

## THE DISCUSSION ON STAKEHOLDERS IN CONTRAST WITH THE SHAREHOLDERS THEORY: RECONCILIATION TO A CONSCIOUS CAPITALISM

### LA DISCUSIÓN SOBRE LA TEORÍA DE LOS INTERESADOS (*STAKEHOLDERS*) EN CONTRASTE CON LA TEORÍA DE LOS INVERSIONISTAS (*SHAREHOLDERS*): RECONCILIACIÓN HACIA UN CAPITALISMO CONSCIENTE

José G. Vargas-Hernández, M.B.A., Ph. D.

University Center for Economic and Managerial Sciences, University of Guadalajara

Mtro. David Casillas González

Doctorado en Ciencias Administrativas

Centro Universitario de Ciencias Económico Administrativas. Universidad de Guadalajara

**Abstract :** This article describes the stakeholder theory and the shareholder theory, as normative theories about business ethics. Their differences are observed, as well as the way in which they support each other. Finally, these theories are complemented by conscious management (Conscious management), and the importance of a holistic view of the purpose of organizations that includes investors, society and the environment.

**Keywords :** Stakeholders theory, Shareholders theory, Conscious management

**JEL:** M140

**Resumen :** El presente artículo describe la teoría del interesado (*stakeholder*), la teoría del inversionista (*shareholder*), como teorías normativas sobre la ética de los negocios. Se observan sus diferencias, así como la forma en que se apoyan mutuamente. Finalmente, estas teorías se complementan con la administración consciente (*Conscious management*), y la importancia de una visión holística del propósito de las organizaciones que incluya inversionistas, sociedad y medio ambiente.

**Palabras clave:** Teoría de los interesados (*stakeholders*), Teoría de los inversionistas (*shareholders*), Administración consciente

**Introduction :** Stakeholder and stakeholder theories are classic theories of corporate social responsibility, that tell how the role of business should be. They can also be seen as normative theories on business ethics. The former act in favor of investors, while the latter observe all collaborators and stakeholders not only as a means but also as an end of the organization.

Conscious Management (Mackey, 2011) transcends the boundaries of Corporate Social Responsibility

and explains how businesses should maintain a higher purpose, understand that stakeholders are interdependent and businesses must be managed in a way that optimizes the value for all of them in a holistic and integral way.

#### **Theoretical review :**

The theory of the stakeholders and the theory of the investors are normative theories on the ethics of the businesses.

On the one hand, the shareholder theory asserts that the sole corporate responsibility of companies is to use resources and engage in activities designed to increase profits in free competition, without deceiving or committing fraud. It also states that executives should act only in the interests of investors rather than in their own (Friedman, 1962).

Stakeholder theory, for its part, states that managers have an obligation both to investors and to individuals who voluntarily or unintentionally contribute to a company's wealth-building activities and capabilities, which are, for example, their potential beneficiaries and risk-takers. This includes customers, employees, suppliers and the local community. Managers are the agents that ensure that the ethical rights of stakeholders are not violated, as well as balancing the legitimate interests of stakeholders when making decisions (Freeman, 2010).

The fundamental distinction between the two theories is that, in stakeholder theory, the interests of all of them should be considered at the cost of a reduction of profits. While in investor theory, stakeholders are a means to achieve utility,

stakeholder theory is also an end (Donaldson & Dunfee, 1999).

Critics of investor theory have misinterpreted it. They have devised a bunch of executives with total urgency and willingness to do whatever it takes to make a profit. This type of Machiavellianism has taken place, but according to the Theory of Investors, managers are required to increase profits only through legal and non-deceptive means. It has also been seen as a pursuit of profit maximization at the expense of long-term profit, which is not necessarily so proposed from theory. In addition, it is alleged that under this theory there is no place for the creation of foundations, charitable projects or investments to improve the education of employees. But this depends on the behavior of investors and managers.

On the other hand, stakeholder theory is also misinterpreted in many cases. It is alleged that stakeholder theory does not care about utility for the company. Although in this theory, the ultimate goal is the interested members, and this is achieved through a balance between the interests of all, including the investors, who want to make a profit. Obviously the benefit of the interested parties cannot be given without assigning the corresponding benefit to the investors.

Let's consider that the two theories converge, in the sense that if managers are concerned about all stakeholders, they will ultimately maximize profits and returns over the long run, which benefits investors. Both theories complement each other, and the social and environment in which companies operate is also important. Terms such as "maximizing the value of shares" should be replaced by "maximizing the value of our company", or "maximizing the value delivered to society".

In the practice of companies and markets, it has been seen that many executives have acted against the interests of investors with unfair practices. In the same way, it has been seen that the investors have acted against the stakeholders in favor of increasing their profits. Globalization has led to many social abuses at the international level, with full emphasis on maximizing profits, for example in the manufacturing of transnational corporations' products (Klein, 2001).

Environmental damage has been equally significant, particularly affecting developing countries (Baek Cho & Koo, 2009).

It is observed that Friedman's version of liberalism has colonized all the disciplines of the second half of this century. The roots of this ideology lie in the philosophy of radical individualism articulated by Hume, Bentham and Locke, among others. The misuse of these theories in administrative practice leads to a situation of opportunism, to win at all costs, leaving aside the ethical values in the administration (Ghoshal, 2005).

The purpose of a business firm is not simply to produce profits, but to find itself in its very existence as a community of people who in many ways strives to satisfy needs, and who form a particular group at the service of the whole of society (Herrman, 2008). In his article "What Conscious Capitalism Really Is," John Mackey (2011) makes a clear distinction between Conscious Capitalism and Corporate Social Responsibility.

A Conscious Capitalism implies maintaining the vision of the "higher purpose", beyond trying to make money. Although there is nothing wrong with making money, this is not by itself the absolute purpose of the company. A great company is characterized by having great ideals, looking for the good (such as education, health, quality of life). The truth (discovering other levels of knowledge). The heroic (the courage to do what is right to change and improve the world).

Another characteristic of Conscious Businesses is to understand that these must be managed in such a way as to optimize the creation of value for the main stakeholders such as customers, employees, suppliers, investors, society and the environment. Although there is awareness that there may be conflicts, you can look for win-win solutions to eliminate them, seeking harmony of interests. The Conscious Business leader usually has systemic thinking skills, and understands relationships between interdependent stakeholders, always looking for everyone to win.

Conscious leadership implies not only that the organization has a high purpose, but that there is a commitment of leadership at all levels of the

organization towards this purpose. It is especially important that the Director General and other senior leaders embody the purpose of the organization, beyond seeking to maximize their own personal power and compensation.

A conscious culture is fundamentally a philosophy, a way of thinking about how to run and manage business in the 21st century, which leads to greater value creation for all. To greater awareness and leadership among people, it will become the dominant business paradigm. Today, consumers are better informed and take a more active and effective role with regard to companies and their corporate social responsibility. There is also a more horizontal relationship between investors and stakeholders.

Conscious Capitalism is more than a moral thing about "doing good" (O'Toole & Vogel, 2011). It seeks excellence, human knowledge, create beauty, solve problems and build value of different types. Business does not need anything special to be virtuous. It does not need to give away large sums of money to a non-profit organization. The important thing is to consider its processes and results holistically, how they affect all stakeholders. Look for synergies, maintain an ecosystem view. Social responsibility is embedded in the "high purpose" of the company.

**Conclusions :** The theorists of the investor (shareholder) and the theories of the stakeholder, although they seem contradictory, are complementary. While the former emphasizes the benefit of investors, the latter focuses on the benefit of all stakeholders. Together they guarantee the benefit of both investors and society and the environment in which companies create value. However, none of these theories is enough in the 21st century. Competitiveness among companies, interconnection in the information age and a society with greater access to information, require a more adequate paradigm.

Conscious Capitalism is a proposal to give purpose to companies, their members, to give value

to society and the environment. It can fit both theories, but it is more holistic and integrative.

Both capitalism and corporations have negative marks around the world. They often see themselves as ambitious, selfish, exploitative, and unreliable. Focusing on the highest purpose of business and understanding the importance of creating value for all key interdependent stakeholders, Conscious Capitalism has the potential over time to develop and enhance the reputation of business around the world.

#### **References :**

1. Baek, J., Cho, Y., & Koo, W. (2009). The environmental consequences of globalization: A country-specific time-series analysis. *Ecological economics*, 68(8), 2255-2264.
2. Donaldson, T., & Dunfee, T. W. (1999). *Ties that bind: A social contracts approach to business ethics*. Boston, Massachusetts, USA: Harvard Business Press.
3. Freeman, R. E. (2010). *Strategic management: A stakeholder approach*. New York, USA: Cambridge University Press.
4. Friedman, M. (1962). *Capitalism and Freedom*. Chicago, USA: The University of Chicago Press.
5. Ghoshal, S. (2005). Bad management theories are destroying good management practices. *Academy of Management learning & education*, 4(1), 75-91.
6. Herrman, C. S. (2008). John Mackey's' Conscious Capitalism. Recuperado de <http://dx.doi.org/10.2139/ssrn.1307172>
7. Klein, N. (2001). *No logo: el poder de las marcas*. Barcelona, España: Editorial Paidós.
8. Mackey, J. (2011). What Conscious Capitalism Really Is: A Response to James O'Toole and David Vogel's "Two and a Half Cheers for Conscious Capitalism". *California Management Review*, 53(3), 83-90.
9. O'Toole, J., & Vogel, D. (2011). Two and a half cheers for conscious capitalism. *California Management Review*, 53(3), 60-76.

## A study of Trade Relation between India and Ethiopia: Since Liberalisation

Shamsudheen A T\*

Ph.D Scholar

School of Studies in Economics, Vikram University,

**Tapan Choure** \*Corresponding author

Professor and Head

School of Studies in Economics, Vikram University,

**Abstract :** This paper empirically investigates merchandise trade specialisation between India and Ethiopia during the post-reform period. The focus is to examine the pattern of manufacturing trade at the 2-digit level (sectoral) and 4-digit level (product) of SITC system, during the period from 1994 to 2016. The empirical findings based on standard statistical tools revealed that the export of manufacturing by India to Ethiopia consists of technology embodied, skill oriented and capital intensive products such as pharmaceuticals, machinery, transport equipment, iron & steel etc. On the contrary, the export basket of Ethiopia consists of traditional manufacturing items such as oil seeds & fruits, leather, non-metal manufacturing. The reduction in trade barriers has allowed both countries to explore their true comparative advantage and product concentration. For a comprehensive account of the nature of change in manufacturing, we categorized the entire distribution of products into four groups, HT, MHT, MLT and LT. The findings are similar. We find that Indian export has moved away from LT to MLT and MHT technology intensive manufacturing groups. Since technology intensive products have high-income elasticity, we expect the nature

of product growth to be consistent and persistent over time.

**Keywords :** Manufacturing, Technological intensity, Pattern of trade **JEL Classification:** F14, F15

**Acknowledgement :** The first author extremely thankful to Dr.Rijesh R, Assistant professor, ISID, New Delhi for his invaluable comments and guidance for shaping the paper. His extent thanks goes to CEMIS community, University of Nizwa for their co-operation to work on this article.

### I. Introduction

Since the publication of Adam Smith's Wealth of Nation, the determinant of income or wealth and the rate of growth is an intriguing field in economics. The classical economists argue that economic growth is determined by the supply of productive factor inputs and technology, the latter being assumed to be exogenous. Since the level of production depends on the availability of market, the economic theory asserts that the division of labour or product specialisation depends on the extend of the market. Subsequently, the nature of demand provides necessary incentive for producers to invest further in the productive activities and reap the benefit of wider market choices.

The recent theoretical advancement in theories of economic growth has further highlighted the important role of knowledge and technology in shaping a countries growth in the long run. According to the endogenous growth models, access to cheap and superior technology is a crucial ingredient for achieving better and faster income growth, especially for poor economies. We know that the less income countries generally lack advanced skills and technical knowledge, the economic integration through trade and foreign investments can serve as a medium of transfer and diffusion of technologies in these economies. In this context, the economic globalisation, facilitated through the cross-border flows of goods and services is considered as an effective means of achieving higher levels of growth and standard of living. In this context, we can argue that international trade is an engine of growth in developing but emerging economies in the world.

In the past few decades, the level of economic integration has expanded profoundly, especially in the less income countries in Asia and Africa. In Asia, both India and China has emerged as leading

and fastest growing economies that has moved gradually away from producing primary agricultural products to the specialization of manufacturing and service activities. On the other hand, the level of commodity specialisation in African economies is less dynamic as they continue to depend heavily on agriculture and allied activities. Since the early 1980s, India has adopted a series of policy initiatives to integrate the domestic economy with the rest of the world. The economic liberalisation process becomes intensified since the 1990s and, as a result, the level of openness, measured by the trade to GDP ratio, has increased from 19 percent in the decade 1994-2004 to around 36 percent in 2004-2015. Similar kind of economic integration is noticed in many parts of African countries during the same period. As a result, the direction of India's trade has also shifted from the earlier concentrated markets in Russia, EU and the USA towards Asian and African countries. This suggests that there is relatively large increase in *South-South* trade in Asia and African region since the onset of economic liberalisation.

Since the initiation of outward oriented development strategy through trade and investment liberalisation, India and Africa's is expanding new corridors for *South-South* trade. The merchandise trade between India and Africa flourishes during the post reform period. For instance, it rose from US\$ 2.84 billion in 1994 to US\$ 47.03 billion in 2016. Recently, the government of India has been active in advocating and introducing several policy measures to achieve this level of economic integration. For instance, India has launched "Focus Africa" Programme during 2002-07 EXIM policy with a view to widen and deepen India's trade with Africa. Among the African region, Ethiopia is the most rapidly growing economy in the world for the year 2017 with an average decadal real GDP growth rate of 10.9 percentage (2004-2014)<sup>1</sup>. In addition, Ethiopia has a growing importance as a large market for Indian manufacturing exports, and therefore, the sustainability of trade pattern in the future and policy negotiations depends crucially on

unravelling the dynamics of the trade relation between these two countries.

In this context, the present study makes an attempt to examine the nature, pattern and trend of trade between India and Ethiopia in the context of increasing economic globalisation in the past few decades. Based on the international trade literature we hypothesise that there is a significant expansion of trade in manufacturing between India and Ethiopia since the reduction of trade restrictive measures since liberalisation. As economies open up their industrial sector to external competition and opportunities, we expect a change in the nature of specialisation towards products having comparative advantage. Since India is relatively well endowed in skill and capital-intensive manufacturing than Ethiopia, the study hypothesis that India's export basket to Ethiopia will consist of sophisticated manufacturing products relative to its import baskets. Similarly, we expect that India's manufacturing export to Ethiopia reallocate from low technology to medium and high level technology intensive products. For the empirical analysis, we use the standard descriptive statistical analysis such as growth rates and relative shares. The analysis of trade flows are based on 57 manufacturing product at 2-digit level of SITC Rev.3 nomenclature for the period of 1994-95 to 2015-16.

The rest of the paper is organised as follows. Section 2 provides a brief review of theoretical and empirical literature on trade with a special focus on manufacturing sector. Section 3 presents the econometric methodology, data sources and construction of technology intensive classification of products for the empirical analysis. Section 4, we analyse and discuss the empirical result of the manufacturing trade specialisation between India and Ethiopia and the nature of technologically intensive trade orientation. Section 5 concludes.

## II. Review of Literature

In this section, we provide a brief overview of the theoretical understanding of the nature and pattern of international trade and how the product specialization from economic liberalisation impact economic growth. This is followed by a discussion on trade in manufacturing for developing countries and the changing nature of comparative advantage

---

<sup>1</sup> Global Economic Prospects(Jan,2017);Ethiopia's great run(2014),World bank Group, [www.worldbank.org](http://www.worldbank.org)

reflected by the technological classification of commodities.

### A. Theory

One of the earliest advocates of international trade was Mercantilists who argues for an export favourable (import unfavourable) pattern of trade specialisation that enable acquisition of more bullions for a powerful nation. Since export promotion at the expense of imports tend to lower overall economic welfare, the classical and modern economist seriously challenged this sort of policy prescriptions. The first systematic critic of Mercantilists was advocated by Smith (1776). According to Smith, the pattern of trade is primarily based on *absolute cost advantage* that enable country to reap the benefit from wider market access, increased division of labour, product specialization, productivity and economic growth over time. Later, Riccardo (1817) modified this basic law of pattern of trade and highlight the importance of technological progress, in terms of labour productivity differences, as the basis of trade specialisation. Ricardo theory asserts that a countries trade specialisation depends on *relative cost advantage or comparative production technology advantage*, which is assumed to be exogenous. The comparative cost theory argues that each country, based on relative cost efficiency, will have a comparative advantage in production. This will determine the nature of production and specialisation that enable them to export the commodity which has a lower relative opportunity cost and attain welfare gains from trade.

Both Smith and Riccardo, however, did not satisfactorily explain the reason for comparative cost differences between countries. It was Hechscher and Ohlin (1930) who provide a systematic answer for the sources of comparative advantage. According to the H-O theorem, countries comparative advantage results from differences in factor endowments i.e., a country will export that commodity which uses intensively its abundant factor and import that commodity which uses intensively scarce factor. Thus, a capital-intensive economy will specialize in products that require lots of machinery, tools and skill endowments whereas capita-scarce country will produce goods that have more labour content.

However, the classical theory largely explains trade in dissimilar products or inter-industry trade and does not fully explain the growing trade in similar commodities or *Intra-Industry Trade*. We have seen that most of the countries tend to specializes and trade similar products. The intra-industry theories on trade explain this pattern in terms of differences in economies of scale, consumer tastes, preferences, geography etc. According to Johnson and Taylor (2010), the level of intra-industry trade increases the variety of products the same industry, and benefit possible because today product range from the same industry can be highly differentiated, and intra-industry trade will provide the opportunity of having a vast range of differentiated products within the markets of trading partners.

In this context, the South-South trade between India and Ethiopia by using intensively its abundant factor explains this pattern. We know that labour is relatively scarce in India than Ethiopia. Therefore, we expect Ethiopia to specialize in relatively labour-intensive and traditional industries whereas India's production to be concentrated towards relatively high skill, technology and capital intensive commodities. Moreover, since the level of industrialisation in these economies differs considerably, we expect the pattern of export from India to Ethiopia to be different from the pattern of export from Ethiopia to India. Manufacturing trade between these two regions may also involve some form of Intra-industry trade, i.e., trade of products that belong to the same industry.

Similarly, at the theoretical level, the shift from neoclassical exogenous growth theories to *endogenous growth theory* advocates the benefits from the perspective of south-south trade. In this paradigm, trade provides incentives invest in technology intensive manufacturing. Since technology is the major determinant of growth in the long run, the rate of technological change is viewed as an economic activity as more open economies enable the economy to have greater ability to absorb technological advances from the rest of the world (See Romer, 1992; Grossman and Helpman, 1992). According to the *New New Trade Theories*, there is a differences in pattern of specialisation at the *sectoral level* and *firm level*. The firm level specialisation involves considerable differences in firm efficiency, age, investments,

skills etc. This *plant level heterogeneity* determines the pattern of trade and product specialisation across economies. In this regard, South-South trade offers wide scope for specialisation and efficiency gains (OECD Breif., 2006). Greenaway and Milner (1990) argue that expansion of South-South trade is expected to continue in the context of multilateral trade expansion and the potential gains are likely to be greater if this process is allowed to evolve freely in a multilateral setting. Samen (2010) argues that comparative advantage is natural and fairly static for natural resources and agricultural products, but can be induced and dynamic for most industrial, technological, and services sector.

