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SURYA-THE ENERGY
Management Research Journal
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**Invite for paper submission
for October - December 2018 issue**

The next issue of the Journal SURYA-THE ENERGY October - December 2018 would be based on non thematic topics / issues.

The length of the Research paper / Case Study / article should be between 3000 and 3500 words. It is absolutely necessary to provide the required references in the body of the text, so that the readers are informed about the sources of the data, information, views or opinions. The contributors are requested to refer to **Plagiarism Policy** which is readily available on the institutes website (www.simmc.org). Further, the author is solely responsible for the accuracy of all the figures, quotations and references. Please follow APA style of referencing.

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From the Desk of Chairman, Editorial Board...



Like previous issues, this issue of Synergy - A Quarterly Management Journal for the quarter July - September 2018 also contains an array of interesting articles / Research papers such as, A Literature Review of the Factors that Influence Customer Receptivity to Cross-selling, "Maslow's Need Hierarchy Theory & Herzberg's two factor Motivational Theory - Application in Current Scenario", International Career Prospects for Hospitality Graduates, Management Challenges and Opportunities in Small Scale & Medium Scale Industries, Competitive Advantage through Lean Manufacturing, Communication Challenges for Animators : A Study, ERP: The best solution for an organization, Role of Social Media in Business Development: A Study, A Study of Fulfillment of Expectations of Employees from Training Programs in Matrix IT Systems Pvt. Ltd., Pune.

The Editorial Board takes the opportunity to thank all the contributors for whole heartedly extending their support through research papers and consequently in bringing out this July-September 2018 Issue.

The content and standing in all the published articles are exclusive views and personal opinions of the respective authors and they do not necessarily reflect the official views and opinions of the Editorial Board of the Institute. We hope this Issue would definitely bring innovative value addition in your existing knowledge.

Happy Reading!!

Prof. (Dr.) Sanjay B. Chordiya
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A Literature Review of the Factors that Influence Customer Receptivity to Cross-selling

Manisha Lande

Abstract:

Organizations are always in search of strategies which maximize profit through customer satisfaction. Such strategies are coveted by them because of sustained long term growth by retaining existing customers and attracting new customers. Cross-selling is one of the appreciated strategies which do optimum utilization of resources and at the same time increase profit. But it is still not a widely accepted tool. This paper tries to search an answer for this, through investigating different factors that are important for customer receptivity to cross-selling from reviewing existing literature on cross-selling.

Keywords:

Cross-selling, Motives and Benefits of Cross-selling, Drivers of Cross-Selling, Challenges in Cross-selling

Introduction:

Several thinkers had argued that a firm's most valuable asset is its customer base. Way-back in 1973, Drucker observed that to satisfy the customer is the mission and purpose of every business. Gordon and Seybold believed that loyal customer relationships are the deep-seated source of value. Galbreath too emphasized the significance of customers as assets.

Reichheld and Sasser very strongly exhorted the benefits of customer loyalty and claim it to be one of the fundamental drivers of company profitability. Customer loyalty focuses on a customer's repeat purchase behaviour that is triggered by a marketer's activities. However, repeat purchase behaviour may not be a true indicator of brand loyalty. Customer loyalty has both behavioural and attitudinal components. Customer loyalty is "a deeply held commitment to rebuy or repatronize a preferred product/service consistently in the future, despite situational influences and marketing efforts having the

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potential to cause switching behaviour.”

With increasing market competition, businesses have realized that it is easier to maximize profit by different products and services to existing customers than to attract new customers. It can often be observed that consumers sequentially purchase multiple products and services from the same provider. Accordingly, this commonly observed situation offers huge opportunities for companies carrying multiple products and services to “cross-sell” other products and services to their existing customer group . This also helps in regaining the shrinking profit margins of the organizations.

The success of cross selling depends on how immaculately the process is handled by organizations because it is a vital part of customer relationship management. Failure in handling the process may result into loss of customer and damage the core brand image through adverse word of mouth publicity.

Objectives of the study:

Cross- selling is a hot topic. Cross-selling took a front seat because of the market saturation in a number of sectors like retail finance, mobile telecoms etc. This implies that growth is only possible through capitalizing on brand extensions or third party alliances. It is all about encouraging the customers to buy into more than one of these related

products. It brings numerous benefits like increased market share, loyalty and lower cost per customer.

Cross- selling has been tried by American bankers ever since the mid 1970's to achieve top line growth and to retain the customers in the competitive market. The outcome was not so impressive but at the same time not discouraging as well.

A review of Literature reveals that in India the prominent use of cross selling as marketing technique is done by the financial sector which is still is in the infant stage. With increasing competition and reducing profit margins, cross selling has emerged as a significant alternative to traditional communication methods. But it also seems that the extensive use of cross-selling practices is not visible even in Indian financial sector. To understand the reasons behind it this study is done with the following objectives :

- 1) To study the factors those are important for success of cross-selling.
- 2) To identify the factors that influence customer receptivity to cross-selling.

Research Methodology:

Research methodology adopted for the study is, reviewing of the existing literature on cross-selling, of different scholars.

Literature review:

Cross- selling defined:

Cross-selling is defined by the Oxford

English Dictionary as "the action or practice of selling among or between established clients, markets, traders, etc." or "that of selling an additional product or service to an existing customer".

As per Levy and Weitz(2003) cross-selling is selling a complementary product or service in a specific transaction, such as selling a customer a printer when he or she has decided to buy a computer.

Different researchers have different perceptions of cross-selling. The pattern of past purchases made by a customer gives a clue for the next possible purchase of the customer (Lusch et al. 1978). This gives the organization an understanding of the needs of the customer. Satisfying these needs marks the beginning of a fruitful relationship with the customer, which benefits the organisation by an opportunity of an add-on sale. "Cross-selling is the beginning of the relationship and opportunity to sell additional product or service." (),Nash(1993)). A company which has myriad products should take advantage of cross-selling opportunities. Butera (2000) claims that, cross-selling generally described as selling an add-on or accessory product to existing customer, but it becomes an important strategy if the products are unbundled. In short, he suggests that to augment sale, cross-selling efforts should be focused on promoting complementary product line. He generalises cross-selling as "The practice of promoting additional products or services to existing customers in addition to the ones a

customer currently has."(Butera 2000; Nash 1993; ; Stickler K. 2010; Salazar M. 2009) 17

Cross-selling is as well a chance of fulfilling the natural sequential demand of products for the companies producing multiple products and services. "The existence of sequentially developed demand for naturally ordered products offers substantial opportunities for companies that carry multiple products and services to cross-sell" other products and services to their existing customer base.").

Motives and Benefits of Cross-selling for Marketers:

Despite the complexities of successful cross-selling, most marketers found the opportunities to cross-sell well worth the risk taking, because of the numerous benefits it offers.

The literature espouses several benefits of the cross-selling approach. Cross-selling creates barriers to switching. Buchanan and Day elaborated that this is achieved by fostering intense, difficult-to-duplicate marketing relationships with the key trading partners. Cross-selling reduces transaction expenses. Cross-selling ultimately contributes towards improvements in marketing's effectiveness and efficiency. Cross-selling also aims to leverage complementary strengths and achieve economies of scale. If cross-selling reduces marketing costs, it implies that subsequently it enhances

the firm's value proposition in the market. This must lead into a positive spiral of more frequent customer interactions, and higher cross-selling and up-selling occasions and success rates.

As stated in the study of cross-selling practices in the Indian banking sector, some of motives and benefits are:

- a) Increased profitability : Additional sale of the product increases the profit that the organisation earns.
- b) Protecting market share : By satisfying the needs of customer by giving additional products the organisations can reduce customer switching and thus protect market share.
- c) Leveraging on existing brand equity : Brand equity facilitates in the effectiveness of brand extensions and brand introductions. This is because consumers who trust and display loyalty towards a brand are willing to try to adopt brand extensions.
- d) Economies of scale: Economies of scale can be achieved as common infrastructure can be used for selling more products and thus distributing the cost over large number of products.
- e) Cost reduction in customer acquisition: Since additional products are sold to the existing customers which results in reduction in the cost of acquiring new customer.
- f) Improvement in customer retention: Since one stop solution is provided, the switching of customers to other brands is

reduced which results in retention of the customer with the company for a longer period.

Motives and Benefits of Cross-selling to customers:

Parvatiyar hypothesized that consumers prefer to reduce choices by engaging in an enduring loyalty relationship with marketers and cited this as the fundamental maxim of cross-buying. Bagozzi corroborated Sheth and Parvatiyar's contention that the consumer was pushed by a need to simplify and make sense of his/her consumption situation, mitigate risk, ease psychological tension and lessen cognitive dissonance. These motivational and purposive aspects of consumer behaviour augment cross-buying behaviour.

An on-going relationship on account of cross-buying may offer security to the customer, lend a feeling of control and a sense of trust, minimize purchasing risks, and in the final analysis reduce costs. Other benefits of cross-buying include continuity with the marketer, preferential treatment, a proactive service attitude exhibited by the service provider, customized service delivery, social benefits of the relationship, and a more thorough understanding of needs.

It seems that different consumers may have different reasons for cross-buying. In addition, consumers may exhibit varied cross - buying proneness.

A Literature Review of the Factors that Influence Customer Receptivity to Cross-selling

Satisfying customer's need is the pre-condition of cross-selling. The study of Richa and Nijaguna (2006), highlighted some of the motives and benefits of cross-selling to customers, viz.

- a) One stop solution: Cross-selling satisfies the customer's existing and latent needs with more convenience by providing solutions in the form of the products or services.
- b) Reduced formalities and paper work: Customers do not need to prove credentials for every new product bought which brings an ease in transactions.
- c) Reduced cost of transactions: Additional cost incurred in verifying the credentials is eliminated as it will be common for cross-sell products.
- d) Additional benefit i.e. preferential pricing: A price discount or concession in the price is given by marketers, which will be an additional benefit to the customer.
- e) Reduction in transactional risks: Satisfied with the past experience of transacting business with the organisation, greatly reduces the transactional risk in cross-selling for the customer.
- f) Time saved of alternative option search: For the product/service purchase, customer needs to search for the alternative product/service suppliers. The time is saved in this process of purchase selection.

Drivers of Cross-Selling (Antecedents):

The factors that drive cross-selling were mentioned in the study of Richa and Nijaguna (2006), viz.¹³

- a) Brand name: Corporate brand name of the product/service is an important factor in the decision making process of the customer for cross-sell products.
- b) Motivated employees: Employees initiative for cross-selling activity will increase the rate of success in cross-selling.
- c) Incentive for cross-selling: Reward for the cross-selling efforts taken by the employees assures consistent efforts for cross-selling activity.
- d) Training for cross-selling: For the customers to perceive cross-selling efforts as fair, it is necessary to train the employees in cross-selling techniques.
- e) Database and CRM tools Availability: Understanding of the customer's need is important to target the customer for the cross-sell product.
- f) Internal and external communication: Communication helps in targeting the customer more accurately for cross-selling.

Customer Satisfaction is a central element of a firm's marketing concept. Various models and theories have been developed in order to define and explain the phenomenon of satisfaction. Everelles and Leavitt, Churchill and Suprenant were amongst the many scholars who subscribed to the dominant Confirmation/Disconfirmation (C/D) paradigm and perceived performance or quality approach.

Satisfaction is defined as a post-purchase attitude formed through a mental comparison of the service and product quality that a customer expects to receive from an exchange and the level of service and product quality the customer perceives actually receiving from the exchange. Customer satisfaction is also viewed as attribute satisfaction, i.e. "the customer's subjective satisfaction judgment resulting from observations of attribute performance."³⁴

It is established that satisfaction does not always result in retention and, it is equally apparent that dissatisfaction does not necessarily result in defection.³⁵

A number of studies have shown a moderate to strong relationship between customer satisfaction and the desired outcome construct of consumer loyalty or repeat purchasing behaviour and customer retention.

Challenges in Cross-selling :

Various studies on cross-selling have indicated the following challenges in practicing cross-selling,

- Many organisations lack a clear top-down approach to cross-selling i.e. improper communication of strategies to the team who is working on it. Inadequate compensation scheme and lack of measurement programs of cross selling performance make it difficult to monitor it.
- If need identification is not carried out properly it is possible that

customer will get irritated with the efforts of cross selling and it will result in loss of customer.

