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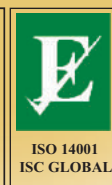
A Case Study on Pre and Post Joint Venture Analysis of Ntt Docomo and Tata Teleservices With Financial and HR Perspective

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From The Editor's Desk

I take this opportunity to thank all contributors and readers for making *Tecnia Journal of Management Studies* an astounding success. The interest of authors in sending their research-based articles for publication and overwhelming response received from the readers is duly acknowledged. I owe my heartfelt gratitude to all the management institutes for sending us their journals on mutual exchange basis, and their support to serve you better.

We are happy to launch the Twenty five issue of our academic journal. The present issue incorporates the following articles:

- ❖ Impact of Make in India program - Is lion moving Backward?
- ❖ Role of Innovation in Entrepreneurship of Globalized World - A Case Study
- ❖ Emerging Issues and Changing Face of Accounting
- ❖ 7 P'S Of Marketing Mix in the Selected Hotels of Rajasthan
- ❖ Bancassurance: Convergence of Banking and Insurance and its Implications on the Development of Banking and Insurance Industry
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My thanks to the authors, Sandeep Kumar, Sweta Bakshi, Sambhavana Gupta, Ritesh Gupta, DD Chaturvedi, Sandeep Kumar, Anurag Agnihotri, Julee Banerjee, Surbhi Gupta, Krishna Gupta, R P Tulsian, MK Gupta, Ashok Aggarwal, Rakesh Gupta, Madhavendra Nath Jha, Urvashi Ghai Khosla, Karishma Arora, Lata Rani, Chanchal Sharm and Swati Shrivastava, who have sent their manuscripts in time and extended their co-operation particularly in following the American Psychological Association (APA) Style Manual in the references.

I extend my sincere thanks to our Chairman Dr. R. K. Gupta, who has always been a guiding light and prime inspiration to publish this journal. I am grateful for his continuous support and encouragement to bring out the Journal in a proper form. I also appreciate Editorial Committee Members for their assistance, advice and suggestion in shaping up the Journal. My sincere thanks to our distinguished reviewers and all team members of Tecnia family for their untiring efforts and support in bringing out this bi-annual Journal.

I am sure the issue will generate immense interest among corporate members, policy-makers, academicians and students.

Editor

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IMPACT OF MAKE IN INDIA PROGRAM- IS LION MOVING BACKWARD?

Sandeep Kumar*
Sweta Bakshi**

***Abstract:** The Centre is functioning on a 'compliance report' of its flagship 'Make In India' (MII) initiative that attempts to transform India into a global design and manufacturing hub as well as create large-scale employment. The MII scheme covers 25 focus sectors ranging from automobiles to wellness. The 'MII Action Plan' had set short-term (one year) and medium-term (three years) targets "to boost investments in the 25 sectors" and to "raise the contribution of the manufacturing sector to 25% of the GDP by 2020". "FDI inflows in India's manufacturing sector grew by 82% year-on-year to \$16.13 billion during April-November 2016," according to the IBEF, a trust formed by the Commerce Ministry to promote of the 'Made in India' label overseas*

Make in India opened new doors for investment. Relaxation of Foreign Direct Investment (FDI) norms enhanced the investor perception, and the industry observed a rush in automotive and electronics manufacturing investments. The liberalization of FDI policy permitted for over 50 percent of the investments in 25 sectors

1. Introduction

The Centre is functioning on a 'compliance report' of its flagship 'Make In India' (MII) initiative that attempts to transform India into a global design and manufacturing hub as well as create large-scale employment. The average GDP growth in the manufacturing sector was 9.5 per cent in the early nineties when the economic reform process was initiated. Thereafter, from 1996-97 onwards a decline in manufacturing sector GDP was witnessed till 2001-02. From 2002-03 there was a resurgence and the sector recorded an average double digit growth of 10.1 per cent during the period from 2005-06 to 2009-10. But from 2010-11 onwards again a decline in GDP growth was witnessed with the sector recording a negative growth of 0.7 per cent in 2013-14. To give a boost to the manufacturing sector growth and to make the sector globally competitive, the government had announced the National Manufacturing Policy in 2011. The policy visualized enhancing the share of manufacturing to GDP from 16 to 25 per cent and to create 100 million jobs by 2022. The policy visualized

the Centre to provide an enabling framework and incentives for infrastructure development on a PPP mode and the State Governments to be encouraged to adopt the instrumentalities provided in the policy viz; setting up of National Investment and Manufacturing Zones, rationalization and simplification of business regulations, incentives for small & medium enterprises, industrial training and skill up gradation measures among others. However, the manufacturing sector growth continued to be a cause of concern. With nearly 63 per cent of the population in the working age group (15-64 years) the Prime Minister in his Independence Day Speech in 2014 invited the world to 'Make in India', 'Manufacture in India' and indicated that growth of manufacturing sector is must for employment generation of the youth. The Make in India initiative announced officially in September 2014, aims to facilitate investment, foster innovation, enhance skill development, protect intellectual property and build best in class manufacturing infrastructure and convert India into a manufacturing hub of the world.

*Dr. Sandeep Kumar, Professor, Tecnia Institute of Advanced Studies Delhi

**Sweta Bakshi, Assistant Professor, ITS Mohan Nagar, Ghaziabad

In this paper an attempt has been made to see the employment potential of the Make in India initiative. The objective of the exercise, among other things, is to determine whether the government departments and agencies implementing the MII programme are meeting the deadlines visualize in the 'MII Action Plan' of December 2014.

2. Research Methodology.

The present study is based on secondary data. The data has been extracted from various sources like research articles, publications from Ministry of Commerce, Government of India, various bulletins of RBI and authenticated websites.

3. Make in India Initiative (MII)

The MII scheme covers 25 focus sectors ranging from automobiles to wellness. The 'MII Action Plan' had set short-term (one year) and medium-term (three years) targets "to boost investments in the 25 sectors" and to "raise the contribution of the manufacturing sector to 25% of the GDP by 2020".

At a national workshop held in December 2014 on these 25 sectors, an Action Plan was confirmed with the assistance of Secretaries to the Indian Government as well as industry leaders.

According to National Manufacturing Policy, "the share of manufacturing in India's GDP has stagnated at 15%-16% since 1980 while the contribution of similar economies in Asia is much higher at 25%-34%."

Government sources said a comprehensive study is also being undertaken on the impact of the MII initiative including a sector-wise evaluation regarding job creation and foreign direct investment inflows using the National Industrial Classification Code.

4. RBI, CSO data

Data from the Reserve Bank of India and the Central Statistics Office are also being looked into in this regard, they said, adding that inputs are being required from the State governments as well.

The compliance report is being monitored and evaluated at the highest level, including by the Prime Minister's Office, the sources said. Recently, the Parliamentary Standing Committee on Commerce wanted an appraisal to be done on how the MII initiative has helped the country's micro, small and medium enterprises.

It recommended that dedicated steps should be taken to make sure that FDI endorses the MSME sector, and required to know the factors behind the Foreign Portfolio Investments turning negative and its impact

on the Indian industry. The panel also wanted to study if the MII initiative has seized the opportunity of demographic dividend in the country.

5. \$1 trillion by 2025

According to the India Brand Equity Foundation (IBEF), "India's manufacturing sector has the potential to touch \$1 trillion by 2025. There is potential for the sector to account for 25-30% of the country's GDP and generate up to 90 million domestic jobs by 2025." "FDI inflows in India's manufacturing sector grew by 82% year-on-year to \$16.13 billion during April-November 2016," according to the IBEF, a trust formed by the Commerce Ministry to promote of the 'Made in India' label overseas.

It said, "The government has an ambitious plan to locally manufacture as many as 181 products. The move could facilitate infrastructure sectors ... that entail large capital expenditure and revive the \$27.75 billion Indian capital goods business."

6. The Parliamentary

Standing Committee on Commerce's recent report had also said manufacturing growth in the country has to become healthy, adding that "the manufacturing sector has grown only by an average of 1.6% in the last five years till 2015-16." Underlining the significance of the capital goods sector for the country's industrial growth, the panel said, "Appropriate measures may be taken to revitalize the growth of capital goods sector."

A December 2016 a 'policy brief' prepared by K.S. Chapatti Rao, Professor (Retd.), Institute for Studies in Industrial Development, and Biswajit Dhar, Professor, Jawaharlal Nehru University, had suggested the examination of FDI in the 25 sectors under the MII initiative "from the points of (i) adding fresh domestic production capacities (including meaningful indigenisation), (ii) net addition to capital instead of round-tripping of funds remitted abroad on one pretext or the other, (iii) the monetary value of all the incentives and exemptions availed and (iv) ...delayed reporting and gross inaccuracies."

According to a report, Future of Jobs in India by EY and NASSCOM highlighted India's two challenges: the 17 million new entrants into the workforce year-on-year against the 5.5 million jobs created. According to a recent data published by Centre for Monitoring Indian Economy (CMIE), the unemployment rate has doubled between July 2017 and April 2018. It also states that the number of jobs in the country in the last financial year 2017-18 has also fallen from 406.7 million to 406 million.

Make in India, launched in 2014, was one of the

flagship programs of the Indian Government. The program will celebrate its fourth anniversary this year. However, is the initiative falling shortly after four years? During its launch, Prime Minister quoted the initiative as the "lion step" towards promoting the manufacturing sector and generating millions of jobs. Is the lion really moving forward? Can we achieve 25% of the GDP by 2020 and create 100 million jobs through this program?

7. The successes and the disappointments: Make in India

Narendra Modi, Prime Minister of India, with the view to invigorating the country's manufacturing sector announced his plan to launch Make in India in September 2014. The focus of the program was the National Manufacturing Policy, the purpose of which is to make India a global manufacturing center. The key objective of the program is to:

- Make India a manufacturing center
- Augment manufacturing's share in the country's GDP from 16 percent to 25 percent by 2022
- Generate 100 million jobs

8. The policy identified 25 key sectors namely:

The spotlight of Make in India programme is on 25 sectors. These include: automobiles, aviation, chemicals, IT & BPM, pharmaceuticals, construction, defence manufacturing, electrical machinery, food processing, textiles and garments, ports, leather, media and entertainment, wellness, mining, tourism and hospitality, railways, automobile components, renewable energy, biotechnology, space, thermal power, roads and highways and electronics systems.

In order to magnetize foreign investment, improve the sector's growth and generate employment, the government implemented new policies and processes to deconstruct the old system and bring in the new system to promote business partnerships and ease of doing businesses.

9. The Hits of Make in India:

Make in India opened new doors for investment. Relaxation of Foreign Direct Investment (FDI) norms enhanced the investor perception, and the industry observed a rush in automotive and electronics manufacturing investments. The liberalization of FDI policy permitted for over 50 percent of the investments in 25 sectors.

The FDI inflow grew by 20 percent each in 2014-15 and 2015-16. However, in 2016-17, the country attracted the highest ever FDI inflow of 60 billion USD. In 2017-18, the nation saw the FDI equity inflow

of worth \$33.75 in the first half of this fiscal, and the country is poised to see FDI inflows in 2017-18 surpassing even the record \$60 billion it received in the last financial year.

According to the data published by Department of Industrial Policy & Promotion (DIPP) in December 2016, highlighted that the industrial activity rose by 29 percent. Much of this growth was concentrated in three states- Karnataka, Madhya Pradesh, and Maharashtra.

India jumped up 30 notches in the top 100 rankings on the World Bank's ease of doing business' index.

Alain Spohr, Managing Director, India & South Asia, Alstom shares, "The Government's visionary Make-in-India programme brought together businesses and consumers towards a common goal of nation-building. This added to the Prime Minister's push to simplify investments and procurements in the country enabled most sectors to create business opportunities within the country and even attract international businesses. India's rank in the ease of doing business was an affirmation of this very change. Not only did this create a momentum in the creation of jobs, but also brought the focus back to the need to bridge the gap between the skill imparted in college vis-à-vis that required in the market. We see the Government's Skill India initiative working to bridge this gap in partnership with private players. Public-Private Partnership is the most effective tool to empower such movements and Alstom has been committed to supporting both these Government initiatives."

10. The Misses:

The country's Gross Domestic Product (GDP) growth rate has fall from a high of 9.2 percent in the third quarter of 2016 to 5.7 percent in the third quarter of 2017. Economist attributes this mostly to the government's demonetization drive and poor implementation of the new Goods and Service Tax (GST).

As per the economic survey (2015-16), the rate of unemployment has augmented from 3.8 percent (2011-12) to 5 percent (2015-16). Additionally, in 2015 only 1.35 lakh jobs were added in eight labor-intensive sectors, compared to 9.3 lakh jobs that were added in 2011-12.

From July 2014 to December 2016, in the eight major sectors i.e. manufacturing, trade, construction, education, health, IT, transportation, and accommodation and restaurants, only 6,41,000 jobs were produced.

In comparison, these same sectors added a total of 128 lakh jobs from July 2011 to Dec 2013. The

Economic Survey 2016-17 indicated a shift in the pattern of employment from permanent jobs to casual and contract jobs. This temporary nature of work has adversely affected the wages, employment stability and social security of the workers.

Table: Unemployment rates from 2013-14 to 2015-16

Gender	Year	Unemployment Rate
Total	2013-14	4.9
Male	2013-14	4.1
Female	2013-14	7.7
Total	2015-16	5
Male	2015-16	4
Female	2015-16	8.7

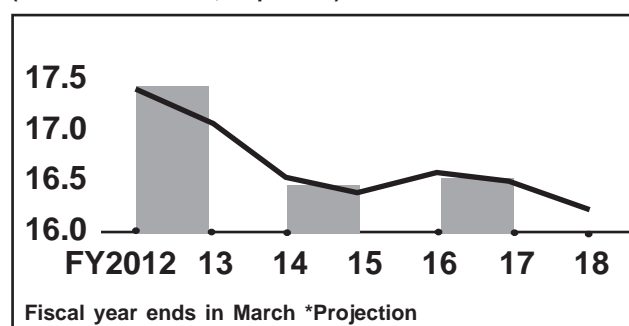
Source: Ministry of Labour and Employment

According to reports, the unemployment rate in the country rose from 3.39% in July 2017 to 6.23% in March 2018 and is projected to reach 6.75% in April 2018, according to the CMIE data.

11. Conclusion:

While the Modi government has taken triumphant action in some areas, by cutting red tape, India jumped 30 places in the World Bank's Ease of Doing Business rankings to enter into the top 100 nations. However, as per economists, manufacturing in India's economic output has tapered in the wake of demonetization and the confused launch of a goods and services tax (GST). While manufacturing has come out as one of the fastest growing sectors in India but with services sector picking up in the early 2000s, manufacturing saw a fall in its contribution to overall GDP..

Manufacturing's share of Indian GDP has been falling (Gross value added, in percent)



Sources: Sociate Generale Cross Asset

Experts think unavailability of skills is a key obstruction in creating employment. According to the National Institute of Public Finance and Policy,

only about two percent of Indian workers are competent for certificates documenting their mastery of professional skills in comparison with about 70 percent of workers in Europe and 80-90 percent in East Asian countries like Japan and South Korea. Hence, the genuine challenge is not employment but employability. As mentioned in the World Economic Outlook and the Economic Survey, a single-minded approach to increasing country's manufacturing base might not yield the results. Hence, there is a requirement to align Skill India and Make-in-India which can create a significant impact on the industry and the economy.

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ROLE OF INNOVATION IN ENTREPRENEURSHIP OF GLOBALISED WORLD - A CASE STUDY

Sambhavana Gupta*
Ritesh Gupta**
DD Chaturvedi***
Sandeep Kumar****

***Abstract:** Entrepreneurship can be viewed as a creative and innovative response to the environment and an ability to recognize, initiate and exploit an economic opportunity. An entrepreneur is an innovator who introduces something new in an economy. Entrepreneurship is doing things that are generally not done in the ordinary course of business. Innovation may be in; introducing a new manufacturing process that has not yet been tested and commercially exploited, introduction of a new product with which the customers are not familiar or introducing a new quality in an existing product, locating a new source of raw material or semi finished product that was not exploited earlier, opening a new market, hitherto unexploited, where the company products were not sold earlier, developing a new combination of means of production. Innovation involves problem solving and an entrepreneur is a problem solver. An entrepreneur does things in a new and a better way. A traditional businessman working in a routine manner is not entrepreneurial. Innovation leads to the dynamics that governs the interaction between science, industry, and society. Innovative organization wants must have to prepare for renewing the offerings and its delivery process to its stakeholders to survive in today's globalised world. In the present paper, concept of innovation and entrepreneurship has been studied by the authors. The paper aims to examine the role of innovative entrepreneurs in the innovation of products/services that helps the business in survival and growth in present globalised market place.*

1. Introduction

Innovation means "to renew or change". Although the term is broadly used, innovation generally refers to the creation of better or more effective products, processes, technologies, or ideas that are accepted by markets, governments, and society. Innovation differs from invention or renovation in that innovation generally signifies a substantial positive change as compared to incremental changes. The following diagram is referred to as an Innovation Value Chain because it represents the very general sequence of activities that create value in our society and economy. Simply put: discoveries result in new ideas in the form of knowledge and concepts,

inventions result in new technologies and business models, and innovation exploits inventions to allow for the creation of value through commodities, goods, services and experiences.

Innovation is the specific tool of entrepreneurs, the means by which they exploit change as an opportunity for a different business or a different service. It is capable of being learned, capable of being practiced. Entrepreneurs need to search purposefully for the sources of innovation, the change and their symptoms that indicate opportunities for a successful innovation. And they need to know and to apply the principles of successful innovation. Of these factors: natural raw materials, physical and mental labor

*Dr. Sambhavana Gupta, Visiting Faculty, GGSIP University, New Delhi.

**Ritesh Gupta, Head, Deptt. of Business Entrepreneurship and Management, FDDI, Chandigarh.

***DD Chaturvedi, Associate Professor, Guru Gobind Singh College of Commerce, New Delhi.

****Dr. Sandeep Kumar, Faculty, Deptt. of Commerce, ARSD College, University of Delhi, Delhi

and capital. An innovation is a new combination of these three things. Entrepreneurs, as innovators, are people who create new combinations of these factors and then present to the market for assessment by consumers. This is a technical conceptualization of what innovation is about. It does not give the practicing entrepreneur much of a guide to what innovation to make, or how to make it, but it should warn that innovation is a much broader concept than just inventing new products. It also involves bringing them to market.

2. Importance of innovation in entrepreneurship

Any business is integral to the economy. Without it, our economy would not survive. But a business must also sustain itself, be able to constantly evolve to fulfill the demands of the community and the people. In every business, it is imperative to be industrious, innovative and resourceful.

Entrepreneurship produces financial gain and keeps the economy afloat, which gives rise to the importance of innovation in entrepreneurship. Entrepreneurs are innovators of the economy. It is not just the scientist who invents and come up with the solutions

The importance of innovation in entrepreneurship is another key value for the longevity of a business. Entrepreneurs and businesses began with a need. They saw the need within the community and among themselves that they have come up with a solution. They seize the opportunity to innovate to make the lives more comfortable. And these solutions kept evolving to make it better, easier and more useful. Entrepreneurs must keep themselves abreast with the current trends and demands. Manufacturers are constantly innovating to produce more without sacrificing the quality. Companies and enterprises keep innovation as part of their organization. Innovations contribute to the success of the company. Entrepreneur, as innovators, see not just one solution to a need. They keep coming up with ideas and do not settle until they come up with multiple solutions. Innovation is extremely important that companies often see their employees' creativity as a solution. They come up with seminars and trainings to keep their employees stimulated to create something useful for others and in turn, financial gain for the company.

Other factors that raises the importance of innovation in entrepreneurship is competition. It stimulates any entrepreneur to come up with something much better than their competition in a lower price, and still be

cost-effective and qualitative. Small businesses see the importance of innovation in entrepreneurship. They were able to compete with large industry and see their value in the economy. Small businesses are important as they are directly involved in the community and therefore, contribute to their financial and economic gain. These small businesses know exactly what community needs and fulfill them. All things start small. Innovation is important not just in entrepreneurship. As individuals, we are innovators by adapting well to our needs and create our own solutions. Entrepreneurs are the same. The innovation in entrepreneurship helped the country by changing with the times and producing new products and service from ones that already exists. And, being innovative has helped us become successful in all our endeavors

3. The face of the Innovative entrepreneur

There are really two parts that go into innovative entrepreneurship; one is the invention -coming up with a new idea for a good or service. But the other is successfully converting that idea into a product or service and commercializing it. In that sense, an electric car that really worked and was well-adopted by consumers would be an innovation. Even though electric cars have been produced (invented) before, they have yet to be successfully commercialized. Innovators also might look quite different from one another; there are innovators who develop new technologies, like we're seeing right now with biotechnology. There are innovators like Michael Dell who pair existing technologies with a creative business model. And there are entrepreneurs who find innovative ways to improve applications of new and existing technologies, as Innovative Solutions & Support Inc. did when designing flat-screen displays for airplane cockpits. The common thread among each type of innovator is that they all continue to innovate to sustain their business. "Motorola began by making converters and has transitioned from there to car radios, to mobile radios for World War II, to TVs, to stereos, and to cell phones. Faced with new low cost producers for its existing product line, the company would have failed had it not continuously innovated." But for the entrepreneur looking to innovate, whether by developing a new good or service, employing a new business model, or applying existing technologies in new ways. "The Phoenix Company TGen, for example, quite consciously pursues innovation through state-of-the-art research. Right now they're trying to take the latest developments in medicine and transfer them to the bedside to serve a global population. In

contrast, Another Phoenix Company, JDA Software, was created when its founder realized that then-available supply chain management software for retail companies wasn't sophisticated enough. He took that realization and turned it into an innovation, which now serves a global population.

4. Objective of the Study

- (a) To study entrepreneurship and innovation
- (b) To study role of the innovative entrepreneur in economy.
- (c) To study and present examples of innovative entrepreneurs.

5. The role of the innovative entrepreneur in the economy

Innovative entrepreneurship impacts the economy at three levels: at the aggregate level, at the consumer level, and at the firm level. The positive effects of innovation percolate through the economy. At the aggregate level, innovative entrepreneurship, like its replicative cousin, benefits the overall economy by creating new jobs and increasing income, raising the potential for new investments. In fact, new research demonstrates that it is the gazelles -innovative companies that have experienced annual growth rates greater than 20 percent for four or more years-that create the largest number of new jobs. At the consumer level, the effect of innovation is the added value for consumers - the improved products or services available to them at lower costs. At the firm level, innovators can out-compete other companies that are not innovators, because of the cost advantages that innovation produces. Furthermore, firms that produce innovative goods and services are also more likely to adopt new innovations.

6. Cultivating innovative Entrepreneurship

It's not likely that policymakers can directly guide innovation, but they can provide the kind of environment that fosters it". Furthermore, R&D is very important. Clearly all of the most famous clusters of innovation—Silicon Valley, Route 128 in Boston, the Research Triangle in North Carolina—they all have universities in proximity producing basic R&D that can ultimately be commercialized. The famous clusters of innovation have another factor in common: a critical mass of companies involved in innovation. "Silicon Valley became the innovation Mecca. It is today almost by accident. HP started there in a rented-out garage, and its presence attracted other companies, which attracted

others, and so on. This type of clustering produces is called network externalities. Innovative firms accrue production advantages from their proximity to other innovators. The clustering provides synergy, a knowledge base, a talent base and an efficient means of transferring information.

