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तदेव लग्नं सुदिनं तदेव

ताराबलं चन्द्रबलं तदेव ।

विद्याबलं दैवबलं तदेव

लक्ष्मीपते तेङ्घ्रियुगं स्मरामि ॥ ॥

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That alone is the best time, that only is the best day,

that time only has the strength bestowed by stars, moon,

knowledge and Gods, when we think of the feet of

Lord Vishnu who is the spouse of Goddess Lakshmi

SAIBALAJI INTERNATIONAL JOURNAL OF MANAGEMENT SCIENCES

Development of an evaluation scheme for inclusive classroom: Concept of inclusive education

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Abstract

For quite some time the schooling systems ignored children with special needs. But, with the Right to Education Act in place, it has become imperative for most children with special needs to be made part of the mainstream, and not kept in ghettoes of 'special schools'. This has led to a situation of a great opportunity for each teacher required to facilitate the learning of, say, a mentally challenged child, or a child with hearing impairment, alongside the other children they are used to teaching. But in absence of any formal training, most teachers in the schools are least prepared for carrying out this form of inclusion. For understanding as to how to create inclusive classrooms, particularly where children with special needs are present, teachers should develop their skills and knowledge, and understand important strategies that are critical to achieving success. This article deals with the concept of inclusive education and presents different facets of the same.

Key words – Education, Inclusion, Inclusive Education

Introduction

In recent years, these issues have drawn significant attention from educators, policy-makers, economists and researchers, to schools and classrooms in India. Constitutional provisions and legal mandates such as the Right to Education, Persons With Disability (PWD) Actare policy measures to make improvements in India's education system, accessed by over 12.50 crore students (DISE 2013-14) including 26 lakh CWSN enrolled in schools, 0.52 lakh enrolled in EGS/AIE centers and another 1.38 lakh provided support through home-based education (Progress of Inclusive Education in Sarva Shiksha Abhiynan (SSA) in 2009-10, MHRD). Initiatives related to education introduced to classrooms such as comprehensive and continuous evaluation, inclusive education and evaluative interventions such as NCERT learning indicators are also amongst the steps taken to improve teaching-learning in the classrooms. In the wake of the introduction of these educational innovations, the attention given and the

urgency to make classrooms better need for reconsidering and revising practices, including (1) planning, (2) methods of instruction and (3) assessments, which the classrooms have been following thus far (NCERT, 2014).

Definition of inclusive education

The concept of inclusive education has been studied for a long time and has been defined differently by various authors. NCERT (2014) has defined inclusive education as – "Inclusive education means education of all students, where all students are equal participants in the learning process." Thus, NCERT has laid emphasis on equal participation of all in the learning process in its definition of inclusive education. To get such participation is not an easy task particularly from children with lesser learning abilities. It is here where the role of teachers comes into play. They have to motivate the CWSNs to participate actively in the teaching-learning process.

Rational for inclusive education

Provision of inclusive education involving students with disabilities is based on the rationale that those with disabilities should not have to depend on specialized services alone, to get benefitted from educational resources, activities and practices which are otherwise available to all. Inclusivity is achieved when all members of a group are able to participate in its activities, which means, provisions made recognize needs of all members and not just those from specific groups or with special disabilities, abilities and/or needs.

Being members of a group or a community, all have equal rights to participate. Accordingly the practices and services must thus be inclusive of all. This right is also upheld by none other than the Indian Constitution, which guarantees all Indians the right of Equality of Status and Opportunity. Therefore, while it is the responsibility of the community and society to involve and treat all its members as equals, the Indian Constitution also assures provision of equal access to opportunities.

The Right to Education (RTE) Act (2009), that makes elementary education a fundamental right of *every* child, is of great importance to the government as well as private schools. Our classrooms and schools need to reflect this constitutional, social and legal right of every child to be included in the educational practices and processes– our classrooms, now more so than ever before, need to be geared up to include students from different backgrounds, with differing abilities and needs.

The classroom offers a dynamic, productive space where ideas, information,values, concepts and knowledge are conveyed and shared. Organization of the classand interactions amongst its fundamental elements that is, the teacher, students and curriculum-transactions, create an opportunity for the group todevelop from a state of *not knowing* to one of *knowing*. With the recognition of education's influence on development, education and its aspects are now under a great focus. There are several indicators pointing out that our schools require significant improvements to develop the quality and effective delivery of education to children attending the nation's extensive schooling system. Developing new insights into accustomed practices may seem demanding on energy and time, at times even seemingly difficult to put into practice. However, it would help to look upon these as opportunities and challenges to advance teaching, perhaps better the teaching-learning experiences in the classrooms.

Principles of inclusion

The four key elements of inclusion presented by UNESCO (2005) provide useful summary ofthe principles that support inclusive practice.

These elements are:

a) **"Inclusion is a process**. It has to be seen as a never-ending search to find better ways of responding to diversity. It is about learning how to live with difference and learning how to learn from difference. Differences come to be seen more positively as a stimulus for fostering learning, amongst children and adults.

b) **Inclusion is concerned with the identification and removal of barriers**. It involves collecting, collating and evaluating information from a wide variety of sources in order to plan for improvements in policy and practice. It is about using evidence of various kinds to stimulate creativity and problem-solving.

c) **Inclusion is about the presence, participation and achievement of all students**. 'Presence' is concerned with where children are educated, and how reliably and punctually they attend; 'participation' relates to the quality of their experiences and must incorporate the views of learners; and 'achievement' is about the outcomes of learning across the curriculum, not just test and exam results.

d) **Inclusion invokes a particular emphasis on those groups of learners who may be at risk of marginalization, exclusion or underachievement**. This indicates the moralresponsibility to ensure that those 'at risk' are carefully monitored, and that stepsare

taken to ensure their presence, participation and achievement in the education system" (UNESCO, 2005, p.15).

Methods of practicing inclusive education

Marilyn Friend and William D. Bursuck (2006) identified the following types of activities schools undertook to become inclusive:

1. Developed mission statement that expressed the belief that all strive to meet the needs of all students.
2. Recognized that working towards inclusive environment continues each year without end.
3. Provided opportunities to discuss concerns about special needs students.
4. Included all classroom teachers, special education teachers, support staffs, administrators, parents, students in the planning for special needs students.
5. Clarified the expectations of special needs students who are integrated into a regular classroom.
6. Arranged for sharing planning and instructional time with all team members.
7. Provided adequate professional development for all staff members in pertinent topics.
8. Created a comfortable and collaborative work environment.
9. Planning addressed the needs of all students.
10. Included Pilot program in inclusion prior to full implementation.
11. Allocated start up resources for supporting inclusive practices.
12. Rewarded for experimentation and innovation;
13. Provided opportunities for all staff members to learn about all types of diversity.
14. Involved parents and families in the development, implementation, and evaluation of inclusive practices.
15. Developed a plan to carefully monitor the impacts of inclusive approaches.
16. Identified benchmarks for use after the first year of implementation.

Based on her intensive research and observation in inclusive classrooms, Mara Sapon-Shevin (2007) has identified ten important lessons about inclusion as under:

1. Understanding difference
2. Perspective taking
3. Real safety
4. Exclusion hurts everyone
5. Compassion
6. Giving and getting help graciously
7. Responsibility to one another
8. Honesty about hard topics
9. Courage
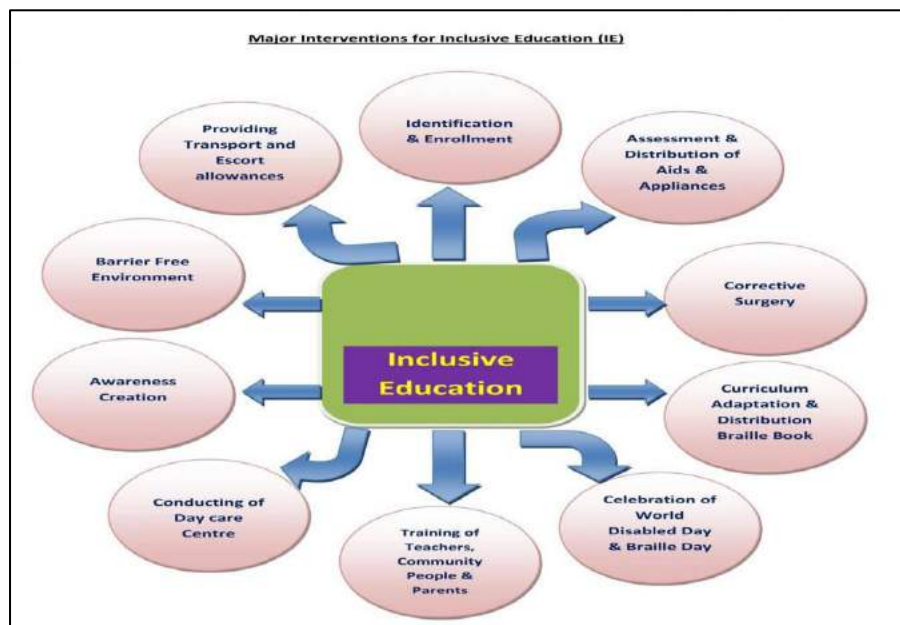10. Faith and hope

Figure 1 Inclusive Education practices

(Source: ssa.assam.gov.in)

Enabled.in (2017) has created the following beautiful pledge for inspiring us towards inclusion -

Figure 2 Inclusive India pledge

(Source: enabled.in)

RIE Mysore (n/d) has depicted the domain of inclusion as under -

Figure 3 Pockets for inclusion

(Source: www.riemysore.ac.in)

If inclusion is to be successful, a more balanced perspective is necessary– a middleway which recognizes that learning difficulties or additional support needs arisethrough the complex interaction of a multitude of factors associated not only with children themselves but also with the immediate and wider learning environment.Time is added as another influencing factorbecause the balance of these factors changes over time, as does the interaction betweenthem. Difficulties in one area maybe compensated for by strengths in another domain and have to be seen in the contextof the child's overall development. The interactive analysis oflearning needs provided offers a more complete and holistic approach tounderstanding difficulties and to the provision of appropriate supports; it retains a child-centered focus but at the same time takes wider contextual factors intoconsideration. It may also offer much to the success of inclusive education.

Putting inclusion into practice

- Valuing all students and staff equally.
- Increasing the participation of students in, and reducing their exclusion from, the cultures,curricula and communities of local schools.
- Restructuring the cultures, policies and practices in schools so that they respond to the diversity of students in the locality.
- Reducing barriers to learning and participation for all students, not only those with impairments or those who are categorized as having 'special educational needs'.
- Learning from attempts to overcome barriers to the access and participation of particularstudents, to make changes for the greater benefit of all students.
- Viewing the difference between students as resources to support learning, rather than asproblems to be overcome.
- Acknowledging the right of students to an education in their locality.
- Improving schools for staff as well as for students.
- Emphasizing the role of schools in building community and developing values, as well asin increasing achievement.
- Fostering mutually sustaining relationships between schools and communities.
- Recognizing that inclusion in education is one aspect of inclusion in society.

Misconception about inclusion

Nicole Eredics (2018) in an interview to Understood.org based on her huge experience on inclusive education has summarized three key misconceptions about inclusive education. These are reproduced below –

"1. **The first big misconception about inclusion is the concern that the student with disabilities will not be able to "keep up" with the class curriculum.** Fortunately, inclusive classrooms recognize that not every child will be learning at the same rate, and at the same time.

You will find that in an inclusive classroom, teachers use inclusive instructional strategies such as <u>Universal Design for Learning</u> (UDL), <u>lesson accommodations</u> and even <u>curriculum modifications</u> to help the students access and learn class material. Students also have the use of <u>assistive technology</u> to support their education program. In additon, paraeducators and other school professionals all work with the teacher to ensure that the student is learning to the best of their ability. Thus, in an inclusive classroom, **students are not expected to "keep up" but to "keep learning".**

2. **The second big misconception about inclusion is that including a child with disabilities in a general education class will be distracting for the other children.** Again, experience and research says otherwise.
As mentioned above, students with disabilities have significant supports in the classroom to help them access lessons and participate in class activities in an appropriate and meaningful way. Furthermore, we must remember that students come from all walks of life. ANY child in the classroom has the potential to distract others, depending on their needs and wants, family life, or social/emotional development.

With this in mind, inclusive classrooms establish social and emotional supports for all students. Teachers are responsive to student needs and have strategies to maintain a healthy learning environment.

3. **Finally, the third big misconception I am going to mention is that some people think inclusion is a *program*.** Inclusive education is not a program. It is an educational **philosophy** that values the participation and education of students with and without disablties in the same classroom.

This philosophy is the foundation of how a school system functions. Administrative decisions, staffing, training, resources, scheduling, and curriuclum are derived from inclusive beliefs about education.

Since it is rooted in the belief that students with and without disabilities have an equal right to a meaningful education, inclusion is also a **social justice** issue. Barriers in our communities and classrooms are removed so that every child can participate and learn to the fullest extent possible."

Conclusion

The concept of inclusive education is a novel concept and it aims at providing education to all the participants. Education is a fundamental right of every child and ideally not a single child should be deprived of education. But the paradox is that some of them who are differently abled stay deprived of knowledge despite being an integral part of the education system. This happens due to ad-hoc, random and unprofessional approach in teaching and learning. On the other hand a systematic approach to teaching and learning can facilitate inclusive education.

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Study of adoption of e-marketing by rural entrepreneurs for market expansion - Review of Literature

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Abstract -Marketing for rural entrepreneurs has been a neglected area. While marketers have thrived hard to reach the rural customers under various labels like tapping the bottom of the pyramid etc., but not much attention has been paid to development of rural entrepreneurs and particularly the way they do marketing of their products and services. 'Real growth' can be achieved by providing rural entrepreneurs a better and wider access to market. In this milieu, the rationale is to study whether rural entrepreneurs utilize E-marketing as a model of direct marketing in order to gain a wider access to markets for their produce. The type of Research was a mix of Qualitative and quantitative approach with emphasis on usage of primary data. Judgmental sampling was used. Primary data was planned for collection through questionnaire from samples of 2000 rural entrepreneurs in Pune district. Instrument of survey used were in the form of Questionnaire and Interview. Before the full-fledged study was carried a literature review was done. This article presents the same and also highlights the research gap.

Key words – e-marketing, literature review, rural entrepreneurs, rural marketing

Introduction

Literature on e-marketing is widely available. E-marketing or online marketing has been one of the major breakthroughs in marketing. Why entrepreneurs have switched over from the conventional mode to online mode, what are the benefits in switching over, what are different channels of e-marketing, what are the recent breakthroughs in e-marketing etc., are the areas were lot of professional research has taken place. In fact, the topic has been a hot cake for marketing research. Due to the huge amount of literature available on the subject it was a difficult task to select the appropriate literature for review. But once the objectives for the literature review were framed and the guidance evolved, a clear direction emerged that made the task a bit easier.

Review of Literature –

E-marketing – general review

1. PWC (2017) in its report Total Retail 2017 has reviewed e-Commerce in China. It has enlisted the following 9 key retail trends adopted by China which is the biggest e-Commerce market in the world

New retail normal	O2O matures into Omni-channel	Return on analytics		
Content driven e-commerce	e-Commerce entertainment	Innovation at the intersection	Moments that matter	Key opinion leaders as retailers
New growth avenues	Food	Luxury	Sports and wellness	

2. The Nielsen Company, USA (2017) in its report "What's next in e-commerce – understanding the omnichannel consumer" have stated the Korean experience on the basis of four factors as under –

Convenience: is by far the biggest consideration at 70%. This includes flexibility with delivery or pick up; saving convenience in transporting goods; ability to outsource delivery of large and heavy items; and saving time.

Price/value: 61% of shoppers cited price or value as a key consideration. This includes aspects low price on items; free shipping; sales and promotions as well as getting good value.

Assortment, or variety is the third consideration: more than half (54%) of shoppers consider this as important. This includes considerations of uniqueness, a wide selection, ability to purchasein bulk and high quality goods.

Experience: just over a third (38%) cited this as important, which runs counter to most commentary on online retail. This includes making purchases fun and exciting; easy to navigate; availability of product information for research as well as the ability to make discrete purchases.