### **B. Empirics**

There exists a large body of literature answering the determinant of manufacturing exports in developed and developing economies and examines the role of trade in manufacturing as an engine of growth. Szirmaia and Verspagna (2015) conducted study for 88 countries from 1950-2005 and empirically shown that expanding the share of manufacturing in GDP is the key for rapid growth and economic development. Similarly Kaldor (1966) and Rodrik (2009) found strong empirical correlation between the degree of industrialisation and the level of per-capita income in developing countries. Studies have also proved productivity in manufacturing is more than in agriculture (See Fei and Ranis, 1967; Syrquin 1984). Also, there are studies that show positive correlation between export and economic growth. For instance, see the case of eleven developing countries in the study by Balassa (1978) and the case of South Africa by Rangasamy (2009). The export leading growth hypothesis is proved Bhagwati (1988) and Shirazi and Manap (2005).

Some studies have exclusively argued for manufacturing export promotion for economic growth. Fosu (1996) concludes in the case of developing countries that manufactured goods are more technologically intensive than primary goods, and therefore more likely to create positive spillovers. Instead of primary products, countries with manufacturing exports are expected to grow faster (Berg *et al.*, 2012; and Hausmann *et al.*, 2007). Similar results are found for manufacturing export (Jarreau and Poncet, 2012). The export intensity of innovating firms is systematically

higher than that of non-innovating firms for Italian export firms (Basile, 2001). Recent Indian experience shows Chakravarty and Mitra (2009) indicate that manufacturing is clearly one of the determinants of overall growth. Agrawal (2015) suggest that the rapid growth of exports has played a substantial role in increasing the growth rate in India following the economic reforms of 1991.

### **C. Technological Intensity and Pattern of Trade in India**

Recent Studies have emphasised the sifting pattern of comparative advantage in developing countries from labour intensive commodities to technologically intensive commodities; however results are mixed for India. There is shifting of export structure of developing countries from low-technology, low-skill and largely labour intensive products to high-technology and high-skill products Lall (2000). Rijesh (2017) finds evidence for change in pattern of specialization- from low technology intensive manufacturing to highly technological intensive sectors such as chemical and engineering sectors in India. Veeramani (2012) shows manufacturing export basket with capital and skill intensive products have provided India with a comparative advantage shift of market from developed to modern destinations such as Asia and Africa. The technology intensive products are drivers of export dynamism and there is a sharp increase in the technology intensive products as percentage of manufacturing exports in the recent period (Desai, 2011).

However, this conclusion is not supported in the study by Alessandrini *et al.*, (2007) who argue that low-technology sectors still dominate the categories for which India exhibits the largest degree of trade specialization. In contrast, the high-technology sectors that are prevalent are highly import-dependent. Significantly, India has experienced an improvement in the degree of specialization in some of the most dynamic sectors of world trade. Rijesh (2015) sectoral estimation results based on technology intensive classification of manufacturing firms reveal that India specialisation has shifted away from low technology to technology intensive commodities since liberalisation, The study found that the embodied technology purchases have a relatively significant and positive impact across relatively

technology intensive sectors. In an RCA based regression model (Shibananda *et al.*,2013) reveals a steady, albeit slow shift from low-technology intensive export to medium-low technology intensive exports. Though improvement was marked for medium-high technology intensive exports, dominance of low-technology intensive exports still persists.

### III. Methodology and Data Sources

In this study, we focus on the pattern of manufacturing trade specialisation between India and Ethiopia since post reform period; 1994-95 to 2015-16. The broad manufacturing sector are identified to be 57 at the 2-digit sectoral level and 956 at the 4-digit group level of Standard International Trade Classification (SITC revision 3). The top categories of exports and imports between India and Ethiopia are sort out on the basis of trade values in million US\$. The fifteen 2-digits and ten 4-digit major manufacturing exports and imports pattern of trade specialization are computed using following mathematic equation.

$$TS = \left( \frac{TR_{it}}{TR_{nt}} \right) * 100 \quad \text{--- ---}$$

--- (1)<sup>2</sup>

$TS$  = Manufacturing trade specialisation (exports or imports) during the time period  $t$   
 $TR_{it}$  = Manufacturing trade (export or import) for product  $i$  in year  $t$   
 $TR_{nt}$  = Total trade (export or import) of manufacturing at 2-digit or 4-digit of SITC  
 $t$  = Time period, 1994 to 2016  
 $i$  = Manufacturing product at 2-digit and 4-digit of SITC  
 $n$  = Total manufacturing product at 2-digit and 4-digit of SITC

The top 15 export and import 2-digit sectors annual average growth performance accompanies with the analysis based on following method.

$$TG = \left( \frac{TR_t - TR_{t-1}}{TR_{t-1}} \right) * 100 \quad \text{--- ---}$$

--- (2)<sup>3</sup>

$TG$  = Growth of manufacturing trade (exports or import) during the time period  $t$

$TR_t$  = Manufacturing trade of (export or import) in year  $t$  at 2-digit of SITC

$TR_{t-1}$  = Manufacturing trade of (export or import) in year  $t-1$  at 2-digit of SITC

$t$  = Time period, 1994 to 2016

Further, India's manufacturing exports to Ethiopia is classified based on their technological intensity. The technology classification is based on OECD definition of R&D intensity of manufacturing industries. The technology intensive products are categorised as follows: High-Technology (HT), Medium-High Technology (MHT), Medium-Low Technology (MLT) and Low-Technology (LT). The pattern of trade specialisation with its technological intensity calculates in proportion of each 4-digit product exports in year  $t$  in total manufacturing exports, computed yearly and in percentages. The annual average growth performances of each technological groups as well as aggregate manufacturing exports are studied at 4-digit level. Also the number each technological intensity category exports is covered over selected year from 1994-2016. We study the pattern of trade specialisation by technological classification to focus on the level of dynamic shift in India's trade specialisation and explore the nature of product diversification over the years.

The study requires statistics on trade and general economic indicators for India and Ethiopia for the study period. We follow the Standard International Trade Classification (SITC revision 3) at 4-digit disaggregate level of commodity classification for collecting merchandise trade data. The data is collected from the UN Comtrade database, accessed through World Integrated Trade Solution (WITS), online database portal. Based on the collected data, we compile and arrange them at the 2-digit manufacturing sector level. For examining overview of the economic performance indicators, the study use UNCTADstat, World Development Indicators and other reliable sources.

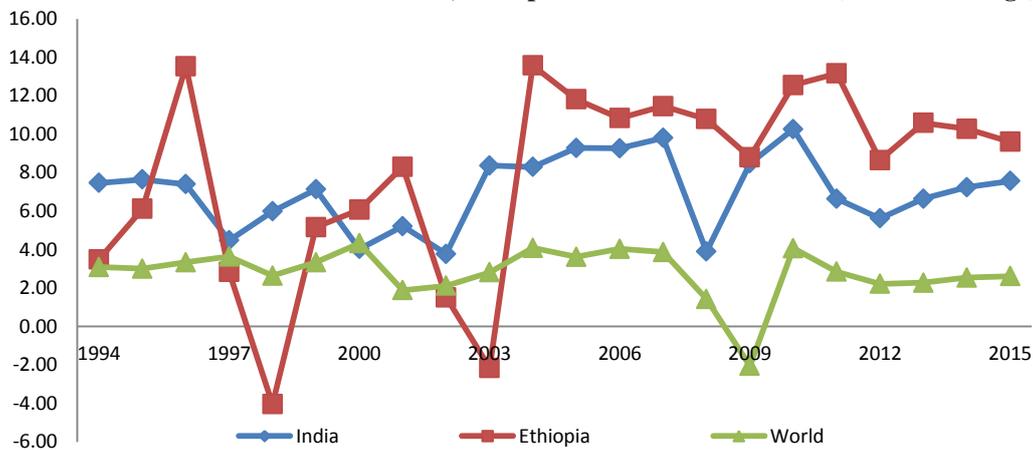
### IV. Merchandise Trade between India and Ethiopia: Empirical Analysis

<sup>2&3</sup> Westfall, P., & Henning, K. S. (2013). *Understanding advanced statistical methods*. CRC Press. Tylor and Francis Group, New York

In this section, we provide a descriptive statistical account of merchandise trade between India and Ethiopia during the period of 1994-95 to 2015-16. In Figure 1 we provide a comparative view of the annual average real GDP growth rate of India, Ethiopia and world since the post reform period; 1994-2015. The entire period of study India's real GDP growth rate is higher than the world average and varies positively throughout. The case of Ethiopia is, however, entirely different and volatile in nature during first decade 1994-2004. But during the second decade, the trend is comparatively significant and higher than the Indian and World average rates of growth. Since the beginning of the financial crisis in 2008, the world GDP growth has

shown a drastic decline and reported negative growth rates in 2009, which is the only exception to otherwise positive rates of growth during the entire period of study. The impact of the 2008 crisis is almost distributed similarly across the growth rate of India and Ethiopia as they are very integrated towards world economy because of comprehensive liberalisation and tariff reductions across manufacturing. Evidence shows that during the more liberalised decade since mid-2000, the GDP growth rate of India, Ethiopia and world has experienced better average than the less liberalised period in our study.

**Figure 1**  
**Real GDP Growth Rate of India, Ethiopia and World: 1994-2015 (Annual Average)**



Note: The annual average growth rate of GDP is derived on the basis of constant price series in national currency, UNCTAD

**Source:** Authors compilation based on UNCTADstat.

As discussed earlier, the study period corresponds to considerable trade and industrial policy reforms in India. Although aggregate merchandise trade is important, our focus is to examine the nature of product specialisation at the manufacturing level. Manufacturing trade is highly valuable as it generally regarded as high growth sector with considerable amount of knowledge diffusion, technical change, capital accumulation and linkage with rest of the productive sectors in the economy. As per economic theory, we know that as income rises, the consumption choices change from agriculture to non-agricultural (i.e., manufactured

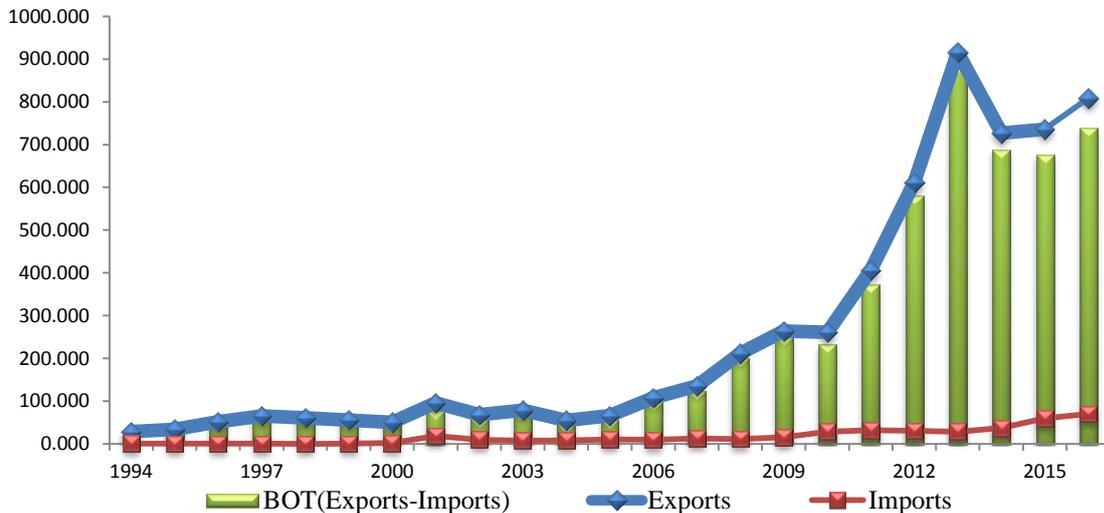
products). Naturally, the income effects in manufacturing exports are widely accepted as the success behind the emerging countries among Asia-African region.

Since India started structural adjustment programme in the 1990s, set of trade and exchange rate liberalization policies has deepened considerably. The year 1994 marked for India's exchange rate liberalisation with full current account convertibility along with Ethiopia's financial liberalization with privatisation agenda. The establishment of WTO in 1995 is also crucial for any economy towards their trade liberalisation strategy. In this context, the present study period is sub-divided in to two periods to understand and compare the nature of product specialisation and trade pattern over time. The first decade immediate after reforms is taken as period I (1994-2004) and the extended liberalised decade is taken as period II (2005-2016). As discussed before, the empirical

analysis is largely based on statistical tools such as

annual growth rates, average shares in percentages

**Figure 2**  
**India's Merchandise Trade with Ethiopia: 1994-2016 (Million US\$)**



**Source:** Authors calculation of data collected from UN Comtrade, accessed from WITS

Figure 2 shows aggregate trend of India merchandise trade with Ethiopia in Million US\$ for the period of 1994-2016. We can see that Indian export to Ethiopia has increased more than 31 times from 1994 to 2013 and achieved the peak of 917.4 Million US\$. However, since then exports has declined and reached US\$808 Million in 2016. Analysis of the pattern of trade reveals that our export and balance of trade increment were very slow from 1994 to 2005. Since then, the trade pattern has started to increase at an increasing rate until 2013. Except for a sharp decline in 2014, we see major upward growth in last two years (i.e., 2015-16). This suggests that overall the average export in second decade is remarkable. In the case of imports, we can notice that the levels of Indian import is, though positive, but stagnating from 1994 to 2013. However, during the 2014-16, we see a noticeable upward change in trend. The balance of trade is largely moving similar to the export trend during the entire period due to the slow growth in imports. Overall, the trade performance of India to Ethiopia expanded with consistently increasing positive trade balance and immense growth of export during the post reform period.

### A. Pattern of Manufacturing Trade Specialisation: Disaggregate Level Analysis

Share Analysis: 2-digit level

The present paper focus exclusively on manufacturing trade and provides a detailed account of trend and pattern during the post-reform period (1994-2016). This sub-section begins with an analysis of SITC rev3, 2-digit sectoral level and delve upto 4-digit level of disaggregation. Based on the data collected from UN Comtrade, Table 1 reports the top 15 manufacturing *exports* of India to Ethiopia at the sectoral level. The top sectors are sorted based on the average value of last three years (2014-16), reported in million US\$. Subsequently, we evaluate the trade specialisation pattern using their share and growth performance over the years and across different periods.

Table 1 reveals that India's *export* specialisation to Ethiopia concentrated in highly knowledge and capital intensive sectors such as pharmaceutical products (54), iron and steel(67), road vehicles(78), industry special machines(72). Also, we notice the presence of traditional labour-intensive

manufacturing such as apparel and clothing accessories, textile fabric and art items etc., in the top exporting product basket. It is evident that the average share of top 15 sectors account for more than 80 percent for the entire period, which reflects a very high degree of concentration of export basket in few major products. The distribution of shares reveals that pharmaceutical products, with 17.5 percent share, is the largest contributor followed by iron and steel (16.9%), road vehicles (8.8 %). Overall, these top three sectors accumulated more than 43% of Indian exports of manufacturing to Ethiopia reflecting the presence of high degree of specialization and concentration.

There is evidence of dynamic shift of product specialisation from traditional labour intensive sectors to modern capital intensive and technologically advanced sectors in India's manufacturing exports to Ethiopia. For example, the share of pharmaceutical products (code 54) only accounted 3 percent in 1995. However, since then the share has increased dramatically and reached 18 in 2016 and during the last three years. Similarly, the road vehicles (code 78), another highly technology intensive product, has increased from 2 percent in 1995 to 11 percent in 2016, with an average share of 9 percent during the last three years (2014-16). Similarly, the highly skill and technologically intensive segments such as industry special machine, finished clothing, industrial equipment, electrical equipment, power generating equipment, chemical material, scientific instrument and plastic have shown significant presence, in terms of relative share in total exports, during the period of 1995 to 2016. This reflects India's change in specialisation in relatively technology intensive product groups since economic reforms.

As expected, the traditional labour intensive sectors such as textiles (65) and rubber manufactures (62) have shown a declining trend over the selected periods. The textile sector contribution has reduced to 3 percent in 2016 from 8percent in 1995. Similarly, the rubber manufacture share has declined from 8 percent to 4 percent for the respective years. The declining trend of iron and steel sector is noticed and the main reason could be the traditional importance of iron and steel as an infrastructure. This indicates that there is changing nature of sectoral specialisation from traditional to modern technologically intensive manufacturing

activity. We know that, relatively, the economy of India is considerably advanced than Ethiopia, therefore, we expect a considerable amount of difference in the nature of specialisation pattern between these two economies, which is revealed in the sectoral exports at the 2-digit level.

In table 2, we report India's top fifteen manufacturing *imports* from Ethiopia during the reference period. Similar to the case of export, we sorted the top sectors based on the average value (million US\$) of manufacturing import from Ethiopia during 2014-16. As per trade theory, we expect Ethiopia to specialise and manufacture naturally endowed, traditional and less technology intensive products such as oil seeds & oil fruits, leather manufactures, non-metal minerals, metal ores etc. The pattern of import trade from Ethiopia to India clearly reflects this and confirms the theoretical predictions. We see that the highest contributing sector, oil seed or Oil fruits shares more than half (52%) of imports for the period 2014-16. This is followed by leather manufactures (29 percent) which together account for 81 percent of Indian manufacturing import from Ethiopia. We find that there is high level of commodity specialisation in few commodities as the top fifteen sectors share accounts nearly 100 percent of manufacturing imports. The analysis clearly reveals that Ethiopian exports specialized in very few labour intensive manufacturing sectors compared to relatively sophisticated manufacturing export of India. This suggests that India can have a deeper trade partner of Ethiopia for sharing knowledge and upgrading technology. Further, there is scope for building further south-south partnership that can bridge a more trade and technological linkages in a changing pattern of world trade.

**Table 1**  
**Share and growth of top 15 India's Manufacturing Exports to Ethiopia: by 2-Digit (1994-2016) % Per Annum.**

Description (2-digit)	Share						Growth Rate							
	1995	2000	2005	2010	2015	2016	1995	2000	2005	2010	2015	1994-04	2005-16	1994-16
Pharmaceutical products (54)	2.9	8.6	19.2	26.4	17.6	17.5	64.6	12.4	22.4	31.4	15.5	27.2	25.6	26.4
Iron and steel (67)	47.0	44.2	5.0	9.2	18.1	16.9	58.4	22.5	52.8	47.6	29.7	9.7	60.4	36.1
Road vehicles (78)	1.8	1.2	3.3	5.4	11.3	8.8	43.4	39.2	103.5	94.9	32.2	52.8	66.3	59.8
Industry special machine (72)	1.5	3.2	6.3	7.7	3.5	4.8	32.1	13.1	66.0	113.1	19.4	31.5	33.2	32.4
Apparel/clothing/accessories (84)	1.0	2.8	0.8	0.9	0.4	4.6	36.8	30.8	2.1	213.3	83.7	36.2	105.8	72.5
Textile yarn/fabric/art (65)	8.1	6.6	4.1	2.2	3.1	4.1	78.2	17.9	71.1	53.6	3.6	5.9	36.0	21.6
Industrial equipments (74)	1.9	1.6	4.8	3.9	4.4	3.9	41.6	-3.3	20.6	59.1	47.2	70.9	32.2	50.7
Rubber manufactures (62)	8.4	0.8	4.8	0.6	3.6	3.8	405.7	49.7	5.6	-34.3	-7.3	61.2	48.9	54.8
Electrical equipment (77)	0.9	1.0	1.4	10.9	3.4	3.2	14.8	10.9	41.6	17.1	12.6	87.1	60.3	73.1
Metal manufactures (69)	8.5	3.7	7.8	5.6	3.4	2.7	28.9	12.2	12.6	77.6	85.7	23.7	56.6	40.9
Power generating equipmt (71)	0.2	0.2	0.9	8.8	3.7	2.7	56.2	34.8	16.2	185.1	27.0	45.3	101.9	74.9
Paper/paperboard/article (64)	1.7	2.2	4.4	1.7	3.3	2.5	70.0	18.8	25.9	56.0	45.2	37.7	32.0	34.7
Chem material/products (59)	1.0	0.3	2.2	1.8	2.8	2.4	256.0	71.3	41.0	49.9	41.1	142.5	38.4	88.2
Scientific/etc instrumnt (60)	0.4	0.5	5.1	3.2	2.4	2.0	69.6	60.5	12.4	23.7	58.4	181.5	32.0	103.5
Plastics in primary form (61)	0.0	1.7	6.3	1.5	1.2	1.8	91.6	16.2	28.8	911.8	22.6	1166.6	102.5	611.4
<b>Total Share/Average Growth</b>	<b>85.3</b>	<b>78.4</b>	<b>76.2</b>	<b>89.6</b>	<b>82.1</b>	<b>81.8</b>	<b>35.6</b>	<b>7.3</b>	<b>56.6</b>	<b>99.9</b>	<b>17.7</b>	<b>132.0</b>	<b>55.5</b>	<b>92.1</b>

Note: Shares are in percentage and computed yearly in respective of individual sector export in total manufacturing exports. The growth over respective year/period is based on simple average annual rate of export value in Million US\$. The top15 products are selected based on the 2014-16 average export value of each 2-digit sector in million US\$.