The presence of large innovating companies is important. If you want to cultivate innovative entrepreneurship, you have to have large innovative companies, because they spawn start-ups. A lot of innovative entrepreneurs get their technical experience working for a large company. Once they come up with the innovative idea, they leave the company to go out on their own. The presence of a well-funded university involved in R&D is also a critical factor for an innovative economy. A highly trained labor force and a culture of lifelong learning are important factors in the cultivation of innovative entrepreneurship. In addition to serving as centers for R&D, universities also must do well at educating innovative entrepreneurs. There are two types of education that innovative entrepreneurs need to be successful: on one hand, they need a really solid technical understanding; and on the other hand they need an education that stimulates creativity and imagination."

Innovation involves changing the status quo with respect to customer experiences, product performance, business processes, alliances, and the channels of distribution or the way the product or service is ultimately delivered to consumers. Thus, teaching innovation is not just about teaching students how to develop new goods or services, but how to explore their ideas, and develop their latent potential for innovation.

7. Some of the Famous Innovative Entrepreneurs

BILL GATES

William Gates the III, the former CEO of Microsoft, for short period of time, had assets worth over 100 billion dollars, making him the world's first cent billionaire. Today his assets are half that but he remains, as he has for the past decade and then some, the world's wealthiest man according to Forbes.

Gates was born on 28 October, 1955 in Seattle, Washington to a successful family and was able to attend a Seattle private school. His mother was a schoolteacher and his father a Seattle attorney. He developed interest in software and began programming at age 13 when the school acquired an ASR-33 teletype terminal from a mother's

rummage sale. Because of their exploits of bugs in the school's second computer: a DEC PDP-10, owned by Computer Center Corporation, Gates and a number of other students, including Paul Allen-Microsoft's co-founder, were offered unlimited computer time in exchange for debugging the company's computers. After CCC went out of business, the students were hired by Sciences Inc. To write a payroll program. The students were successful and were received royalties on the program.

RATAN NAVAL TATA

Ratan Naval Tata (born 28 December 1937) is the present chairman of Tata sons and therefore, Tata Group. He is also the chairman of major Tata companies such as Tata steel, Tata Motors, Tata Power, TCS, Tata Tea, Tata Chemicals, The Indian Hotel Company and Tata teleservices. Ratan Tata was adopted by Naval Tata and Soonoo Commissariat in the Tata Family a prominent family belonging to the Parsi community. He is the great-grandson of Tata group founder Jamshedji Tata. After his parents separated in 1944, he was brought up by his grandmother Lady Navajbai and did his schooling in Mumbai from Champion School. Later, he enrolled in Cornell University, where he earned a B.S in architecture with structural engineering in 1962, and has also completed the Advanced Management Program at Harvard business school (Class of 1975).

VIJAY MALLYA

(Born 18 December 1955) is an Indian liquor baron and Rajya Sabha MP. The son of industrialist Vittal Mallya, he is the Chairman of the United Breweries Group and Kingfisher Airlines, which draws its name from United Breweries Group's flagship beer brand, Kingfisher. He also co-owns the Formula One team Force India, the Indian Premier League team Bangalore Royal Challengers, and the I-League team East Bengal FC. According to Forbes.com, as of March 2011, Mallya, is worth US \$1.4 billion. He is ranked 879 in The Forbes World Billionaires Ranking (2011), and 38th in India. He receives substantial press coverage that focuses on his lavish parties, villas, automobiles, Force India, Royal Challengers Bangalore and his yacht, the Indian Empress. Mallya was born into a Konkani Goud Saraswat Brahmin family which originally from the town of Bantawal, near Mangalore in Karnataka. He is the son of Vittal Mallya and Lalitha Ramaiah. He was educated at La Martiniere for Boys School; Calcutta and completed his degree at St. Xavier's college Kolkata.

RAGHAV BAHL

He is an Indian Businessman best known for his ownership of several television channels, including TV-18 India. He received schooling from St. Xavier's School Delhi and attained a Masters in Business Administration from FMS Delhi. He is responsible for directing most of the work of TV-18 and channels like CNBC-Awaaz, Nickelodeon and colors. Recently he has written a book 'Super Power?' which compares the two developing countries China and India. Raghav "earned" his 2007 Entrepreneur of the year award of Ernst and young. Around 50, he is a first generation Entrepreneur. He started Newtwork-18 as a television software house in the mid nineties. He developed the India Show and The India Business Report for BBC very successfully. He saw hard times for many years but he and his team were able to come through the Agni pariksha very well. Now he has in his media house three of the best global properties CNBC, CNN and VIACOM. Raghav was born in IAS family and his grandfather was principal of a government college. He studied at St. Stephen college MBA from DU and went to Columbia for his doctorate on scholarship but decided to come back to do what he loved to do.

JAWED HABIB

Jawed Habib who was "Entrepreneured" into 220 Jawed Habib Salon and 42 Training Academies not just in India but across Asia, from Malaysia to Nepal and beyond. Last year he launched Hair Express outlets, offering hair cut at just Rs 99 each. Jawed, is a post Graduate in French Literature from JNU, New Delhi. He went to London's Morris School of Hair Dressing and London School of Fashion for a 2 year course in the art and science of hair style and grooming. He is already there in the Limca Book of world Record with Feat of 410 nonstop haircuts in a day.

KIRAN MAZUMDAR-SHAW

The stud lady from India' (Managing Director of Biocon Limited a biotechnology company based in Bangalore (Bangaluru), India. Kiran Mazumdar-Shaw was born on March 23, 1953 (age 58) in Bangalore, India. Kiran Mazumdar-Shaw completed her schooling from the city's Bishop Cotton Girl's High School (1968). She wanted to join medical school but instead took up biology and completed her BSc Zoology Honors course from Mount Carmel College, Bangalore University (1973). She later did her post-graduation in Malting and Brewing from

Ballarat College, Melbourne University (1975). She worked as a Trainee Brewer in Carlton and United Breweries, Melbourne and as a Trainee Malster at Barrett Brothers and Burston, Australia. She also worked for some time as a Technical Consultant at Jupiter Breweries Limited, Calcutta and as a Technical Manager at Standard Maltings Corporation, Baroda. She started Biocon in 1978 and spearheaded its evolution from an industrial enzymes manufacturing company to a fully integrated bio-pharmaceutical company with a well-balanced business portfolio of products and a research focus on diabetes, oncology and auto-immune diseases. She also established two subsidiaries: Syngene (1994) to provide development support services for discovery research and Clinigene (2000) to cater to clinical development services. Her pioneering work in the sector has earned her several awards, including the prestigious Padma Shri (1989) and the Padma Bhushan (2005) from the government of India. She was recently named among TIME magazine's 100 most influential people in the world. She is also on the Forbes list of the world's 100 most powerful women, and the Financial Times' top 50 women in business list.

8. Conclusion

With rising population of the world, the world's need and necessities pattern had also evolved through the years. To sustain the ever increasing demand and supply of products, right entrepreneurship skills and innovation are much more needed. Without new business ideas and technology to support it, no consumer demand will be fulfilled completely. Thus, innovation and entrepreneurship is the need of hour and needs to be adopted by one and all business enterprises.

Innovation and Entrepreneurship is a good resource for categorizing and identifying sources of

innovation. Entrepreneur does an excellent job of organizing the key elements involved in innovation and there is a fair amount of real world examples that help others understand the concepts. Innovation and Entrepreneurship is more about creating a framework for innovation that can be used to compartmentalize current practices and shed light on their origins. To accurately point out, the least likely sources of innovation are from new knowledge and bright ideas. The insight into this alone, makes the concept well worth understanding.

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Emerging Issues and Changing Face of Accounting

Anurag Agnihotri*
Julee Banerjee**
Surbhi Gupta***
Krishna Gupta****

***Abstract:** Various Scandals in the last decade all over the world like Enron Scandal (2001), World Com Scandal (2002), Tyco Scandal (2002), Health South Scandal (2003), Freddie Mac Scandal (2003), American Insurance Group Scandal (2005), Lehman Brothers Scandal (2008), Bernic Madoff Scandal (2008), Satyam Scandal (2009) had focused on the emergent need for the substantial improvements in the accounting and auditing Practices all over the world. To enhance the efficiency of the Capital Markets around the world, there is need for the firms to provide accurate, reliable and timely information to the market players i.e. investors, financial institutions, creditors. There are number of Emerging accounting issues to be considered in the recent years but in the current study we have pointed out some of the very main issues i.e. IFRS & Globalization, Sustainability Reporting, Reverse Mortgage, Global Code of Conduct & Environmental Accounting.*

1. Introduction

To enhance the efficiency of the Capital Markets around the world, there is need for the firms to provide accurate, reliable and timely information to the market players i.e. investors, financial institutions, creditors. The essential components for the flow of the information to the capital markets participants are Accounting, Auditing and the Corporate Governance. However Various Scandals in the last decade all over the world like Enron Scandal (2001), WorldCom Scandal(2002),Tyco Scandal (2002),Health South Scandal(2003),Freddie Mac Scandal(2003),American Insurance Group Scandal(2005),Lehman Brothers Scandal(2008), Bernic Madoff Scandal(2008),Satyam Scandal(2009) had focused on the emergent need for the substantial improvements in the accounting and auditing Practices all over the world. There are number of Emerging accounting issues to be considered but in the current study we have pointed out some of the very main issues.

2. IFRS and Globalization

With the rising level of trade and investment all over the world it is becoming more pervasive for the financial information to be reliable, transparent and more importantly comparable. Since each country has its own accounting standards International Financial Reporting Standards aspires to make the international financial reporting comparisons easier. For example Indian GAAP is different from US GAAP. Synchronizing accounting standards all over the world is an ongoing process. GAAP in India is influenced by the number of regulatory bodies like RBI, SEBI, and IRDA and also by the number of Act and Laws i.e. Companies Act, Income Tax Act, and Banking Regulation Act etc. The Regulatory and the legal requirement will prevail over the IFRS, in case of differences. ICAI is boosting the IASB's announcement in the country with an aim to facilitate Global harmonization of the Accounting Practices.

Adoption of IFRS by the Indian Corporate

*Dr. Anurag Agnihotri, Faculty, Deptt. of Commerce, CVS, University of Delhi

**Dr. Julee Banerjee, Faculty., Army Institute of Management & Technology, Greater Noida.

***Surbhi Gupta, Faculty, Vivekananda College, University of Delhi

***Dr. Krishna Gupta, Associate Professor, Deptt. of EAFM, University of Rajasthan, Jaipur

Convergence with IFRS has gained impulse all over the world in recent years. Large number of countries including European Union, Australia, China, New Zealand, and Russia, Japan, Sri Lanka, Canada and Korea have also gravitated to adopt IFRS from 2011. In this phase of globalization, India cannot isolate itself from the developments taking place all across the world. The economic environment shift in India in last few years has led to increasing consideration to the accounting standards as a means towards ensuring transparent financial reporting by the firms. The main aim of Institute of Chartered Accountants of India has always been to frame high quality accounting standards and it has been succeeded in doing it. As the world globalizes the convergence of National Accounting Standards with the IFRS has increased significantly. As the world is globalizing, the various discussion on convergence of the Indian Generally Accepted Accounting Principles with IFRS has significantly increased. Some of the main developments are as:

- Formation of Task Force of IFRS by the Council of ICAI
- Recommendation Submission of the IFRS Task Force to the Council
- Entire adoption of IFRS from the accounting period starting on or after 1 April 2011
- IFRS is proposed to be applicable to and public interest entities such as insurance Companies, banks and large sized entities
- Involvement of large number of regulating bodies such as MCA, RBI, IRDA, Tax authorities and SEBI
- Outlining of Schedule VI and the Accounting Standard 1 (Exposure Draft) in consistent with IFRS
- Presentation of the Convergence Strategy by Technical Directorate of ICAI on 02.02.2009:

ICAI has started the procedure of issuing the IFRS equivalent Accounting Standard with following projected changes:

- Removal of all the alternative treatments
- Requirement of the Additional disclosures
- IFRS number will be given in the Parenthesis along with the AS number
- IFRICs will be issued as appendices
- ICAI has formed a Group in contact with the

government & other regulatory authorities and the group has also established separate core groups to discover the inconsistencies between IFRS and the various relevant acts.

3. Benefits in IFRS Adoption

- Increased Access to International Capital Markets
- Transparent Reporting leading to better Investment Opportunities
- Multiple Reporting Avoidance
- Reduction in the cost of Capital.

4. Challenges in IFRS Adoption

Despite of various benefits there are also various protests that will be confronted on the way of IFRS convergence.

- People: Shortage of skilled Manpower and Resources
- System and Process: Huge cost involved in the enactment of IT System
- Reporting: Acceptance by Tax Authorities and other Regulatory Authorities, Problems in Accounting Reporting Policies, Analysis & Disclosures.
- Business: Management of the expectations of the Market & Relationship with the Investors

5. Need for Sustainability Reporting

To improve the efficiency of the Corporate to Enhance the Reputation of the Management Sustainability Reporting is required to meet the rising competition. In India very less reporters have sustainability strategy with well Planned objectives and SMART (Specific, Measurable, Achievable, Realistic and Time-bound) targets. This indicates that although many Indian companies have started reporting their sustainability performance but they have not imparted their attempts under a well defined sustainability strategy. Some of the Companies which have started the sustainability practices in India are:

- Coca Cola
- Ford Motor
- Wipro,
- Infosys, TCS,
- ITC
- Intel
- Nike

CSR and Sustainability reporting, is a recent trend which has developed over the last two decades. Many companies now develop an annual sustainability report and there are large range of ratings and standards. There are a number of reasons that companies choose to produce these reports, but at their core they are intended to be “accountability & vessels of transparency”. There is a greater need for the corporate to adopt the sustainability Reporting practice.

6. Reverse Mortgage Scheme

Reverse Mortgage Scheme is a scheme developed in 2007 in India and is already a very popular scheme in the west. The reverse mortgage scheme (or lifetime mortgage) is a loan which available only to the senior citizens. As its name suggest it's simply opposite of the of a normal housing loan.

7. Objective of the scheme

The main objective of the scheme is to provide a source of additional income for senior citizens who own self acquired House property in India.

8. Working of the scheme

Under this scheme, once the house is pledge for the ‘reverse mortgage’, the bank will reach at the value of the house after carrying out its due diligence. After creation of room for interest costs and the fluctuation of the price, the bank will pay the balance amount to the citizen depending upon the payment option that is being opted. On every payment that the bank gives to the citizen the equity in the house decreases. This period of credit is open, generally for a period of 15 years. Even after the tenure fixed the citizen can continue to live in their house. Only in case if the resident permanently leaves the property or in case if he/she dies, the lending institution will sale out the property, and from the sales proceeds it will take the amount that is payable by the citizen to the bank and the balance amount will be given to the legal heirs. The bank will also do the period valuation of the property, generally after five years, to ensure that the value of the house is higher than the total amount payable by the citizen.

9. Features of the loan

The guidelines prepared by Reserve Bank of India of on reverse mortgage in have the following attributes:

- To be eligible for the Reverse Mortgage Scheme the Owner of the house should be above 60 years of age.

- The maximum amount of the loan benefit is up to the 60 per cent of the value of the residential property.
- The maximum period of time of the mortgaging the property is 15 years with a bank or HFC (housing finance company).
- The borrower can opt for a monthly, quarterly, annual or lump sum payments at any point, as per his requirement.
- The bank or HFC will do the revaluation of the property after every five years.
- The money obtained through reverse mortgage will not attract any tax liability as it is considered as loan and not income.
- Reverse mortgage rates can vary as per the market conditions depending on the interest rate regime opted by the borrower. And hence can be floating or fixed.

10. Global Code of Conduct

Large number of scams and scandals in the last decade like Enron, WorldCom, Lehman Brothers, Satyam scandals are the eyes openers and has focused on need for having a global code of conduct and ethics. The International Ethics Standards Board for Accountants (IESBA), an independent standard-setting board within the International Federation of Accountants (IFAC), has recently updated and strengthened the independence requirements contained in the IFAC Code of Ethics for Professional Accountants (2011). Some of the corporate who have opted for it are: Pepsico ,Dell, Coca Cola. There is a greater need to protect the fundamental attributes of the profession and for that we need to strengthen the issue.

11. Environmental Accounting

An enterprise is a corporate citizen. Every corporate has the paramount responsibility to make efficient use of material and resources. No doubt that India is a developing county and growing at a very fast pace but the sad part is that we are neglecting the social responsibility for the better growth and development of the Indian Economy. Responsibility towards the environment has become one of the most prominent areas of social responsibility. Currently it has been that there is a rising concern for the degradation of the environmental resources taking place in the form of pollution of various types, viz. water pollution, air pollution, sound pollution, Erosion of soil, deforestation, etc. It has become worldwide issue and phenomenon. It is spoiling health of human's

human, reducing economic productivity and has also resulted in loss of amenities. The developing countries like India are facing the twin problem of protecting the environment and encouraging economic growth & development. A trade-off between environmental protection and economic development is required. A careful assessment of the benefits and costs of environmental damages is requisite to find the safe limits of degradation of environment and the required level of development. The cost of the damage to the environment in India is estimated to about Rs. 34,000 cr per year, about 9.5 per cent of gross domestic product. But until or unless the sufficient accounting work is done either by the individual firm or by the Government itself, it cannot be ascertained that both has been fulfilling their responsibilities towards environment or not. Therefore, there is a need for the emergence of Environmental Accounting.

12. Conclusion

There is a need for the firms to provide accurate, reliable and timely information to the players in the market i.e. investors, financial institutions and creditors for enhancing the efficiency of the Indian Capital Markets. Auditing, Accounting and corporate governance are the important components for the flow of the information to the capital markets. However Various Scandals in the last decade all over the world like Enron Scandal (2001), WorldCom Scandal (2002), Tyco Scandal (2002), Health South Scandal (2003), Freddie Mac Scandal (2003), American Insurance Group Scandal (2005), Lehman Brothers Scandal (2008), Bernic Madoff Scandal (2008), Satyam Scandal (2009) had focused on the emergent need for the substantial improvements in the accounting and auditing Practices all over the world. There are number of Emerging accounting issues to be considered but in the current study we have pointed out some of the very main issues i.e. IFRS & Globalization, Sustainability Reporting, Reverse Mortgage, and Global Code of Conduct

& Environmental Accounting. The economic environment shift in India in last few years has led to increasing consideration to the accounting standards as a means towards ensuring transparent financial reporting by the firms. CSR and Sustainability reporting, is a recent trend which has developed over the last two decades. Many companies now develop an annual sustainability report and there are a wide range of ratings and standards around. Reverse Mortgage Scheme is another important emerging issue which is gaining momentum. Various Scams all over the world has also focused on need for having a global code of conduct and ethics. An enterprise is a corporate citizen. Every corporate has the paramount responsibility to make efficient use of material and resources. No doubt that India is a developing county and growing at a very fast pace but the sad part is that we are neglecting the social responsibility for the better growth and development of the Indian Economy and hence there is an emerging need for Environmental Accounting.

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7 P'S OF MARKETING MIX IN THE SELECTED HOTELS OF RAJASTHAN

Vandana Gupta*

***Abstract:** This paper investigates the marketing mix for the selected hotel and in Rajasthan. The hypothetical part of the work deals with function and role of 7 P's in marketing mix and make clear that all variables or element of marketing mix are important. For this review the information was collected from 240 consumers (respondents) in Rajasthan state. For the purpose of analysis percentage analysis, weighted average, rank analysis and Chi-square test used for analyzing primary data to find the relation between Place and Price (first and second rank variables) of marketing mix. In light of the investigation, a few recommendations and suggestions were given.*

1. Introduction

The marketing mix is a useful model to generate and implement various marketing strategies. The elements are the marketing tactics or strategies, also known as the 'four Ps', the marketing mix elements are **price, place, product, and promotion**. The model was launched by Neil Borden who first started using the truism in 1949. Fastidious attention being paid to services promoting in recent years; theorists have known extra variables that might be value-added to the four P's.

There are two concepts for marketing mix: 4P and 7P. The concept of 4Ps (product, price, place and promotion) has been long used for the product industry while the latter has risen as a fruitful suggestion for the services industry.

Marketing mix is starting from the single P (price) of economic theory (**Chong, 2003**). **McCarthy (1964)** offered the "marketing mix", usually observed because the "4Ps", as a way of understanding endorse and promoting designing into applies (**Bennett, 1997**).

Marketing mix is not a logical hypothesis, but simply an abstract framework that acknowledges the principal deciding managers create in arrangement

their offerings to suit customers' desires. The tool can be utilized to develop both long term systems and short term strategic projects (**Palmer, 2004**). The idea of the marketing mix is Associate in nursing indistinguishable thought from once mixing a cake. A pastry specialist will adjust the ingredients in a cake depending upon which type of cake needs. The magnitude in the marketing mix can be changed in the same way and be different from the product to product (**Hodder Education, n.d**).

The marketing mix management model has dominated marketing/promoting thought, analysis and apply (**Grönroos, 1994**), and "as a creator of differentiation" (**Van Waterschoot, n.d**) since it had been introduced in 1940s. **Kent (1986)** refers to the 4Ps of the marketing mix/promoting combine as "the holy quadruple...of the marketing faith written in remedy of stone". Marketing mix has been enormously prominent in informing the expansion of both marketing theory and practice (**Möller, 2006**)

Fifield and Gilligan perceived the three more factors as an integral part of marketing mix process, people and physical evidences. At the purpose once combination these mix elements, marketers should think about their objective market. These seven P's are the variables that the marketing manager can

*Dr. Vandana Gupta, Assistant Professor, Faculty of Commerce and Management Studies, L M College of Science & Technology (Autonomous), Jodhpur vandana20@gmail.com

control, subject to the personal and outer boundaries of the marketing environment. The objective is to make decisions that center the seven P's on the client within the objective market with a selected finish goal to make perceived worth and generate a positive response.

2. Hotel Industry

There is no official standard definition or meaning of what hotel comprises is. In simple terms, the **Oxford English Dictionary** online characterizes a hotel is "An establishment which providing accommodation, meals, enjoying place, swimming, games and offering other services for travelers and tourists, by the night'.

The hospitality industry is one of the leading and fastest developing industries in the world over. The business involves different sub-sectors which incorporate the hotel sector, restaurant and resort. The tourism and hospitality industry is a sector that most nations around the globe try to expand.

The business of the hotel industries have been one of the significant employers throughout the world. The hotel industry being an indispensable part of the more wide-ranging hospitality industry occupies an important place in the economy for most countries.

This analysis proposes to inspect or examine the Impacts of Marketing Mix on the Consumer Experience in hospitality settings, cordial reception particularly in the hotel business. The aim of composing this research to investigate the effect of marketing mix on the customer experience in hotel industry; the way marketing mix has changed the industry and how it can be utilized to additionally build up the business and to make a positive image of a hotel in the mind of the customer.