3. KPMG in its 2017 Global Online Consumer Report have stated based on a survey of 18430 consumers worldwide that "Advances in technology, logistics, payments and trust — coupled with increasing internet and mobile access and consumer demand for convenience — have created a US$1.9 trillion global online shopping arena, where millions of consumers no longer 'go' shopping, but literally 'are' shopping — at every moment and everywhere." Pointing out to a dilemma it has stated that the dilemma is that how can consumer and retail companies achieve this nirvana of consumer mindreading? How can they identify and keep pace with the behaviors and preferences of customers today and tomorrow? How can they ensure their online strategy is acutely customized to attract and win the diverse and dynamic customer segments they serve?

4. Google (2016) in its report "Its lit" have revealed the following usage of social media by US teens –
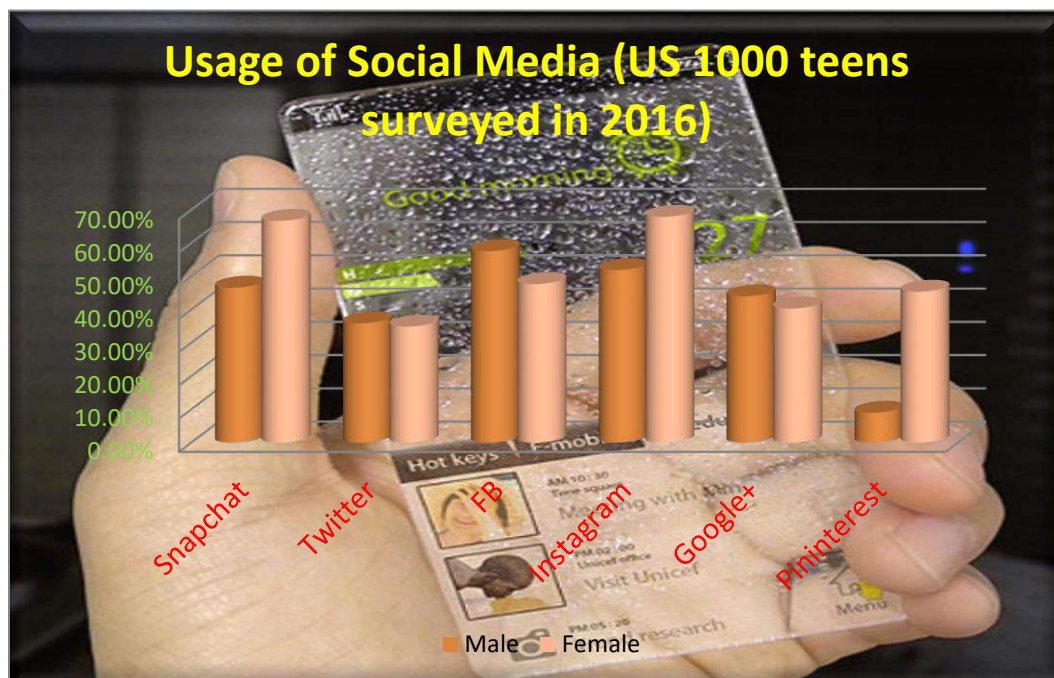
5. Deloitte (2017) in its report Deloitte Consumer InsightsEmbracing bricks and clicks in Indonesia have summarized the stated of digital commerce in Indonesia. It states that "There are three key takeaways. Firstly, with the rise of affluence, Indonesian consumers are becoming increasingly optimistic, buoyed by signs of rapid economic growth that will increase their employment prospects and, subsequently, income. This trend was especially pronounced in the middle to high income households, and has also translated to a greater willingness to increase

spending in basic necessities. For incumbent companies and new entrants alike, making the right strategic choices on where to play in terms of product offerings and product range will determine the addressable market and growth potential of their businesses."

6. FICCI and PWC (2016) in its report on Indian markets have predicted that India's robust economic growth and rising household incomes in the country are expected to increase consumer spending to USD 3.6 trillion by 2020, with the maximum consumer spend likely to occur in the food, household and transport and communication segments. India's share of global consumption is also forecast to expand to more than twice its current levels (to 5.8%) by 2020. Over the next five years, India's retail market is expected to reach USD 1 trillion, fuelled by a significant growth in organized brick-and-mortar retail and eCommerce. The eCommerce market is expected to reach USD 125 billion in terms of its Gross Merchandise Value (GMV), growing at the rate of 31%, and it is estimated that the packaged consumer goods sector will grow at the pace of 18% and cross the USD 100 billion mark by 2020.

7. Mckinsey (2014) have published an interview with David Edelman, a digital marketing expert. In the interview he has said that "What digital allows you to do is have something for everybody and use the data that you have about an individual in a particular moment—because of the search term that they use, or because of where they've been looking on your website, or due to the social engagement they've had with your brand—to categorize them differently and have something for each of them. But that means *having* something for each of them and creating that range of content and offers. So instead of just having 2 or 10 things that you're pushing out, it could mean having 100 things, 100 content objects, 100,000 different variants of your offers."

8. Dave Chaffey (2018) writing for Smart Insights has presented an integrated model for lifecycle marketing as under –
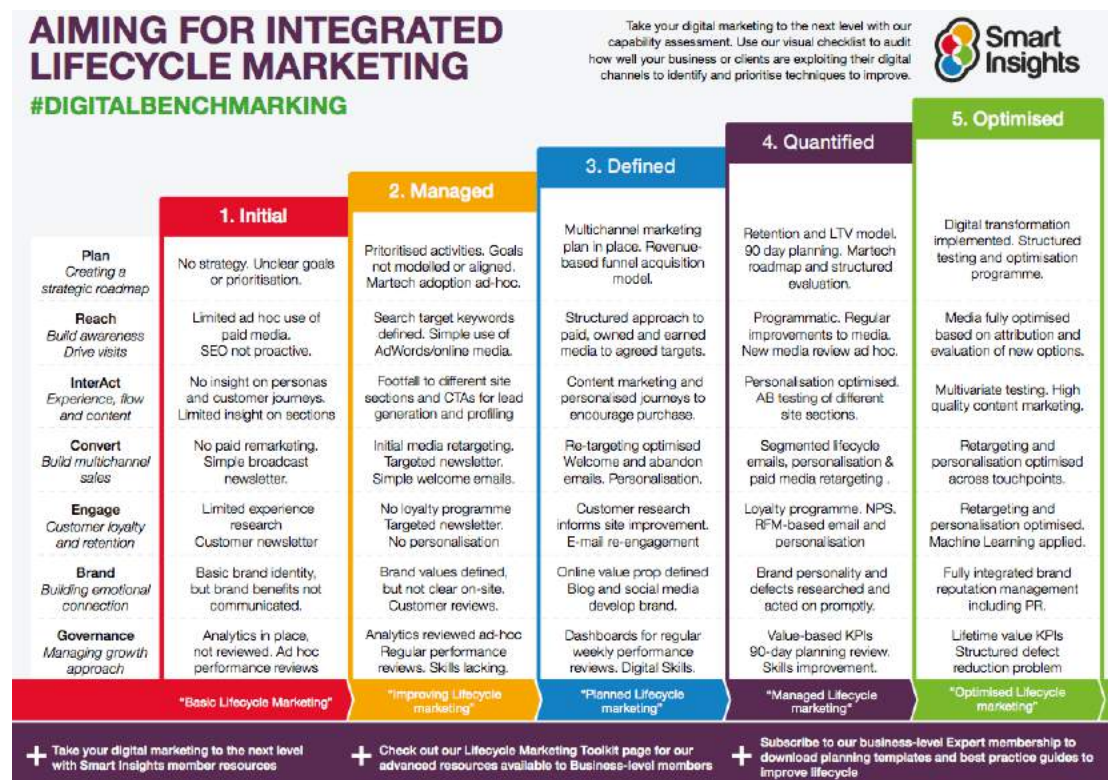
9. PWC (2015) in its report on e-commerce in India has revealed that currently, eTravel comprises 70% of the total eCommerce market. eTailing, which comprises of online retail and onlinemarketplaces, has become the fastest-growing segment in the larger market having grown at a CAGR of around 56% over 2009-2014. The size of the eTail market is pegged at 6 billion USD in 2015. Books, apparel and accessories and electronics are the largest selling products through eTailing, constitutingaround 80% of product distribution. The increasing use of smartphones, tablets and internet broadband and 3G has led to developing a strong consumer base likely to increase further. This, combined with a larger number of homegrown eTail companies with their innovative business models has led to a robust eTail market in India rearing to expand at high speed.

10. ASSOCHAM and PWC (2014) in its report "Evolution of ecommerce in India", have quoted D S Rawat of Assocham saying that "Recent years have seen a remarkable transformation in the way India shops and trades. E-commerce has taken the world of retail by storm and captivated the imagination of an entire generation of entrepreneurs, with e-commerce ventures with various

business and commercial models. The explosive growthin the last few years has already catapulted the biggest firms among these ventures past the billion-dollar territory. The sector has grown three times in four years to nearly 12.6 billion USD in 2013. Various industry estimates project that the sector will further growth five to seven times over the next four to five years. Online retail, while today representing a small fraction of the e-commerce space is one of the fastest growing segments. It is also the most challenging in fulfilling its fundamental proposition of transcending physical boundaries to deliver a variety of products to the customer's doorstep. Logistics and infrastructure in e-retailing becomes the very backbone of thefulfillment network and the basis on which stringent service level expectations are set and met, and customer mind-space among competing alternatives is won. In India, these are arguably the weakest links, and therefore the enhanced need for greater attention and management bandwidth to these critical functions."

E-marketing – adoption process by rural entrepreneurs

1.Deborah M. Markley and David L. Barkley (2007) in their work "CASE STUDIES OF E-COMMERCE ACTIVITY IN RURAL AND SMALL TOWN BUSINESSES" have compiled 25 case studies. Some of the findings are given below –

a) The Black Magic Kennels website was created in 2000-2001. While the first site was developed with outside help, Mary taught herself HTML, and with a friend, redesigned the site. As the business diversified, a contractor was assigned the task to revamp and maintain their electronic location. The site provided information about Black Magic Kennels, including background on Mark and Mary, the dogs, and a photo gallery. It also features a blog written by Mary, which helped the business connect with customers and others interested in their way of life, and builds relationships with them and potential customers.

b) In 2005, Ms. Hildebrand developed her first e-commerce-enabled website complete with a shopping cart feature. The website has been overhauled once since then. Considering both her need for such a site and her own (and her staff's) lack of advanced computer skills, she chose not to develop the website herself or with Blue Smoke staff. Instead, she contracted with a regional service provider to design and host her site. She paid between

$3,000 and $3,500 per year for website development, hosting, and domain names. Since her website was hosted on the service provider's server, located where better bandwidth is available, she was able to easily overcome the need for typically expensive high bandwidth connectivity in her rural setting. She is now able to receive orders through this website and have them processed and in transit within 2 business days.

2. P Alford and Stephen John Page (2015) conducted a qualitative study of 24 owner-managed small businesses operating in the visitor economy. He found that there was a strong appetite for the adoption of technology for marketing and a clear recognition of its opportunities particularly related to how it could create a stronger market orientation and more agile marketing, adhering to the principles of effectual reasoning.

3. Rita Rahayu and JohnDay (2015) in their article "Determinant Factors of E-commerce Adoption by SMEs in Developing Country: Evidence from Indonesia" found that the adoption of e-commerce by SMEs in Indonesia was affected by several factors which are perceived benefits, technology readiness, owners' innovativeness, owners' IT experience and owners' IT ability. The result also showed that the individual factors played a significant role in adopting of e-commerce technology by SMEs in Indonesia. Particular lessons could be drawn for both SMEs as distinct from large business and for SMEs in developingas opposed to developed countries.

4. Marijke van der Veen (2007) in her dissertation "EXPLAINING E-BUSINESS ADOPTION, INNOVATION & ENTREPRENEURSHIP IN DUTCH SMES" found that knowledge and experience, network contacts and strategic posture have been found positively related to e-business adoption. E-business adoption is positively related to organizational and strategicvalue creation. She also concluded that perceived relative advantage was particularly influenced by a customer and competitor orientation, the sophistication of IT infrastructure, the perceived dedication of resources, and the presence of innovation roles. Perceived compatibility was influenced in particular by an entrepreneurial orientation, the sophistication of IT infrastructure, perceived dedication of resources, and the presence of innovation roles.

5. B. Bowonder, Vinay Gupta and Amit Singh, in their article "Developing a Rural Market e-hub - The case study of e-choupal experience of ITC", found that e-choupal has been recognized as the attempt at making ICT platforms enhance the market access, by eliminating the use of middlemen. ITC has the vision to conceptualize and implement this procurement cum marketing

platform. It was a low cost/multi business model operated by the farmer representative. It had been validated, scaled and sustained for many businesses by ITC. By embarking on this initiative, ITC has shown that ICT platforms can benefit even the marginal farmers. The authors attributed the success of e-choupals to the following factors –

E-choupal has been one of the best ICT application platforms that has beenscaled, replicated and sustained. This was due to the fact that it was specificallydesigned for that specific business.

The Sanchalaks were selected carefully and they have been able to work as nonpartisan coordinators. Sanchalaks were able to induce the feeling ofinvolvement. This participative style helped ICT to build trust at the local level.Trust is essential in sustaining relationships at the community level.

E-choupal was customized and then validated and then expanded to theoperational phase. E-choupal has found acceptance in all three businesses theyhave ventured into. The model of validating and then rolling it out has been aneffective way of implementing a new business model.

E-choupal has provided economic benefits even for the small farmers. Everybeneficiary gets benefit and the equitable benefits makes the adoption veryrapid.

Intensive training and distributed leadership concept facilitated the acceptance ofthe platform concept. The empowerment of people through local action andtraining reduces the disparities. The ability of the choupals to deal with manyinputs provides for economies of scope.

6. Government of India's MSME schemes (2014) for marketing assistance states that financial assistance and expertise would be provided for activities like exhibitions, trade fairs, campaigns etc. But it is surprising to note that there is no mention of e-marketing.

7. A Strategia (2011), in an article "ICTs for rural development: potential applications and barriers involved" has observed that within the new, society empowering, cross sectors, place-based, integrated policy paradigm for rural development, of critical importance is the interaction taking place among the various actors, namely citizens / society, businesses and administrative units, both within a rural region and between the region and the outer world. ICTs can support a two-directional interaction among the main actors in rural societies. The range and potential of ICTs applications that are serving these types of interaction in rural

regions, but also add value to personal, business and rural regions' development perspectives are presented in the following, classified as to their contribution to the individual / societal, business and administrative level.

8. Adel A. Bahaddad et.al (2014), in their article "Adoption Factors for e-Malls in the SME Sector inSaudi Arabia" have argued that the small and medium-sized enterprise (SME) sector represented one of the fundamental pillars in the trade field. It contributed significantly to raising the economies of countries by providing significant numbers of job opportunities, which are beneficial to directly supporting national economies. One of the most important obstacles faced by this sector in the information technology era was the lack of online trading channels with consumers, which required more financial support than their capabilities. Therefore, e-Malls would be one of the best low-cost solutions to overcome this obstacle.

9. Entrepreneurship Development Institute of India has stated one of its aims as to enable the rural poor to set up their own enterprise through use of integrated ICT technology. The Institute has established a special cell to impart training in ICT for the rural entrepreneurs.

10. Lawrence MpeleLekhanya (2013), conducted a study on adoption of social media technologies by rural entrepreneurs from South Africa. He found that use of social media networking was rapidly growing in both the business and social sectors of South Africa.

