup	Advances, recording costs, music video costs
less: shares	Of music producer (if agreed too. Important that advances are not recouped)
Less: share	Manager
Less : standard deduction	Packaging deduction, (depends on types of records and the cost i.e. free or not which means no royalty on free records)
Less: reserve approved by record label	Until the records sold are verified
Total	Artist royalty
Add: reserve	Can be paid at regular intervals
Total	Net artist royalty

Dealing with mechanical royalties for a song writer

Mechanical royalties are the monies which are paid to the song writers if their work or

composition is recorded on physical recording equipment or in today's world the streaming platforms. This is only dealt with the artist also being a song writer. The royalty is highly depended on the country policies, records on the album, etc. The artist has to negotiate a lot to claim a good amount of mechanical royalty but only few are successful to claim on all the records on the album. These are mega successful artists where their decision can move the industry. Bargain is the key to earn in case of mechanical royalties.

Private equity in music industry

The private equity is so vicious in any industry. Private equity purchases the entire record label or the artist catalogue from the label just like an auction and becomes the owner of the artist. Recently a rage was created by the artists regarding private equities because every change in hands come new bonds and also the rage was due to sentiments of artists as they wanted to bid for their own work but was denied. This was done to control the artist to walk out of label which leads the label to fall and no royalties for long term.

Dilemma of the artists in industry

- The constant fear of losing the label due to ill performing records.
- The recoupment of advance and costs as a consequence of above.
- Full copyrights vested with the record label. Due to which cannot publish derivative work
- Least share in royalties and within it the pockets to fill are more.
- Every move is diagnosed and used as a means to earn profit.

- Threats of the private equity.
- Not owning their own master recordings i.e. the albums

Case study

Rihanna: One of the successful female artist also faced the same fate with her label. But here she was able to acquire the masters previous to ANTI from her former label Def Jam.

Jay Z: The male artist was signed to a record label called Def Jam but was unable to own the rights first. But he later did own it by becoming the president of the label. This gave him powers and in no time took the decision to own his work.

Taylor Swift: She is one of the legendary music artist, song writer and producer who revolutionised the music industry in the 21st century. She also faced the same fate. She signed the contract with Big Machine Record Label as a minor and didn't know the complexity. Later it was too late and the label acquired all of her six albums named as follows Taylor Swift(2006), Fearless(2008), Speak Now(2010), RED(2012), 1989(2014), reputation(2017). She parted from the label in 2018 but was open to auction of her previous albums but the label owner Scott sold it to her bully Scooter Braun without her consent. This move was done to control her and her fame to profit from her music. It is the most talked about fight in the history of music industry which is still in the course of settlement. As a remedy she decided to re-record all her previous albums as she had the right to

cover her songs in derivative publishing because she writes all her songs in the albums. In 2020s Taylor Swift will give her stance on her album ownership.

Indian music labels: The music labels in India are major examples of exploitative nature,

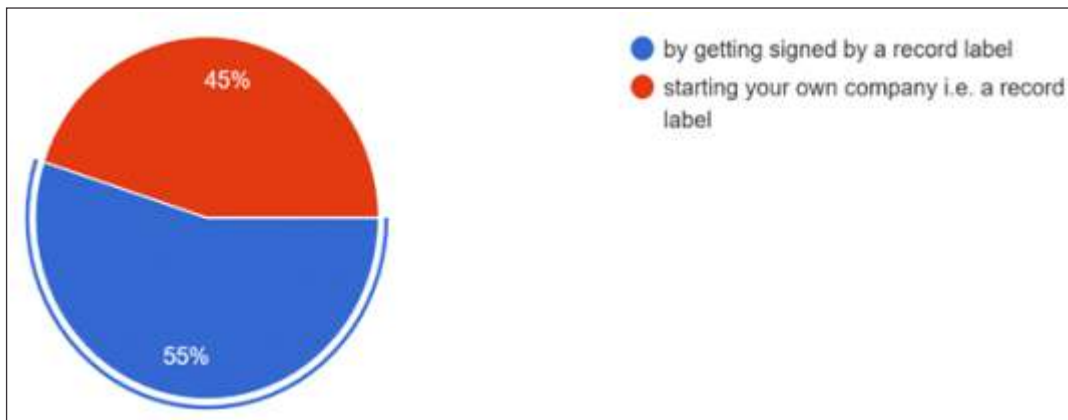
where only artists are given the money to record and perform and not any right. Solo music artists are rare and artists turn towards Bollywood to find their ends meet because Indian audience only listen to music that is linked to movies. Someone said correctly Indians are hard to move from their comfort level and it can be seen in entertainment industry. It's even foolish to study Indian music industry where artists are least interested to fight to own their masters

Data analysis

The data analysis is on basis of a survey which was conducted amongst a closed group of budding singers and song writers. The identity here is not revealed as voted by most of the individuals for the same.

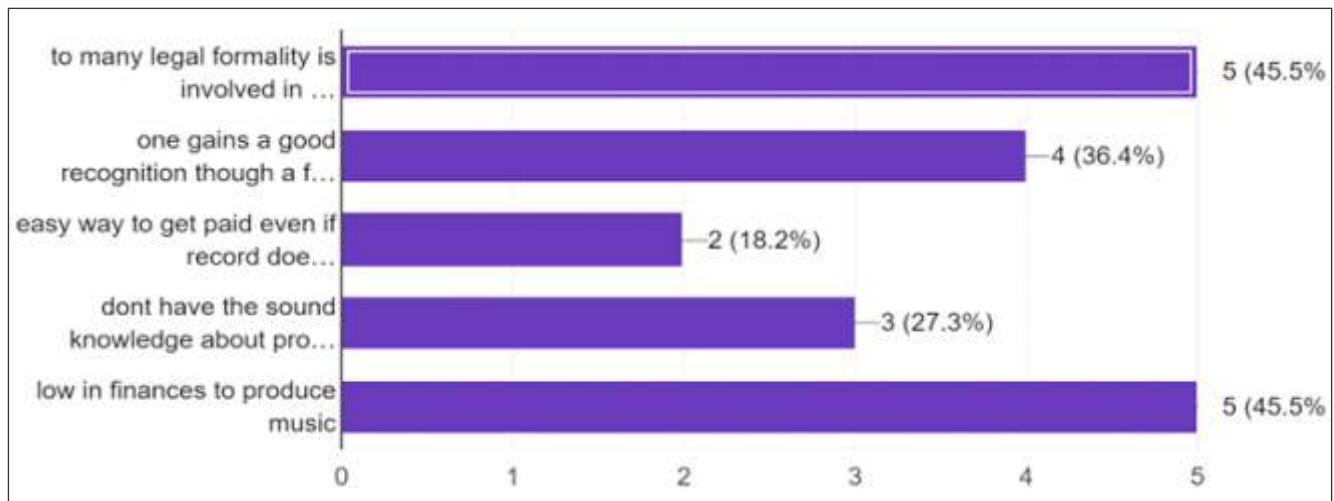
Sample size= 20 recording artist/song writers;
Tool used = Google forms; Area of study= financial, psychological, societal and legal factors in recording industry

Q1.How do you want yourself to get a break in the music industry?



9 voted for starting their own record label and 11 voted for getting signed under an existing record label. The reasons will be studied further.

Q2A. For what reason do you think getting signed to label helps or is optimum? (11 responses)

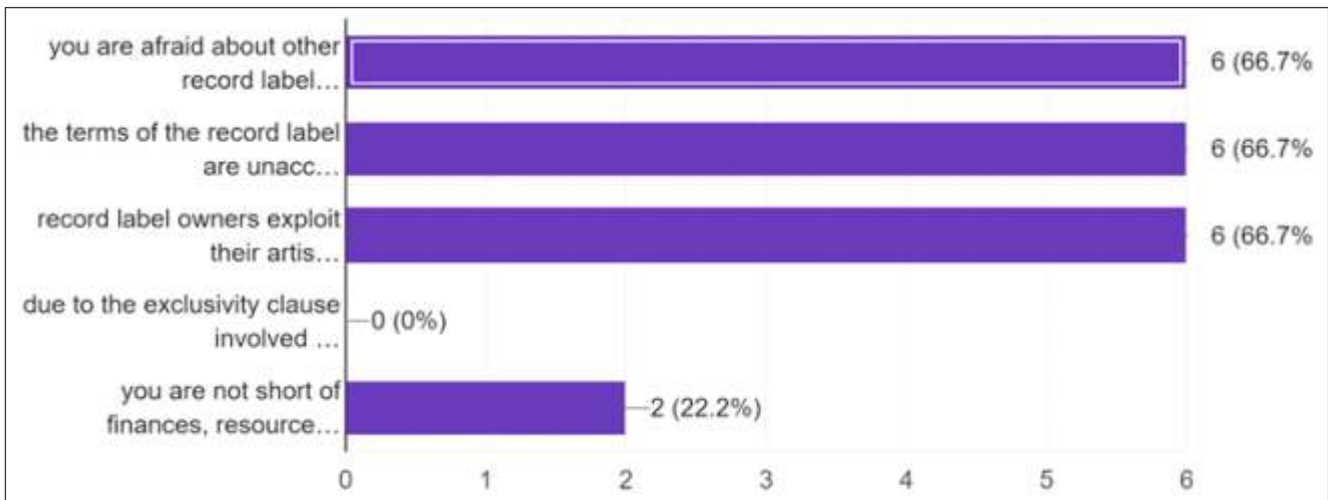


Here highest vote was given to “too many legal formalities is involved in producing music hence label does it all” and “low in finances to produce music” i.e. 5 individuals.

This clearly shows that artists and writers find it very difficult to register themselves with many royalty collection agency, copyright agencies to release their songs. To generate a music label it takes a whole village. Records, equipment, producers, managers, promoters, financiers etc. need huge capital so is the reason for most

people selected being signed to a record label. As an established record label can provide a good way to be famous so that’s the second most reason behind getting signed. And least is getting paid even though record fails but is contrary to the policies of commitment discussed above.

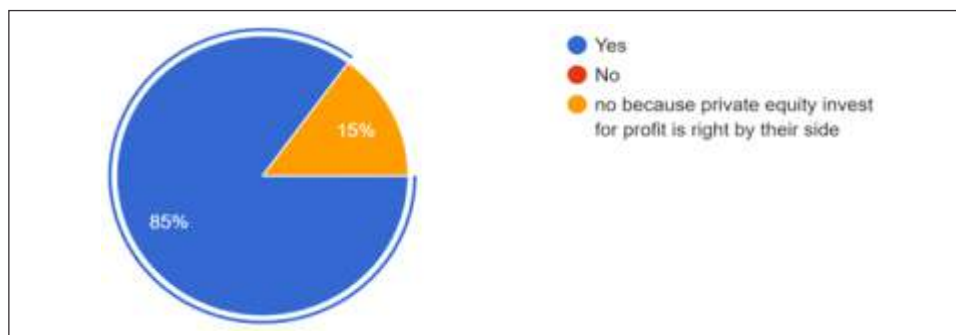
Q2B. What are reasons for starting your own record label rather than getting signed?



Out of 9 responses to Q1 above 6 of them selected the 3 reasons equally. The major reason behind starting own record label is “you are afraid about other record label owning copyrights to your work for your entire career”, “the terms and conditions of the record label are unacceptable” and “record label owners exploit their artists in worst way possible”. This throws light that artists and song writers want to own their album copyrights which gives them the

right to publish derivative works and not bargain for their profits and rights. No one voted for reason “due to the exclusivity clause involved in music contracts”. This shows their psychology as they can work exclusively for the label but cannot trade their rights in contract.