- Lack of proper communication will result in customer confusion which will cause customer switching.

Findings:

Literature review has helped the researcher to identify the following factors which affect customer's receptivity to cross-selling (in the context of financial products). The influence of these factors needs to be further investigated,

- a) Corporate reputation: Corporate reputation refers to the global perception of the extent to which a company is held in high esteem. If the company has a good reputation, customers are likely to transfer their perception of high credibility to other products or services sold by the company, which often results in increased intentions to cross buy.³⁷
- b) Competing supplier's programme: Comparing offers of the services sold by the focal company and other companies is critical for customers who cross-buy.³⁶
- c) The extensive literature on brand extension documents that consumers are more likely to purchase line or brand extensions of a brand that is perceived to offer a higher quality product in an existing category. Literature survey also concludes that it does not confirm purchasing intentions of additional products from the

- same organization.⁶
- d) Relationship between characteristics of first purchase product category and additional product is an important driver of cross-buying.²²
- e) Search cost for the alternative: A customer, who is currently purchasing a product from a firm and is looking to purchase additional products, is less likely compare products and prices offered by competitors, when he has high search cost.¹³
- f) Interpersonal relationships: Interpersonal relationship refers to the strength of the personal bonds that develop between customers and service salespersons.³⁶
- g) Demographic factors of customer such as age, family life cycle etc., it is observed that households sequentially acquire different products over time. An important trigger for such acquisition of products is the consumer's age and family life cycle stage (such as 'young singles' or ' young married couples'). Changing life cycle stage changes the needs and household resources as well as knowledge. The last factor is true for household's consumption of riskier financial products such as stocks which require both a certain level of wealth and financial maturity.²²
- h) Customer satisfaction with existing product/service as an antecedent to cross buying intention.³⁶

Conclusion:

It is evident that, it is easier to maximize profit by cross-selling services to existing customers than to attract new customers; customer retention is enhanced with cross-selling of multiple products or services.

Though Cross-selling is a profitable method of increasing sales it is also a dual-edged sword which needs to be handled efficiently just as a surgeon uses his knife. Synthesis of the study has given rise to certain questions:

Do customers really desire the professed benefits of Cross-selling? Which personal characteristics (of the customer) influence the customer's responsiveness towards cross-selling? How do customers perceive (fair/unfair) the cross-selling efforts? Which marketing factors influence the customer's responsiveness towards cross-selling ? What is the impact of 'customer satisfaction with existing product', on the customer's responsiveness towards cross-selling?

It is necessary to investigate the answers to the above questions for the effective implementation and success of cross-selling strategies. Further research needs to be focussed on finding the answers to these questions.

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**“Maslow’s Need Hierarchy Theory & Herzberg’s
two factor Motivational Theory - Application
in Current Scenario”**

Deepali Desai

Abstract:

Motivation is an influential force and willingness to achieve the goals. It can be consider as the set of psychological forces which influence to take action in goal directed direction. Motivation actually describes the level of desire that employees feel to perform. Employees who are adequately motivated to perform will be more productive, more engaged and feel more invested in their work. Motivated employees are key for successful business. Any company's success is depend on human capital, they possess. Motivated workforce tends to perform well and contribute more towards the success of the organization. Motivation has direct as well as indirect impact on employee's satisfaction, performance, employee retention, productivity, profitability and much more. Researcher analyzes Maslow's Need hierarchy theory and Herzberg's two factor theory and its application in current situation.

Key Words: Employee's satisfaction, Motivation, Psychological factors, Performance, productivity

Introduction:

Motivation word is derived from the word 'motive'. Motive means need, desire, want or drives within the individuals. It is the process of stimulating people to actions to accomplish the goals. One of the most important management functions is to create willingness amongst the employees to perform in the best of their abilities. Therefore the role of a leader is to arouse interest in performance of employees in their jobs. Employees are required to be motivated to utilize their potential to fullest extent. Good reward systems will help in motivating employees. There are two types of motivators. Extrinsic or external motivation where external factors motivate to perform and intrinsic or internal motivation needs which help to perform. Research shows that extrinsic factors have strong impact on employee motivation. This is in line

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with equity theory which emphasizes that fairness in the remuneration package tends to produce higher performance from workers. The other factors that motivate employees are the kind of job that they are asked to perform, the added benefits like extended vacations and perquisites like company provided accommodation and funding for kids schooling as well as provision of medical insurance coverage for the employees and their families. In recent years, there has been lot of emphasis on motivating employees by organizing offsite events and fun and recreation events where the employees let their hair down and indulge in the much-needed stress relieving activities. Further, many employees are motivated because of the presence of famous business in the top management of the company as is the case with Apple, Microsoft, Infosys, and the TATA Group. Motivation helps people to achieve personal goals also. Motivation and job satisfaction are also linked. Motivation will help in self-development of an individual.

In organization setting most prominent factors of motivation are as follows:



Organizations irrespective of industry and size, strive to create a strong and positive relationship with their employees. However, employees with various competing needs are driven by different motivators. For example, some employees are motivated by rewards while others focus on achievement or security. Therefore, it is essential for an organization and its managers to understand what really motivates its employees if they intend to maximize organizational performance.

Literature Review:

Maja Rozman , Sonja Treven Vesna Cancer (2017) - This paper is about the importance of motivation and satisfaction at workplace among age diverse employees in Slovenian companies. Research tries to find out the differences between the motivation and satisfaction of employees with respect to different age groups at workplace. Findings shows that older employees are more motivated by workplace flexibility; work autonomy ; good interpersonal relationships in the workplace; Where young employees give preference to work at their own pace; respect among employees; equal treatment of employees irrespective of their age. They are more satisfied with interpersonal relationships in the company; their work; working hours and the distribution of work obligations; Paper concluded as, motivation and satisfaction change with individuals age. Using this information, managers and employers can apply appropriate

measures to contribute to employees' well-being for better workplace performance, better working relationships with colleagues, higher productivity, and greater creativity.

MUOGBO U.S. (2013) - The study investigates the Impact of Employee Motivation on Organizational Performance of selected manufacturing firms in Anambra State. In total 103 respondents selected from 17 manufacturing firms across the three senatorial zones of Anambra State. The result obtained showed that there is relationship between employee motivation and the organizational performance. The study reveals that extrinsic motivation given to workers in an organization has a significant influence on the workers performance.

The researcher recommends that all firms should adopt extrinsic rewards in their various firms to increase productivity. On the bases of these findings, employers are continually challenged to develop pay policies and procedures that will enable them to attract, motivate, retain and satisfy their employees. The researcher therefore suggest that more research should be conducted on the relationship and influence of rewards on workers performance using many private and public organizations which will be a handy tool that could be used to provide solutions to individual conflict that has resulted from poor reward system.

Reuben M. Badubi (2017), The aim

of this paper is to compare and contrast the theories of motivation and how they are used to inspire employees to develop the drive to achieve.

The importance of motivation in organizations and job satisfaction is vital for the achievement of organizational goals and objectives. The consequences of organizations operating without any purpose of motivation towards its employees are far catastrophic, such as depression, turnover, burnout which can derail the success of organizations. For organizations to make employees their biggest asset and retention purposes, motivation should be a priority. The study tries to help organizations with suggestions to cultivate conducive atmospheres and relationships for employees to work under, to foster positive attitudes towards their work. A qualitative approach and theory based application were considered for this study.

4. Michael T. Lee, Robyn L. Raschke (2016), this paper is having objectives as to articulate the progress made on understanding employee motivation and organizational performance, and (2) to suggest how the theory concerning employee motivation and organizational performance may be advanced by acknowledging the existing limitations of theory development and adopting an alternative research approach for examining this relationship.

Objectives:

1. To study the Maslow's Need hierarchy theory and Herzberg's two factor theory of motivation.
2. To identify various intrinsic & extrinsic factors of motivation.
3. To study linkage of Maslow's Need hierarchy theory and Herzberg's two factor theory in current scenario.

Research Methodology:

The study of “Maslow's Need Hierarchy Theory & Herzberg's two factor Motivational Theory - Application in Current Scenario” is descriptive in nature. It is based on secondary data which was collected from books, journals, research papers, reports and websites.

A. Maslow's Need Hierarchy Theory

The basics of Maslow's theory assume that human beings are motivated by their unsatisfied needs. Those unsatisfied needs will become drives for people to accomplish their goal. Certain lower level needs are required to be satisfied before higher needs to be considered. As long as human beings are behind the unsatisfied needs, they are towards growth. For example some employee may require good salary while, some require job security while, some require prestigious designation, promotion while, some employee require good work culture. Thus by satisfying their needs & offering those benefits which are

more precious or important, employees will be benefited.

Maslow's need hierarchy theory is divided in two parts

Lower Level Needs:

1. Physiological Needs: Basic needs required to survive or to sustain the life. Food, water, shelter are required to sustain. Once these basic needs are fulfilled, people move for the next level.

2. Safety Needs: This include safety & security in term of free from the threat of physical & emotional harm. It includes safe work conditions, job security, medical insurance, safe working conditions, job safety etc.

3. Social Needs: This include friendship, encouragement & support at workplace, social attachment, groups, teams, love & belongingness, emotional & social support comes under Social needs.

A. Higher level needs :

1. Esteem Needs: It indicates one's need of recognition, appreciation, attention, and acknowledgment of one's achievement, prestige, and ego satisfaction at workplace. This is called as higher level needs as once employee set in the organization and having ample experience, then he will be motivated by above points.

2. Self Actualization: It is the ultimate need of a person. Once physiological, safety, social and esteem needs are fulfilled, person

reach to Self actualization stage. It is a need for self fulfillment. Challenging work, creativity is required to motivate employees who are at self actualization stage.

Maslow's Hierarchy of needs 2D



Application of Maslow's Need Hierchichy Theory in Current senario

Maslow's need hierchy help managers to motivate their employees. Manager can identify the level of employee need and accordingly they decide strategy to motivate their employee. Initially any employee while joining to any orgainization, the prime importance is given to salary. So by providing adequate salary which will help to fulfil physiological needs , employees will be motivated.

Manager should understand the safety requirement and accordingly provide safe working condition, personal protective equipments, job security which will motivte or retain employee at workplace.

Now days company also invest in team development, picnics, festival , birthday celebration,team outings which creats social belongingness

and good organization culture. Thus social needs of an employee can be fulfilled.

After considerable experience in organization, employee reach to a position where he will be motivated by recognition, appreciation, rewards, confidence about work & responsibilities allotted to him. Such opportunities will ensure employees hard work and satisfy self esteem need which boosts the performance and morale, feeling of worthiness in the organization. Final level in Maslow's need hierarchy level is self actualization. This is a state where employee is rich in experience, high package, and high knowledge about the work. Employee reaches to professional maturity and career growth stage. To motivate these employees manager required to adopt the practices of talent management like providing challenging task or project, giving creative work.

For example, IT industry is facing lack of employee retention because many employees leave the company as they got bored in handling same type of project. Thus by identifying and categorizing the employee at various level, management will use various options to motivate there employee to get high performance at work.

A. Herzberg's Two Factor Theory

This theory is about people's job satisfaction and motivation. After conducting the research, Herzberg divided factors in two types as

hygiene factor and Motivator. Hygiene factors are also called as dissatisfiers or maintenance factors. It includes the factors like working condition, salary, coworker relation, policy, rules and regulations of company. Herzberg claims that if these factors are not adequate or not present then it will leads towards job dissatisfaction. So they are also called as maintenance factors. Motivator Factors like achievement, recognition, work responsibility, work itself, advancement or personal growth are true motivators which motivates employees



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Interpretation: Different combination & practical implication of Herzberg theory is as follows:

		High	Motivation	Low
High Hygiene	High Hygiene & High Motivation	Employees have no complaints & highly motivated resulted in High Performance		High Hygiene & Low Motivation Employee have no complaints but not motivated resulted in average Performance
	Low Hygiene & High Motivation	Employees have few complaints & highly motivated resulted in Self Performance		Low Hygiene & Low Motivation Employees have few complaints & no motivation resulted in low Performance
Low				

Application of Herzberg Two Factor Theory:

Herzberg Theory suggest that there are some factors like organizational policy, work condition, adequate salary, coworker relation, etc. which required to be provided and maintained in the organization. If these factors are not maintained, they will result into employee dissatisfaction.