E-marketing – Hurdles in adoption process by rural entrepreneurs

1.Deborah M. Markley and David L. Barkley (2007) in their work "CASE STUDIES OF E-COMMERCE ACTIVITY IN RURAL AND SMALL TOWN BUSINESSES" have compiled 25 case studies. Some of the findings are given below –

a) The biggest challenges the Blacks face in growing their business through e-commerce were Internet access and time. There was no way to access the Internet from the homestead. The Blacks would need to invest in satellite Internet which is prohibitively expensive at this point in time. Without Internet access in their cabin, it was difficult to update the website and taking reservations and payment online was not yet possible.

b) The primary e-commerce challenge facing Blue Smoke was to develop ways to drive traffic to their website. Those who first sampled and enjoyed the product were the customers most likely to seek out and order from the site. Thus, a multi-tiered strategy of

pushing the product out to where it can be sampled using traditional approaches of middlemen distributors, providing incentives for customers to visit the website as repeat customers, and making this transaction preferable to what the consumer can rely upon elsewhere was identified.

2. P Alford and Stephen John Page (2015) conducted a qualitative study of 24 owner-managed small businesses operating in the visitor economy. However, the ability to take advantage of these opportunities was constrained by a lack of knowledge and in particular an inability to measure the return on investment.

3. A Strategia (2011), in an article "ICTs for rural development: potential applications and barriers involved" depicted the barriers in adoption as under –
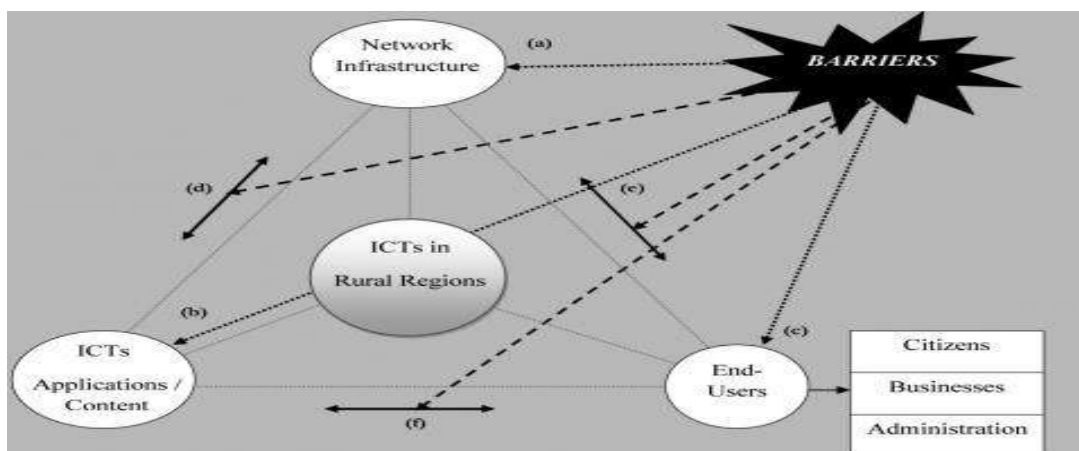
where the barriers were categorized as –

a. Barriers relating to the *deployment of network infrastructure*

b. Barriers relating to the development of specific ICT*s applications and content* in rural regions

c. Barriers associated with the *adoption and use of technology* by the end-users in rural areas

d. Barriers relating to missing or of limited capacity network infrastructure in respect to the type of applications / content that would serve the needs of rural areas

e. Barriers relating to the *type of network infrastructure* selected for the support of e-applications in each specific rural region

    f.   Barriers relating to the type of applications and relating content that is proper for different types of end-users

4. Adel A. Bahaddad et.al (2014), in their article "Adoption Factors for e-Malls in the SME Sector inSaudi Arabia" have highlighted the following as barriers –

    a.   The impact of cultural and social habits

    b.   There is a lack of government regulation

    c.   There is no clear time plan for implementing the sellers' needs regarding e-Malls

    d.   No clear means exists to attract consumers in remote areas and villages

5. Lawrence MpeleLekhanya (2013), conducted a study on adoption of social media technologies by rural entrepreneurs from South Africa found that the lack of understanding and knowledge of the use and importance of social media and social networks among rural entrepreneurial communities had a negative impact, with regard to the diffusion and adoption of new social network technologies, in rural KZN. On the other hand, the lack of awareness, limited knowledge and a lack of broadband accessibility in some areas in rural KZN were the main contributing factors for the poor adoption of these new social technologies.

Research gap -

Based on collective consideration of the research material, the following could be deduced -

Sr. No.	Area	Status of Research available	Research Gap
1	Concept of online marketing in general	Exhaustive research is available on the concept. Reports from research agencies and individuals galore on the concept of online marketing in general.	Nothing could be found as a significant gap in this area.
2	Adoption of online marketing	As compared to the research on the concept, the adoption process has not been researched much.	Gap exists in terms of depth relating to various factors that influence adoption. For example, while researchers have stated that technology is a factor, different dimensions of technology have not been studied in depth.

3	Hurdles in adoption of online marketing by rural entrepreneurs	As compared to the research on the concept, the hurdles in adoption process have not been researched much.	Again the gap exists in terms of depth relating to various hurdles in the adoption process.

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TALENT MANAGEMENT: A STRATEGIC FITMENT ANALYSIS

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Abstract

Talent management means different things to different organizations. To some, it refers to the process an organization adopts for managing those with scarce or hot skills or recognized as having exceptional technical or managerial abilities. Yet others define it in terms of how they manage all their human resources irrespective of the worth, status and capabilities of each individual employee. This article, reviews the strategic fitment of Talent Management. It analyzes the nature of strategy and goes on to evaluate talent management in terms of features of strategy to find out if talent management is strategic in nature. It also evaluates if Talent Management can be considered as an option to HRM.

Keywords – **HRM, Strategy, Strategic Issues, Talent Management**

Introduction

Talent management is the implementation of integrated strategies or systems designed to increase workplace productivity by developing improved processes for attracting, developing, retaining and utilizing people with the required skills and aptitude to meet current and future business needs. Talent management is the additional management processes and opportunities that are made available to people in the organization who are considered to be 'talent'.

Talent management can be a planning tool for human resource management, as a planning tool talent management looks very similar to workforce planning, but where HR will experience a real opportunity for contribution to the organization is in the quality of implementation supporting the plan. Talent management is the systematic attraction, identification, development, engagement/ retention and deployment of those individuals who are of particular value to an organization, either in view of their 'high potential' for the future or because they are fulfilling business/operation-critical roles.

A recent study shows that 85% of HR executives state that the "single greatest challenge in workforce management is creating or maintaining their companies' ability to compete for talent."

Without question, effective talent management provides one of the most critical points of strategic leverage today. Offering enormous business value, talent management is complex and continually evolving. Influenced by external factors such as the economy, global expansion and mergers and acquisitions, critical success factors for effective talent management include alignment with strategic goals, active CEO participation and HR management. Over time, common themes around talent management are emerging, such as the role of line leaders in the development of talent. Overall, the main recurring themes are CEO involvement, culture, management, processes and accountability.

Research shows that organizations increasingly focus on talent management. Moving from reactive to proactive, companies is working hard to harness talent. According to SHRM's (2006) Talent Management Survey Report, 53% of organizations have specific talent management initiatives in place. Of these companies, 76% consider talent management a top priority. In addition, 85% of HR professionals in these companies work directly with management to implement talent management strategies. Yet different companies may not define talent the same way. The belief in talent and its impact on the bottom line are at the heart of talent management. To be effective, the talent mindset must be embedded throughout the organization, starting with the CEO. Going beyond succession planning for top leadership positions, companies that value talent have a deep appreciation for the contribution of individuals at all levels, now and for the future. In essence, talent is the vehicle to move the organization where it wants to be.

Talent Management as a strategy

Strategy –

The word strategy is used widely – from business to research and from wars to sports. Popularity of the word can be gauged from the fact that in the IPL, they have included a 2 and a half minutes "Strategic Time Out!" (An academician and a researcher fails to understand as to how come a strategy can be fixed in just 2 and a half minutes! Alternatively, the cricketers must be amazing brains!) Henry Mintzberg, in 1988, described the various definitions and perspectives on strategy reflected in both academic research and in practice in terms of five Ps as under –

Plan,

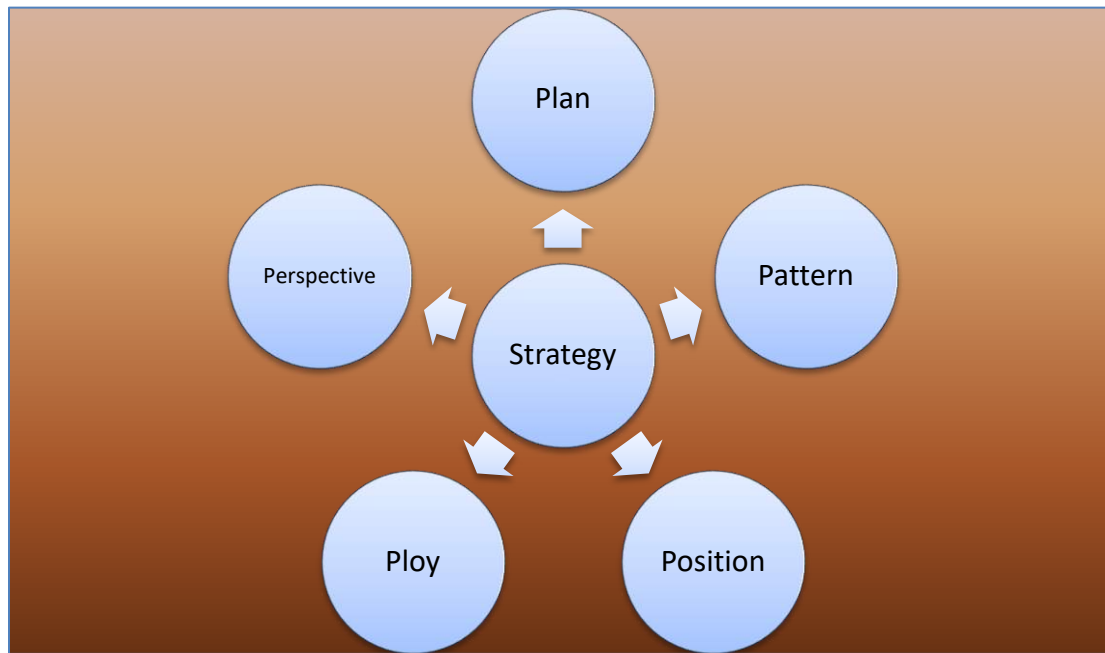Pattern,

Position,

Ploy and Perspectives,

Figure no-1: Strategy by Henry Mintzberg, 1988

➤ Strategy as plan – a defined course of action to achieve an *intended* set of goals; akin to the strategic planning concept;

➤ Strategy as pattern – a repetitive pattern of past behavior, with a strategy *realized* over time instead of being planned or *intended*. He referred to the strategy as *emergent,* where the realized pattern was different from the intent;

➤ Strategy as position – locating brands, products, or companies within the market, based on the conceptual framework of consumers or other stakeholders; a strategy determined mainly by factors outside the firm;

➤ Strategy as ploy – a special maneuver intended to outsmart a competitor; and

➤ Strategy as perspective – implementing strategy based on a "theory of the business" or a logical extension of the mindset or ideological perspective of the organization.

Michael Porter (1980) defined strategy as the "...broad formula for how a business is going to compete, what its goals should be, and what policies will be needed to carry out those goals" and the "...combination of the *ends* (goals) for which the firm is striving and the *means* (policies) by which it is seeking to get there." He continued that: "The essence of formulating competitive

strategy is relating a company to its environment. A number of concepts have been floated around the word strategy. These are depicted below -
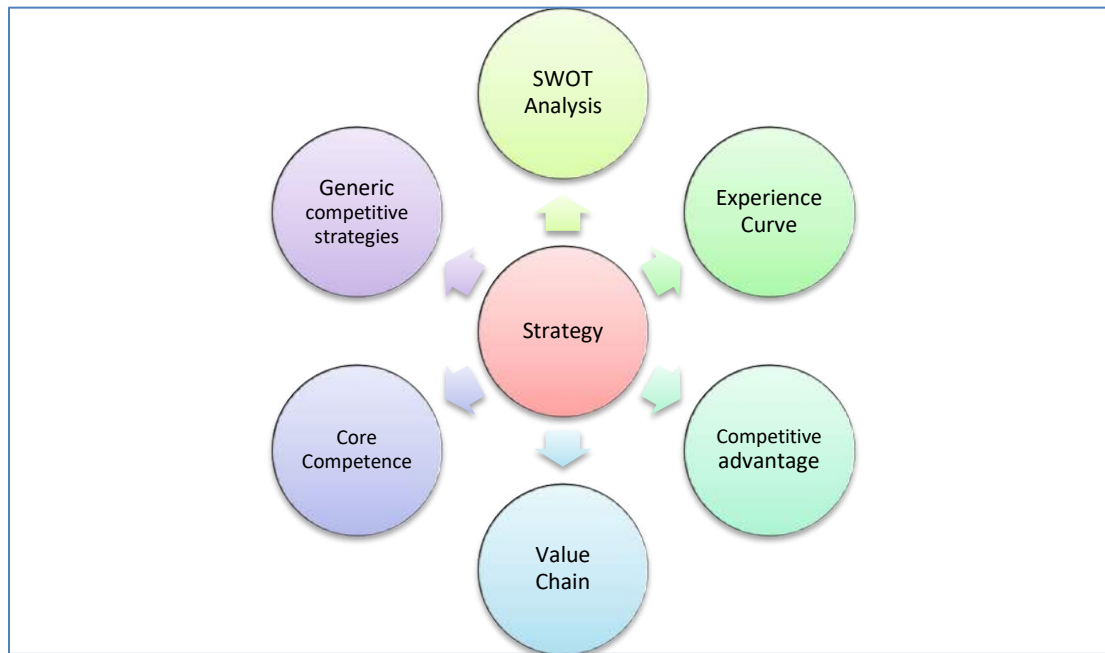
Figure no-2: Strategy by Geoffrey James

Geoffrey James blogging for ugn.com has enlisted 6 essential features of strategy –

- Strategy is not tactical
- Strategies are measurable
- Strategies are actionable
- Strategies are clear
- Strategies include a business plan
- Strategies don't change much

We now put talent management to a test on these 6 parameters and the results based on the literature review and other readings are as under –

Table no-1

Sr.No.	Attribute of strategy	Ranking (on a scale of 10) of visibility of the attribute of strategy in talent management	Rationale for ranking
1	Non-tactical	8	Yes, it is quite clearly non-tactical. It is long-term; it calls for significant investments
2	Measurable	5	It's a 50-50 call given its association with human resources
3	Actionable	5	Research reveals that one in two things are better said than done. Concept looks good on paper, sounds great to the ears and is a great candidate for speeches. Actions, however, are not easy. Again because they deal with human beings; 2 of whom are never alike.
4	Clarity	6	That way the nature of talent management is quite clear. Its intent, content and direction are quite easy to pick up.
5	Inclusion of business plan	7	Yes, talent management of late invariably incorporates a business plan that is well

			directed towards specific business outcomes.
6	Constant-ness	**5**	Given the turbulent nature of the environment, this one is not really guaranteed with talent management.

Based on the above ranking, the average score that is assigned to the visibility of attributes of strategy in talent management works out to (8+5+5+6+7+5) = 36/60 = 60%.

Strategic issues in Talent Management

University of Illinois has described strategic issues it is facing. While doing so it has stated the nature of a strategic issue as – "A strategic issue is a fundamental policy question or critical challenge affecting an organization's mandates, mission, values, stakeholders, resources, structure, processes, management, or product or service level and mix." The University further states that recognizing strategic issues is one of the most important – and potentially one of the most difficult – steps in the planning process. Given this background of the somewhat dizzy nature of strategic issues, based on the literature review and additional reading, following can be identified as strategic issues facing talent management in the context of recent times –
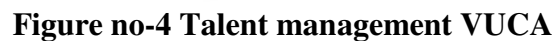
Figure no-3: Issues of talent management

These issues are discussed below –

1. Recruiting Talent –

The 2008 economic downturn saw major job cuts globally. Those who were most important to organizations in their understanding were retained, while others were fired. Further huge shuffles happened at the top leadership positions. They were seen as crisis managers unlike those who were held responsible for throwing organizations into troubled waters. It is an important role of talent management to get such people onboard, who are enterprising but ensure that an organization does not suffer for the same.