Source: Authors calculation of data collected from UN Comtrade, accessed from WITS.

**Table 2**  
**Share and growth of top 15 India's Manufacturing Imports from Ethiopia: by 2-Digit (1994-2016) % Per Annum.**

Description (2-digit)	Share						Growth Rate							
	1995	2000	2005	2010	2016	2011-16	1995	2000	2005	2010	2016	1994-04	2005-16	1994-16
Oil seeds/oil fruits (22)				6.4	85.1	52.2				-77.9	273.8	-	278.5	236.4
Leather manufactures (61)	37.5	5.5	2.6	50.3	10.5	29.0	-39.2	642.9	-3.7	154.1	-43.8	210.6	54.1	121.2
Non-metal mineral manuf (66)			24.0	1.2	0.7	6.9			1014.2	4390.6	-91.4	1620.1	4638.6	6950.9
Metal ores/metal scrap (28)		0.1	10.7	6.6	0.7	3.6		-3.5	135.2	1011.6	25.6	3450.9	94.1	1081.4
Crude anim/veg mater nes (29)		1.3	0.0	3.7	0.8	2.4		9.1	-98.9	58.8	-57.1	-48.7	2055.5	1354.1
Electrical equipment (77)		0.0	0.7	0.0		1.4				-	-	-	215.8	121.1
Crude fertilizer/mineral (27)		23.1		0.7	0.8	1.3		-3.5		1525.8	76.0	-51.8	283.1	199.4
Hide/skin/fur, raw (21)	60.9	69.4	51.8	0.7	0.2	1.2	-48.5	328.9	-20.1	-93.1	-86.5	55.7	96.3	76.9
Pharmaceutical products (54)				0.8	1.0						38.7		1408.3	1408.3
Metal manufactures nes (69)				0.1	0.4				-	-	-85.3	4799.4	6857.1	5156.8
Industrial equipment nes (74)					0.3				100.0	100.0		-	822.6	515.0
Footwear (85)				0.1								100.0	816.8	816.8
Paper/paperboard/article (64)								-99.8	-59.2	140.0			3047.7	3047.7
Scientific/etc instrumnt (87)			0.1	0.1	0.1			-94.1	329.2	4472.3			5013.5	5013.5
Office/dat proc machines (75)				0.0		0.02		-93.5	601.3	-92.1		-	1522.3	1387.1
<b>Total</b>	<b>98.5</b>	<b>99.4</b>	<b>89.9</b>	<b>69.8</b>	<b>99.9</b>	<b>99.9</b>	<b>-43.8</b>	<b>194.8</b>	<b>1085.3</b>	<b>3929.7</b>	<b>3440.1</b>	<b>2201.5</b>	<b>5927.9</b>	<b>4926.4</b>
<b>Share/Average Growth</b>	<b>5</b>	<b>4</b>	<b>9</b>	<b>8</b>	<b>9</b>		<b>8</b>							

Note: Shares are in percentage and computed yearly in respective of individual sector import in total manufacturing imports. The growth over respective year/period is based on simple average annual rate of import values in Million US\$. The top15 products are selected based on the 2014-16 average import value of each 2-digit sector in million US\$.

**Source:** Authors calculation of data collected from UN Comtrade, accessed from WITS

Table 3 investigates top ten India's manufacturing exports to Ethiopia with highly disaggregated level 4-digit data. The products group is identified based on the average value of manufacturing exports for the period 2014-16 in million US\$. Resembling 2-digit sectors, in disaggregated level also we can notice sustained improvements in technology and

knowledge intensive commodities like medicaments, pass motor vehicles excluding buses, glycosides/glands/vaccine, Insulin etc. Zinc coated/plated steel continue to holds the first position in India's disaggregated manufacturing exports with a 13 percent average share, even though it's share has declined substantially from 34

percent in 1995. The Top ten disaggregate level commodities represented 43 percent of total manufacturing export to Ethiopia. However, there is visible shift towards capital intensive and technology oriented commodities at the disaggregate level also. The noted improvements in

share reported commodities like medicaments from 2 percent in 1995 to 9 percent in 2014-16, followed by pass motor vehicles from 0.2 to 4 percent during the same period.

**Table 3**  
**Share of top 10 India's Manufacturing Exports to Ethiopia: by 4-Digit (1994-2016) % Per Annum**

Sl. No	4-Digit	Description	Share					
			1995	2000	2005	2010	2016	2014-16
1	6741	Zinc coated/plated steel	33.6	28.4	2.3	4.0	12.9	12.6
2	5429	Medicaments n.e.s.	1.6	2.8	11.5	15.3	7.3	9.0
3	7812	Pass motor veh exc buses	0.2		0.3	3.0	5.0	3.8
4	5416	Glycosides/glands/vaccin		2.4	4.2	1.3	3.4	3.5
5	5421	Insulin medicaments bulk	1.0	2.7	2.6	7.5	5.3	3.4
6	6252	Tyres,new,bus or lorry	7.5	0.6	3.6	0.3	2.6	2.8
7	7851	Motorcycles/mopeds	0.1	0.1		1.1	3.8	2.7
8	6794	Seamed tubes/pipes nes	2.3	0.3	0.5	0.1	2.0	2.0
9	6412	Uncoated paper/board		0.1	1.8	0.2	2.1	1.6
10	8437	Men/boy knit/croch shirt						1.5
<b>Total</b>			<b>46.3</b>	<b>37.3</b>	<b>26.8</b>	<b>32.7</b>	<b>44.2</b>	<b>42.9</b>

Note: Shares are in percentage and computed yearly in respective of individual sector export in total manufacturing exports. The top 10 products are selected based on the 2014-16 average export value of each 4-digit in million US\$.

**Source:** Authors calculation of data collected from UN Comtrade, accessed from WITS

Table 4 giving the picture of India's manufacturing *import* from Ethiopia by 4-digit disaggregates level. It is very visible that Indian import is highly concentrated across few less technologically intensive manufacturing products such as soya beans, sheep leather, leather etc. The share of top ten imports from Ethiopia account 94 percent during 2014-16. This implies Ethiopia is constrained or less capable in producing what Indian market demands and can increase their export competitiveness with technological intensity via participating international trade with India.

**Growth Analysis: 2-digit level** To supplement the analysis of trade specialisation pattern, we further explored the relative growth of major products at the sectoral level. The growth profile of top fifteen manufacturing *exports* to Ethiopia reveals that majority have witnessed a double digit growth rate with an average of 92 percent during 1994-2016 (see Table 1).The major sectors like pharmaceutical, road vehicles, industry special

machines etc., have recorded a consistent high rates of growth during the decade I and II. However, several sectors such as plastics have shown an abnormal growth rate, which is mainly due to the low base (low share) of such products. In terms of the rate of growth, the top five manufacturing exports are pharmaceutical (26%), iron and steel (36%), road vehicles (60%), industry special machines (32%) and clothing accessories (72%) for the period 1994-2016. Although there are difference among sectors and years, however, on average, the major products category has recorded positive double-digit growth rate during the reform period. Figure 3 supports the findings, which reports the average annual growth rate of India's merchandise exports to Ethiopia during 1994 to 2016. Overall, except for few years having negative growth rates, the overall trend is positive and in most years, the rate of growth is higher than the world average. On the *import* side, the growth rate reveals very high volatile growth rate caused by very low shares of majority reported imports from Ethiopia.

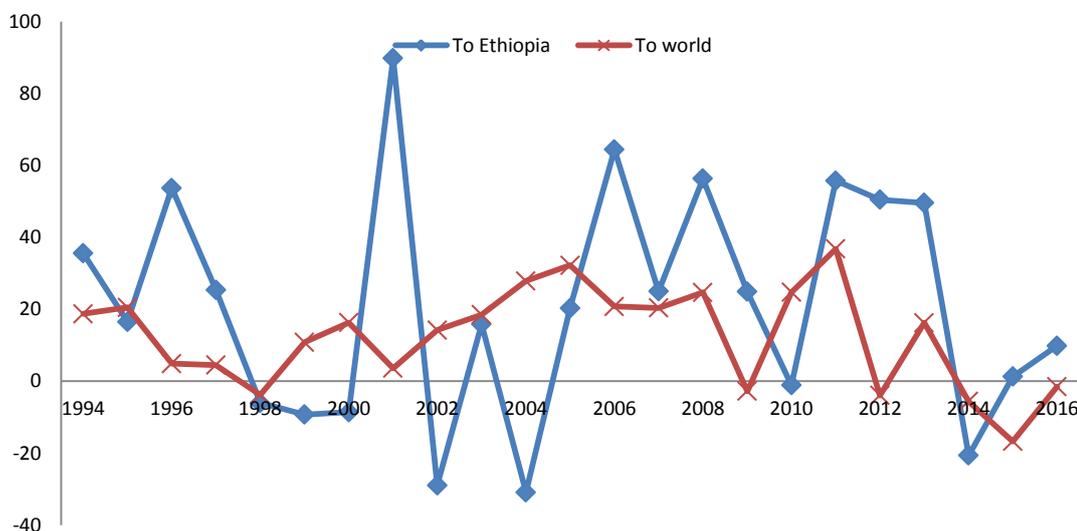
Table 4  
Share of top 10 India's Manufacturing Imports from Ethiopia: by 4-Digit (1994-2016) % per annum.

Sl. No	4-Digit	Description	Share					2014-16
			1995	2000	2005	2010	2016	
1	2222	Soya beans					69	40
2	6115	Sheep leather w/out wool		5		44	2	15
3	6114	Bovine/equine leathr nes	10		2	6	7	13
4	6673	Prec/semi-p stones unset				1	1	7
5	2225	Sesame seeds				3	1	6
6	2237	Oil seeds/oil fruits nes				4	15	6
7	2891	Precious metal ore/conc						3
8	2922	Lac/gums/resins/balsams				3	1	2
9	7711	Electrical transformers						1
10	2731	Quarried stone slabs					1	1
<b>Total</b>			<b>9.5</b>	<b>5.2</b>	<b>2.5</b>	<b>60.9</b>	<b>96.4</b>	<b>94.3</b>

Note: Shares are in percentage and computed yearly, in respective of individual sector import in total manufacturing imports. The top 10 products are selected based on the 2014-16 average import value of each 4-digit in million US\$.

Source: Authors calculation of data collected from UN Comtrade, accessed from WITS

Figure 3  
Growth of India's Merchandise Export to Ethiopia and World: 1994-2016 (Million US\$)



Note: The growth rate is in annual average of merchandise export and Million US\$.

Source: Authors calculation of data collected from UN Comtrade, accessed from WITS

### B. India's Manufacturing Exports to Ethiopia: Analysis based on Technology Intensive Classification of Industries

In the previous section, we see considerable change in product specialisation of India's trade with Ethiopia. For further extensive examination of nature of product specialisation, we use the technology intensive classification commodities popular in the empirical literature. An extended

analysis of India's manufacturing export to Ethiopia by its technological intensity is given in this section. In this regard, the manufacturing export is classified into four technology intensive

groups such as HT (High Technology), MHT (Medium-High Technology), MLT (Medium-Low Technology), and LT (Low Technology) following OECD Technology category of Industries.

**Table 5**  
**Share and growth rate of India's Manufacturing Export to Ethiopia: By Technology Intensive Classification (1994-2016)**

Technology Classification	1995	2000	2005	2010	2016	1994-04	2005-16	1994-16
HT	-52.9 (4.3)	-3.8 (10.8)	-16.3 (22.3)	30.7 (26.5)	15.6 (17.8)	22.1 (12.0)	23.5 (20.1)	22.8 (16.2)
MHT	-17.1 (10.9)	32.3 (11.1)	32.4 (25.1)	31.1 (40.8)	22.4 (32.6)	27.2 (12.9)	31.9 (30.0)	29.6 (21.8)
MLT	33.2 (67.7)	-17.8 (54.3)	52.1 (25.9)	-46.6 (18.0)	25.2 (30.3)	10.9 (55.5)	38.6 (28.2)	25.3 (41.2)
LT	-7.5 (17.1)	-4.3 (23.7)	37.9 (26.7)	-7.5 (14.7)	-7.7 (19.3)	18.6 (19.6)	28.4 (21.7)	23.7 (20.7)
<b>Manufacturing</b>	<b>9.2 (100)</b>	<b>-9.6 (100)</b>	<b>21.9 (100)</b>	<b>-1.0 (100)</b>	<b>14.8 (100)</b>	<b>19.7 (100)</b>	<b>26.8 (100)</b>	<b>20.6 (100)</b>

Note: Technology intensive grouping is based on Authors classification of SITC rev3 4-digit products by following OECD Technology category of Industries. HT= High Technology, MHT= Medium-High Technology, MLT= Medium-Low Technology, LT=Low Technology. Figures in parenthesis are the average shares of individual sector in total manufacturing export, computed yearly and in percentage. The growth rates are annual average, over respective year or period.

**Source:** Authors calculation of data collected from UN Comtrade, accessed from WITS

Table 5 presents annual average growth rate of manufacturing export to Ethiopia by its technological intensity groups. Figures in parenthesis are the respective shares in overall manufacturing export for given year or period. During the entire period of study, Indian export of manufacturing to Ethiopia has grown 21 times. The recorded growth rate 27 per cent shows a considerable improvement to the second decade from an earlier decade growth of 20 per cent. This reveals consistent improvement in growth rate of India's aggregate manufacturing export to Ethiopia as well as its entire technological sub-groups, from less liberalised decade I to more liberalised decade II. While analysing the entire period growth rate of different technological groups, MHT has recorded the highest growth (30%), followed by MLT (25%), LT (24%) and HT (23%).

The technological intensity wise distribution of share shows a pattern of shift in India's manufacturing export to Ethiopia, i.e., from MLT to MHT and HT intensity product groups over the

decades. This corroborates the findings of 2-digit and 4-digit level analysis completed in Section 4.1. We observed that during 1994-2004 periods, the MLT intensity group were the major group with more than 55 per cent share and LT groups shared second position with the share of 20 per cent. However, during the second decade (2005-16), the share of MLT group declined to 27 percent with registered share of 28 percent and as a paradox to this MHT group exhibits dramatic improvement from 13 to 30 percent. Moreover, the HT category share improved from 12 per cent to 20 per cent during the same period. In period II, the MHT emerged as the major group of manufacturing export with a share of 30 percentage and MLT group moved to second position. The HT and LT groups shared almost 20 percentage individually and HT and MHT groups together shared more than 50 percent (instead of 25% in period I) during the period II. When we consider the entire period of study, though MLT holds the first position with a share of 41 percent, there is evidence of shift in specialisation pattern and sustained improvement in

growth rate over decades from MLT to MHT and HT product groups. This further substantiate our sectoral level analysis results that reveals shift of India's trade pattern from traditional labour

intensive sectors to modern technologically intensive sectors since reform.

**Table 6**

**Number of Technology Intensive Manufacturing Exports: India to Ethiopia (1994-16) by 4-digit**

Technology Classification	1994	1995	2000	2005	2010	2016
HT	11	11	20	21	20	28
MHT	60	79	107	166	203	223
MLT	69	67	72	96	123	146
LT	78	82	137	157	146	208
<b>Manufacturing Sector</b>	<b>218</b>	<b>239</b>	<b>336</b>	<b>440</b>	<b>492</b>	<b>605</b>

Note: Technology intensive grouping is based on Authors classification of SITC rev3 4-digit products by following OECD Technology category of Industries. HT= High Technology, MHT= Medium-High Technology, MLT= Medium-Low Technology, LT=Low Technology

**Source:** Authors calculation of data collected from UN Comtrade, accessed from WITS

Table 6 gives the number of India's manufacturing exports to Ethiopia with its technological intensity, in selected years from 1994 to 2016. The classification is based on SITC 4-digit groups and technological intensity classification. There is consistent improvement over the years in number of aggregate manufacturing exports as well as within the each technological sub groups. Instead of 218 products in 1994, Indian exports to Ethiopia increased to 605 products in 2016. Under the sub-groups, noticeable increment accounted by MHT product, i.e., from 60 (1994) to 223 (2016). Besides, number of LT and MLT products increased substantially from 1994 to 2016. The increment in HT products were comparatively low but increased from 11 (1994) to 28 (2016) products. The substantial improvement in India's manufacturing export shows trade specialisation technology intensive products during the period of economic liberalisation.

## V. Conclusion

The purpose of this study is to examine the nature and pattern of merchandise trade between India and Ethiopia in the context of ongoing trade liberalization policies. As per the standard trade theory, we expect the pattern of trade reflect the underlying product Specialisation based on each economy's comparative advantage. Relatively speaking, we expect India to specialize in more

sophisticated and complex commodities while Ethiopia to concentrate their production activities in traditional labour intensive manufacturing. Since both economies are moving further towards deeper economic integration through treaties on *South-South* corporations and tariff rationalization, we expect the pattern of trade reflects the prediction of classical and modern theories of trade. We focus the attention on the nature of manufacturing trade during the period from 1994 to 2016. Manufacturing is largely recognized as an important economic sector as it is characterized by stable growth, high inter-sectoral linkages, dynamic knowledge accumulation and technical change, spillovers and capable of providing diverse employment opportunities. We collected the trade statistics from UN Comtrade and categories the entire manufacturing at 2-digit and 4-digit level of SITC system. For the analytical purposes, the trade specialisation is measured by taking the relative share of each product group in respective trade baskets (either export or import). The dynamics of product specialisation over time is examined by studying the rate of change over time and different periods. For a comprehensive account of the nature of change, we categorized the entire distribution of products into four group of categories based on technology intensity. These are HT, MHT, MLT and LT. We expect the trend in product specialisation to be reflected in this form of aggregate category of product classification.

The empirical findings revealed that the nature of trade pattern reflects the trend predicted by the standard international trade theories. We find that the export of manufacturing by India to Ethiopia consists of largely technology embodied, skill oriented and capital intensive products such as pharmaceuticals, machinery, transport equipment, iron & steel etc. On the contrary, the export basket of Ethiopia consists of traditional manufacturing items such as oil seeds & fruits, leather, non-metal manufacturing. Since Ethiopian economy is relatively backward, the product specialisation reflects their natural factor endowment. The reduction in trade barriers has allowed both countries to explore their true comparative advantage and product concentration. In the case of technology intensive manufacturing, we find similar findings as Indian export has moved away from LT to MLT and MHT groups. Since technology intensive products have high income elasticity, we expect the nature of product growth to be consistent and persistent over time.