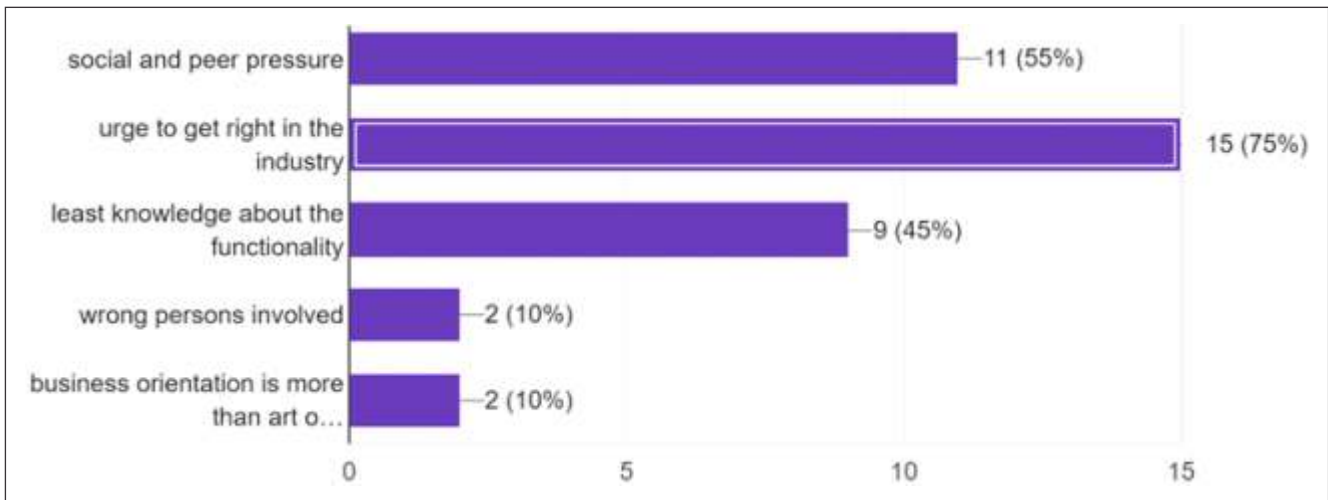
Q3. Do you support the statement that an artist should not only have performing rights but also the rights to own his/her records or albums?



It's so weird that 11 voted to get signed by a label but 17 (85% of total)voted that artists and song writer should own their work. In turn giving them the right to re-record, derivative publishing, no to private equity buyouts, etc. but 3 voted for no because they think private equity invests to earn profit. But question arises here “why the private equity is not satisfied by the

initial profit they make through sales of records that they hold copyrights throughout the life of artist?”

Q4. What makes artist so vulnerable in today’s world to accept all the conditions put forth by the record label?



It is the urge to get into to the industry that makes the recording artist and song writer so vulnerable that they accept all the conditions and restrictions put forth by the label. Followed by peer pressure and least know about how the industry works and least voted being “wrong persons involved” and “business orientation more that art orientated”

Findings

(Actual problems derived)

- The major problem that most researchers failed to recognise was that the recording artists and writers were not knowledgeable about the legal formality involved in producing and publishing music.
- No clue about the functionality of the music industry
- Industry being a controlled and closed in nature least amount of information is available in the market to get knowledge about it.
- From the research we understood the copyright registration in RIAA and other register agencies which involve a lot of expertise.
- While entering into contract no loophole or clause is created by the artist to get out of the label if it turns out to be UNSAVVY
- Percentages and amount of profit is not decided which makes them vulnerable to bargaining.
- Thugs of royalties: majority of label do not account for or disclose the actual royalty earned hence affecting the share of artist after deduction.

Solutions/suggestions

1. Lawyer instead of a manager: artist trusts on the manager and agent while entering into contact rather than a lawyer. There are only few cases where a lawyer is consulted on behalf of recording artist. The lawyer should be well versed with copyright law and other music contract acts of the land.
2. Accounting and reporting of copyrights: the artist receives the royalty cheque once a year but the artist should demand a constant accounted report of the royalties earned and to be collected. These royalties are calculated by the collecting agencies that work independent from the label. So this gives the song writer to bargain less on the mechanical royalties and other song royalties.
3. Always include the KEY MAN CLAUSE in the music contract: The key man is where if an admirer of your work or a person involved in signing you in a label is fired from the record label then it gives you i.e. the artist to walk out of the label with no liability whatsoever to be fulfilled. This ensures safety and least exploitation by the label.
4. If not copyright then hold the rerecording or derivative publishing as a right: why this helps? If the artist walks out of the label and the label still owns your master record then you can own it back by rerecording it through derivative publishing. Same move was done by Taylor Swift in the case study given above. The artist can cover his/her own songs and release it under derivative work which indirectly gives right to own and copyrights on it. This is mostly enjoyed by a recording artist who also is a song writer.
5. Enter a clause to be always the first

bidder in case of sell out or dissolution: if the label dissolves or is selling out the artist's catalogue then the first bidder right gives artist the right to buy the masters first than any other else. If done otherwise by the label this will cause breach and previous contract to be terminated at the instance of the artist.

Conclusion

The research found some problems that was never discussed in past i.e. why the artist are so vulnerable to the contractual exploitation in the industry?. The solutions provided were according to the loopholes in law and can be exercised in any law of the land. The problems discussed here are universal in nature. Only way to stop it is through restructuring of the industry as a whole. The ownership should be dual in nature so that the label won't exploit the artist rights. The urge to enter and the social pressure is the main reason due to which artist agree to all the terms of the recording label. The blame is on both, the negligence of the artist and the cruelty of private equity. The research concluded on a positive note to the question that aroused and the problems prevalent. I hope the artist find this research useful and help them mend contracts and also to budding recording artists and song writer to enter in a new one.

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A Study to Understand the Challenges of Small Scale Entrepreneurship – A Case Study

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Abstract

The concept of entrepreneurship had laid its foundation in the country since kingdom come. However, entrepreneurs at grassroots level often encounter hurdles in making a mark in the course of business. This case study critically evaluates the role of an entrepreneur, the small scale business scenario, identification of hiccups and adoption of feasible solutions. For the purpose of study, we shortlisted and zeroed down to a small scale family business named Puneri Caterers run by Mrs. Kamla Deshmukh and her sons Mr. Sandesh Deshmukh and Mr. Mangesh Deshmukh. They have been in the field of catering and tiffin services, concentrating mainly on serving home made food to their guests. The uniqueness of this business is that they have converted their residence into a sit-out area for the guests. They aim at serving affordable and good quality Thali (Meal plate) that cater the need of people of various demographics, especially native Pune-kars. The business has been running successfully from the last 5 years, albeit it required structural modifications in order to increase profits marginally, reduce costs and overheads, and work towards customer satisfaction. A detailed SWOT analysis was done which enabled us to reinforce the pros and eliminate the cons. An unwritten rule that was followed throughout the revamp procedure was 'to get things done' at tight or no budget, without upping the ante.

Research Methodology

In generic terms, research refers to systematic study and investigation of a body with a view to establish facts and draw inferences. Methodology is a technique in which various tools and instruments are employed to carry out detailed research.

The first step involved in research is asking the right question, followed by investigating the problem and selecting the most feasible alternative to solve the issue.

The research methods used for this project are enlisted below -

- Basic observation on sight
- Individual issue identification through interview
- Study of solutions and their feasibility

Objectives

- To maximise profits
- To suggest measures for Cost reduction
- To enhance customer satisfaction
- To widen customer base
- To build publicity
- To promote hygiene

SWOT

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. SWOT analysis is a framework used to examine and evaluate a business's internal, external and competitive position, and to develop strategic planning.

A detailed SWOT analysis is as under -

Strengths

- Price – One of the most attractive features of Puneri is that they offer Thali (Meal plate) at an attractive price of ₹ 60, as compared to the price at which the competitors offer which ranges from ₹ 80 to ₹ 100. They also have a monthly mess scheme at a competitive price of ₹ 3000 in which they serve 58 meals comprising of lunch and dinner, spread over a span of roughly 30 days.
- Food type preference – Puneri offers vegetarian and non-vegetarian food. They have designed their weekly menu in such a manner that people do not get bored of the monotonous vegetarian menu throughout the week. They serve boiled egg and chicken curry for dinner every Wednesday and Sunday, respectively.
- Location – Puneri has an edge when it comes to the location where they have set up their business. It is at walking distance from the main colleges of the city, namely IMED and MIT, as a result of which, they attract students of both the colleges.
- Homemade food and homely atmosphere – The city has high population of students from different parts of India and one of the major concerns of these students is finding good homely food. The USP of Puneri is that they emphasize on serving good quality homemade food, which are free from

abundant oil and preservatives. Puneri comes to people's rescue who craves to have 'Ghar ka khana'.

Weaknesses

- Poor service – Since Puneri is a small scale business run by members of family, they lack the business expertise which is very much essential in such a business where quality of food and service go hand in hand. It becomes difficult for the management to serve food on time and to the right person during peak business hours when customers increase in number exceptionally.
- Lack of online payment options – In the era of digitalisation, people are moving towards the goal of achieving cashless economy. In order to be in the race, it is of utmost importance to offer various online payment options. It is easy to use and convenient for both the parties. Moreover, it allows the business to track every transaction that is made online.
- Lack of systematic record – The people at Puneri lack business mind. They trust their consumer so much that they do not maintain any record of customer not availing their services after applying for the monthly mess scheme. It is a virtue to trust one's customer. However, care should be taken that nobody misuses it. In response to this, it is advisable to maintain a systematic record (For eg. Tracker for every customer – which records details of date on which a customer has eaten at the mess or skipped) to maintain transparency between both the parties.
- Lack of space – As mentioned earlier, Puneri is running their business at their residential space, as a result of which there is not much space to accommodate many

people during peak hours. It results in overcrowding and business loses customers.

- Poor resource management – The people at Puneri often fail to forecast the demand. This results in shortage of supply. It is observed that the quantity of food prepared gets exhausted before lunch/dinner time gets over and they have to cook again in order to serve the customers.

Opportunities

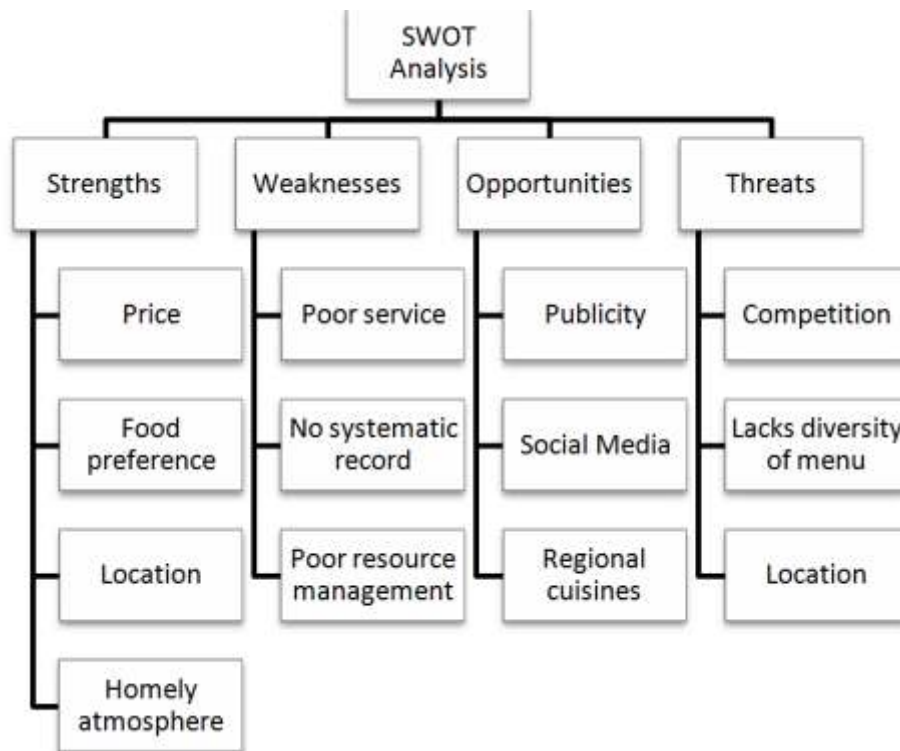
- Publicity – Puneri, being set up in a residential area, is hidden to an extent. A person may find difficulty in locating the mess if he is new to the area. In order to address this issue, they can consider installing hoardings at junctions and near colleges, highlighting their features. This will help them spread awareness about their existence and attract new customers.
- Get listed on online food delivery platforms – These days, convenience matters. Online food delivery platforms like Zomato, Swiggy and Food Panda have made ordering of food a piece of cake. It's convenient, hassle free and less time consuming. Getting listed on these platforms will enable Puneri in widening their customer network.
- Expanding seating area – As mentioned above, one of the issues faced by Puneri is lack of space. This problem can be solved by converting the balcony into a sit-out by simply adding a table and few chairs. It will enable Puneri to retain customers at peak hours, who would have otherwise left the hotel and found another place to dine.