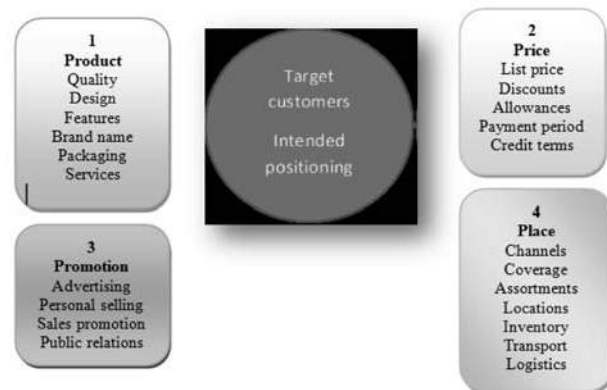
Marketing could be a fundamental component or a basic part in maintaining any business. Despite the actual fact that is turned out to be an important factor which decides the accomplishment of hotel unit, yet it is a phenomenon which is regularly underestimated.

3. Hotel Marketing Mix

Marketing mix alludes to a mixture of varied elements or components which is made into a work-able program to create an entire. It includes different elements that influence marketing efforts. The primary marketing mix includes the four P's of marketing (product, price, place, promotion). And the additional three P's are (people, physical evidence and process) were later value-added to the initial four P's to make the extended promoting P's.

The specialist will adhere to the 4P's of marketing in light of the fact that they were the ones that are broadly utilized and acknowledged by marketing professionals.

The figure below demonstrates the 4 P's of marketing mix.



The Four P's of the marketing mix

(Adapted from: <http://business-fundas.com/2011/the-4-ps-of-marketing-the-marketing-mix-strategies/>)

Elements of Marketing Mix (7 P's)

Product: The product could be a mix of tangible and intangible aspects of the product offered by the producer or manufacturer to the customers.

Price: Price involves the monetary value of the product has been predefined for exchange purpose. The price is the sum a customer ready to pay for the product.

Place: Place represents the point or area wherever the product is made accessible to buy. It is required that the products and customer ought to be accessible at some extent then solely the sales would be conceivable. It can include any physical store and additionally virtual stores on the Internet.

Promotion: It include all means for communication a marketer utilizes as a part of the market for their product or services in order to create awareness, convince the customer to purchase and retain in future too. The promotional mix comprises advertising, promotion personal selling, sales, public relations, direct marketing and corporate image.

People: The services are being given the support of employees and to the customer. There is direct get in touch with for delivery of the services to the customer. The kind of people giving the services are important consequently, people are to be selected, trained and motivated intentionally to make the

customers content with the efficient service provided.

Process: proceeds for a specific service, certain exercises are to be performed which requires a strategy, tactics system and flow of activities by which services are to be conveyed. It is important to keep up a standard format for availing the services without which the service can't be conveyed properly with uniformity.

Physical Evidence: The physical evidences create the atmosphere in which the service or product is delivered. It include two types – Internal evidence, for example, interiors of the environment, stylistic layout and so forth and external evidences, for example, building, parking place, door and a long drive-way and so on.

4. Customer Experience

An increasing tendency is going on towards creating extraordinary “knowledge” for customers so as to understand a competitive advantage, particularly for those within the service sector.

The concept of customer experience is hardly a new concept, for the reason that market researchers requires nurturing and focusing on the consumption experience for the past few decades. Though, this incidence has not been a necessary ingredient of the economy within the past decades.

5. Review Of Literature

As per **Neil Borden (1964)** who initially began using the phrase in 1949, the Marketing mix is a model of generating, creating and implementing marketing strategies. It focuses on the blending of various factors in such the way that each organizational and client targets area unit achieved. The important components are the marketing strategies, tactics otherwise called the ‘four Ps’, the marketing mix components are product, price, place, and promotion.

As indicated by **Lauterborn (1990)**, the review claims that each of these factors (4 P's) ought to similarly can be seen from a consumer's viewpoint. As indicated by **Gronroos (1994)**, the Marketing mix is a concept of the marketer as a “mixer of ingredients” that arrangements different method for competition and mixes them into a “marketing mix” so that a benefit capacity is advanced, or rather fulfilled.

According to **Peter Doyle (2000)**, the study claims that the Marketing mix approach prompts to unprofitable or unappreciated decisions as a result of its financial objectives such as increasing shareholder value. It has never been clear that which criteria to use in determining the perfect Marketing mix.

According to **Moller (2005)**, the review highlighted some key reactions against the Marketing mix system that the combination does not consider customer or client behavior but rather is internally oriented. As indicated by **Fakeideas (2009)**, the review found that mix doesn't think the one combination is useful for all types of elements for selling.

According to **Rafiq and Ahmed (2012)**, the review found that there is a high level of disappointment with the 4Ps, however, 4Ps believed to be most applicable for introductory marketing and consumer marketing. The outcome additionally proposes that the 7Ps system has as of now accomplished a high level of acceptance as a generic marketing mix or can say generic promoting combine.

So, this paper will concentrate on the re-emergence of experience and its significance of customer experience at the present time.

6. Objectives Of The Study

To find the inspiring element of the marketing mix model which makes the customer to use particular hotel or restaurant in Rajasthan.

To analyses impact of the people, process, price and physical evidence towards the customers.

7. Hypothesis

To understand the relationship and the impacts of marketing mix on the customers, various hypotheses have been formulated.

H_0 : There is no significant relationship among marketing mix elements and consumer experience about the hotel and restaurant of Rajasthan.

H_1 : There is significant relationship among marketing mix elements and consumer experience about the hotel and restaurant of Rajasthan.

8. Methodology

Rajasthan has been selected for the study. Statistical tools such as percentage analysis, weighted average rank analysis and chi-square test analysis are used for this study. The primary data was collected through survey method using interview schedules.

9. Analysis And Interpretation

Table: 1 Profile of Respondents

Factor	Particular	No.of respondents	percen-tage	Cumulative percentage
Gender	Female	86	35.84	35.84
	Male	154	64.16	100

Age	Below 20	86	35.83	35.83
	20-35	110	45.84	81.67
	36-50	44	18.33	100
	50 and above	0	0	0
Marital status	Married	100	41.66	41.66
	Unmarried	140	58.37	100
Frequency of visit	Twice a Week	62	25.83	39.99
	Twice a Month	116	48.34	88.33
	Twice a Year	28	11.67	100

Above table 1, presented the descriptive statistics of respondents which shows that out of 240 respondents 64.16% were male and 35.84% are female. Whereas from the various age groups 35.83% were from below 20, 45.84 from 20-35 age groups, 18.33 were from 36-50 and no one respondents were from above than 50 age groups amongst those filled questionnaire. 41.66 % were married and 58.37 were unmarried respondents. Means the frequency of unmarried respondents is higher who are using hotels for accommodation as compare to married peoples. About frequency of visits by the respondents it seen that 25.83% visited twice in a week, 48.34% visited twice in a month and 11.678% visited twice in a year for their business or service training purpose.

Table 2:- Motivating Factor among the Various Marketing Mix Elements Weighted Average Rank Method

Variable/ Rank	1	2	3	4	5	6	7	TSV	AVS	Ranks
Product	114	40	28	22	16	14	6	572	476	VI
Price	4	6	12	20	16	146	36	1340	1116	II
Place	6	8	4	28	16	42	136	1430	1190	I
Promotion	10	14	22	26	132	18	18	1102	920	III
Process	14	18	34	108	42	6	18	956	796	IV
People	70	128	14	10	8	6	4	512	426	VII
Physical Evidence	22	26	126	26	10	8	22	808	672	V

The table2 shows the ranks assigned to the variables of marketing mix using the weighted average ranking method. The first rank has been assigned to "Place", the second rank to "Price", third rank to "promotion", fourth rank to "process", fifth rank to "physical evidence", sixth rank to "product" and seventh rank to "people". That means when customers are searching the hotels they first prefer the place (Location where hotel situated they prefer their convenience) and then compares the price and so on.

Table: 3 Satisfaction Level of Marketing Mix Element

S. No.	Satisfactory level	No of respondents	Percentage (%)
1	Highly satisfied	24	10
2	Satisfied	104	44
3	Neutral	86	36
4	Dissatisfied	18	7
5	Highly dissatisfied	8	3
	Total	240	100

When respondents asks about their level of satisfaction towards the marketing mix using by hotels only 10% were highly satisfied, 44% were satisfied, 36% were neutral, 7% were dissatisfied and only 3% were highly dissatisfied with the marketing mix using by hotels which services they are using.

To understand the relationship between the place and price the following hypothesis has been established and analyzed by chi square parametric test.

H₀₂: There is no significant relationship between the place and price of the marketing mix.

H₁₂: There is significant relationship between the place and price of the marketing mix.

Table: 4 Associations

O _{ij}	E ^{ij}	O _{ij} -E _{ij}	(O _{ij} -E _{ij}) ²	Σ (O _{ij} -E _{ij})/E _{ij}
100	96	4	16	0.16
8	9	-1	1	0.11
12	15	-3	9	0.6
10	20.8	-10.8	116.64	5.6
6	1.94	4.06	16.48	8.49
10	3.24	6.76	45.69	14.1
82	75.2	6.8	46.24	0.61
4	7.04	-3.04	9.24	1.31
8	11.74	-3.74	13.98	1.19
Total				

between People and Process

Factors	Degree of Freedom	Table value	Calculated value	Relationship
Place and Price	4	9.488	16.05	Significant

Result: Table value is lesser than the calculated value, the null hypothesis is rejected and the alternative hypothesis is accepted. There is significant relationship between the place and price of the marketing mix.

Marketing mix is characterized by seven different variables such as product, price, place, promotion, people, physical evidence and process and it shows that all variable are equally important. The results illustrated in this paper remark that the hotel industry uses the traditional 4Ps and new 3Ps for the promotion of their hotels.

However, not all variables are equally weighted. In this competitive era for the marketing strategy should go one better than it will be required for the hotel industry to re-examine their tactics and strategies. If one variable out weights the other this doesn't necessarily entail that the strategy is not effective. It can be effective, but probably does not have greater concert or the business does not consider that each variable is of equal importance on their strategy.

Specific attention has been given on all aspects of questionnaire but still due to the low response rate the results in some cases were not as expected which becomes the limitation of this study. Further research should be done with a more representative sample in order to extract more appropriate results. It was expected that the seven variables of marketing mix will have a significant impact on the average full occupancy level.

However, this was not shown on the results. This can be attributed to the fact that residence level possibly depends on other issues that were not included in the model. In addition, the average full residence level as presented on the questionnaire was reported as a binary variable.

In addition, research with financial and competitive market dealings will be valuable in order to recognize the effectiveness of the 7 P's of marketing mix in the hotel industry. Hotel category has an impact on the use of each marketing variables.

This can be justified as their target groups may differ. As the market is very competitive it is of vital importance for specialists to take over the marketing strategies and have specific strategies in order to have the ultimate profitability.

10. Limitations of The Study

- The numbers of respondents are limited to 240.
- The area of study is limited to a Rajasthan state only.
- The findings and observation are based on the respondents answer which may be affected by the personal bias.

11. Suggestion:

- They may perhaps try to adopt modernization to overcome the challenges and difficulties.
- Hotel and restaurant are responding with new offerings and pricing strategies.
- They can practice frequent enhancement and improvement in their menu and services facilities.

12. Conclusion

The hotel industry has its difficulties, from rising food costs, economic recession and changing perception about wellbeing. The real issues confronted by the hotel business include the developing eateries, wellbeing related issues, changing trends, changing consumer preferences, long service hours and benefit repatriation. There are numerous ways being received by these enterprises to defeat the difficulties. Marketing mix strategies are helpful to meet the new challenges in hotel industry.

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BANCASSURANCE: CONVERGENCE OF BANKING AND INSURANCE AND ITS IMPLICATIONS ON THE DEVELOPMENT OF BANKING AND INSURANCE INDUSTRY

R P Tulsian*
MK Gupta**
Ashok Aggarwal***
Rakesh Gupta****

***Abstract:** Bancassurance is the result of the blend of two terms, bank and insurance where insurance products are sold through banks. Now a days over 40% of insurance business is being done through Bancassurance channel where by banks earn a revenue stream call fee based income which is a risk free income and insurance companies sell their products to a large segment through their banking partner. This paper tries to understand the concept of Bancassurance and its development in India with particular highlight on the benefits earned from this model.*

1. Introduction

The world has moved from narrow banking to broad and need based banking. Customer Satisfaction has become the key to modern day successful banking. The modern day customer looks at one step solution for all his financial needs. Separation of banking and other financial roles has become outmoded now. Post Gramm-Leach-Bliley (GLB) Act, 1999 scenario has indicated the increased preference for banks to deal with other non-banking financial products. Financial liberalization and financial novelty have desegmented financial industry. Banks have now entered the untrodden path of insurance through Bancassurance.

Bancassurance means selling insurance product through banks. Bancassurance is an Amalgamation of two words, banks and insurance. Banks and insurance company came up in a partnership wherein the banks sell the tied insurance company's insurance products to its clients. It represents the distribution of insurance products through banking channels. (Bancassurance was developed in France in 1980s and then it spread to Continental Europe, Asia and India in particular. With the recommendation of First Narasimham Committee for financial reforms, the financial landscape was reshaped. Banks scenario over the years has changed because of assimilation of

global financial markets, universalisation of banking operations, diversification of banks into non-banking activities and innovation in technology. These factors have demolished the confines existing between various financial services leading to development of new concepts like Bancassurance. Bancassurance can be defined as a partnership between banks and insurance companies, wherein insurance products are sold by banks. According to IRDA, banks act as corporate agents or brokers for insurers to distribute insurance products which include life and non-life insurance products.

Bancassurance is a system where a bank has a corporate agency with one or more insurance companies to sell its insurance products to the bank's own customers. By selling insurance policies banks earn revenue apart from its fund based income, called fee based income or non-interest income and it is risk free income as the bank plays the role of an intermediary in Bancassurance. The bank's customers get their choice of insurance products from their banks itself, the banks earn a revenue and for the insurance companies, its one new customer for them.

2. Review of Literature

Goran Bergandahi (1995) has said that the expansion of Bancassurance relied on three perquisites cross

*Prof. R P Tulsian, Deptt. of Commerce, Bhagat Singh College, University of Delhi

**Dr. MK Gupta, Deptt. of Commerce, JLN College, Faridabad

***Dr. Ashok Aggarwal, Deptt. of ABST, University of Rajasthan, Jaipur

****Dr. Rakesh Gupta, Deptt. of ABST, University of Rajasthan, Jaipur

selling through existing branch network, sale of insurance products to customer of the bank, products produced by a subsidiary to the bank. The author verified these assumptions in many of the banks in Europe. The author also found that, where customers per branch are sufficiently large and if cross-selling ratio is acceptable, in that particular branch, with investment appraisal assistance Bancassurance came out successful.

Swiss Re (2002) in its study on Asia has pointed out that Bancassurance penetration is expected to tangibly increase in Asia over next 5 years and this has been greatly proved by 2010.

Vineet Agarwal (2004) has observed that the key issues faced by the banking sector today are intense competition along with falling interest margin in banks creates an urgent need for developing sophisticated financial products and innovations. Insurance has come as an ideal option for the banks. It fulfills the major requirements for a successful insurance business viz., asset management and investment skills, distribution and capital adequacy. The author made a note in his study that French banks, those pre-dominantly choose to start Bancassurance market shares.

Knight (2006) has said that Bancassurance promises to combine insurance companies' competitive edge in the production of insurance products with banks edge in their distribution through their vast retail networks.

Rao (2006) has mentioned that Bancassurance is a new delivery channel which is revolutionizing the process of selling insurance products with the wide banking network especially in rural areas.

Popli and Rao (2009) has opined that after opening up of the Insurance sector, new opportunities have emerged for insurance and banking sectors in India. In such a scenario Bancassurance is a very successful phenomenon for insurance distribution.

Sreedharan G and Allimuthu S. (2009) have discussed the benefits of Bancassurance for the bankers, insurance companies and customers.

Nandita Mishra (2012) has listed out the issues and problem of Bancassurance in India. Lack of interest and motivation among the bank staff in promoting Bancassurance products was the major issue. Transactional model and Relationship-model are used to sell the Bancassurance products.

3. Objectives of the Study

- To examine Bancassurance in India
- To evaluate the benefits of Bancassurance

4. Research Methodology

The present study is exploratory in nature and is purely based on secondary data. The data has been collected from secondary sources such as journals, text books, magazines, RBI and IRDA Reports, etc.

5. Bancassurance in India

The Indian insurance industry is majorly driven by higher disposable incomes of the people, the demographical variety in the country, government efforts, and launch of new products, lesser complexities and entry of foreign players. This sector is not only increasing India's economic growth figures, but has proved as an important financial segment. After the recommendations of the Malhotra Committee Report, in 1999, the Government constituted the Insurance Regulatory and Development Authority (IRDA) as an autonomous body to regulate and develop the insurance industry. The IRDA opened up the market in August 2000 with the invitation for application for registrations from insurance companies. Today there are about 28 non-life insurance companies and 24 life insurance companies in the country. With opening up of the economy, the insurance companies perceive the immensely potential Indian market and are running to establish multiple distribution channels such as agency, brokers, Bancassurance and direct marketing. Bancassurance is coming up as one of the strongest distribution channels of insurance products. Banks have become major distribution channels for insurance companies. The insurance companies take the advantage of banks as distributors at a low cost. There are more than 80,000 banks out of which 65% of the branches are located in rural and semi urban areas and the rest 35% in urban and metropolitan areas. Apart from commercial banks, India also has a large network of rural cooperative and urban cooperative banks which acts as an impetus for Bancassurance. In India banking and insurance sectors are regulated by two different apex bodies, Reserve Bank of India for banks and Insurance Regulatory and Development Authority (IRDA) for insurance sector. As Bancassurance is the amalgamation of the two sectors, it comes under the purview of both the regulators. Each of them has elaborate and distinctive rules, restrictions and guidelines.

6. RBI has the following conditions

Any scheduled commercial bank can undertake insurance business as agent of insurance companies on fee basis, without any risk participation and

the subsidiaries of banks will also be allowed to undertake distribution of insurance products on agency basis. The eligibility criteria for joint venture participant are as under:

1. The bank's owned funds shall not be less than Rs.500 crore.
2. The NPA should not be more than 1% of the total advances.
3. The bank should have registered net profits for 3 continuous years.
4. The performance of subsidiaries should be satisfactory.
5. The net worth of the bank shall not be less than 30% of aggregate risk weighted assets on balance sheet and risk adjusted value of off balance sheet items.

7. Distribution Models

1. Distribution agreements: Banks act as tied agents and sell the insurance products of one insurer extensively on standalone basis or together with other bank products.
2. Strategic Alliance: In this case, Banks are involved in product development, providing services and channel management in insurance business.
3. Joint Venture: Here large banks with powerful customer database partner with large insurance companies with strong and good products and channel experience. This is done in order to develop a powerful distribution model.
4. Financial Service Group: Under this, an insurance company can either build or buy a bank or a bank can build or buy an insurance company.
5. Bank Referral: Here the banks instead of issuing policies to the customers, they furnish the database to the insurance company partners. The insurance companies convince, sell and issue the policies to the customers and pay commission to banks for referral. Bancassurers have not only targeted the mass market but have also carefully begun to segment the market which has resulted in the tailor-made or rather perfect products for each segment.

8. Benefits of Bancassurance

Bancassurance has brought with itself a new age insurance service through banking channel and has made the boundaries between financial services vanish. Bancassurance has various advantages for banks and insurance companies.

9. Benefits to Banks:

- The cut throat competition has put pressure on banks to look for alternate avenues for Income generation and Bancassurance gives banks the opportunity to earn fee income.
- Retention of customers has become a major problem for banks and bancassurance helps in retaining customer by providing financial services at their door step as multiple services at one place satisfies customers.
- Bancassurance helps banks to increase their returns on assets (ROA). This is possible when banks cross sell financial products to existing customers and leverage their distribution and processing capabilities to achieve profitable operating expense ratio.
- Banks have a sizeable customer base and can effectively use their manpower to cross sell insurance products without any extra expenditure on sales.
- Banks through their multiple communication channels like direct mails, ATMs, telemarketing, etc, can market the insurance products to both existing and new customers also.
- As Bancassurance is a personalized medium of selling insurance products, it has helped to penetrate the untapped middle income group.

10. Benefits to Insurance Companies

- Insurance Company through banking network can reach to more customers.
- Varieties of products offered by insurance companies reduce the risk and increase the opportunities to tap more customers.
- The insurance company reaps benefits from the trustworthy image and reliability that customers have with their banks.
- An insurance company can establish itself more quickly in a new market by using a local bank's existing network.

11. Conclusion

Low (2004) has rightly pointed out that, the changing mindset is cascading through the banking sector in India and this would be a right time for banks to resort to Bancassurance, especially in the context of proactive policy environment of regulatory authorities and the Government. The success of Bancassurance relies on customer relationship management of the bank and on IT services of banks. So far Bancassurance in India has been a win-win

model for all, because insurance companies are able to sell more and reach a wider database. Banks with the same infrastructure and no additional resources are able to earn fee base income. And customers are able to get all financial services at one stop. Yet the credibility of this model will come into question if there is mis-selling and it will impact the bank-customer relationship which has developed over the years. So there is definitely a need for caution to be exercised by the bankers. Yet, Bancassurance model is the only way by which insurance companies can reach the untapped rural market benefiting bankers, insurance company and customers and India has a huge potential for growth of Bancassurance.

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A DESCRIPTIVE STUDY ON FACTORS AFFECTING THE QUALITY OF THE INDIAN HIGHER EDUCATION

Madhavendra Nath Jha*
Urvashi Ghai Khosla**

***Abstract:** In the ever-increasing overall growth curve of the innovation & industry, especially since last decade, Higher Education plays the most crucial role to meet and match the requirement of the former with enhanced quality & quantity of its output globally. In this paper, the problems and prospects of the Indian Higher Education have been highlighted and analysed. The study found that the Higher Education sector has witnessed an increase in its institutional capacity from the years since 2011-12 & onward. The study has observed the fact that in spite of the enhanced overall GER moving towards achieving 30% GER objective by 2030, the GERs of women and backward castes is still on lower side comparing to national average. The study further observed the truth that the challenges of higher education have been caused due to the low pace of improvement in GER, lack of infrastructure, lopsided college density, under-utilisation of private colleges, continuous deterioration in the Pupil Teacher Ratio, under focused research, a smaller number of universities comparing even some major countries. Though the Indian higher education system continues to demonstrate many structural shortcomings which in turn create challenges in meeting future expectations, which can be met by reforming the system by changing policy with the consent of all stakeholders. Challenges have been created by structural shortcomings of the Indian higher education which can be met by changing policy and effective implementation thereof. Therefore, this paper is mainly focused on the overall scenario of higher education in India.*

***Keywords:** Higher Education*

1. Introduction

Internationally, the Indian higher education sector is the third largest, with an extensive network of more than 900 universities and 50,000 higher education institutes and is expanding with higher pace in light of growing demand for quality education in the country and abroad. Further, India also has the world's largest population in the age bracket 18 to

23 years (eligible population for higher education) highlighting the large addressable market for this sector and harnessing potential for human capital.

Indian higher education sector is a mix of government-operated & privately operated educational institutions in India, highly influenced by various government schemes and policies launched primarily to improve the quality of education. According to

* Dr. Madhavendra Nath Jha, Professor, Delhi Institute of Advanced Studies, Approved by AICTE and Affiliated with GGSIP University, New Delhi.

