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e-HRM add value to the Human Resource Management – to obtain optimum potentials from the available Human Resources

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Abstract: Human resource plays an important role in the journey of an organisation towards efficiency and effectiveness. Human Resource means not exactly people but their behaviour at work. So, Human Resource works in every walk of business life. In this globalized and liberalized world Information and Communication Technology (ICT) playing an important role, Human Resource has no exception. So, in this paper we focused on how E-HRM can promote available Human Resources to an organisation in achieving its common goals.

Key Words: Quick communications system, kaizen, JIT, Automation

INTRODUCTION:

HR technology can improve the management of HR and so contribute to the organization's competitive advantage. Most of the software companies have been performing most of their HR management on – line. Technology has increased and access made readily available of HR information, improved communication, and helps in reduction of costs and promote e-recruitment, e-training, e-performance management etc. 1

The role of human and social capital to the business processes has always been of crucial importance. The impact of the management of human and social capital for a business effectively reflects the company's success in the long run. It has always been a concern for managers and academic researchers, how can a company develop and execute an effective system of selecting and managing their human resources. The story has come to an ongoing effort by researchers and administrative heads in the business with new and innovative ideas to solve this problem seen. And there is no doubt that all these people are fighting to establish a system of management of human resources to develop their own individual approach was to this area. But last but not what it was, in fact, to the Department of Human Resource Management has contributed, is the development of ideas and continuous improvement of the system

Today, when researcher, the modern multinational companies manage their human resources around the globe, while addressing a range of complexity (ie, national and corporate culture-clash) is not a product that you have developed the modern social scientists within last few years. That was a long process, which has strong roots in the ancient and basic research has been done. So, the topic subject can be analyzed in detail review of the history of economics, which gradually developed the modern concept of e-HRM.2. It helps the employees to derive all benefits from the training and development. It also help the creation of a knowledge based decision support system which allows employees and manager to access data as and when they required.

1. P. Subbarao, "Essentials of Human Resource Management and Industrial Relations", Himalaya Publishing House, New Delhi.
2. L.M. Prasad, "Human Resource Management", Sultan & Chand Publications, New Delhi.

HRM Technology provides a number of conveniences to organizations such as:

Quick communications system, employees can work at home, creating paperless office and it facilitate the proper performance management system. It helps the organization to re-structure to remain competitive through reducing the cost of HR operations, and easy to implement latest management techniques like **TQM, Downsizing, 6 sigma, Automation, Standardization, JIT, Kaizen, QC etc. 1**

According to **Storey (1995:5).** "Human Resource Management is a distinctive approach to employment management to seek to achieve competitive advantage through the strategic use of highly dedicated and talented employees, an integrated set of cultural, structural and personnel techniques'. Another broader definition of HRM after **Box all and Purcell (2000:184)** is, "HRM is anything and everything associated with the management of employment relations in the company. Researcher do not know HRM associate exclusively with high-commitment model of labour-management or with a particular ideology or leadership style. " As the last few years it became more fashionable and began to change and replace old concepts of personnel management, and labor relations

Later, the area of science has grown dramatically and has done wonders with his inventions. The great inventions of science brought a great relief and ease of human society. Internet is one of the most remarkable inventions of modern times. The concept of the Internet and networks by initiating it changes the whole attitude of almost every topic of human and related studies. The world after the adoption of this unique invention is known as a global village.

In particular, speak to the impact of the Internet on a business trip or in other words, the introduction of E-Factor in Business Management brought a sudden change and revolution in the management sciences. Technologies are changing almost everything around us in everyday life at all levels of the industries and companies. Now a day, almost every department of a company is somehow redirecting to information technology. As now in the modern world, the adoption of information technology can all over the world can be observed.

Today the new world order is the modern scientific inventions such as telecommunications and the Internet proved that regardless of the nature of the issue, the adoption of the Internet and information technology is a must factor in the new world to survive. Today researcher find in information technology departments implemented on finance, marketing. And while it is significant because the post effects of the introduction of information technology in these areas.

If researcher analyze is visible on the grass root level of the impact of the e-factor in business researcher know that the introduction of the concept of World Wide Web and the company's presence on it one of the milestones that have the modern business world, was be achieved.

(1) www.commirece-database.com/information-manageemtn.htm (accessed on 13/08/05)

(2) Storey (1995:5). Box all and Purcell (2000:184)

And later this financial milestone has led us through more peaks and pinnacles on the adoption of innovative applications of the Internet into business

processes. The impact of the Internet was not only tied to the company, but it was strongly influenced almost every other discipline such as engineering, medicine, architecture and etc. At the same time when the economy has just recently developed the idea of the Internet, they believed in, a sudden positive change was observed. The change addresses the introduction of new business mentality and the associated ideas or techniques in almost all areas of life.

e-business is about using the convenience, availability and world wide reach to enhance existing business or creating new virtual business. This concept was developed by **IBM**. E-Business within the organization uses the intranet. Business-to-Business **(B2B)** dealings take place over the extranet. Yet another information technology breakthrough is the **neural networks** which, change the way people do their jobs. The business of the company helped to standardize the business practices around the globe. Therefore, after the passage of time through continued use of the Internet in the Human Resource Management for mission critical, it was much easier for managers to manage their human resources online. The approach was not only cheap, effective, adoptive, but was also very positive in its nature with its unique feature of emphasizing certain criteria over the Human Resource Management. In other words, this approach actually has the risk of decentralized human resource management with potential risk of mismanagement related data, ie, performance management and documented personal profiles of employees.

As mentioned earlier, HRM that the backbone of any company or organisation is so important for these organisations and companies to effectively manage their backbone, while taking into account all the necessary changes in the new world order (assuming IT) is discussed. Today, the modern concept of e-HRM is the only bridge between the managers and staff, it must be moderated with the help of new technologies to meet the needs of everyday challenges and to improve the relationship with the workforce on the other hand, it is ultimately affect the relationship with the customer organisations. Therefore, it is very important for companies to implement information technology in HRM (e-HRM) to increase performance and improve the efficiency of their HR department.

According **Straw Meier, S (2007),** the e-HRM (planning, implementation and) application of information technologies for networking and promotion of at least two individual or collective actors in their joint execution of HR activities. Now a variety of HR processes can be managed, draws line managers and employees with Web-based technologies (e-HRM). And with potentially significant advantages in terms of cost reduction and improved service levels (**Crestone, 2006).**

As the previous discussion shows the importance of human resource management for an organisation and the demand of the modern concept of the company, including in the information technology and e-factor with Human Resource Management believes. So this is a project, and assesses the impact of the introduction of the Internet factor in a Human Resource Management in an organisation. In particular, the impact of e-HRM in a Private Limited Company like **Tesco Hindustan Service centre, Bangalore, India**.

CURRENT E-HRM REFORMS:

The organization has recently adopted information technology in their business, including HR department at the beginning of this year. Before that were the traditional ways to capture and maintain all business and employee data. The company first introduced HR department about two years back, but it did only a few basic HR activities in a limited form. Since the introduction of HR department activities should be improved.

Although the managers were for the separate human resource activities of the existing list managers that have already been appointed to work for the organisation. In simple words, there were new department was created, but it was still run by the old managers with limited specific training.

This year, the company has new managers with relatively little experience to be appointed before the existing HR Manager. But these new managers are equipped with the latest information on technological change in the market. So they are here with the existing human resource reform strategy and combine the latest tools such as **Information Technology, World Wide Web And The Internet**.

OBJECTIVE OF THE STUDY:

This study is going to be address the change in the behavior of employees in the selected organization, i.e. Tesco Hindustan Service Centre India. After this transformation a program feedback form and an evaluation form are given to the participants. While all these, no doubt, throw light on the utility of each individual program it was necessary to take an overall look at the various aspects related to e- HRM. This became the basis of this study.

Thus, this study was conducted with the following objectives:

To find out whether the benefits of E-HRM have percolated in all the departments uniformly, To find out whether all employees have satisfied with the new programs, To find out the overall importance of e-HRM in the eyes of the employees, To know the seriousness of employees towards E-HRM. To know whether the process of transforming is doing on the basis of stated objectives and within the budget properly, To find out whether E-HRM is properly planned and conducted, To assess what employees feel about the new method of HRM, the reading material provided and training aids to cope up with the new system, To offer valid suggestions if any for the development in the existing system.

1) Straw Meier, S (2007)
2) Crestone, 2006

LITERATURE REVIEW:

The current research project is subjected to discuss and critically analyze the practice of e-HRM in an organisation. A review of the literature here in this chapter is like trying to pin the literature on the subject conducted and theorized the accessible secondary data. In the analysis of problems and various aspects of the theme topic of the previous academic scholars that the history of e-HRM, developing the concept of e-HRM, carriers and barriers for the application of the concept of the modern way of thinking and application to increase the e-HRM in recent business phenomena. Although it is a fact that e-HRM is not an old concept in academic research and has just completed in the late 20th century. While the subject area of Human Resource Management has a deep roots in the literature of the existing research. The concept of e-HRM is actually a combination of the merging of the HRM practice with technology moving web. In other words, researcher use the term e-HRM can be used as a tool to simplify the company in order to reconstruct the information quickly and accurately and generate updated information possible. Ultimately, researcher can say that it employs such an effective platform for information and communication technologies, the HRM and leverage the organisation to make it easier to achieve competitive gain.