- Usage of social media – Puneri can consider stepping into the social media space to keep their customers updated about the daily menu, what's special for the day and other messages. This strategy will allow the customers to plan on to eating at Puneri depending on the menu.
- Regional cuisines – If they start including regional dishes of other states in their daily menu, more customers will get attracted as this city has people migrated from various states of India.

Threats

- Competition – The major players in this business are Mamta Mess, SaiRachna, Mamta Parantha etc. to name a few. Though these businesses are well established, the satisfaction level of customers is average due to reasons like serving of oily food. In order to meet the high demand, they use electrical devices to make Chapati (Indian wheat bread), which eliminates homely touch.
- Diversified menu – Puneri mainly focuses on Maharashtrian delicacies on majority of the days. This makes the menu monotonous and customers tend to get bored of the repeated menu.
- Location – As their business is set up in a residence area, they are not exposed to the public. As a result, they are left unnoticed. This is a major drawback of the location in which they have their business established.

A summary of the SWOT analysis report is mentioned below for reference:



On thorough analysis of SWOT and discussion with client, we were in a position to identify few core areas that required minor changes, the result of which would be remarkable. It, therefore, enabled us to set our objectives and formulate an action plan.

Findings

On thorough discussion with the owners, workers and analysis of records and books of accounts, the following details were fetched as on 18 August, 2019. Please note that we concentrated on data of a month for easy reference, understanding and demonstration.

Daily footfall	-	50-60
Monthly revenue	-	Rs. 1,50,000
Overheads & expenses	-	Rs. 50,000
Gross Income	-	Rs.1,00,000

1 - It includes per plate cost of ₹60 as well as monthly subscription cost of Rs 3000

2 - It includes expenses in relation with salaries, payment to suppliers and miscellaneous.

They have invested in a pick-up van that runs on electricity, which is used to pick up vegetables from the market and deliver tiffin to customers. There is only a marginal bump in electricity consumption, which is quite feasible when compared with high fuel prices.

Profit Maximisation Strategy

- Accepting orders
With the help of our local networks, we managed to fetch an order to prepare food for 150 people during Ganesh Chaturthi for 'Bhandara'.
This is the first time Puneri ventured into catering services outside the scope of hotel and tiffin service. It was successful and the owners have gained confidence to undertake such orders in the future. Initially, they lacked expertise to cook such

large quantity of food. However, preparing food for 150 people has enabled them to get an idea of quantity and execution.

The revenue earned as a result of this order was ₹ 12,000

- **Change of supplier**

The current supplier of vegetables and groceries failed to be ethical at multiple

instances during the course of business. Mr.Sandesh was already on a hunt for new supplier.

We did some research and shortlisted few suppliers who enjoyed goodwill in the market. We later settled down with EshwarMandi and signed a contract.

The differences that arose as a result of dealing with new supplier are as follows:

	Old Process	New Process
Quantity	Sufficient for 3 days	Order placed for quantity required for 10 days. Proportional quantities of the said order delivered daily.
Delivery location	Place of Business	1 KM away from place of business
Delivery	Once in 3 days	Daily
Payment	Lumpsum	Lumpsum
Cash discount	No	Yes @5%
Advantages	The only advantage of dealing with the supplier was delivery at the place of business.	<ul style="list-style-type: none"> • Though the supplier does not provide delivery service to Puneri (due to small orders), they deliver to a large scale hotel nearKothrud, and Puneri collects the load from that spot daily. Since Puneri has an electric pick up van, commuting is inexpensive. • Fresh vegetables delivered on daily basis. Need not preserve for multiple days. • Cash discount, with nullifies the expense incurred on picking up stock using our own vehicle.

Disadvantages	<p>Since vegetables were procured once in 3 days, Puneri had to preserve the excess load in refrigerator. Preservation would hamper the quality of vegetables, thereby deteriorating the quality of business as a whole.</p>	<p>Pick up of vegetable on daily basis required a person dedicated wholly for this task. Since it was just a matter of 1 KM, 2 of the workers agreed to perform this task on alternate days, without charging extra. Mr. Mangesh and Mr. Sandesh would also go for pick-up depending on their availability.</p> <p>Note - Puneri has a team of workers who have been working here since its inception and they are closely knit. They treat and value each other like a member of family.</p>
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The store owners were not keen on the idea of incurring additional expenses or spending more on routine process, unless an external factor forced them to revise their budget (For instance Inflation). As a result, the budget remained the same. The change in supplier enabled them to enhance their food quality, which was of paramount importance.

Suggestions

We studied the entire process, right from purchase of raw material to serving food to customer, and tried to figure out areas that could be improvised. The solutions to most problems were not feasible due to aforesaid budget constraints. We have listed down few faulty areas, along with reasonable solutions to tackle such issues.

- Service can substantially be improved by dividing and allotting specific work to each waiter.

For instance, Mr. X has been assigned the work of serving rice and chapati only, Mr. Y handles plates, spoons, and water.

This strategy would enable faster and

efficient service. Customers tend to refrain from dining at Puneri due to long waiting period. The waiting period shall show considerable downfall, letting 1 additional customer in on an hourly basis, as compared to previous hourly footfall.

- The owners had an option to increase the seating area by adding a set of new chairs and tables. After measuring the floor space and rearranging the current set up, it found that there was space for 6 more occupants.
- Though the hotel is set up in an area near colleges and hostels, they aren't well known. This is mainly due to lack of publicity. Puneri has always relied on word of mouth publicity. In order to strengthen this network and gain new customers, we have implemented referral schemes for customers subscribing for monthly scheme – Flat `50 off for both referrer and referee.
- Adding a lid to cover the container of freshly cut vegetables and lemon on tables will prevent from contamination.

- Systematic recording of details of customer would enable the owner to keep a track of customers dining at their hotel. Please note that the details of customers who have monthly subscription were registered systematically. However, there was no record to check whether a subscribed customer is dining at Puneri on a specific day or not.
- Updating the menu occasionally would help them attract customers with varied taste preferences. Concentrating only on Maharashtrian dishes would limit the available choices for customers, thereby narrowing down customer base.

Conclusion

The owners at Puneri was highly satisfied on seeing few, yet remarkable changes that we were able to bring to the structure and process of their business. It helped them gain confidence and also made them realise that it is

possible to step into something new and excel in it.

The entire project showcased great success. Right from the initial stage of selection of a business unit to the execution of action plan and follow up, the learning graph has only shown an upward trend. Theoretical knowledge and practical experience go hand in hand. The study enabled us to analyse our own SWOT and helped us figure out the areas which have scope for improvement. Besides, it made us 'risk takers'. The risk involved in revamping a business' structure is beyond limits and we tasted success at this stage too.

The bottom-line is that a perfect analysis of all parameters concerned with subject matter, study of surrounding, identification of issues, deep diving into roots of problems, finding apt solutions, execution at the right time and regular follow up are not just theories that exist in books. If applied wisely in real life situations, they can do wonders!

Enhancement Of Leadership Development Training

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Abstract:

Leadership Development Training improves skills and working methods of potential leaders and also creates a sense of togetherness and working effectively in a team. The paper is focuses on Enhancement of Leadership Development Training. It is an investigation of the institutionalized procedure across Panasonic. It reflects upon how the organization tries the skilled and efficient leaders at middle-level management.

Key-words: Leadership Development, Training, Executive Development

1. Introduction:

Leadership Development Training Programme: A leadership development training program has an immense opportunities for the employees to know there capacities and potentials. Furthermore it gives an exposure to learn new skills and commence training which will be helpful to grab positions in the top leadership management as well. Leadership Management Training is

carried out by the ability and skills of the employee along with use of different techniques by the trainers and facilitators. The outcome of the training leads to improve in self ability , competencies, better analysis , proper development of plans, controlling activities of each work which helps in achievement of organisational objectives and improved human resource productivity.



Figure 1. Framework of The Effectiveness of Leadership Management Training

2. CURRENT ISSUES:

As reported by BERSIN an average investment for leadership development costs 5 lac- 6-lac and for the first level officers it costs 1.5 lac to 1.75 lacs. These numbers are indicatives as there can be variations as per the skills and complexity increases. The development has to consider the learning style, motivation and their needs. One of the crucial aspect of development activity is reinforcement of the behavioural goals and knowledge, skills that they have acquired.

consist of required skills , capacity and expert knowledge which helps in achieving higher business success. In this current scenario learning and development department focuses more on engaging employees and also to maintain the competitive challenges as per the dynamic business environment.

An effective engagement training focuses more on improving the skills in an efficient manner. During the time of economic slowdown corporate try to remove the training budgets, however this is only the short term perceptible but the consequences may be huge in long term. Successful organization rely on the workforce to consistently perform well. That can be achieved if they are motivated and engaged.

3. Employee Retention through Leadership Development:

Employee retention is the most crucial issues which every organisation and managers are facing to look for the solution. Every year many companies spend huge funds on hiring, training and developing its workforce to update skills according to the current market requirement.

Vibrant Panasonic



According to, National Association of Software and Services Companies the training cost per individual is increasing at the rate of 3-4% each year. Hence, it is essential for every organisation to engage employee in a right manner at the time they join the organisation. Managers also perform crucial task of developing strategies for the retention of talented and skilled workforce in the organisation.

Panasonic is a culture driven organization which has very different ways of driving there culture throughout the organization across the whole Panasonic . They have various kinds of activities running under the program Vibrant Panasonic which runs activities for wellness of employees which includes Mindspa, Urjaa, Fitness Friday etc. They believe in keeping there employees healthy in terms of mind and body both.

4. Employee Engagement:

An actively engaged workforce always

They have assigned the duty of culture drivers and culture innovators to there employees ,who drive the the culture of Panasonic in there

departments they look after each and every kind of activities and also help in building a culture driven organization.

They are given task to motivate and encourage employees to participate in various activities. They are also provided with various kinds of benefits, awards and rewards.

There are various kinds of activities which run through the organization like Knowledge sharing session, KIN connect, Funday, High tea, Mindspa, Fitness Friday, Yoga etc.

Research Objective:

- To study the enhancement of Leadership Development Training.
- To study the employee perception towards effectiveness of training program on leadership development.
- To understand role of training program in employee engagement and retention of learning behaviour (effectiveness of intervention).

Research methodology:

- Descriptive and Analytical Research Methodology is used to give a extensive review of literature.
- Sample Size is restricted to 50 which involved employees from middle level management.
- Primary Data is collected by the means of Questionnaire filling.
- Secondary Data has been retrieved through various sources including

Journals , websites, reports , articles etc.

Review Of Literature:

- A leadership development training program has an immense opportunities for the employees to know there capacities and potentials.
- Purpose:Emphasize the development of skills in the field of organizational management and personal development which leads in change in expected behaviour.

Ray Kroc, the leader behind the McDonald's burger chain, once said:

"The quality of a leader is reflected in the standards they set for themselves".

Development of Middle- Level Management:

- Leadership development primarily should focus on current affairs, human relations, inter-personal skills to enhance the results
- Coaching and mentoring will help in providing insights of the business.
- For high performing teams and other emerging leaders it is important to take initiatives in strategic project assignment.
- Use of 360-degree assessments for identification of areas of improvement.
- Self-assessment to identify current areas of improvement.
- For focusing more on critical business issues and development goals Individual coaching is recommended.