** Dr. Urvashi Ghai Khosla, Assistant Professor, Delhi Institute of Advanced Studies, Approved by AICTE and Affiliated with GGSIP University, New Delhi.

various experts, a majority of the graduates from universities are not easily employable. In order to enhance the quality of Indian higher education, certain specific institutions have been levelled as the Institutes of National Importance (INI). Further, due to an increasing competition coupled with the increasing need to provide quality education and generate positive learning outcomes, the Indian higher education sector is slowly but steadily moving on the reforms track, which propelled & witnessed a paradigm shift from its market size from Rs. 2230 (billion) market size in 2016-17 to Rs. 3100 (billion) in 2019-20.

2. Problem Statement

Why the Indian higher education system seems clueless to match and meet the requirement of the industry & expectations of the job market and what are those factors which affect overall quality performance of this sector comparing to major countries?

3. Review of Literature

National Knowledge Commission Report (2006) pointed out that “the existing framework, rather than fostering accountability, constrains the supply of good-quality institutions whilst excessively regulating the existing institutions in the wrong places and is not conducive to innovation or creativity”. These findings are backed up by another report which describes the Indian higher education sector as: ‘Over-regulated and under-governed’. At the same time, quantity expansion has also been grossly inadequate, making the challenges daunting on dual fronts of quantity and quality.

NASSCOM McKinsey Report (2005) pointed out that those employers stating their dissatisfaction with the quality of graduates. There are jobs — in the IT sector, for instance — but not enough qualified engineers to fill them.

Inadequate number of universities have been damaging the quality of higher education in India. On the 29th of November 2006, the Chairman National Knowledge Commission wrote to the Prime Minister, recommending 1500 universities from India. Again, 2 years later, in 2008, Yasphal Committee recommended 1500 universities from India but just crossed 900 universities after 10 years of recommendation by bona-fide commission/committee constituted by the GoI.

Chief Human Resources. ICICI prudential Life Insurance Company Ltd, Judhajit Das, opined that “The issue of employability is cantered on two

challenges. The first one is lack of access to education and skills, and the second is rigour in education quality standards. Calculated investment and new technology can take care of the first issue. The second challenge is more about quality of students which results in aspiration mismatch between skills and job/salary expected”.

International educator, Philip G. Altbach expressed during an interview by the Business Standard on December 25, 2012 that “India is a world-class country without world-class universities”. He also opined that “The rise in the number of part-time teachers and the freeze on new full-time appointments in many places have contributed to a decline in the commitment and morale of the academic profession.”

India is facing an emergency situation in the higher education segment, according to the **India Labour Report by TeamLease Services (2013)**, more than half of the young Indians suffer from some degree of skill-deprivation. The study also showed that non-availability of courses, inadequate infrastructure facilities, low college enrolment, employability crisis, inadequate financial resources, lack of flexibility of education sector and autonomy to the institutions among others have dented efforts in improving the quality and scale of education, employability and employment. The study also states that the challenges of higher education been caused due to of unskilled labour and lack of flexibility of the education sector.

(Business Standard, January-20, 2013)

Later, the authenticity of the problem has been reflected by Pavan Agrawal, then Secretary, Higher Education of India that “Indian higher education system is lack of competition and culture” (Agarwal P., 2015).

An article in the reputed newspaper published having contents as “India needs a world-class higher educational system. Between 1950 and 2014, the number of universities in India increased by 34 times. And, between 1950 and 2013, colleges increased by 74 times”. **The Economic Times, Indo-Asia News Agency, Oct 11, 2018.**

4. Objectives of the Study

- To evaluate the Growth of higher education enrolment/teaching staff/university/colleges/students
- To examine the college density and location of the major institutions
- To study inter-state & inter-national (comparison

with USA & China) Gross Enrolment Ratio

- To evaluate the Pupil-Teacher Ration
- To evaluate the foreign students enrolment
- To examine the world ranking of Indian universities & status of PhD enrolment

5. Methodology

The study is mainly based on secondary data, collected from All India Survey on Higher Education, Ministry of Higher Education- Government of India, University Grants Commission reports, Reports of various committee/commission, Opinions of experts and other published and unpublished reports which is relevant to the study. Simple statistical tools like percentages and averages have been used to interpret & analysed the secondary data along-with Tables, Charts & Graphs have been used to make the collected data detailed.

6. Interpretation, Analysis & Observation

1. Growth of Enrolment, Teaching staffs, Universities, Colleges & Stand-alone Institutions:

Growth of Higher Education is directly proportionate to the growth of student-enrolment, universities, colleges, stand-alone institution and teaching staffs. This research has revealed the fact that the student-

enrolment, teaching staffs, universities & colleges have registered growth of 26% (7.6 million), 3% (37302), 41% (261) & 12% (4142) respectively from 2011-12 to 2017-2018, on the other hand stand-alone institutions has shrank down by 12% (1345) as per TABLE-1 & Chart- 1A & 1B.

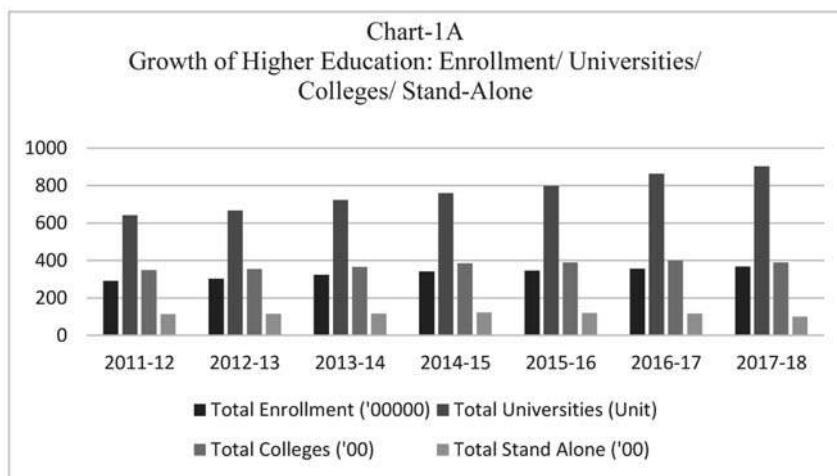
In-spite of 26 % growth in the enrolment from 2011-12 to 2017-18, India has registered merely 3% increase in the number of teaching staff from 2011-12 to 2017-18. In this seven years phase, male teachers strength gone down by 0.8% whereas female teachers strength has gone up, meagrely, by 9.8% as per TABLE-2 & Chart- 2A.

It has been observed that the 41% growth in the number of total universities comprises the maximum growth 71% in the Medical followed by 66% in General (Management etc) Universities, 42% in Technical (Engineering & allied), 40% in Agriculture and 20% in Law as per TABLE-3 & Chart-3A.

On interpreting the data related to 26% enrolment growth, as enumerated above, it has been established, vide TABLE-4 & Chart-4A, that though the enrolment in the general category has declined by 9.92 % from 2011-12 to 2017-18, other categories like Scheduled Cast, Scheduled Tribe, OBC & Minorities have registered growth of 2.20%, 0.70%, 4.90% & 2.12% respectively during the same time period of seven years.

TABLE- 1:Enrolment, Universities, Colleges & Stand-Alone Institutions

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	% Change
Total Enrolment ('00000)	292	302	323	342	346	357	368	26
Total Universities (Unit)	642	667	723	760	799	864	903	41
Total Colleges ('00)	349	355	366	385	391	400	391	12
Total Stand Alone ('00)	114	116	117	123	119	117	100	(-12)



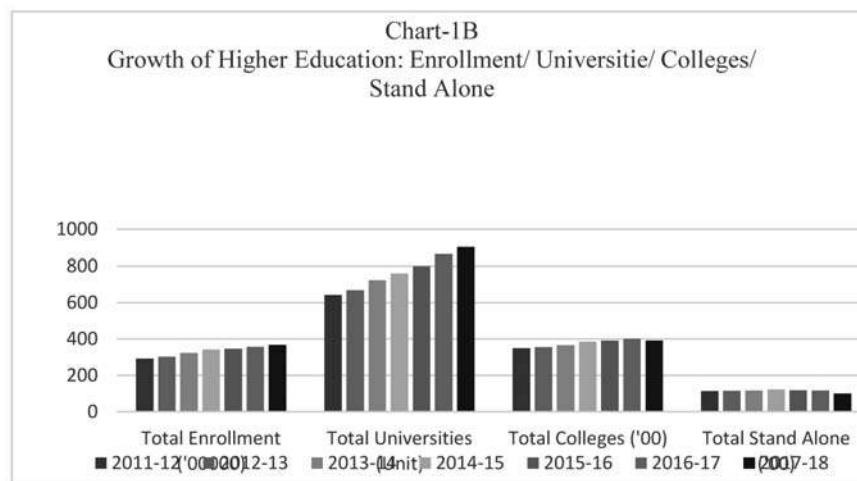


Table:2 Teaching Staffs

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	% Change
Teaching Staffs ('000)	1,247	1,309	1,368	1,473	1,519	1,366	1,285	3
Male ('000)	761	798	834	899	926	833	745	(-)0.8
Female ('000)	487	510	533	575	592	533	540	9.8

Source: All India Survey on Higher Education (AISHE)

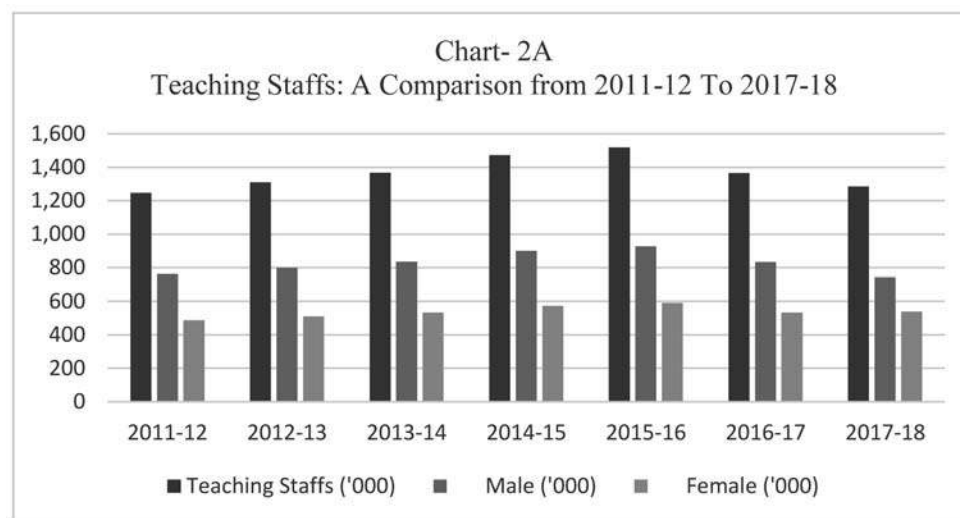


Table:3 Total Universities with Programme-wise Break-up

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	% Change
Total Universities	642	667	723	760	799	864	903	41
General	301	375	398	430	459	488	500	66
Technical	88	90	90	90	101	114	126	42
Agriculture & Allied	50	61	61	61	64	67	70	40

Medical	34	38	43	45	50	52	58	71
Law	18	18	20	20	20	19	22	22
Others	78	78	74	78	78	85	106	36

Source: All India Survey on Higher Education (AISHE)

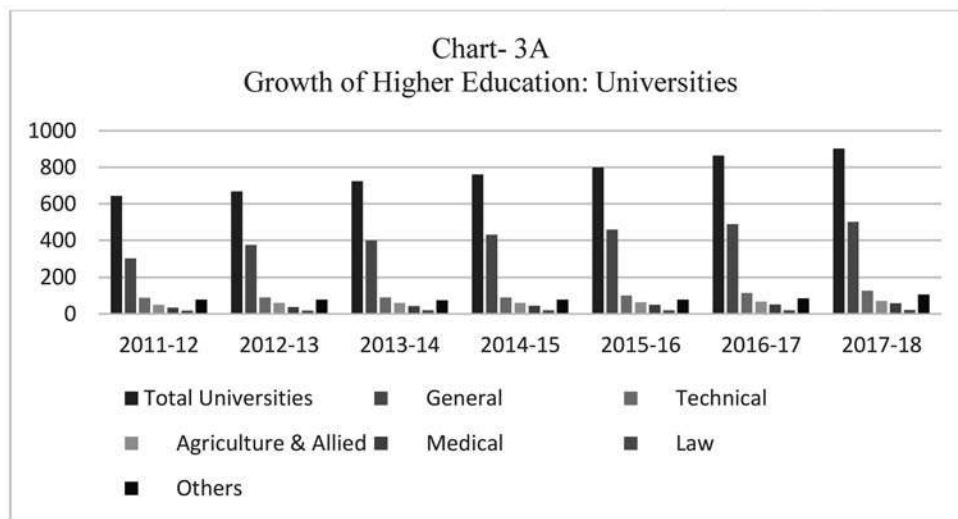
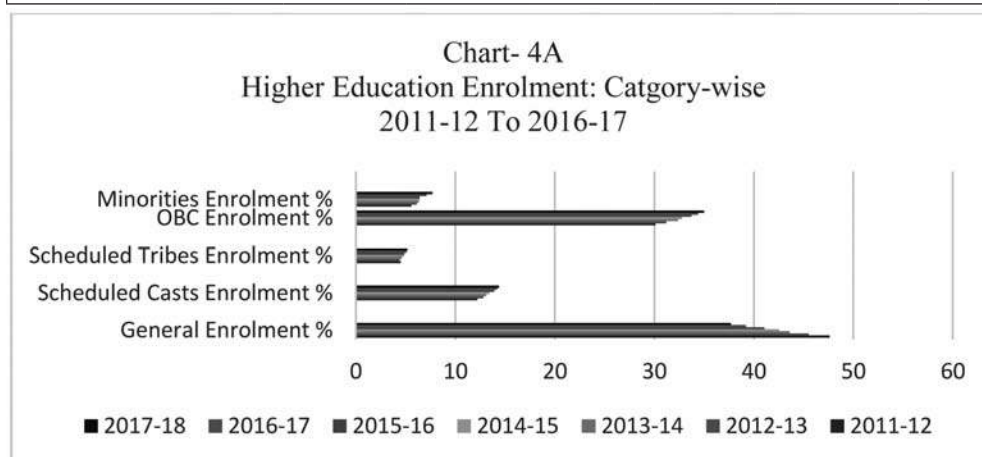


Table: 4 Category-wise Break-up of Enrolment

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	% Change
General Enrolment %	47.62	45.5	43.6	42.56	41.05	39.2	37.7	(-9.92)
Scheduled Casts Enrolment %	12.2	12.8	13.1	13.44	13.9	14.2	14.4	2.20
Scheduled Tribes Enrolment %	4.5	4.4	4.6	4.8	4.9	5.1	5.2	0.70
OBC Enrolment %	30.1	31.2	32.4	32.8	33.75	34.4	35	4.90
Minorities Enrolment %	5.58	6.1	6.3	6.4	6.4	7.1	7.7	2.12

Source: All India Survey on Higher Education (AISHE)

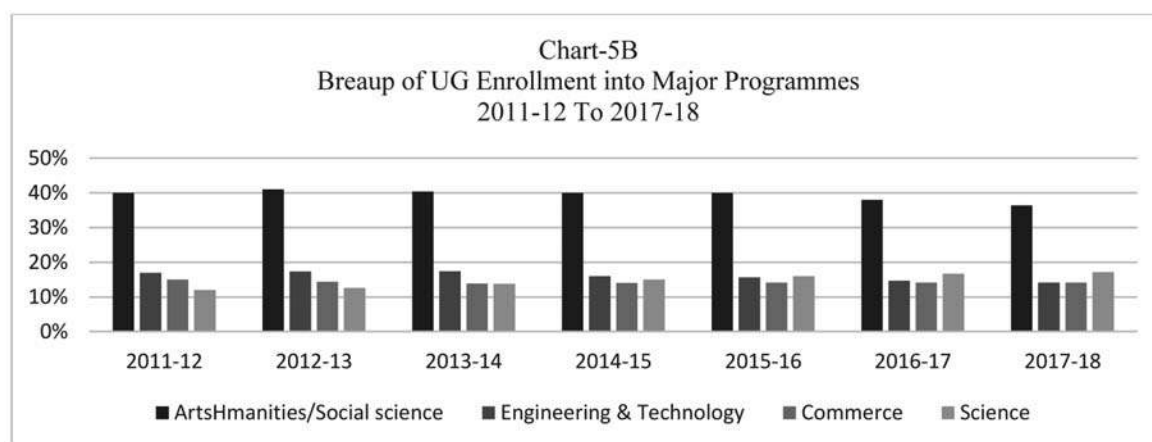
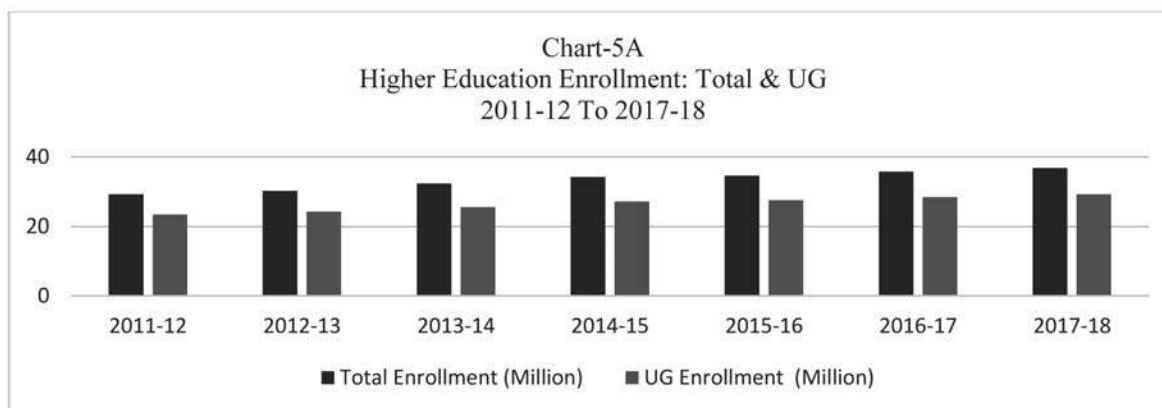


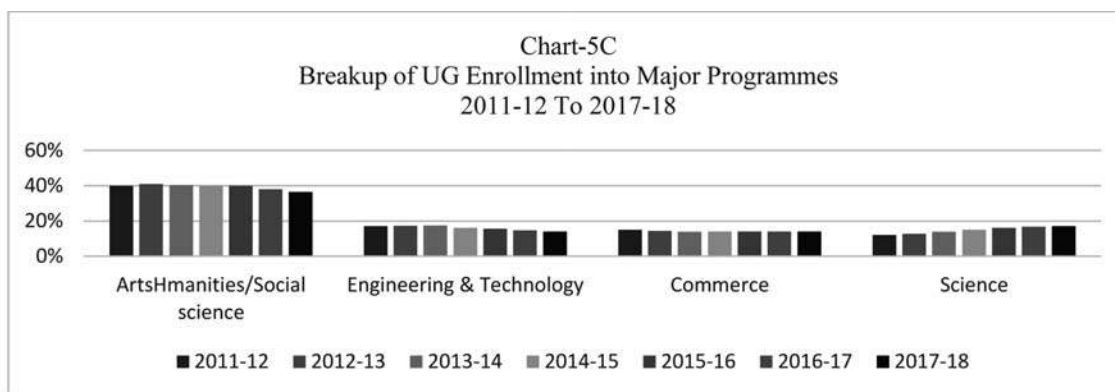
Analysing the data mentioned in the TABLE-5 & depicted in the Chart- 5A/5B/5C, it has been interpreted that growth in the UG enrolment is not tuning the pace of growth pertaining to overall enrolment. UG enrolment has registered negative growth after 2011-12 & 2012-13 so far percentage of the total enrolment is concerned but numbers of enrolment have gone up every year comparing to its preceding year from 2012-13 up to 2017-18. Further it is revealed that enrolment percentages in the major programmes like Arts/ Humanity/Social science, Engineering & Technology and Commerce have registered negative growth but Science has kept its pace of increasing numbers and percentage of enrolment both continuously from 2011-12.

Table:5 Total Enrolment vs UG Enrolment

Total Enrolment (Million)	29.2	30.2	32.3	34.2	34.6	35.7	36.8
UG Enrolment (Million)	23.36	24.16	25.52	27.15	27.44	28.35	29.15
UG Enrolment %	80.00	80.00	79.00	79.40	79.30	79.40	79.20
Arts / Humanity / Social science %	40.00	41.00	40.40	40.00	40.00	38.00	36.40
Engineering & Technology %	17.00	17.30	17.40	16.00	15.60	14.70	14.10
Commerce %	15.00	14.40	13.90	14.00	14.10	14.10	14.10
Science %	12.00	12.60	13.80	15.00	16.00	16.70	17.10

Source: All India Survey on Higher Education (AISHE)





2. College density:

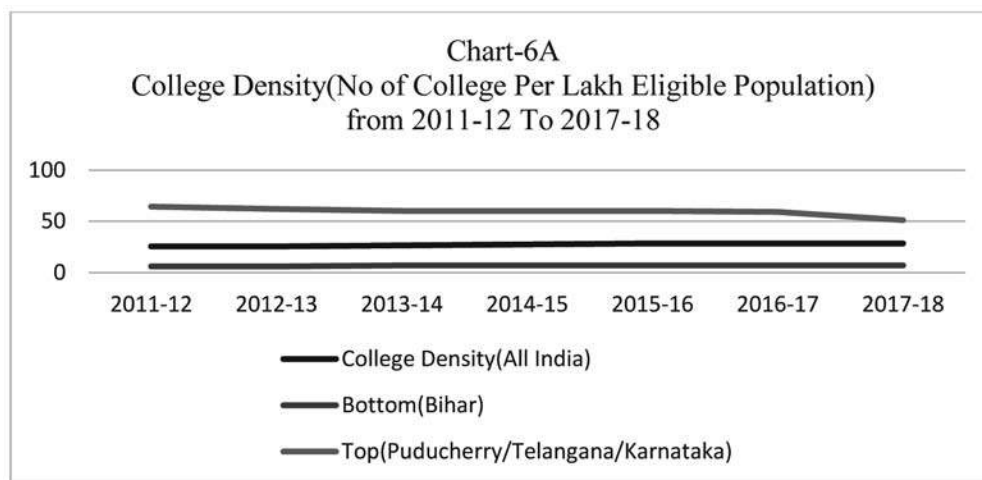
It is the number of colleges per lakh eligible population. Southern states of India have higher college density, almost double of the national average since 2011-12 to 2017-18. On the other hand Bihar & Jharkhand have registered the lowest college density, which has been almost one-fourth of the national average during same period of seven years. On comparing data, it has revealed that the college density curves at all India level and also in the states like Bihar & Jharkhand are moving up but the same in the south Indian states is moving down as per the TABLE- 6 & Chart- 6A.

It indicates that the country is heading towards evenly-poised college density since 2011-12 but at very slow pace.