To address this issue, researcher will first try to pin the existing literature on the topic, researched and published by the earlier researchers in this field. In this section researcher will increase the concerns that have been raised and discussed by the existing theory. Because it will help us to collect comprehensive insight in to the history of the theme topic. A review of the literature to support this research project is to critically evaluate the analysis of primary and secondary research this topic collected and experimented question proposed. A review of the literature will help and assist this research in two ways. First, it will enable us to steer you in the right direction for the collection of primary data to the question and the hypothesis goal of the research project address. On the other hand, it will also allow us to broaden our perspective on the theme topic. No doubt, the history of literature in this area is taken over full of evidence about the approaches taken and the efforts of earlier scholars to investigate and argue the issue with another approach. Peeping in the pages of history and the increasing variety of ideas, arguments and theories are a great help and support of this research project will be.

The development of information technology has got the world's transformation.

Information Technology Management is often defined as the absolute foundation towards the provision at the present time considered. **Weill & Broadbent (1999)** confirmed that these hi-tech innovations have led to public use, particularly in the trading community, a policy that could provide support in the development of the company in the value of an association to make. The various tools to bring new trends of information technology used to develop guidelines and support the company, the most desired goals are achieved. In the field of Human Resource Management take the role of the IT facility for HR related tasks with the help of Internet and Web-based sources to achieve.

As an element of information technology, the Internet has proved necessary as a major IT service companies in the sectors. Therefore, there will be two ways of dealing with this trend of results to be known as the Internet. First, find out which companies, innovative helpful customs value for customers and next, e-commerce, which is a part of the Internet offering that, will be incorporated into the company as a complete power on other recognized features of the business performance.

Cedar Crestone, (2005) found that suggest the analysis of HR professionals that both the amount of the club recording e-HRM and the intensity of the functions within the companies are constantly increasing. In addition, a growing number of experts give unreliable information facts; the e-HRM is increasingly common occurrence and can go before you to deliver superior transformations (e.g. Anonymous, 2001). Therefore, in view of **Stanton and Coovert, (2004),** education has increased concentration in e-HRM and provides several outstanding issues of HR-related magazines. Lievens & Harris (2003), (Hub, et al. 2007), (Lykkegaard, 2007), (Keebler & Rhodes, 2002), Broderick and Boudreau (1992), Davenport (1993), Gourley and Connolly (1996), Liff (1997), Othman (2003, Lengnick-Hall & Moritz (2003) and Walker (2001), (Evans et al., 2002).

DATA ANALYSIS AND INTERPRETATION:

No doubt, the private limited organisations are facing a challenging market situation and a greater number of private limited organisation are in the process of transformation, there are the old style of management, the new management mentality. In particular, human resource management that organisations lasting many companies with limited reforms to address the market shift in terms of management styles. Have a hand in many of modern society with limited national organisations and their home borders, which ultimately lead them to an international workforce with massive diversity and on the other hand, they have crossed to recruit the reform of its administration.

A few of these private organisations have difficulties while bringing reforms such as the design concept of modern e-HRM in countries where the infrastructure of the country's latest is not as sound as it is in developed countries. Similar is the case in the current study that the new management will be projected on the "Tesco Hindustan Service Centre", to bring before the reforms of the existing HRM system of the organisation with the help of the new e-HRM techniques, but the basic infrastructure the country in relation to the Internet is comparatively less sound. Although it is quite clear from the e-HRM system on the "Tesco Hindustan Service Centre" that include the internet and IT facilities, but as the land is relatively weak in this instance there are high possibilities that she barriers in bear this context.

The first information that was previously acquired collection of primary data was obtained from literature, society and country background with respect to the e-HRM. For certain purposes, researcher began to collect the primary data to its original level of the management letter and in the second session of the employees of "Tesco Hindustan Service Centre." Later, the information from the focus group was obtained used to formulate the near end questionnaires. Let us respect the data on the following pages to analyze, to address the issue.

Findings

- All the employees in the firm are attending to the training programs that can add additional knowledge to cope up with the new e – HRM practices.
- Most the employees of the firm attend 1 to 2 times for training programs that were conducted in Tesco Hindustan service centre.
- The respondents say that the training programs are conducted regularly to run every one effectively into the new system.
- The employees feel, the content of the study material is good and they are also satisfied with the faculty.
- 100 percent of the employees say that the e-HRM programme was done in a planned manner in order to attain the predetermined objectives.
- 91.11 percent of the employees say that they are satisfied with the new HRM policy and the remaining 8.89 percent say that are partly satisfied with that.
- 100 percent of the employees say that the seriousness towards the new e-HRM policy is adequate.
- 100 percent of the employees feel that the benefits of the e-HRM programmes are equal to all departments without any partiality.
- 100 percent of the employees and other staff working in the firm are very positive towards the e-HRM programme.
- Finally, all employees at all levels are satisfied with the e-HRM initiative done by the firm.

Suggestions

- A combination of training methods results in creating job variety.

- Suggestions boxes could be used to gather information about e-HRM programme from the working staff. Good suggestions should be rewarded.
- The trainees should be provided with regular, constructive feedback concerning progress in implementation of the newly acquired abilities. Regards for the application of the learned behaviour are most useful when they quickly follow the desired performance.
- Some of the trainees are not happy with the training environment, so more of personality development exercises should be planned.
- The company should provide free training to make every one a computer savvy.

CONCLUSION:

The subject organisation of “Tesco Hindustan Service Centre” is doing well with the newly introduced e-HRM system. Although the changes might not be vigilant just after few days. But it is a reformation process which will take time to overtake the pre existing management style and atmosphere. One of the very positive indications about the current reform is the fact that all the employees and managers irrespective of their hierarchy have appreciated and have admitted the importance of the new system. They believe that this transformation should happen. At the same time they have also expressed their vote of confidence regarding the training provided for the related operations as support.

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ROLE OF MOBILE TECHNOLOGY IN FNIANCIAL SERVICES – A CRTICAL ANALYSIS

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Abstract: The online genre, mobile explosion, emergence of social media platforms, technologies like cloud computing and increasing pace of convergence and interconnectivity of devices are intensely driving the growth of this industry. India has a vast un-banked population,, most of whom reside in the rural areas. The traditional banking industry cannot cater to the needs of India's large rural populace. Setting up a conventional branch in a rural area would require considerable amounts of money to be spent on infrastructure and additional personnel. As companies like Visa, Master Card, Vodafone, Telephonic and others explore opportunities to provide financial services to the "middle of the Pyramid", each is searching for an optimal investment strategy.

Key-Words: Mobile Financial Assistance, Personal Digital Assistant, sub-scale trap"

Introduction:

Technology in general and mobile technology in particular, has touched every aspect of people's life at home, school and work place with the advent of its penetration into financial services. A competent and trained personal work online in the communication sector, so as do fulfill the needs and wants of consumers rapidly and to response electronically to consumer enquiries for 24 hours day, while providing information about new product and service continually.

The Indian financial services industry has a lot of scope for further penetration, and thus has immense scope and potential to grow exponentially. The online genre, mobile explosion, emergence of social media platforms, technologies like cloud computing and increasing pace of convergence and interconnectivity of devices are intensely driving the growth of this industry. These are playing pivotal roles in transforming the way financial services are delivered to the end-consumer. Further, financial institutions are revamping their operational infrastructure and business delivery models. Financial services industry mainly comprises the BFSI industry, that is, banking, financial services (such as mutual funds) and insurance

Access to financial services is a major challenge for more than half the world's population. In less developed countries. Nearly 70% of the population has little or no access to financial service products of any kind. Ultimately, this gap makes it extremely difficult for more than 2.6 billion people worldwide to conduct even the most basic financial transactions, i.e., payments, savings or borrowings.

Many economists, public analysts and philanthropic institutions have come to the common conclusion that lack of financial access for this large segment of the planet's population is a major barrier to further economic development in emerging markets. At the same time, growth of the global middle class in Asia, Africa and Latin America has accelerated, making it even more critical to identify opportunities to close the financial access gap. With better access to basic financial service capabilities to make payments, save and access credit, this growing global middle class population will be able to play a more powerful role in shaping future of economic growth over the next 10 years.

Given the size and potential opportunity to this population- often referred to as the “middle of the pyramid” – represents, global financial services to this group. Using mobile technology infrastructure as a platform, banks, technology companies and telecommunications players are starting to make investments in mobile banking services.