Situational Analysis:



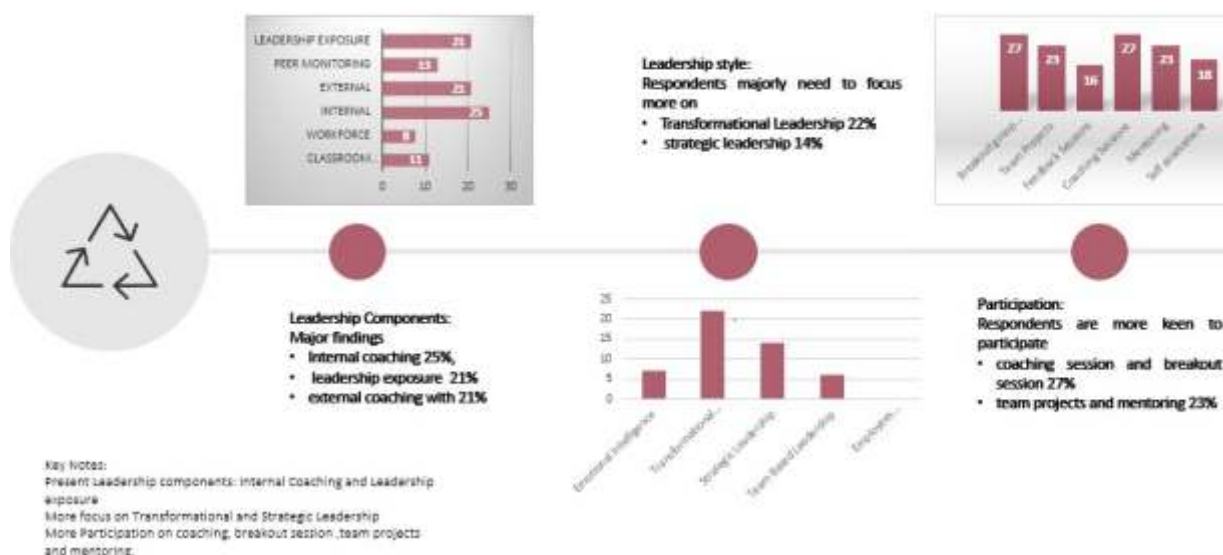
Best Practices of Companies for providing Leadership development training in various Industries.

- Panasonic India Ltd:**
 Criteria: Experience, Learning and Performance
 Programmes: Global Competency, Think Straight Think Ahead, E-learning, MDP
- General Electric :**
 Criteria: Coaching, Mentoring and Strategic Thinking
 Programmes: Customized Coaching, Team Feedback, Open sessions and Case

study approach across cross functional teams.

- E&Y:**
 Criteria: learning, Experience and Coaching
 Programmes: MDP, Job Rotations, Experiential Learning, Work life Balance.
- Samsung Electronics:**
 Criteria: Creativity, Performance and Best Talent
 Programmes: IDP, E-learning, International Consultation, Industry Institute Partnership Programmes.

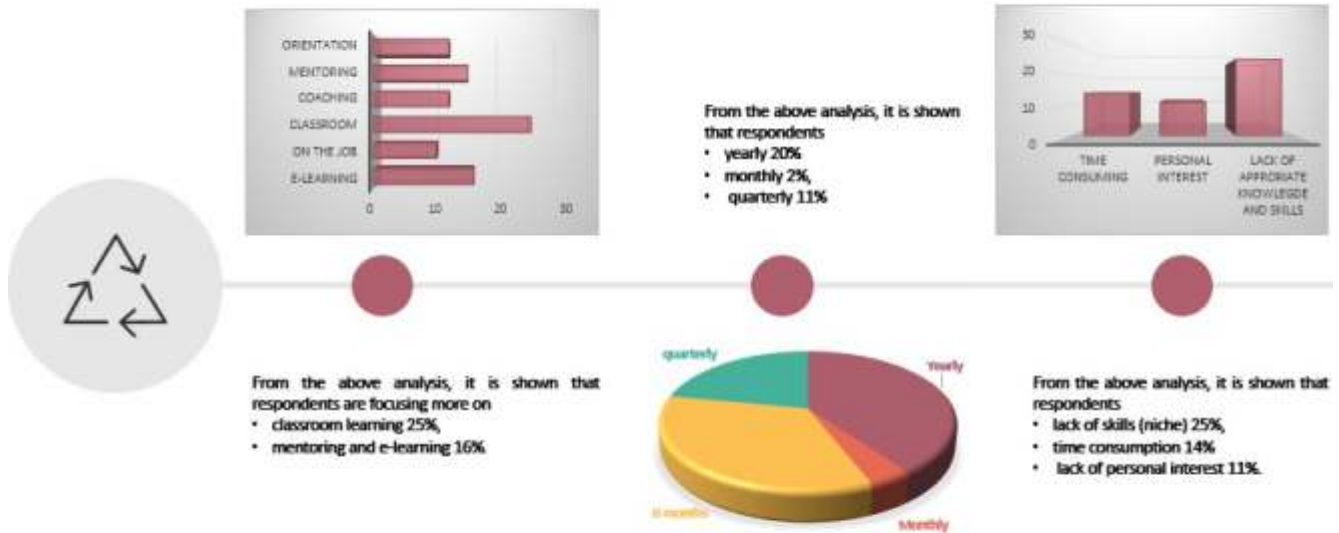
FINDINGS: Leadership Components, style And Participation



Key Notes:

- Present Leadership components: Internal Coaching and Leadership exposure.
- More focus on Transformational and Strategic Leadership
- More Participation on coaching, breakout session ,team projects and mentoring.

FINDINGS: Training Type, Interval and Challenges

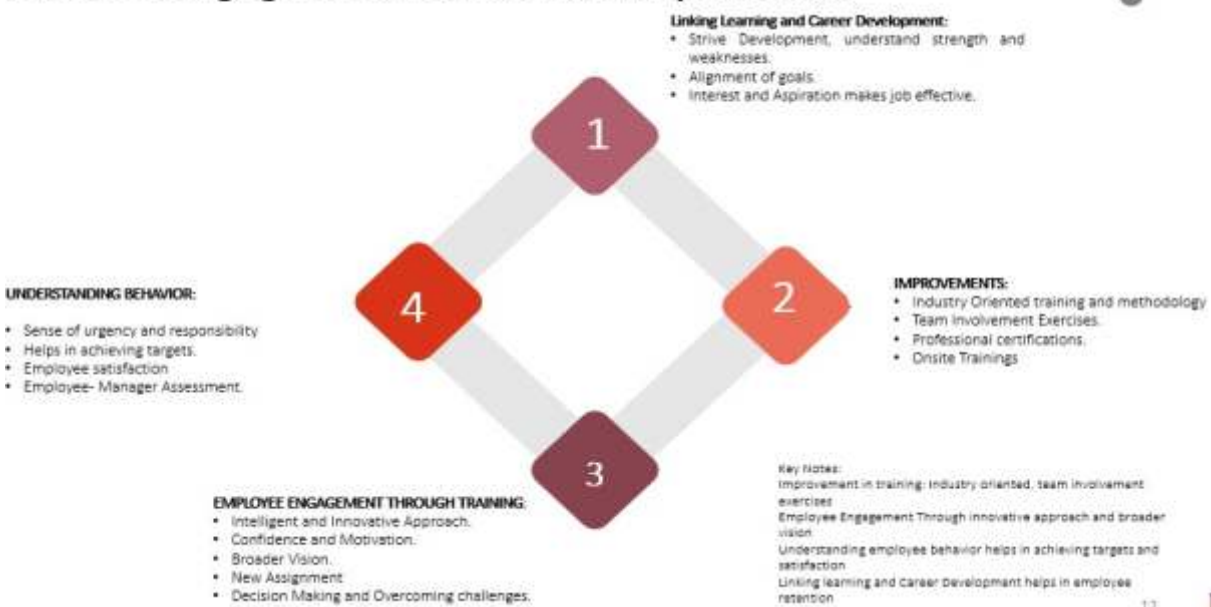


Key Notes: More focus on Classroom , mentoring and e-learning.
Yearly training provided to employees.
Biggest Challenge : Lack of niche skills.

Key Notes:

- More focus on Classroom , mentoring and e-learning.
- Yearly training provided to employees.
- Biggest Challenge : Lack of niche skills.

FINDINGS: Engagement, Retention and Improvement



Key Notes:

- Improvement in training: Industry oriented, team involvement exercises
- Employee Engagement Through innovative approach and broader vision
- Understanding employee behavior helps in achieving targets and satisfaction
- Linking learning and Career Development helps in employee retention

Major Gaps:

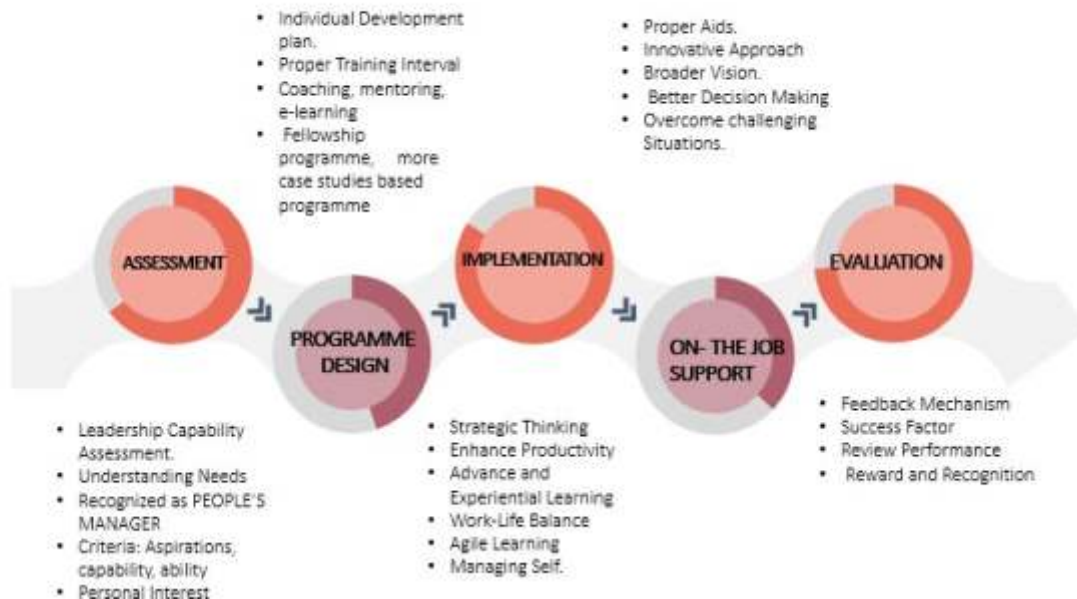
- ❖ Onsite Functional Capability Building Training.
 - 1) More of Functional rrelatedTraining
 - 2) Best Practices of theIndustries.
- ❖ Performance Measurement(PostTraining)
 - 1) Review OfPerformance.
 - 2) FeedbackMechanism.

- ❖ Team Building TrainingProgrammes.

Conclusions:

- ❖ More focus on Blended Learning i.e. (E-learning andClassroom).
- ❖ Training should be at lessinterval.
- ❖ Fellowship Programs on Transformational and Strategic Leadership.
- ❖ Executive Coaching, mentoring, LIVE Business Case Studies across Cross-Functional Teams.
- ❖ Linking Career Development and Learning.
- ❖ Employee Engagement through new assignments with long term perceptive and innovativeapproach.
- ❖ More Emphasis on Work-LifeBalance.

RECOMMENDATION (ACTION PLAN)



Assessments: Leadership Capability Assessment, Understanding Needs, Recognized as PEOPLE'S MANAGER, Criteria: Aspirations, capability, ability, Personal Interest

- Programme Design: Individual Development plan, Proper Training Interval, Coaching, mentoring, e-learning, Fellowship programme, more case studies based programme
- Implementation: Strategic Thinking,

Enhance Productivity, Advance and Experiential Learning, Work-Life Balance, Agile Learning, Managing Self.