Whereas factors like appreciation, recognition, achievement, advancement, personal growths are true motivators and motivate employee. Thus managers have to understand which factors are contributing towards job satisfaction and motivation of an employee which in turn will improve employee performance. Thus there is strong correlation between motivation, hygiene factors and performance of an employee.

Findings:

- Motivation theories seem to be a simple function of management, but in practice it is more challenging. There are various reasons for motivation being challenging job as follows:
- Workforce Diversity – The employees become a part of organization with various needs, aspiration and expectations. Different employees have different beliefs, attitudes, culture values, backgrounds, personality and thinking. But many organizations fail to acknowledge workforce

diversity and fail to tap different ways of motivating their diverse workforce. For instance an employee who needs money will be motivated by salary hike or by incentives and may not be motivated by mere recognition or appreciation. So employee's expectation and rewards must be matched in order to motivate employee.

- Understanding employee needs is a challenging task. Employees from same set up may have variation in need. So what motivates one employee may not seem motivating to other.
- An employee may have diverse needs and expectations at a time. For instance employee may require safe work condition at the same time, he required challenging work to avoid monotony or he need acknowledgment for the work done.
- Employee needs are changing from time to time and might also clash with each other. For instance-the employees who spend extra time at work for work accomplishment might clash with their social needs and need for affiliation.
- Some intrinsic factors like knowledge, accomplishment, challenging work assignment, content or meaningfulness of work as well as extrinsic factors like money, fame, grade, praise, work conditions motivates employees at work place.

Suggestions:

- Salary is always maintenance as well as motivational factor. Providing adequate and proper salary to employee will be the first and foremost important factor for motivation. Thus sufficient salary will act as hygiene factor for employees. Same time, providing attractive salary and promotional and fringe benefits will serve the purpose of motivation.
- Managers should identify the diverse needs of employees and accordingly offer the rewards which create value to them. Non value added rewards will not contribute or motivate employees. So there must be linear relationship between expectation, reward and motivation.
- Arranging some social activities like festival, birthday celebration, team outings, gatherings etc. can satisfy social needs and affiliation of an employee.
- In hazardous industry, organization should provide health & safety i.e. quality personal protective equipments (gloves, helmets, shoes, aprons etc.) to their employees in order to fulfill safety need of their employees.

Conclusion:

Motivation is very important tool and contributes towards job satisfaction, job performance, and work effectiveness of employees. Motivation gives instinct force which helps employees to achieve their

personal goals and also helps in organizational development, organizational branding in market. Maslow's need hierarchy and Herzberg's two factor theory provide basic framework and factors of motivation which will help managers to concentrate on few factors to achieve the objectives of an organization. It helps organizations to perceive which factors contributing towards employee satisfaction and dissatisfaction, which are hygiene factors and which are true motivators. Thus though Maslow's need Hierarchy and Herzberg's two factor are oldest theory of motivation still they have explained rational factors which motivates employees and improves organizational performance.

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The worldwide Tourism industry has expanded over the past decades. Tourism has become a significant source of income for many countries. Tourism industry frames the culture of any country and also has contributed in high economy growth.

Tourism is one of the main economic engines for nations with total contribution of 9.5% to global GDP and 8.9% of total employment in 2013. Tourism can only flourish if the industry can employ qualified staff or sustainable workforce which is the heart for excellent and prompt service delivery system. Thus, this review made to give summarized information about challenges and opportunities of tourism and hospitality employment. Narrative review was used where selected and related articles, reports and studies of the topic are compared and summarized. Tourism and hospitality creates diversified employment opportunities in different sectors like accommodation, food and beverage establishments, transportation services, travel agencies, tour operation companies, natural and cultural attractions sites.

The challenges are poor pay and working conditions, sexual harassment, discrimination, unequal treatment, low education and training, undemocratic and rigid corporate culture, seasonality and political instability which drastically reduce the number of visitors which in turn brings high employees' turn over. Concerned stakeholders including, academicians, policy makers and business owners of tourism and hospitality shall take actions to bring sustainable work force for the development tourism and hospitality sectors.

Aims of the study

This study aims to explore the International career opportunities in Tourism Sector. To achieve the aim of the study two objectives were identified:

- To portray the worldwide Tourism job opportunities.
- Requirement of International Tourism Job profile.

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- Various career option in Tourism sector at International level

Context;

The travel and tourism industry, along with the related sectors contributing to it, is expected to grow in leaps and bounds in the coming years. A job in this industry can be highly exciting and adventurous and even pays well. In India, the travel industry hopes to create 46 million job opportunities by 2025. Though it was slow to take off in this country, the government's initiatives in this field are uncovering a bright future for those who want to make a career in this field.

India's potential in the field of travel and tourism is hardly close to being fulfilled. The country is a geographical anomaly, having almost all the geographical features available. According to a report published by the World Travel and Tourism Council (WTTC), India could possibly add another Rs. 8, 50,000 crores by the year 2020-just through tourism! WTTC calculated that tourism generated 8.31 lakh crore or 6.3 per cent of the nation's GDP in 2015 and supported 37.315 million jobs, which is about 8.7 per cent of its total employment.

Career options in travel and tourism:

Students have endless career opportunities in the fastest growing industry of travel.

Few of the career options are working in travel agencies, Customer Ground Handling (customer service) at international or domestic airports, tour operator, event manager, ticketing officer, adventure tourism expert, transport officer, holiday consultant, logistics, cruises, airlines, hotels, and tourism departments in government and private sectors.

Important features of the travel and tourism industry:

- Travel and tourism is the largest earner of foreign exchange worldwide and employs millions of people directly or indirectly through associated service industries
- This industry includes everything from the government tourism departments and major multinational companies to the small scale private travel agents
- While working in this industry, one provides services to people who are traveling for business or holiday or both, thus catering to tour packages, pilgrim travel, adventure travel or casual sightseeing
- At almost every point of work in this field, employees need to interact personally with the customers and understand their needs while making them comfortable, so as to be able to provide the best service in terms of travel options and arrangements

Careers in Tourism Sector around the Globe:

1) Travel Agent

Travel Agents research, plan, and book trips for individuals and groups. Although people are starting to research and book their travel plans online, it's often easier to use a Travel Agent, as they have years of experience and knowledge. They are able to help with flight bookings, hotel selection, transfer arrangements, and holiday activities. If you're considering becoming a Travel Agent, you will need great organisational skills, attention to detail, and the ability to think on your feet. Find out more about a day in the life of a Travel Consultant here.

2) Hotel Manager

Hotel Managers oversee all aspects of running a hotel – from housekeeping and general maintenance to budget management and marketing of the hotel. If you're considering a career as a Hotel Manager, you will need excellent interpersonal skills, experience in the hospitality industry, and a number of years' experience in managing employees.

You will be responsible for the daily running of the hotel, including recruiting, training and supervising staff; managing budgets; planning maintenance work; dealing with customers' complaints; overseeing reservations; promoting and marketing the hotel; and ensuring that the hotel complies with health and safety regulations.

3) Spa Manager

Spa Managers are responsible for the day-to-day running of health and/or beauty spas. They manage a spa's finances, employees, and services. Many of the tasks are business-related and can include recordkeeping, getting involved in promotional campaigns, maintaining stock inventories, and payroll management.

Spa Managers typically create weekly work schedules, oversee general spa maintenance, train new employees, and arrange staff workshops on new treatments. Often, experience in spa management is essential when applying for a position.

4) Tour Operator

A Tour Operator typically combines tour and travel components to create holiday packages. He or she will deal with various service providers, including bus operators, airlines and hoteliers.

Tour Operators prepare itineraries for various destinations and will often monitor trends in popular destinations in order to put together attractive holiday packages for clients. Tour Operators mainly deal with Travel Agents, while Travel Agents deal with the public. Tour Operators will often visit destinations to check whether they should include them in their packages. If you enjoy travelling, this might be the job for you.

5) Event & Conference Organiser

Organising any event or conference is time consuming, so an Event and Conference Organiser will help with

the finer details of planning an event. The role is hands-on and often involves working as part of a bigger team. Event and Conference Organisers co-ordinate every detail of meetings and conferences, from the speakers and meeting locations to the printed materials and audio-visual equipment.

If you're interested in becoming an Event and Conference Organiser, you will need to be able to think on your feet, pay attention to detail, deal with clients and suppliers, and work under tight deadlines. You will also have to be willing to work long hours in order to ensure the success of an event.

6) Tour Guide

Tour Guides work in the travel industry, and give guided tours to groups of visitors/tourists. Tour Guides must have expert knowledge of specific areas, including natural features, historic sites, museums, and other tourist destinations. Guides may give walking tours, bus tours, or even boat tours.

If you decide to become a Tour Guide, you will probably get most of your experience on the job. You will need excellent communication skills – and speaking more than one language will definitely benefit you.

7) PR Manager

A PR Manager manages a brand's reputation, and will plan, develop, and implement specific strategies to build and maintain the overall brand and reputation. Often, the PR Manager will also act as the company's

spokesperson. In the Tourism and Hospitality environment, a PR Manager might work for a hotel chain, a cruise company, or a game reserve.

The job will involve writing and syndicating positive press releases about the brand, arranging events at the hotel (including press conferences, exhibitions, open days, and tours) and connecting with relevant influencers in the industry. PR Managers will also have to deal with potential crisis situations. If you're interested in becoming a PR Manager, you will have to have excellent communication and problem-solving skills.

8) Leisure Activity Co-ordinator

Leisure Activity Co-ordinators usually work for resorts and hotel chains. They're the people on the ground who make sure that any planned activities run smoothly. They're also responsible for every aspect of the day-to-day management of a leisure centre, organizing health and fitness programmes, promoting and marketing the business, and interacting with guests. To become a Leisure Activity Co-ordinator, you will need excellent interpersonal skills, as you will spend most of your time interacting with guests.

Perks and payment:

Salary is pretty good in the travel and tourism industry and one can earn in foreign currency as many countries have good openings for the tourism sector. Moreover, you get added perks such

as free travel or reduced rates for you and your family. Salaries are higher in foreign based airlines or travel agencies. Peak seasons might bring added bonuses and commission.

Courses in travel and tourism:

Experience is the most important factor in this field. However, there are many colleges, universities and private institutes that offer Bachelor's or Master's degrees, diplomas, certificates or distance learning courses in various sectors of travel and tourism such as management in tourism, travel or hotels, tour operation or airline management, destination management, airline ticketing, travel administration etc.

- Candidate can join an undergraduate course right after completing class 12
- The Ministry of Tourism, Govt. of India approved post-graduation degree in this field is a two-year full time programme which gets you an MTA degree, a Master of Tourism Administration. Certain universities such as the Indian Institution of Tourism and Travel offer this degree
- A post graduate degree can be helpful in getting into Positions as managers or in administration need a post graduate degree
- Short term training programmes are offered by many travel agencies. Most candidates are absorbed
- One can also opt for vocational courses to get a B Voc degree.

Required skill set as per International market:

Keeping in view the expected boom, the travel and tourism industry needs to focus on developing an efficient infrastructure and increase the intake of skilled personnel.

Skills required could include :

- Knowledge of computer reservation systems
- Language skills
- Selling skills
- Air fares and ticketing skills
- Experience of handling money, Foreign currencies, customer service, travel agency management
- Travel & Tourism geography knowledge
- Anyone working in the travel and tourism industry needs to ideally be armed with knowledge of the global culture and all aspects of travel business
- Completely aware of how to ensure customer satisfaction, while managing a large volume of business
- A strong knowledge in history, geography, art and architecture of India are preferred
- Employees in this industry need to be skilled, confident, well-groomed, should be able to handle people very well, and possess good interpersonal skills
- It is preferable that employees know at least one foreign language apart from English
- A diploma in public relations or advertising would prove to be helpful in building a career
- Employees must be ready to work

long or odd hours

- Employees must be completely aware and up-to-date on all the rules and regulations concerning ticket booking or reservation, passports, visas, cargo and even fines where applicable, so that they can assist in getting paperwork and documentation done.