Table: 06: COLLEGE DENSITY

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
College Density(All India)	25	25	26	27	28	28	28
Bottom (Bihar / Jharkhand)	6	6	7	7	7	7	7
Top (Puducherry / Telangana/Karnataka)	64	62	60	60	60	59	51

Source: All India Survey on Higher Education (AISHE)

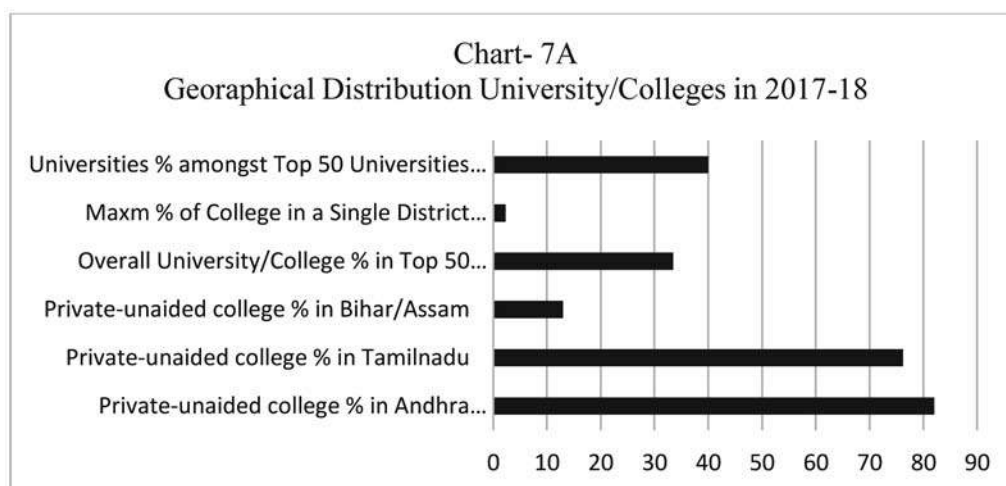


3. Location of University/College/Institution:

Most of the private-unaided colleges, maximum percentage of college in a single district and top 50 nationally ranked universities are situated in southern states. Private-unaided college constitutes 82% & 76.2% of total colleges in Andhra Pradesh/Telangana and Tamil Nadu respectively. Only 13% (appx) of total colleges in Bihar/Assam is Private-unaided college. Moreover, top 50 districts, mostly from south India, have been provided with 33.5% of overall university/colleges in the country as per the TABLE- 7 & Chart- 7A.

TABLE- 7

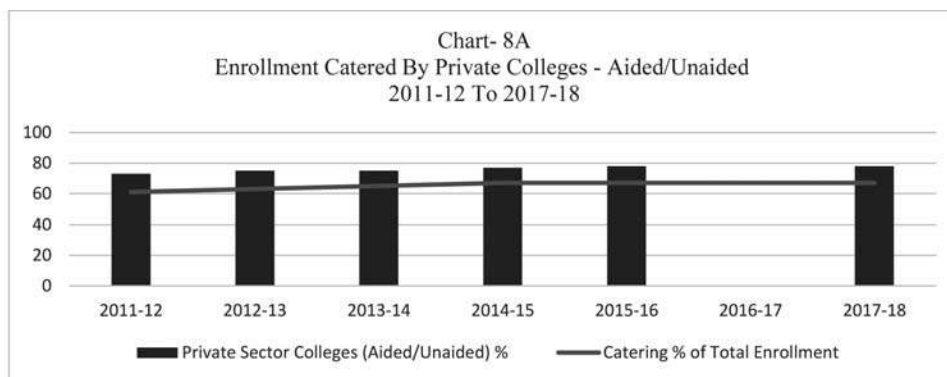
	2017-18
Private-unaided college % in Andhra Pradesh/Telangana	82
Private-unaided college % in Tamil Nadu	76.2
Private-unaided college % in Bihar/Assam	13
Overall University/College % in Top 50 Districts out of 723 Districts	33.5
Maxm % of College in a Single District Urban Bangalore	2.29
Universities % amongst Top 50 Universities fall in 4 States of South India	40
Source: All India Survey on Higher Education (AISHE)	



4. Private Colleges (Aided/Unaided):

Study has established, as per the TABLE- 8 & Chart- 8A, that Private colleges (aided/un-aided) are not catering the students in proportion to their size in the higher education industry. One way of interpretation may be that these colleges remained un-utilised around 18% (on & average) every year from 2011-12 to 2017-18.

Table: 8 Private Colleges vs Enrolment							
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Private Sector Colleges (Aided/Unaided) %	73	75	75	77	78	78	78
Catering % of Total Enrolment	61	63	65	67	67	67	67
Source: All India Survey on Higher Education (AISHE)							



5. Gross Enrolment Ratio (GER):

GER in higher education is a statistical measure for determining number of eligible (18 years to 23 years) students enrolled in undergraduate, postgraduate and research-level studies and expressed as a percentage of population. India, with 25.8% GER in 2017-18, is aiming to attain GER of 30% by 2020, but is still far behind the target. Moreover, the existing GER of 25.8% of India and even its target of achieving 30% by 2020 does stand far behind the same of the countries like China and US with their national average GER of 85.5% and 43.9% respectively as per TABLE-9 & Chart- 9A.

However, within the country, GERs of the different categories have been found moving towards upward direction along-with the growth of GER at national level since 2011-12 to 2017-18 continuously. GER of Schedule Cast in 2017-18 jumped 6.9% up from its base in 2011-12 in comparison to Female, Schedule Tribe & Male, which increased by 6%, 4.9% & 4% respectively as per the TABLE- 10 & Chart- 10A.

On analysing the data further from the TABLE-9 & Chart- 9A, it has been observed that GER at Secondary School level is 130% more than that at Higher Education level. In 2017-18 nineteen states/UTs have registered GER higher than national average of 25.8% and thirteen states/UTs have achieved GER higher than the Target-2020 of 30% assuring, up to great extends, that the meeting target by 2020 is possible. However, seventeen states/UTs have registered GER ratio far less than the national average. Bihar, amongst states, has lowest GER with just 13% of its eligible population pursuing higher education. Reference of TABLE -11 & Chart- 11A & 11B.

GER in Higher Education (India)	25.2
GER in Higher Education (USA)	85.8
GER in Higher Education (China)	43.39

Source: All India Survey on Higher Education (AISHE)

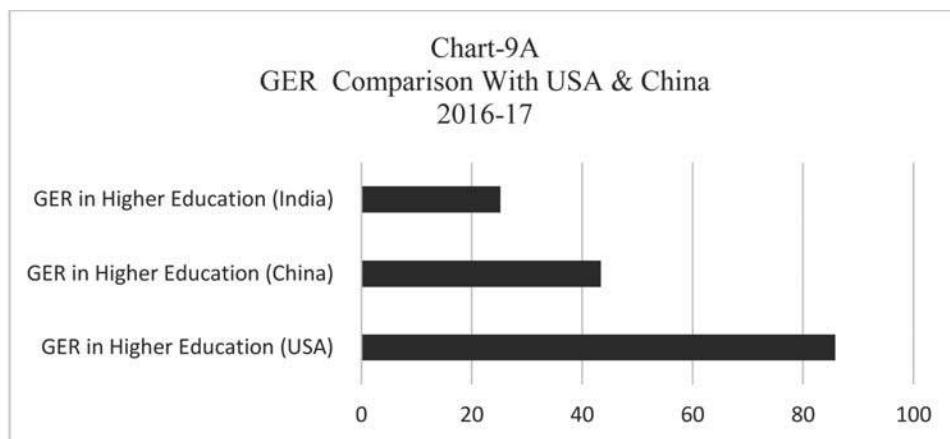


Table: 10: Gross Enrolment Ratio

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
GER in Senior Secondary (17-18) %	45.9	40.8	52.2	54.2	56.2	58	60
GER in Higher Education (18-23) %	20	21.5	23	24.3	24.5	25.2	25.8
Male	22.1	22.7	23.9	25.3	25.4	26	26.3
Female	19.4	20.1	22	23.2	23.5	24.5	25.4
Scheduled Cast	14.9	16	17.1	19.1	19.9	21.1	21.8
Scheduled Tribe	11	11.1	11.3	13.7	14.2	15.4	15.9

Source: All India Survey on Higher Education (AISHE)

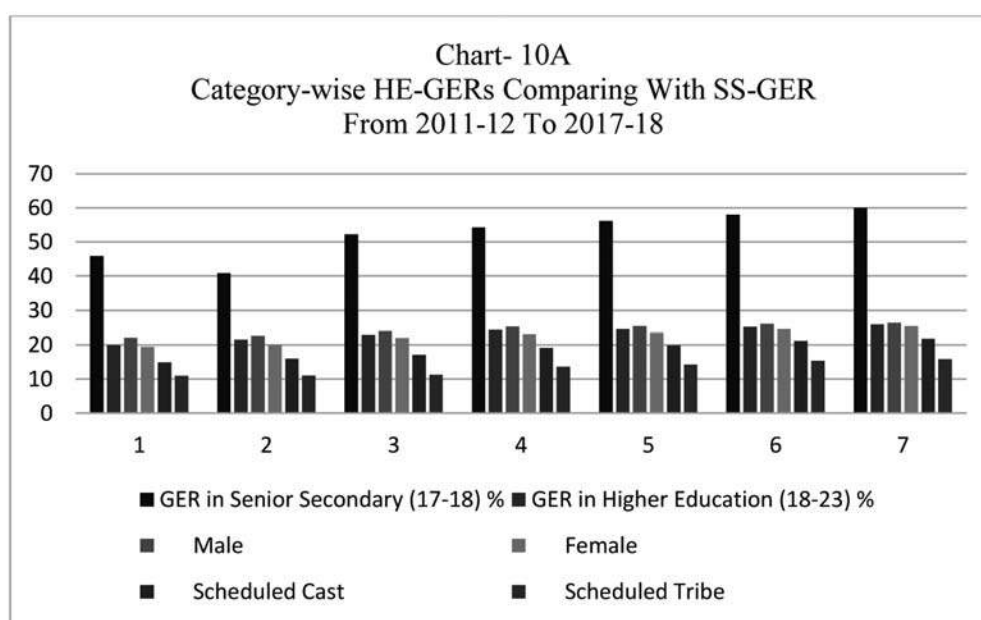
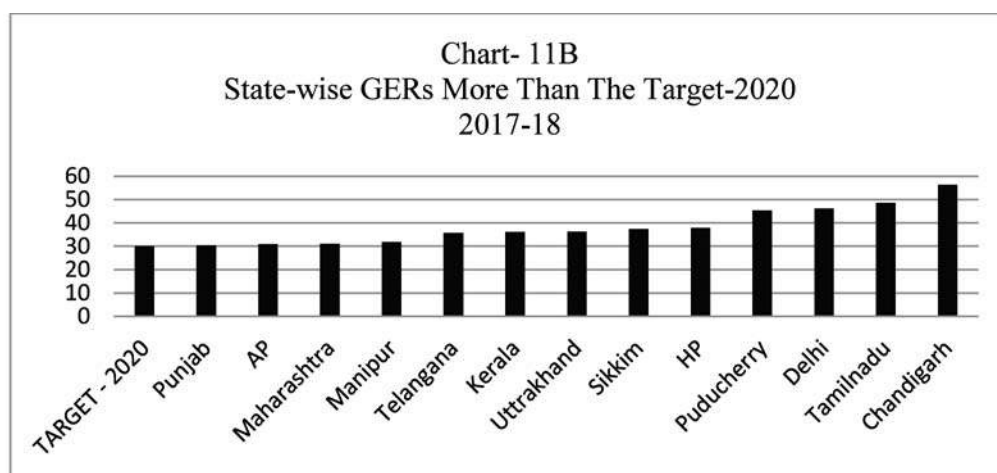
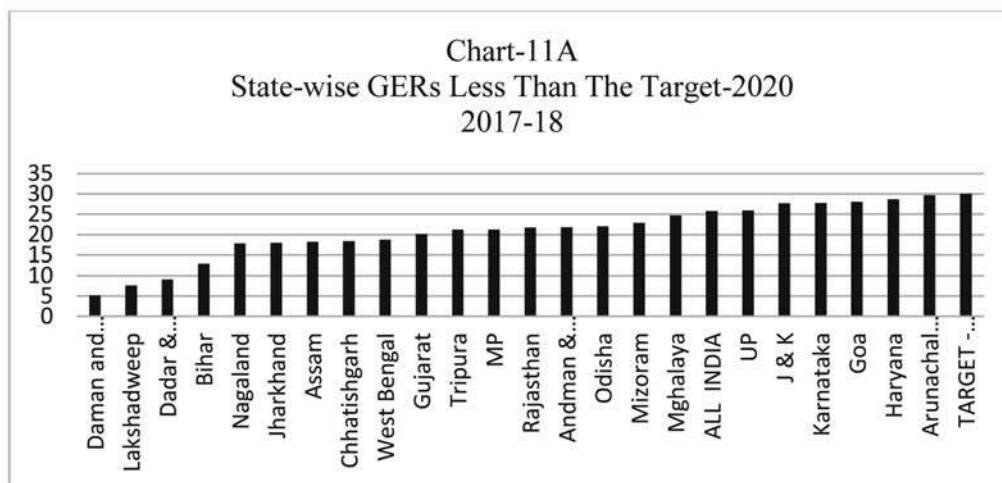


Table:11 GROSS ENROLLMENT RATION IN HIGHER EDUCATION (18-23 YEARS)

SN	State/UT	State GER in ascending order <=/ target-2020	SN	State/UT	State GER in ascending order =/> target-2020
1	Daman and Diu	5.2		TARGET - 2020	30
2	Lakshadweep	7.6	25	Punjab	30.3
3	Dadar & Nagar N	9.1	26	AP	30.9
4	Bihar	13	27	Maharashtra	31.1
5	Nagaland	17.8	28	Manipur	31.8
6	Jharkhand	18	29	Telangana	35.7
7	Assam	18.2	30	Kerala	36.2
8	Chhattisgarh	18.4	31	Uttarakhand	36.3
9	West Bengal	18.7	32	Sikkim	37.4
10	Gujarat	20.1	33	HP	37.9

11	Tripura	21.2	34	Pondicherry	45.4
12	MP	21.2	35	Delhi	46.3
13	Rajasthan	21.7	36	Tamil Nadu	48.6
14	Andaman & Nicobar	21.8	37	Chandigarh	56.4
15	Odisha	22			
16	Mizoram	22.9			
17	Meghalaya	24.7			
18	ALL INDIA	25.8			
19	UP	25.9			
20	J & K	27.7			
21	Karnataka	27.8			
22	Goa	28			
23	Haryana	28.7			
24	Arunachal Pradesh	29.7			
	TARGET – 2020	30			

Source: All India Survey on Higher Education (AISHE)



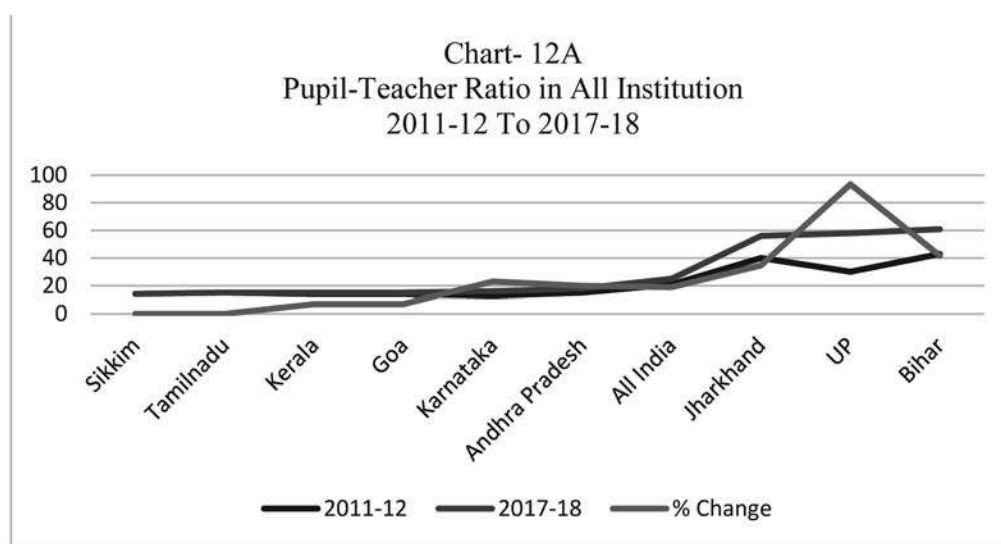
6. Pupil Teacher Ratio (PTR):

PTR is a statistical ratio to measure the availability of teaching staffs for apportioning the number of students intake. Higher the percentage, lower the availability of teachers for students.

Study has revealed that the situation is alarming due to declining national average from 21% in 2011-12 to 25% in 2017-18. Baring Sikkim & Tamil Nadu, all states and national average have registered continuous deterioration, varying from 7.14% (Kerala & Goa) to 93.33% (UP) as detailed out in the TABLE- 12 & Chart-12A.

States / All India	2011-12	2017-18	% Change
Sikkim	14	14	0
Tamil Nadu	15	15	0
Kerala	14	15	7.14
Goa	14	15	7.14
Karnataka	13	16	23.08
Andhra Pradesh	15	18	20
All India	21	25	19.05
Jharkhand	40	56	34.78
UP	30	58	93.33
Bihar	43	61	41.86

Source: All India Survey on Higher Education (AISHE)



7. Number of Foreign Students:

There is an improvement in number of foreign students enrolled —46144 in 2017-18 from 33151 in 2011-12, reflecting a surge of around 40% but it is still falling far short of number of foreign students studying in China, where 2,10,000 enrolled for the higher education in 2016.

Number of countries from where these students come to India for higher studies have also increased from 155 in 2011-12 to 166 in 2017-18.

In-spite of the quantitative improvement in the intake of foreign students, the qualitative improvement has yet to be attained as maximum source of enrolment, around 64% in 2017-18, is from neighbouring countries, African and Middle East countries of which only Nepal constitutes 25% followed by Afghanistan (9.5%),

Bhutan (4.3%), Sudan (4.8%), Nigeria (4%), Bangladesh/Iran (3.4%), Yemen (3.2%), US (3.1%), Sri Lanka(2.7%) etc. Detailed have been worked out in TABLE- 13/14 and Chart- 13A/14A.

Table:13 Foreign Students

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Foreign Students Enrolment ('00)	332	348	395	423	454	476	462
No of Countries Foreign Students from	155	160	158	164	165	162	166
% of Students from Top 10 countries, mostly neighbours	64	64	65	64	62	62	63.4
Highest Share of a Single Country (Nepal) %	19	21	21	21	21	24	25

Source: All India Survey on Higher Education (AISHE)

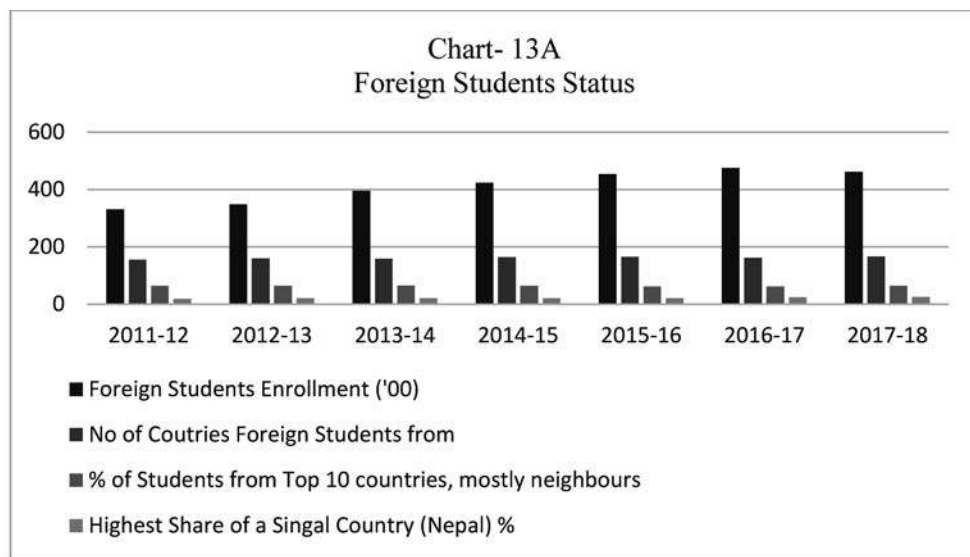
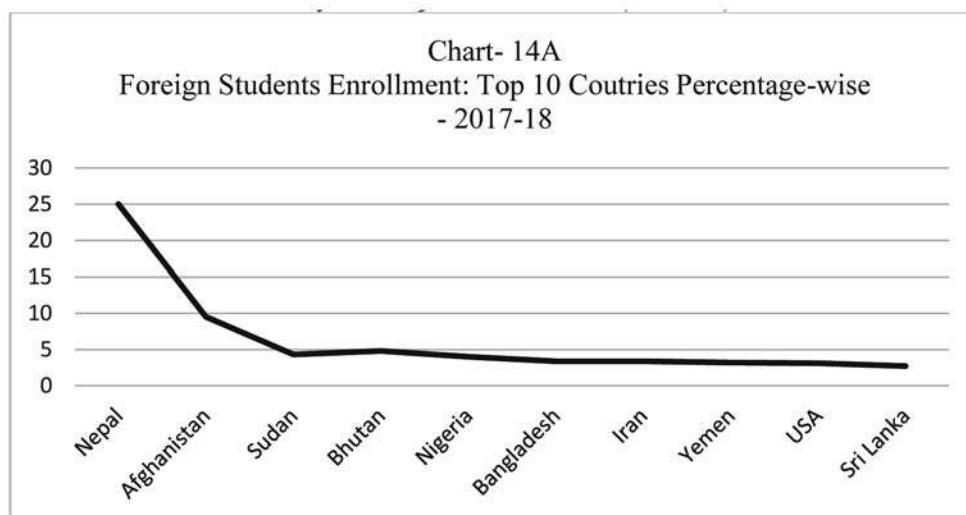


Table: 14 Foreign Students

	2017
Nepal	25
Afghanistan	9.5
Sudan	4.3
Bhutan	4.8
Nigeria	4
Bangladesh	3.4
Iran	3.4
Yemen	3.2
USA	3.1
Sri Lanka	2.7

Source: All India Survey on Higher Education (AISHE)



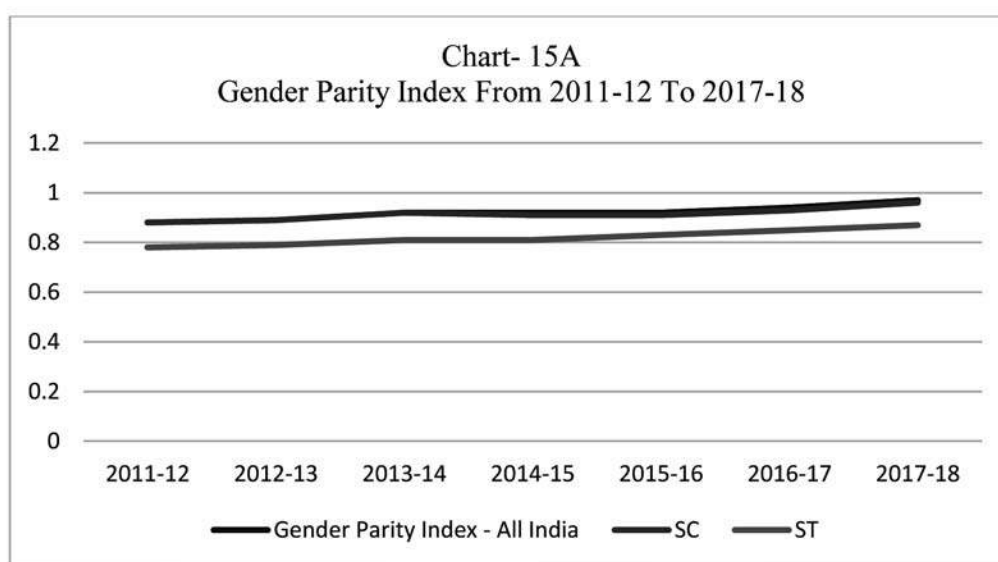
8. Gender Parity Index (GPI):

GPI is calculated as quotient of number of females by number of males enrolled. GPI equal to 1 indicates balanced, value less than 1 indicated disparity in favour of males.