- On-the- Job Support: Proper Aids, Innovative Approach, Broader Vision, Better Decision Making, Overcome challenging Situations
- Evaluation: Feedback Mechanism, Success Factor, Review Performance, Reward and Recognition

An Analytical study of Popularity of E-Wallets with special reference to Young Generation

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Abstract:

The present study is an attempt to understand the popularity of E-Wallets with special reference to young generation. The sample of the study comprised of management students of IMED Pune, belonging to the classes of MBA first year. In order to study the tremendous use of e- wallets (through smart phones amongst the young generation) a need was felt to explore and analyse the perception of young generation towards cashless transactions.

Key Words: PE-Wallets, Cashless Economy

Introduction:

Today's era is significantly marked by digital evolution in almost all aspects of the lives of the individuals. The Smartphone has replaced number of devices from the routine life of a person. To name a few: alarm clock, wrist watch, camera, calendar, diary, calculator, radios/tape recorders, torch desktops, newspapers etc. In addition now a day's smart phones are also used for watching TV serials and movies too. Smartphone has become an indispensable device which no one can afford to live without it in today's modern era.

With demonetization initiatives, the Indian economy has started gaining momentum towards cashless economy. The digital Payment solutions got good response by the users that is buyers or the sellers due to the in- built features of such digital payment apps.

These apps are featured by quick transfer of money, safety of money, safety of bank a/c and bank transactions of the users. No need to withdraw the cash and carry it carefully till final

payment. Such digital payment solutions are commonly referred as e-wallets e.g Pay TM, Google Pay, BHIM, Mobiquick, and Amazon Pay. These e-wallets safeguard the users against the risk of loss of money due to theft fire or any other natural calamities and ensure quick transfers of the amount.

Hence this paper is an attempt to study the reasons of popularity of E-wallets amongst young generation; in addition to this an attempt is made to identify the challenges faced by these users during their transactions in order to verify the popularity of E-wallets in spite of the challenges if any.

Objectives:

1. To understand and analyse the reasons of high popularity of e-wallets amongst young generation
2. To identify the challenges faced by the young generation users of E-wallets.

Method of Research:

This research is of Descriptive and Exploratory in nature.

Primary Data:

The primary data was collected through administering formal questionnaire to the respondents. Convenient Sampling Method has been adopted. The respondents were selected on the basis of easy accessibility. The sample comprised of total 80 management students of Bharati Vidyapeeth IMED, Kothrud Pune.

Procedure:

A questionnaire was designed to collect the data from the respondents. The questionnaire is divided in two parts. The first part covers the basic information in terms of Name, Gender, Age, Qualification etc. and the second part covers only four questions aimed at inquiry of the study.

The questions are as below: Which of the digital payment apps you use frequently? For what kind of transactions you use this app frequently? What are the benefits you enjoy with use of these apps? What are the challenges faced while using such apps? Would you recommend using such apps to others?

The questionnaire was administered through Google form; a link was shared with the respondents through email and whatsapp. In all 68 responses were received.

Secondary Data:

The secondary data was collected through Scholarly articles from various online journals Research Papers, Magazine Articles, Newspapers etc.

Data Analysis

The responses gathered were classified and presented in a tabular format. The percentile method was used to arrive at

findings. Graphs are drawn using MS Excel.

Data Presentation and Analysis:

The responses collected through Survey are presented here in terms of analysis for each question:

Table No.1.1 Table showing frequency of E-Wallets Used

Options	Frequency	Percentage
Pay TM	44	64.71
Google Pay	14	20.59
BHIM	5	7.35
Mobiqwick	3	4.41
Amazon Pay	2	2.94
	68	100.00

Graph No.1.1: Graph representing Frequency of E-Wallets Used

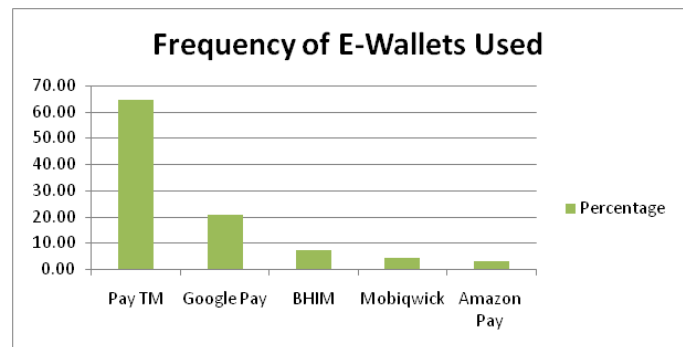


Table No.1.2 Table showing frequency of transactions using E-Wallets

Options	Frequency	Percentage
Bills Payments	48	70.59
Online Shopping	9	13.24
Movie Tickets	2	2.94
Reservations	8	11.76
Others	1	1.47
	68	100.00

Graph No.1.2: Graph representing Frequency of transactions using E-Wallets

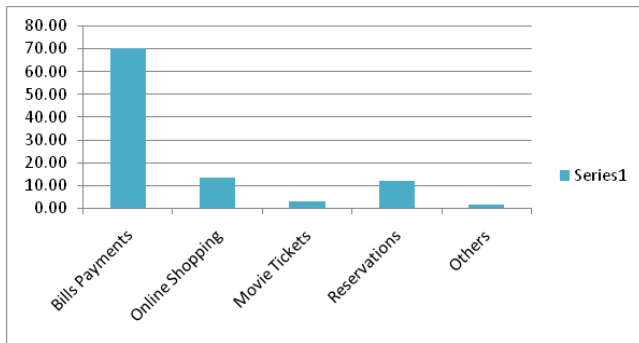


Table No.1.3 Table showing frequency of benefits using E-Wallets

Options	Frequency	Percentage
Fast Transactions and Time Saving	59	86.76
Less Risky	3	4.41
Cash Backs	6	8.82
	68	100.00

Graph No.1.3: Graph representing Frequency of benefits using E-Wallets

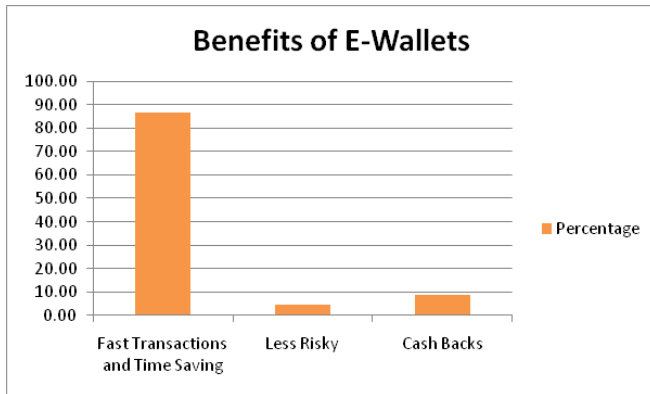
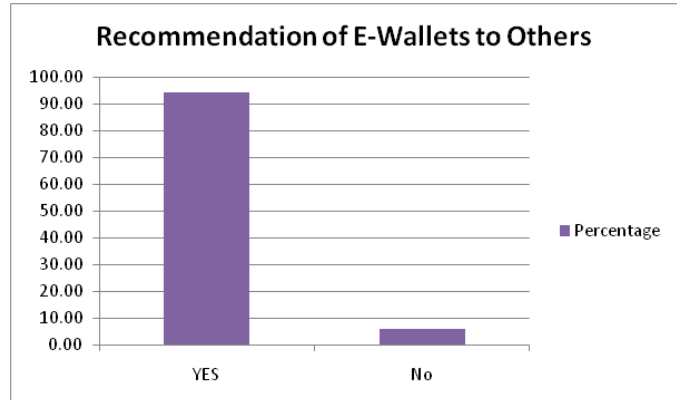


Table No. 1.4 Table showing recommending E-Wallets to Others

Options	Frequency	Percentage
YES	64	94.12
No	4	5.88
	68	100.00

Graph No.1.4: Graph representing recommendations using E-Wallets



Findings and Conclusion:

It has been found that PayTM app is most preferred app as revealed by more than 60% of the respondents followed by Google Pay, Amazon Pay Mobiquwick etc.

These apps are used by the respondents in case of mostly for bill payments, (i.e. more than 70%) followed by online shopping, movie tickets, mobile recharges, reservations for plane or train etc.

It has been found that the respondents enjoy doing their transactions through e-wallets, the major reasons mentioned by them are Fast transactions saving time, (i.e. 86%) easiness in operations, availability 24 by 7 , less risky and also contributes in getting cash backs and other rewards, therefore the young generation is fond of using e wallets .

On the contrary few challenges are faced such as security problems, poor network coverage, and lack of users' knowledge on technology, delayed reimbursement in case of failed transactions

The easiness in usage and cash back or reward system is the positive signs behind higher popularity of E-Wallets amongst young generation. The young generation mentioned in

the study covers the post graduate students, staying away from their parents at hostel and PG. These respondents shown their willingness to adopt the usage of E-wallets as it saves their time to visit banks for withdrawing the cash for various reasons, similarly it can be accessed anytime 24*7, secondly it offers rewards and cash backs on the transactions. The rewards are also received on referring such e-wallets to others.

The paper concludes that in spite of certain difficulties or challenges (such as security problems or poor network coverage etc.) faced by the users while using e-wallets for effecting payments for various transactions, still it has continued to be favourite amongst young generation.

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Comparative Study of Performance of HDFC and SBI

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Abstract

In India, liberalization and globalization started in 1990s. Since then, economic growth is on rise. Banking sector plays major role in the economic growth of the country.

In present research paper, the researcher has taken overview of banking sector and its challenges. Analytical study has been carried out of SBI, public sector bank and HDFC, private sector bank. The detailed study of two banks has been carried out based on various parameters like SWOT analysis, MOAT Model, Porter's 5 force model and Delta 4 Model.

The researcher has done comparative analysis of HDFC and SBI based on financial data of 2018-19. The primary data is collected from clients of banks and based on analysis of data findings, conclusions and suggestions are given.

Key words: Banking sector, Digitalization, SWOT analysis, MOAT model, Porter's Model, Delta Model

I. Background of Study:

In today's global era, banking sector plays very important role in the growth of economy. Nothing can be done without using of proper banking channels. Earlier trade was carried without any proof and record of it. But later it became compulsory to do each and every transaction through proper banking channel otherwise it would be treated as illegal and person involved in this would be sued for either criminal offense or civil offense depending upon the circumstances. Thus, everyone needs to follow a proper banking channel.

In any part of the world be it a developed

country, developing country or under developed one, concept of saving existed everywhere. In ancient times, a practice of collecting gold/coins in pots and conceal under the earth was followed all over the world. The royal treasury was the vault of monies which was collected from a kingdom either as a method to pay tax or gain as levies from the neighbor dependent kingdoms.

With time, role of RBI has also changed now it's not only the parker of the government funds but has become financier to financial institutions, banker to banks, former of the monetary policy, regulator of the currency, issuer of the tax rates, controller of inflation and deflation and providing stability to the country regarding debt clearances.

Banking sector in India is facing challenges of mounting Non-Performing Assets (NPA), Twin Balance Sheet Syndrome (TBS), unemployment issues, troubles in defaulter recognition, falling short in compliance of Bureau of Indian Standards (BIS) norms. The gross performance of the banking sector mainly is dependent on the functioning of the public sector banks which holds more than two-third of the banking sector. The government used its legislation power to exercise the control over banks and as a result of which did the nationalization of banks. This step of nationalizing banks proved to be a great advantage for banking sector.

II. Statement of the problem:

Progress of banking sector varies from place to place. What urban people could think good as a technology improvement may not be suitable for the rural areas. Many people in rural areas are still illiterate so they may not be fit with use of technology like net banking, Paytm, Google pay etc. After LPG, the banks are becoming more clients served as compared to past.