To conclude, the study point out the significance of understanding the nature of product specialisation while examining the pattern of trade between South-South economies. Since the rate of growth in manufacturing depends on the demand component, it is important that countries reallocate scarce resources towards products having better growth prospects in the near future. As trade restrictions falls, each industrial segment will face increasing competitive pressure from the inflow of products from abroad. In such a situation, it is important for the policy makers to provide better incentives and environment for building competitive manufacturing enterprises and investment climate in the host economy. In the world of increased economic integration, the successful penetration to the external market depends upon building an efficient manufacturing capability in terms of superior technology, investments in skills and productivity.

### References

- Agrawal, P. (2015). The role of exports in India's economic growth. *The Journal of International Trade & Economic Development*, 24(6), 835-859.
- Alessandrini, M., Fattouh, B., & Scaramozzino, P. (2007). The changing pattern of foreign trade specialization in Indian manufacturing. *Oxford Review of Economic Policy*, 23(2), 270-291.
- Balassa, B. (1978). Exports and economic growth: further evidence. *Journal of development Economics*, 5(2), 181-189.
- Basile, R. (2001). Export behaviour of Italian manufacturing firms over the nineties: the role of innovation. *Research policy*, 30(8), 1185-1201.
- Berg, A., Ostry, J. D., & Zettelmeyer, J. (2012). What makes growth sustained?. *Journal of Development Economics*, 98(2), 149-166.
- Bhagwati, J. N. (1988). Export-promoting trade strategy: issues and evidence. *The World Bank Research Observer*, 27-57.
- Brief, OECD.P. (2006). South-South Trade: Vital for Development.
- Chakravarty, S., & Mitra, A. (2009). Is industry still the engine of growth? An econometric study of the organized sector employment in India. *Journal of Policy Modeling*, 31(1), 22-35.
- Desai, P.N.(2013),Export innovation system: Changing structure of India's technology-intensive exports, *Institutions and Economics* 5.3, 21-52.
- Fei,J.C., & Ranis, G. (1967). Development of the labor surplus economy: Theory and policy (No. 338.1 FEI. CIMMYT.).
- Fosu, A. K. (1996). Primary exports and economic growth in developing countries. *The World Economy*, 19(4), 465-475.
- Greenaway, D., & Milner, C. (1990). South-South trade: theory, evidence, and policy. *The World Bank Research Observer*, 5(1), 47-68.
- Grossman, G. M., & Helpman, E. (1995). Technology and trade. *Handbook of international economics*, 3, 1279-1337.
- Hausmann, R., Hwang, J., & Rodrik, D. (2007). What you export matters. *Journal of economic growth*, 12(1), 1-25.
- Jarreau, J., & Poncet, S. (2012). Export sophistication and economic growth: Evidence from China. *Journal of development Economics*, 97(2), 281-292.
- Johnson, D., & Turner, C. (2010). *International Business: Themes*

- and issues in the modern global economy. Routledge
- Kaldor, N. (1966). Causes of the slow rate of economic growth of the United Kingdom: an inaugural lecture. Cambridge University Press.
- Lall, S. (2000). The Technological structure and performance of developing country manufactured exports, 1985-98. *Oxford development studies*, 28(3), 337-369.
- Rangasamy, L. (2009). Exports and economic growth: The case of South Africa. *Journal of international Development*, 21(5), 603-617.
- Ricardo D.(1817), 'Principles of Political Economy and Taxation' ed. R.M. Hartwell, Penguin, Hammondsport, 1971.
- Rijesh, R. (2015). Technology Import and Manufacturing Productivity in India: Firm Level Analysis. *Journal of Industry, Competition and Trade*, 15(4), 411-434.
- Rijesh, R.(2017),International Trade and Productivity Growth: Evidence from the organized Manufacturing Sector in India, ISID working paper No198, February 2017, Pp 25-29.
- Rodrik, D. (2009). Growth after the Crisis. *Globalization and Growth*, 125, 126.
- Romer, P. M. (1986). Increasing returns and long-run growth. *Journal of political economy*, 94(5), 1002-1037.
- Samen, S. (2010). A primer on export diversification: key concepts, theoretical underpinnings and empirical evidence. Growth and Crisis Unit, World Bank, Washington, DC.
- Shibananda, N., Vani, A., & Preeti, M.(2013). India's Manufacturing Exports Dynamics: An analysis of Technology Intensity Transition, CWS,IIFT New Delhi working Paper, CWS/WP/200/6.
- Shirazi, N. S., & Manap, T. A. A. (2005). Export-led growth hypothesis: Further econometric evidence from South Asia. *The Developing Economies*, 43(4), 472-488.
- Smith, A. (1776). *The Wealth of Nations*, 2 vols, ed. by E. Cannan, London: Methuen
- Syrquin, M. (1984). Resource reallocation and productivity growth. u: Syrquin, M., Taylor, L, Westphal, LE [ur.] *Economic Structure and Performance*.
- Szirmai, A., & Verspagen, B. (2015). Manufacturing and economic growth in developing countries, 1950–2005. *Structural Change and Economic Dynamics*, 34, 46-59.
- Veeramani, C. (2012). Anatomy of India's Merchandise Export Growth, 1993-94 to 2010-11. *Economic and Political Weekly*, 47(1), 94-104.

## Understanding Arab Spring: The role of Internet and Traditional Media in the Revolution.

FIROZ KHAN

Research Scholar, Rani Durgavati University, Jabalpur

**Abstract :** The protest and demonstrations at mass level which let the Arab Spring in late 2010 and early 2011 had radically changed the media and communications landscape in Tunisia. This research article is to understand the process and pattern of use and control of internet, television and mobile phones during the revolution period. How protesters were using these media and how government was trying to control them? Before the revolution took place all forms of information technology were either heavily regulated by the Tunisian state or were owned by individuals with close links to then-President Zine El Abidine Ben Ali. The study of Internet, television and mobile phones in Tunisia shows that the regulatory regimes of media and communications technologies co-evolved with the protests.

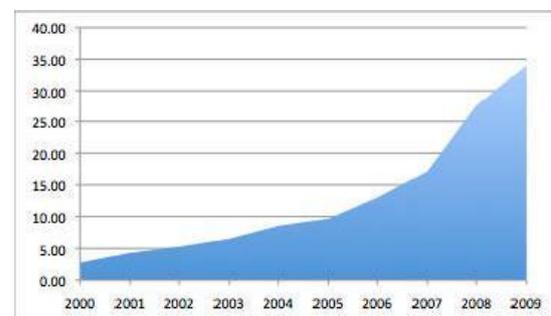
**Introduction :** As an institution of checks and balances, free media play a vital role in curbing corruption. Corruption is a pervasive global problem with detrimental effects on economic performance, political stability, and societal integration (Hellman, Jones, Kaufmann, & Schankerman, 1999; Mauro, 1995; Nye, 1967). The United Nations Development Programme (UNDP, 2008) defines corruption as the “misuse of entrusted power for private gains”. Current examples such as the exposure of corruption in connection with the Panama Papers emphasize the hope that free mass media, especially the Internet, may play a vital role in the process of curbing corruption. It was corruption, non governance and lot of restrictions on the people of Tunisia that gave birth to the Arab Spring. The Tunisian revolution which is also known as Jasmine revolution was supported by internet, telephony and telephone. All the three make a mix which caused revolution.

### Internet, Traditional Media and Telephony in Tunisia:

A lot of research articles had already been published in order to understand the role of new media and traditional media. Ben Wagner during fourth Symposium of Human Rights in the Mediterranean during March 30–31, 2011 read a

research paper “Push Button Autocracy- Deconstructing Internet censorship and control. New information and communication technologies, new instruments for democracy in the Arab countries?” in which he analyse penetration and reach of Internet, Traditional media and mobile services in Tunisia. In his research article Ben Wagner shows that the Tunisian Internet was characterized by very high levels of growth in the number of Internet users coupled with some of the most restrictive censorship in the world (OpenNet Initiative, 2009).

In Tunisia the the number of internet users increased dramatically from year 2000 to 2009. The internet consumer in 2000 was 2.5% which rose to 34% in 2009 of the total Tunisian population.



**Figure 1. Estimated Internet Users per 100 Inhabitants from 2000–2009. (Data ITU)**

The Tunisian Government also worked for counter effect during the protest period. The internet censorship and control were increased, with the “head of the Agence Tunisienne d’Internet (ATI). The number of websites blocked by the authorities doubled in just a few weeks (Reporters without Borders, 2011a). At the same time, the government orchestrated “cyber attacks” on Internet activists, journalists and bloggers, breaking into the Facebook accounts and Facebook groups of activists and defacing or deleting their websites and blogs (Ragan, 2011).

Along with these restrictions Tunisian Government started arresting the bloggers, journalists and Internet activists on January 7, 2011, with a “string of arrests that come in the midst of what is being described as a nationwide uprising” (Ryan, 2011). This increased the number of protesters on the street.

Tunisian President Ben Ali’s statement was televised on January 13, 2011, on all channels at the height of the protests. It was his last televised speech before he fled the country, and its core message—“je vous ai compris” (Aouij, 2011)—or “*I have understood you*”. What Ben Ali termed his response to political demands is particularly relevant in the context of this analysis:

In regards to the political demands, I have told you that yes, I have understood you and I have decided: full and complete freedom of information in all its media, no more blocking of the Internet websites and the rejection of all forms of censorship & surveillance ”(Ben Ali, 2011, Translation from Arabic by Heinrich Köllisch, University of Tübingen, Tunis, Tunisia).

Several hours after Ben Ali’s speech, all restrictions on Internet sites in Tunisia were removed. Another important motivation for this decision can be found in the widespread popular demands for an open Internet and a free press in Tunisia. These had spread from Internet chat rooms to the streets of Tunis and were an increasingly prominent component of protesters demands. During the protests in Tunisia the television was dominated by public broadcasters and heavily regulated by the state (Ayish, 2002). Among the satellite channels available in Tunisia, by far the best known—even long before the revolution—is Al-Jazeera (Lynch, 2006), which rose to international prominence through its coverage of the Tunisian revolution (Zayed, 2011).

In Jasmine Revolution Al-Jazeera played an important role in the Tunisian revolution (Watson, 2011). Al-Jazeera not only televised each and every news but they started broadcasting different tweets and facebook messages on their screens.

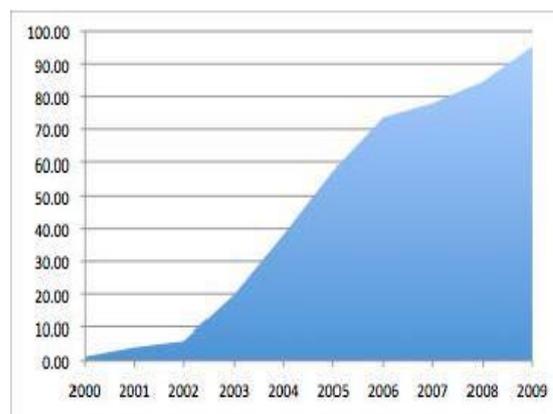
Al-Jazeera was able to provide unrestricted information via satellite, which was highly difficult for the Tunisian authorities to prevent. Because of

professional editing the information it provided was far more organised than information provided by Internet sources, a notable feat given that Al-Jazeera’s bureau in Tunisia had been closed and that it maintained only a camera team in Tunisia after the fall of Ben Ali (Zayed, 2011).

Al-Jazeera’s focus on Internet-based reporting seems to have provided an important unregulated conduit of information at the height of the protests (Al Sharekh, 2011). The Ben Wagner’s research article shows that although the Tunisian government increased its control over Internet expression, it did not have the technical capacity to control satellite television. Removing satellite dishes from houses across Tunisia was not an option that could be carried out easily or quickly.

Thus television, a traditional medium, helped the Internet, a new medium, disseminate information about the Tunisian protests, because those who could not access YouTube could still watch Al-Jazeera.

Ben Wagner also analysed the mobile phone system. In 2009 about 95% of the Tunisian population were using mobile phones which were nearly 1% in the year 2000.



**Figure 2. Number of Mobile Cellular Subscriptions per 100 Inhabitants from 2000–2009. (Data ITU)**

His research shows that mobile phones were major resource for organizing protests, but they were also extremely vulnerable to surveillance and control because of their centralized communication infrastructure. Tunisian police had complete access to mobile phone conversations and employed

substantial numbers of translators in order to monitor their conversations (Goldstein, 2011). Mobile phone network ownership was dominated by public organizations and a close-knit elite with very close links to the state or to Ben Ali's family.

Citizen journalists kept file-sharing websites supplied with photos and videos, and fed images to streaming websites" (Reporters without Borders, 2011b). The most relevant technological contribution of mobile phones to the protest movement may not have been allowing individuals to talk, exchange SMS or use the Internet; but it had given cameras in the hands of a vast number of Tunisians.

This is in notable contrast to Egypt and Libya, where the governments used mobile networks to widely disseminate pro-government SMS and to shut down parts of mobile phone network (Reporters Without Borders, 2011b).

**Conclusion :** Ben Wagner's research clearly shows the outcome that hybrid models of communicating protest i.e. combine of internet, television and mobile phones seem to have been the most resilient effect during the Jasmine Revolution. This task could not have been completed by one communications medium alone. The broad spectrum of communications was used to seek, receive and impart information during the protests. In environments with highly restrictive regulatory regimes, diversity of communications media seems to be particularly effective.

Some generalizations can also be seen in regard to the co-evolution of expression and control of the media and communications technology. The first is that although Internet control clearly co-evolved with Internet protests, the same cannot be said of television and mobile phone control. It seems clear that the Tunisian government lacked the capacity to effectively implement its policies on satellite television, thereby allowing Al-Jazeera's coverage of public protests to continue unhindered by government regulation. It remains unclear why the Tunisian government did not extensively manipulate the mobile phone network during the Jasmine Revolution, as the Egyptian and Libyan governments did during protests.

The Internet was used extensively by individuals with the ability to circumvent government control and was therefore particularly useful for those who needed its publishing function. For international audiences, that were not restricted by government controls the Internet doubtless also had a dissemination function. By contrast, satellite television was probably more important to Tunisian audiences through its dissemination and editorial functions.

Finally, the co-evolution of new media on the Internet and traditional media on satellite television seems to have been particularly important. Specific properties of each allowed them to co-evolve with clear benefits for each.

#### References :

- Wagner, B. (2011). "I Have Understood You". *International Journal of Communication*
- Al Sharekh, A. (2011). Reform and Rebirth in the Middle East. *Survival*, 53(2), 51-60. Routledge.
- Aouij, K. (2011). Ben Ali: je vous ai compris, le discours complet [I have understood you, the full speech]. Retrieved from <http://www.tuniscope.com/index.php/article/6406/actualites/tunisie/ben-ali-530421>
- Ayish, M. I. (2002). Political communication on Arab world television: Evolving patterns. *Political Communication*, 19(2).
- Ben Ali, Z. E. A. (2011). ana fahimtkum [I have understood you]. *Tunisie*, 7.
- Goldstein, E. (2011). Dismantling the machinery of oppression: In Tunisia, the police state doubled as a jobs program. Retrieved from <http://www.hrw.org/en/news/2011/02/16/dismantling-machinery-oppression>
- Gordon, J. (2007). The mobile phone and the public sphere: Mobile phone usage in three critical situations. *Convergence: The International Journal of Research into New Media Technologies*, 13(3), 307-319.

Gregory, S. (2009). The participatory panopticon and human rights: Witness' experience supporting video advocacy. Annual Meeting of the ISA's 50th Annual Convention "Exploring the Past, Anticipating the Future," New York.

Kuebler, J. (2011). Overcoming the digital divide: The Internet and political mobilization in Egypt and Tunisia. *CyberOrient*, 5(1). Retrieved from <http://www.cyberorient.net/article.do?articleId=6212>

Lynch, M. (2006). *Voices of the new Arab public: Iraq, Al-Jazeera, and Middle East politics today*. New York: Columbia University Press.

OpenNet Initiative. (2009). Tunisia. Retrieved from <http://opennet.net/research/profiles/tunisia>

Ragan, S. (2010). Tunisian government harvesting usernames and passwords. Retrieved from <http://www.thetechherald.com/article.php/201101/6651/Tunisian-government-harvesting-usernames-and-passwords>

Reporters Without Borders. (2011a). World Report—Tunisia. Retrieved from [http://en.rsf.org/spip.php?page=surveillance&id\\_article=39747](http://en.rsf.org/spip.php?page=surveillance&id_article=39747)

Reporters Without Borders. (2011b). The new media: Between revolution and repression —Net solidarity takes on censorship. Retrieved from <http://en.rsf.org/the-new-media-between-revolution-11-03-2011,39764.html>

1302 Ben Wagner International Journal of Communication 5 (2011)

Rifai, R. (2011). Timeline: Tunisia's civil unrest. Retrieved from <http://english.aljazeera.net/indepth/spotlight/tunisia/2011/01/201114142223827361.html>

Ryan, Y. (2011). Tunisia arrests bloggers and rapper. Retrieved from <http://english.aljazeera.net/news/africa/2011/01/20111718360234492.html>

Souag, L. (2011). Jabal al-Lughat: Language use in Tunisian politics. Retrieved from <http://lughat.blogspot.com/2011/01/language-use-in-tunisian-politics.html>

Wagner, B. (2011). Push button autocracy—Deconstructing Internet censorship and control. New information and communication technologies, new instruments for democracy in the Arab countries? 4th Symposium of Human Rights in the Mediterranean. March 30–31, 2011 in Granada, Spain: Casa Árabe, Pablo Iglesias Foundation, Friedrich Ebert Stiftung and Fondation Jean Jaurès.

Watson, T. (2011). The revolution will be televised. Retrieved from [http://tomwatson.typepad.com/tom\\_watson/2011/02/the-revolution-will-be-televised.html](http://tomwatson.typepad.com/tom_watson/2011/02/the-revolution-will-be-televised.html)

Zayed, D. (2011). Al Jazeera TV makes waves with Tunisia coverage. Retrieved March from <http://www.reuters.com/article/2011/01/21/us-tunisia-jazeera-idUSTRE70K4K220110121>

Zittrain, J. (2008). *The future of the Internet and how to stop it*. New Haven [Conn.]: Yale University Press.

## E-Banking in India: Evolution and Problem

**Dr. Bhavya Maheshwari**

Faculty, SOS in Economics, Jiwaji University, Gwalior  
Madhya Pradesh - 474011

**ABSTRACT :** At present, technology has become the key driver in the banking industry as it has created new business models, process and also revolutionized distribution channels. The beginning of the E-Business age has been shivering the business environment and breaking out innovative and unconventional ways of doing business. One of the latest outcomes of this E-Business is internet banking or E-Banking. The evolution of E-Banking has altered the nature of personal customer banking relationships and has many advantages over traditional banking delivery channels.

This study painstakingly attempts to the evolution and problems of E-Banking in India, so that the existing banks and potential e-banks could better understand this opportunity and could reap the best benefit from it.

**Keywords :** E-Banking, E-Commerce, E-Business, Internet Banking, ATM.

**INTRODUCTION :** The world is changing the way it works. The process of globalization has taken everything in its hold. Existing ideas are fast becoming obsolete. New ideas and new economic thinking are taking over the world. Technology is considered to be the prime factor in leading the change. Its impact has influenced and is pervasive of all sectors of the economy.

There are not many inventions that have changed the business of banking as quickly as the E-Banking revolution. World over banks are re-orienting their business strategies towards new opportunities offered by E-Banking.

Technology is a very dynamic force. It is changing the competitive landscape of the financial services and banking industry and is influencing the way their products and services are sold and delivered.

To cope with the pressure of growing competition, Indian commercial banks have adopted several initiatives one E-Banking is one of them. E-

Banking facilitated by the technological revolution, has strongly impacted strategic business consideration for Indian banks (including the PSBs) by massively cutting down costs of delivery and transaction.