India has registered its best performance on the GPI in last seven years, 0.97 in 2017-18 from 0.88 in 2011-12. GPI in Scheduled Cast & Scheduled Tribe categories have also improved almost in the same pace. In thirteen states — Chandigarh, Delhi, Goa, Haryana, Punjab, Himachal Pradesh, UP, Karnataka, Meghalaya, J&K, Sikkim and Kerala — women in higher education have outnumbered men as per the TABLE- 15/16 & Chart- 15A/16A.

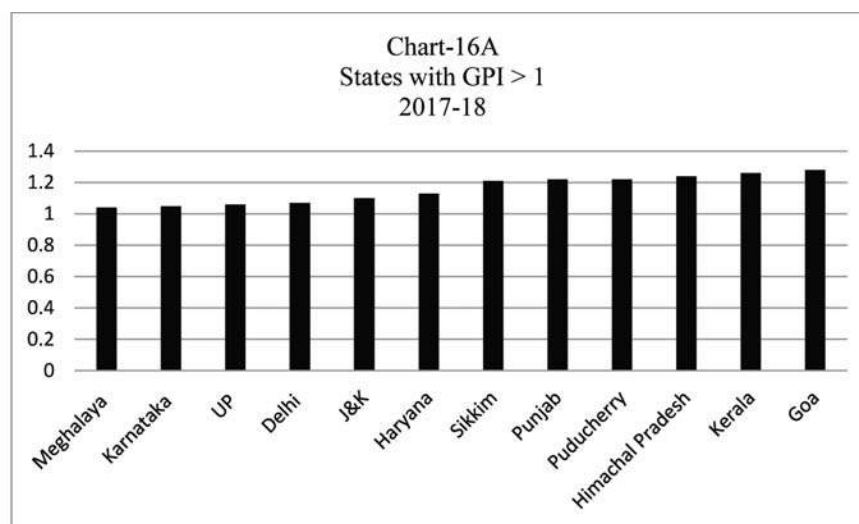
Table:15 Gender Parity Index

	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
Gender Parity Index - All India	0.88	0.89	0.92	0.92	0.92	0.94	0.97
Scheduled Cast	0.88	0.89	0.92	0.91	0.91	0.93	0.96
Scheduled Tribe	0.78	0.79	0.81	0.81	0.83	0.85	0.87



	2017-18
Meghalaya	1.04
Karnataka	1.05
UP	1.06
Delhi	1.07
J&K	1.1
Haryana	1.13
Sikkim	1.21
Punjab	1.22
Puducherry	1.22
Himachal Pradesh	1.24
Kerala	1.26
Goa	1.28

Source: All India Survey on Higher Education (AISHE)



9. Quality Indicators of Higher Education:

World ranking of universities reflect the quality of education in concerned universities.

Only three of our universities could get place in world ranking of the top 200 universities. Countries like USA, UK, Germany, Australia, Japan, Canada, China & France are far ahead in the world universities ranking since last many years, though data of four years have been obtained from QS Ranking for analysing & interpreting as per the TABLE- 17/18/19 & Chart- 17A/18A/19A.

Table: 17 World Ranking of Indian Universities in Top 200

	USA	UK	Germany	Australia	Japan	Canada	China	France	India
2016	49	30	11	8	8	8	7	5	2
2017	48	30	11	9	8	9	7	5	2
2018	47	28	12	9	9	7	7	5	3
2019	47	29	12	9	9	7	7	5	3

Source: QS Ranking

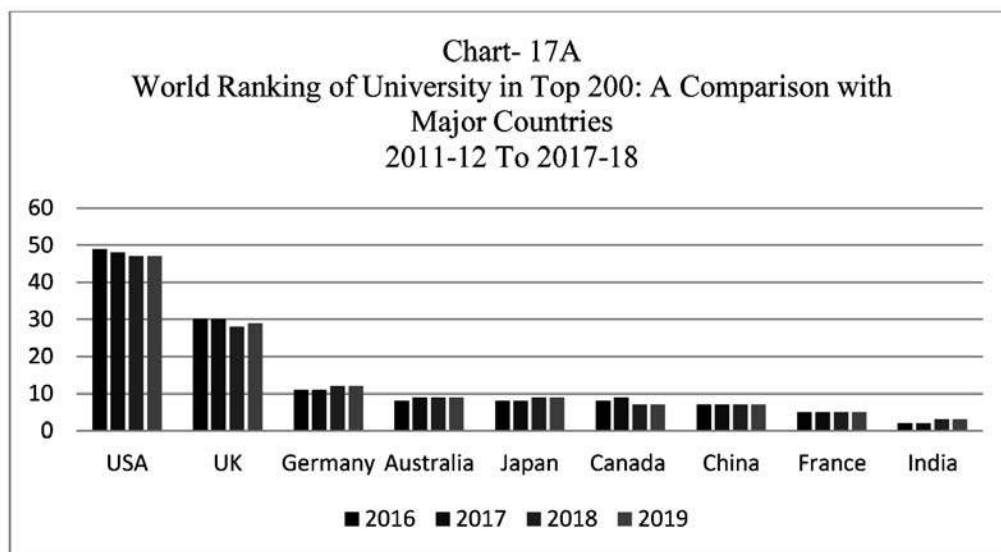
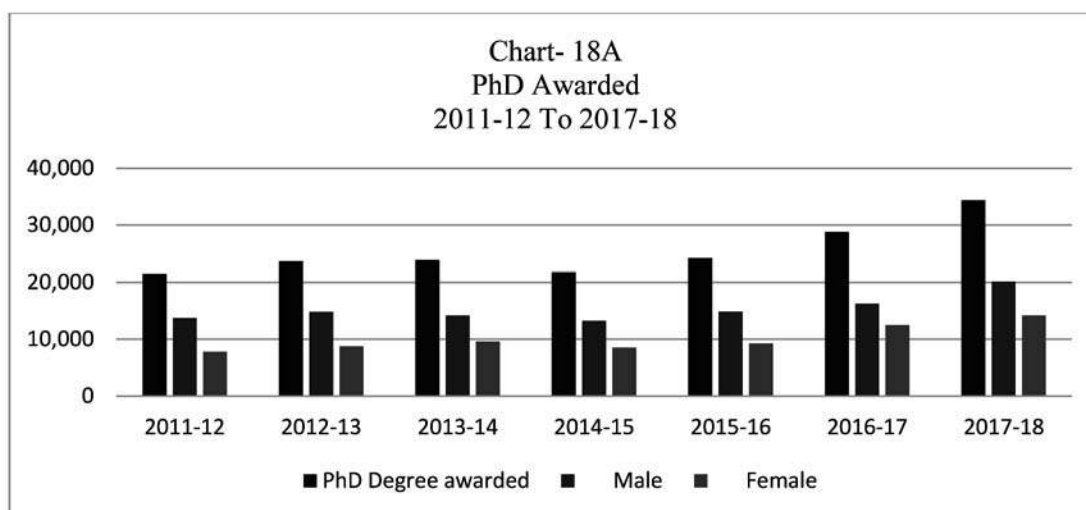


Table:18 Ph.D

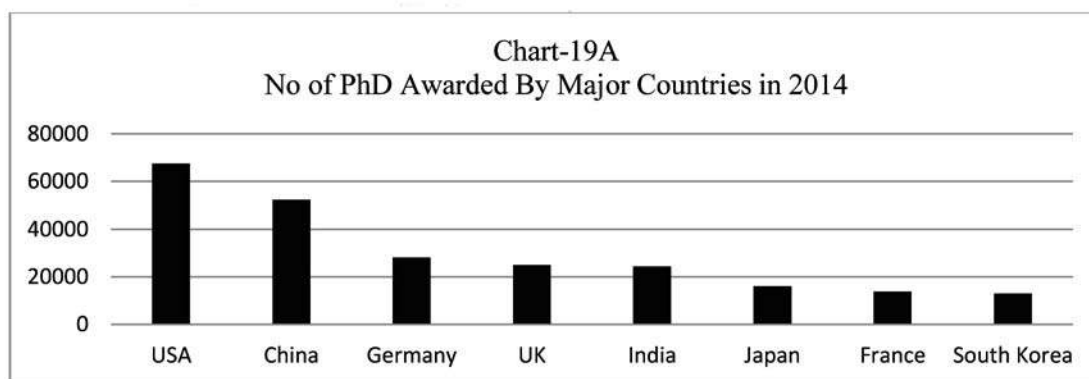
	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18
PhD Enrolment % of Total Enrolment	0.50%	0.40%	0.40%	0.34%	0.40%	0.40%	0.50%
PhD Degree awarded	21,544	23,650	23861	21,830	24,171	28779	34400
Male	13748	14855	14,223	13,252	14,887	16,274	20179
Female	7796	8775	9638	8,578	9,284	12,505	14221

Source: All India Survey on Higher Education (AISHE)/ MHRD/ UGC



		2014
	USA	67449
	China	52290
	Germany	28,147
	UK	25020
	India	24,300
	Japan	16039
	France	13729
	South Korea	12931

Source: World Economic Forum & Ministry of Education- China



7. Conclusion:

- Albeit the growth in the number of enrolment, universities and colleges have been found but the number of stand-alone institution has gone down possibly because the conversion of many of them into the deemed universities.
- In UG enrolment, Science has attracted much more than other stream and posted a positive growth in enrolment. In spite of the growth in the number of technical universities, the growth in the enrolment engineering & technical students has declined. It indicates that students are very verifying the teaching quality of the concerned university before admission and prefer to take admission in science. So, another factor affecting the quality of higher education is the low quality of newly opened technical universities since last seven years. Quality of the technical universities is not improving along-with their increased quantity from 2011-12 to 2017-18.
- Teacher is the frontier point for ensuring and enhancing the quality of education but there is a huge shortfall of the same which, ultimately, is established as the most crucial factor to affect the quality of higher education adversely.
- Though the overall college density of the country has improved to 28 in 2017-18 from 25 in 2011-12 but the benefit is yet to be availed by the states like Bihar, Jharkhand etc having 25% density of the country and 14% of southern UT/states like Puducherry/Telangana/Karnataka, which deprives a huge population to be offered quality higher education. So, less college density is one of the important factor affecting quality higher education.
- GER analysis establishes that female is catching up Male and, on the other hand, Schedule Cast & Schedule Tribes are also pushing themselves up towards the mainstream of the society so far education is concerned.
- Huge gap in the GER at Higher Secondary level and Higher Education level there is very high-entry barrier, because of structural shortcomings at the end of higher education department/

policy-makers which make it very difficult for the students, in mass from school level, to be enrolled in the college.

- Though GER of 13 UT/States are much better than GER at country level, 25.8 but is still far away from the target to achieve 30 by 2020. Moreover, in global context, USA & China are 72% & 242% ahead over our national GER which reflects that a huge number of potential students have not been included to educate and improve quality.
- Overall deterioration in Pupil-Teacher Ratio at national level and state level, barring Sikkim & Tamil Nadu indication sever crisis of the higher education system causing the most important reason to dent the quality education.
- There has not been much improvement in the internationalisation of education in the country. No improvement in making the India destination of the foreign students. Students from USA, China and other major/western/developed countries are not opting Indian universities/colleges/institutions. Steps are required to be taken up to make the academics of international level to attract quality international students.
- Only three of the Indian universities have place in the top 200 universities. It affects the policy to make the India education centre and destination of quality hardly academics to meet to reduce the gap between academia & industry globally.
- A meagre percentage (0.50) of total students enrolled, since last seven years, have registered for PhD in India.. At international front, India stands only after USA, China, Germany & UK. Moreover, the gap between the students enrolled in USA/China and India is huge. It is a clear indication of lacking research environment in the Indian universities

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AN ASSESSMENT OF FACTORS OF SOCIAL MEDIA ADVERTISEMENT ON PURCHASE INTENTION

Karishma Arora*
Prof R. K. Sharma**

Abstract: The growth of social media has created a new place of interaction and communication among people. Individual are constantly connected with each other to share information, opinions and experiences. As businesses are shifting towards social media for promotion of their products, it is essential to study how this medium can be utilized to deliver the message to potential customers in the most efficient manner. Thus, this study aims to identify the main factors related to social media advertising that could predict purchase intention. Exploratory factor analysis has been performed on a sample of 286 respondents to explore the factors of social media advertisements and a relationship among the identified factors has been established with help of linear regression model.

Keywords: Social Media, Social Media Advertisement, Attitude, Purchase Intentions

1. Introduction

The online information platform has evolved from a world in which users searched and consulted information (Web 1.0) to a world where they are now able to generate and spread information themselves (Web 2.0) (A. M. Kaplan & Haenlein, 2010).

Social Media as defined by (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011) "Social media are computer-mediated technologies that allow the creating and sharing of information, ideas, career, interests and other forms of expression via virtual communities and networks." The emergence of Social Media has opened a direct and cost-efficient platform for organisation to reach out to mass audience.

Not only large-scale companies but small-scale companies can also tap the benefits of social media advertisement. Social media provide various ways of communication such as online word-of-mouth forums, fan pages, blogs, company-sponsored discussion boards and chat rooms, grievance redressal forums, reviewing and rating consumer products or services, comments, tweeting, like, share, subscribe, follow fan pages, use hashtags to bring an issue to notice etc. Consumers are shifting from the

traditional sources of advertising like radio, television, magazines, newspapers and are depending more on Social Media to search information about products, ask queries online and then make purchase decision. It has found through many studies that various aspects of consumer behaviour are being influenced by Social Media. Social media has been described as "hybrid element of the promotion mix" because it has enabled companies to talk to their customers, as well as customers also get to talk directly to one another (Mangold & Faulds, 2009).

The businesses are thus required to evolve their marketing strategies to enhance purchase intentions of consumers through social media advertisements.

2. Literature Review

Social Media

Social media has been described as a set of communication processes which links 'many-to-many' (A. Kaplan & Mazurek, 2018). Few people agree that social media has increased social capital and well-being, while few criticize that this has led to intruding into privacy of people (Popović & Popović, 2018). Previously social media was used only for reading, watching, and buying products

*Karishma Arora, School of Management Studies, IGNOU, Research Scholar, arora.karishm02@gmail.com

**Prof. R. K. Sharma, BVIMR, Paschim Vihar, New Delhi-110063

and services. But now consumers are utilizing platforms-such as content sharing sites, blogs, social networking, and wikis-to create, modify, share, and discuss Internet content. Social media is emerging as a phenomenon (Kietzmann et al., 2011), which can make significant impact on a firm's sales, profits and even survival. Study by (Asur & Huberman, 2010) showed that social media content can predict real-world outcomes. forecasting power of social media. (de Vries, Gensler, & Leeflang, 2017) brought out that communication of social messages from firms to customers complement traditional advertising efforts. Thus, traditional advertising together with firm's social media activities may improve a firm's brand image and enhance customer acquisition. (Allahawiah & Tarawneh, 2018) studied that the perceptions of respondents toward social networks and consumer purchasing decision were high. They recommended that the website designers and marketers must aim at convincing users to increase their awareness of the methods of social communication and learn how to apply these tools in order to increase the effectiveness and interaction of websites and their impact on purchasing decisions. (Naidoo, 2011). (Lee, Hosanagar, & Nair, 2014) conducted case study of Facebook and found that firms benefit from sharing their brand personality and information about their social initiatives on social media.

Social Media Advertising

Social media applications are building rich user-generated consumer communities which are emerging as new market place for marketers to meet their potential customers (Akar & Topçu, 2011). Social media marketing has provided a place to connect and interact on a much more personalised and dynamic level as compared to traditional marketing. Online advertisement which use the internet to deliver promotional marketing messages to consumers can be very effective and useful for marketers. It may be done through email marketing, search engine marketing, social media marketing, many types of display advertising (including web banner advertising), and mobile advertising (Davidavičienė, 2013). Social Media Advertisements must be congruent and aligned with the different needs of social media users (Zhu & Chen, 2015). Companies are venturing to take advantage of social media advertising to deliver their advertisements to appropriate customers. (Li & Shiu, 2012). Social media advertisements stimulate external factors and then influence the consumer's perception, and ultimately impacting consumers' purchase intention

(Maoyan, Zhu, & Sangyang, 2014).

Social Media Advertisements have become an important marketing tool to reach millennials. Internet is playing an important role in modern marketing, enabling marketers to reach customers faster and more efficiently (Balakrishnan, Dahnil, & Yi, 2014). The marketers only need to explore the best techniques of advertising to reach their target audience and create maximum impact of their message (Zipporah & Mberia, 2014).

Factors affecting Social Media Advertisements

Relationships fall everywhere along the spectrum of Social media(Gilbert & Karahalios, 2009). Various factors come into play when we strive to study impact on purchase intentions of consumers through the social media. (Harshini C S, Government R C College, & Bangalore University, 2015) have brought out new set of characteristics that effect consumers' response towards Social Media ads with respect to Purchase Intention. The characteristics given are information, credibility, entertainment and interactivity.

Attractiveness can be a dominant factor which influence consumer perceptions regarding online advertisements.(Bhatt & Bhatt, 2012). An effective and attracting advertisement (Bakar, Desa, & Mustafa, 2015; Wirtz, Piehler, & Ullrich, 2013) can increase the impact of social media advertisement. Further, the advertising appeal can effectively influence the consumer purchase intention(He & Qu, 2018).

Engagement or interactions with social media advertising itself is key in explaining how social media engagement is related to advertising evaluation (Voorveld, Araujo, Bernritter, Rietberg, & Vliegthart, 2018). Further, it is important to know how consumers respond on social media. Interactivity is one of the key characteristics that differentiates between traditional and social media (Chung & Zhao, 2010). Interactivity on the internet shifts the ways in which users perceive advertising (Hadija, Barnes, & Hair, 2012).

Usage characteristics (Duffett, 2015; Pütter, 2017) of a social media can impact the effectiveness of social media advertisements being shown.

Next time factor is credibility. Customers on social media will be convinced to buy a product only if they are able to generate trust towards the advertisement and its contents. Social media facilitate the social interaction of consumers, leading to increased trust and intention to buy (Hajli, 2014). Social media can play an important role in image building,

strengthening relationship, and networking among business entrepreneurs and customers (Kahar, Yamimi, Bunari, & Habil, 2012). Online advertisement are effective in promoting brand loyalty and product purchase intention through company website and social media platforms. (Balakrishnan et al., 2014)

Attitude depicts the overall impression a customer has about a product/brand which ultimately helps anticipating customer retention and purchase intention. Various studies have been performed to calculate the relation between attitude and intention to be positive and significant (Paul & Rana, 2012). According to the theory of reasoned action, attitude toward behavior is one of the key functions in determining behavioral intention (Ajzen & Fishbein, 1980; Fishbein & Ajzen, 1975; Hill, Fishbein, & Ajzen, 1977). (Yang, Chen, Wu, & Chao, 2010) found that attitude toward web-based services positively affects the intention to use those services. (Hsu, Lin, & Chiang, 2013) proposed that attitude has a positive effect on the intention of users to join a blog. Advertisement value forms a favourable attitude towards advertisements on social media (Shareef, Mukerji, Dwivedi, Rana, & Islam, 2019).

Purchase Intention

According to the theory of reasoned action (TRA), "Behavioral intention is defined as the subjective probability of a person to perform a specific action and intention is the most prominent factor in defining behaviour". Consumer-buying intention can be strengthened through effective advertisements on social media (The Anh & Quoc Tuan, 2016). (Lim, Mohd Radzol, Cheah, & Wong, 2017) found in their study that Social Media has a positive impact on Purchase Intention. Product related videos have high influence on consumers' purchase intentions (Yüksel, 2016). Brand advertising and name had the highest impact on customers' purchase intention (Tobergte & Curtis, 2013). Online trust helps in strengthening the customer purchase intention (Goyal, Maity, Thamizhvanan, & Xavier, 2013).

Statement of the problem

Social media is becoming the backbone of communication. Businesses have recognized the strength of social media technologies well in time and are radically shifting their ways of marketing. Social media marketing is emerging as the hottest marketing tool every business owner is striving to generate maximum value through this medium. This study will undertake an analysis of various factors of online social media advertisements and whether

those factors are able to develop a positive attitude of consumers towards the products and what is the impact on their purchase intentions

3. Research Objectives

Objectives of this study are:

- To study various factors of social media advertisement that influence purchase intentions of consumers
- To study the relationship/impact of social media advertising on consumers' purchase intentions.
- To construct a model for understanding role of social media on users' intentions towards the advertised products/brands.

4. Research questions-

1. Does trust and loyalty of social media advertisements have significance in enhancing consumers' purchase intentions?
2. Does interaction on social media such as like, share, comments, discussions, tweets etc have a positive influence on users?
3. Does attractiveness of social media advertisements play a significant role in influencing the purchase intention of users?
4. What is the overall impact of social media advertisement on consumer attitude and purchase intentions?

5. Hypotheses

H01-There is no significant impact of social media advertisement on attitude of consumer

H11-There is significant impact of social media advertisement on attitude of consumer

H02-There is no significant impact of social media advertising on consumers' purchase intentions

H12-There is a significant impact of social media advertising on consumers' purchase intentions

6. Research Methodology

Research Design

The study initiated as Exploratory research in order to find factors of social media advertisement. For this purpose, formal interactions were conducted with people of different age groups who use online social media websites for various purposes. These interactions helped the research to bring out few new factors about social media advertisement.

After the interactions, the variables of the study were

identified. However, in order to cover a larger variety of factors, and to find research gaps descriptive study was also undertaken and accordingly the questionnaire was prepared.

In order to study the factors of social media advertisement, Exploratory Factor Analysis (EFA) was applied. Further, in order to establish relationship between all variables, regression was applied.

Sample and Sampling Technique

Sample Frame

Geographical area of Delhi was the sample frame. The area of Delhi was divided into 5 zones based on division of Municipal Corporations of Delhi which was the sample frame of the study. It is as follows (source-<http://delhi.gov.in>)

- North Delhi Municipal Corporation - Old Districts of North Delhi and North West Delhi.
- South Delhi Municipal Corporation - Old Districts of South Delhi, West Delhi, Central Delhi (excluding Delhi Cantt).
- East Delhi Municipal Corporation - Old Districts of East Delhi, North East Delhi.
- New Delhi Municipal Council - administers the old New Delhi District.
- Delhi Cantonment - administers some part of old South West Delhi.