With this background, the researcher has carried out comparative analysis of performance of HDFC, private sector bank and SBI, public sector bank to understand perception of clients.

III. Objectives of the study:

- To study the performance of State Bank of India (SBI)
- To study the performance of HDFC Bank
- To compare the performance of SBI and HDFC banks with each other
- To study impact of digitalization on banks

IV. Scope of the study:

- The study covers one government bank

SBI and the one private bank HDFC

- The performance of the SBI and HDFC bank is seen within the country
- The SBI and HDFC banks are not compared with other banks of country.
- The banks are seen in a sense what the students and youth of India feel about them.
- As the country is in developing stage the youth plays important role in it so its scope is studied in terms of young generation.
- The study shows why people trust government banks over private banks.

V. Research Methodology:

The present research work is analytical and descriptive in nature. Research design is made on brief description of the facts how the banks evolved. What was the turning point that transferred the traditional banking system into modern banking system. All the facts were collected and studied with reference to HDFC and SBI.

Data collection method:

- Primary data collection: It was collected from the clients who have directly experienced the services provided by the different banks of the country through questionnaire, personal interviews, and telephonic interviews.
- Secondary data collection: The data is collected from sources of journals, periodicals, newspapers, books, magazines. Annual reports of SBI and HDFC are referred for analysis of performance of banks.

Limitations of the study:

- The study is limited to HDFC and SBI
- The study is limited to their operations used by the students.
- The study is limited to services and products offered by the two bank

VI. ANALYTICAL STUDY OF SBI:

The progression of the SBI can be detected back to the first decade of the 19th century. Before the independence of India, British government had led the base of three old banks of India during different times. The first bank was established on 2 June 1806, in the state of Calcutta name as Bank of Calcutta. Later there were few changes in the system and it was renovated in the name of Bank of Bengal after three years, i.e. on 2 January 1809. It was accustomed under the funding of government of Bengal and was the first joint stock bank of British India. After this there felt need of more banks in India which led to formation of the Bank of Bombay on 15 April 1840, i.e. 30 years later. Also after 3 years of Bank of Bombay another bank namely Bank of Madras was formed on 1 July 1843. These 3 banks were known in the ancient times as presidency banks. The 3 banks on 27 January 1921 after a decade of their formation combined or merged into a single bank which was named as Imperial Bank of India.

Until the formation of regulatory body of India (RBI) in 1935, there presidency were given permission to print the paper currency. After India got independence, an important feature took place in the banking system which was nationalization of banks. So the Imperial bank was nationalized and its name changed as State Bank of India. First of all an act was passed in the parliament of the country on May 1955. After this in July 1955 State Bank of India came into formation. After nationalization of banks and formation of State Bank of India, RBI took 60%

stake of SBI. But after a long time in 2008 government of India overtook this stake held with RBI.

SWOT Analysis of the bank:

Strengths:

- SBI being one of the oldest banks of the country has the largest market share of the India in banking sector. It has also highest assets as well as revenue in the banking sector in India.
- SBI is the brand which is present in the mind of every Indian. It gained this position as it was the first bank which gave the people what they want after the independence of the country.
- SBI serves the Indian people both in urban areas as well as in rural areas which no other bank in India has been able to do so it is the market leader in India.
- The people of India are very sensitive to price as well as there is diversified culture in the country. So SBI being government owned bank has earned the trust of Indians.
- There are many products and services offered by the bank to their different customers. The products and services provide satisfaction to its customers.
- SBI has not only spread in India but its presence is felt in 37 countries for exchange of trade.
- The bank has highest number of branches and ATMs in India i.e. 24000 branches and 59000+ ATMs respectively.

Weakness:

- There is less modernization of the bank as well as technology is also less efficient

when compared to private banks.

- The customer problems are not solved fast as the high security of job of the employees making the customers wait in queues for hours.
- After digitalization many employees of corporate and government sector have shifted their salary accounts to private banks due to simplicity of operations.
- SBI has highest number of employees in banking sector so major part of revenue goes in employee salary and rented buildings.

Opportunities:

- The bank is merging with other banks so there is great opportunity of diversification as well as expansion. Thus the new products are being made for customers.
- The bank has still scope to modernize in certain areas which can help in increasing customer satisfaction and more reliability on the bank by customers.
- The bank is hiring brilliant and skillful young graduates and people of B schools so there is new advancement made in the bank as compared to earlier traditions of the bank.
- SBI has a plan to expand globally as there is huge amount of cash inflow coming from Asian markets
- There is more approach to ATMs and new branches at the areas where the bank had not reached yet.

Threats:

- The bank has largest number of employees so there is always a threat of employee

strike the bank faces.

- The private banks are growing in efficiency compared to the government banks so the bank is facing problems due to them.
- With the increasing MNC banks coming in India it is the greatest threat to the SBI.
- After digitalization customers have shifted from SBI to other private banks.
- The other nationalized banks are also doing well which also is a threat for SBI.

MOAT Model:

This model was given by Warren Buffet. He said there are many people who make noise in the market and take our wealth. So we need to take care of following points while doing the MOAT analysis of any business. These points are described in brief as below:

- **Cost Advantage:** SBI being the oldest bank of India as well as government owned bank so its charges for any service it provides to its customers is less than any bank be it HDFC or any other private bank. So due to its cost advantage it has largest number of customers in the country serving them with its products and services at less cost compared to other banks.
- **Size Advantage:** One of the important reasons of nationalization of SBI was to serve the people of rural areas as the bank could not reach their earlier. So due to this feature of SBI it expanded in every corner of India with above 24000 branches and 59541 ATMs serving the customers with its products and services. So SBI is the largest bank of India in terms of its size. This size advantage of SBI always keeps in

preference compared to HDFC bank.

- **Intangibles:** The SBI as a brand has been accepted by every Indian due to its goodwill and image the bank created in minds of its people. The early generation has always believed in SBI as a trusted bank and it spread from generation to generation. This good will and brand name has not been defeated by anyone in the banking sector till now. This feature of SBI always keeps it above HDFC in preference.
- **High Switching Cost:** If the customers want to switch from SBI to any other bank like HDFC it will cost high to its customers. So majority of people are with SBI and will remain with the bank due to cost advantage of the bank. Also people in the rural areas can't switch to any other bank as the presence of SBI is felt in rural areas compared to HDFC bank or any other bank. Thus SBI is preferred compared to HDFC bank in India.

PORTER'S 5 Force Model:

Porter gave a model known as Porter's 5 Force model in which one needs to take into consideration five forces to expand or diversify in its portfolio which are as described below:

- **Inter Firm Rivalry:** The banks are in operation since span of years. Each individual depends on the banks some way or the other way. So in banking sector there is high inter firm rivalry between government players and private players. As SBI bank is the most preferred and trusted brand of India there is less inter firm rivalry for the bank. Also if any such problem arises in the banking sector the regulatory body takes care of it. Thus SBI has largest market share as well as most

profitable bank of India. Due to this it is preferred over HDFC bank.

- **Threat of new entrants:** The new entrants are entering in the Indian market every now and then but still no one can compete SBI due to its largest presence in the country. Thus it becomes difficult for HDFC bank as compared to SBI bank.
- **Threat of Substitute:** There are so many substitutes coming in the banking sector but SBI being a government bank will always be preferred first due to its presence in India and its service to both rural and urban people. The threat of substitute is more for HDFC bank as being a private bank people have less trust in it. Also people of India are very sensitive they will always prefer bank over a substitute to it.
- **Bargaining power of customers:** The SBI bank provides low cost advantage to people and provides products and services as per customer need so there is less bargaining power of customers compared to high charges of HDFC bank.
- **Bargaining power of suppliers:** SBI being government owned bank as well as brand of India in banking sector the bargaining power of suppliers is limited for SBI as compared to high bargaining power of suppliers in HDFC bank.

DELTA-4 Model:

Delta-4 means achieving the highest standards so that people can easily without any confusion trust on the bank. As SBI is present in the country since ancient times it has achieved the trust of people by being the largest served bank to both urban and rural areas. SBI was the first bank to serve rural people in particular. It has

spread to every corner of India and is expanding more and more for the betterment of its customers so that they do not face any difficulties in acquiring the benefits of the bank. So SBI has achieved Delta-4 by gaining the trust and loyalty of its customers where HDFC need to work hard to gain it.

VII. ANALYTICAL STUDY OF HDFC:

The Housing Development Finance Corporation (HDFC) was one of the private banks in the Indian banking sector after the LPG phase of the country with prior approval from the RBI. When in 1991 LPG took place in India and one of its important was privatization of the India's every sector to that growth of the country is witnessed. Thus, the bank came in existence in August 1994, with the name as "HDFC Bank Limited". Its office was registered in Mumbai, Maharashtra in India. It was meant as a commercial bank to serve in its purpose the people of its country. The team of HDFC is very zestful and zealous determined to become World class Indian bank.

SWOT Analysis of HDFC Bank:

Strengths:

- HDFC owns position of second most immense bank in India in terms of private sector. The first leader in private sector is the ICICI bank of India.
- It provides exorbitant level of satisfaction to its customers. That is one of the reason it's mostly preferred by the new generation of the country.
- It has spread like a grape wine in the country within so less time that it has 5,103 branches in the country.
- It has many ATMs across the country to

serve its purpose of being a great bank in itself. The numbers of ATMs of HDFC bank are 13,160.

- The presence of the bank is felt in 2,748 cities of India and has nearly 850 locations for providing telephone banking service.
- It has fantastic and brilliant financial advisors that help customers in choosing the right path for their investments.

Weaknesses:

- The most important part of the country, i.e. rural areas the bank still had not reached to serve them.
- It still lacks in vigorous and dynamic marketing strategies like ICICI bank.
- The bank provides focus mostly to lavish and posh customers.
- As seeing the share price graph of HDFC which is fluctuating in nature, makes the investor to think twice before investing in it.
- Some of the banks products are insufficient in conduct.

Opportunities:

- Though being a private bank, it has superior asset attributes compared to government banks.
- Earlier bank was involved in bad debts which have been retained by the bank as compared to government banks.
- As the bank is achieving all its goals in the urban sector it can implement same in the rural sector.
- It can increase its profit enormously by spreading in rural areas and other parts of the country where its presence is not felt.
- It had showed a great reputation in terms of maintaining the salary accounts of

corporate. As the large corporate and SMEs are in boom it's the great opportunity for the bank.

Threats:

- The non-performing assets in the bank were 0.18% which now has increased to 0.20%. We can see the change is minute but it's not good for the bank.
- ICICI bank expanding in every corner of the country is major threat for the bank.
- A number of non financial companies are increasing in the country as well as new age banks which are a great threat to HDFC.
- Also the RBI, regulatory body of India has paved a way for foreign banks to open in India and the stake of 74% is given to them.
- The government banks are also trying to keep a good pace with modernizing themselves in same fashion to private banks.

MOAT Model:

This model was given by Warren Buffet. He said there are so many business man who make noise in the market and take your wealth. Following are the points to be taken into consideration for doing MOAT analysis of any sector.

- **Cost Advantage:** As being a private bank, HDFC has less cost advantage as compared to SBI. It cannot give products and services to people as lowest cost possible. That is the reason its charges are higher than SBI.
- **Size Advantage:** The bank after its formation has spread across many corners of the country but it still need to cover the rural areas where it has not reached yet.

- **Intangibles:** People have started believing in the brand and goodwill of HDFC yet the number is less as compared to SBI.
- **High Switching Cost:** People of the rural areas will need of high switching cost if they shifted from SBI to HDFC as its presence is not yet in rural areas of the country.

PORTER's 5 force Model:

Porter said any business to expand or diverse in its portfolio need to always taken into consideration there five forces before proceeding further.