### **Objectives of Study :**

- 1) To find out problems faced by banking authorities in implementing E-Banking and to also identify the problems faced by customers related to E-Banking facilities.
- 2) To study the evolution of E-Banking in India.
- 3) To make a comparative study of private sector banks and public sector banks as far as E-Banking problems are concerned.

### **Hypothesis of Study**

**H<sub>01</sub>:** E-Banking customers of SBI and HDFC Bank are equally equipped with knowledge.

**H<sub>02</sub>:** E-Banking customers of SBI and HDFC Bank are equally equipped with Insecurity in E-Banking instruments and services.

**H<sub>03</sub>:** E-Banking customers of SBI and HDFC Bank get similar response from bank employees.

### **Evolution of E-Banking in India**

The financial reforms that were initiated in the early 1990s and the globalization and liberalization measures brought in a completely new operating environment to the banks. The bankers are now offering innovative and attractive technology based services and products such as 'Anywhere Anytime Banking', 'Tele-Banking', 'Internet Banking', 'Web Banking', etc. to their customers to cope with the competition. The process started in the early 1980s when Reserve Bank of India set up two committees in quick succession to accelerate the pace of automation of operations in the banking sector. A high-lead committee was formed under the chairmanship of Dr. C. Rangarajan, then Governor of RBI, to draw up a phased plan for computerization and mechanization in the banking

industry over a five year time frame of 1985-1989. The focus by this time was on customer service and two models of branch automation were developed and implemented. Having gained experience in the earlier mode of computerization, the second Rangarajan committee constituted in 1988 drew up a detailed perspective plan for computerization of banks and for extension of automation to other areas such as funds transfer, e-mail, BANKNET, SWIFT, ATMs, E-Banking, etc. The Government of India enacted the Information Technology Act, 2000 with effect from 17 October 2000 to provide legal recognition. RBI had set up a 'Working Group' on E-Banking to examine different aspects of E-Banking. The Group had focused on three major areas of E-Banking such as:

1. Technology and security issues
2. Legal issues
3. Regulatory and supervisory issues.

RBI had accepted the recommendation of the 'Working Group' and accordingly issued guidelines on 'Internet Banking in India' for implementation by banks. The 'Working Group' has also issued a report on E-Banking covering different aspects of E-Banking.

Internet Banking in India is currently at a nascent stage. While there are scores of companies specialising in developing E-Banking software, security software and website designing and maintenances, there are few online financial service providers. ICICI bank is the first one to have introduced E-Banking for a limited range of services such as access to account information, correspondence and recently, funds transfer between its branches. The corporate sector is adequately computerised and has already recognised the important role of E-Commerce in future. Increasingly, companies are setting up web sites even where there are no immediate tangible benefits to them from doing so.<sup>79</sup>

### **The Indian Scenario**

In India context, many publications throw light over the importance of E-Banking and also its prospects for the Indian banking industry. Unnithan and Swatman (2001) studied the drivers for change in the evolution of the banking sector and the move towards electronic banking by focusing on two

economies, Australia and India. The study found that Australia is a country with internet ready infrastructure as far as telecommunication, secure protocols, PC penetration and consumer literacy are concerned. India by comparison is over whelmed by weak infrastructure, low PC penetration, developing security protocols and consumer reluctance in rural sector. Although many major banks have started offering E-Banking services, the slow pace will continue until the critical mass is achieved for PC, internet connections and telephones. However, the upsurge of IT professional with growing demands is pressuring the government and bureaucracy in the country to support and develop new initiatives for a faster spread of E-Banking. Rao and Prathima (2003) provided a theoretical analysis of E-Banking in India, and found that as compared to the banks abroad, Indian banks offering online services still have a long way to go. For online banking to reach a critical mass, there has to be sufficient number of users and the sufficient infrastructure in place. However, it is still in its evolutionary stage. By the year 2006-07, a large sophisticated and highly competitive E-Banking market will develop. Almost all the banks operating in India are having their websites, but only a few banks provide transactional E-Banking. A survey carried out by Malhotra and Singh (2006) shows that only 48% of the commercial banks operating in India as on March-end 2005 offers E-Banking.<sup>83</sup>

### **The Entry of Indian Banks into Net Banking**

Internet Banking both as a medium of delivery of banking services and as a strategic tool for business development, has gained wide acceptance internationally and is fast catching up in India with more and more banks entering the fray. India can be said to be on the threshold of a major banking revolution with net banking having already been unveiled. A recent research, to which 46 banks responded, has revealed that at present, 11 banks in India are providing internet banking services at different levels, 22 banks propose to offer internet banking in near future while the remaining 13 banks have no immediate plans to offer such facility.

At present, the total internet users in the country are estimated at 9 lakh. However this is expected to

grow exponentially to 90 lakh by 2003. Only about 1% of internet users did banking online in 1998. This increased to 16.7% in March 2000. The growth potential is, therefore, immense. Further incentives provided by banks would dissuade customers from visiting physical branches and thus get 'hooked' to the convenience of arm-chair banking. The facility of accessing their accounts from anywhere in the world by using a home computer with internet connection, is particularly fascinating to Non-Resident Indian and High Net worth individuals having multiple bank accounts.

Cost of banking service through the internet form a fraction of costs through conventional methods. Rough estimates assume teller cost at Re. 1 per transaction, ATM transaction cost at 45 paisa, phone banking at 35 paisa, debit cards at 20 paisa and internet banking at 10 paisa per transaction. The cost-conscious banks in the country having therefore activity considered use of the internet as a channel for providing services. Fully computerised banks, with better management of their customer base are in a stronger position to cross-sell their products through this channel.<sup>84</sup>

#### **PROBLEMS RELATED TO E-BANKING :**

##### **Problems Faced by Bank Management**

**Over Burden of Work:** Bank employees fail to give optimum performance as they are assigned extra duties. And there seems to be lacking of staff as per the requirement. When asked bank employees, 40% SBI and HDFC Bank employees replied that there is significant impact of the extra work on their normal routine.

**Negative Attitudes of Employees :** Support or lack of desire from the top management to introduce E-Banking seems to be critical adoption causes non E-Banking customers to have negative perception towards adopting E-Banking as a replacement of their traditional procedures. Negative attitude from some managers are one of the major hindrances. Negative attitude cause resistance to change and lack of management commitment, reducing the banks resource allocation and motivation to use the technology.

**Capacity/Unavailability Problem :** It is difficult to predict the usage of E-Banking on an hourly or

daily basis. These 'capacity problems' can give rise to a slowing down of the website, or even a web site crash (temporary unavailability). This can cause many reputation problems and financial damage. This was the case of Northern Rock Bank in UK. This bank ran into credit problem when news spread that this bank was in trouble, thousands of people rushed to the bank website to transfer their money elsewhere which resulted in numerous technical problems in their e-banking system for many days.

**Lack of Customer Confidence:** E-Banking customers only reach a certain size, could obtain valuable benefits. Although the bankers to expand the customers base and their brains, it is still difficult to eliminate the customers E-Banking concerns.

According to survey customers the reason for reluctance to the use the E-Banking market, carried out a survey, 80% of the risk factors out of fear, even though from the current point of view, this concern has already surpassed the extent of its necessary.

**Lack of Proper Technical Staff and Awareness:** Lack of proper technical staff and awareness at various branches resulting in dislocation of work and delay in services. This was believed by employees to be a key problem. Employees pinpointed a lack of awareness of new technologies, deficiencies in computer use, fear of computers and the low level of technological education among workforce and top management. IT language is a main barrier preventing bank to adopt E-Banking technology.

**Shortage of IT Training Courses:** Education and training play in supporting the use of modern technologies. Bank employees complained that computer courses and training were too short, they were not sufficiently advanced and covered only the basics of computers literacy and that they were not always timed conveniently, as it was not always possible for them to attend.

**Customer Grievance due to Failure Read Instructions Properly:** It's a human nature that when we commit a mistake we fail to accept it positively. Normally bank customers have not read and understand instructions given by bank for using

E-banking services and they do complaints to banks grievance cell to solve their problems which effect the redressal of the major complaints of customers. Grievance cell takes more time to solve major complaints of customers which arise dissatisfaction among the customers.

### **Problems Faced by Bank Customers**

**Insecurity:** One of the biggest problems with electronic banking is security. Customers always worry about their protection and security or accuracy. There are always questions whether or not something took place. Regardless of what type of security is in place for on-line banking sites or ATMs, people are able to obtain customer information. Through so called phishing, where someone tries to trick a customer into revealing sensitive information or pharming. While making online payments or transferring money from one account to another, the online, customers are always concerned about the hackers and anti-social elements. Hacking enables the unethical hackers to penetrate the accounts of online customers and spend their money. Availability of confidential information which is just secured by a user name and password makes it vulnerable to such treats. About 53% of the customers found insecurity problem is highly considered and major in SBI and 45% of the customers for the HDFC Bank found it to be major. Hence the data reveals the security problem is major.

**Lack of Knowledge Regarding Use of E-Banking Instruments:** New technology sometimes requires complex understanding and mental capability and thus the technology may be difficult to manipulate due to limited capability and knowledge of customers. Customer's knowledge barriers may come from lack of diffusion capability. For carrying out E-Banking instrument properly, a basic knowledge of customers willing to avail this facility. Many customers, who are not comfortable with computers and the internet, often find it difficult to use E-Banking. It has been observed that the customers with IT skills find it easier to use E-Banking instruments and services, therefore young customers are exposed to computers and internet at an early age, customers who have this problem are usually older. It has been revealed that 87% of the customers found lack of knowledge is highly considered and major in

SBI and 12% of the customers for the HDFC Bank found it to be major. Most of the E-Banking customers of SBI considered lack of knowledge regarding use of E-Banking instruments. It has been analyzed that some of the customers are unaware of what needed to be done to become an internet banking customers. Few of them are not aware of what financial services could be sourced over the internet and also some customers mentioned that they are not being aware of the level of PC skills needed to operate as an internet banking customers as well as what actually can be done using mobile banking.

**Lack of Knowledge and Proper Response of Employees:** Most of the customers have the skills to use E-Banking instruments and services, but lack of proper responses from bank employees demotivate them to use it. It is fact that in India, there is an acute scarcity of knowledgeable professionals to route banking transaction through Internet. In a fast changing technological scenario, the obsolescence of technology is fast and hence there is always shortage of skilled personnel. Technology may be difficult to manipulate due to limited capability and knowledge of employees. Employee's knowledge barriers may come from lack of investment in training for internal employees. Thus, employees of bank have different levels of tolerance for innovation and organization changes. For customers with medium and complex product need, that importance of in-home demonstration of online buying increase with the perceived importance of consulting bank staff before purchase, suggesting that a personalized educational offering would develop user confidence in E-Banking. About 85% of the customers found lack of knowledge and proper response of employees problem is major and average in SBI and 30% of the customers for the HDFC Bank found it to be average. It has been found that the customers of SBI are willing to use E-Banking instruments and services, but they perceive that response and knowledge from bank employees demotivates them to use E-Banking instruments and services. Some E-Banking customers have been found dissatisfied, when bank respond to their e-mail inquires slowly or when they are not much attentive to user's requests or queries.

**Lack of Trust:** The reason that not many customers have started using Internet Banking is because they do not trust the services of the bank through the Internet. Some customers prefer to trust others like them and may have some difficulty in trusting a machine, especially in the matters of money. They may always have a doubt about whether their money is safe, while being processed through E-Banking.

**Time Consuming:** Sometimes, E-Banking can be time consuming and tedious, as many websites take quite a long time to get started. Besides this, customer's E-Banking account may also take considerable time to get started. Some sites ask for photo identification, which can be very inconvenient. Customers may also encounter technical difficulties and connectivity problems while conducting E-Banking transactions. Of course, there is a customer's care department in almost every bank to look into such matters, but often customers may not be able to get the necessary assistance due to the congestion in the computer and telephone network. On the other hand, in normal banking, customers can simply converse with the bank officials to sort-out any problem. About 30% of the customers of SBI found time consuming problem is highly considered and major and 18% of HDFC Bank customers found it to be highly considered.

**Password Forgotten / Lock:** What is even worse, many customers who know they will have trouble remembering their user names and passwords for E-Banking will write down and keep them near their computers. This makes it easy for thieves to get in and steal money from their accounts. It has been revealed that 57% customers of SBI found password forgotten/lock is highly considered and major problems and 67% customers of HDFC Bank found it to be highly considered and major problems.

**Lack of Infrastructure:** For availing the benefits of online banking customers should have access to the internet. For this purpose, customers should own a desktop, advanced computer or laptop and on internet connection. This reason limits the usage of on-line banking, as sometimes it's almost impossible to have an internet connection, to serve the purpose. One might also face problems if the internet connectively breaks down during an

ongoing transaction or if someone eavesdrops his user name send password, while accessing it in a cyber café. About 37% SBI customers found lack of infrastructure is highly considered and major problem but only 11% HDFC Bank customers found it to be highly considered. 70% of SBI customers found it to be average problem and 56% of HDFC Bank customers found it to be minor problem.

**Fear of Fraud:** Fraud is a common concern with electronic banking because the security features, such as a password or PIN number can be stolen and used without identification. Nowadays the fraud is common on internet and it has lot of effect on the electronic banking in a number of ways. There are few ways to verify who is making a transaction until is too late. People can steal a PIN and card number and use it on line without the owner permission. Money transfers can also occur thought online banking sites by an outside party. Customers are also not sure about the efficacy of banks websites and their commitment to allocate funds for reliable encryption mechanisms and robust back and technological and systems.

**Technical Difficulties:** Customers also find a difficulty in trusting completely mechanized systems like online banking, in case of financial matters. In many instances, a simple mistake, like clicking a wrong button, may create a big problem. And so, many individuals often keep wondering if they have properly executed the transaction. However, this uneasiness can be avoided by printing the transaction receipt it with oneself, until the bank statements is received.

**COMPARISON OF E-BANKING PROBLEMS OF SBI AND HDFC BANK**

**Table 1**  
**Responses Regarding Problems Faced by the Customers while Using**  
**E-banking Services**

Problems	Highly considered		Major		Average		Minor		Ignorable	
	SBI	HDFC	SBI	HDFC	SBI	HDFC	SBI	HDFC	SBI	HDFC
Time Consuming	21	32	31	-	-	111	31	16	92	16
Insecurity	21	-	72	78	41	58	10	20	31	19
Poor network	44	-	29	-	73	98	15	58	14	19
Password forgotten/lock	75	19	25	98	38	19	37	39	-	-
Lack of infrastructure	13	19	27	-	121	39	14	98	-	19
Lack of knowledge regarding use of e-banking instruments	47	-	105	20	12	58	11	78	-	19
Lack of proper response of employees	-	-	81	-	67	52	27	35	-	88
Banking for class not for mass	100	-	38	19	-	78	37	59	-	19
Cost of transaction	25	78	37	19	75	-	38	59	-	19
Limited area of operation	12	-	25	39	100	77	38	59	-	-
Number of ATMs are not sufficient	38	-	12	-	63	39	25	117	37	19
No proper adjustment of error by bank	25	22	-	44	62	44	50	-	38	65

Changes of printing fonts of pass book	12	-	38	25	75	50	37	50	13	50
Other problems	-	-	-	-	13	-	94	25	68	150

Source: Prepared on the basis of response of the customers of both banks

It examines the problems faced by the customers while using E-Banking services. In case of SBI shows that Banking for class not for mass, lack of knowledge regarding use of e-banking instruments and password forgotten are the most dominant problems faced by a majority of the customers, problem poor network, insufficient number of ATMs, cost of transaction and No proper adjustment of error are also major problems faced by the customers. On other hand in case of HDFC Bank shows that cost of transaction and time consuming are the most dominant problems faced by the customer, problem insecurity, password forgotten, No proper adjustment of error and limits

area of operation are also major problems faced by the customers.

#### **FINDINGS :**

The data collected from the customers and employees have been put to test through the hypothesis statements. The test has been applied in this study in T-Test and Chi-square test for certain other deductions. 350 samples of customers from both the banks i.e. 175 samples from each bank and 40 samples of employee from both the banks i.e. 20 samples from each bank were collected for the study. The hypothesis statements are put to test individually as under:

**Hypothesis – H<sub>01</sub>:** E-Banking customers of SBI and HDFC are equally equipped with knowledge.

**Table 2**  
**Z-Test for Difference of Means for lack of computer knowledge**

Bank	N	Mean	Standard Deviation	Z <sub>.05</sub>
SBI	N <sub>1</sub> =175	X <sub>1</sub> = 4.07	σ <sub>1</sub> = .764	18.97
HDFC	N <sub>2</sub> =175	X <sub>2</sub> = 2.45	σ <sub>2</sub> = .833	

**The null hypothesis is rejected (Z= 18.97)**

The null hypothesis has been rejected; it indicates that E-Banking customers of SBI and HDFC Bank are not equally with knowledge. Most of the E-Banking customers of SBI considered lack of computer knowledge as a problem in the usage of E-Banking instruments and services. It has been analyzed that some of the customers are unaware of what needed to be done to become an internet banking customer. Few of them are not aware of what financial services could be sourced over the Internet and also some customers mentioned that

they are not being aware of the level of PC skills needed to operate as an internet banking customers as well as what actually can be done using mobile banking. On the other hand, most of E-Banking customers of HDFC Bank are not considering lack of knowledge as a problem. It is because; they are holding good knowledge about computer and internet technology. They have perceived that in order to utilize E-Banking instruments and services effectively, knowledge of computer is very important.

**Hypothesis – H<sub>02</sub>:** E-Banking customers of SBI and HDFC are equally equipped with Insecurity in E-Banking instruments and services.

**Table 3**  
**Z-Test for Difference of Means of Insecurity**  
**The null hypothesis is accepted (Z= 1.07)**

Bank	N	Mean	Standard Deviation	Z <sub>.05</sub>
SBI	N <sub>1</sub> =175	X <sub>1</sub> = 3.24	σ <sub>1</sub> = 1.27	1.07
HDFC	N <sub>2</sub> =175	X <sub>2</sub> = 3.11	σ <sub>2</sub> = 0.99	

The null hypothesis has been accepted, which articulates that E-Banking instruments and services are equally equipped insecurity among the customers of SBI and HDFC Bank. It has been found both bank customers do not secure internet technology for three reasons – Security of the system, distrust of service providers and worries about the reliability of internet services.

**Hypothesis – H<sub>18</sub>:** E-Banking customers of SBI and HDFC get similar response from bank employees.

**Table 4**  
**Z-Test for Difference of Means for Lack of proper Respons**

Bank	N	Mean	Standard Deviation	Z <sub>.05</sub>
SBI	N <sub>1</sub> =175	X <sub>1</sub> = 3.31	σ <sub>1</sub> = .722	17.88
HDFC	N <sub>2</sub> =175	X <sub>2</sub> = 1.79	σ <sub>2</sub> = .87	

**The null hypothesis is rejected (Z= 17.88)**

The null hypothesis has been rejected, which indicates that E-Banking customers of SBI and HDFC Bank do not get similar response from bank employees. It has been found that the customers of SBI are willing to use E-Banking instruments and services, but they perceive that response from bank employees demotivate them to use E-Banking instruments and services. Some E-Banking users have been found dissatisfied, when bank response to their e-mail inquiries slowly or when they are not much attentive to user's requests or queries.

**CONCLUSION :** E-Banking evolved in the mid 1990s when Internet and the World Wide Web began to catch on. Soon many major banks in the USA and Europe began. The first E-Banking was setup in Latin America in 1996. The first commercial bank to provide E-Banking service was well Fargo bank in California, USA. In Asia, majority of the banks are just offering basic services compared with those of developed countries over the year 1999.