The 2008 financial crisis was only an example. Such events continue to rock the corporate world and hence it is important strategic task for recruiting talent that would be able to handle any kind of situation. Dr. Chandrakanta Sahoo & B Venkata Prasad (2015) in their paper "Talent Management: Issues and Strategies" have referred to a term VUCA that has been depicted as under –

Figure no-4 Talent management VUCA

Thus, it is the responsibility of talent management to recruit VUCA compatible people. These are the people who create real value for the organizations.

2. Nurturing Talent –

The economic downturn of the 2008 also opened the eyes of organizations to newer models of employment - part time or temporary workers. This is a challenge to talent management, training and developing people who work on a contractual or project basis. What's more big a challenge is increasing the stake of these people in their work which is clearly a difficult task given the temporary nature of the appointment. Apart from this, nurturing full-time and regular staff from a long-term point of view including succession to the top positions is an important strategic issue for talent management. Expectations of employees have undergone a phenomenal change in the last decade or so thanks to the dominance of the Hi-tech corporations. Employees from other industries have role-modeled the hi-tech employees in terms of benefits, working conditions, perks and amenities and other such areas. They want quick and super-fast growth. They want immediate feedback on their performance. Gone are the days when everything was decided in the annual performance appraisals that used to be guided by directives and limits of promotions. In the light of this changed scenario talent management has no option left but to nurture talent of

their employees in a timely manner so as to prevent them from being redundant on one hand and also to keep them motivated on the other.

3. Retaining Talent –

While there is no dearth of professionals, there is an acute shortage of talented professionals globally. Given the turbulent and difficult business environment, demand for talented super-hero's is ever increasing. Talented professionals are well aware of the fact that they have a huge demand. They know that there is a "war-for-talent" in the market. The recent Infosys and Tata cases have shown us that talented employees can go to any extent including fighting with their bosses, if things don't go their way. This is partly because of the fact that opportunities for the talented lot galore.

4. Developing Leadership Talent

Leadership in action means the talent to take organizations out of crisis situation, extract certainty out of uncertainty, set goals and driving change to ensure that the momentum is not lost. Identifying people from within the organization who should be invested upon is a critical talent management challenge. Leadership crisis is one of the most teething problems for ever. Very few are that rare combination of courage, wisdom, resilience and competence. Talent management has this important task of nurturing in-house people to matured leaders. Hiring an outsider as the leader at times is difficult due to cultural barriers. On the other hand an insider has it in his or her genes.

5. Creatingtalent ethical culture

Setting standards for ethical behavior, increasing transparency, reducing complexities and developing a culture of reward and appreciation are still some more challenges and opportunities for talent management. Complexities often have a tendency to create an environment that leads to suspicion and doubts. It is the role of talent management to ensure that complexity is accompanied by transparency and ethics. Adequate communication has to be maintained so as to keep the stakeholders on the same platform of understanding. Otherwise fights like that of Infosys can happen.

The above discussion synthesized with the review of literature led the researcher to address 3 challenges in particular that are outlined below –

Table no-2

Sr.No.	The talent management strategic issue	Variable /Area identified for the research	Rationale
1	Recruiting Talent	Realization that talent is a rapidly increasing source of value creation	As discussed in paragraph 1 earlier, talent recruited ensures value addition and value creation.
2	Nurturing Talent	Employee expectations are changing	As discussed in paragraph 2 earlier, in the light of changing employee expectations it is inevitable that the organization nurtures the talent in its own and the employee's interest.
3	Retaining Talent	"War for talent" is evident	As discussed in paragraph 3 earlier, retaining talented employees has become extremely difficult given the intense battle for talent.

Talent Management as an alternative to HRM

Of late there has been a talk of talent management being a viable option to HRM. The latter is often criticized for its orthodox and traditional approach. Particularly, its functional approach to management has come under a lot of fire. It is often merged with Administration. It is considered as a support activity. It is viewed as an overhead that remains fixed and as a charge on profit. This criticism is not fully unwarranted. HRM after emerging as an evolution of HRD remained confined to routine, tactical and operational domain. Though training and development has been an integral part of HRM, its content has been far from strategic. It has employed technology but only for matters like payroll and record-keeping. Its failure in providing strategic direction is evident from the serious cry of the industry in terms of acute shortage of leadership.

Talent management, on the other hand, has emerged as a strong strategic material. With a clear long-term perspective and a strategic intent it not only encompasses operational aspects of HRM but goes well beyond and addresses issues like leadership crisis, meaningful engagement of employees and coping up with the turbulent business environment. In an earlier part of this chapter, we have even attempted to pass talent management through a test of strategy and have found that talent management has by and large all the attributes to be labeled as a strategy.

This stand however is not acceptable to many. They debate that talent management, in fact, is an integral part of HRM only. Some researchers have suggested that HRM should be re-polished, re-imagined, re-designed to get rid of the mundane stuff and focus more on strategic initiatives including talent management. In any case, they view talent management as one of the dimension of HRM. This view is partly true because of the fact that talent management is connected with human resources.

Conclusion

Talent Management is clearly strategic in nature. Further it has its own issues that are strategic in nature. Opinion is divided as to whether it can be considered as a full-fledged alternative to HRM.

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Propagating Government schemes through publicity and its impact with special reference to rural areas of Marathwada region

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Abstract –None other than the Prime Minister of India, late Rajiv Gandhi had once confessed that when the Government spends one rupee on public welfare schemes, only 17 paisa reach the ultimate beneficiary. Twenty five years later, in 2009, the Planning Commission Deputy Chairman Montek Singh Alhuwalia confirmed this by quoting a plan panel study by the PDS that found that only 16 paisa was reaching the ultimate beneficiary. The role of publicity in publicizing and disseminating information on the Government schemes has been dismal. A study was undertaken to understand various aspects related to the role of publicity by taking into account views of advertisers and rural masses. This article presents the synopsis of the study.

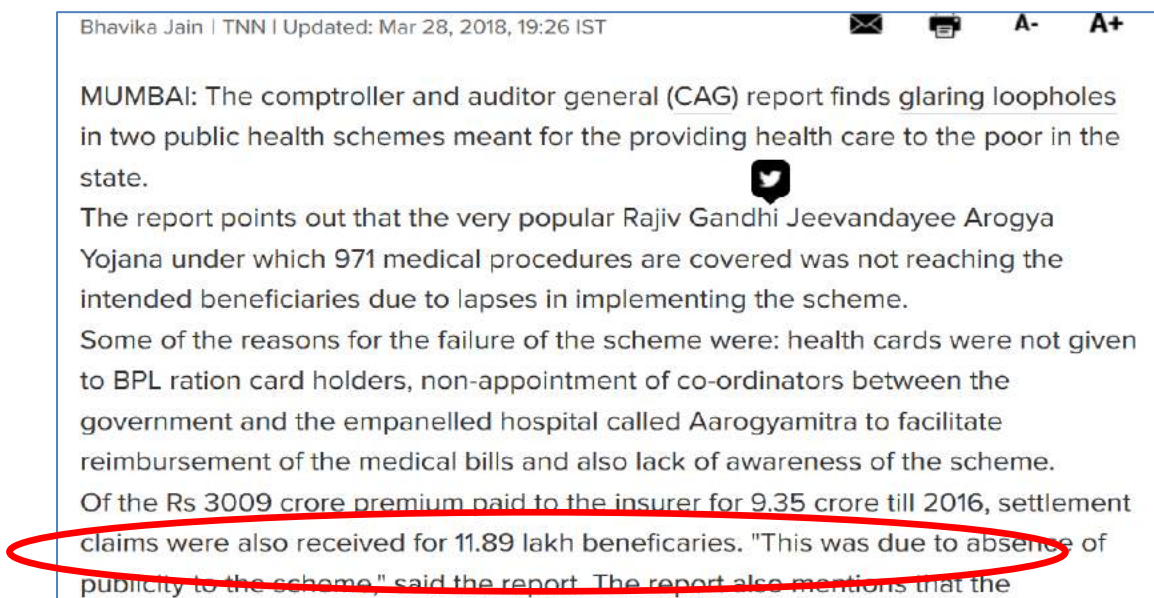Key words – CAG, Government schemes, Publicity, Marathwada region

1. **Introduction**

Figure 1.1 – Times of India news on CAG report

The recent CAG report has clearly identified an important reason for failure of the Government schemes like the Rajiv Gandhi JivandayeeArogyaYojana. Absence of publicity of the scheme has been a hurdle in percolation of the benefits of the schemes to the rural areas. Government

schemes are many. But what is the use if they are not reaching the ultimate beneficiaries on the ground. Also why are the rural sections of the society still remaining uncovered from these schemes? These are some of the teething questions before the Government.

Let us take another example with specific reference to the Marathwada region of Maharashtra.

Figure 1.2 – Indian Express reporting on Government Schemes

This was the reported news in the Indian Express (2016.) There is no dearth of schemes; but benefits are not seen. A region like Marathwada, in particular, has been one of the worst hit in this regard.

Marathwada region of Maharashtra has remained backward despite number of plans and schemes of the Government on paper. In particular rural regions of Marathwada have been deprived of the benefits to a large extent. This is quite evident from facts like very high number of suicides by farmers from this region. Hence the study can play an important role in identifying the ground level problems and also in overcoming them.

The study is expected to lead to valuable contribution in the field of marketing with special reference to publicity dimension. It is expected to bring out problems faced by the Government in not reaching the remote areas of the Marathwada region. The study will examine the aspects of role of publicity in popularizing the Government schemes as well dissemination of information about the schemes.

2. Review of Literature –

Based on collective consideration of the various research material, the following could be deduced -

- There is no dearth of money that is being spent on publicity by the Government, both to publicize its schemes and disseminate information on those.

- However, since it is the Government, it always draws flak from the opposition who criticize almost every penny spent by the Government on publicity. They simply say that the publicity is of the Government and not of the schemes!

- Government of late has taken help from private advertising agencies to publicize its schemes. On its own it has appointed professionals like PR officers.
- At the same times studies and CAG reports do reveal the ground reality that these schemes are not reaching the beneficiaries particularly in the rural and remote areas.
- Moreover the objectives framed by the Government schemes clearly reveal that they want to reach the rural and remote areas. In other words, this is a problem as of now.

The research gap thus emerges in finding out the role of publicity in publicizing the Government schemes particularly in the rural areas of place like Marathwada.

3. Objectives of the research

Following were the objectives set for the research –

a. To study the role of publicity in popularizing the Government schemes in rural areas of selected districts in Marathwada region,

b. To study the problems faced by advertisers in publicity of the Government schemes in rural areas,

c. To study the problems faced by rural people in knowing the Government schemes,

d. To study the impact of publicity in disseminating information about Government schemes in rural areas,

e. To study the economic progress achieved in the rural area due to proper implementation and impact of publicity of Government schemes,

f. To suggest remedial solutions for the identified problems relating to publicity of Government schemes in rural areas of Marathwada region.

4. Research Methodology

a. Hypotheses set

Ho1 – There is no role of publicity in popularizing the Government schemes in rural areas of selected districts in Marathwada region

Ha1 - There is a role of publicity in popularizing the Government schemes in rural areas of selected districts in Marathwada region

Ho2 – There are no problems faced by advertisers in publicity of the Government schemes in rural areas

Ha2 – There are problems faced by advertisers in publicity of the Government schemes in rural areas

Ho3 – There are no problems faced by rural people in knowing the Government schemes

Ha3 – There are problems faced by rural people in knowing the Government schemes

Ho4 – There is no impact of publicity in disseminating information about Government schemes in rural areas

Ha4 – There is an impact of publicity in disseminating information about Government schemes in rural areas

Ho5 – There is no economic progress achieved in the rural area due to proper implementation and impact of publicity of Government schemes

Ha5 – There is economic progress achieved in the rural area due to proper implementation and impact of publicity of Government schemes

b. Population

As per Census 2011 the population of Marathwada was 1.87 crores. As per justdial.com there are 310 advertisement agencies in Aurangabad. The map of Marathwada region is as under –
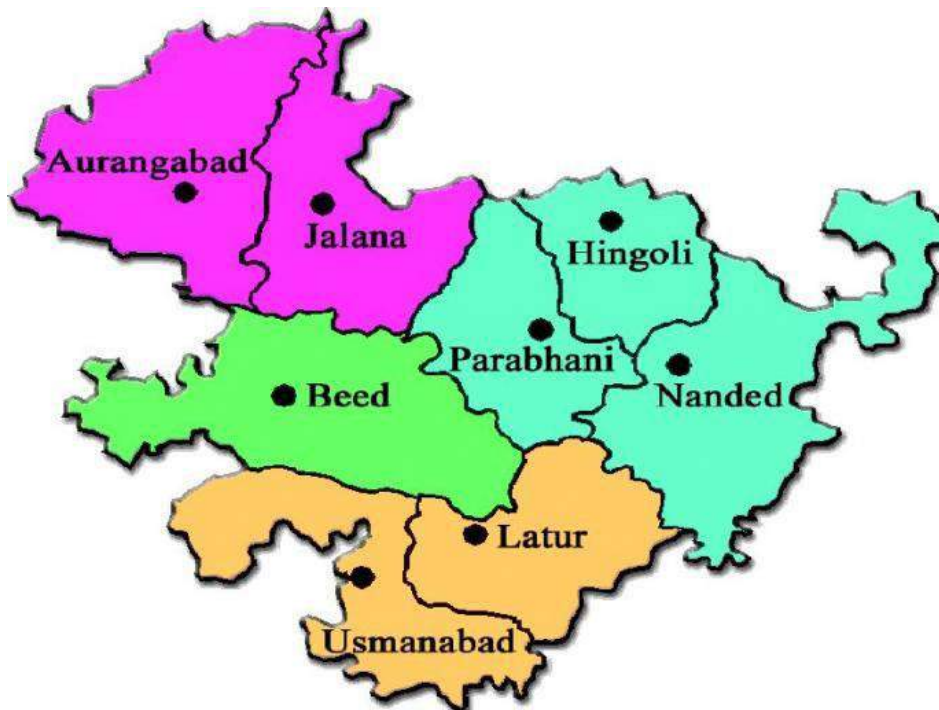
Out of the 8 districts, 5 were chosen for the study. They were Aurangabad, Beed, Jalna, Osmanabad and Nanded. The basis of the selection was to have a wide coverage of the entire region.

c. **Sample Size**: At 5% confidence level and 95% confidence interval, the sample size for a population of 1.87 crores worked out to 384. The calculation as per the standard calculator is given below –

This was rounded off to 400.

For the advertisement agencies at 5% confidence level and 95% confidence interval, the sample size for a population of 310 works out to 172 as per calculator given below –

Determine Sample Size

Confidence Level: ⊙ 95%   ◯ 99%

Confidence Interval: 5

Population: 310

Calculate   Clear

Sample size needed: 172

This was rounded off to 200.

d. **Sampling unit** – Since the topic pertains to publicity which is a marketing concept, subject experts in the form of advertisers were chosen as one of the sampling units. Moreover since the deliverable is Government schemes in rural areas, general public from the rural areas were also chosen as the sampling unit.

e. **Method of sampling** – Convenient sampling method was used

f. **Research instrument** – Two questionnaires were used – one for the advertisers and the second for the rural masses

g. **Reliability of the instrument** – This was ascertained through tests like Cronbach's Alpha. Since the scores were more than 0.70 they were considered as reliable

5. **Data Analysis and interpretation**

The following table summarizes key parameters and the overall interpretation –

Sr. No.	Parameter	Value(s)	Interpretation
1	Agreement percentage for role of publicity in popularizing the	88%	As the agreement percentage of 88% is significantly higher than 50% (the hypothesized mean of the population), it

	Schemes in rural areas		can be interpreted that there is a role of publicity in popularizing the Schemes in rural areas.
2	Agreement percentage for the problems faced by advertisers	78%	As the agreement percentage of 78% is significantly higher than 50%, it can be interpreted that there are problems faced by advertisers.
3	Agreement percentage for problems faced by rural people in knowing the Government schemes	85%	As the agreement percentage of 85% is significantly higher than 50%, it can be interpreted that there are problems faced by rural people in knowing the Government schemes.
4	Agreement percentage for an impact of publicity in disseminating information about Government schemes in rural areas	90%	As the agreement percentage of 90% is significantly higher than 50%, it can be interpreted there is an impact of publicity in disseminating information about Government schemes in rural areas.
5	Agreement percentage for economic progress is achieved in the rural area due to proper implementation and impact of publicity of Government schemes	79%	As the agreement percentage of 79% is significantly higher than 50%, it can be interpreted that economic progress is achieved in the rural area due to proper implementation and impact of publicity of Government schemes.