Promotion and employment aspects are bright in this field as of now because not many skilled employees are available. One can even plan to start their own business or start-up in travel and tourism by taking on additional employees and partners. Tourism Industry is growing as resources to travel has increase and spending capacity of people has also simultaneously expanded. People are more interested in travel in free time or during holiday. Tier 1 and tier 2 cities working people like to go out to travel even they find a day or two days holiday. Tourism Section in India and International have found growing like mushrooms and there are huge demand for the travel experts and professionals.

There are many new travel companies has opened in last decade all around the world and high demand of manpower is expected in countries like Canada, USA, Australia and in Europe. Many foreign people are welcome to immigrate in such countries to work. It will not be wont to say "Revolution Tourism industry".

Summary:

All the aforementioned cases are the main reasons for the growing number

of tourist flow in the destinations. Therefore, high number of workforces are required to provide services for the tourists. Due to this facts, tourism and hospitality sectors with supporting industries provide a diversified employment opportunities.

The other reasons that employment opportunities are diversified ever before, are tourism and international travel become popular all over the world and people themselves considered that travel is human rights; destinations are worried much to meet the needs and wants of tourists to offer high standard of services in the destinations; tourists have wide choice of holidays; international standards and quality assurance system are being set by national and international tourism and hospitality organizations to provide standardized and quality customer services thereby this is resulted for ensuring sustainable development in the sectors; the continuous decline of international oil price is also reduced the cost of travel.

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Management Challenges and Opportunities in Small Scale and Medium Scale Industries.

Preeti Bagade

Abstract:

This paper represent the status of management challenges and opportunities in small scale and medium scale enterprises. A comprehensive discussion with suggestion to get prepared for oncoming challenges & opportunities in small scale and medium scale industries. The topic has been discussed in perspective for opportunities in small scale and medium scale development in Indian economy. The present study emphasizes on the strategy global competitive characteristics of small scale and medium scale products of methodology for improved output. And also to check out for present, past and future status of small scale and medium scale enterprises.

Keywords: Small scale and medium scale enterprises, Total quality management, opportunities and challenges. Entrepreneurship, Economy.

Objective:

1. To study what is small scale and medium scale industry?
2. To study management challenges and opportunities in small scale and medium scale industry in India.

Research methodology:

Data has been collected from different website and online books.

Introduction: what is small scale industry?

Small scale industry are those industry in which manufacturing providing services productions are done on small scale or micro scale .small scale industry plays a vital role in social and economic development of india. It improves the growth of country by increasing urban and rural growth.

Small scale manufacturing industry and cotton industry plays a important role in economic

Development of India. A medium scale industry is the one will be investment in plant and machinery of price of 1 crore to 10 crore. And a small scale industry is the one that have investment in plant and machinery of 1 crore. The Indian economy is the one on growing stage. The manufacturing industry is the one which plays a vital role in Indian economy .Also it increases the gross domestic product of country. Therefore it offers the employment opportunities in the country. In one side India progresses in advance technology in digital technology and its impact increases in manufacturing industry to achieve high growth rate. As the provision of micro, small And medium enterprise (MSMED) act 2006 the micro and medium enterprises are classified in two categories namely 1) Manufacturing enterprise 2)service enterprises

Enterprises engaged in manufacturing providing and rendering of services in terms of investment of equipment. In Manufacturing sector a small enterprises there is investment in plant and machinery more than rupee 25 lakh but does not exceed rupees 5 crore. Also in medium enterprises in manufacturing sector investment in plant and machinery is more than rupees 5 crore but does not exceed rupees 10 crore. And in service sector for small enterprises investment in equipment is more than rupees 10 lakh but does not exceed 2 crore. And for service sector for medium enterprises investment in equipment more than rupees 2 crore but does not exceed rupees 5

crore. Also Govt of India proposes following schemes for Medium enterprises

- Prime ministers employee generation program and other credit support schemes.
- Development of khadi, village and core industries.
- Technology upgradation and quality certification.
- Marketing promotion schemes
- Entrepreneurship and skill development program
- Infrastructure Development program.

Also pradan mantri, MUDRA yojana, Make in india, startup india and skill india. MSME contribute to about 17 percent of GDP in india. The government is aimed to increases Growth of manufacturing sector by 12 percent to 14 percent per annum and to increase its share GDP 25 percent by 2025.

Read more at:

<https://www.goodreturns.in/classroom/2018/02/what-is-micro-small-medium-scale-enterprises-india/articlecontent-pf10871-668731.html>

Opportunities in small scale and medium scale industry in India.

[a1] Small scale and medium scale industry is important because it is useful in economic and employment development in India. for example manufacturing industry, cottage industry play a very important role in economic development in India. The example of manufacturing industry is such as handloom industry, food

processing industry, ancillary industry such as automobile spare parts industry, dying industry, feeder industries, like welding ,mining,. Also there is importance of small scale industry as their employment potential and their contribution to total industrial output. And exports like agricultural industry which provides subsidiary employments in rural areas.

[a2] Medium scale industry is important in India because of its contribution to Indian economy is very significant. First to generate large scale employment with the annual growth rate of 4.4% and no. of units as 4.62% in employments current employees 30 million To sustain economic growth as increases experts Non traditional product are more than 95% of MSME experts. Promoting competitiveness and productivity in MSME sector. Enabling environment for productivity and development. Improve managerial process in MSME.

Challenges of small scale industry in India-

- 1) Lack of machinery and equipment- With the comparison of large industries some modern instrument and machinery are not available properly. Due to lack of some advanced technology progress of small scale industry is difficult.
- 2) Due to small infrastructure-Like in villages and small towns there is problem lack of power supply, water and drainage problem, lack

of raw material. Due to absence of infrastructure small industry are not progressed.

- 3) Problem of skills manpower- Due to inefficient human factor and unskilled manpower it creates problems for growth of small industry
- 4) Irregular supply of raw material
- 5) lack of finance.
- 6) Marketing.

What is meaning of 'Entrepreneurship'-[5]

'Entrepreneurs is a person who do the business and make a profit'

'Entrepreneur creates a job'

'Entrepreneur is a person who saw the problem and immediately make a solution'

Suggestions:

For small scale and medium scale industry organization should develop strategies after analysing business. Environment and SSI should utilize their resources. Also some strategic development like human resource Vendor development, organizational culture. According to study there must be unprecedented findings like cost reduction, quality improvement .delivery in time has major challenges for SSI. Also there is a proper use of advanced technology like IT, Improve in research and development. Also for small scale industry there is equitable allocation of raw material. There must be improvement in methods and techniques in production. There must be provision for adequate finance. And there must be market acceptance of product.

Conclusions- According to study of small scale and medium scale industry plays a dynamic role for economic development of the country. NSIC and NIESBUD means National institute of entrepreneurship and small business development promotes following programs like Training, small business promoters, Entrepreneurship oriented heads of department of senior executive ,To promote national seminars and workshops. [2]For workers however industries generally offered prospects rewards career in television industry there were because the units are small and informally organized. Technologies there offered opportunities upgrade skills by experimentation, innovation and learning by doing.

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The aim of Lean manufacturing is to help factories make improvement in their overall performance. For things to improve, a recognition and understanding of the improvement is required. Lean manufacturing is an example of what is called a sustainable competitive advantage and will allow your factory to outperform your competitors for a long period of time. Because Lean techniques cannot simply be purchased, they are difficult to copy. If you decide to buy a new efficient machine or launch a new profitable product, your competitors will be able to do the same within a surprisingly short space of time. 'Copycat' products can be launched within weeks of your new product hitting the shelves. The cornerstone of Lean manufacturing is the development of continuous improvement systems. The factory is constantly striving to perform at a higher level. Even if it is at the top of the tree, the people in the factory are still looking to be better and better. This hunger to improve is a difficult thing to maintain in a factory and Lean manufacturing has a technique that ensures that this happens. The better performance delivered by Lean manufacturing techniques can be used by your business to increase output, reduce costs and increase profits.

5S program:

The first and easiest step toward creating a lean environment is implementing a 5S program in your factory

- Sort out the items not used periodically.
- Set in order and organize the work area so needed items are easily found by everyone.
- Shine and clean the area
- Standardize the program by creating a schedule for regular cleaning and sorting.
- Sustain the gains and empower your team

Implementing this program will remove waste and redundancy, create a dynamic work environment, and improve employee morale, enhancing job performance.

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Lean uses techniques such as value-stream mapping, a process used to map the value added to the product as it continues through a manufacturing process. Parts used in a lean production line are pulled just in time from suppliers as they are needed, reducing on-hand inventories. The core methodology of lean is ensuring continuous improvement by providing superior products or services that add value to customers. Maybe Eiji Toyoda and Taiichi Ohno were onto something in 1957 when they created the lean process. Today, the Toyota product line remains the top of its class in quality and customer loyalty.

Greater Output:

Greater output can be achieved because performance has improved and this releases extra production capacity. An increase in the volume of business can have a very positive effect on profitability, especially if the fixed costs can be maintained at their previous level. The extra production will help improve the profit margin. Of course, the extra capacity needs to be sold and not just used to increase stock levels in the business.

The other way of utilizing extra capacity in a business is use it as an opportunity to launch new products or get into new markets and broaden the sales base of the company. Finally, the extra capacity can be used to rationalize the production systems and to restructure. For example, older less efficient machinery could be taken out of use if other machines

have increased capacity through the application of Lean techniques. Shifts could be rationalized to reduce labor costs so as to optimize on manpower utilization.

Continuous Improvement:

The challenge of continuous improvement is one which builds upon this idea of high involvement and innovation. Continuous Improvement of an organization is focused and sustained incremental innovation. Recognizing that most innovative activity is not of the 'breakthrough' variety, but incremental in nature, depending for its effect on sustained and focused attack. The metaphor of wearing down a rock through dripping water on it over an extended period of time provides is a good image for Continuous Improvement. There is nothing neither new nor difficult in this concept; indeed, it would be hard to disagree with the premises that we need as much creative problem-solving as possible and that everyone has the basic wherewithal to do it. It is also a theme which recurs in the literature on innovation; many studies report on the importance of involvement and participation in sustained incremental improvement. Such high involvement innovation lies at the heart of the 'learning curve' theory which has had such a strong impact on strategic thinking; learning curves only work when there is the commitment and enabling structure for participative problem-solving. The difficulty comes not in the concept but its implementation.

Mobilizing high levels of participation in the innovation process is unfamiliar and, for many organizations, relatively untested and apparently risky. Many factors militate against its widespread practice, including the following:

- Fear of uncontrolled change
- Expectations of short-term returns
- Disbelief in the ability of employees to contribute - 'not everyone is creative'
- Embedded belief in specialists as the problem-solvers and 'big bang' solutions.
- Inappropriate organizational structures to support Continuous Improvement

It is clear from this that there are likely to be considerable barriers to Continuous Improvement, arising from a mixture of lack of understanding of the concept, lack of organizational skills to implement it and lack of the organizational will to move down this road. The first two of these represent challenges to the acquisition of new behavior patterns. Organizations need to learn the habits of Continuous Improvement.

Lower Costs:

The improved performance will result in lower costs for the business and this could be retained and invested in your business or passed on to your customers in order to gain extra sales volume because your prices are now lower. Passing on the 'cost advantage' to a retailer will hopefully allow them to gain more

sales. The increased volume of production that results will mean that your business will be buying more materials and your ability to get reduced prices is enhanced. The extra volume will also allow you to dilute the fixed costs of the business. It is a circle of advantage that can be started with quite modest improvements in performance from the application of a few Lean manufacturing techniques.

Reduces Lead Time:

When you implement lean manufacturing, you'll be implementing pull production rather than batch production. That means each product moves through the system when it's ready instead of waiting for the entire batch. Pull production is much more efficient than producing by the batch, and lead times drop with this process. According to the European Journal of Logistics Purchasing and Supply Chain Management, if you change from traditional batch production to pull production, you could see a 90 percent drop in lead time.