In India, ICICI Bank is the first to offer E-Banking service. As a first step towards this, it set up a website in February 1996, to be used as a medium for marketing of the banks instruments and services. Citi Bank, IndusInd Bank and HDFC Bank were the early ones to join the technological band wagon in 1999. Many government banks are launching themselves in the field of E-Banking. SBI can be turned as leader in this field. The launch of SBI's online banking portal, "Online SBI" in 2001 was greeted with favorable response. The launch of HDFC Bank's online banking was done in 2005.

There are problems of bank employees and management which result in dissatisfaction of E-Banking customers. The problems identified for SBI employees are increased customers expectation, lack of motivation, lack of proper technical staff, shortage of IT training courses, lack of actionable planning and strategy etc. In case of HDFC Bank employees are lack of risk management, lack of customer's confidence etc. There are some other problems which affect the performance of employees of both banks are over burden of work, negative attitude of employees, lack of IT resources, capacity problem, lack of effective leadership, customers grievance due to failure read instructions etc.

Another aspect is that of problems of policies and practice of SBI, hesitation to promote E-Banking by banks, insignificant results of training etc. In case of HDFC Bank, language and cultural problems, frequent changes in norms of banking, high services charges etc. There are some other problems of both banks are outsourcing problem, core banking services are far from complete, lack of government policies, lack of suitable legal regulatory framework, heavy withdrawal and server down of ATMs, absence of proper security guard on ATMs etc.

**References :**

1. Maymand Dr. Mohammad Mahmoudi, 2005, "E-Commerce", Deep & Deep publication Pvt. Ltd., New Delhi, p. 12.
2. Chanda Suresh, April 2008, "e Seva", Information Technology GOAP, Hyderabad.
3. Bihari Dr. S.C., 2007, "E-Banking", Skylark Publications, New Delhi p.13.
4. Bose Jayshree, 2006, E-Banking in India", the ICFAI University Press, Hyderabad, p. 3.
5. Sathye M., 1999, "Adoption of Internet Banking by Australian consumers: an empirical investigation", International Journal of Bank Marketing, Vol. 17, p. 327.
6. Chung W. and Payntere J., 2001, "An Evaluation of Internet Banking in New Zealand", the University of Auckland, New Zealand.
7. Nyangosi Richard and Arora J.S., June 2009, "The evolution of E-Banking: a study of Indian and Kenyan technology awareness", International Journal of Electronic Finance, Vol. 3, Issue 2.p.28.
8. Nandan Geetika, Tanuj and Upadhyay Ashwan Kr., May 2008, "Internet Banking in India: Issues and Prospects", The ICFAI Journal of Bank Management, Vol. III, No. 2, p. 47.
9. Deva Vasu, 2008, "E-Banking", Commonwealth, New Delhi, p. 36.
10. Nandan Geetika, Tanuj and Upadhyay Ashwan Kr., May 2008, "Internet Banking in India: Issues and Prospects", The ICFAI Journal of Bank Management, Vol. III, No. 2, p. 48.
11. Sharma Dr. Himani, June 2011, "Banker's Perspectives on E- Banking", NJRIM, Vol. 1, No. 1, p. 74.

12. Gupta S.C., 2003, "Banking Industry Vision 2010", IBA Committee p. 12.
13. Gupta Vivek, 2002, "E-Banking: Global Perspectives", The ICAI University Press, Hyderabad, p.6.

## Indian Women as Entrepreneurs : At a Glance

**Sudhanshu Gupta**

Research Scholar, RDVV, Jabalpur

**Abhilash Panday**

Research Scholar, RDVV, Jabalpur

**ABSTRACT** : In today's world, women entrepreneurs are playing very vital role and they have become important part of the global business environment and it's really important for the sustained economic development and social progress. In India, though women are playing key role in the society, but still their entrepreneurial ability has not been properly tapped due to the lower status of women in the society. The main purpose of this paper is to find out the status of women entrepreneurs in India. This paper includes rationale grounds behind the women entrepreneurship. Another main purpose of this paper is to analyze policies of Indian government for women and also to analyze that are those policies adequate for the growth of women entrepreneurship. Main reasons for women to become an entrepreneur, the institutions that are serving the women to put their views into action are also included in this study. On the basis of this study some suggestions are given to encourage spirit of women entrepreneurship to become a successful entrepreneur.

**INTRODUCTION** : Women Entrepreneurs may be define as the women or a group of women who commence and operate a business venture. . Like a male entrepreneurs a women entrepreneur has many functions. They should explore the prospects of starting new enterprise; undertake risks, introduction of new innovations, coordination, administration and control of business and providing effective leadership in all aspects of business. Government of India has described women entrepreneurs as an enterprise/venture owned and controlled by women having at least financial interest of 51% of the capital and giving at least 51% of employment generated in the organization to women.

Women Entrepreneurs are highly increasing in the economies of almost all countries. The hidden business potentials of women have been increasing

with the growing sensitivity to the role and economic status in the society. The knowledge, Skill and compliance in business are the core reasons for women to come forward into business ventures. Women entrepreneurs engage in business due to push and pull factors which give confidence to women to have an self-sufficient occupation and stands on their foots. Logic towards independent decision- making on their life and career is the motivational factor behind this insists on 'Women Entrepreneur' is a person who accepts challenging role to meet her personal desires and turn out to be economically independent. A strong desire to do enormous positive is an integral quality of entrepreneurial women, who is competent of contributing values in both family and social life. With the introduction of media, women are conscious of their own qualities, rights and also the work situations. The glass ceilings are shattered and women are found indulged in every line of business from aachaar to telecommunication.

Right efforts in all areas are vital in the development of women entrepreneurs and their greater involvement in the entrepreneurial activities.

### OBJECTIVES OF THE STUDY

- To find out the factors which encourage women to become entrepreneurs?
- To study the support given by the government to women entrepreneurs.
- To examine the obstacles faced by women entrepreneurs.
- To draw conclusions and offer suggestions

## REVIEW OF LITERATURE

Tambunan, (2009), made a study on recent developments of women entrepreneurs in Asian developing countries. The study focused mainly on women entrepreneurs in small and medium enterprises based on data analysis and review of recent key literature. This study found that in Asian developing countries SMEs are gaining overwhelming importance; more than 95% of all firms in all sectors on average per country. The study also depicted the fact that representation of women entrepreneurs in this region is relatively low due to factors like low level of education, lack of capital and cultural or religious constraints. However, the study revealed that most of the women entrepreneurs in SMEs are from the category of forced entrepreneurs seeking for better family incomes.

Singh, 2008, identifies the reasons & influencing factors behind entry of women in entrepreneurship. He explained the characteristics of their businesses in Indian context and also obstacles & challenges. He mentioned the obstacles in the growth of women entrepreneurship are mainly lack of interaction with successful entrepreneurs, social un- acceptance as women entrepreneurs, family responsibility, gender discrimination, missing network, low priority given by bankers to provide loan to women entrepreneurs. He suggested the remedial measures like promoting micro enterprises, unlocking institutional frame work, projecting & pulling to grow & support the winners etc. The study advocates for ensuring synergy among women related ministry, economic ministry & social & welfare development ministry of the Government of India.

Lall & Sahai, (2008), conduct a comparative assessment of multi-dimensional issues & challenges of women entrepreneurship, & family business. The study identified Psychographic variables like, degree of commitment, entrepreneurial challenges & future plan for expansion, based on demographic variables. Through stratified random sampling & convenience sampling the data have been collected from women entrepreneurs working in urban area of Lucknow. The study identified business owner's characteristics as self perception self

esteem, Entrepreneurial intensity & operational problem for future plans for growth & expansion. The study suggested that though, there has been considerable growth in number of women opting to work in family owned business but they still have lower status and face more operational challenges in running business.

Damwad, (2007), describes the experiences, initiatives & obstacles faced at five Nordic countries like Finland, Denmark, Iceland, Norway & Sweden towards women entrepreneurship. It broadly identifies few obstacles like financing, lack of knowledge & skills in business life, markets & entrepreneurial activity, work life balance including lack of growth & wishes to grow and most importantly women as other groups are heterogeneous. The study compares early stage entrepreneurial male & female activity among Nordic countries with the same of USA. It also compares various programme & schemes developed by Nordic countries & agencies that provide support to them. OECD & European Commission are focusing on methodologies in analyzing quantitative & qualitative women entrepreneurship. The Nordic countries need a framework for policy learning develop a proper policy mix towards promoting women entrepreneurship.

## WOMEN ENTREPRENEURSHIP

For any developing country, Women entrepreneurs play the vital role particularly in terms of their contribution to the economic development. Women entrepreneurship has been recognized as an important source of economic growth. By establishing their new venture women entrepreneurs generate new jobs for themselves and others and also provide society with different solutions to management, organization and business problems. However, they still represent minority as women entrepreneurs, especially in India. Women entrepreneurs often face gender-based barriers to starting and growing their businesses, like discriminatory property, matrimonial and inheritance laws and/or cultural practices; lack of access to formal finance mechanisms limited mobility and access to information and networks, etc. Women's entrepreneurship can make a particularly strong contribution to the economic well-being of the

family and communities, poverty reduction and women's empowerment. Thus, governments across the world as well as various developmental organizations are actively assisting and promoting women entrepreneurs through various schemes, incentives and promotional measures.

Over the past few decades women are coming out of the boundaries of houses and proving their ability and competencies in the business world. Today the roles of women are not confined to the traditional role of a mother or a housewife. The role of modern women is much wider than, what it was previously. A woman has to play multiple roles, besides playing the role of housewife/mother/daughter, she has to play different roles in community in the social settings simultaneously. Because of Indian culture traditional customs women, even after 63 years of independence, are facing bias. This has adversely affected the status of Indian business women.

#### **REASONS FOR WOMEN TO BECOME ENTREPRENEURS:**

Self esteem, recognition, Self determination, and career goal are the key drivers for choosing to entrepreneurship by women .Sometimes, women choose such career path for proving their potential, caliber in order to achieve self satisfaction. However, dismal economic conditions of the women arising out of unemployment in the family and divorce can compel women into entrepreneurial activities.

The days have gone when women always passed her whole life within the boundaries of house now women are found indulged in every line of business. The entry of women into business in India is an extension of their normal home activities. But with the spread of education and passage of time women started shifting from doing work at home or kitchen to the business venture. Skill, knowledge and adaptability in business are the main reasons for women to emerge into business ventures. Women Entrepreneur is a person who accepts challenging role to meet her personal needs and become economically independent. A strong desire to do something positive is an inbuilt quality of entrepreneurial women, who is capable of contributing values in both family and social

life. With the advent of media, women are aware of their own traits, rights and also the work situations. The challenges and opportunities provided to the women of digital era are growing rapidly that the job seekers are turning into job creators. Many women start a business due to some traumatic event, such as divorce, discrimination due to pregnancy or the corporate glass ceiling, the health of a family member, or economic reasons such as a layoff. But a new talent pool of women entrepreneurs is forming today, as more women opt to leave corporate world to chart their own destinies. They are growing as designers, interior decorators, exporters, publishers, garment manufacturers and still exploring new avenues of economic participation.

#### **CHELLENGES**

Highly educated, talented and professionally qualified women should be encouraged for running their own business, rather than reliant on wage service jobs. The uncharted talents of young women can be acknowledged, skillful and used for various types of industries to increase the yield in the business sector. A desirable atmosphere is necessary for every woman to inculcate entrepreneurial values and involve greatly in business dealings.

But Women in India are faced many problems to get ahead their life in business. A few problems can be detailed as;

**Short Of Self-Confidence** – In India women have lack of self-confidence in their strength and ability. The family members and the society are unwilling to stand beside their organizational growth. To a certain degree, this situation is changing with Indian women and yet to face an incredible amend to boost the rate of growth in entrepreneurship.

**Risks Related To Market** – tuff competition in the market and lack of mobility of women make them dependent on middleman essential. Many business women find it very difficult to capture the market share and make their products well popular and accepted by customer. They are not fully conscious of the changing market environment conditions and hence can effectively exploit the services of media and internet.

**Business Administration Knowledge** – Women must be educated and trained continuously to acquire the skills and understanding in all the required functional areas of business venture. This will make women to excel in decision making and develop good business skills.

**Financial Assistance** – most of the women especially in rural areas are not aware about the financial assistance provided by various institutions. The efforts taken for women entrepreneurs may not be able to reach the entrepreneurs in rural and backward areas.

**Training Programs** - Depending upon the needs, duration, skill and the purpose of entrepreneur there are various workshops and training programs available the social & welfare association. Such kinds of programs are really helpful to new and young entrepreneurs who desire to start a small and medium sized business on their own.

**Mobility Constraints** - Women in India have to face lot of restriction on their mobility, our society still have some conservativeness, and due to that career of women is limited to four walls of kitchen. Though women faced lots of problems being mobile in entrepreneurial activity, the mobility problem has been eliminated to very certain extent by the expansion of education awareness to all.

**Socio-Cultural Barriers** –family and personal obligations sometimes works as a great barrier for succeeding in business career of women entrepreneurship. Only few women are capable of managing both home and business efficiently, giving sufficient time to perform all their responsibilities in priority.

**Cost** - some business have highly production and operation cost that adversely affects the expansion of women entrepreneurs. The installations of new machineries during expansion of the productive capacity and like similar factors discourage the women entrepreneurs from entering into new areas.

## **SCHEMES FOR PROMOTION AND DEVELOPMENT OF WOMEN ENTREPRENEURS**

According to the Third All India Census of Small Scale Industries conducted in 2001-02 and

subsequent estimates made, only 10.11% of the Micro and Small Enterprises in India are owned by women while 9.46% of the MSE enterprises are managed by women.

In order to promote progressively women enterprises in the MSE sector, various schemes have been formulated by this Ministry and some more are in the process of being finalized, aims only at the development of women enterprises in India.

### **Significant schemes in India those specifically introduced for women for providing special benefits to women-**

1. Trade related entrepreneurship assistance and development scheme for women (TREAD):

With the objective of encouraging women in starting their own ventures, government launched a Scheme, namely, (TREAD) Trade Related Entrepreneurship Assistance and Development during the 11th Plan. The scheme envisaged economic empowerment of women through the development of their entrepreneurial skills in non-farm activities. There are three major parts of the scheme;

Govt. of India has grant up to 30% of the total project cost to the Non-Government Organizations (NGOs) for promoting entrepreneurship among women. The remaining 70% of the total project cost is financed by the lending agency as loan for undertaking activities as envisaged in the project.

Up to Rs.1 lakh per program can be granted by govt. of India to training institutions / NGOs for providing training to the women entrepreneurs.

2. Micro & Small Enterprises Cluster Development Programme (MSE-CDP):

#### **a) Existing Clusters:**

Cluster is described as a group of enterprises, normally 20 or more producing same/similar products/services. The Cluster Development Programme being implemented envisages diagnostic study of identified clusters of traditional skill-based MSEs to identify suitable technologies and their providers and to facilitate adoption of

available technology meeting the specific needs of the end users. The Cluster Development goals at improved competitiveness, technology improvement, adoption of best manufacturing practices, marketing of products, employment generation etc. The scheme provides support for capacity building, common facilities, marketing etc. the delivery, absorption and diffusion of the identified technology from its producers to the recipient user/cluster of small enterprises.

**b) Physical infrastructure:**

This Ministry implemented the IID Scheme to provide developed sites with infrastructural facilities like exhibition/display centers, telecommunications, drainage and pollution control facilities power distribution network, roads, water, raw materials, common service facilities storage and marketing outlets, and technological back-up services, etc. This scheme has been subsumed in the MS-ME-Cluster Development Programme. All the features of IID Scheme have been retained.

To create physical infrastructure for women enterprises central grant of 40% of the project cost subject to a maximum of Rs.2 crore is available. The Ministry of MSME is trying to enhance the quantum of grant to 80% in a project of Rs.10 crore.

**3. Credit guarantee fund scheme:**

In May, 2000 The Government had introduced the Credit Guarantee Fund Scheme for Small Industries with the objective of providing credit to SSI units, particularly small units, for loans up to Rs. 25 lakh with no collateral/ third party guarantees. The Scheme is being operated by the Credit Guarantee Fund Trust for Small Industries (CGTSI) set up jointly by the Government of India and SIDBI. In the case of women enterprises, the guarantee cover is up to 80% of the credit subject to maximum guarantee limit of Rs. 20 lakh. The member lending institutions (MLI) availing of guarantee from the Trust have to pay a one-time guarantee fee of 1.5% of the credit facility (comprising term loan and / or working capital) allowed by the lending institution to the borrower and annual service fee of 0.75% per annum on the amount of credit facility extended by the MLI, which is covered under the scheme.

**4. Help for Entrepreneurial and Managerial Development:**

MSME DIs regularly conducts EDPs/MDPs for existing and potential entrepreneurs and charge fee for such courses. To encourage more entrepreneurs from among the SC/ST, women and physically challenged groups, it is proposed that such beneficiaries will not be charged any fees but, instead paid a stipend of Rs.500/- per capita per month. 50,000 entrepreneurs will be trained in IT, Fashion Technology, Agro & Food Processing, Catering, biotechnology Pharmaceutical, etc. through specialized courses run by MSME DIs. 20% of courses conducted by these Institutions shall be exclusively for women

**5. Scheme for Women Entrepreneurs to Encourage Small & Micro Manufacturing Units**

DC (MSME) has formulated a scheme for women entrepreneurs to support Small & Micro manufacturing units owned by women in their efforts at developing overseas markets, to enhance participation of representatives of small/micro manufacturing enterprises under SIDO stall at International Trade Fairs/Exhibitions, to enhance export from such units. Under this scheme participation of women entrepreneurs in 25 international exhibitions is envisaged during the 11th Plan.

For the year 2007-08 a good number of outstanding women entrepreneur associations have been requested to sponsor their members for participation in 5 international exhibitions scheduled during the months of Jan.-March, 2008, With a view to give confidence to women entrepreneurs for participating in the International Exhibitions.

6. Dena Bank to support India's women entrepreneur. Dena Bank will help Government of India's initiative to promote women entrepreneurs for self-employment ventures in any kind of non-farm activity.

**At present, the Government of India has over 27 schemes for women. Some of these are:**

- ✓ Assistance to Rural Women in Non-Farm Development (ARWIND) schemes

- ✓ Entrepreneurial Development programme (EDPs)
- ✓ Indira Mahila Yojana
- ✓ Indira Mahila Kendra
- ✓ Integrated Rural Development Programme (IRDP)
- ✓ Khadi And Village Industries Commission (KVIC)
- ✓ Management Development programmes
- ✓ Women's Development Corporations (WDCs)
- ✓ Marketing of Non-Farm Products of Rural Women (MAHIMA)
- ✓ Mahila Vikas Nidhi
- ✓ Mahila Samiti Yojana
- ✓ Mahila Vikas Nidhi
- ✓ Micro Credit Scheme
- ✓ Micro & Small Enterprises Cluster Development Programmes (MSE-CDP).
- ✓ NGO's Credit Schemes
- ✓ NABARD- KfW-SEWA Bank project
- ✓ National Banks for Agriculture and Rural Development's Schemes
- ✓ Priyadarshini Project- A programme for Rural Women Empowerment and Livelihood in Mid Gangetic Plains'
- ✓ Prime Minister's Rojgar Yojana (PMRY)
- ✓ Rashtriya Mahila Kosh
- ✓ Rajiv Gandhi Mahila Vikas Pariyojana (RGMVP)
- ✓ SIDBI's Mahila Udyam Nidhi

- ✓ SBI's Stree Shakti Scheme
- ✓ Trade Related Entrepreneurship Assistance and Development (TREAD)
- ✓ Working Women's Forum
- ✓ Training of Rural Youth for Self-Employment (TRYSEM)

**Conclusion :** Empowering women entrepreneurs is crucial for achieving the goals of sustainable development and the bottlenecks hindering their growth must be reduced to enable full participation in the business. Apart from training programs Newsletters, mentoring, trade fairs and exhibitions also can be a source for entrepreneurial development. As a result, the desired outcomes of the business are quickly achieved and more of remunerative business opportunities are found. Therefore promoting entrepreneurship among Indian women is certainly a short-cut to rapid economic growth and development. Let us try to eradicate all kinds of gender bias and thus allow 'women' to be a great entrepreneur at par with men.