India has a vast un-banked population, most of whom reside in the rural areas. The traditional banking industry cannot cater to the needs of India's large rural populace. Setting up a conventional branch in a rural area would require considerable amounts of money to be spent on infrastructure and additional personnel. Most of rural Indians are cut-off from access to basic financial services which includes deposits and withdrawals from a trusted source.

- **The Growth of Mobile Phones in India:**

India is the second largest telecommunications market and has more than 650 million mobile phone customers. Mobile phones are quite common even in the remote villages. The mobile phone industry is growing at a rate of 100 million per year. It is expected to touch the 1 billion mark by 2013. The share of the urban subscribers is 66% and the share of the rural subscribers was 34%. In the month of May 2011, the net monthly addition in terms of the number of subscriptions was 13.35 million. Of these 13.35 million new subscriptions, 7.33 million were from the urban segment and 6.02 million from the rural segment. The subscription growth rate on a monthly basis is 55% for urban segments and 45% for rural segments. Given this context, it is possible to consider the mobile phone as an economically viable instrument to enable inclusive access to financial services.

Many of these investments have been tentative and limited in scope because few players have taken into account the full and important macroeconomic impact this growing middle class population will have on the global investment landscape over the next 10 years. In many cases, investments have been inconsistent, fragmented or targeted to niche opportunities. However, in the last year, a few global companies have started to place bigger bets on mobile platforms that can provide expanded access to financial services over the next 10 to 15 years throughout the world, with a particular focus on emerging economies.

As companies like Visa, Master Card, Vodafone, Telephonic and others explore opportunities to provide financial services to the “middle of the Pyramid”, each is searching for an optimal investment strategy.

Mobile Financial Services (MFS):

The term “mobile financial services” (MFS) encompasses a broad range of financial activities that consumers engage in or access using their mobile phones. MFS can be divided into two distinct categories: mobile banking (m-banking) and mobile payments (m-payments) (Boyd & Jacob, 2007). Mobile banking is defined as “a channel whereby the customer interacts with a bank via a mobile device, such as a mobile phone or personal digital assistant (PDA)”

The terms “mobile banking” and “mobile payments” describe distinct but in some cases overlapping sets of products. Some m-banking platforms provide services, such as money transfers, that are considered forms of mobile payment, while some m-payments products are so closely linked to bank accounts as the source of funds that they assume m-banking functions (Boyd & Jacob, 2007). MFS refer collectively to a set of applications that enable people to use their mobile telephones to manipulate their bank account, store value in an account linked to their handsets, transfer funds, or even access credit or insurance products.

This paper examines potential approaches for global financial service players to pursue in order to take advantage of the possibilities of new technology and the potential of the emerging global middle class. Major global players have a compelling and urgent opportunity to identify and serve the unique needs and aspirations of emerging middle class segments worldwide. If these global players can tailor technology investments-especially mobile investments – to align with the needs and market realities of this growing and underserved global population, they have the potential to unlock an extremely promising set of new markets.

The Mobile Financial Services (M-Finance) ecosystem is a complex landscape with myriad stakeholders. The paper considers how value is created for each of the players and how different businesses and industries may benefit from this. It also identifies and analyses the drivers for M-Finance in India by studying global M-Finance success stories. Additionally, it evaluates the current regulations, policies and guidelines in this space.

Finally the paper recommends actions necessary for M-Finance to take off and analyzes the impact of M-Finance on Indian businesses.

Evidence shows that the middle class population has increased by 1.2 billion during last five years. Access to financial services for savings, transactions and borrowings activity are all critical contributing capabilities to the growth potential of this group. However, access to these critical services is extremely low in most developing countries. In India less than half the population uses formal financial services solutions that address the challenges of developing economies.

Ultimately, this large, underserved market of middle class consumers represents and extremely interesting potential market for financial services providers and technology players. Rapid mobile phone adoption and consumer durable purchase trends provide strong examples of how global players can find attractive business opportunities in the developing world by serving the needs and aspirations in each environment.

Mobile Technology: A Catalyst for Financial Inclusion:

Mobile technology for banking transactions has been gaining popularity world over. With the rapid growth in users and expansion in coverage of mobile phone networks in India, this platform has been recognized as an increasingly important medium to reach the unbanked. While e-commerce has skipped the majority of the population due to the cost of setting up such channels, mobile commerce has the capability to be inclusive due to the widespread use of mobile phones.

Mobile Financial Services fall into one of three categories: mobile payments (P2P, P2M, or M2M), mobile microfinance (loan disbursement and payments), or mobile banking (bill pay or account information, e.g. balances or alerts). The nature and breadth of the services varies depending on the consumer segment and needs, mobile technology infrastructure, maturity of financial services, and regulatory environment in a given market. Mobile technology offers the dual opportunity of filling financial gaps and improving the economic lives of customers

Future Challenges:

Clearly there are challenges in serving a mass market that has the diversity and geographical reach of this global middle class segment. Serving it requires a solid understanding of the major challenges that may threaten successful and profitable operations in each environment.

Many mobile money solutions have struggled to achieve critical mass and achieve levels of sustainable growth due to a classic "chicken and egg trap that faces many new payment solutions. " in order to grow, these systems must aggressively attract both customers and cash-in/cash out merchants." A "sub-scale trap" occurs if merchants do not significantly gain transaction volume quickly and then choose to drop the service; while consumers may choose to abandon the service if there is not a big enough network of merchants that accept the solution.

Significant infrastructure issues represent one of the largest historical challenges to effective financial service delivery in less-developed countries. Given the high fixed cost of infrastructure and other profitability considerations, the ATM distribution in most developing countries is low. These challenges are compounded in many less-developed countries by a range of other issues.

- Geographic dispersion
- Difficulty in adhering to diverse complaisance frameworks around KYC/AML exacerbated by illiteracy and lack of formal identification
- Poor infrastructure (roads, electricity, etc) to support branches and ATMS in rural areas.
- Security considerations
- Challenges of serving illiterate and /or multilingual populations.
- Prevalence of the nontraditional economy and cash payments; and
- Minimal electronic payment infrastructure or card acceptance reduces value of transaction accounts.

Mobile telecommunications infrastructure has already addressed many of these challenges, leading to mobile phone adoption levels that exceed the levels of the financial services adoption. As a result, mobile financial services offer the promise of addressing many of these structural challenges. However, to adequately address the needs of this market, global players must assemble an impressive array of capabilities from a range of functional disciplines.

The Middle Class is a Real Opportunity for Global Financial Players:

Despite the challenges of serving the diverse and geographically far-flung populations that comprise the global middle class this segment represents an impressive demographic segment. A wide range of players have already begun tapping into the potential market opportunities. Despite country-specific challenges, low volume and constrained spending capacity, players like Fundament and M-PESA are proving that it is possible to profitably serve the global mass market/middle class. In India Uninor customers will be able to purchase movie tickets through their mobile account balance.

Most of the success stories to date have been in smaller countries, often with highly concentrated telecommunications and /or banking sectors. To the extent that these players can use their global expertise, scale and capital to help standardize and commercialize mobile financial services solutions in emerging markets, there is tremendous potential to create economic value for the global player and really change these markets. Ultimately, however, these players need to find unique, sustainable and differentiated ways to address the four core components of a successful mobile financial service model:

Core Components of a Successful Mobile Financial Service Model:

- Core financial capabilities: as many of these case studies highlights, the needs of the global middle class are broad if somewhat less sophisticated. Consequently, a successful solution will need to effectively provide a range of products that likely include remittance, payments, mobile top-up, savings and affordable credit. In most cases a local banking partner will be critical.

- Mobile technology capabilities: Fundament and others have found a way to work collaboratively with mobile technology operators, which is clearly a critical component to a successful market ignition and delivery strategy. Most of the existing success stories in the mobile money arena either are led by local mobile network operators or have a strong partnership relationship with them
- Local support capabilities. This is an area where different companies have shown great innovation and creativity in how to tailor sales, service delivery, support and other locally unique capabilities.
- Interoperability capabilities: whether it is connecting solution within a country (mobile networks, ATM networks etc) or dealing with cross-border financial issues like remittance, interoperability is key to solve the problems of

interconnectivity of financial services to all needy segments.

Conclusion:

As payments and financial transactions around the world become increasingly electrified, it is critical to align the payment and financial service infrastructure to support the most significant demographic trend on the planet. Growth of the global middle class. failure to adequately address this issue not only has serious implications for the growth prospects of emerging markets; it also has material implications for revenue and profitability growth for multinational companies that face maturing financial service markets and slower demographic growth in the more-developed economies.

The study revealed that the demand of the core service (i.e. banking and financial services) along with the hardships faced by the population in availing such services through existing channels of delivery as prime drivers for adoption of mobile enabled financial services among the rural under-banked. On the other hand, lack of trust and low technology readiness was found to be the prime bottlenecks in adoption of such services. In addition, perceived financial cost is also a matter of concern among the rural people.