Increases Product Quality:

The entire reason for lean manufacturing is to focus on improving product quality through reducing waste. You spend more time on product production and less on needless activities or waiting. Automatically, your product quality will increase, and better products will make you more competitive in the

marketplace. Additionally, since you can produce better products for less money, you can sell them at a lower price. This gives you an edge over your competitors who may charge more for similar products that are not of high quality.

Improved customer service

Customer service improves when you focus on decreasing waste at your facility. The key to lean manufacturing is to reduce the 95 percent of production time that does not add value to a product. Reducing this time gets the products to the customer faster. It also focuses more time on adding value to the product, which makes for satisfied customers — you'll have an automatic advantage over companies that waste time and don't cater to customer needs.

Dependability:

Today, some industries are more affected than others by the increased emphasis on responsiveness and dependability, and there is no doubt that this increased emphasis has already crossed many and will inevitably cross all industries.

For top management, the business model is becoming more complex and challenging, especially with the never-ending issues of how to increase profits and market share. Ultimately, this complex challenge comes down to an inescapable key question:

One area of particular significance in formulating such a strategy is a company's ability to implement an effective competitive strategy. The

seemingly endless myriad of operating problems such as poor on-time delivery, too much tied up in working capital, slow response and high costs, among other problems, are often identified as the culprits that scuttle the best of strategic intents. Yet, these are only symptomatic of more serious underlying problems in information and material flow, which are often the result of poorly designed processes, even after the implementation of the most modern and comprehensive of ERP systems. In practice, the processes which govern the flow of information and material are typically not issues that are focused on by the corner office, even though they should be very high priorities up, down and across the organization.

Better Yields:

The better controls in the factory will result in better yields and less waste and this too would result in higher profit margins for the business. No time will be wasted in production because the machines do not break down as much as they used to. There will be fewer giveaways because the operators now know what an impact that has on the business, they know it is monitored and they are motivated to get it right first time. Better yields because the goods reception area is now better organized and there is time to inspect all deliveries before they are accepted. Less waste from the storage areas in the factory because they are tidier and only contain what needs to be there. In order for improvements to be made,

data will need to be available. That data can only be achieved by the use of correctly calibrated instruments and detailed and targeted data collection systems. It is surprising the number of companies who have an issue with yield from their process but do not have the ability to measure it routinely. It is a real chore to weigh every batch, but that is what must be done if yield issues are to be recognized, let alone solved.

Conclusion:

Better systems in the factory mean that changes can be made more quickly and this will make your factory quicker to react to demands from your customers. This in turn will increase the reputation of your factory and ultimately bring more

business your way. Quicker response cannot be at the expense of higher stocks or under-utilized capacity; those items would cost too much while you wait for an opportunity to use them. Quicker response should only come from having flexible systems that can be switched on, but cost nothing when not required. Finally, the use of Lean manufacturing techniques will make your factory a better place to work. Workers will be more in control of the process of meeting very high performance and delivery demands and are able to do so consistently. Everything will be more organized and less frustrating, it will be easier to get things done and it will be a tidier and safer place to work.

Abstract:

Effective Communication is a pre-requisite for any cause, may it be Animation, Finance, Business, Story-Telling, Personal Lives, and Professional Lives. Problems arising due to ineffective communication are discussed by the researcher in details. Overcoming these hurdles is a challenge. Researcher has put in efforts to convey his observations and potential solutions to the problems arising out of ineffective communication which lead to failures and slower progression in one's professional and personal life. The researcher has discussed each potential solution with supporting examples. Additionally, the need of developing observation skills for animators, which in the current age, is a definite deficiency, has been highlighted by the researcher.

Introduction:

One of the primary pre-requisites in any field is undoubtedly "Effective Communication". While interacting with students, professional artists have revealed that they possess excellent talents from software abilities to conceptualization skills, however the students are unable to sell their ideas due to lack of effective communication. Unfortunately, this proves to be a setback for the animators who are involved in an exceptionally creative field. Many animation students who are phenomenal in their work lose golden opportunities due to poor communication skills. Every individual is gifted with a tool called "Communication", however it is up to him to develop it further and make it more effective.

Keywords: effective communication, communication skills, animation.

Objectives:

1. To highlight the communication challenges that animators face.

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2. To enhance communication and observation skills amongst animation students.

Concept of Effective Communication:

Communication is an activity of sharing/conveying information, or in other words, it is a process of transmitting a message from one entity to another. It essentially involves three elements; namely "Sender", "Message" and "Receiver". Communication is as old as any life form. A world without communication is unimaginable. Humans used to communicate with individuals or groups by using various elements such as sounds, signals, gestures, and pictorial representations. This process has evolved commendably over a period of time.

There are 5 types of communication; namely Verbal, Non-Verbal, Written, Formal/Informal, and Visual. Let us understand each type -

Verbal:

This type of communication simply means oral communication, where individuals/groups perform an activity which involves exchange of words/sentences. This is one of the most quickest types of communication as the Sender gives a message directly to the intended Receiver, and is more precise. Verbal communication is considered to be the key factor in individuals. Especially during interviews the

Hiring Manager first checks the candidate's verbal communication skills. The researcher wish to explain it with a scenario where If an individual is an excellent animator, but unable to explain his concepts / ideas to the Hiring Manager, the likely chances are that he will get rejected for the job. On the other hand, let's consider that the individual is an excellent animator with good communication skills, that will be a cherry on the cake.

Non-Verbal:

This type of communication essentially involves a person's body language. There are no words/sentences (oral communication) used here. There are various elements which contribute towards Non-Verbal Communication; such as - Body Movements (Walking, Sitting, Standing, etc), Dressing, Facial Expressions, Hand-Shake and other Gestures. The researcher feels that sign language is an excellent example of non-verbal communication.

Written:

As the name suggests, this type of communication is jotted down in the form of hard-copy and soft-copy. This type is generally used for official and legal matters, though it can be informal too. Written communication generally comprises of E-mails, Letters, Notices, and Invitations. The researcher feels that written communication should always be done whenever there is a need of documentation or whenever there is a need for someone to express himself

non-verbally.

Formal/Informal:

Formal communication essentially involves written material such as Letters, E-mails, Reports. The researcher feels the need to have a pre-defined format where all such types of communication maintain a uniformity.

Informal communication could be in various forms and does not have a pre-defined format to follow.

Visual:

This type of communication is quite impactful when it comes to Advertising / Media. It can further be broken down into categories like "Electronic" and "Print". Many of us see the Hoardings, Newspaper Ads, Brochures, Web Ads, and take the required decisions accordingly. The researcher feels that the most common elements of Visual Communication could be; Designs, Colors, Illustrations, Animations, Presentations.

Now that few basics of Communication are discussed, it is essential to understand why it is important for Animators to possess and develop Effective Communication skills -

Communication simply means an interaction between two or more individuals. It is utmost important that the right message reaches the receiver in the right manner. The researcher strongly recommends Kelly Johnson quote:

"Rule of KISS, which says Keep It Short & Simple."

Animators, in specific, need to be extremely good observers in order to gather the necessary ingredients for their characters and showcase an effective recipe to the audience. A good way to enhance observation skills is to either write down or sketch the daily observations in various people's way of walking, sitting, talking, including facial expressions, various hand gestures, overall body language, etc. This will certainly help the Animator to design his character model in the required form. For example; If the animator has a character which is from an Elite Class, it would be inappropriate to have its language from the slums, or vice-versa. Similarly, the body language and the dressing sense of the character also hold extreme importance.

A jobless youth aged between 22-25 years from a middle-class background needs to be designed in a particular manner to communicate with the audience. As mentioned in the previous paragraph, the animator first needs to be a good observer in daily life. It is obvious that the animator will not show the character wearing Louis Vuitton Shoes, or Ray-Ban Sunglasses, or Rado Wrist Watch, and all other fine things on earth. It is also very important for the animator to define the character's family background, friends circle, habits, likes & dislikes, and few other things which may contribute towards his overall appearance. In short, the animator needs to develop a complete

Character Bible. Considering various such elements, the animator should be able to convey the right message to the audience.

The next step to the above scenario is to identify what kind of language the character is going to speak. There are few other important questions which the animator should be asking himself... Will the character have a strong voice with an unmatched confidence in it? Will he have an upright body posture? Will he have a royal walking style? Will he have an ever-smiling face? Once the animator figures out the answers to these basic questions, he will be well equipped to communicate his thoughts effectively. Communication necessarily has to be a 2-way process. For instance, the animator has designed his character according to his understanding and have done the broadcasting directly; chances are that the audience may have a raised eye-brow. Hence, the researcher advises to run the character through a group of friends or professional colleagues with varied interests before releasing the final draft. This way the animator is likely to receive a small spectrum of feedback which will help him to improvise (if required). A tiny step in the right direction of communication will certainly gain appreciation for him. However, even a single wrong move could prove disastrous for his efforts.

By now the significance of effective communication is clearly understood. Further, it is important to learn how language impacts one's communication. Language primarily

enables to communicate with precision. Hence, even with a commendable storyline and a great audience, the animator's hard work is likely to go down the drain if he does not match with the audience's language preference. Similarly, if the animator is unable to explain his concept to someone in the right language, he is bound to come across a rejection. A good command over a particular language will always prove to be beneficial. Language is the greatest invention of humans and is evolved extensively over a period of time. Language as a tool is enormously flexible and can be used for various purposes. It could be used effectively for expressing ideas, feelings, and for that matter even attitude.

Though humans can communicate without the use of language, it would be a very basic communication, and may not transmit the complete and correct message as intended. Whereas language empowers to communicate anything that can possibly be visualized. Humans are blessed with a complex and a truly advanced Central Processing Unit called as "Brain". There are few things which are already developed in the human brain, and few things develop with time. Taking this process into consideration, observation is an utmost necessity from progression point of view. It is one of the most important processes which will help animators communicate effectively and reach out to people's hearts.

While verbal communication is a

mandate, non-verbal communication too plays an important role in its own way. Usually, verbal communication is accompanied by non-verbal communication as a secondary action. Though non-verbal communication has few restrictions it could sometimes be comparatively effective than verbal communication. Elements such as Body Posture, Facial Expressions, Eye Movements, Body Gestures, and Touch, are an integral part of non-verbal communication. It is essential for an animator to understand this requirement for any character that he designs, because this type of communication would also contribute towards determining the character's overall behavior. Some aspects which can directly impact one's body language are; Family Background, Upbringing, Education, Financial Status, Mental and/or Physical State, etc.

Conclusion:

The researcher has observed that communication skills and language is a challenge for animators. While they possess extra-ordinary designing skills, they are unable to sell their ideas or concepts in the market. This leads to failures and slower career progression. An effective way out is to interact with more and more people. Another useful method to improve communication is to read the sub-titles of informative documentaries shown on TV. In case one doesn't understand the meaning of certain words used in the sub-titles, the

researcher suggests to make a note of such words and either refer to a dictionary or find the meaning of those words on the internet which is one of the most preferred means of information these days.

Animators do a phenomenal job in designing 3D models, however it has also been observed that the character actually differs from the way it should be. This happens due to lack of observation. There are some minute but impactful elements which the animator misses out while making those 3D models. The animator can improvise his communication skills up to a great extent by reading, writing, watching, observing, and interacting with people. This process will be of extensive help in getting his character model correct and also conveying the right message to the audience as desired.

Suggestions for further research:

Since researcher had certain limitations, he felt that an additional research needs to be done in order to understand the root cause of these hurdles along with the solutions for them. Researcher suggests following topics for further research...

1. The types of communication to be used for various purposes : A Study.
2. Appropriate use of Visual Communication by Animators.

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Introduction:

An ERP (Enterprise Resource Planning) is the best practice for Students, Faculties and for an organization for coordinating resources and information. It is used as a solution to manage, plan, conduct or control all the functions or resources of information system that facilitates the flow of information and coordinates all resources and activities within the organization. Any enterprise or an organization is the group of people work together to achieve a goal or to complete a task. ERP is the best solution for any organization for better or smooth running functions. ERP system is used to avoid the same task repeatedly doing or it saves the redundancy task or avoid repetitive task with the help of automation of work.