#### REFERENCES

1. Baporikar, N. :( 2007) entrepreneurship development & project management- Himalaya publication house.
2. Damwad, :( 2007), Women Entrepreneurship – A Nordic Perspective, August 2007, Nordic Innovation Centre.
3. Gordon E. & Natarajan K.: (2007) entrepreneurship development – Himalaya publication house, second revised edition.
4. Lall, Madhurima, & Sahai Shikha, : (2008), Women in Family Business, presented at first Asian invitational conference on family business at Indian School of Business, Hyderabad.
5. Mahanty Sangram Keshari – fundamentals of entrepreneurship – prentice hall of India raheem a.: (2006), "role of shgs", yojana, vol. 50, no. 12. Renuka v. (2001) opportunities and challenges for women in business, India

together, online report, civil society  
information exchange pvt. ltd.

6. Rani D. L. :( 1996), Women  
Entrepreneurs, New Delhi, APH  
Publishing House.
7. Robinson S. :( 2001), "An examination  
of entrepreneurial motives and their  
influence on the way rural women small  
business owners manage their  
employees", Journal of Developmental  
Entrepreneurship, Vol. 6 (2), pp. 151-  
167.
8. Singh Kamala. :(1992), Women  
entrepreneurs, Ashish publishing house,  
New Delhi
9. Tambunan, Tulus. (2009), Women  
entrepreneurship in Asian developing  
countries: Their development and main  
constraints, Journal of Development and  
Agricultural Economics Vol. 1(2), Page  
No. 027-040.the glass ceiling. Thousand  
Oaks, CA: Sage.

## Women Empowerment (management the changing scenario)

Dr (Smt.) Sonika Dhandhariya

H.No. 67 Ambedkar Basti Bilehri Mandala Road Jabalpur

Women empowerment is a political discourse aimed at equal rights and legal protection for women. It involves movements, political and sociological theories, and philosophies, all concerned with issues of gender difference; that advocate equality for women; and that campaign for women's for right and interests.

The status of women in India has been subject to many great changes over the past few millennia. From a largely unknown status in ancient times through the low points of the medieval period, to the promotion of equal rights by many reformers, the history of women in the India has been eventful.

**Opportunities :** Independent India Women in India now participate in all activities such as education, politics, media, art and culture, service sectors, science and technology, etc.

The constitution of India guarantees to all Indian women equality (Article 16), no discrimination by the state (article 15(1)), equality of opportunity (Article 16), equal pay for equal work (Article 39 (d)). In addition, it allows special provisions to be made by the state in favor of women and children (Article15(3)), renounces practices derogatory to the dignity of women (Article 51(A)(e)), and also allows for provisions to be made by the state for securing just and humane conditions of work and for maternity relief.(Article 42).

The feminist activism in India picked up momentum during later 1970s. one of the first national level issues that brought the women's groups together was the Mathura rape case. The acquittal of policemen accused of raping a young girl Mathura in a police station, led to a wide-scale protests in 1979-1980. The protests were widely covered in the national media, and forced the Government to amend the Evidence Act, the criminal procedure code and the Indian penal code and introduce the category of custodial rape. Female activities united over issues such as female

infanticide, gender bias, women health , and female literacy.

Since alcoholism is often associated with violence against women in India, many women groups launched anti-liquor campaigns in Andhra Pradesh, Himachal Pradesh, Haryana, Orissa, Madhya Pradesh and other states. Many Indian Muslim Women have questioned the fundamental leaders interpretation of women's right under the shariat law and have criticized the triple talaq system.[9].

In 1990s, grants from foreign donor agencies enabled the formation of new women-oriented NGOs. Self- help groups and NGOs such as self Employed women's Association (SEWA) have played a major role in women's rights in India. Many women have emerged as leaders of local movements. For example, Medha patkar of the Narmada Bachao Andolan.

The Government of India declared 2001 as the year of Women's Empowerment (swashakti). The National policy for the Empowerment of women came was passed in 2001.

In 2006, the case of a Muslim rape victim called Imrana was highlighted in the media. Imrana was raped by her father in law the pronoun cement of some Muslim clerics that Imrana should marry her father- in-law led to widespread protests and finally Imrana's father-in-law was given a prison term of 10 years. The verdict was welcomed by many women's groups and the all India Muslim personal Law Board.

### Education and Economic Development

According to a survey figures indicate that, only 9.2% of the households in India were female headed. However, approximately 35% of the households below the poverty line were found to be female headed.

**Education :** Though it is gradually rising, the female literacy rate in India is lower than the male

literacy rate. Compared to boys, far fewer girls are enrolled in the schools, and many of them drop out. According to the National sample survey data of 1997, only the states of Kerala and Mizoram have approached universal female literacy rates. According to majority of the scholars the major factor behind the improved social and economic status of women in Kerala in literacy.

Under Non-formal Education program me, about 40% of the centers in states and 10% of the centers in UTs are exclusively reserved for females. As of 2000, about 0.3 million NFE centre were catering to about 7.42 million children, not of which about 0.12 million were exclusively for girls. In urban India girls are nearly at par with the boys in terms of education however in rural India girls continue to be less educated than the boys.

According to a report by U.S. Department of Commerce, the chief barrier to female education in India are inadequate school facilities (such as sanitary facilities), shortage of female teacher and gender bias in curriculum (majority of the female characters being depicted as weak and helpless).

### **Workforce participation**

Contrary to the common perception, a large percent of women in India work. The National data collection agencies accept the fact that there is a serious under-estimation of women's contribution as workers. However, there are far fewer women in the paid workforce than there are men. In urban India women have impressive number in the workforce. As an example at software industry 30% of the workforce is female. They are at par with their male counter parts in terms of wages position at the work place.

In rural India, agriculture and allied industrial sectors employ as much as 89.5% of the total female labour. In overall farm production women's average contribution is estimated at 55% to 66% of the total labour. According to a world bank report, women accounted for 94% of total employment in dairy production in India. Women constitute 51% of the total employed in forest-based small scale enterprises.

One of the most famous female business success stories is the Shri Mahila Griha Udyog lijjat papad. In 2006, kiran Mazumdar –shaw, who

started Biocon – one of India's first biotech companies, was rated India's richest woman. Lalita gupta and Kalpana Morparia (both were the only business women in India who made the list of the forbes world's most powerful women), run India's second largest bank ICICI bank.

### **Land and property Rights**

In most Indian families, women do not own any property in their own names, and do not get a share of parental property. Due to weak enforcement of laws protecting them, women continue to have little access to land and property. In fact, some of the laws discriminate against women, when it comes to land and property rights.

The Hindu personal laws of mid- 1956s (applied to Hindus, Buddhists, Sikhs, and Jain) gave women rights to inheritance. However, the sons had an independent share in the ancestral property, while the daughters' share were based on the share received by their father. Hence, a father could effectively disinherit a daughter by renouncing his share of the ancestral property, but the son will continue to have a share in his own right. Additionally, married daughters, even those facing marital harassment, had no residential rights in the ancestral home. After amendment of Hindu laws in 2005, now women in have been provided the same status as that of men.

In 1986, the supreme court of India ruled that shah Bano. An old divorced Muslim women was eligible for maintenance money. However, the decision was vociferously opposed by fundamentalist Muslim leaders, who alleged that the court was interfering in their personal law. The union Government subsequently passed the Muslim women's (protection of rights upon divorce) Act

Similarly, the Christian women have struggled over years for equal rights of divorce and succession. In 1994, all the churches, jointly with women's organization, drew up a draft law called the Christian Marriage and Matrimonial causes bill. However, the government has still not amended the relevant laws.

**REFERENCES :**

1. Empowerment of women.
2. (meenakshi Malhotra).
3. Empowerment of women in India.
4. (By M.K. Rao, Discovery publishing House).
5. Women and Empowerment: Approaches and strategies.
6. (Sushama sahay, Discovery publishing House).
7. [www.care.org](http://www.care.org).
8. [www.thinkchangeindia.org](http://www.thinkchangeindia.org).
9. [www.timesofindia.org](http://www.timesofindia.org).
10. [www.empowerpoor.org](http://www.empowerpoor.org).
11. Constitution of India.

## शारीरिक रूप से चुनौतीपूर्ण पर स्वसामर्थ्य का प्रभाव

श्रीमती दीपा परते

शोध छात्रा मनोविज्ञान

शास.मानकुंवर बाई कला एवं वाणिज्य महिला महाविद्यालय, जबलपुर

“स्वस्थ शरीर में ही स्वस्थ मस्तिष्क का निर्माण होता है।”

“विकलांगता एक ऐसी स्थिति है जो किसी व्यक्ति को किसी भी अवस्था में उसके सामान्य व्यवहारद्वय कार्यशक्ति, विचार एवं नियमित कृत्य को प्रभावित कर आंगिक, मानसिक, सामाजिक व भावात्मक असंतुलन उत्पन्न कर देती है।”

शारीरिक स्वास्थ्य उसके कार्य व विकास को प्रभावित करता है। विकलांगिक अक्षम अथवा अपंग बालक शारीरिक रूप से विकलांग कहलाते हैं। अपंग तथा बीमार बालकों की संख्या ध्यान आकर्षित करने वाली है। ऐसे बालक निरंतर असफल होते हैं और अंत में विद्यालय आना छोड़ देते हैं। अपंग और बीमार दोनों ही प्रकार के बालक विशिष्ट बालक की श्रेणी में आते हैं।

शारीरिक स्वास्थ्य के दृष्टिकोण से जहाँ एक ओर अत्यंत स्वास्थ्य व्यक्तियों की संख्या बहुत कम है। वही दूसरी ओर कुछ संख्या ऐसे व्यक्तियों की भी है, जिनमें शारीरिक दृष्टिकोण से कमियाँ हैं। मनोवैज्ञानिक एवं समाजशास्त्र के दृष्टिकोण से शारीरिक रूप से चुनौतीपूर्ण व्यक्ति सामान्य जीवनयापन करने में अपने आप में असमर्थ पाए गए हैं। शारीरिक रूप से चुनौतीपूर्ण बालक एवं बालिकाएँ अंतर्मुखी, निराशावादी, सांवेगिक रूप से अस्थिर, शर्मिले, चिंताग्रस्त, निर्भर प्रवृत्ति एवं एकांकी भावना वाले होते हैं। इसलिए इनका समाज में संपर्क कम होता है इनके लिए शिक्षण एवं प्रशिक्षण प्रदान करने के लिए विशेष संस्थाएँ और पुनर्वास योजनाओं पर आवश्यक जोर दिया है। सरकार का इस क्षेत्र में महत्वपूर्ण योगदान है कि इनको केवल सहानुभूति का पात्र ही नहीं समझे बल्कि उनको योग्य नागरिक बनाने को प्रोत्साहित करती हैं, कभी-कभी सरकार को अंतर्राष्ट्रीय संस्थाओं आदि से भी सहायता मिलती है।

स्वसामर्थ्य – व्यक्ति की स्वयं की क्षमता का निर्धारण करता है। जिससे वह अपनी क्षमताओं का मूल्यांकन कर अपने जीवन को प्रभावित करने वाली अनेकों गतिविधियों के अनुसार स्वयं के लक्ष्य का चयन कर सकें। लक्ष्य प्राप्त करना। इस बात का निर्धारण करता है, कि वह क्या सोचता है? कैसा अनुभव करता है? स्वयं अपने लक्ष्य के प्रति किस प्रकार प्रोत्साहित होता है। आत्म तंत्र का एक महत्वपूर्ण तत्व आत्मसामर्थ्य है। आत्म सामर्थ्य से तात्पर्य व्यक्ति द्वारा किये गये इस उम्मीद या प्रत्याशा से होना है कि वह अमुक परिस्थिति में कितना प्रभावकारी ढंग से कार्य कर सकता है। ऐसे प्रत्याशा दो प्रकार हैं

### 1. सामर्थ्य प्रत्याशा 2. परिणाम प्रत्याशा

सामर्थ्य प्रत्याशा से तात्पर्य व्यक्ति में उस तरह के विश्वास से होता है जिसके सहारे वह यह उम्मीद करता है कि किसी खास तरह के परिणाम की प्राप्ति के लिये जो व्यवहार या कार्य की जरूरत है, उसे सफलतापूर्वक कर सकता है। जैसे – यदि कोई यह विश्वास करता है कि वर्ग में दिये गये समस्या का समाधान करने के लिये उसके पास पर्याप्त कौशल है तो कहा जायेगा कि उसमें सामर्थ्य प्रत्याशा अधिक है परिणाम प्रत्याशा से तात्पर्य व्यक्ति के उस विश्वास से होता है जिसके सहारे वह समझता है कि अमुक व्यवहार करने से परिणाम में निश्चित रूप से समाधान कर लेता है और वह ऐसा उम्मीद करता है कि उसका समाधान शत-प्रतिशत सही होगा और यदि सचमुच में ऐसा होता है, तो यह कहा जायेगा कि छात्रों में परिणाम अधिक मजबूत थे। यदि किसी व्यक्ति में सामर्थ्य प्रत्याशा ऊँचा है तथा परिणाम प्रत्याशा वास्तविक है, जो वह व्यक्ति कड़ी मेहनत करेगा और जब तक लक्ष्य पर पहुँच नहीं जाता है, अपना प्रयास जारी रखेगा।

**परिभाषाएँ**

“स्वसामर्थ्य वह प्रत्याशा है, जिसमें व्यक्ति वह उम्मीद लगाता है, कि वह एक परिस्थिति विशेष में कितने प्रभावशाली ढंग से कार्य कर पाएगा।”

“स्वसामर्थ्य किसी व्यक्ति वह प्रत्यक्षीकरण है, जो वह अपने लक्ष्य तक पहुँचने के लिए आवश्यक क्षमता के रूप में होता है, यह किसी व्यक्ति में किसी विशिष्ट व्यवहार के निष्पादन में इनके विश्वास में प्रदर्शित करता है।”

उपरोक्त परिभाषाओं के आधार पर कहा जा सकता है, कि व्यक्ति स्वयं का स्वसामर्थ्य मापने हेतु पूर्व की क्रियाओं दूसरों की क्रिया व प्रतिक्रिया के परिणाम और समूहों के व्यक्ति किस आधार पर कार्य करते हैं, उस पर निर्भर करता है। कि व्यक्ति को किसी भी क्षेत्र में सफल बनाने के लिए स्वसामर्थ्य के सकारात्मक प्रभाव महत्वपूर्ण होते हैं। उच्च स्तर के स्वसामर्थ्य किसी व्यक्ति के जीवन में रहन-सहन और उपलब्धियों के स्तर को बढ़ाता है। चुनौतियों का सामना करते समय स्वयं को शांत रहना सिखाता है। उच्च ज्ञान, नई सोच के लिए स्वयं की इच्छा शक्ति को बढ़ाता है। स्वयं को काम करने के लिए प्रेरित करता है।

निम्न स्तर के स्वसामर्थ्य में व्यक्ति हमेशा सकारात्मक परिणाम ही दे। यह आवश्यक नहीं है। कोई समस्या से उनकी क्षमताओं को कम करना अवसाद और तनाव को बढ़ाता है।

सांख्यिकीय गणना – सांख्यिकीय गणना हेतु मध्यमान (Mean) मानक विचलन (SD) एवं टी परीक्षण (‘t’ test) का प्रयोग किया गया।

**तालिका**

शारीरिक रूप से चुनौतीपूर्ण बालक एवं बालिकाओं पर स्वसामर्थ्य संबंधी परिणाम

क्र.	समूह	संख्या	मध्यमान	मानक विचलन	टी परीक्षण	सार्थकता स्तर
1	बालक	20	115	9.30	2.15	सार्थक अंतर पाया गया
2	बालिकाएँ	20	121	7.2		

परिणाम – शारीरिक रूप से चुनौतीपूर्ण बालक एवं बालिकाओं में स्वसामर्थ्य में सार्थक अंतर पाया गया है। इससे स्पष्ट होता है, कि पूर्व में ली गई परिकल्पना असत्यापित सिद्ध होती है।

**उद्देश्य**

1. शारीरिक रूप से चुनौतीपूर्ण बालकों पर स्वसामर्थ्य का अध्ययन।
2. शारीरिक रूप से चुनौतीपूर्ण बालिकाओं पर स्वसामर्थ्य का अध्ययन।

**उपकल्पना**

1. शारीरिक रूप से चुनौतीपूर्ण बालकों में स्वसामर्थ्य में कोई सार्थक अंतर नहीं होगा।
2. शारीरिक रूप से चुनौतीपूर्ण बालिकाओं में स्वसामर्थ्य में कोई सार्थक अंतर नहीं होगा।

उपकरण – स्वसामर्थ्य मापनी – डॉ. टी. मेहता

**न्यादर्श –**

प्रस्तुत अध्ययन हेतु न्यादर्श के लिए 20 बालक एवं 20 बालिकाएँ के लिया गया है जिनकी आयु सीमा 15 से 25 वर्ष थी। षोध समस्या में न्यादर्श जबलपुर, बालाघाट क्षेत्र से ही लिया गया है।

**योजना विधि –**

शारीरिक रूप से चुनौतीपूर्ण बालक एवं बालिकाओं को स्वसामर्थ्य मापनी को प्रशासित किया गया। निर्देशानुसार भली प्रकार से समझाया गया जिसके आधार पर उनसे परीक्षण को भरवाया गया।

निष्कर्ष – उपरोक्त परिणामतः से स्पष्ट होता है कि शारीरिक रूप से चुनौतीपूर्ण बालक एवं बालिकाएँ किसी भी प्रकार से अस्वतंत्र नहीं है। किसी भी प्रकार का कार्य करने में स्वयं की क्षमता अनुसार सामर्थ्य हो सकते हैं।

संदर्भ ग्रंथ

1. भार्गव, डॉ. महेश (1983) विशिष्ट बालक एवं पुर्नवास, आगरा : एच.पी.बुक हाउस, प्रथम संस्करण, प्र. सं. 23
2. कपिल, एच.के. (1995), सांख्यिकी के मूल तत्व, आगरा : विनोद पुस्तक मंदिर, नवीनतम संस्करण ।
3. श्रीवास्तव, डॉ. डी.एन. (2009) मनोविज्ञान अनुसंधान एवं मापन, आगरा : विनोद पुस्तक मंदिर, चतुर्थ संस्करण ।
4. सिंह, अरुण कुमार और आशीष कुमार (2009), व्यक्तित्व मनोविज्ञान, आगरा : विनोद पुस्तक मंदिर, नवीनतम संस्करण, प्र.सं. 424 ।

## Journal of General Management The Research The Necessities of human Resource Development Practices on Paper Industries of India

Dr. Preeti Gupta

R.D.V.V. Jabalpur

**ABSTRACT** :- This study will be performed to find out whether the Paper Industries in India are practicing the right process of HRD functions and whether this sector is considering HRD as an integral part of its business. Simple Random Sampling Method is applied in this study. The study will have both practical and academic value. It will lead anyone to get a clear idea about Human Resource Development Practices, its procedure and present scenario of Paper Industries in comparison with IPPTA rules and regulations. This study will also focus on the issues of fraud and forgery in Human Resource Development Practices, and their guidelines in prevention. On the other hand the findings of the study will direct to think about appropriate actions and steps for the betterment of the existing practices.