Such bottlenecks could be removed / reduced through increased awareness and usage among the peers. Further, the financial services offered through MFS should also be in accordance with the needs of the target population in order to ensure higher rate of adoption among this segment of the population. Considering the fact that the study was focused on determining the factors affecting the demand for MFS among the rural under-banked population, which meant a substantial amount of technology as well as service accessibility leapfrogging from lack of adequate banking services to mobile based banking services, of the factors like “demand for banking and financial services” and “hardships faced in existing channels of banking” was found to be the major determinants for estimating the demand of MFS. Moreover, factors like trust and technology readiness were found to have substantial impact on the adoption of MFS among the target population which was further influenced by awareness, social influence and technology experience.

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Organization strategies for corporate accomplishment

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Abstract:

Firms or companies today face a broad array of risks, problems and issues internal to them and external factors relative to increased international competition due to globalization. Thus strategic management is an activity necessary to be undertaken by firms who want to sustain their existence in today's highly competitive environment. Firms need to develop strategies as they are management's game plan for growing the business, staking out a market position, attracting and pleasing customers, competing successfully, conducting operations and achieving targeted objectives. Strategic management is the set of managerial decisions and action that determines the long-run performance of a firm. The question however arises as to whether strategic management is an art or a science or that it is simply a mixture of luck and good judgment.

Key words- business Strategy is a blend of fate and Judgment; firm's strategy is reflected in its actions; importance of international variables.

Foreword

Firms or companies today face a broad array of risks, problems and issue, be they strategic, operational, financial, customer, vendor, competitor, to name a few. Moreover, concerns about increased international competition brought about by the rapid globalization phenomenon abounded not only in the US but also in Europe with the further expansion of the European Union and in Asia and Latin America due to increased economic integration in these regions. Management experts therefore have argued time and again that firms or companies should respond to environmental changes, such as increased competition, by engaging in more systematic planning to anticipate and respond to changing and unforeseen events. The reason for this argument is because formal strategic planning has been seen to enhance a firm's performance.

A firm's strategy is its management game plan for growing the business, staking out a market position, attracting and pleasing customers, competing successfully, conducting operations, and achieving targeted objectives. Thus, a firms strategy indicates the choices its managers have made about the specific actions it is taking and plans to take in order to move the company in the intended direction and achieve the targeted outcomes. In one way or another, a firm's strategy is partly the result of trial-and –error organizational learning about what worked in the past and what did not. It is also partly the product of managerial analysis and strategic thinking what actions need to be taken in the light of all the circumstances surrounding the firm situation.

This paper explores the idea that business strategy is a mixture of lick judgment, opportunism and design, others argue that strategy is more of an art than a science'. In particular it examines the roles of strategic management in planning an organization's future development buy developing knowledge and practice in the application of strategic management concept and techniques.

Business Strategy is a blend of fate, chance and plan:

Accordingly, it includes environmental scanning (both external and internal), strategy formulation (strategic or long-range planning), strategy implementation, and evaluation and control. In short, strategic management emphasizes the monitoring and evaluation of external threats and opportunities in light of a firm's internal strength and weaknesses. Strategic managements seek to align the firm's activities with its external environment. Strategic management as that set of managerial decisions and actions that determine the long-run performance of a corporation or firm.

At the heart of this management approach so the strategic planning system (Hoffman Spring 2007). Included in this system is the strategic management process. The strategic management process, he explains, is the full set of commitments, decisions and actions required for a firm to achieve strategic competitiveness and earn above-average returns.

A firms' first step in the strategic management process is to analysis its external and internal environments to determine its resources, capabilities and core competencies. These, they say, are the sources of its 'strategic inputs'. With this information, the firm develops its vision and mission and formulates its strategy. To implement the strategy, the firm takes actions towards achieving strategic competitiveness and high returns. The sequence of the strategies management process can therefore be summarized as follows: effective strategic actions that take place in the context of carefully integrated strategy formulation and implementation actions result in desired strategic outcomes; however the strategic management process should be dynamic considering that there is ever changing markets and competitive structures. Therefore they must be coordinated with a firm's continuously evolving strategic inputs. As such, as firms face increased environmental changes (e.g. increased globalization, integrated markets) firms benefit from strategic planning. The strategic management process should be a rational approach that firms must use to achieve strategic competitiveness in the market. The strategic management process should therefore be the full set of commitments, decisions and actions required for a firm to achieve strategic competitiveness and earn profitable returns.

ENVIRONMENT ⇄ STRATEGY ⇄ ORGANISATION

Typically the central thrust of a firm's strategy involves crafting moves to strengthen its long-term competitive position and financial performance. However, business strategies built upon single competencies may not provide the competitive position and financial performance a firm is seeking to achieve, it observes that the most successful firms in the current decade are learning to become highly flexible, operationally integrated, and delivering value to customers, partners and alliances in revolutionary new ways that are not easily leap-fogged imitated.

At this point it may be emphasized that a firm's strategy is reflected in its actions in the marketplace and the statements of senior managers about the firms current business approaches, future plans, and efforts to strengthen its competitiveness and performance.

Blumentritt and Denis observed that one key to successful strategic management is the ability to achieve fit or coherence among a set of competitive factors, both internal and extent, to the firm, in a manner that facilitates high performance. In such a case, firms must not simply react to their environments but should dynamically interact with them via the strategic actions of top managers. Achieving strategic fit therefore requires alignment of the firm's resources, capabilities and competencies with environmental opportunities and threats.

However, once a firm is clear what to look for, the tack of identifying a firm's strategy is mainly one of researching information about the firm's actions in the marketplace and its business approaches. In this case the formulation of a strategy should be scientific as it looks into data and information that are relevant to the firm. Strategy, according to Guttmann and Hawke's, is about the future and thus requires certain assumptions about upcoming product, market, technological, governmental, and competitive trends. Such assumptions are worthless, and maybe even deadly, unless they are tested and validated. While formulating assumptions are worthless, and maybe even deadly, unless they are tested and validated. While formulating assumptions is a legitimate task top team, its members rarely posses the first-hand knowledge needed to confirm or deny the validity of those assumptions. Using this approach makes strategy formulation scientific.

Nevertheless, effective industry analysis is a product of careful study and interpretation of data and information from multiple sources. In this regard, a wealth of industry-specific data is available to be analyses. Because of globalization, international markets and rivalries must be included in the firm's analysis. In fact, research shows that in some industries, international variables are more important than domestic ones as determinants of strategic competitiveness. Furthermore, because of the development of global markets, a country's borders no longer restrict industry structures. In fact, movement into international markets enhances the changes of success for new ventures as well as more established firms.

Reinforce the organization

On the other hand, a firm's policy is typically a blend of proactive actions on the part of management to improve the firm's position and financial performance and as needed reactions to unanticipated developments and fresh market conditions. Accordingly, the biggest portion of a firm's current strategy flows from previously initiated actions and business approaches that are working well enough to merit continuation and new launched managerial initiatives to strengthen the firm's overall position and performance. This part of management's game plan is deliberate and proactive, standing as the product of management's analysis and strategic thinking about firm's situation and its Conclusions about how to position the company in the marketplace and compete for buyer patronage.

Research therefore has revealed that firms that engage in strategic management generally outperform those that do not but when a firm fails to execute effectively, the culprit is often how and why of countless individual decisions and actions. The attainment of an appropriate match, or 'fit' between a firms environment and its strategy, structure and processes has positive effects on the firm's performance. Whelan and Hunger (2008) observe that in a survey of nearly 50 corporations from various countries and industries, there are three highly rated benefits of strategic management, namely : (1) clearer sense of strategic vision for the form; 2) sharper focus on what is strategically important; and 3) improved understanding of a rapidly changing environment.

Since strategic decision-making covers a wide range of issues confronting management, then it is necessary to organize these in some way, to see where they arise and how they are concerned (Warren 2008). He suggests that a logical approach is to follow a more or less chronological sequence, as follows: 1) Whether to take part: 2) Choosing a strategy for taking part; 3) designing a likely path to success; 4) steering strategy through time; and 5) whether to extent or revise the strategy.

Strategic management, on the other hand, can also be considered a science since during the formulation phase, all aspects (external and internal) are examined which require both quantitative and qualitative data and extensive analysis. During the formulation process various assumption are formulated and tested and alternatives are formulated to see the various outcomes based on the factors considered. What is more crucial here is that it requires scientific method of studying the data and information before management decides on what is the best strategy to undertake given the assumptions formulated. Accordingly, successful strategies are based on a good understanding of the markets in which firms compete. This understanding requires that they have accurate, timely information and means to analyse and communicate this information to relevant decision makers.

Although the research process is a complex, time-consuming, and expensive activity, this does not mean that firms must remain ignorant and isolated about the world around it. It should be remembered that there are simplified approaches to obtain data and information. In such a case, therefore, relevant strategic inputs derived from analyses of the internal and external environments are necessary for effective strategy formulation and implementation. In turn, effective strategic action are a pre-requisite to achieving the desired outcomes of strategic competitiveness and above-average returns.