Thus all the 5 null hypotheses were rejected in favor of the alternate hypotheses.

6. Findings

a. Those advertisers agreeing to the role of publicity popularizing government schemes in rural areas along with their disagree percentages were as under –

Summary average responses - Role of publicity in popularizing the Schemes in rural areas
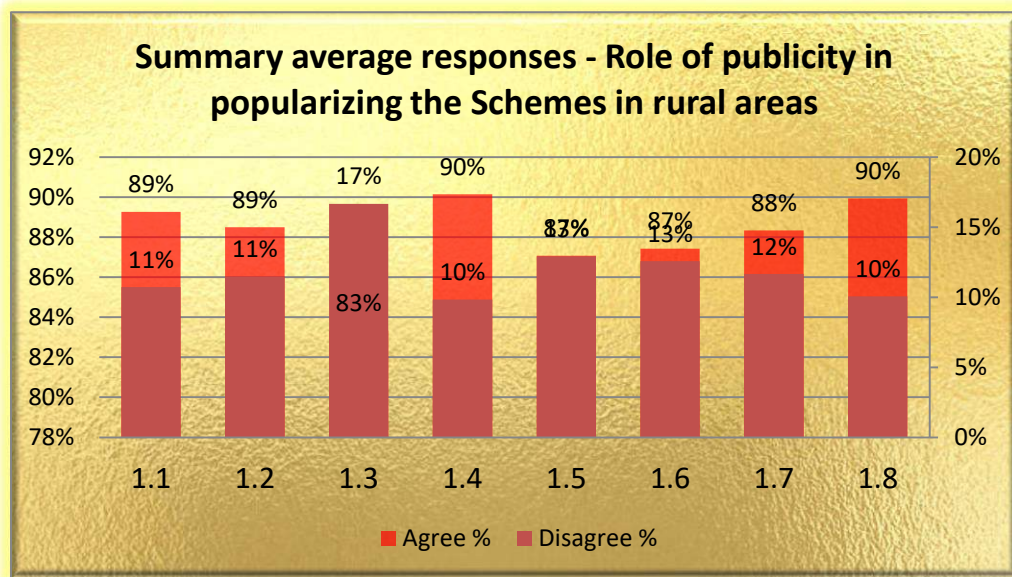
For part 1, factor 1.4 'Publicity has the force to persuade the audience to seek the schemes' has the highest ranking of 90.15% whereas factor 1.3 'Publicity triggers interest of the audience in the schemes' has the lowest ranking of 83.33%. The average ranking for part 1 is 88.01%.

b. That there are problems faced by the advertisers, along with their disagree percentages were as under –

**Summary average responses - Problems faced by advertisers**
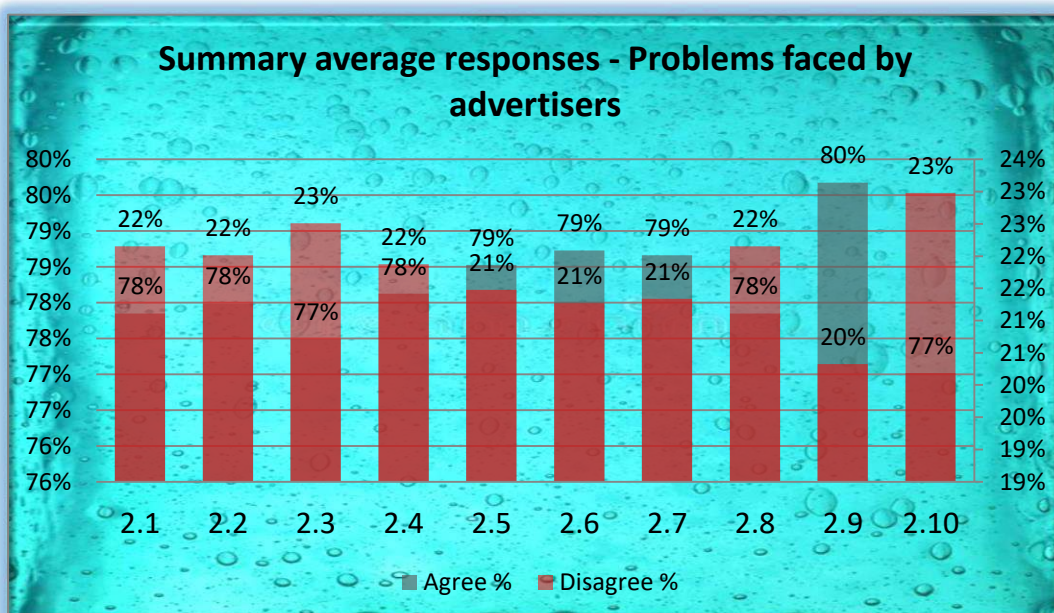
For part 2, factor 2.9 'Government is not utilizing professional expertise for the publicity' has the highest ranking of 79.68% whereas factor 2.10 'It is stuck up with a traditional model which cannot be effective particularly in penetrating into the rural area' has the lowest ranking of 77.02%. The average ranking for part 2 is 78.19%.

a. Advertisers also agreed to the fact that there is an impact of publicity in disseminating information about the schemes in rural areas. Those agreeing, along with their disagree percentages were as under –
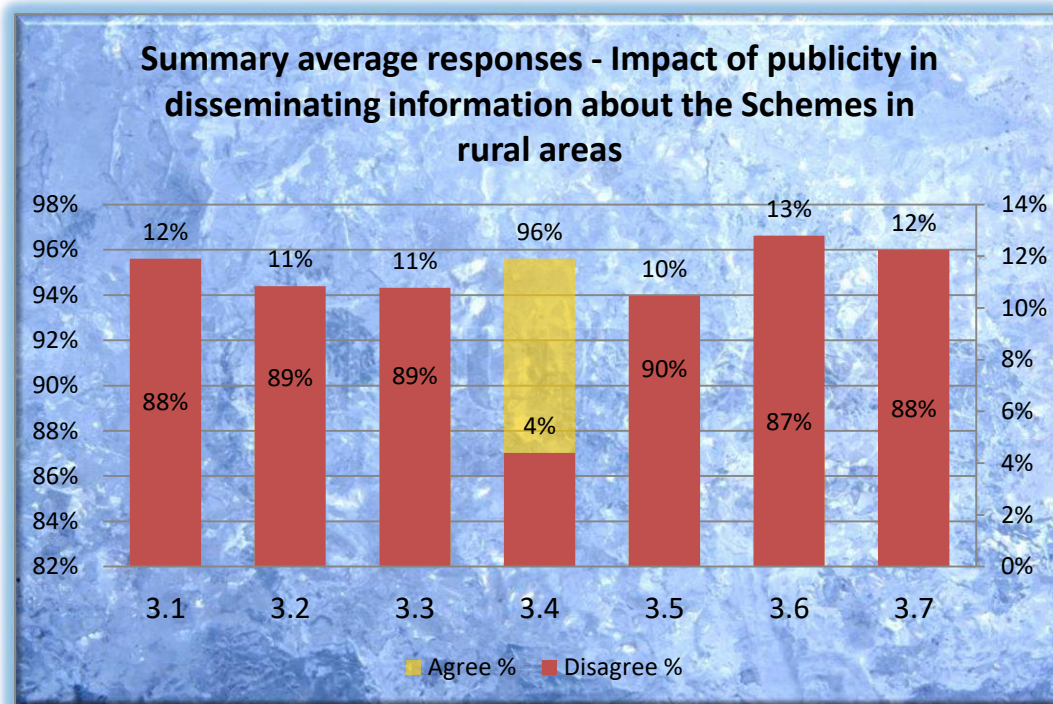

b. People from the rural areas face problems in knowing about the Government Schemes. Those agreeing to this, along with their disagree percentages were as under –
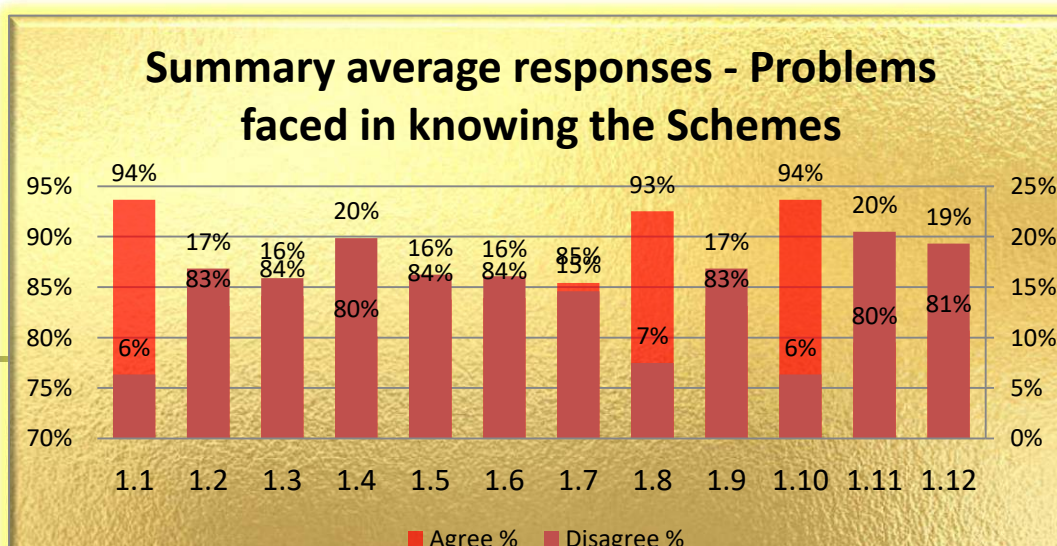
For part 1, factor 1.1 'Information is not available about the schemes' has the highest ranking of 93.66% whereas factor 1.11 'Since we do not have proper banking facilities there is no use of the scheme to us' has the lowest ranking of 79.52%. The average ranking for part 1 is 79.52%.

c. Regarding impact of government schemes on improving economic condition of the rural people was agreed to by people from the rural areas. Those agreeing along with their disagreement percentages were as under -
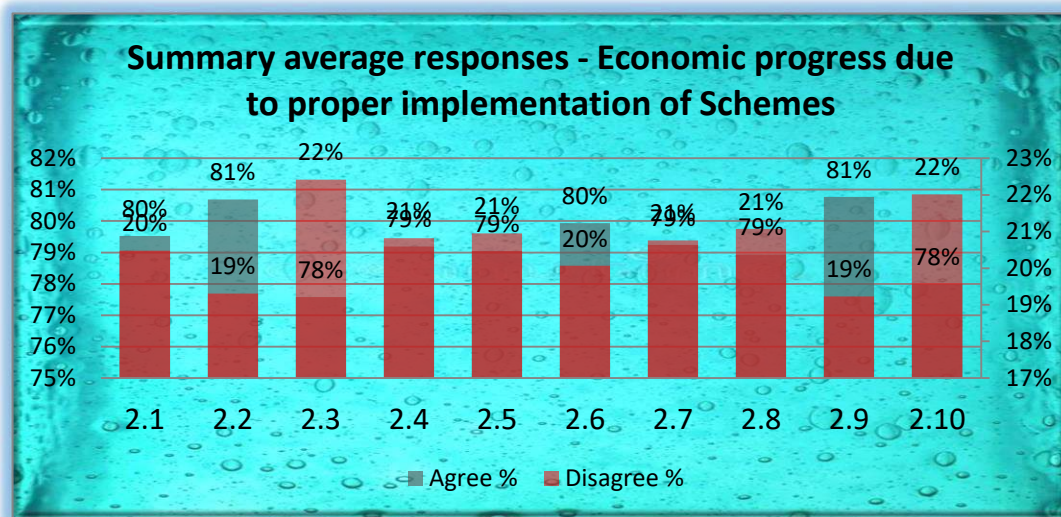
For part 2, factor 2.9 'Schemes have encouraged entrepreneurship' has the highest ranking of 80.77% whereas factor 2.3 'They also extend to things like education' has the lowest ranking of 77.58%. The average ranking for part 2 is 79.29%.

d. It was found that a correlation exists between responses of the advertisers on role of publicity in popularizing government schemes and its role in dissemination of information. The correlation coefficient was 0.3540 and was found to be statistically significant.

e. Assessment of impact of demographic variables of the advertisers on their responses didn't show any significant finding.

7. Suggestions –

Based on review of literature and informal discussion with both advertisers and rural people, nine suggestions were formulated by the researcher. These were –

No.	Suggestion
1	Government should intensify publicity campaigns to popularize the schemes
2	Government should intensify publicity campaigns to disseminate information about the schemes
3	The publicity should be such that the schemes are understood clearly
4	The publicity should aim at removing myths about the schemes
5	NGOs should play an active role in helping the Government in publicizing the schemes
6	Government should use technology to publicize the schemes
7	There should be an easy grievance redressing mechanism in case of problems with the schemes
8	Government institutions like schools, post offices etc. should be used to publicize the schemes
9	Inclusive banking should be a reality with more spread

These suggestions were included as a concluding part of both the questionnaires so as to seek the confirmation of the respondents who definitely are in a better position to judge things due to their experience and expertise. These were confirmed by the respondents.

8. Conclusions

a. There is a definite role of publicity in popularizing the government schemes in the rural areas. This has been confirmed by an overwhelming majority of the advertisers who are the experts in this field. As many as 88% of the respondents on an average agreed to the fact that publicity has a positive role to play in popularizing the government schemes in the rural areas.

b. Advertisers are facing number of problems when it comes to publicity of the government schemes. Most of the respondents agreed largely to problems like indifferent attitude of

the government officials, payment issues, the Govt. officials lack interest and enthusiasm with reference to publicity, engagement terms with Government not being transparent, the Government being stuck up with a traditional model which cannot be effective particularly in penetrating into the rural area etc.

c. A significantly high percentage of the rural people agreed that there are problems in knowing the Government schemes. Around 85% of the respondents perceive that there are problems like non-availability of information about the schemes, difficulty in understanding the schemes, choice of wrong publicity media by the Government etc. This then leads us to conclude that while there is no dearth of schemes, due to lack of proper publicity the rural people are unable to know these and reap their benefits.

d. The advertisers, as many as 90% of them, overwhelmingly agreed to the fact that publicity has an important role in disseminating information about the Government schemes in the rural areas. Thus, it can be concluded that publicity is the key marketing instrument with the Government to spread awareness and knowledge about the schemes to the rural people.

e. Around 80% of the rural people surveyed have agreed to the fact that there is a certain positive impact on the economic status of the rural people if the Government schemes are properly implemented. They have agreed that the schemes can help them in various issues having financial implications like health care, education etc.

There is no doubt that the Government schemes have potential to help the rural people. Problem is with lack of awareness among the masses. Publicity is the right solution to overcome this bottleneck. In fact, if rural people know that such schemes exist they will definitely approach the Government to reap the benefits. Since this is not happening, we have startling figures of around 85% of this scheme money being siphoned by the Government officials. It is a real paradox that when the world is marching ahead very strongly in the information age, rural people are lacking behind for sheer lack of knowledge of the schemes that are intended to benefit them. Publicity definitely has a serious role to play in this matter.