**Keyword** :- Training and development, Compensation, Forgery, Fraudulence.

**INTRODUCTION** :- The perfect coordination between theory and practice is of paramount importance in the context of the modern business world in order to resolve the dichotomy between the theoretical and practical areas. Any academic course of the study has a great value when it has particular application in the real life. Only theoretical knowledge bears little importance unless it is applicable to the practical life. When theoretical knowledge is obtained from a course study it is only the halfway of the subject matter. So we need proper application of our knowledge to get some benefits from our theoretical knowledge and to make it more fruitful. The Paper industry of India is the important export & Imports of paper and paper products was growing over the Years. However, it has increased during 2001-02 after a fall in 2000-01. About 1, 40,000 tonnes of

paper were exported in 2000-01 mainly to the neighboring countries. India's per capita consumption of paper is around 4.00 kg, which is one of the lowest in the world. With the expected increase in literacy rate and growth of the economy, an increase in the per capita Consumption of paper is expected. India exports nearly 55-60 000 tonnes of 48 wood free printing and writing papers 30,000 tones of board, 10,000 tones of other grades. In addition to this, India exports all grades and newsprint liner/fluting to Neighbouring countries like Bangladesh, Sri Lanka, Nepal, Myanmar and Pakistan which provide natural export markets for most grades. Seshasayee Paper and Board is planning to invest ` 2500 million to increase its production capacity to 80,000-90,000 tonnes per day to take its total production capacity to 2 lakh tonnes per day. It has adequate raw material requirement and a captive power plant of 37 MW which will meet its requirement. It may be noted, the company had proposed this expansion programme last Year and was put on hold is revived now Paper industry, which faces difficulty in getting wood pulp has started to induce farmers to take contract farming. Now every farmer, who plants eucalyptus, acacia or sabaul will get ` 15000 per acre. The agreements are done to benefit the farmers, either they get market price for wood pulp or as per the contract price or whichever is higher. The industry also provides assistance in lending or coax banks to lend, as most plantations take 4 Years to yield. Expected demand for paper is to go up from 8.0 million tonnes to 11.5 million tonnes by 2010.

Indian Paper industry is to face a mismatch in demand-supply as large and small players are adding capacities. Around 4 lakh tonnes of capacity is being added this Year where

the demand may not be there, though the industry is growing at 5-6%. Importers are also vary in such a situation as larger players are lobbying for safeguard duty. Looking at export opportunities as prices have corrected largely in Europe and US. Locally, the prices have dropped considerably from ` 50,000 /tonne to ` 38000 /tonne where large mills could barely break even. Indian Paper industry gets safeguard duty on uncoated paper and copy paper. The Director General (Safeguard) has recommended imposition of provisional safeguard duty of 20% according advalorem 49 on all imports. This was sought by over 80% of domestic industry thorough their association Indian Paper Manufacturers Association (IPMA). It has also recommended 20% of provisional safeguard on coated paper and paperboards. Import price have come down steeply from USD 817 to USD 680 in the last Year.

**STATEMENT OF THE PROBLEM :-** The report has been titled as “The Research on the Necessities of HRD practices in thePaper Industries of India”. The research paper mainly synthesizes the overall idea about HRD Practices of Paper Industries according to the IPPTA. It also describes various sorts of fraud and forgeries in relation with HRD Practices. In this regard organization employees’ survey, workers survey, sector wise analysis are conducted. Finally some remedial measures have been suggested too.

**OBJECTIVES OF THE STUDY :-** The following objective of this paper:

- To understand and analyze HRMD Practices of paper Industries India
- To find out the pitfalls or problems associated with HRM Practices
- To suggest the ways and means for improvement in policy and techniques in the field of fraud and forgery

**JUSTIFICATION OF THE STUDY :-** The study will have both practical and academic value. It will lead anyone to get a clear idea about Human Resource Development Practices, its procedure and present scenario of Ballarpur Industries

Limited with two other Paper Industries in comparison with IPPTA rules and regulations. The report also focuses on the issue of fraud and forgery in Human Resource Development t Practices, and their guidelines in prevention. On the other hand the findings of the study will direct to think about appropriate actions and steps for the betterment of the existing practice. Paper Industries are growing gradually in India. There are many Paper Industries are operating their factories at several districts of India. I have been assigned in Ballarpur Industries Limites . and it has given me the scope to be familiar with the paper industries’ environment for the first time indeed. I worked with at two factories as Ashti-1 and Ballarpur-2. And I took interview of 50 workers and employees. Thus I had gathered experiences by working at different factories and units of Ballarpur Industries Limited . The area of concentration of this report is confined in investigating different aspects of the Human Resource Management (HRM) Practices of Ballarpur Industries Ltd. according to the IPPTA. In fact, this report is on HRM, especially on Job analysis, HR planning, Recruitment and Selection of the employees, Training and Development, Compensation, and Promotion. Theory and application did become a reality.

**METHODOLOGY :-** Every research work requires its methodology without which any research will not be scientific and successful. Methodology is a system of explicit rules and procedures upon which research is based and against which claims for knowledge are evaluated. As methodology is generally concerned with data generation data presentation, data analysis following rules and methods are followed to ease the data collection procedure.

**Target Group :-** To gather the required information I have contacted with head office and factories’ mangers and taken interviews of their employees and workers particularly who work in several units of a factory. And I have taken into account 50 workers with employees of only these two factories and head office randomly as sample for data collection.

**Sampling Design :-** The sample space projected for this report was 780 and 50 respondents constitutes the sample size. The respondents as of the sample size were the employees and workers of Ballarpur Industries Limited. For clarification it is mentioned that “Simple Random Sampling Method” is applied. In this research it has chosen 50 as sample size out of 780 employees and workers from two factories and head office. So the sample size 50 will be the maximum potential. It will help me to find out and solve the problem

**Source of Information :-** I have used the observational approach and interview approach as the primary sources of information for collecting

our required data. A questionnaire is prepared to find out the Human Resource Management Practices in practically. Ballarpur Industries Limited.

**Data Analysis :-** At each stage of survey, data is checked, edited & coded. By using Statistical techniques, data is summarized to find out expected result and presented that by graphical presentation. Data from various sources is coded entered into database system using Statistical Product and Service Solution (SPSS) and Microsoft Excel Software. Preliminary data sheets are compared with original coding sheets to ensure the accuracy of data entered.

**ANALYSIS THE RESULT :-**

**Descriptive Statistic**

Table-1: Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
You are satisfied with your current job	50	1	4	5	4.06	.240	.058
BILT is best place for Job	50	4	1	5	3.28	1.179	1.389
Management of BILT is good	50	2	3	5	4.04	.450	.202
Recruitment and selection process is fair in BILT	50	3	2	5	3.78	.840	.706
Management always motivate employees	50	3	2	5	3.80	.782	.612
Existing rules & regulation are equally followed by all	50	3	2	5	3.66	.939	.882
Training programs are arrange frequently for improving efficiency	50	4	1	5	2.40	1.030	1.061
Training has resulted improved efficiency compare to pre-training phase	50	3	1	4	2.34	.688	.474

Job stress in BILT Ltd. is very high	50	3	2	5	3.70	.974	.949
Job security is high in BILT Ltd.	50	1	1	2	1.80	.404	.163
Compensation which is being given are satisfactory	50	1	4	5	4.16	.370	.137
Working environment is healthy and safety	50	1	4	5	4.10	.303	.092
Promotion are fairly administrated consistently	50	0	4	4	4.00	.000	.000
Management appreciate your consultative role	50	1	2	3	2.80	.404	.163

Table-2 Management appreciate your consultative roles

	Frequency	Percent	Valid percent	Cumulative percent
Disagree	6	12	12	12
Undecided	5	10	10	22
Strongly agree	8	16	16	38
Agree	13	26	26	64
Strongly disagree	18	36	36	100
Total	50	100	100	

From the above table-2: it can be depicted that 26% employees agreed that management regularly appreciates their consultative role but on the other hand it's also been noticed that 10% incumbents were in neutral position to give their opinion. However 16% employees strongly agreed that management appreciates their consultative role, on the other hand 12% incumbents disagreed with above

mentioned information while a large percentage which is 36% people strongly disagreed about the statement which is management appreciates the consultative role. However this scenario suggests that the organization is not appreciative regarding employee participation which will become a hindrance to create a sense of ownership in the mind of the employees.

**Promotions are fairly administered consistently**

Table-3 Promotions are fairly administered consistently

	Frequency	Percent	Valid percent	Cumulative percent
Agree	15	30	30	30
Strongly agree	5	10	10	40
Undecided	10	20	20	60
Strongly disagree	8	16	16	76
Disagree	12	24	24	100
Total	50	100	100	

Table-3 shows that 30% employees believes that promotions are taking place fairly at a consistently basis in opposition to only 10% incumbents are very satisfied with the promotion policy of the organization. Accordingly 20% respondents kept their opinion as undecided consequently 16% employees felt that promotions

are not taking place perfectly as they have cited strongly disagree about the statement. However 24% incumbents felt disagree with the statement. Since most of the employees are unhappy regarding the promotion strategy which suggest that BILT promotion policy is not good enough to retain competent people.

**Working environment is healthy and safety**

Table-4: Working environment is healthy and safety

	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	15	30	30	30
Agree	25	50	50	80
Disagree	7	14	14	94
Strongly disagree	3	6	6	100
Total	50	100	100	

Table-4 represents the information about the working environment of the organization. According to the information it can be summarized that 30% respondents highly agreed that their working environment is healthy and safety but on the other part of the corner we have also noticed that 50% of the employees declared that they were somewhat agree regarding the working environment of the organization is

healthy and safety. Nevertheless 14% respondents disagreed that the working condition is not healthy and safety, in the same way 6% employees strongly disagreed about the above statement. However this information unleashes the fact that employees are positively satisfied regarding their work environment as the percentage in the agree side is much higher.

**Your organization provides fair wages and salary**

Table-5: Your organization provides fair wages and salary

	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	5	10	10	10
Agree	25	50	50	60
Strongly disagree	10	20	20	80
Disagree	10	20	20	100
Total	50	100	100	

Table-5: If I want to discuss about the fair wages and salary of the Ballarpur Industries Ltd. then it resemblance that 10% of the employee were very much happy with the salary structure in contrast to 50% respondents submitted their opinion by stating their agree salary and wages are fair. However 20% people were reluctant to

give their opinion where as 20 % people declared that they are not happy with the existing salary and wages policy. The ultimate vintage of this information is that a little more than half of the total employee is happy or satisfied with the overall salary and wages structure but rest of them were either unhappy or not satisfied with the compensation package.

**Existing rules and regulations are equally followed by all**

Table-6.10: Existing rules and regulations are equally followed by all

	Frequency	Percent	Valid percent	Cumulative percent
Strongly agree	7	14	14	14
Disagree	25	50	50	64
Agree	8	16	16	80
Strongly Disagree	10	20	20	100
Total	50	100.0	100.0	

The above mentioned table-6.10 represents the information that 50% employees disagreed that existing rules and regulations are equally followed by all even though only 14% respondents strongly agreed that the rules and regulations are equally followed by all. Nevertheless 16% of the people which is slightly

more than 14% agrees that rules and regulations are equally followed by all even though 20% people completely had an adverse opinion about the above mentioned statement. However the remaking factor is that as we have already noticed mostly employees are unhappy about following the rules and regulations equally which indeed

suggest that the management is not strong enough to implement all those rules and policies among the all levels of employees equally.

**Management always motivates employees**

**Table-6.11:** Management always motivates employees

	Frequency	Percent	Valid percent	Cumulative percent
Disagree	20	40	40	40
Strongly agree	4	8	8	48
Undecided	14	28	28	76
Agree	12	24	24	100
Total	50	100.0	100.0	

If we want to interpret the above table-6.11 then we can depict that a large number of employees which is 40% disagreed with the statement that management always motivates the employees instead only a nominal number of respondents which is 8% strongly agreed that management always motivates employees. In the same way 28% people kept way themselves to give their opinion about the above statement on the other hand 24% incumbents agreed that the motivation system by the management is appreciated able. From this we can deduce that the management of BILT is not good enough to motivate employees always as only 8% people agreed with the statement.

**FINDINGS :-** The Paper Industry was established before three decades in our country. At the beginning of this Industry Human Resource Management (HRM) was not introduced clearly. With the passage of time the owners of the Paper Industries become familiar with HRD practices and it plays an important role in organization development, growth of production and human resource development etc. The modern approach to supervision and HR Management engages more workers' intelligence, creativity, motivation and loyalty. It tends to reduce absenteeism and turnover, increasing productivity and problem

solving ability. But it is matter of sorrow that all organizations do not follow the rules and regulations properly.

The actual scenario of Human Resource Development of The Paper Industry particularly is described below Ballarpur Industries Ltd .

- At the beginning of this Industry Human Resource Management (HRM) was not introduced clearly but now it plays an important role. Now they try to do HRD practices but they do not follow properly.
- The recruitment and selection process is not so standard.
- In some cases rules and regulations are not performed by all.
- Compensation package covers minimum standard at mid and lower level but at top level it is standard. The employees do not get training facility but it is necessary to develop performance and productivity.
- The organization's attention is usually focused on the work to increase productivity. This is helpful to achieve the organizational goal.

- They always try to measure quantity with quality that is not standard.
- Less caring about their further career development
- Lack of adequate, update and accurate information from the management information department (MIS)
- The pay and promotion decision are made based on the seniority although it should be related with performance and sometimes it is not provided properly. And sometimes nepotism works behind it.
- Lack of job description and job analysis procedure for the personnel so that sometimes lower label workers cannot identify their specific tasks.
- Most of the employees feel job stress that does not always ensure productivity.
- Generally the organization does not provide advertisement in the media source such as the daily newspapers & the internet.
- Most of the employees do not feel job securities.
- Working environment is good but few employees are with this environment.

Considering the overall situation it can be said that Ballarpur Industries Limited practice Human Resource Management Development like other Paper Industries and does not follow up date Human Resource Management practices.

**RECOMMENDATIONS** :- The holy prophet Mohammed (SM) instructed all the unequivocal terms not only to give due recognition to the workers and laborers but also to ensure that the legitimate dues of a worker are paid even before the sweat on his brows dries up.

Day in and day out, the workers were deprived of the fruits of their labor. They toiled that another might enjoy. They “slaved” that another might be rich. They cannot ensure hand

to mouth after doing hard work. There is no standard of living. Their children cannot achieve education and involve in child labor. They cannot get salary in time. But this situation has to be changed. Considering these some suggestions can be prescribed bellow:

- Minimum wages cannot ensure standard of living. So compensation should be increased.
- Ensure purchasing power parity (PPP) that is  $17.23 \times 30 \times 4.8 = \text{taka } 2481$  per head. (Source: United nation report).
- No sexual harassment. Ensure good and comfortable work environment. No duty between 7 p.m. to 7 a.m. pays for overtime properly and timely. Increase salary relating with market price.
- Provide employment and recognition letter to all workers.
- Reduce discrimination in case of salary payment.
- Company should pay salary to all employees within the first week of the next month.
- Company should provide training facilities for all employees.
- No reduction in salary in case of late and should be allowed weekly holiday, sick leave with salary, and pregnancy leave with compensation. Understand the dignity of labor. Realize and appreciate the right and privileges of the workers. No threat to cut job.
- Ensure minimum wages that must be adjusted with inflation, and increasing economic condition
- Ensure safety and security of workplace.
- Behave as human being with the worker; not machine.
- Reduce labor dissatisfaction and job stress through good behave and incentives.
- Discourage child and young labor.

- Company should provide transportation facilities for all employees. The worker should be more conscious about their rights and also the owner must fulfill and respect the employee's right and choice.
- Must follow Government rules and regulation that is updated time to time.

**CONCLUSION** :- A vast portion of the population of our country suffers from the curse of unemployment. After independence, the disarray of the war-torn economy further intensified the poverty of the people. Having no scope for survival their sufferings increased day by day. In this critical situation, Paper Industries have appeared and sought to enlighten the hopes of the unemployed, poor and pro-poor of the country. They have played a vital role creating employment opportunity of the people through developing Industrial sector.

HRD system, working environment and working condition have been changed with the passage of time how it was started at first. The role of Paper Industries among industrialization has been remarkable in recent years. Compliance Department is for implementing & follow-up the Local and International laws, to support the worker's interest and right and buyer requirements. They do not have fully in house medical facility. The selection procedure of Ballarpur Industries Ltd. includes: Preliminary reception; Employment test; Selection interview; Reference and Background check; Medical evaluation; and Hiring decision. Compensation system should be bias free. Men and women are doing the same job in the organization with the same rate of initial pay. Employer can pay more to senior workers who perform better. All forms of forced labor are prohibited and any contravention of this provision shall be an offence punishable in accordance with law. The company motivated its employees by giving both financial and non-financial means of motivation but it does not exist among all departments.

BILT Promoted employees on the basis of performance and skill but this scenario does not

exist at every level. Departmental head promoted employees from one rank to another. Job satisfaction of the employees is not so high. The rate of employee turnover is about 5-12%. BILT is 70% export oriented industrial organization. It tries to manage its activities following IPPTA rules properly. There is no great discrimination in case of employment. It always tries to inspire working skill of the workers but their practicing system is not perfect.

Organizational culture in paper industry is weak in nature. In fact, the workers do not get any kind of recognition or extra incentive against their outstanding performance in the production process. Rather the entrepreneur consumes about all the cream of outcome from the industry. The employees have no control over their work. They are bound to follow the process provided by the managers. Organizations provide no training to enhance the skill of the employees.

Economic development of a country basically depends on industry. It creates employment for millions of people. Paper Industries contribute greatly for developing socio economic condition of our people. It also plays an important role for economy by earning foreign currency through export. Though it is a also contributing sector of our economy, we find it very lower tolerances for their employees, so these things should be taken care of for the betterment of our Paper Industries productive development as well as their people's improvement of livelihood & increase efficiency & effectiveness. Finally, each and every company in Paper Industry should have proper and well planned HRM policies and their practices in their every functional level of operation. Then we can ensure the development of Paper Industry of our country.

**REFERENCE :-**

**Books :-**

Agarwal, R. D. - Dynmaics of personal management in India, New Delhi, Tata MCGraw Hill Publishing Co., New Delhi, 1997.

Alexander, K.C.- Participative Management: Indian Experience, Shri Ram Centre for Industrial Relations and Human Resources, New Delhi, 1972.

Armstrong, Michael A Handbook of Human Resource Management, London: Kogan Page Ltd., 1984.

Aswathappa, K.Human Resource and Personnel management text and cases, Tata McGraw Hill P. Company, Ltd. New Delhi, 2001 Organisational Behaviour, Himalaya Publishing House, Bombay, 1997.

Arya, P. P. and Human Resource Development, New Delhi:

Tondon, B. B. Deep and Deep Publications, 1991.

Beach, S. Dale Personnel, Mc Millan, 1975.

Bertrand, Olive Planning Human Resources: Methods, Experiences and Practices, New Delhi: Sterling Publication Pvt. Ltd. 1992.

Bhatia, S. K. Personnel Management and Industrial Relations, New Delhi: Deed and Deed Publications, 1983

#### **Articles :-**

Farooq Khan - "Development of Human Resources", The Economic Times (Sept. 22, 1984)  
"HRD Profession Status in 1970s", Editorial Training and Development Journal, ASTD, 38 No. 11 (November, 1984) p. 58

Hall-Sheehy, James D.P. and HRD: Shake Hands and Come out Training, Training and Development Journal 38(7): 38.39, July, 1984.

Harvey, L. J "Effective Planning for Human Resource Development", Personnel Administrator 28(10): 45-52, Oct, 1983

Hellneigal Don & "Organisational Climate: Measure, Research and

Slocum, John W Contingencies, Academy of Management Journal, June, 1974.

Howell, R. J. "Management & Objectives-A Three System", Business Horizon, Vol. 13, No. 1, Jan-Feb., 1970 Vol. 13 No.1, 41-45.