- **Inter Firm Rivalry:** For the HDFC bank there is more inter firm rivalry as it has huge number of competitors both in government sector as well as private sector. As in banking sector there is high inter firm rivalry there need coordination and corporation amongst the banks to reduce it which is not possible.
- **Threat of new entrants:** The threat of new entrants has increased enormously after the RBI announced that foreign bank can have 74% stake in Indian market. New banking age is also a threat to HDFC.
- **Threat of Substitute:** There are so many substitutes available to HDFC bank where the banks offer lower charges compared to HDFC. Also people have not been able to trust private bank as they believe in government banks.
- **Bargaining power of customers:** As there are so many banks in India so bargaining power of customers is high due to lots of option in hand.
- **Bargaining power of suppliers:** As HDFC is a private bank there is very high control

of suppliers. Also the regulatory authority of India, RBI keeps an eye on the bank.

trust on the bank. Yet there is need of HDFC bank to achieve the Dela-4. Being a private bank some people does not trust the bank. So it needs to spread more and gain the trust of its people to achieve delta-4.

DELTA-4 Model:

Delta-4 means achieving the highest standards so that people can easily without any confusion

		HDFC BANK	SBI	HDFC BANK/SBI
P/E(TTM)	X	26.3	28.1	93.8%
P/BV	X	3.8	1.0	391.9%
Dividend Yield	%	0.7	0.0	-

EQUITY SHARE DATA

		HDFC BANK MARCH-19	SBI MARCH-19	HDFC BANK/SBI
High	Rs	2,327	321	725.4%
Low	Rs	1,880	233	805.6%
Income per share	Rs	386.2	283.8	136.0%
Earnings per share	Rs	82.0	2.6	3,182.5%
Cash flow per share	Rs	196.5	54.2	362.8%
Dividends per share	Rs	15.00	0	-
Average Dividend yield	%	0.7	0	-
Book value per share	Rs	564.3	262.8	214.8%
Shares outstanding	M	2,723.31	8,924.59	30.5%
Bonus/Rights/Conversions		-	-	-
Average price/Income ratio	X	5.4	1.0	558.0%
Average P/E Ratio	X	25.7	107.5	23.9%
Average P/CF Ratio	X	18.7	3.8	491.4%
Average Price/Book value Ratio	X	3.7	1.1	353.5%
Dividend payout	%	18.3	0	-
Average Market Capitalization	Rs m	5,728,891	2,473,004	231.7%
No. of Employees	000	98.1	257.3	38.1%
Total wages & salary	Rs m	104,512	437,950	23.9%
Average income/employee	Rs Th	10,724.0	9,847.2	108.9%
Average wages/employee	Rs Th	1,065.8	1,702.4	62.6%
Average net profit/employee	Rs Th	2,277.4	89.4	2,547.6%

VIII. COMPARATIVE ANALYSIS OF SBI AND HDFC:

Current Valuations:

IX. Findings of the Study:

The researcher analyzed the data collected from clients of the banks. The findings of the study which shed light on the facts why State Bank of India (SBI) is preferred over Housing Development Finance Corporation (HDFC) are as follows:

- The people preferred SBI bank over HDFC bank as SBI is a government bank so a trust factor comes in picture which in India is surely on the government sector.
- SBI is since years so as an ancestral hierarchy some people followed it in that way as any trend in most of the Indian families shift from generation to generation.
- SBI being a government bank has low interest rates as compared to HDFC because of its private nature.
- Most people in India still are in the rural parts and it becomes very easy for them to get their accounts in SBI as it is only the bank of India which has spread to rural parts of the country.
- SBI branches and ATMs are spread to every part of the country it is also one of the reason why people prefer it.
- SBI has the largest market share when we talk about banking sector which also provides it edge over HDFC.
- SBI is doing merger with other banks which provides it more opportunities for expansion.
- SBI is providing loans to the agriculture sector of the country at less interest rates which becomes one of the advantage for

SBI over the other banks.

X. Conclusion:

The banking sector of India is facing various challenges in today's global era. RBI plays major role in governing the banking sector. Digitalization of banks has become need of an hour. Financial inclusion has to be focused by banking sector to bridge the gap between rural India and urban India for sustainable growth of Indian economy.

After carrying out the comparative analysis of HDFC and SBI, it was observed that SBI is preferred in the banking sector by most of the people of country in comparison to HDFC bank for various reasons like SBI, the oldest bank of India, is having largest market share in banking sector with 24000 branches and 59541 ATMs. The products and service offered by the SBI is very cheap in comparison to HDFC. SBI being government bank is proffered more by the clients due to trust.

XI. Suggestions:

- The bank needs to get fully modernized as leave the traditional techniques which will prove very effective for the bank
- The banks need to resolve the problems of the customers quickly without having them to wait for hours.
- The bank should provide life time debit card and credit card to the holders.
- The bank should adopt all new technologies as soon they come in market.
- The bank should take a step ahead to make people aware about its different products and services by print media, trade fares, banners, hoardings and pamphlets.

- Bank should understand needs of all its customers whether they are small customers or big corporate and develop products which satisfy the customers.

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To Study The Impact of Social Media Marketing On Local Business

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Abstract-

The current technology has a great impact on new generation and current market business. Business traditional from of sales, marketing and advertising has digitally updated with new devices, web-services and software. Each and every business have digitalized to present and promote themselves and also to introduce new product in the market. The study shows the influence of social media on local business. We conduct the social media activity and required development of the café, the goal was to increase the followers and visitors on social media account of the café. The platform we choose to operate were Facebook, Instagram, and Zomato.

I. INTRODUCTION

The digital era is the most challenging time for every industry. IT sector is known to use the advance technology on daily basis but today each and every field use them for effortless functioning of the business, either it is agriculture product or high quality textiles, everyone requires tech to keep their reputation up to the mark, to conduct market research, sales, international or national sales, marketing, promotion, transportation. Without technology the ROI of the business cannot be determine precisely in time and the use of the same is of great benefits not only to track the ROI but also for the decision making for the business in future. Where the use of technology influence millions to make a perception of the entity in the market it can also unbind the years of reputation within no time. Technology can be a greatest asset in business since even after the downfall, it can help the business to rebuild and re-emerge into the market with strong impact. The technology is advancing on daily basis that the

people don't need much time to adapt to its environment hence user and the interface of the technology and the tech itself follow the law of transitivity in logical terms. The platform like Facebook, Instagram, YouTube, Snapchat have more than hundred million users.

These applications are the result of the great advancement in the technology as well as the business. The most frequently asked questions "What is Social Media Marketing (SMM)?". According to techtarget.com "Social media marketing (SMM) is a form of Internet marketing that utilizes social networking websites as a marketing tool. The goal of SMM is to produce content that users will share with their social network to help a company increase brand exposure and broaden customer reach." The new technology is not only facile to use but also cheap hence the demand and supply of the devices are more in the market.

II. LITERATURE SURVEY

Social media has shown a greatest trending technology across the globe. All the organization use the platform of social media for the whole marketing & sales department as an asset (for e.g. product/brand promotion, advertisement, publicity etc), despite the difference between age the traditional method of newspaper article is been replaced by digital medium. The word Social Media cannot be defined without the networking sites like Facebook, Twitter and LinkedIn besides these there are also other networking sites like MySpace and YouTube. Internet based life is broadly utilized in different organizations like private venture, banking, retail advertising, B2B showcasing, travel and the travel industry promoting, money related establishments showcasing, etc. This part means to illuminate the manner by which social advertising can be utilized successfully for business advancement. The underlying piece of this section will give a review of how online life overall can help advance organizations and further down the report, explicit cases relating to a specific informal communication site utilized for building up a specific specialty unit will be inspected.

Importance of Social Media in Today's World

- Impact of Digitalization (World/ Country)
- Impact of Social Media (Use of individual applications or sites to access social media.)
- Scope of Business in social media.
- Impact of Digitalization (World/ Country)



Fig. 2.1 Use of Digital technology in the world

As per "Hootsuite" and "we are social" these are the factual report on how much computerized innovation alongside gadgets is been utilized.

Effect of Social Media (Use of individual applications or destinations to get to online networking.) The measurable report tells there are more than billions of clients over the world utilizing an equivalent application on regular routine. With increment in gadgets a solitary client can have more than one gadget and more than one web-based social networking account. Consequently, there is constantly an issue of security rupture and unknown client having the record.

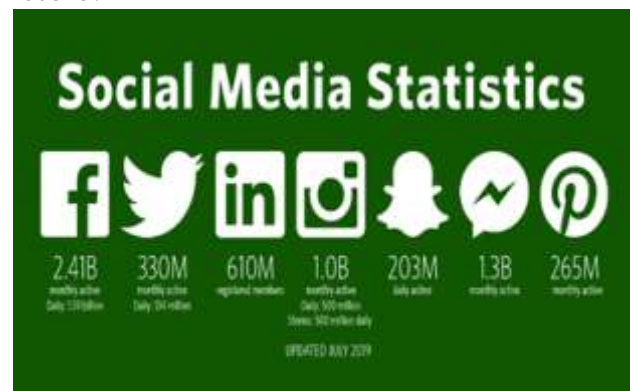


Fig 2.2 Use & Users of Social media platform

There are handful of social media sites, how much India contribute to this network? Let's consider the four leading social media sites

Facebook, Instagram, Twitter, Snapchat and LinkedIn. These all application can have a single user and can be operated simultaneously as the

user wish due to the flexible interface.

Statista analyse the increasing users according to platform basis:

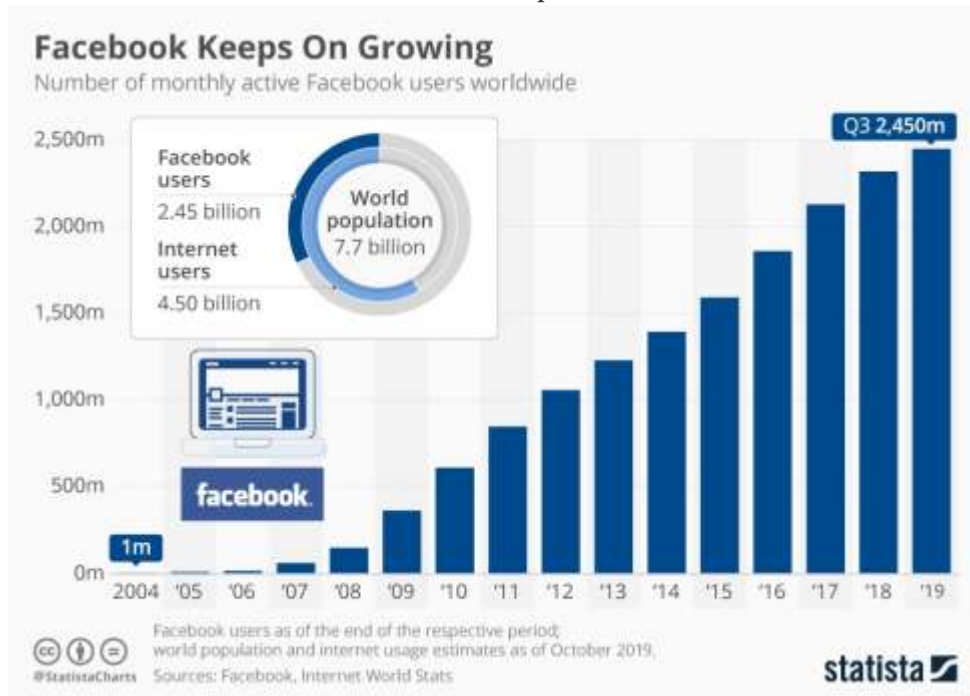


Fig. 2.3 Facebook influence on the world

Facebook have increasing no. of users according to Statista. Over billion users with more than billion devices. These users search for the favourite things or places to purchase product or to dine in restaurant.