The Context:

Easy Maintenance of student's data and tracking student's progress helps making faster and effective decision. Understand the role of information systems in organizations, the strategic management processes, and the implications for the management. Monitor the regular operations which take a lot of times. Negligible paper work and build a digital campus, numerous transactions take place online, significantly saves time and resources. Aware of the ethical, social and security issues of information systems.

The Practice:

As system is built student and organizational oriented it will help by every angel. Systems consist of different module for increasing efficiency and reducing man power, cost and time. Following are the role modules for any ERP System for Academic Organization:

- **Employee:** This module describes detail profile such as their role, specialization, experience, qualification, area of interest for faculty or an employee.
- **Course:** This module is used to add different subjects

within different courses affiliated by university. The details regarding course with its credit points and contents of the syllabus are added to this module.

- **Time Table:** The teaching staff usually spends a lot of time in timetable generation and management. It is very complex task as overlapping problem occurs. ERP provides an automated timetable generation tool which depending on the availability of teacher, students, classroom, capacity, time etc, generates and manages the time table as per the defined rules and constraints. This system also allows to do manual changes.
 - **Attendance:** The tedious and stressful task for any teacher, especially manually filling the attendance register and at the end of the session, compiling or calculations can be simplified by integrate with the biometric system .The attendance auto calculates by the software and can easily be shared across the departments and with parents .The attendance can be displayed beautifully with help of graphs for maintaining its efficiency.
 - **Fee Management:** This module is automated fee calculation module. Through this module the fees of students will be managed with their various installments and documents, as it generates a complete summary of payable fees. With this module, daily fee collection reports can be made available to the concerned authorities. This portal allows to
- students and parents to view their own fee.
 - **Exam management:** This module can be effectively used to reduce or minimize the stressful task of manually creation of examination schedules and their related activities. These types of activities gets repeated every 3-4 times in a session. This exam management module allows you to create and maintain marks entry, automatic result generation process, various reports related to results available to administration, students, parents at different levels.
 - **Result Analysis:** Result Analysis is very important task to measure the quality of the students. And analysis of the result is done very fast and accurate with the help of analysis tools used by ERP.
 - **SMS:** The SMS module made communication process easier. This module is used to send all/selective students/parents the message they want to convey.
 - **Question Bank & Assignments:** It is used to give question bank and submission of assignments online. It reduces time.
 - **Inventory Management:** This module is used to manage the inventory and stock of an organization. It is very useful module for updating the records of stock and will update automatically for knowing the current status of inventory.
 - **Report:** It helps to generate various reports with respective departments. We can print daily, monthly, quarterly, half yearly or yearly reports as per the

requirement of an organization. And many more modules will help the system to do the work effectively.

Evidence of Success:

The benefits and impacts provided by Educational ERP software have brought a revolutionary change in education sector. The evaluations of the benefits of it determine the need of this highly desirable software in order to achieve the higher performance in higher educational institutes. It is used to share information between all sources of an organization. It improves the productivity and performance of the faculty and students. It provides better quality of the education with less time consumption. It produces transparency. It reduces cost and time. It is used to avoid repetitive task that is the redundancy task is avoided. It scales to grow the organization. It reduces operational cost, minimizes efforts, and produces results instantly. Do paperless job. We can do Qualitative analysis of student and faculty with the help of result analysis and feedback.

Future trends in ERP:

As a wide range of functionality ERP becomes a good solution not only for academic organization and integrated business but in every aspect for any organization and scalable for growing business needs.

Following are the

prominent trend of ERP for growth of ERP markets:

User friendly ERP Systems

What makes any ERP the most successful? The number of users who start using it, and hence adoptability is the key. ERP vendors will focus towards making user-interface more friendly and intuitive. Attractive dashboard, easy-to-use ERP features and mobility are key factors that will motivate next generation workforce to adopt ERP solutions.

Mobility

Mobility means anytime and anywhere access on any mobile device. It will be no more fads but a fixture. The complete back office and front office operation will be available on Smartphone and tablets. Managers, executives, and workers can seamlessly manage key business operations on-the-go. Mobile ERP will render unparalleled flexibility to organizations. Mobile-first or mobile-only approach will be a key feature of post-modern ERP solution.

Integrated ERP

One of the prominent emerging trends driving the ERP market growth is the demand for seamless integration across several applications and platforms. For instance, ERP integration with CRM will be hassle-free and automated, offering a host of benefits, such as access to real time data and tracking of customer orders. Furthermore, the integration with existing or new modules can lead to significant

reduction of hardware and software costs.

Demand for Cloud-based Solutions

Over the next decade, many emerging vendors will offer tough competition to IT stalwarts such as Oracle and SAP by launching out-of-box cloud-based ERP solutions. The prominence of SaaS (Software as a Service) solutions will be driven by numerous benefits: automatic updates, patch management, universal accessibility, and heightened security. In addition, demand for multi-tenant version of the ERP S/W will offer momentum to the market growth. Cloud-based models will be particularly useful to SMEs with constrained budget as they can reap the benefits of enterprise-wide ERP solutions without making significant IT spending.

Internet of Things

Internet of things (IoT) provides seamless network connectivity to all the connected physical devices or sensors and enables these devices to exchange data over a specified network without human intervention. Adoption of IoT along with ERP will open up vistas of possibilities which will make ERP solution intelligent, real-time, and flexible. For instance, manufactures can collect, analyze and process volumes of data from sensors, helping companies to offer new services. This will result in more customer-centric strategies for businesses.

Summing up Market Scenario

The market for ERP solution is in state of constant flux. The market growth will be impacted by all aforementioned trends, some factors being prominent than the others. This will be accompanied by many small changes. Over the years, cloud based ERP will witness high adoption rate; concurrently, the cloud market will be filled with skepticism related to recurring subscription cost and data security for small players.

However, at present, cloud-based solution is considered as a cheaper alternative to on-premise solutions and many small players seem assured about the privacy of data on the cloud. With the advancement of technologies, easier implementation of various ERP applications will lead as a more matured solution. As a result, the ERP vendors will offer customized solutions to cater to large number of market verticals, giving rise to more bespoke ERP solutions. These solutions will be tailored to meet specific business requirements. It remains to be seen, the impact of all these developments and the way they shape up the IT strategy of organizations across the globe. [1]

Problem Encountered:

It takes more time for implementing the system. As it is Internet oriented, if internet is not working then it is not possible to interact with the system. And if any student is offline then he will not be able to receive question bank, assignments and to give feedback. And availing training to

introduce new ERP system to employees is a tedious job.

ERP system is very costly. The system can be difficult to new users. Organizational culture, know how to involve staff and anticipate changes that will suffer the organization using this system of administration, are important elements for the completion of the implementation.

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Role of Social Media in Business Development: A Study

**Atharv Gholkar
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Abstract:

This research paper talks about the information of social media and how it helps in the business development. Marketing in social media is very crucial for growth of sales, promoting content and organization in totality. Social media plays an important role in business development in a way which helps to increase net worth and provides vast recognition via networking. Researcher has tried to explain ways through which social media can showcase, promote and sell products and services for any business or organization. Importance has been laid on power of social media, social media marketing, challenges of social media, opportunities and benefits arising out of social media. Benefits like increasing brand awareness, reporting and analyzing, humanizing brand, boosting sales and promoting content through social media are focused by researcher. Advantages through social media marketing like brand awareness, cost effectiveness, brand loyalty, website traffic and its evaluation, customer interaction and target audience are briefly discussed. Disadvantages of social media marketing like ineffective use, resources and challenges in evaluation are emphasized in this paper.

Introduction:

Two-thirds of net users worldwide frequently visit social media channels. At the beginning of 2018, Facebook had 1.4 billion daily users, whereas Twitter had a hundred million and Instagram five hundred million. This is a large audience for your business to promote if you are not utilizing these platforms and social media apps to have interaction along with your clients and alternative firms, you could get left behind. But at identical time, you would like to be savvy exploitation these sites, as businesses will find yourself trying inexperienced if they fall for 'fake' social media news.

Social media marketing will facilitate to extend whole awareness, whole loyalty, client service, and result in

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hyperbolic sales, despite a business' size.

Objectives:

- To realise evolution of Business with the help of Social Media.
- Benefits, Importance and Advantages-Disadvantages of Social Media in business.

Key Words:

Benefits, Marketing, Growth Social Media

Social media is an internet-based form of communication. Social media platforms permit users to own conversations, share data and build net content. There are a unit several kinds of social media, together with blogs, micro-blogs, wikis, social networking sites, photo-sharing sites, instant electronic messaging, video-sharing sites, podcasts, widgets, virtual worlds, and more.

Importance

Social media is growing drastically and has a major impact in business promotions. A lot of time is spent by a person on social media, the number of users are increasing manifold. This industry is bound to grow huge in the coming years.

By giving your business whole the social media bit, you not solely generate a lot of business however conjointly connect along with your customers higher and serve them on a better level. It makes your digital marketing easier.

Power

The power of social media for business is feedback, engagement and progressing to recognize your customers. This will assist you target higher and learn your customers pain points thus you'll facilitate them.

When you learn their issues and provide sensible solutions you may be rewarded with business and exposure. They will become your advocates and share your message. Free promoting is going to be at work for you and therefore the sensible ole word of mouth in today's world are going to be unfold quick with social media.

- Social Media acts an important role in multiple ways.
- Social platforms are great place to publish content.
- At Social channels one can have ultimate consumer service.
- Improve brand presence.
- Reach audience in more prominent way.

Social Media Marketing

Social Media Marketing can be defined as the use of websites and social media platforms to market a product. E-marketing and digital selling are dominant in academia, social media marketing is turning into a well-known method for each practitioners and researchers.

Social media platforms inherit knowledge analytics tools, that adjust firms to mark out the progress, accomplishment, and appointment of ad campaigns. Companies address a stretch of stakeholders through social media marketing, as well as existing and probable customers,

staff, journalists, bloggers, and also the public at large. When persecution social media marketing, companies will enable customers and web users to post user-generated content.

Challenges

There are such a lot of social media tools and platforms, it will be difficult to grasp wherever to start.

For small businesses the key issue is resource - If you do not have somebody able to manage a social media campaign, it will be a drain on it slow and a potential distraction from your core business. Some of the main challenges to consider are:

- What can be achieved from social media?
- How much time to be dedicate to social media?
- What are valuable platforms?
- What is the achievement for business?

While social media offers you the possibility to create complete awareness and client loyalty, there are also dangers in participating in a public conversation forum. You need to possess a transparent plan of the way to handle feedback regarding your business. You need to make sure that what you post and the way you act with individuals presents an expert image to the globe. It's important to contemplate the legal implications and best apply victimization social media so as to avoid issues.

Business use of social media has additionally raised client expectations. They currently expect immediacy in their on-line

interactions - wherever content is often updated and any comments they create are quickly replied to. You should consider however these expectations are managed.

Opportunities

Home computers, laptops, tablets, Smartphone, even net enabled televisions mean individuals will simply access the net from anyplace at any time. Faster connections, new devices and new on-line applications have all helped to alter the approach individuals work, socialise and search.

It is currently easier than ever for businesses to:

- Directly target customers with marketing campaigns.
- Promoting new products or services.
- Brand awareness building.
- Personal interaction with existing and potential customers.
- Measure referral activity to sales.

Social media is an inexpensive and effective approach of beginning a promoting campaign, with a big impact possible from minimal investment.

Your social media strategy have to contain a wise mixture of participating content and a friendly and responsive 'persona' will grow a centered community that is inquisitive about your product/service/brand and can recommend your business to others.

Social media have to be incorporated into your promotion (PR) strategy. PR means that obtaining individuals to speak and suppose your business in a

very positive approach. Social media provides a platform for your customers to speak with one another. How you manage that platform and interact with what your customers are oral communication is a crucial a part of your PR strategy.

Benefits:

Increase brand awareness

With nearly half the world's population exploitation social media platforms, they're a natural place to achieve new and extremely targeted potential customers.

Think folks solely connect with brands they already recognize on social media? Consider that sixty percent of Instagram users say, they discover new merchandise on the platform.

Humanize your brand

To connect with customers and potential customers, you've to be compelled to show the human facet of your complete.