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Leveraging Lean Six Sigma for Quality Improvement in Higher Secondary Education Institutes - Review of Literature

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Abstract - The applications of Lean Six Sigma principles and methodology in education is an aim to create value and reduce wastage and defects in core processes as well as allied processes with respect to the functional areas in an educational establishment. The achievement and success of Lean Six Sigma in this particular area is not really as great as compared to a conventional large manufacturing environment. There has been huge investment in this field of study but concrete results over a long period of time are still yet to bear fruit. This concern is largely unavoidable as the primary subject is the student whose normal tenure in a higher educational establishment could be averaged to around 4 years, thus, the limitations arise with increasing variability which is in direct contradiction to the standardization that is required in Six Sigma processes.The review of literature aims to find exhaustive pieces of work which considers the combined effect of Lean practices and Six Sigma in an educational setting and the output measured in terms of cost effectiveness, efficiency, reduced defects in services and overall stakeholder satisfaction. The literature review also aims to find the variables that affect quality parameters in educational institutions due to training methods, trainer qualification and eligibility, infrastructure and overall environmental factors including societal, instructional practices and overall delivery through the various policies and regulations that govern these educational institutions.

Key words – Higher education, Lean Six Sigma, Quality

Review of Literature -

Critical Analysis:

1. Quality of school education depends on the quality of teaching-learning process. Narain (1970) conducted an analysis on the falling educational standards. The study showed that the factors affecting educational standards were quality of students, quality of teachers, quality of

the educational institutions, deterioration in educational life, wastage, defects in curriculum, defects in educational system, quality of text book etc. Quality of students, wastage and deterioration in educational life were found to be the main pegs that held the framework of educational standards. Improvement of teacher quality and educational administration were also suggested as measures to improve standards in education along with other measures like continuous assessment, inclusion of oral examination etc.

2. The higher education process showed a three sigma (3σ) level quality that requires significant improvement to achieve six sigma (6σ) level. The primary objective of higher education is student success through higher quality education where failure of any student may be considered as a defect in the process. Due to variability in the process such as different type of instruction by different professors, a variation of quality exists. Variations of quality may be due to lack of understanding of how students learn and adapting to different learning styles of students. After identification of the issues and defining the problems, a solution can be developed using six sigma approaches and models presented in this paper. A control chart can be used with UCL and LCL along with a continuous improvement plan to improve the higher education process. This will result in higher quality and sustainable process in the institution with higher levels of student satisfaction and success rates such as graduation and retention rates. The information and tools provided in this paper is an attempt to shed some lights on how different quality improvement models can be used in higher education.

3. Kukreja study noted that the data collection time and completion of project time took a very long time. This did not work well as the students were enrolled for a period of 4 years and this timespan was not adequate. Proposals were made to use the parts of Six Sigma and Lean manufacturing and mixing them to suit the need for short time span objectives.

4. Manning (2004) examined the quality assurance activities conducted by Holmes partnership school of education as they seek to improve the quality of instruction, student service and research. The findings confirmed the importance of collaboration in the conduct of quality assurance and renewal activities. Respondents indicated that several activities have been employed by their schools to improve the quality of programme and services including work group, committees, meetings, seminars and examinations of programme reviews and evaluative studies. More formal quality assurance approaches such as accreditation,

programme review, 52 outcomes assessment and performance indicator reports were also used by responding schools. The most used quality management method employed by participating education schools is strategic planning. Benchmarking, management by objectives, total quality management and the balanced score card were noted in fewer cases. An exploratory study on the quality assessment in Midwest Adult Degree completion programmes was conducted by McRay (2005). Results indicated that all stakeholder groups agreed that the principles of Good Practices for Alternative and External Degree Programme both is and should be important in adult degree completion programme. Krueger (2005) conducted a qualitative assessment of a community college's training programme. The study concentrated on three aspects; how well did the programme prepare graduates for job, how do graduates of this programme perform on the job and what was the effect of the instructor on the students' perception of the programme. The study found that the value of student perception and business partner's perception were critical in assessment of a training programmes success. An instructor's teaching capabilities combined with professional on the job experience in the training programme's field were essential to community college business training programme quality. The importance of the study was that the method employed was readily adaptable for assessment of any training programme and could also be extended to career and degree programmes that produce graduates ready to begin a particular job and/or career.

5. E. Cudney, et al, 2017, Six Sigma in Education, states that decreasing variability in organisational work processes and eliminating wastes not adding value to desired outcomes improves beneficiary and client satisfaction levels.

6. Jiju Antony, et al, Lean Six Sigma for higher education institutions (HEIs) demonstrates that there is a set mind that Lean Six Sigma is only a forte for the manufacturing sector and cannot be implemented in the Higher Education sectors.

7. George Maxwell, (2012), Participation and environmental aspects in education have demonstrated the purpose of this study is to identify how individual factors(related to body function and activity performance) and factors within the family environment relate to self-reported participation cluster profiles of attendance and perceived importance in domestic life and interpersonal interactions and relations (peer relations) as defined by the ICF-CY.

The following research questions were addressed: (1) What are the common participation cluster profiles based on the frequency of attendance and perceived importance within the participation domains domestic life and interpersonal interactions and relations (peer relations)? (2) What are the body-function, activity, and environmental factors that characterize those adolescents who share membership in the participation cluster profiles? (3) Are adolescents with impairment or long-term health conditions over-represented in certain participation cluster profiles?

8. Cudney, et al, 2016, Lean Six Sigma journey in a UK higher education institute: Challenges, projects and key lessons learned, is an attempt to showcase that Lean Six Sigma is not only limited to manufacturing but can be used in Higher Education Institutions for waste reduction and variability reduction leading to superior performance and enhanced student satisfaction.

9. A. Pal Pandi, P. V. RajendraSethupathi, (2013), inspects various aspects of TQM, identifies commonly used dimensions and critical factors that lead to the success of TQM in various educational arenas. They suggest TQM as an important tool that helps to improve quality at every stage in the organization. Efficiency in all its forms is increased by TQM tools and techniques. Many of the students and parents' community are not able to judge the quality of education institutions because of lack of knowledge of accreditation and the growth of numbers of engineering institutions in the country. The day is not far when the stake holders will check the quality standards of an institution through accreditation while seeking admission in a particular institute.

10. Gabriele Arcidiacono, et al, (2016), discusses the Axiomatic Design method and links it to the learning outcomes of Lean Six Sigma in congruence with the teaching processes and resources that are available. The project based teaching learning process is a very effective learning methodology. The learners apply their theory and technical knowledge to the practical problems and arrive at a solution. This method considers the learner at its center and makes the classroom activities dynamic.

11. Torki M. Al-Fawwaz& Ahmad Badah (2012), in this paper the study recommends that the vocational training corporations should use Six Sigma system in the affiliated vocational and technical institutes and to work on the development of organizational culture based on principles of cooperation at work and to work in team spirit apply Six Sigma methodology to

Solve issues and adopt it in the training methodology organizational culture based on principles of collaboration and to work in team spirit and maintain on the time and apply Six Sigma methodology to Solve problems and adopt it in the training operations. The author throws light on the condition of vocational training corporations in Jordan. They impart very high standards of quality in accordance with the owners of the work and various corporations in the society. They promote such values and principles which gives rise to team work and excellence in performance.

12. Education Bureau, Hong Kong uses the School Development and Accountability Framework for achieving planned student learning outcome and improved students' learning.

13. KaulineCipriani, PhD, et al, November 2018, Transforming Business Processes in Higher Education investigates the need for campuses to be open, optimistic and part of the solution to drive success whose nature would be iterative and experimental.

14. QUALITY ASSURANCE IN VOCATIONAL EDUCATION AND TRAINING - A COLLECTION OF ARTICLES - It explores the questions and challenges for creating a platform for quality assurance (QA) and quality improvement (QI) of vocational education and training (VET) in educational organisations. Without any shred of doubt, Quality Assurance and Quality Improvement are critical factors in VET. The article attempts to revisits basic concepts and theories as adopted and implemented in education and training. It then focuses on the use of the plan–do–check–act (PDCA) methodology as a framework that

educational institutions may use to create (or revise) their own approach on Quality Assurance and Quality Improvement in vocational education and training.

15. Sidhu (1983) in his follow up study of secondary school teachers trained through different approaches suggested that the principals and the teacher educators should be oriented in the new techniques of class room interaction analysis, simulation, role playing and feedback.

16. Srivastava (1986) suggested that in spite of various job conditions, the educators seemed to be satisfied with their job. Kashinath (2000) studied the interaction effect of institutional climate, personality and home climate on Burnout among teacher educators and found that the teacher educators serving in a closed institutional climate were more prone to burnout dimension of emotional exhaustion.

17. Bhat (2003) studied the correlates of total quality culture in teacher education colleges to find out the relationship between total quality culture and its dimensions with organisational health, quality of work life of teacher educators and student teachers' involvement in college activities, student teachers' commitment to course, type of management of the college etc. and the study found that government teacher education colleges have higher mean scores of the variable total quality culture contributed by the dimension of people characteristics.

18. Coronado (2005) studied the 2nd and 3rd year frontier teachers' perception of how well they were prepared to teach within the educator preparation programme at A&M International University, Texas. The results indicated that the teachers felt prepared in the areas of designing lesson plans, maintaining order in class room and implementing new methods of teaching. They felt somewhat prepared to control misbehaviors that occur, use student performance assessment techniques, address the needs of special education students and address the needs of students with limited English proficiency. The survey provided evidence that the two greatest weakness of the teachers' educator preparation programme were classroom management and discipline and special education. The study concluded that the trainees are benefited from early and appropriate field experiences found in teacher preparation programme and from well-designed induction programmes.

19. Malore (2003) studied the institutional effectiveness practices in colleges and universities in the South eastern United States to determine and describe institutional effectiveness practices in recently evaluated colleges and universities accredited by Commission on

Colleges, Southern Association of colleges and schools (SACS).The study conducted in two phases and the data from both phases were combined to describe institutional effectiveness practices and institutional change in SACS accredited institutions selected for the study.

20. Mohan (1980) conducted a study on the effectiveness of teacher training programme in the colleges affiliated to Avadh University, Faizabad. The findings of the study were listed below; a. The teacher training departments did not have adequate buildings and equipment and satisfactory hostel facilities. b. None of the teacher training departments had provision for extension services. c. The duration of training course had become very short and covered only 118 working days. d. The time spent on practice teaching was too short as schools were not available for a longer time. e. The majority of the respondents were not satisfied with the efficiency of the training program.

21.   Ramasubramanian, 2012 in his research titled Six Sigma in Educational Institutions has concluded that higher educational institutions are exposed with global competition for the sustainability for a long run such as low graduation rates, less employability and rising questions of relevance of college education for public good etc., some institutions in India have successfully implemented ISO 9001:2008. The quality of education is more important to the customers of the educational institutions such as students, parents and the organizations where they are getting employment. Educational Institutions require an innovative supporting tool which helps in improving the quality of processes pertaining to the important functions particularly teaching, research and service. The administrative functions and supporting activities in an institution help to coordinate and improve the effectiveness of the Academic Delivery Process. Institutions can also improve their chances of attracting students by improving the levels of service. To find success, institutions of higher education must demonstrate that they can offer what others cannot. The researcher studied the implementation of six sigma methodologies in a technical institution along with the benefits of implementation and how it may be used to improve the performance of all institutional operations from student graduation to recruitment, including all the processes.

22. Mazumder,2014 in his research titled Applying Six Sigma in Higher Education Quality Improvement have said that Quality in higher education became an important issue due to ever increasing demand by stakeholders and competitive environment. Although Six Sigma

has been successfully used in product and service improvement in the business environment, the concept has not been adapted in higher education. To improve understanding of how Six Sigma can be used for higher education process improvement toward achievement of quality, a number of are presented. Six sigma principles such as process improvement, reducing waste and continuous improvement aligns closely with the mission of higher education institutions and accreditation agencies. Using six sigma tools such as statistical process control, lean manufacturing, failure mode and effects analysis can help in the development of sustainable higher quality educational process. A process map with SIPOC (supplier, input, process, output and control), cause and effect analysis, FMEA (failure mode and effects analysis) for higher education was developed and presented. These tools can be used by higher education institutions to better understand the higher education process and how it can be improved to meet the desired quality goals.

23. Antony & Krishnan, 2014 in their research titled lean six sigma for higher education institutions (HEIs) concluded that whether LSS can be a useful and systematic approach to tackle operational and strategic issues within the HE industry. The authors use secondary data from literature to justify the need for this powerful approach and the benefits of adopting this business process improvement strategy within the HEIs. They discussed about the challenges and barriers to be encountered during the introduction of LSS in the higher education sector, most useful tools and techniques for process improvement problems, success factors which are essential for the implementation and sustainability of LSS. The next stage of the research is to carry out empirical studies in a number of HEIs and develop a practical and useful roadmap for the implementation and sustainability of LSS as a business process improvement methodology. They made an attempt to remove the myth that LSS is confined to manufacturing. It also demonstrates, through relevant existing literature and authors' experiences, that LSS is equally applicable to public sector organisations and in particular HEIs. Although lean has been adopted by a few HEIs in the UK and abroad, very few HEIs have adopted the integrated LSS approach for waste reduction and variability reduction, which leads to superior performance and enhanced student satisfaction.

24. Arafeh, 2016 in her research titled leveraging six sigma tools and methodology to improve student English language performance at elementary school has said that how the Six Sigma

(SS) methodology can be used to improve the performance of students in English as a second language and enhance the teaching process by utilizing quality tools in an educational environment. They used the different quality improvement tools within the Define, Measure, Analyse, Improve & Control (DMAIC) phases to improve student performance in an English language class at a private school. Their findings were Quality tools, such as cause and effect diagrams and quality function deployment, have been successfully applied within the Six Sigma DMAIC framework in the educational sector to improve the performance of students and enhance the teaching process. Practical Implications: This paper helps school administrations to analyse student performance and implement improvement actions to improve their performance. Originality/Value: The principal objective of this paper is to demonstrate how quality improvement tools can be introduced and successfully applied in an elementary school to improve student performance and communication between the school administration, teachers and parents.

General Analysis:

1. Chitty (2002) identified 5 key dimensions for analyzing quality of educational innovations in classroom interventions, policy changes, etc. The 5 dimensions are: effectiveness, efficiency, equality, relevance and sustainability.

2. Zhang proposed a series of 8 questions needed for investigating the application of Six Sigma research in Education. These questions must centeraround empirical validation of effectiveness and the customization the program demands in the organisation. This method focuses on separating the Six Sigma from Quality Control.

3. M. Singh, 2018, A Structured review of Lean Six Sigma, showed Practical and Social implications across different sectors which leads to customer delight and ultimately raising the societal living standard.

4. Lean Six Sigma is also useful in these cases in achieving optimised production. Carleysmith et al. (2009) have reported the implementation of Lean Six Sigma in pharmaceutical research and development. They have claimed that, along with innovation, Lean Six Sigma could also deliver the requirements of research and development.

5. The organisational benefits of implementing Lean Six Sigma programme have been listed below (Bendell, 2006; Lee et al., 2009; Snee, 2010; Su et al., 2006): Tangible and intangible end results, Customer satisfaction, Market share growth.

6. INTERDISCIPLINARY JOURNAL OF CONTEMPORARY RESEARCH IN BUSINESS, Lean Six Sigma: A Literature Review indicates that out of the sample size being taken for research, there are 66(53%) papers are case study based while 50 (47) % papers are theory based. There are several categories viz HRM, BPO, Marketing, Services, etc in which Lean Six Sigma has been implemented, but the research on Lean Six Sigma is still on an initial stage. It is recommended that research on SME sector for implementation of Lean Six Sigma be carried out as there is a huge hurdle because of financial constraints.

7. James D Hess, cites opportunities for process improvement and cultural change proposes that process improvements in various functions of educational institutions can be facilitated through Lean Six Sigma methodology. The challenges in implementation are present and significant, the resulting changes that occur are noteworthy.

8. CarstenSvensson, et al, A Lean Six Sigma program in higher education, investigated and concluded that the implementation of Lean Six Sigma has resulted in improvements in business processes and efficiency.

9. SajaAlbliwi cites 34 common failure factors of Lean Sox Sigma. Some of the common factors for failure are, lack of top management commitment and their involvement, lack of communication, lack of training and education, limited resources, etc.