Sampling Technique

Multi-stage sampling has been done for the purpose of collection of Data. In the first stage, Cluster Sampling method has been followed where the area of Delhi was divided into 5 zones as mentioned in the sampling frame. Further, the respondents were selected based on purposive sampling because the focus of the study required such customers who have experienced social media websites or apps.

Sample Size

The sample size has been determined on the following guidelines. According to (Hair, Black, Babin, & Anderson, 2010) while conducting factor analysis the sample size can be determined with the help of the following formula:

$$\text{Number of Factors} * 25 = \text{Sample size}$$

This study has been conducted on six (6) factors. So,

Here, $6*25 = 150$ is enough for conducting factor analysis.

Further, the thumb rule of factor analysis is

number of items * 5 = the sample size.

In this case the number of statements is 45

So, $45*5 = 225$

To justify the above-mentioned facts, the sample size taken for the study is 286.

Pilot Study

Pilot study was conducted and the questionnaire was tested on a sample of 50 respondents. For the pilot study consumers from age group of 18 to 60, who have experienced social media websites or apps, were selected from the NCT of Delhi based on convenience.

Reliability

The Chronbach's Alpha was calculated out to be 0.950. Any value of Cronbach's Alpha above 0.6 shows that the scale is reliable

Questionnaire

This study validates the model through questionnaire survey and data analysis. 320 questionnaires were issued, 306 copies were received thus the recovery rate of questionnaires was conceived to be 95%. Among them, 286 questionnaires were found to be valid in the light of the study and rest had to be discarded due to unavoidable flaws or incomplete information.

Questionnaire Design

The questionnaire consisted of

1. Demographic questions
2. Awareness and time spent on social media sites/ apps
3. Questions based on factors; each factor was framed within a construct comprising several Likert-type items. 45 items were included in the questionnaire

Measurement model

This study used Statistical Package for Social Sciences (SPSS) 21 software for studying the responses. Following is the demographic division of the sample-

Demographic Variable	Frequency	Percentage
Age		
less than 20 years	65	22.7
20 to 30 years	80	28.0

30 to 40 years	51	17.8
40 to 50 years	45	15.7
more than 50 years	45	15.7
Total	286	100.0
Gender		
female	148	51.7
Male	138	48.3
Total	286	100.0
Educational Qualification		
Doctorate	35	12.2
Post-Graduate	87	30.4
Graduate	86	30.1
senior Secondary(12th) or below	78	27.3
Total	286	100.0
Employment sector		
government sector	46	16.1
Private sector	66	23.1
Self-employed / entrepreneur	49	17.1
free lancer	14	4.9
student/unemployed	109	38.1
others	2	.7
Total	286	100.0
Monthly Income		
Rs0-Rs30,000	132	46.2
Rs30,001-Rs50,000	41	14.3
Rs50,001-Rs80,000	35	12.2
Rs-80,001-Rs1,00,000	39	13.6
above Rs1,00,000	39	13.6
Total	286	100.0

7. Data Analysis

Exploratory Factor Analysis

It is a statistical method used to develop factors from a large number of measurable variables. This

technique is usually followed 'when the researcher has no a priori hypothesis about factors or patterns of measured variables.' Exploratory factor analysis helps in identifying a set of latent constructs underlying the measured variables (Kline, 2013; Yong & Pearce, 2016). Once the grouping of variables has been done by the software, the task of a researcher is to name the groups as factors and segregate independent and dependent variables. In simple terms, this technique can be understood as a data reduction technique in SPSS, which takes a large set of variables to be reduced or summarised using a smaller set of factors or components (Cappelleri & Gerber, 2013; de Winter, Dodou, & Wieringa, 2009; Hayton, Allen, & Scarpello, 2004).

8. Data Suitability

Once the factors are obtained through Exploratory Factor Analysis (EFA), it is important to check the sustainability or validity of the scale. Two statistical measures: Bartlett's Test of Sphericity and Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO) helps in validating the scale of factors so obtained. Kaiser-Meyer-Olkin MSA was calculated which is found to be 0.917. This value indicates that the sample is good enough for sampling (Tabachnick and Fidell, 2007).

9. Factorization

For this study we have taken value of 0.50. So, any variable with a loading of less than 0.5 have been rejected. The Components Matrix has been rotated using Varimax Rotation to assist interpretation of its results (Malhotra, 2007), displaying only loadings of 0.5.

Generally, loadings above 0.44 are considered salient. All the loadings in this study are found to be positive.

After running EFA on the data collected, six factors have been identified, each having Eigen value exceeding 1. The percentage of total variance indicates how well the total factor solution accounts for what the variables together represent. The index for present solution accounted for 61.298% of the total variations towards purchase intention in relation to social media advertisement. Few of the variables have been lost during extraction which accounted for 38.702% information content for purchase intention. The details of variance explained have been presented in the tables below. The proportion of variance in any one of the original variables, which is being captured by the extracted factor, is known as communality (Nargundkar, 2002).

Factors were obtained as follows:

Factor No 1: Attractiveness	% of Variance Explained		
	Items	Factor Loadings	Extraction Sums of Squared Loadings
Usage of melodious music in advertisement	0.806	32.270	14.710
Celebrity's opinion as a customer of the brand in the advertisement	0.799		
Usage of attractive catchy taglines	0.781		
Background and picturization of the advertisement	0.768		
Humor appeal	0.752		
Emotional appeal	0.743		
Models/brand ambassadors associated with the advertisement	0.71		
Create mystery matter to generate gossip, speculation and new stories in the market.	0.655		
Sex appeal	0.645		
Visual appeal	0.624		
Self enhancement appeal	0.599		

Table 1: Factor 1- Attractiveness

Factor No 2: Credibility	% of Variance Explained		
	Items	Factor Loadings	Extraction Sums of Squared Loadings
Do you agree that social media provides an effective and powerful platform for consumers to communicate with each other and with the companies?	0.776	10.723	13.373
Social media provides me a platform to inquire and clear my doubts about a product before buying it.	0.773		
Do you think social media is an effective way to reach you as customers and influence your buying decision?	0.758		
Are you likely to change your attitude towards a certain brand or product or service after you have read positive comments/reviews/online articles etc. about it?	0.737		
Do you think that social media has a provided more effective platform to introduce new products/services/brands?	0.726		
Social media is a good platform to be heard for grievances.	0.715		
Social media makes me aware about new products launching in the market.	0.701		
Would you recommend your friends to trust social media ads?	0.589		

I am influenced to buy a product based on the information I receive through a social media.	0.556		
Do you agree that your judgement through social media advertisement about a product/service is accurate?	0.515		

Table 2: Factor 2- Credibility

Factor No 3: Usability	% of Variance Explained			
	Items	Factor Loadings	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings
I use social media to stay up to date with my social circle.	0.754	5.725	9.925	
I use social media for networking, i.e connecting with people	0.749			
I use social media for sharing information/inviting people to events	0.71			
I use social media for reading reviews and ratings about products	0.678			
I use social media for posting pictures/videos	0.647			
I use social media for checking out deals/promotions/sales on products that I am interested in.	0.63			
Social media enables two-way communication	0.549			

Table 3: Factor 3- Usability

Factor No 4: Purchase Intention	% of Variance Explained			
	Items	Factor Loadings	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings
After seeing an advertisement on social media, it is likely that I will purchase that product.	0.766	5.167	8.105	
If I were going to buy a product, I would recall the social media advertisements.	0.763			
There is a probability that I would consider buying a product after seeing its advertisement on social media	0.749			
My willingness to buy the product increases after watching an advertisement on social media websites/apps.	0.745			
If I were going to buy a product, the probability of buying through a social media platform is high	0.649			
After seeing an advertisement on social media, it is likelihood that I will purchase that product.	0.536			

Table 4: Purchase Intention

Items	% of Variance Explained		
	Factor Loadings	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings
I find social media advertisements to be fun and entertaining	0.741	3.938	7.814
I inquire more about a product after seeing the advertisement on social media	0.72		
I have a positive reaction to the advertisements that I see on social media	0.679		
I feel involved when I watch am ad on social media	0.671		
The ads on social media grab my attention	0.604		

Table 5: Factor 5- Attitude

Items	% of Variance Explained		
	Factor Loadings	Extraction Sums of Squared Loadings	Rotation Sums of Squared Loadings
Autonomous questions and discussions about a product on social media platforms effect my purchase decision.	0.749	3.472	7.414
Comments and tweets about a product effect my purchase decision	0.738		
Videos about hands-on experience of a product effect my purchase decision	0.716		
User reviews and ratings given to a product effect my purchase decision	0.675		
I buy a product more confidently after inquiring about it on social media.	0.544		

Table 6: Factor 6- Interactivity

To sum up following factors have been identified

- Attractiveness of SMA
- Credibility of SMA
- Usability of Social media websites/apps
- Purchase Intention impacted by SMA
- Attitude towards SMA
- Interactivity on Social Media

10. Regression Analysis

To study the strength of the relationship between the explored independent variables of social media advertisement and their impact on dependent variable (purchase intentions) towards social media advertisement is studied with help of the regression analysis. The global fitness of the model was tested with f-statistics. Significance level in Anova was

found to be 0.000 which is less than p value 0.05, thus it indicated that the model is significant.

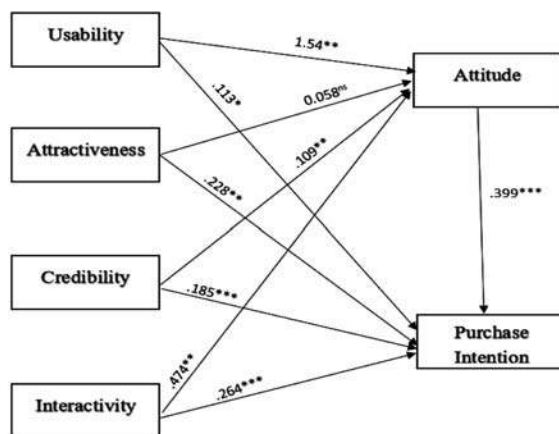
Three equations were calculated.

- 1) First equation shows that purchase intention towards social media advertisement is predicted by the 0.086 unit increase of usability, 0.199 unit increase of interactivity, 0.091 unit increase of attractiveness, 0.146 unit increase of credibility. The equation also signifies that if there are no usability, interactivity, attractiveness or credibility, even then Purchase Intention will be atleast 3.18 in regards with Social media Advertisement.
- The beta values were as follows- usability=.113 significant at 90% confidence, Interactivity=.228 significant at 95% confidence, Attractiveness=.185 significant at 99% confidence, Credibility=

.264 significant at 99% confidence

- 2) Second equation shows that attitude towards social media advertisement is predicted by the 0.092 unit increase of usability, 0.04 unit increase of interactivity, 0.042 unit increase of attractiveness, 0.207 unit increase of credibility. The equation also signifies that if there are no usability, interactivity, attractiveness or credibility, even then Attitude will be at least 2.016 in regards with Social media Advertisement.
- The beta values as follows- usability=1.54 significant at 95% confidence, Interactivity=.058 not significant, Attractiveness=.109 significant at 95% confidence, Credibility=.474 significant at 99% confidence.
- 3) Third equation signifies that if there is no other factors, even then Purchase Intention will be at least 12.793 in regards with Social Media Advertisement. Further, the equation shows that purchase intention towards social media advertisement is predicted by the 0.506 unit increase of attitude, added to 12.793.
- The beta value for attitude was found to be .399 significant at 99% confidence

Following model has been fit: -



- * $p < 0.10$, ** $p < 0.05$, *** $p < 0.000$, ns= non-significant

11. Conclusion

With the growth of internet and social media people are becoming more aware and alert as consumers. The technological advancement is increasing competition in the market. If businesses have to retain their share in markets and uplift profits, the social media can provide the competitive edge. This study has been performed appropriately to explore the impact of

social media advertisement on purchase intentions of the viewers.

The research suggested that people will notice an advertisement on social media if it is attractive. Marketers must work upon visual appeal, humour appeal, emotional appeal, self-enhancement appeal, celebrity opinions, taglines, melodious music, background and picturization of advertisement to attract people of different age groups. It is important to have clear proposition for consumers. The second most important factor for a social media advertisement to be effective is credibility of the advertisement in terms of the content shown and the amount of trust gained through the advertisement. Third factor was found to be usability of social media advertisements. As WhatsApp, YouTube, Facebook, Instagram, Quora are highly used apps, they can prove to be excellent delivery platform for the advertisements. People use these platforms for various purposes such as connecting and networking, posting pictures, videos, collecting study/work related material, reading reviews etc.

Everything is available on the internet and are becoming a vital part of daily lives of people. People like to interact and discuss about common topics of interests. So, interactivity becomes an essential feature of social media advertisement. Attractiveness, credibility, usability and interactivity are integral elements to bolster positive attitude of consumers towards the advertisement. Faithful attitude towards the advertisements will ultimately reinforce purchase intentions. Our study has brought out a strong relationship attitude and purchase intentions. The relationships among all the factors has been well represented with the help of a model.

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A CASE STUDY ON PRE AND POST JOINT VENTURE ANALYSIS OF NTT DOCOMO AND TATA TELESERVICES WITH FINANCIAL AND HR PERSPECTIVE

Lata Rani*
Chanchal Sharma**
Swati Shrivastava***

Abstract: As India's Telecommunication industry is the world's second largest industry which contribute a major portion in GDP. Telecommunication sector has turned up as a substantial performer in the Indian services demesne. Telecom industries have opted for Joint Ventures and Acquisitions as a strategic tool to elevate their performances. This study aims to investigate the impact of "Joint Venture and M&As (Mergers and Acquisitions)" in the Indian Telecom sector by basically comparing the performance of the corporate involved in M&A and joint venture before and after. M&As is the basic tool used for restructuring the corporate financially and strategically and the researchers found it desirable to analyse the effect of M&A and Joint Venture on financial performance as a value creation tool in Indian firms. The objective of the paper is to investigate several dimensions of joint venture by throwing some light on the financial and HR perspective related to Indian telecom sector in particular.

To highlight the impact of "joint venture" a case study on NTT DoCoMo with Tata Teleservices has been taken into consideration. In this paper we basically compared the status of the firm during the pre and post joint venture period with the help of financial parameters like ratio analysis such as Return on Total Assets (ROTA), Return on Capital Employed (ROCE), return on Equity (ROE), Gross Profit Margin, Net Profit Margin, and Debt-Equity Ratio. Several studies have also highlighted that Companies pay ample amount of attention to financial and strategic issues during joint ventures and M&As, but they often ignore human resource affairs. The role of personnel is oftentimes stationed in a marginal stance. Therefore, this study will try to address all the financial and HR issues generated out of M&As and joint ventures.

KEYWORDS: Telecom in India, Merger and Acquisition, joint venture, Financial and HR Perspective

1. Introduction

The telecommunication industry is the fastest developing industry in every country. Over the last decade and particularly over the last five years, a remarkable development has been registered by India in the telecommunications sector. India's tele-density has reached 76.55%, with the total subscriber

base reaching 957.61 million that comprises of 569.56 million in urban and 388.05 million in rural territory (TRAI, Market Research). India today has the world's second largest network which is developing at a notable rate which is incomparable by any other country in the world. In today's information era, the telecommunication sector plays a very essential role.

*Dr. Lata Rani, Associate Professor, University of Engineering and Management, Jaipur

**Ms. Chanchal Sharma, Asst. Professor/IEC College of Engineering & Technology, Gr. Noida/IPTU, Lucknow

***Ms. Swati Shrivastava, Asst. Professor/IEC College of Engineering & Technology, Gr. Noida/IPTU, Lucknow

Indian Telecommunication industry is more than 165 years old. Telecommunications was first introduced in 1851 in India. The first operational land lines were laid by the government near Kolkata (then Calcutta), although telephone services were formally introduced in India much later in 1881. In 1947, after India attained independence, all foreign telecommunication companies were nationalized to form the Posts, Telephone and Telegraph (PTT), a body that was governed by the Ministry of Communication. The government exemplifies its previous efforts towards the growth R&D in the sector by setting up an autonomous body – Centre for Development of Telematics (C-DOT) in 1984 to expand state-of-the-art telecommunication technology to meet the developing needs of the Indian telecommunication network. The actual development of the industry commenced after the Government divided the Department of Post and Telegraph in 1985 by setting up the Department of Posts and the Department of Telecommunications (DoT).

2. Concept of Joint Venture

Joint Venture is a kind of business arrangement in which two or more parties come to an agreement to pool their resources with an intention to attain a specific task. This task can be a new project or any other business activity. In a joint venture, each party is accountable for profits, losses and costs related with it. However, the venture is its own entity, separate and apart from the participants' other business interests. In a joint venture, the parties agree to expand, for a limited period of time, a new entity and new assets by dispensing equity. They exercise control over the enterprise and consequently share revenues, expenses and assets.

The definition of a joint venture is a business deal in which two or more people combine their competence and impart the risk, profits and liabilities. Joint Ventures Companies are formed under Indian Companies Act. These Companies may be a private limited or a public limited. A joint venture has the following advantages:-

- more resources
- increased capacity
- rise in technical competence
- entry to recognized markets and the medium of distribution

3. Joint Venture in Telecom Sector

If we talk about overseas joint venture, General

Electric and Ericsson Company in recent times have entered a joint venture for the production of cellular telephone and mobile radio systems for the U.S. and Canadian markets.

Recently British Telecom Vodafone is looking forward for the 100 percent parent stake in Indian joint venture by its Indian partners, including Ajay Piramal-led Piramal Healthcare and Aniljit Singh.

4. Importance of The Study

Financial restructuring is the basic and the most important tool to gain synergy in this competitive scenario and in the past decade financial restructuring tools have created major impact in the corporate sector....Joint venture is the important form of corporate restructuring which do a create a great synergy for the companies involved in the event. Lots of researchers have studied on mergers and acquisitions but still there are very less studies which basically emphasize on joint ventures. This area of financial restructuring is still untouched taking into consideration these important facts, the researchers have undertaken this study to highlight the impact and significance of the not too touched form of financial restructuring that is "Joint venture". In this particular research we have taken into consideration the case study method so that we can have an in-depth knowledge of the factor which is creating impact during the event.

5. Objectives of The Study

The study has been done to make some significant contribution towards the following broad objectives-

- To find out the major impact of financial restructuring like "Joint venture" in Indian telecom Sector with the help of a case study.
 - a. To investigate the impact of joint-venture with the help of comparative analysis of financial ratio.
 - b. To study the impact of joint-venture with the help of comparative analysis of HR perspectives

6. Hypotheses of The Study

The following hypotheses have been formulated and tested to draw the conclusions:

H0: There is no considerable difference between pre and post joint venture financial performance.

- (a) There is no significant difference between pre and post joint venture "Gross-Profit Ratio"

- (b) There is no significant difference between pre and post joint venture "Net-Profit Ratio"
- (c) There is no significant difference between pre and post joint venture "ROI" Ratio
- (d) There is no significant difference between pre and post joint venture "Debt -Equity Ratio"
- (e) There is no significant difference between pre and post joint venture "Dividend Pay-out Ratio"
- (f) There is no significant difference between pre and post joint venture "EPS Ratio"

7. Data and Methodology

DATA

During past decade financial restructuring has emerged as an impact creating tool for the companies. In this particular research we have taken into consideration a case study on "Joint venture of NTT DOCOMO and TATA TELE SERVICES" for the period 2004-05 to 2011-12. And to maintain the authenticity of the research we have basically collected the data on annual basis from secondary source of information such as financial website, annual reports, journals, newspapers & magazines. To compare the pre and post joint venture financial performance of the company various influencing variables like "Gross-profit, Net profit, EPS, ROI, Debt equity ratio etc have been taken into consideration. For HR perspective we have collected the content from annual reports, newsletters, editorial expert views etc.

8. Research Methodology

To maintain the authenticity of the research we have applied difference of mean technique on the variables taken into the consideration. The independent sample t -test is used to check the significance which the event has created and the result was checked on the significance level of 95%. As referred in several papers the Independent sample T-test is the appropriate methodology used for the comparison among the average value of two groups, "Nidhi Nalwaya and Rahul Vyas" have also used independent sample t -test to compare the Pre and Post "M&A" in telecommunication sector. For HR perspective we have applied the content analysis methodology.

9. Sample Size and Sample Selection

To make this study more precise researchers have selected a convenient sample of 01 company.

Acquirer Company	Year	Targeted Company	Deal Value
Tata Teleservices	November, 2008	NTT DoCoMo	\$ 2.7 Billion

10. Tools and Techniques

For the analysis of the available financial information of the sample company, several techniques of applied research and accounting like comparative ratios have been employed. We have tried to calculate the following 6 major financial ratios which play a very important role in comparing the pre and post financial performance and their means were calculated for analyzing the accurate financial performance of the companies:

- Gross Profit Ratio (GPR)
- Net Profit Ratio (NPR)
- Return on Investment (ROI)
- Earnings Per Share(EPS)
- Debt -Equity Ratio (DER)
- Dividend Payout Ratio (DPR)

To maintain the authenticity and reliability of the analytical result these average ratios were further compared using Paired Sample's test. And confidence interval of 95%has been set for difference in means.

11. Analysis of The Financial Results

We have broadly divided our result of the research in two main section the first section mainly emphasizes on the financial ratios in this section we have compared the pre and post event ratios and have highlighted the discovered facts and figures in the next section to be more precise and accurate with our findings we have applied the "Independent sample "T- test "and have presented the significance which the event has created.

In the below mentioned table a comparative analysis of pre and post joint venture Ratios has been presented.

PRE AND POST JOINT VENTURE FINANCIAL PERFORMANCE OF SAMPLE CASE
CASE STUDY: TATA TELESERVICES AND NTT DoCoMo (YEAR OF JOINT VENTURE: 2007-08)

Table 1: Financial results of Tata Teleservices and NTT DoCoMo during pre and post joint venture period

RATIOS	PRE MERGER PERIOD									
	NTT DOCOMO					TATA TELE SERVICES				
	2004-05	2005-06	2006-07	2007-08	AVERAGE	2004-05	2005-06	2006-07	2007-08	AVERAGE
Gross Profit Ratio (%)	61.55	60.98	58.53	58.37	59.8575	47.03	50.6	55.16	57.56	52.5875
Net Profit Ratio (%)	15.43	12.81	9.55	10.42	12.0525	-65.37	-49.41	-22.08	-7.37	-8.73
Return on Investment (%)	15.69	12.71	9.6	10.37	12.0925	-14.95	-14.66	-7.67	-2.69	-9.9925
Earnings per Share	158.11	134.58	103.74	114.11	127.635	-3.29	-3.17	-1.71	-0.62	-2.1975
Dividend Payout Ratio (%)	29.60%	38.50%	42.00%	43.00%	38.28%	—	—	—	—	
Debt-Equity Ratio	0.2	0.15	0.11	0.09	0.1375	1.14	1.22	0.91	1.06	1.0825

RATIOS	POST MERGER PERIOD									
	NTT DOCOMO					TATA TELE SERVICES				
	2008-09	2009-10	2010-11	2011-12	AVERAGE	2008-09	2009-10	2010-11	2011-12	AVERAGE
Gross Profit Ratio (%)	61.77	62.68	60.09	60.52	61.265		54.85	51.97	48.88	38.925
Net Profit Ratio (%)	10.61	11.55	11.61	10.94	11.1775	-8.73	-15.16	3.54	-20.95	-10.325
Return on Investment (%)	9.76	9.75	9.39	8.79	9.4225	-3.11	-5.19	1.18	-8.52	-3.91
Earnings per Share	111.72	118.64	117.97	111.87	115.05	-0.79	-1.48	0.37	-2.41	-1.0775
Dividend Payout Ratio (%)	44%	44.1	50.1	50.2	36.21	—	—	—	—	
Debt-Equity Ratio	0.14	0.09	0.05	0.04	0.08	1.35	1.59	1.88	—	1.6

Section 1:- Analysis on the basis of Comparison of Financial Ratios

Based on the explanations from the above parameters which determine the profitability of the company, it can be concluded that both the company have suffered losses after this particular joint venture, NTT DoCoMo was performing much better before this joint venture while Tata Teleservices was already facing losses before this joint venture and this venture didn't helped both the companies in any sense.