How are you embracing your brand values? How square measure you looking for the most effective interests of your customers and employees? Does your product really work? The ability to make real human affiliation is one in all the key edges of social media for business. We call these Meaningful Relationship Moments. Introduce your followers to the people who make up your company and showcase how existing customers are using and benefiting

from your products.

Boost sales

No matter what you sell, social media will assist you sell it. Your social accounts area unit a vital a part of your sales funnel—the method through that a replacement contact becomes a client.

As the range of individuals victimization social media continues to grow and social sales tools evolve, social networks can become progressively vital for product search and ecommerce. The time is true to align your social promoting and sales goals.

Promote content

Promoting your content on social channels may be a good way to urge your good, well-researched content before of latest folks, proving your experience and growing your audience.

For example, LinkedIn Sponsored Content was used by Adobe to platform its analysis, info graphics and videos.

Reporting and Analytics

It is invariably a challenge for marketers to prove come back on investment.

But with social media pursuit and analytics tools, you'll be able to see the total impact of your social media activities, from follows to engagements all the way through to purchases.

Advantages:**Brand Awareness**

Brand awareness is one of the most important part of any advertising campaign. Compelling and relevant content can grab the eye of potential customers and increase complete visibility.

Cost Effective

It is often less expensive than ancient advertising and promotional activities. The costs of maintaining a social media presence square measure tokenism. If you decide on to speculate in paid advertising, you'll pay the maximum amount or as very little as your budget permits.

Website Traffic

Website traffic is calculated by the number of clicks and visitors to a website. This helps in determining the popularity of a website or a brand. Social content can boost traffic to your website. This can cause hyperbolic on-line conversions like sales and leads. It is easy to know the live count of website traffic received from social media. You can get wind of pursuit to work out what number sales are generated by paid social advertising.

Customer Interaction

You can deliver improved client service and respond effectively to feedback. Positive feedback is public and might be persuasive to different potential customers. Negative feedback highlights areas where you can improve.

Target audience

Customers will realize you thru the social media platforms they use most. You can choose to maintain a presence on platforms that are in line with your target audience.

Brand loyalty

Brand loyalty can be measured by the percentage of returning customers. Brand loyalty helps in forming strong bottom line sales for any organization. You can build relationships along with your customers through social media. This can help increase loyalty and advocacy.

Disadvantages:**Resources**

Social media management requires specialized and trained personnel. Acquiring and retaining such resources is a challenge for any brand aiming to excel in social media marketing. Brand is compelled to commit resources to managing your social media presence, responding to feedback and manufacturing new content.

Evaluation

While it's simple to quantify the return-on-investment in terms of on-line sales generated by social media advertising, its square measure has fewer tangible advantages. It is resource exhausting and calculating the cost for the whole awareness and branding that social media attains.

Ineffective use

Social media can be used ineffectively. For example, mistreatment of social media to push for sales while not participating with customers, or failing to reply to feedback - could harm your name.

Findings:

Researcher feels that, social media sites suggests popular and trending things. Social media provide a platform to talk about current and relevant issues as per preference. However, social networking also creates an environment for potential customers and acquire important feedback regarding business. Social media marketing provides best approaches for SEO through various data collection and analysis. It helps businesses to achieve search engine rankings, which in turn helps in attracting online customers. Researcher finds social media to be an important platform for any business to place their brand online. As an individual spends most of the time surfing social media platform, this increasing the chances of a brand to reach an individual and attract them towards their products and in turn convert it into a sale. Building brand over social media allows to access millions of people at a very minimal cost and lesser time.

Conclusion:

Researcher experienced that many corporate use social media as a platform to promote their products

and to own a healthy connect with their customers. With the use of social media, large customer base can be reached and their needs can be targeted better. Brands may also position themselves in market via social media.

Nowadays social media is an efficient tool in making business and brings out innovative methods. with the help of social media the product marketing is much easier. Social media marketing evaluates due to the preference & demand of social media users. Social media always keeps updated with every new feature. Social media activities are carried out through electronic devices, and this will increase.

Researcher experienced that social media has a positive impact on business and its growth and performance. Social media extends the business survival of upcoming brands, if they fail to do so, they are certainly goes downward in the coming years.

Suggestions:

Researcher had limitation for his work and feels more and more research needs to done on the given subject. However researches suggests following topics for further research.

1. Challenges of Promoting Business via Social Media.
2. Uses of Social Media for Brand Establishment.

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A Study of Fulfillment of Expectations of Employees from Training Programs in Matrix IT Systems Pvt. Ltd., Pune

**Dr. Shriprakash Soni
Sarika Kothari**

Abstract:

The Human Resources are the most important assets of an organization. The success or failure of an organization is largely dependent on the caliber of the people working therein. Without positive and creative contributions from people, organizations cannot progress and prosper. In order to achieve the goals or the activities of an organization, therefore, they need to train people with requisite skills, qualifications and experience. While doing so, they have to keep the present as well as the future requirements of the organization in mind.

Every organization needs to have well trained and experienced people to perform the activities that have to be done. If current or potential job occupants can meet this requirement, training is not important. When this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees. It is being increasing common for individual to change careers several times during their working lives. The probability of any young person learning a job today and having those skills go basically unchanged during the forty or so years if his career is extremely unlikely, may be even impossible.

In a rapid changing society employees training is not only an activity that an organization must commit but also it is to maintain a viable and knowledgeable work force. This paper talks about the training in theoretical manner as well as new concepts, which are in trend now.

Here researchers have discussed what would be the input of training if organization ever go for and how can it be good to any organization in reaping the benefits from the money invested in terms like (ROI) i.e. return on investment. What are the different ways organization can identify the training need of any employees and how to know what kind of training he/she can go for?

Training being in different aspect likes integrating it with

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organizational culture. The best and latest available trends in training method are to benefits which organization can derive out of it. How the evaluation should be done and how effective is the training all together. Development is integral part of training if somebody is trained properly and efficiently the developments of that individual and the company for whom he is working will be effective. In this paper, researchers discussed about development of employees, how much to identify the needs, and after developing how to develop executive skill to sharpen their knowledge. Learning should be continues process and one should not hesitate to learn any stage.

The probability of any young person learning a job today and having those skills go basically unchanged during the forty or so years if his career is extremely unlikely, may be even impossible. If current or potential job occupants can meet this requirement, training is not important. When this is not the case, it is necessary to raise the skill levels and increase the versatility and adaptability of employees.

Keywords:

Human Resources, Training, Development, Skills, Knowledge, ROI.

Introduction:

Human Resource Development is the part of human resource management

that specifically deals with training and development of the employees in the organization. Human resource development includes training a person after he or she is first hired, providing opportunities to learn new skills, distributing resources that are beneficial for the employee's tasks, and any other developmental activities.

HRD concept was first introduced by Leonard Nadler in 1969 in a conference in US. "He defined HRD as those learning experience which are organized, for a specific time, and designed to bring about the possibility of behavioral change".

Human Resource Development (HRD) is the frameworks for helping employees develop their personal and organizational skills, knowledge, and abilities. Human Resource Development includes such opportunities as employee training, employee career development, performance management and development, coaching, mentoring, succession planning, key employee identification, tuition assistance, and organization development.

Training is an important part of human resource development aimed at bettering the performance of individuals and groups in organizational settings. Training can also be described as 'an educational process which involves the sharpening of skills, concepts, changing of attitude and gaining more knowledge to enhance the performance of employees. It has

been known by several names, including “Human Resource Development”, “Human Capital Development” and “Learning and Development”.

Importance of Human Resource Development:

Human resource is needed to be developed as per the change in external environment of the organization, hence, HRD helps to adapt such changes through the development of existing human resource in terms of skill and knowledge. The importance or significance of HRD can be explained as follows:

1) HRD develops competent HR:

HRD develops the skills and knowledge of individual; hence, it helps to provide competent and efficient HR as per the job requirement. To develop employment's skill and competencies, different training and development programs are launched.

2) HRD creates opportunity for career development:

HRD helps to grasp the career development opportunities through development of human skills and knowledge. Career development consists of personal development efforts through a proper match between training and development opportunities with employee's need.

3) Employ commitment:

Trained and efficient employees are committed towards their jobs

which is possible through HRD. If employees are provided with proper training and development opportunities, they will feel committed to the work and the organization.

4) Job Satisfaction:

When people in the organization are well oriented and developed, they show higher degree of commitment in actual work place. This inspires them for better performance, which ultimately leads to job satisfaction.

5) Change Management:

HRD facilitates planning, and management of change in an organization. It also manages conflicts through improved labor management relation. It develops organizational health, culture and environment which lead to change management.

6) Opportunities for training and development:

Trainings and development programs are tools of HRD. They provide opportunity for employee's development by matching training needs with organizational requirement. Moreover, HRD facilitates integrated growth of employees through training and development activities.

Features of Human Resources Development:

The essential features of human resource development can be listed as follows:

1) Human resource development is a process in which employees of the

organizations are recognized as its human resource. It believes that human resource is most valuable asset of the organization.

- 2) It stresses on development of human resources of the organization. It helps the employees of the organization to develop their general capabilities in relation to their present jobs and expected future role.
- 3) It emphasize on the development and best utilization of the capabilities of individuals in the interest of the employees and organization.
- 4) It helps is establishing/developing better inter-personal relations. It stresses on developing relationship based on help, trust and confidence.
- 5) It promotes team spirit among employees.
- 6) It tries to develop competencies at the organization level. It stresses on providing healthy climate for development in the organization.
- 7) HRD is a system. It has several sub-systems. All these sub-systems are inter-related and interwoven. It stresses on collaboration among all the sub-systems.
- 8) It aims to develop an organizational culture in which there is good senior-subordinate relations, motivation, quality and sense of belonging.
- 9) It tries to develop competence at individual, inter-personal, group and organizational level to meet organizational goal.
- 10) It is an inter-disciplinary concept. It is based on the concepts, ideas

and principles of sociology, psychology, economics etc.

- 1) It forms on employee welfare and quality of work life. It tries to examine/identify employee needs and meeting them to the best possible extent.

Training:

Training is teaching, or developing in oneself or others, any skills and knowledge that relate to specific useful competencies. Training has specific goals of improving one's capability, capacity, productivity and performance. Training is a systematic development of the knowledge, skills and attitudes required by employees to perform adequately on a given task or job.

The need for improved productivity in organization has become universally accepted and that it depends on efficient and effective training. However, the need for organizations to embark on staff development programme for employees has become obvious. Absence of these programme often manifest tripartite problems of incompetence, inefficiency and ineffectiveness. Hence, training and development aim at developing competences such as technical, human, conceptual and managerial for the furtherance of individual and organization growth which makes it a continuous process.

In earlier practice, training programme focused more on preparation for improved

performance in particular job. Most of the trainees used to be from operative levels like mechanics, machines operators and other kinds of skilled workers. When the problems of supervision increased, the step was taken to train supervisors for better supervision.

Development:

Management development is all those activities and programme when recognized and controlled have substantial influence in changing the capacity of the individual to perform his assignment better and in going so all likely to increase his potential for future assignments. Thus, management development is a combination of various training programme, though some kind of training is necessary, it is the overall development of the competency of managerial personal in the light of the present requirement as well as the future requirement. Development an activity designed to improve the performance of existing managers and to provide for a planned growth of managers to meet future organizational requirements is management development.

Types of Training:

On the basis of purpose, several types of training programmes are offered to employees. The important types of training programmes are as follows:

1) Induction Training: Induction is concerned with introducing a new employee to the organization and

its procedures, rules and regulations. When a new employee reports for work, he must be helped to get acquainted with the work environment and fellow employees. It is better to give him a friendly welcome when he joins the organization, get him introduced to the organization and help him to get a general idea about rules and regulations, working conditions, etc of the organization.

2) Job Training: Job training relates to specific job which workers have to handle. It gives information about machines, process of production, instructions to be followed, and methods to be used and so on. It develops skills and confidence among the workers and enables them to perform the job efficiently. It is the most common of formal in-plant training programmes. It helps in creating interest of the employees in their jobs.