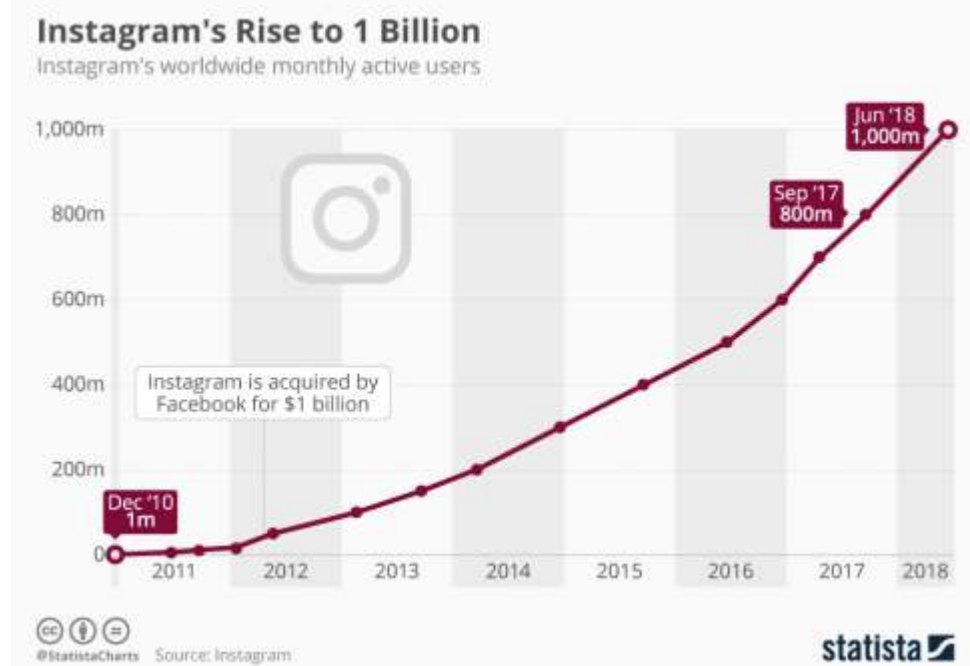


Fig 2.4 Instagram influence on the world

Similar to Facebook the Instagram is also the application platform that have more users. The platform is for sharing and posting videos and pictures of the users or the business.



Fig 2.5 Twitter influence on the world

Twitter the third most influenced social media platform in the world. The recent trends, stories, news, people point of view are known on this platform. Hence when an influential person makes a comment on a business there are millions of people reading and might have interest in it.

Facebook for B2B Marketing

Despite the fact that integrating business into individual life doesn't appear to be a vice decision, Facebook being a biggest network than all nations of this world expect India and China can help create B2B business. For this the organization must have a business page instead of the typical individual profile page. Some important things should be considered while advancing business through Facebook:

- The most significant thing is to get the same group of people to 'like' the official organization page. Additionally, substance must be included every now and then so that clients receives the updates on the organization activity through the news source on their web page. This will keep them up-to-date about what is happening in the organization.
 - Facebook utilizes a calculation which gives more need to record video and photographs than content and expands perceivability of news thing relative to the quantity of individuals remarking or enjoying on it. In simple terms, if a news thing is loved and remarked by a couple of individuals in the underlying stage, there is increasingly chance that it will be seen by more individuals.
- The number of times refreshes are included and the time when the posts are

included is similarly significant. Pick a period which is well on the way to hit greatest number of snaps and point of confinement the quantity of presents on a couple for each day. Like the utilization of web-based social networking in B2B advertises as referenced above, web-based life likewise helps B2C promoting. The accompanying piece of this report investigations how different B2C customers are profited by internet-based life use.

Social Media for Retailers

The August (2009) issue of Market Watch: Technology suggests that usage of Twitter if monitored well can help in increasing sales revenue beyond expectations. Many retailers are already reaping the benefits of being on Twitter. For instance, 'Dell Retail Outlet' had 704,000 followers on twitter in 2009 and an accumulated turnover of \$2 million through twitter since the inception of its twitter page in 2007. Today it has 1,506,824 followers which record a 21.4% growth in terms of number of followers in a short span of 3 years. Fashion retailer ASOS is also actively tweeting their offers, promotions and discounts through twitter. Similarly, Fresh and Easy which is the US subsidiary of Tesco launched a new family meal pack as suggested by its customers through Twitter. A leading furniture retailer in the UK – Habitat – cautions that twitter usage, particularly the use of hashtags for promotions must be done with extreme care. The company faced a bad reputation when it used non relevant hashtags to improve viewership. Thus, usage of twitter for retailers is also found useful. Though the above study proves that social media usage aids in developing both B2C and B2B businesses, Handley Ann (2012) suggests that using Facebook for business needs may create a negative impact on the person trying to

promote the business. She suggests that Facebook is something personal and people don't expect business deals through Facebook. It is supposed to be a social networking site meant for making friends and keeping in touch with existing friends.

Managerial usefulness of study

Objective of the company are defined by the higher level of management. Some of them are:

- To build and maintain the reputation of the industry.
- To fetch more attention from the market toward the product of the company, which is also the reason marketing sector exist in every industry.
- To carry more buyers to the business.
- Reduce the consumption at every possible opportunity.
- Analyse the market for new pattern.
- Keep the item modern in the market, examine if the item should be ended.

How social media is relevant towards the business?

- Improved brand mindfulness – Social media enables associations to elevate their image to millions with a single tick of a catch. By utilizing web-based life, it can expand the perceivability of your image to present and potential clients.
- Cost-successful – Social media is a free asset for showcasing your association, items, and administrations. Rather than burning through millions on advertisements on TV and online you can rapidly get the word out on an item, share a video and fabricate fervour and deals for your image.

- Customer commitment – Social media enables you to have two-path discussions with your clients and fabricate a commitment model that enables your clients to have a voice.
- Loyalty to mark – Social media makes it simpler for an association's clients to discover and interface with showcase brand informing. It fabricates a bond that is critical to the long-haul accomplishment of the business.
- Improved consumer loyalty – With online life-giving clients a voice it takes into account a more noteworthy consumer loyalty as their issues are being heard, administration issues are being settled, and bonds are fabricated.
- Education – The large thing seen from my point of view with Apple is we have utilized web-based life as an approach to teach our on our items through sharing of articles and accommodating recordings. This enables our clients to comprehend and utilize our items in increasingly effective manners and simultaneously can diminish future contact volume on these.

To achieve objectives without applying the traditional efforts, the company can fulfil the goals. Social media/ digitalization is the reason of rapid development of the company and organization. Hence management can function easily with the help of social media and can take appropriate decision without wasting any time and resources. Management can determine how to proceed with future product and strategies.

III. RESEARCH METHODOLOGY

With the period of digitalization there is likewise change in buyer conduct which influence the endurance if the business. The customary

method for advancement like paper and flags are never again a lot of compelling. Individuals rather prepared, watch or listen it on the cell phones rather than standards and papers. Thus, the limited time techniques for notice toward the edge of some paper is obsolete. The substitution is online life applications. The papers articles can be old or no longer legitimate, yet the internet-based life are refreshed each day and consistently. This is the quickest method to arrive at thousands on open in brief timeframe. Thus, we will ponder an effect of internet-based life promoting on the neighbourhood business.

"Café Peter" was our customer the entire establishment has a place with Peter (Korean: Jung Chan-Seok). As we probably am aware the present market is about digitalization. Individuals are constantly dynamic via web-based networking media locales to be specific Instagram and Facebook. This is the virtual market which should be utilized, centered and contribute for the development of the business. There are as of now seven outlets of bistro dwindle in Pune. The proprietor of two outlets viz. Bistro Peter Aundh and Café Peter Apteroad put resources into our organization to advance them via web-based networking media organizing destinations. The primary target of

the task was to build rating on the Zomato and Google Business. The accomplishment of the task suggests that there are individuals via web-based networking media locales who are intrigued on the cafe movement, thus the action prompts increment the footfall and enjoys cafe dwindle. More the footfall more will be the matter of the cafe. This is the conclusive outcome we were intended to accomplish.

Why Social Media Marketing for the café?

The outlets are on two prime location where the crowd are between the age of 16-50. These outlets want to get more attention of the crowd. The Apteroad branch have college students and Aundh branch have office employee/staff. According to the statistical report these crowd are highly active on social media sites hence even if we focus on the nearby consumers there are always new visitors as tourist in the town. Since the tourism business contributes 9.2% of India's GDP (?16.91 lakh crore) which support 42.673 million job. Pune is also a tourist city along with world renowned education centre. There are lots of tourist and new students visiting the city either to study or to explore, to get these people attention, café needed to be socially active. Once their people choose to explore the place, they tend to visit the café at least one time, hence this bring the customer to the business.



Fig 3.1 Strategy used for the café

? What was the task of the month?

- i. In first month, we focused on two things in first month.
 - Responding the customers who have

already respond to the café on Zomato and Google Business.

- Training and development of the employees of the café.
- ii. In second month, we focused on the social media pages of the café and evaluating the staff performance.
 - Received the access to the café Instagram page and Zomato page.
 - We merge the account of both the outlet to one common account.
 - We use this account to get daily update on the café activity.
 - We started posting the contents on the social media page (Instagram), the contents were:
 - a. Food
 - b. Ambience
 - c. People
 - To increase the review, we apply conditional method in the service. We proposed that at the time of billing the staff should ask for the review and if the customer agrees to write one on the spot, they will receive a complementary donut from the café. The idea was successful, there were more than 70 reviews on google business and 40 on Zomato.
- iii. In the third month with Instagram page, employee training we also focus on café's Facebook page.
 - We started posting on Facebook and Instagram page of the café.
 - The purpose of using the Facebook was to boost he contents we were posting on social media page.
 - What is boosting?

It simply means displaying the content (food, ambience, people) on multiple social media account. It is the paid service which Facebook use for business purpose. The Social media

account where the content will be displayed is customize as per our convenience. The account can be sorted area wise, age wise.

This content was liked by the social media people. With this we show the users what café provides. The account holders tend to visit the café to try the food and have a personal experience with the café. Hence the footfall increases and business income increase.

? What was the training given to staff?

People have some perception when they visit café or restaurant. They want to have a good time with the friends, have a great quality food and experience a good service from the café staff. Sometimes when the food quality is not up to the mark but the customer has a great experience from the service, they tend to forget the quality of the food, they still feel satisfied and gives minimum 4 stars rating on social media page.

Hence the most common and good service everyone experience is from McDonalds and KFC. They always great customer without fail and appreciate to place the order.

We intend to apply same methods of service to the café staff. The staff has to follow 5 simple steps to give customer a great service. The steps are as follow:

- Greeting the customer and allocate a place to sit as soon as they enter the café and ask them to place the order at the counter.
- Ask the customer whether they would like to have a bottled water and normal water.

- Serving the dish and tell the customer to enjoy their food.
- After 15 minutes ask the customer how was the food? and would they like to have something. At this time customer either ask for water or some another dish.
- At the time of leaving ask the customer to review the café on Zomato or Google business and if they do so on the spot, they will receive a complementary donut from the staff member.

trending concept is recognized and as per the taste of market the product can be customize.

- When the platforms are used with strategies (like promotion of the product we did in the café) the business can get a great boom, if we use a strategic way it may cause a great downfall.

IV. FINDINGS

We suggested that social media could impact the business annual income and help them grow.

We manage to increase the rating and reviews of the café.



Fig. 4.1 Impact of social media on one of the platforms of café

The chart defines that the rating before involvement of upshoot.social and after associating the café with upshoot.social. At first the aundh café google ratings were 4.0 and Zomato ratings were “4.0”, similarly Apteroad branch google ratings were “4.0” and Zomato ratings were “3.9”.

The methods applied for increasing the ratings and reviews were legit.

The Google ratings of aundh branch increase by “0.1” and Apteroad brand have maintains the ratings. Similarly, Zomato ratings of aundh increase by “0.2” and Apteroad by “0.1”.

Hence the owner of both the café accept that social media is successfully impacting the café business and their revenue increase within 3 months.

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V. CONCLUSIONS

- Social media marketing has a great impact on the revenue of local business.
- Social media can be used as a strategic approach for the promotions of the business and brands.
- Social media is the platform is the most affordable platform for promotion as compare to television, radio and newspapers.
- Social media can be used to know the taste and preferences of the market. The most

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