10. Imad M. Al-Atiqi and et al. (2009), shows how Six Sigma can improve performance in all areas of university related operations from admissions to graduation and involving all other processes in relation to it.

11. Joan Burtner (2004), proposes to adapt successful Six Sigma processes in business to the engineering education enterprise at Mercer University. A systems approach to problem solving and stress on the Common metrics, Culture Change and Constant Communication has been proposed.

12. The Scottish Government curriculum agency Learning and Teaching Scotland, 2011 commissioned Creative learning environments which demonstrates that certain environment and conditions foster creative skills in children and young people. The conditions that would

foster such creative skills could be the available layout or infrastructure, resources or materials available, outdoors, pedagogical environment, beyond the school facilities and conditions, activity based learning, proper time management, and relationships between teachers and learners.

13. Furterer and Elshennawy (2005) have mentioned that, Lean Six Sigma has provided breakthrough results not only in private sectors but also in public sectors. These authors have narrated the significant achievements yielded through the implementation of Lean Six Sigma programme in a Local Government's Finance Department. The processing times of payroll, monthly reconciliation, purchasing, accounts receivable and accounts payable were reduced by 60%, 90%, 87% and 40%, respectively. In addition, the number of financial system problems was highly reduced from 13 to 6 per month.

14. Gronroos investigated that the customer is very objective when it comes to an outcome of a service, while, the functional quality of the service encounter is subjective when concerned with the interaction between the provider and receiver of a service (Ghobadian et al., 1993)

15. Andersson et al. (2006) have consolidated the vital commonalities of Lean and Six Sigma. Lean manufacturing aids in the elimination of muda and provides defect free products and services.

16. Researchers have been examining the pros and cons of integrating Lean and Six Sigma concepts through 'Lean Six Sigma' concept (Bendell, 2006).

17. (George 2002) in his book titled, 'Lean Six Sigma: Combining Six Sigma with Lean Speed' created revolutionary literature in Lean Six Sigma which combined the tools of both Lean Six Sigma and Lean Speed.

18. Sharma (2003), Reported case studies on integrating Lean through Six Sigma and implementing Six Sigma through Lean.

19. Andersson et al., (2006) demonstrated through a range of points describing the parallels and converse of Lean and Six Sigma in the contexts of origin, theory, process view, approach, methodologies, tools, effects and criticisms.

20. Naslund (2008) Stated that a great many papers have reported the success of Lean and Six Sigma.

21. Smith (2003) has discussed the continual business improvements that may possibly be achieved through the integration of Lean and Six Sigma.

22. Kumar et al. (2006) have contributed a model to apply Lean Six Sigma in a way which captures the tools of Lean principles with the DMAIC methodology of Six Sigma.

23. GurnamKaurSidhu& Chan Yuen Fook, Malaysia demonstrate that English language proficiency can be only achieved if classroom instructional practices go hand in hand with objectives framed by the CCL programme.

24. Damaodar (1977) conducted a study in Andhra Pradesh investigated and found that the staff in the training colleges were not equipped with the necessary numbers and qualifications.

25. A study on the effect of school quality in school choice behaviour and student outcome by Henry (2004) revealed that community and family contributions to the schools are positively related to the quality of schools.

26. According to Dotchin and Oakland (1994); Zimmerman and Enell (1988), state that higher education can improve its quality by viewing it as a service.

27. Ghobadian et al., (1993), states that attitude of the staff is an important consideration which investigates the quality of the service. Factors like politeness, respect, attention and friendliness shown to the customers by the contact personnel.

28. Su et al. (2006) have endeavoured a different methodology for implementing Six Sigma. In this methodology, 'identify value, value stream mapping, flow, pull and perfection' (IVFPP) steps of Lean have been merged with the DMAIC steps of Six Sigma. The implementation of this methodology has been tested for effectiveness in an information technology help desk service. In this case, service processing time has been reduced drastically by 47.5% after the implementation of Lean Six Sigma. These authors have remarked that yearly 121,303$ have been saved as a result of implementing Lean Six Sigma in this company.

29. Susan Kumi, et al, investigated that long period and short period measures improve the self-issue service in a library. It demonstrates that working by objective, the respective parties improved the self-issue method in systematically.

Observations and Research gap -

Based on collective consideration of the research material, the following could be deduced –

1. There is no dearth of research done in areas of Lean Six Sigma for manufacturing organisations.

2. Many tools of Six Sigma and Lean methodology have been applied in businesses to achieve efficiency and reduce defects.

3. There are many case studies for implementation of Lean Six Sigma in manufacturing which have resulted in an increase in profitability.

4. Quality in education is a variable concept as it majorly depends on consistency and having a certain degree of consistency in the trainers.

5. Quality is a subjective term that is widely used in all sectors which transcribes to overall satisfaction from a product or a service.

6. Quality in education largely relies on the policies and regulations the educational establishment has.

7. It is difficult to measure quality over different geographical areas in education as the implementation of practices and regulations are not standard.

8. The success of Lean Six Sigma in education has not yet fully been investigated in the educational sector.

9. Six Sigma in education relies on decreasing variability in work processes and eliminating wastes which do not add value. This is majorly a challenge as each organization is governed by different policies that may or may not favour the implementation of the tools in Lean Six Sigma.

10. Research on Lean Six Sigma is a costly affair and hence is recommended as an option for deeper study in all sectors of SMEs by researchers.

Research gap is clearly seen as under-

i) Application of the concept of Lean Six Sigma in educational institutions has not been researched much,

ii) Whatever little bit of research has been observed in the educational institutions it is quite general in nature and doesn't focus on key variables like learning environment, student progression and instructional practices and hence the case for this research.

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(Barring specific dates otherwise, the websites have been accessed on 4th February, 2019.)

A Study on the New Paradigm of Customer's Behavior towards Digital Marketing Advertising

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Abstract: Advertising has been the nervous system of today s business and what has added to its addiction is its amalgamation with Information, Communication, and Technologies resulting into the e-commerce business. Nowadays, we cannot find any website without advertisements on it. As the numbers of websites have increased enormously, marketers are trying every niche to target the Consumers through various social platforms. Therefore, the demand exists to understand the scope of online advertisements on various websites especially the homepages. Newline Online advertising has revolutionized the world of advertising. Nowadays apart from commerce, marketers are spending the huge amount of money on online advertisements. The purpose of this research is to study the online advertisements on informational websites in terms of layout, types, color, size, etc. After analyzing the online advertisements, the study was also conducted on the effect of these online advertisements on consumers. Newline The methodology for conducting research on this study was divided into two research methods i.e. content analysis of the websites on different parameters and then conducting an online survey of 50 respondents as sample size.

The study also shows that tangible products are designed in big picture layout and service products are generally designed in copy heavy layout. It was also found that homepages of the websites carry online advertisements of banking and insurance companies whereas people pay more attention to advertisements of commerce and mobile phones and prefer advertisements showing functions of the product. Online advertising refers to the type of marketing strategy that involves the use of internet for promotion of products by delivering the marketing messages to the larger consumers. It includes delivering ads to internet users via websites, e-mail, ad supported software's, and text messaging and internet enabled cell phones.

Keywords: Advertisement, Consumers, Online, Social Media.

Introduction:

"The truth isn't the truth until people believe you, and they can't believe you if they don't know what you're saying, and they can't know what you're saying if they don't listen to you, and they won't listen to you if you're not interesting and you won't be interesting unless you say things imaginatively", originally and freshly quoted William Bernbach (Robert, 2013). The above quote has very simply defined the objective of advertising it used to work earlier. Initially advertising started with the motive of selling the products by the marketers in order to maximize the profits and the very purpose for purchasing the products by the consumers was the utility of the product. But this is the primitive definition of advertising as now marketer's focus has shifted from profit maximization to brand building for longer relationship with the consumers.

Advertising Concept According to William J. Stanton, "Advertising consists of all the activities involve in presenting to a group, a non-personal, oral or visual, openly sponsored message regarding a product or service or idea. This message called an advertisement, is disseminated through one or more media and is paid for by an identified sponsor " (Maheshwari, 1997). Therefore marketers adopted all the media from newspapers to television, personal selling to public relations for building their brand and targeting their consumers in every possible way. This concept was further expanded with the context to diversified market and the peculiar need of the consumers. Marketers these days try all the niche marketing techniques to reach to their consumers. From retailers to wholesalers, street shopping to mall shopping, market scenario has changed drastically. But what has revolutionized the market and the consumer behavior is the emergence of internet generation, also known as netizens. The word netizen is derived from two words i.e. net and citizen and refers to the population of citizens who are actively involved in the internet activities.

Merriam Webster dictionary defines netizen as a person who actively uses the internet in the proper and responsible way. Now with the emergence of the concept like LPG i.e. Liberalization, Privatization and Globalization the above scenario has changed inversely. The expansion and segmentation of market according to diversified consumers has led to more and more brands

emerging in the online market with larger reach and what had propelled its growth is ICT i.e. Information, Communication and Technologies. ICTs can be defined as a collective term used for the technologies that are developed through the convergence of audio visual mediums in accordance with telephone and computer network and connected through single link. Therefore with the help of ICTs, large number of consumers can be targeted with single technology ICTs have not only changed the way of advertising our products but it has also helped the marketers to expand the reach and frequency of their brand to the consumers. Not just this but it has made possible to sell anything from pin to aeroplane to the consumer under one roof with a click of the mouse through internet advertising. Breaking the mode of tradition shopping, it has revolutionized the way people shop. Hence the marketers are focusing on the concept of consumers promoting brands through interactive marketing where consumers promote and market product, goods and ideas with the help of the internet. (Nicholas, 1971) commented on this concept by saying: 'It used to be that people needed products to survive. Now products need people to survive.' Apart from developing online relationships, these social networking sites are designed for marketing online promotion for the internet business owners, and also allow developing close relationships with those who share common interest.

1.2 Emergence of Advertising has been derived from the word 'Adventurer' that means to turn the mind towards something. It has been into our minds and our life since the commencement of human process with the need of social interaction. It is normally believed that the inception of advertising has its roots in Egypt

1.3 Concept of Online Advertising In a layman language online advertising is a form of a advertising where internet is used as a medium for displaying the advertisements and attracting the online consumers. Online advertising refers to the marketing strategy where marketers target the online users and promote their products and services online by delivering message to larger consumer at single point of time. The reach out to consumers by adopting various internet formats like websites, e-mail, ad supported software's, text messaging and internet enabled smart phones. The web world is so large that the cyberspace population has become more mainstream and diverse. Therefore, the internet population can be characterized as young, affluent, and better

educated who can they easily find their way onto the internet (Kotler, 2000) .In internet marketing, consumer has emerged as a marketer who has control over the message and promotion of the product and service. They have better source of information and thus are well informed and upgraded. Through internet they can:

a) Receive updated information about multiple brands without depending on manufactures or retailers.

b) Generate brand inquires from manufacturers and retailers;

c) Customize products.

d) Ask shopping agents to search and can receive offers from multiple sellers.

Review of Literature

Research which is often defined as re-search is a mandatory chapter in the formation of thesis as it aim to provide the background and justification for the research undertaken (Bruce 1994). In his publications, he has identified six elements of literature review that comprises of a list, a search, a survey, a vehicle for learning, a research facilitator and a report (Bruce 1994). A literature review can be defined as a comprehensive study that includes interpretation of literature that is based on specific topic (Aveyard, 2010). No study can be conducted, if it does not review the literature based on the topic of the research. Therefore a literature review is very essential before a researcher plans to conduct a study on particular topic so as to understand the amount of work already conducted in that area by the accredited researchers and scholars. Therefore in order to conduct a study on 'Effect of Online Advertising on Consumers: An Analysis', the following literature was reviewed. The literature includes the research papers, research articles and reports by research agencies and depending upon the research topic and methodologies involved, review of literature was studied with three criteria in the mind of the researcher.

2.1 Categories of Studies Reviewed In order to study the review of literature deeply so as to draw the parameters for content analysis; the study was conducted in three categories for simplification:

A) Studies based on websites and homepages
B) Studies related to online advertising
C) Studies regarding consumer response to online advertising

2.2 Studies Based on Websites and Homepages First part of literature review goes through a series of studies that discusses various aspects of websites and homepages in terms of their relevance, effectiveness and interactions. For example, in one of the studies by ComScore, it was fund that the average time spent on the website single page is decreasing drastically as user spent only 40 seconds on single page, thus making it difficult for advertisers to retain the attention of users. Therefore, the various aspects studied by the researcher with context to homepages and websites are mentioned below.

2.3 Studies Based on Online advertising In this part of review of literature, the researcher goes through various studies that highlight various aspects of online advertisements like their popularity, effectiveness and communication theories involved. Bakshi (2013) in a research to study online advertising and its impact on consumerϖ purchasing behavior adopted content analysis as a method to study the factors responsible for the affecting the consumer purchasing decision and those contributing towards the effectiveness of online advertisements. Conclusion: The study concluded that web world is providing business ad world lucrative services of ad formats, interactive platform and vast reach, thus making web world as popular and standardized format for advertisements. Therefore, every caution should be taken by the marketers to strategize as per consumer needs and gain maximum profits

2.4 Studies Regarding Consumer's Response to Online Advertising Third part of the literature review consists of the studies that conducted to study the factors affecting the buying behavior of the consumers and what constitutes to their liking and disliking. Abideenϖ & Saleem (2012) did

a study on influence of online advertising on consumer buying behavior in which population for the study consisted of consumers from different telecom services residing in the cities of Rawalpindi, Islamabad and Lahore. Survey method was used where 200 consumers was taken convenient sample Conclusion: The major findings of the study demonstrate people indulge and purchase those brands with which they are emotionally attached. The research showed an overall association between variables studied and found emotional connect to be the strongest reason for affecting the buying behavior of the consumer. Hooda (2012) conducted a study on consumers of Jaipur and their behavior towardsϖ E-marketing. The study used survey method and questionnaire as a tool to collect the data from respondents residing in urban areas of Jaipur. The researcher used stratified sampling technique in 3 different strata's i.e. age, income and occupation to select 75 as sample size for the convenience of the research. Conclusion: It was found that respondents surf internet irrespective of their age and gender. E-shopping was found to be convenient by the respondents within 18-30 years of age group because of its features like time saving and easy mode of payment. It also concluded that respondents hesitate to purchase items online due to security⌉ concerns regarding personal data.

The research also suggested that in order to achieve the e-marketing objectives, it is important to improve the delivery service and advertising of web products and services. Kumari (2012)' in a study about change in purchasing behavior of consumersϖ surveyed 80 respondents, kept as sample size ,where respondents were mainly residents of Bhubaneswar within the group of 15 to 60 years and secondary data was collected from national and international journals as well as marketing, business magazines, business dailies and text books. Conclusion: The study concluded that Indian consumers give an importance to products with high degree of value orientation. Brands that portray family values, nurturing, care, affection and emotional values are more acceptable and preferable by the Indian consumers. They are highly involved when they have to spend on brands that are expensive and infrequently purchased. It was found that consumers are highly influenced by visual symbols and images as they can easily remember and recall the brand. The study also included that consumers don't search for products information⌉ extensively; rather they receive the information passively from television and magazines while doing work. Therefore, television was found to be more influential medium as compared to print

media. To influence the minds of the consumers, ad campaigns should run short messages with higher frequency. On the marketer's side, it is vital to highlight the features of the brand in print media⌉ accompanied by elaborated copy.

Research Methodology

1. **Primary Data:** The following methods are used for data collection

   a) Questionnaire is mailed to the respondents either through mail or shared on social media platforms. Different formats like Google forms survey monkey, etc. are available to form questionnaires.

   b) Telephone - The example of a telephone survey could be making a call to the consumer for collecting a feedback about product or service. This type of surveys is generally conducted when the sample size is lesser in number. The respondents are telephoned and asked about their experience related to the product.

   c) Home interviews - The Census survey in India is a good example of an at-home interview survey administration. Survey is also conducted at home when the people from certain organization collect the data from the home and treat one home as a sample unit.