3) Apprenticeship Training: Apprenticeship training programmes tend more towards education than merely on vocational training. Under this, both skills and knowledge in doing a job or a series of related jobs are involved. The governments of various countries have passed laws which make it obligatory on certain classes of employers to provide apprenticeship training to young people. The usual apprenticeship programmes combine on the job training and experience with class room instructions in particular

subjects. This training is desirable in industries which require a constant flow of new employees expected to become all round craftsmen. It is very much prevalent in printing trades, building and construction and crafts like mechanics, electricians, welders, etc.

4) Internship Training: Under this method, the educational and vocational institute enters into arrangement with an industrial enterprise for providing practical knowledge to its students. This training is usually meant for such vocations where advanced theoretical knowledge is to be backed up by practical experience on the job. For instance, engineering students are sent to big industrial enterprises for gaining practical work experience and medical students are sent to hospitals to get practical knowledge. The period of such training varies from six months to two years.

5) Refresher Training: As the name implies, the refresher training is meant for the old employees of the enterprise. The basic purpose of this training is to acquaint the existing work-force with the latest methods of performing their jobs and improve their efficiency further. In the words of Dale Yoder, "Retraining programmes are designed to avoid personnel obsolescence." The skills with the existing employees become obsolete because of technological changes and of the human tendency to forget.

6) Training for Promotion: The talented employees may be given adequate training to make them eligible for promotion to higher jobs in the organization. Promotion means a significant change in the Responsibilities and duties. Therefore, it is essential that employees are provided sufficient training to learn new skills to perform their jobs more efficiently. The purpose of training for promotion is to develop the existing employees to make them fit for undertaking higher job responsibilities. This serves as a motivating force to the employees.

Benefits of Training:

1) Optimum Utilization of Human Resources – Training and Development helps in optimizing the utilization of human resource that further helps the employee to achieve the organizational goals as well as their individual goals.

2) Development of Human Resources – Training and Development helps to provide an opportunity and broad structure for the development of human resources' technical and behavioural skills in an organization. It also helps the employees in attaining personal growth.

3) Development of skills of employees – Training and Development helps in increasing the job knowledge and skills of employees at each level. It helps to expand the horizons of human

intellect and an overall personality of the employees Productivity – Training and Development helps in increasing the productivity of the employees that helps the organization further to achieve its long-term goal.

- 4) **Team spirit** – Training and Development helps in inculcating the sense of team work, team spirit, and inter-team collaborations. It helps in inculcating the zeal to learn within the employees
- 5) **Organization Culture** – Training and Development helps to develop and improve the organizational health culture and effectiveness. It helps in creating the learning culture within the organization.
- 6) **Organization Climate** – Training and Development helps building the positive perception and feeling about the organization. The employees get these feelings from leaders, subordinates, and peers.
- 7) **Quality** – Training and Development helps in improving upon the quality of work and work-life.
- 8) **Healthy work-environment** – Training and Development helps in creating the healthy working environment. It helps to build good employee, relationship so that individual goals aligns with organizational goal.

Training Need Analysis (TNI):

Training need analysis is a tool utilized to identify what educational courses or activities should be

provided to employees to improve their work productivity. Here the focus should be placed on needs as opposed to desires of the employees for a constructive outcome. In order to emphasize the importance of training need identification we can focus on the following areas: -

1. To pinpoint if training will make a difference in productivity and the bottom line.
2. To decide what specific training each employee needs and what will improve his or her job performance.
3. To differentiate between the need for training and organizational issues and bring about a match between individual aspirations and organizational goals.

Identification of Training Needs (ITN), if done properly, provides the basis on which all other training activities can be considered. Also requiring careful thought and analysis, it is a process that needs to be carried out with sensitivity as people's learning is important to them, and the reputation of the organization is also at stake. Identification of training needs is important from both the organizational point of view as well as from an individual's point of view.

From an organization's point of view it is important because an organization has objectives to achieve for the benefit of all stakeholders or members, including owners, employees, customers, suppliers, and neighbors. These objectives can be achieved only through harnessing

the abilities of its people, releasing potential and maximizing opportunities for development. Therefore people must know what they need to learn in order to achieve organizational goals.

Similarly if seen from an individual's point of view, people have aspirations, they want to develop and in order to learn and use new abilities, people need appropriate opportunities, resources, and conditions. Therefore, to meet people's aspirations, the organization must provide effective and attractive learning resources and conditions. And it is also important to see that there is a suitable match between achieving organizational goals and providing attractive learning opportunities.

About Matrix IT Systems Pvt. Ltd.:

Matrix IT Systems Pvt. Ltd. is leading software Development Company Based in Pune, Maharashtra, India. Company is providing professional software development services such as Business Product Development, Web Development, Website Design, Production Software Management, Warehouse Management Software Development, Service Development, .net Development and Website Development Services.

Matrix is a Business Product Software Development specialist that combines the definite bottom-line benefits of business services with its recognized expertise in strategic global models that help it in providing

reliable business solutions.

Strengths of Matrix IT Systems:

1. Excellent Management
2. Experienced Developers Team
3. Skilled Web Designers
4. ERP Specialists
5. Dynamic Marketing Team
6. Professional HR Department
7. Speedy Hardware and Network Team

Training Procedure adopted by Matrix IT Systems:

1) Induction to new employees:

Induction is a formal way of introducing the organization to the new employees. It is very important to create a friendly atmosphere for the new employees so that he/she can work over there in a comfortable way. Induction is also given to the employees so that he/she can get a brief idea about the company and the work environment where he/she is going to work.

2) Regular Assessment of existing employees:

After every 6 months an assessment of the performance of the employees is measured by the HR and departmental head of the organization. On the basis of the feedback received by the HR further decisions are taken into concern.

3) Individual Concerns:

It happens in situation where some employees urge to have some training session for their own benefit. If the higher management really feel the need the need for such session then those are granted by the higher managerial.

4) Internship Training: Matrix IT Systems also provide internship programme to the students as a part of their academic programme. Many students need internship for their university and personal purpose. Matrix IT Systems help students to get that.

5) IT Training sessions: Various Technical & Non-Technical training sessions were also conducted under Matrix IT Systems. In such cases students from various colleges come down in our office to take admission on such training programme which helped to enhance their career goal.

Objectives of the Study:

1. To study and analyze the effectiveness of training held at Matrix IT Systems Pvt. Ltd.
2. To study the plan and procedure of training imparted at Matrix IT Systems Pvt. Ltd.
3. To analyze whether the employees are satisfied with their current training methods.

Research Methodology:

1. Survey Method – through questionnaire.
2. Primary data – Primary data was collected through survey method by distributing questionnaires to employees. The questionnaire was carefully designed by taking into account the parameters of the study.
3. Secondary data – Secondary data

was collected from web sites, going through the records of the organization, etc.

Sources of Data:

The sources of the data are as follows:-

Primary Data:

1. Internal data about working of HR department gathered from organization.
2. Interview.
3. Observation.
4. Sufficient data collected through feedback forms by the employees.

Secondary Data:

1. Magazines, journals, brochures, etc.
2. Website of the company.
3. Books.
4. Earlier researches on similar topic.

Sample Size: 20 employees

Data Analysis and Interpretation:

1. Ways used to identify training needs:

No. of employees	Performance Appraisal	Personal Interaction	BrainStorming Interactions	Conferences & Seminars
20	10	8	01	01

According to the above data, it is clear that out of 100% employees of Matrix IT Systems Pvt. Ltd.:

50% of employees said training needs are identified by performance appraisals.

40% of employees said training needs are identified by Personal Interactions

5% of employees said training needs are identified by Brain Storming Interactions.

5% of employees said training needs are identified by Conferences & Seminars.

2. Training provided in organization:

No. of employees	New staff	Junior staff	Senior staff	Based on requirement
20	8	2	8	2

According to the above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

40% of new staff is given training.

10% of junior staff is given training.

40% of senior staff is given training.

10% of employees are given training based on requirements.

3. Barriers to training and development in the company:

No. of employees	Time	Lack of interest	Money	Non availability of skilled trainer
20	07	08	03	02

According to above data, out of 100% employees for Matrix IT Systems Pvt. Ltd.:

35% of employees consider time as a barrier in their training.

40% of employees consider lack of interest as a barrier.

15% of employees consider money as a barrier.

10% of employees consider non availability of skilled trainer as a barrier.

4. Mode of training method is used in company:

No. of employees	Job relation	Conference / Discussion	External training	Programmed instruction
20	06	08	03	03

According to the above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

30% of employees said job relation is used as a mode of training.

40% of employees said

conference/discussion is used as mode of training.

15% of employees said external training is done.

15% of employees said programmed instruction is used as a mode of training.

5. Training and Development sessions conducted in company are useful:

No. of employees	Strongly Agree	Agree	Disagree	Somewhat Agree
20	05	13	01	01

According to above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

25% of employees strongly agree with the statement.

65% of employees agree with the statement.

5% of employees disagree with the statement.

5% of employees somewhat agree with the statement.

6. After conducting training program confident about work process:

No. of employees	Confident Up to extend	More Confident	Less confident	Not Sure
20	05	12	03	00

According to above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

25% of employees said Confident Up to extend.

60% of employees said More Confident.

15% of employees said less confident.

None of the employee thinks that after conducting training program they not feel confident about their work process.

7. After completion of training and effectively and doing a particular job organization gives incentives, increments etc. for positive motivation:

No. of employees	Strongly Agree	Agree	Disagree	Somewhat Agree
20	13	5	01	01

According to the above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

65% employees said they are strongly agreed.

25% employees said they are agreed.

5% employees said they are disagreed.

5% employees said they are somewhat agreed

8. Conditions that have to be improved during training sessions:

No. of employees	Mode of training used	Remove interference	Reorganize the work place	Upgrade the information
20	11	03	02	04

According to the above data, out of 100% employees in Matrix IT Systems Pvt. LTD

55% employees need a change in mode of training used.

15% of employees need removal of interferences during training.

10% of employees need re-organization of the work place.

20% of employees needs up graded information during training sessions

9. General complaints about training sessions:

No. of employees	Time Wastage	Gaps between the sessions	Training sessions are unplanned	Sessions are boring
20	14	04	01	01

According to the above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

70% of employees have a complaint of time wastage during training.

20% of employees have a complaint of too many gaps between the sessions.

5% of employees said training sessions are unplanned.

5% of employees said training sessions are boring.

10. Opinion about the present training system:

No. of Employees	Excellent	Good	Average	Below Average
20	4	12	4	0

According to the above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

60% of employees think that the present training system is good.

20% of employees think that the present training system is excellent.

20% of employees think that the present training system is average, and

None of the employees think that the present training system is below average.

11. The instructor responses to trainees doubts properly during training:

No. of Employees	Strongly Agree	Agree	Disagree	Somewhat Agree
20	4	13	1	2

According to the above data, out of 100% employees in Matrix IT Systems Pvt. Ltd.:

65% of the employees agrees that the trainer responses to the doubts properly. 20% of the employees strongly agrees that the trainee properly responses to the doubts.

10% of the employees somewhat agree to the fact that trainer responses to the doubt properly. 5%

of the employees disagree to the fact that the trainer responses to the

doubt properly.

Conclusions:

On the basis of the analysis made, the following conclusions are drawn:

1. Maximum number of the employees finds healthy environment at the work place.
2. Lack of interest in employees act as a barrier in training programmes.
3. Maximum employees said that they get help whenever they require.
4. Employees are satisfied with the training and development programmes given to them.
5. The training programmes have helped in developing skills of the employees.
6. After attending the training programme most of the employees find their attitude better towards the job.
7. Most of the employees want to the redesigned the mode of training imparted.
8. Employees felt the time wastage during training session. But trainees were satisfied with activities conducted during training program because it was related to their job.

Suggestions:

1. Some advanced training is required in technology department.
2. The company should adopt some other ways for nominating the trainees like training need identification survey, self nomination, personal analysis,

organizational analysis, etc.

3. Training should be a continuous process i.e., it should be imparted at regular intervals.
4. The duration of training program should be less and details should be precise and accurate.
5. HR department should conduct seminars on some vital topics so that employees are always motivated and encouraged to work.

Limitations of the Study:

1. The study is limited to Matrix IT Systems Pvt. Ltd. only.
2. The study is conducting under the assumptions that the information given by the respondents are all correct.
3. Interactions with employees are very limited because of their busy work schedule.
4. The company not discloses all the information.

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