Winding up:

Strategic management process sets the long-run performance by undertaking environmental scanning, strategy implementation, and evaluation and control. The process of strategic management is a mixture of several ingredients. It is a science because it requires scientific when formulating plans for the firm. On the other hand, it can be stated that it is an art considering that when plans are implemented it varies relative to the characteristics and style of managers. However, to be more effective in achieving the goals of the firm, other ingredients are necessary like excellent judgment of the manager, flexibility of the plans, and even luck. Business strategy therefore is not merely a result of one factor but a mixture of interrelated factors and that when mixed well by management can bring the firm to greater growth.

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Retailing F&G products in India: An Approach for Demand-supply Synthesis

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Abstract

The retail sector in India is growing rapidly. Food and grocery (F&G) retailing is an important segment of this sector, with the unorganised units having a major share. The organised sector is also growing primarily due to the rising population, changing demographics and lifestyles of the people. Various formats have come up in the organised sector, over time, with a niche market or competing with each other. The present study analyses the trends in the F&G retailing in India. It gives an account of the size of the Indian F&G market. The different formats of the unorganised and organised sectors in retailing are discussed. The demand-supply factors and their synthesis are analysed . It is also attempted to develop an approach for retailing the F&G products to optimise the resource and allocation efficiency.

Key words: Retailing, unorganised and organised sectors, retail formats, demand-supply factors.

Introduction

Food and grocery (F&G) retailing in India has been growing significantly in India. The unorganised sector accounts for a major share, while the rising population with changing demographics and lifestyles of the people have mainly resulted in the emergence and growth of the organised sector. In the organised sector, various formats have evolved over time having a niche market or competing with each other. The present study analyses the trends in the F&G retailing in India. Initially, an account of the size of the Indian F&G market is given in Section 2. In Section 3, the different formats of the unorganised and organised sectors in retailing are discussed. Section 4 is devoted to an analysis of the demand-supply factors and their synthesis in F&G retailing. Section 5 attempts to develop an approach for retailing the F&G products to optimise the resource and allocation efficiency. Concluding remarks are given in the final section.

Size of the F & G Retail Market

The Indian retail sector is mostly unorganised or traditional in nature consisting of kirana stores, convenience stores, paan and beedi shops, hand cart and pavement vendors, etc. The organised sector comprises super markets, hyper markets etc., which are set up as chains by corporate entities, operating with modern management techniques and self-service method.

The size of the Indian retail market has increased from US$ 201 bn in 1998 to US$ 342 bn in 2007, an average annual growth of 7.8%. In the next decade, i.e. by 2017, it is projected to rise to US$ 800 bn, an average annual growth of 13.4% which shows a high potential for the sector. The data are given in Table 1.

Table 1: Indian Retail Sector – Market Size (in US$)

Year	1998	2000	2002	2004	2007	2009	2010	2014*	2015*	2017*
Market size	201	204	238	278	342	350	410	550	637	800

* Projections.

Source: http://www.retailbiz.com

The organised retail accounts for 5% share in 2010 which is projected to rise to 11% share in 2015 (Raghav Gupta et al., 2010) which is encouraging. But, the share of the organised sector in the total retail is much higher at 20% in China, 30% in Russia, 35% in Brazil, and 80% in USA. The Indian retail business employs about 21 million people forming 7% of total employment. The retail outlets number about 15 million which is the largest number in the world (http://www.retailbiz.com). Organised retail eliminates middle men which enables farmers get better prices and customers are charged only reasonable prices.

At global level, India is a major food producer, and the largest producer of livestock, milk and cereals, the second largest in the production of fruits and vegetable items, and is in the top five in rice, wheat, sugar, groundnuts, oilseeds, spices, tea, coffee and tobacco. The F&G products constitute the second largest segment of the retail sector (Hindustan Times, 2013). Indian food retail sector is estimated at $70 bn in 2013, and is projected to more than double to $150 bn by 2025. The food sector received 3.3% out of the gross inflow of foreign direct investment (FDI) into India during 2000-10 (Business Line, 2010). The organized F&G segment mainly comprises cereals, pulses, spices, dairy products, fruits, vegetables, meat, fish and poultry. The details are shown in Table 2.

Table 2: Food and Grocery Items: Retail Sales

Serial No.	Category	Share (%)
1	Cereals, pulses and spices	43
2	Milk and milk products	19
3	Fruits and vegetables	12
4	Meat, fish and poultry	12
5	Packaged food	5
6	Beverages	3
7	Personal care	3
8	Others	3
	Total	100

Source: Pratichee Kapoor and Aneesh Saraiya, 2013.

Unorganised vs Organised sectors: Formats

The food retail formats include (1) traditional markets (e.g. sales on the field or on the roadside or to households or entities; (2) farmers' markets set up by state governments; (3) convenience stores; (4) small self-service stores, either independent or in chains (5) small full-service stores (e.g. grocery stores, or those specializing in specific products); (6) large self-service stores, either independent or in chains (e.g. supermarkets or hypermarkets); and (7) cash and carry stores.

Table 3: Food Retailing: Features of Different Formats of Stores

Format	Favourable factors	Unfavourable factors
Traditional market	Consumers get fresh and quality produce at lower prices. Farmers get immediate income. E.g. Village fairs, haats.	Exploitation by middlemen due to lack of storage facilities for farmers.
Farmers' market	Serves local needs quickly at low-cost (due to less storage and handling costs). Reduces food miles for farmers. Direct contact between farmers and consumers.	Lack of adequate storage facilities.
Convenience Store	Meet the needs of customers, otherwise unmet. E.g. In railway and bus stations.	Higher prices for customers.
Small self-service store	Useful for those who make frequent purchases in smaller quantities. Regular customers can get products on credit or delivered at home. E.g. Small stores.	Variety of products is limited. Prices could be low, but no schemes or promotion campaigns or discounts.
Small full-service store	A neighbourhood store and enables quicker purchases. It suits more for those who make frequent purchases in smaller quantities. Regular customers can get products on credit or delivered at home. E.g. E.g. Small stores. Kirana stores	Variety of products is limited, and there is no scope for choice. While the prices could be lower there are no schemes or promotion campaigns or discounts.
Large self-service store	Huge space, providing large variety of quality products, which could be picked up by customers at leisure in an attractive ambience. Payment could be by debit or credit cards, with computerised billing. E.g. Supermarket, hypermarket.	Prices could be higher due to high overheads, but there could be discounts (for customers who register as members) or schemes or promotion campaigns.
Cash and carry stores	Meant for entities that make bulk purchases. Huge stores with a variety of products. Choice prevails. Prices would be reasonable.	Require huge investments.

Source: Compiled by the authors.

All these formats are thriving for one or a combination of the reasons of product quality, location, sales strategies and cleanliness. Kirana stores could be preferred for location by the neighbourhood, credit facility, door service and personal rapport. Malls are becoming an attractive place for outings for families and for leisurely shopping with facilities of food courts, play centres, etc.

The stores could be set up on own premises or in rental accommodation. Rentals account for over 7% of the total costs for organised retail in India against global benchmarks of less than 3%. Availability of premises will be difficult and costs will be high for retailers who want to provide adequate space for parking and inside the stores (Pankaj Gupta, 2013). The bigger the size of the retail store, the greater is the scope for economies of scale in operations, including scope for procuring products from suppliers and manufacturers at lower margins through higher bargaining power. Growth of organised retail sector is resulting in a higher demand for trained manpower. There are institutions and courses for retail management to fill the gap in this respect.

The sector has become highly competitive, with domestic and foreign retailers in the field. The retail chains are entering even tier II and III cities. Teleretail, internet retail, discounts and promotions are used as a competitive strategy. To face competition, the retailers are taking recourse to private lables or store brands (i.e. the brands developed in-house) which provide higher margins. They are of same quality as of brands, locally packed and are offered at 5-10% lower prices. They provide scope for generating employment opportunities for the locals.

According to a study by Rabobank International, private lables' share in Indian retail is envisaged to grow from 4.5% to 10.5% during 2013-20, and accounts for 0.3% of the Indian F & G market. Private lables in honey, noodles and jams have grown the highest during 2007-12. The staples category has the largest share (30-50% across subcategories) of private lables among national retailers. This is primarily because of low brand recognition and high price elasticity in this segment. Major domestic retailers (e.g. Reliance Fresh, More and Bharti Retail) have private lables in food categories. It took private lables 50 years to reach the present penetration level of 28% in Europe, but China and India reached this position in 15-20 years (Business Standard, 2013). There has been a shift from brands to private lables by the organised retailers due to recession and higher margins. The sales of the latter are rising because of the use of quality materials, attractive packaging, and need-based for the customers.