Gross Profit Ratio (GPR)

When we compare the average of Gross Profit Ratio (GPR) for NTT DoCoMoCompany before joint venture it was 59.8% while that of the Tata Teleservices was 59.6%. After joint venture the average gross profit ratio of NTT DoCoMohaas increased to 61.26% and that of Tata Teleservices has declined to 38.925%. This shows that the company NTT DoCoMo has increased its gross profit margin to some level after the joint venture, but Tata Teleservices was not able to make profit out of this

joint venture but as this was a joint venture there might be some other reasons also for the increase in Gross profit ratio of NTT DoCoMo and vice versa.

Net Profit Ratio (NPR)

When we compare the average of Net Profit Ratio (NPR) for NTT DoCoMo Company before joint venture it was 12.05% while that of the Tata Teleservices was -8.73%. After joint venture the average net profit ratio of NTT DoCoMo has decreased to 11.177% and that of Tata Teleservices has declined to -10.32%. This shows that after the joint venture both the companies have faced declination in their profits. Tata Teleservices was already facing losses and this particular joint venture didn't help the company to overcome these losses.

Return on Investment (ROI)

When we compare the Return on Investment (ROI) for NTT DoCoMo Company before joint venture it was 12.09% while that of the Tata Teleservices was -9.99%. After joint venture the ROI of NTT DoCoMo has decreased to 9.42% and that of Tata Teleservices has slightly increased to -3.91%. This shows that after the joint venture NTT DoCoMo was even not able to overcome its investments while Tata Teleservices which was before joint venture not in a condition to overcome its investment has started reducing the margin after the joint-venture. But as this was a joint venture there may be some other reasons also for this reduction in the margin like positive market sentiments or due to some other operations of Tata Teleservices.

Earnings per Share (EPS)

When we compare the Earning per Share (EPS) for NTT DoCoMo Company before joint venture it was 127 while that of the Tata Teleservices was -2.19. After joint venture the EPSI of NTT DoCoMo has

decreased to 115 and that of Tata Teleservices has slightly increased to -1.077. This shows that after the joint venture NTT DoCoMo was even not able to earn sufficient on its shares as compared to its previous performance while Tata Teleservices which was before joint venture not in a condition to earn sufficient on its share has started reducing the margin after the joint-venture.

Dividend Payout Ratio (DPR)

When we compare the Dividend Payout Ratio (DPR) for NTT DoCoMo Company before joint venture it was 38.22% while that of the Tata Teleservices was nil as it was facing losses and was not paying any dividend to its shareholders. After joint venture Dividend Payout Ratio of NTT DoCoMo has decreased to 36.25%. The reason is obvious as the company is not making any profit from this particular joint venture and was not even able to overcome its investments it has started paying less to its share holders.

Debt Equity Ratio

When we compare the Debt Equity Ratio for NTT DoCoMo Company before joint venture it was 0.137 while that of the Tata Teleservices was 1.08 this shows that NTT DoCoMo was working more on owner's money and was preferring less debt in its capital structure, while Tata Teleservices was using more debt and less owner's equity after the joint venture NTT DoCoMo Debt Equity ratio has changed to .08 indicating that company has now started taking more debt in comparison to pre joint venture the reason might be the losses which company has suffered after the joint venture while Tata Teleservices Debt equity ratio has increased to 1.6 indicating that company has started taking more debt after joint venture .

Section2:- Financial Indicator-Wise Analysis (Independent Sample T-Test)

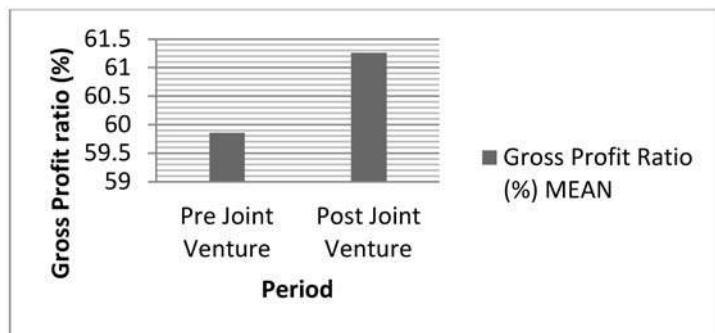
(A) Gross Profit Ratio of NTT DoCoMo

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre Joint Venture	4	59.8575	1.64	-1.39	6	Not Significant
Post Joint Venture	4	61.26	1.18			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post

joint venture period was non-significant (p=.1068 at 5% level of significance). Hence the hypothesis taken 'There is a considerable difference between pre & post-merger financial performance' is proved to be rejected.

Graphical representation of the above the above position- Figure 1: Pre & Post Merger Gross Profit Ratio Position of NTT DoCoMo

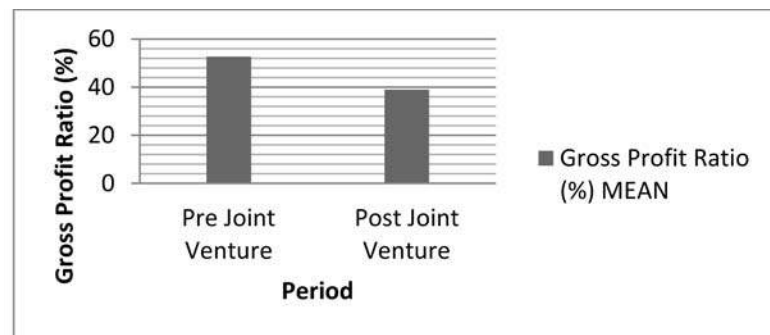


(B) Gross Profit Ratio of TATA TELESERVICES

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre Joint Venture	4	52.5875	4.69	.219	6	Not Significant
Post Joint Venture	4	38.925	2.98			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=.4172$ at 5% level of significance). Hence the hypothesis taken 'There is a considerable difference between pre & post-merger financial performance' is proved to be rejected.

Graphical representation of the above the above position- Figure 2: Pre & Post joint venture Gross Profit Ratio Position of TATA TELESERVICES

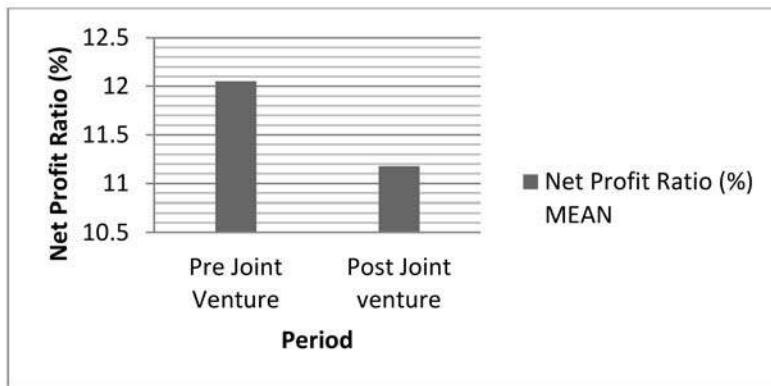


(C) Net Profit Ratio of NTT DoCoMo

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre Joint Venture	4	12.05	2.64	.651	6	Not Significant
Post Joint Venture	4	11.177	.484			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=.0.269283771$ at 5% level of significance). Hence the hypothesis taken

‘There is a considerable difference between pre & post-merger financial performance’ is proved to be rejected. Graphical representation of the above the above position- Figure 3: Pre & Post joint venture Net Profit Ratio Position of NTT DoCoMo

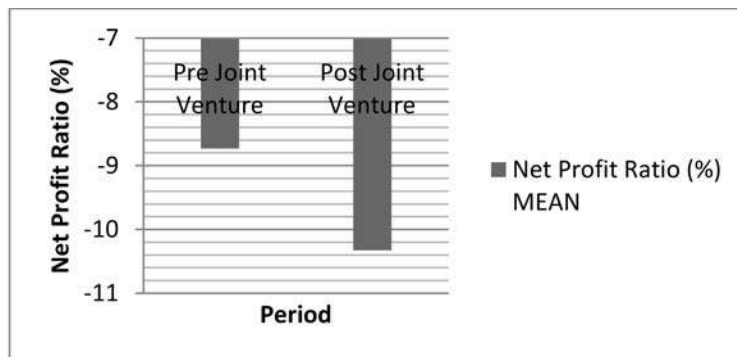


(D) Net Profit Ratio of TATA TELESERVICES

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	-8.73	26.177	-1.8	6	Not Significant
Post-Merger	4	-10.325	10.504			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=.058938$ at 5% level of significance). Hence the hypothesis taken ‘There is a considerable difference between pre & post merger financial performance’ is proved to be rejected.

Graphical representation of the above the above position- Figure 4: Pre & Post joint venture Net Profit Ratio Position of TATA TELESERVICES

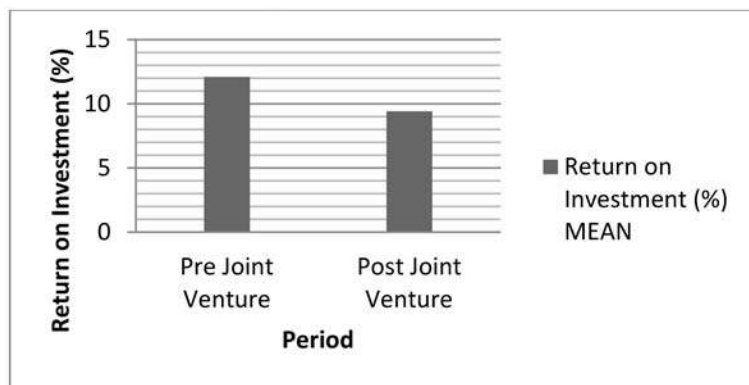


(E) Return On Investment of NTT DoCoMo

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	12.09	2.73	1.923	6	Not Significant
Post-Merger	4	9.42	.455			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=.051938$ at 5% level of significance). Hence the hypothesis taken

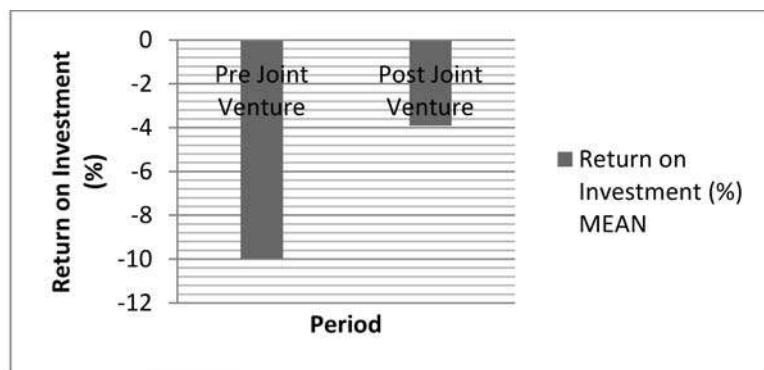
‘There is a considerable difference between pre & post-merger financial performance’ is proved to be rejected. Graphical representation of the above the above position- Figure 5: Pre & Post joint venture ROI Ratio Position of NTT DoCoMo



(F) Return On Investment of TATA TELESERVICES

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	-9.99	5.91	-1.6	6	Not Significant
Post Merger	4	-3.91	4.05			

The test for difference of mean was applied to check whether the difference in the pre merger and post merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant (p=.070501at 5% level of significance). Hence the hypothesis taken ‘There is a considerable difference between pre & post merger financial performance’ is proved to be rejected. Graphical representation of the above the above position- Figure 6: Pre & Post Merger ROI Ratio Position of TATA TELESERVICES

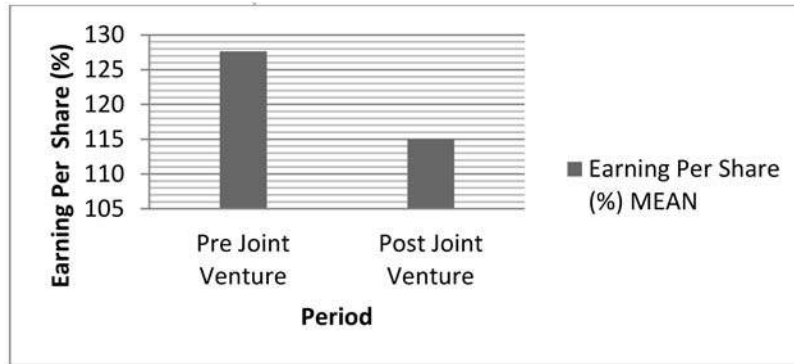


(G) Earnings Per Share of NTT DoCoMo

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	127.635	24.01	1.035	6	Not Significant
Post-Merger	4	115.05	3.76			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post

joint venture period was non-significant ($p=0.170238$ at 5% level of significance). Hence the hypothesis taken 'There is a considerable difference between pre & post merger financial performance' is proved to be rejected. Graphical representation of the above the above position- Figure 7: Pre & Post joint venture EPS Ratio of NTT DoCoMo

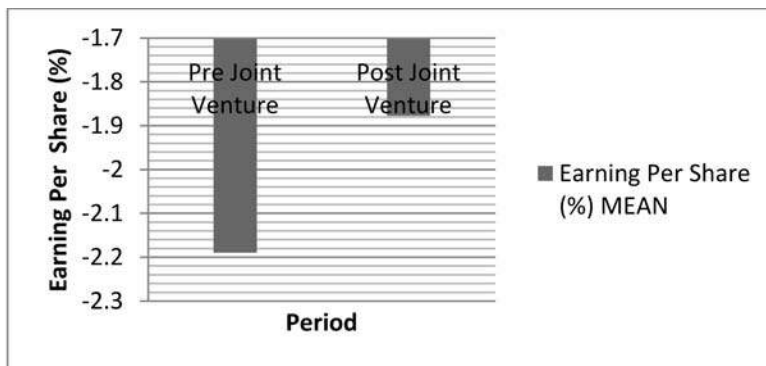


(H) Earning Per Share of TATA TELESERVICES

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	-2.19	1.27	-1.2	6	Not Significant
Post-Merger	4	-1.8775	1.17			

The test for difference of mean was applied to check whether the difference in the pre merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=0.121517$ at 5% level of significance). Hence the hypothesis taken 'There is a considerable difference between pre & post-merger financial performance' is proved to be rejected.

Graphical representation of the above the above position- Figure 8: Pre & Post joint venture EPS Ratio Position of TATA TELESERVICES



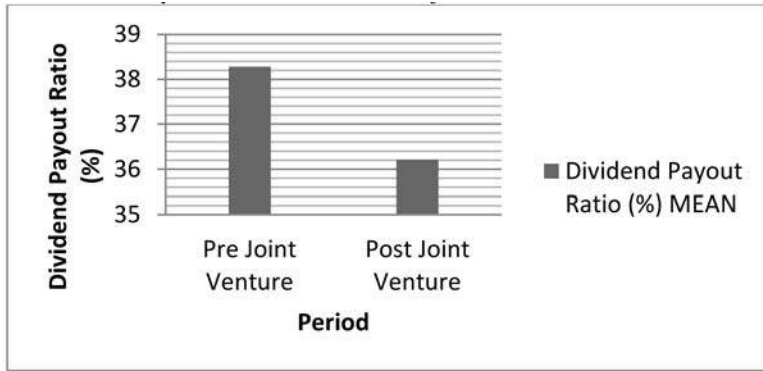
(I) Dividend Payout Ratio of NTT DoCoMo

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre Merger	4	38.28	.06	-2.98	6	Not Significant
Post Merger	4	36.21	24.01			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-

merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was significant ($p=0.012262$ at 5% level of significance). Hence the hypothesis taken 'There is no considerable difference between pre & post-merger financial performance' is proved to be rejected

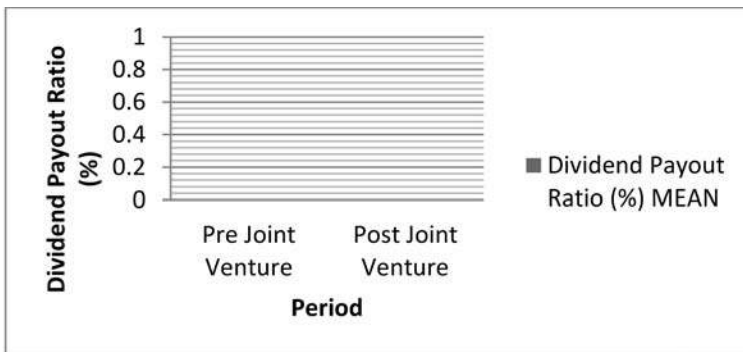
Graphical representation of the above the above position- Figure 9: Pre & Post Merger Dividend Payout Ratio Position of NTT DoCoMo



(J) Dividend Payout Ratio of Tatatele Services

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	-	-	-	6	*
Post-Merger	4	-	-			

Graphical representation of the above the above position- Figure 10: Pre & Post Joint venture Dividend Payout Ratio Position of TATATELESERVICES

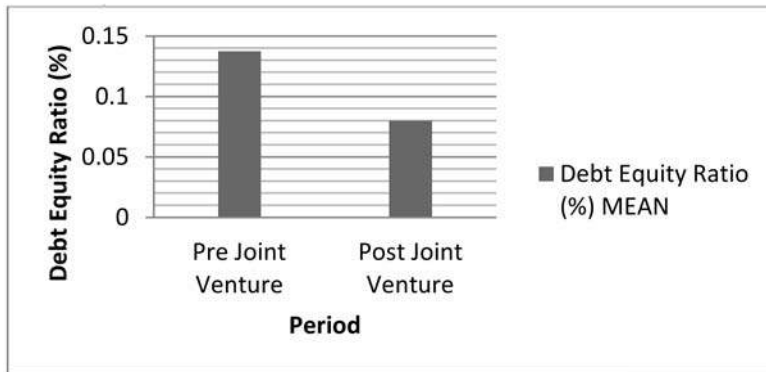


(K) Debt Equity Ratio of NTT DoCoMo

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	0.1375	.485	1.72	6	Not Significant
Post-Merger	4	0.08	.414			

The test for difference of mean was applied to check whether the difference in the pre-merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=0.06729$ at 5% level of significance). Hence the hypothesis taken 'There is a considerable difference between pre & post-merger financial performance' is proved to be rejected.

Graphical representation of the above the above position- Figure 11: Pre & Post joint venture Debt Equity Ratio Position of NTT DoCoMo

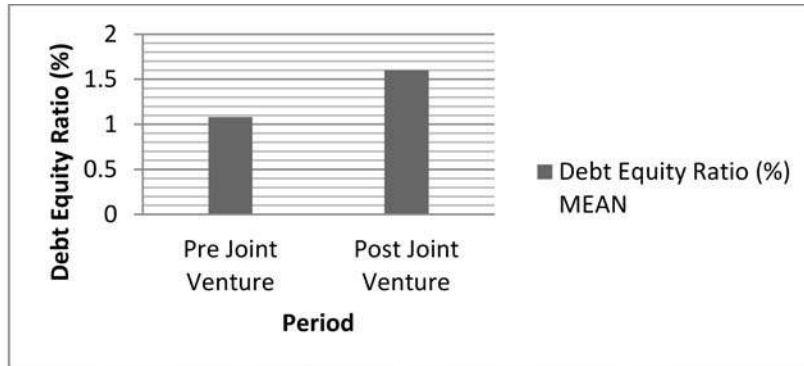


(L) Debt Equity Ratio of Tata Teleservices

PERIOD	N	MEAN	SD	t	Degree of freedom	Result
Pre-Merger	4	1.082	.132	-2.908	6	Not Significant
Post-Merger	4	1.6	.265			

The test for difference of mean was applied to check whether the difference in the pre merger and post-merger was significant or not. The test results show that the difference in the pre joint venture and post joint venture period was non-significant ($p=.390496$ at 5% level of significance). Hence the hypothesis taken 'There is a considerable difference between pre & post-merger financial performance' is proved to be rejected

Graphical representation of the above the above position- Figure 12: Pre & Post joint venture Debt Equity Ratio Position of TATA TELESERVICES



13. Analysis of HR perspective pre and post joint venture of sample case

Some duplication of tasks is likely to arise depending upon the type of joint venture and M&As and the volume of alliance between the two firms, resulting in the termination of few employees and managers. Other employees are often times enforced to pick up the slack and do these faithfully because they are afraid of being the next to receive get the termination letter. The amplified tasks in hand and the prospective threat of layoff bring about extensive stress for employees, particularly in the acquired firm.

14. Limitations of The Study

Although in the research we have tried whole heartedly to encompass the pre and post joint venture performance of the selected case but still the study contain lots of limitation and area of improvements, As restructuring event bring a lot of changes in many perspectives of the involved entities but the research only touch the financial and HR perspectives. Secondly as this is a case study the result concluded can't be generalized so to have the more generalized result. There is a need to broaden the area of study .Thirdly many

financial indicators are still untouched which can be responsible for major changes. Finally the limitation of the availability of HR related data.

15. Conclusions

To analyze the financial performance of sample case during pre & post joint venture period, six major financial ratios were used as financial indicators. On the basis of analytical study of the sample case, the following conclusions have been drawn which are perfectly in the line of objectives predetermined:

- The results of independent Sample-t test were not significant which further proves that this particular joint venture was not fruitful for the Tata Teleservices and NTT DoCoMo. The hypothesis has also been proved as null. The sample-t test was undertaken to calculate the difference between the mean values. But, the difference between pre and post joint ventures was not much which further signifies that the company was earning losses.
- Although this particular case study shows that this joint venture was not successful but still there can be another reasons also which plays an important role such as the HR related issues, government policies, decrease in the shareholder's wealth.
- Tata Teleservices was already suffering from loss but after the joint venture NTT DoCoMo also started suffering loss. Due to this very reason NTT DoCoMo has moved from this particular joint venture.

16. Suggestions

After concluding the results of this study, the following suggestions have been laid out:

- To have more generalized result the area of the study need to more broaden and diversified.
- In this sample study we have observed that economic environment like limited resources, obsolete technology, poor management pattern,

inadequate marketing efforts and weak government policies etc. are the basic reason of lesser growth of telecommunication sector. It is therefore suggested to re-organize this sector through financial restructuring but in financial restructuring supportive and flexible government policies are must..

- In order to make sense of HRM challenges in the different types of joint ventures a strategic fit should be built between joint ventures and HRM strategies.
- More case studies can be taken to be compared with each other so that we can have more precise factors for the failure and success of the restructuring events.

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