   - Questionnaire
   - Interview, Discussion
   - Email

2. **Secondary Data Sources:** The following was referred for collection of secondary data
   - Books
   - Journals, Magazine
   - Company Publications: Newsletter, Advertisement/Brochure/
   Annual Reports / Company Profiles
   - Social networking Sites

Analysis:

In response to the study of demographic variable, the first question regarding **age group** was asked and the only (50) respondents filled the response which has been graphically presented below
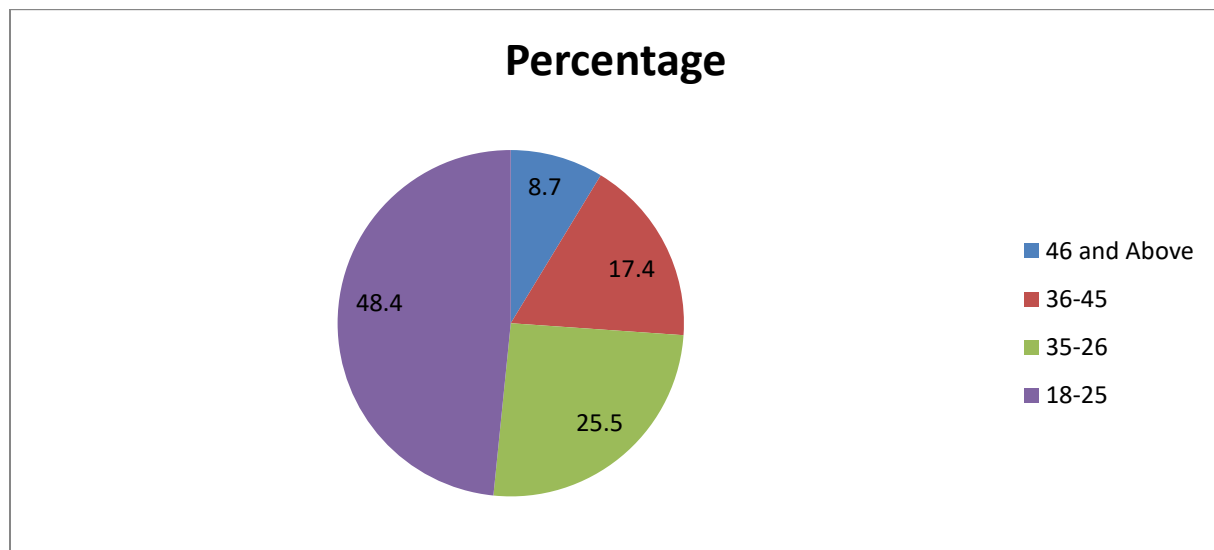

In response to another demographic variable regarding income**, 50** respondents filled the response which has been graphically presented below.
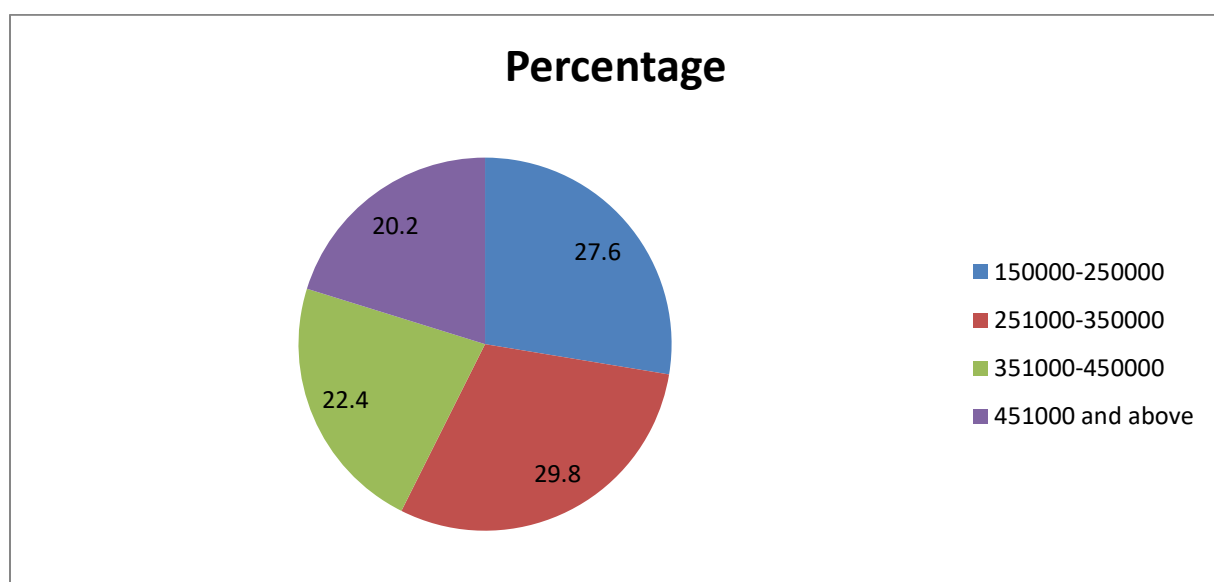
In response to question that whether respondents opt for online advertising, the following response was collected: (50 responses) Percentage represents the percentage of responses among respondents.
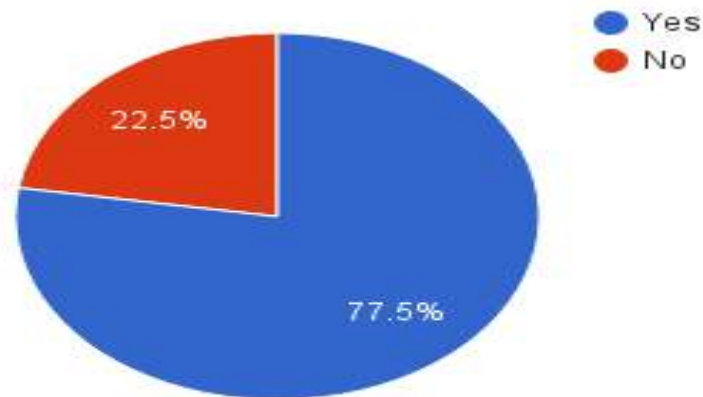

As the study of the research is based on informational sites (web portals), in the next question the respondents were asked to provide preference to the websites under study and rank them on the scale of 4 accordingly.
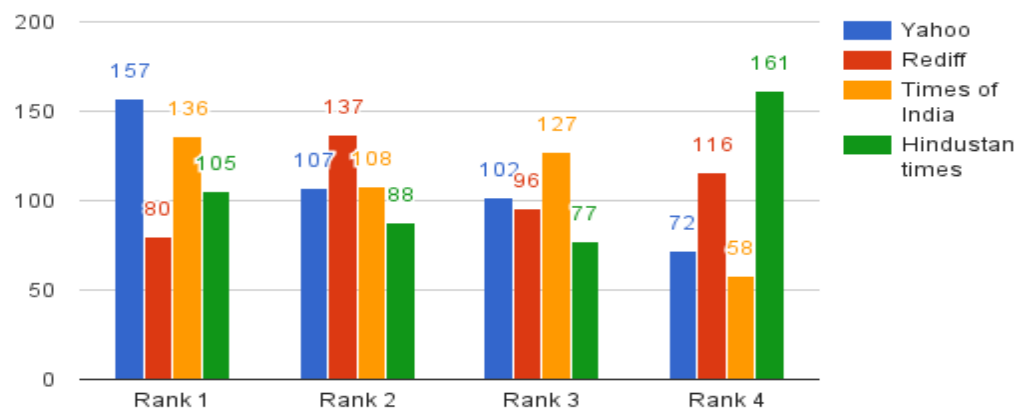
The respondents were asked to rank (up to 3) the product categories whose advertisements they notice the most in response to their internet surfing. It was not mandatory to rank 1, 2 and 3 but they were allowed to rank only 1, 1& 2 or upto 3, so that data gathered is shown on the above To simplify the data further, the below mentioned graph was developed to show the rankings clearly.
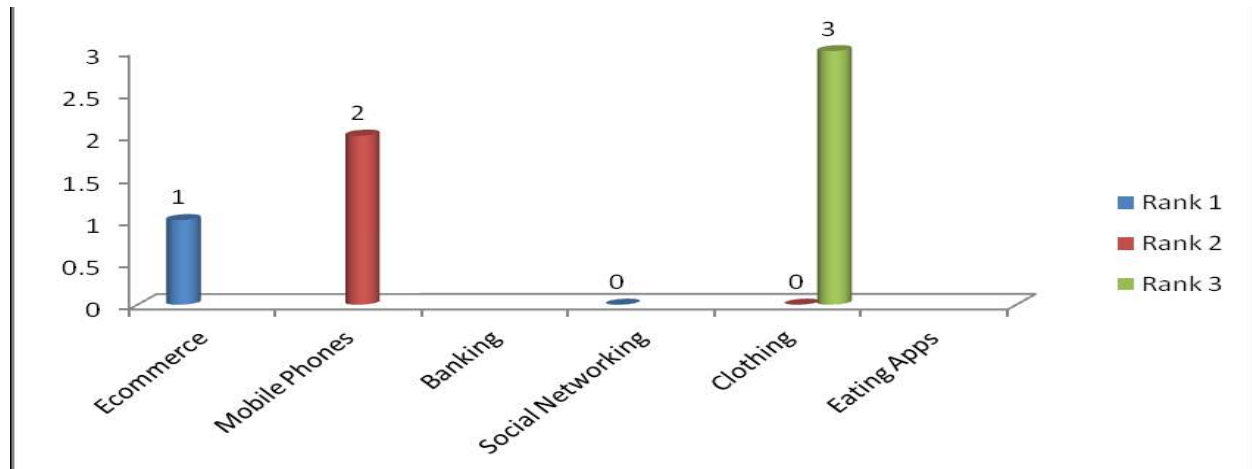
In another question where the respondents were asked to answer that whether words of persuasion like Shop now, discount offers, apply now or know more make any in another question where the respondents were asked to answer that whether words of persuasion like Shop now, discount offers, apply now or know more make any
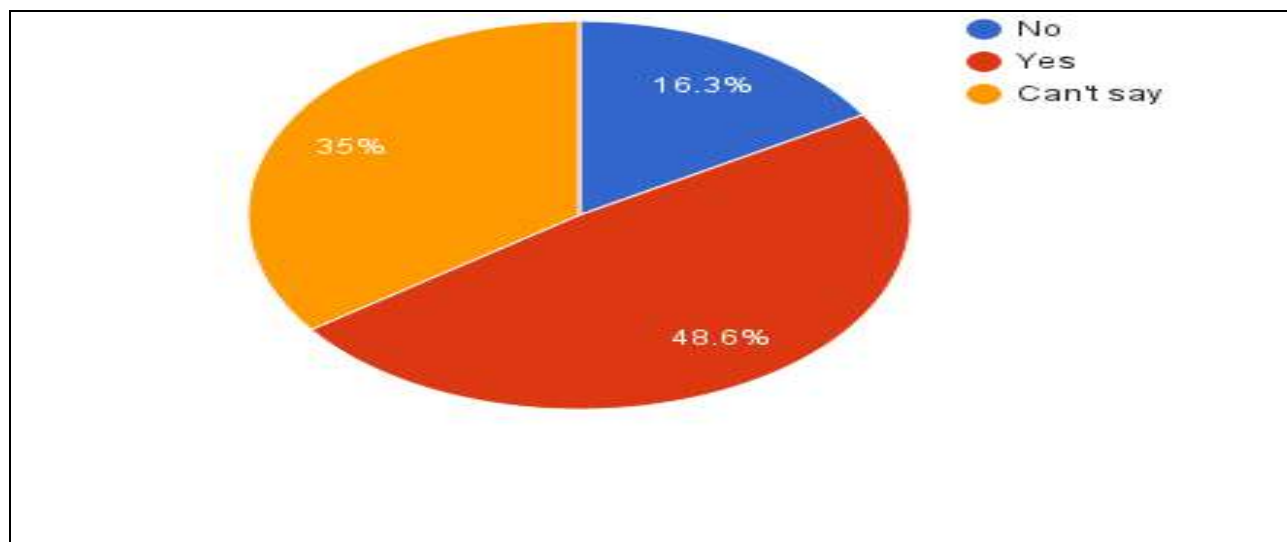
The respondents were asked to rank (upto 3) about the most visible features they notice on online advertisements in response to their online shopping. It was not mandatory to rank 1,2 and 3 but they were allowed to rank only 1, 1& 2 or upto 3, so that data gathered is shown on the above Graph .
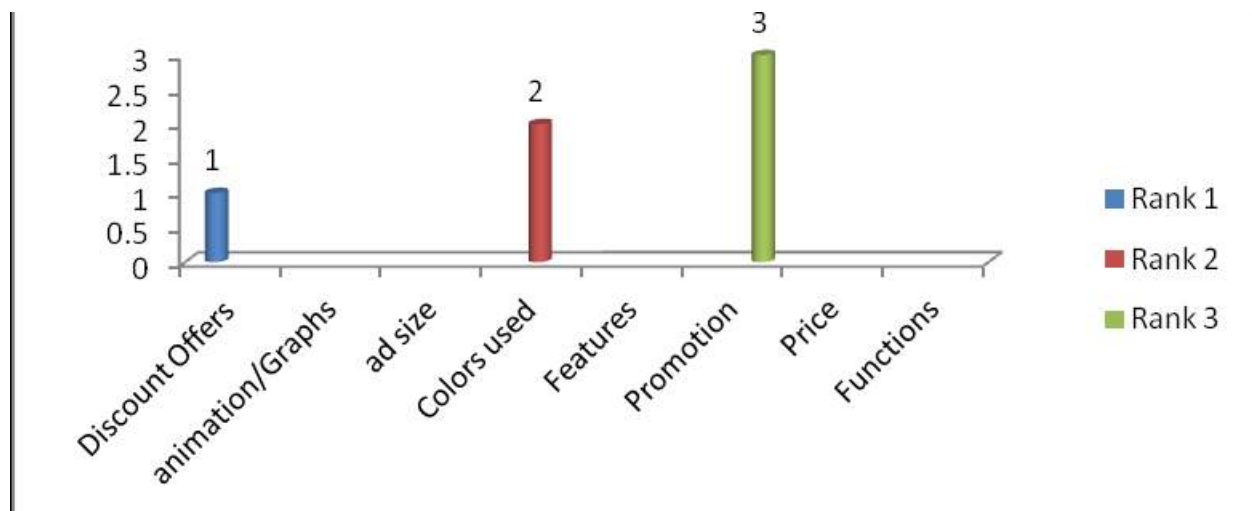
Findings

1. The study on 'Effect of Online Advertising on Consumers: A Study' was conducted on the basis of content analysis and survey technique. This chapter focuses on the findings drawn from both the methods and concluding them with the conclusion.

2. Findings from Content Analysis Banner type of internet advertisement in different formats is the most common type of online ads followed by pop up advertisements. \

3. Information like price, variety, offers, features and discounts were given on all advertisements depending upon the layout of product or service advertised.

4. Advertisements are mostly placed on top, right and centre of homepage except in Times of India homepage that experiment more with placement of the advertisements.

5. Consumers prefer advertisements that are movable in their design and uses animation and graphics.

6. The result shows that majority of people do opt for online advertising but prefer ecommerce sites for buying their product as compared to web portals and company website.

7. Yahoo was selected as the most preferred site by the respondents. In comparison to movable and immovable ads, presence is given for movable advertisements that include visuals, music, graphics and animations

8. The survey also concludes that netizens like still online ads that are designed in Big Picture Layout for the tangible products but for service oriented products respondents prefer Copy Heavy Layout ads that display information about services offered. Though

Conclusion:

To study the content of online advertisements in context to the homepage of informational websites, under this objective, the researcher analyzed the content of four informational websites where Yahoo.com was found to be the most preferred site. Advertising being the major source of revenue for the informational websites too, their web portals experiment with all types of online advertisements from banner ads to rich ads, from interstitials to skyscrapers, etc. In context to online advertisement layouts, it is found that products advertisements were designed in big picture or picture heavy layouts whereas service advertisements are designed more in copy heavy advertisement formats.

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