Use of modern technology provides competitive advantage to retailers. These include self-scan checkouts, use of RFID tags to track and reduce inventory management costs, and for analysing customer in-store movement patterns better. Web-based POS, e-SCM, and e-procurement systems, and warehouse management methods will help retailers to integrate the value chain and making the supply chain management (SCM) efficient. Analytics enable understanding customer buying behaviour and taking decisions regarding pricing, store layout and promotions (Pankaj Gupta, 2013).

Demand-supply Factors and Synthesis

For F&G products, the demand factors include the pattern of consumption habits, product range and availability, and quality standards. The supply factors are influenced by production costs, logistics, competition, marketing strategies, FDI policy and SCM.

Demand Factors

Consumer expenditure is envisaged to grow from Rs.17 bn in 2005 to Rs.70 trillion in 2025. The Indian middle class is expected to increase from 318 million in 2007 to 5,283 million in 2025, forming 5% and 40% of the population respectively and its annual disposable income is estimated to rise from Rs.2 lakh to Rs.10 lakh in this period. The Indian consumer market could grow from the world's 12th largest to 5th position in this period (Eric D. Beinhocker et al., 2007).

The size of the Indian middle to very rich class is estimated to grow by over 300% during 2005-15. In the same period, the proportion of young population (aged 15-25 years) is expected to grow by 11%. These people look for convenience, variety and health. This raises the demand for food products which meet these needs (FICCI-Ernst & Young, 2009).

There is a growing interest in the households by way of eating outside home or buying packaged food occasionally. The reasons could be growth in disposable income, a rise in the number of working women, a tilt in demographics with growth of the urban middle class and a rise in the proportion of youngsters and single working persons, changes in lifestyles with preference for leisure, availability of a larger variety of food outside in good ambience with the influence of cosmopolitan culture, preferences for tastes, and so on. This is so despite a finding by the Tata Services Management Group study (Pankaj Gupta, 2013) that packaged food prices are higher by almost 35-40% when compared to cost of home-made food. Due to increasing health consciousness, the demand for organic food and wellness products could increase in the years ahead. Consumers are inclined to pay higher prices due to the growing culture of shopping with family.

Growing urbanization and a rapid rise in real mean per capita income have enhanced the demand for non-staples and processed foods. The storage of foods is facilitated with the availability of refrigerators. Food processors provide standard readymade foods and reduce wastage. These facilitated growth in demand for F&G products.

Supply Factors

Indian farmers account for about 60% of the total population and land holdings are fragmented. They generally adopt the conventional farming or commodity agriculture model with low cost and use of unproductive and inefficient methods of production. They face problems in storing and marketing the produce, and get exploited by big landlords and intermediaries. As a result the production, productivity and returns are low. It is resource-intensive, exploiting the land, water, and energy.

There has been a gradual transition towards increasing industrialisation of agriculture, on which is based the production model of agriculture and the process makes agricultural production more a commercial activity than a subsistence occupation. But, the production model uses chemical inputs, polluting water beds, depleting topsoil, and reducing soil fertility.

The area under agriculture is also declining due to conversion for industrial, commercial, residential, and infrastructure development purposes. This is affecting more the small and marginal farmers. Loss of agricultural land reduces food production. Farmers also face problems in protecting the crop from pests and natural calamities with no insurance covers. Their affordability to own or hire equipment, and maintenance of the same, is limited. They sell the produce in the local haat, but the sale proceeds are insufficient to meet the family expenses due to transport and other expenses.

For instance, lobsters, hand-picked on the Orissa-Bengal sea coast, are sold for Rs.5 per kg. to the money lender. Ultimately, they are sold to the consumer in New Delhi for Rs.1,600 per k.g. (Economic Times, 2011**).**

Food processing units face difficulties in making bulk purchases of produce of uniform standard from farmers at mutually beneficial prices. Similar is the position with retailers who are forced to depend upon intermediaries. Most of the processors and retailers are also small in size making the units unviable for sustenance and growth.

Retailing F & G products in India: An Optimal Approach

The problems faced by the small and marginal farmers as well as small retailers can be overcome by adopting the following approach:

Linking Farmers to Consumers

Farmers' markets can be set up in larger numbers with support from the government. They can sell directly to canteens of educational institutions and offices and to supermarkets. The aim is to create value chains to benefit both producers who have less power with income, consumers with better food quality and prices and for environmental protection as well, with ethical norms and fair trade practices. Farmers may form cooperatives, aggregate the produce, and modernise the process such as use of technology to sell their produce.

Agripreneurship may be encouraged. It is defined as a sustainable and community-sensitive process, involving a single or a combination of factors viz., production, processing and marketing of agricultural produce to meet consumer needs with an innovative approach. Sustainable agriculture needs a holistic, systems-oriented approach to farming that focuses on the interrelationships of social, economic, and environmental processes.

In areas close to farms, community supported agriculture (CSA) model may be developed. It is a food-subscription service for which members pay an up-front annual fee, for seasonal fresh foods, which will be available in the off-season also through storage. It links directly the non-farm households and the CSA farms. This will enable farmers to have perennial income. Schools and colleges also may adopt a similar model to provide fresh produce to the lower strata of the society at a low cost, which enables students to promote agricultural literacy and empathy for the poor, among the students. In urban centres, food production may be encouraged by way of growing gardens on a balcony or backyard or rooftop or in greenhouses. It can be taken up as entrepreneurial activity, or for recreation, education, and beautifying neighborhood. It improves urban environment, saves energy and time for travel to buy food products and markets exist to sell surplus produce at reasonable prices. Family businesses pay less than formal-sector wages, have low overheads, and do not pay tax. They can also modernize to compete with supermarkets

Agri-tourism prevails in India in some places (e.g. Agri-tourism Development Corporation Ltd., Maharashtra). It involves visits to farms (e.g. guava, sugarcane) and mills (e.g. sugarcane), bullock-cart ride, observing and trying out jaggery making, milking of cows or making mud toys. These help domestic and international tourists to appreciate the local food systems and agricultural practices in terms of contributions and problems (Sivakumar, A).

Food related rural entrepreneurship with entities such as food processors helps farmers. It serves better the needs of food chains, restaurants and others. Farmers get deserving prices and consumers receive better quality food. Agricultural supply chain provides opportunities for enterprises such as combine harvesters, fumigated warehouses, reefers, cold chains, refrigerated trucks and hot houses. Government should support farmers with crop and health insurance cover and for marketing the produce. Storage facility should improve for farm products. Some multinational corporations and private equity firms have invested in cold chains. Some firms (e.g. McDonald's) have invested in back-end processes and improved supply chain management.

The Bureau of Indian Standards has set three standards for the growing food retail sector to bring them on a par with their global counterparts. These are IS 16019:2012 for basic requirements in food retailing, IS 16020:2012 for good hygiene and food safety management, and IS 16021:2012 for good manufacturing practices in food processing. Though not mandatory now, the government is contemplating to compulsorily implement the standards in due course to ensure uniform quality in food retail in India (Hindustan Times, 2013).

Supply Chain

Supply chain for food produce comprises farmers with fresh produce, cold storage units, processors where food gets upgraded and packed, manufacturers, distributors, wholesalers, and retailers. In India, which is the world's second largest producer of fruits and vegetables, 30-40% of the fresh produce is lost annually in the supply chain as wastage which exceeds the fruits and vegetables consumed. The reasons for this are: inadequate and ill-maintained infrastructure, longer food miles, and non-availability of or insufficient cold-storage capacity.

Table 4: Commodity Trade: Price Breakup and Gross Margin

Stakeholder in Supply Chain	Price Breakup per kg.	Share (%)	Gross Margin
Farmer	27	28-30	
Transporter	5	5-8	12 – 15
Commission agent	6	8-10	18 – 20
Aggregator or Wholesaler	11	12-13	20 – 25
Transporter	5	5-8	8 – 10
Distributor*	16	18-20	20 – 25
Retailer	20	20-25	20 – 25
	90	100	

*In some cases supply chain includes sub-distributors also.

(Source: Pratichee Kapoor and Aneesh Saraiya, 2013)

Table 4 shows that in the commodity trade, about two thirds of the total value share goes to the middlemen and traders. For perishables, the end price would be higher. Inadequate transport and storage facilities result in wastages, dearth in supplies and higher prices. Processing units facilitate reducing the wastage of perishables. Computerisation of movement of produce from suppliers to retailers (e.g. Wal-Mart), reduces wastages in supply chain.

The loss of primary agricultural produce such as grains, fruits and vegetables, before

reaching the market, was estimated at 30-40% due to lack of proper handling, cleaning, sorting, grading and packaging facilities in villages. The long supply chain involving procurement, transit and other taxes and service charges, makes the total cost rise sharply. As a result, the price charged by the farmer forms only 25-60% of the consumer price. The cold storage capacity in India was 25 mt in 2010, as against the need of 61 mt. These will have to be corrected keeping in views the contribution made by the F&G sector to the economy. India's annual exports of agricultural products are valued at US$ 30 mn and increased by 20% on average during 2008-13. The food processing sector has grown twice as fast as agriculture, and the job multiplier of this sector was the highest among the industrial sectors. During 2008-12, private equity investments in agri-business have increased from 0.2% to 3.8%, and venture capital investments have risen from 0.2% to 1.6%, of the total investments. Agri-logistics investments were US$ 60 million in 2012. The food processing sector is expected to be of the size of Rs.4,000 bn by 2014-15, forming 6.5% of the gross domestic product. Innovation and technology have to be used much in the value chain of agriculture and food processing sector for better results.
(FICCI-KPMG, 2013)

The cycle time of supply chain operations from manufacturing to retailers in terms of information flow has declined from 30-35 days in the early 1990s to 1-2 days in the 2010s. This could happen due to the use of technology and communication links at various levels such as the mobile network, satellite communications, personal digital assistants, automated tracking devices, vehicle tracking systems and so on (Murali, D., 2011). Even competitors on the front-end can have collaboration at the back-end, with common source of operations, sharing logistics (including hiring), warehouses and private labels. This reduces supply chain and third party manufacturing costs. The supply chain cost is 12-50% depending on product categories (Kala Vijaraghavan and M.V. Ramsurya, 2009).

Demand and supply have to match with forecasting done at all levels in the supply chain and there should be collaboration and coordination for an effective management of resources involved, be it physical or financial flows or trained manpower. In this regard, sharing and integration of information and data will speed up the transportation of goods, avoids or reduces wastages, optimises inventory, enhances sales and services, and improves margins and profitability. Effective inventory management controls costs of purchases and inventory at stores and distribution centre, matching with demand and improves cash flows. The RFID facilitates maintenance of stocks with real-time information and visibility at reduced operational costs, which improves the efficiency of supply chain. With the use of technology, even the new standalone eateries are creating a niche for them making the big hotels offer online discounts on food and beverages.

FDI

The FDI facilitates improvements in supply chain such as building up infrastructure for storage and transportation network. This makes farmers and producers get better prices and enable customers receive fresh and quality products. International retailers will make large scale purchases which will increase the demand for products, mainly from locals, and FDI norms require buying of 30% of the produce from small and medium enterprises. This forces the farmers and manufacturers to improve their skills, productivity and quality of the produce. Some foreign retailers are organising education programmes for farmers in this respect. The FDI in multi-brand retailing will result in foreign retailers bringing the best practices into India in processing, manufacturing, and distribution activities, which will enhance employment opportunities as well. To enable better results, the Government of India has to reduce complexities in central and state level taxation systems.

Conclusion

Agriculture would do much better with support factors such as investment, infrastructure, efficient supply chain, liberal FDI policy, among others. Organised sector is still in the nascent stage regarding food retailing. If the retailers adopt a coordinated approach through liaison with and producers, distributors and wholesalers for bulk purchases, and for using logistics systems, the middlemen could be avoided benefiting the farmers and varied range of products of quality could be made offered to customers at reasonable prices. This will also rationalize the SCM, with scope for improvised entrepreneurial ventures.

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MANAGING WORK FORCE DIVERSITY

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ABSTRACT

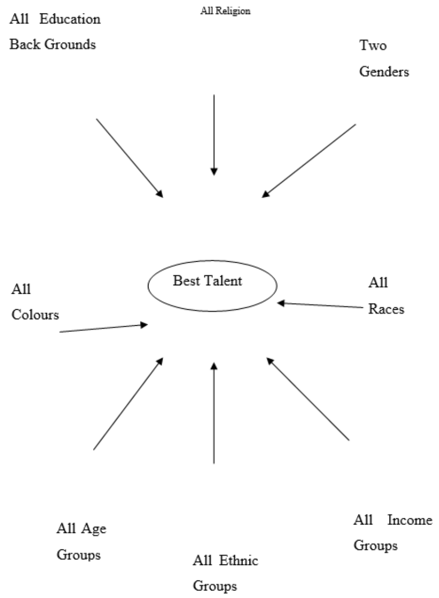
Management being a social discipline deals with the behavior of People and human insight. Hence, workforce diversity is the biggest challenge and at the same times the biggest opportunity for the 21st century managers. “Diversity Management” is a strategy to promote the perception, acknowledgement and implementation of diversity in organizations. Successful diversity management policy and program will eventually make a huge difference in the communication among employees and the general productivity of the organization. Workplaces in MNcs today are highly diversified with the employees of different countries, different age groups, religions, races, ethnic groups, colour and gender. People from various countries and societies bring varied cultures to the workplace in addition to the best talent. Today’s organization need to recognize and manage workforce diversity effectively. The main focus of this paper is to empirically assess the relationship between workforce diversity and organization performance. Our main finding is that diversity is either positively associated with productivity or there is no significant relationship between establishment level diversity and productivity. This leads us to conclude that establishments that employ a more diverse workforce are no less productive than establishments that employ a more homogeneous workforce. India probably has all the world‘s religions. Many times it is noticed that the culture is very much related to the religious background of the people. People from different geographical area with different cultures, languages, and socio economical background shall be working in the same organization. These aspects are to be well analyzed and a suitable work culture should be created in the organization

Introduction

The world’s increasing globalization requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. People no longer live and work in an insular marketplace they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organizations need diversity to become more creative and open to change. Maximizing and capitalizing on workplace diversity has become an important issue for management today. Globalization provided an opportunity to business firms to expand geographically be entering into new markets. This opportunity converted domestic companies into multinational companies and MNCs into transnational companies. Consequently a new competitive environment has been created. This competitive environment forces the MNCs to compete with domestic companies in the host country, compete with other MNCs in the same country in addition to competing with home country MNCs at home as well as in foreign markets.

Diversity is generally defined as acknowledging, understanding, accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status. Diversity issues are now considered important and are projected to become even more important in the future due to increasing differences in the population of various countries. Companies need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater productivity and competitive advantages. Stephen G. Butler, co-chair of the Business-Higher Education Forum believes that diversity is an invaluable competitive asset that America cannot afford to ignore. Managing and valuing diversity is a key component of effective people management, which can improve workplace productivity. Demographic changes (women in the workplace, organizational restructurings, and equal opportunity legislation) will require organizations to review their management practices and develop new and creative approaches to managing people. Changes will increase work performance and customer service. India is known as politically one country but socio-culturally many countries in one‖. In India even people from neighbouring states are as different as trying to compare Karnataka to Italy when considering language, style of dress, cultural dances, etc. As per studies in India the language and culture changes ever 100 kilometers. From a media planning perspective, there are 5,600 daily newspapers, 15,000 weekly newspapers, and 20,000 magazines in 21 languages across the country that planners must negotiate through when planning their media buys. To keep in pace with the changing needs of the world and to succeed India Inc's should keep in mind not only the demographics at their organization level, the challenge is also to have a broad spectrum of thought to manage at the market place. It is like a two edged sword. An optimal environment should be that which seeks to optimize the contributions of diverse workforce, suppliers and the communities where they work. It should reflect both the market place and the customers. Diversity is being considered as one of the key points in today‘s business vision statements and not just a philanthropically aspect.

Factors of Diversity:



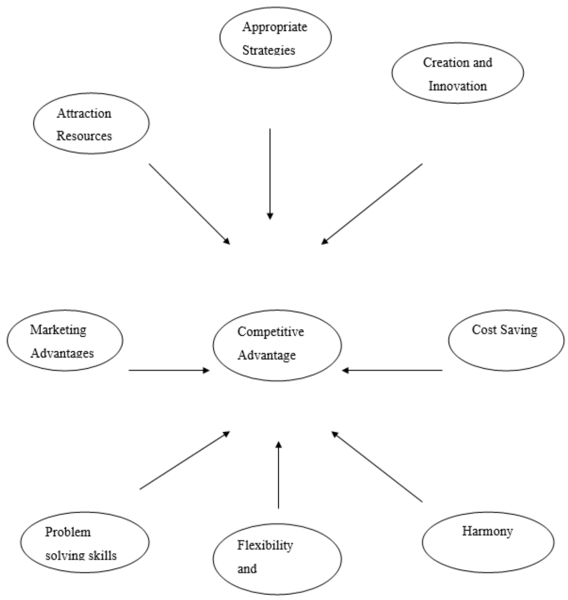
1. Increase in Educational Opportunities vis-à-vis increase in number of Employees from Developing countries.
2. Changing Gender Roles
3. Changing Roles of Minorities.

Managing Diversity of Workforce Strengths and Weaknesses:

Diversified workforces bring talents, skills, knowledge and expertise that invariably being core competencies and sometimes distinctive competency and thereby competitive advantage to the company. In addition, diversified cultures bring multi approach to decision making and thereby enhance decision making abilities of MNCs. However diversity also becomes a potential source for conflict via misunderstanding. Thus, diversity has both positive and negative aspects like every coin has two sides. Therefore, MNCs should manage diversity in order to maximize the positive aspects and minimize the negative aspects of diversity.

Strengths	Weaknesses
• Competitive advantage • Multiethnic unified societies at workplace • Efficient implementation of organizational strategies • Repeats undesirable unity among employees	• Potential source of conflict • Delay indecision making • Communication distortions

Factors contributing to competitive advantage



Weaknesses of Diversified Workforce

- Potential Source of Conflict
- Misunderstanding and Perceptual Differences
- Delay in Decision Making
- Communication Distortions
- Implications

Strategies for managing Workforce Diversity:

Individual Strategies: Individuals with broad minded approach can formulate strategies based on the situations, ego-state and cultural background of other persons at the workplace in order to manage the diversified cultural situations. Individual strategies to manage cultural diversity are not inclusive. However, we discuss some important strategies are:

- ➢ Understanding the cultural background of others
- ➢ Belief that 'All Cultures are Good'
- ➢ Perceive from Others Perspective
- ➢ Approach of No-Wining over Other Culture
- ➢ Clear Communication

Organizational Strategies to Cultural Diversity: Organizations can formulate effective strategies to manage cultural diversity at the work place in addition to the strategies adapted by individuals and groups. Organizational strategies include:

- ➢ Recruitment and Selection Strategies
- ➢ Organizational Policies and Practices
- ➢ Cultural Training
- ➢ Breaking the Glass-Ceilings
- ➢ Formal Socialization Programs
- ➢ Structuring Work Teams
- ➢ Use of Counsellors
- ➢ Communication

National Strategies: National strategies towards management of cultural diversity include

- ➢ Legislative approach towards equal employment opportunities
- ➢ Efforts of the cultural associations / societies
- ➢ Efforts of the diplomatic missions

Examples of Work and Family Programs	
Los Angeles Department of water and power • Reduce cost child care • Care for mildly ill children • Parenting classes and counseling • Expectant parent program • Parenting support groups • A "Beeper-Albert" (in which employees are loaned beepers when they have a imminent family emergency) **RJR Nabiscob** • Time-off program in which parents can	**Stride Rites** • Intergenerational Center a day care facility for children and elder dependents of employees. **The St. Petersburg Times** • Subsidized child care and care for sick children • Flexible work schedules • Family leave • Job sharing • Resource and referral services **Eli Lillye** • On – site day – care center Summer camp for children who are too old for day care.

take time off to accompany their children on the first day of school or to attend parent-teacher conferences	

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EVOLUTION OF WORKFORCE DIVERSITY:
Managing diversity is nothing new. In fact, historic colonizing empires like Spain, Portugal and England, and modern nations like the United States, South Africa, Japan, Germany, and now newly emerged nations with their ethnic cleansing‖ efforts, have managed diversity most effectively, but for purposes of exclusion at both the individual and institutional dimensions. Various institutions in society, such as schools, churches, businesses, corporations, as well as communities have also managed diversity well, but again, for purposes of exclusion. In part this is because as Audre Lorde tells us, "we have no patterns for relating across our human differences as equals". Without such patterns or models, the prevailing attitude and behaviour toward persons of colour and others with biological, physical and socio-cultural differences, or those with operating out of different thinking systems, has been one of exclusion and control.

Today, to reach our potential as organizations and society, that attitude has to shift to one of inclusion. Managing diversity is an on-going process that unleashes the various talents and capabilities which a diverse population bring to an organization, community or society, so as to create a wholesome, inclusive environment, that is safe for differences, enables people to reject rejection, celebrates diversity, and maximizes the full potential of all, in a cultural context where everyone benefits. Multiculturalism, as the art of managing diversity, is an inclusive process where no one is left out. Diversity, in its essence, then is a "safeguard against idolatry" the making of one group as the norm for all groups. Therefore, one of the dangers that must be avoided in grasping a proper understanding of multiculturalism is bashism. Bashism is the tendency to verbally and/or physically attack another person or group based solely on the negative meaning given to group membership due to biological, cultural, political or socioeconomic differences (such as gender, age, race/ethnicity, political party, class, education, values, religious affiliation or sexual orientation) without regard for the individual. In an age of cultural pluralism, multiculturalism is needed to manage diversity effectively. Multiculturalism is nothing more than the art of managing diversity in a total quality manner. It is the only option open to educators, leaders and administrators in an ever-increasing culturally pluralistic environment. In the business world the process of multiculturalism is best maintained through managing diversity an intrinsic approach to business ethics and human interrelations that acknowledges and respects the contributions which the various racial/ethnic groups, as well as women, have made to society, and incorporates these contributions in an overall program of human resources management which meets the needs of an ever-changing society and its demands on business, and is sensitive to the personal and social development of all entities concerned. The needs of the 21st century demand a citizenry that is culturally sensitive and internationally focused, with an orientation toward the future rather than the past. Diversity is in, much to the dismay of defenders of the past. Globally the demographic landscape is changing such that more and more the corporate work place will be influenced by People of Colour. This is that non-dominant, non-white status segment of the population, which, by virtue of the negative meaning placed on them, has been granted limited access as a group to the societal rewards of wealth, power and prestige, and whose value and contribution to society is continually minimized. Multiculturalism, as the new paradigm for business for the 21st century, is a political ping pong term greatly misused and highly misunderstood. Since for many it is also a valuable concept, it has come under fire from diverse segments of the population, who due to their social position view the world differently. Today‘s diverse population pool and workforce is simply not going to go away, but increase. This is the direction of the future - multicultural, multiethnic, multilingual communities. And effective leaders, concerned with the bottom line - the maximizing of profit, whether material or nonmaterial - are recognizing this new direction. The art of managing diversity is thus of great concern to all persons charged with the responsibility of overseeing the work of others. Organizations, however, that try to force today‘s reality into yesterday‘s management styles will seriously jeopardize the viability of their enterprise. Beyond the challenge of creating a humane working environment where management and staff of diverse backgrounds and experiences learn to appreciate each other, lies the additional one of changing the structural arrangements. Hence we are calling it greatest challenge as well as great opportunity.

One survey was conducted in the following major organizations in India, Gurgaon offices.

1. WNS 2. IBM 3. HCL 4. Maruti Suzuki 5. Coca Cola .

INTERPRETATION OF THE FINDINGS OF THAT SURVEY : Companies can succeed at diversity if the initiative to create, manage and value the diverse workforce has the full support of the top management. The following are the conditions which would make workforce diversity a success in any organisation:

1) The organization should assign this work to a senior manager. The organization should link concerns for diversity to human resource management decisions around recruitment, selection, placement, succession planning, performance management, and rewards.

2) The organization should create such a working environment as will increase the motivation, satisfaction, and commitment of diverse people.

3) Performance standards must be clearly and objectively established, effectively communicated, and used on objective criteria without any bias. They identify desirable and undesirable behaviours that must be based upon performance feedback discussions involving a diverse workforce.

4) The strategy (diversity or otherwise) must be based on the will of the human resources, strength, and culture of the organization. Managers must understand their firm‘s culture first and then implement diversity strategies according to that culture.

5) Training and development programs will improve the skills in dealing with the day to day diversity dilemmas. This will help managers to be aware on how power relations make an impact on stereotypes of groups and on perceptions of individuals and the expectations.

6) Communicating intercultural‘ it will help in managing a diverse workforce. An individual will be able to understand how cultural and ethnic differences shape the conflict process and coming up with conflict resolution strategies. There will be able to negotiate outcomes with cultural differences in mind.

7) Mentoring programs, involvement of experienced advisors and helps others for a period of years. This mentor should be able to advise employees on the whole concept of workforce diversity and the reasons why diversity should be managed in the workplace.

8) Assessment of ones beliefs about work values, being able to identify work values of others from different cultural backgrounds and examination of the leadership assumptions from a multicultural perspective. Creation of the support system, to reduce isolation and discrimination. This can be done through the encouragement of a formal system and informal networks.

9) The rationale for diversity training programmes is often misunderstood at all levels. So it is important to first communicate what diversity is and what the organisation hopes to achieve by managing it more effectively.

CONCLUSION

Diversity is not a case of representation of different nationalities or ethnicities. It is a process of creating greater wealth through increased creativity and productivity. Consistent internal communication and employee education is vital to gain support of all the stake holders. It is the duty of the management to critically evaluate the benefits of workforce diversity in their organisation. On the other hand the management should put in place conditions which would enhance the workforce diversity in their organizations, more especially in their strategies formulation on the diversity of the workforce. Managing diversity in organizations is absolutely dependent upon the acceptance of some primary objectives to which employees are willing to commit, such as the survival of the firm. In today's fast-paced work environment a successful organization is one where diversity is the norm and not the exception. Finally, creating a diverse workforce takes time and even longer to reap the benefits. The management and leaders must not lose focus and interest in creating a diverse workforce – due to the lack of immediate returns.

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