Atharva Institute of Management Studies

Atharva

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Atharva Educational Trust

OUR ANNUAL SEMINAR AT GLANCE

Sr. No.	Date	Theme	Venue
First Annual Seminar	12th Feb 2004	Managing Structural Changes in Financial Sector	Hotel Grand Maratha
Second Annual Seminar	12th Nov. 2005	Sustaining Growth in An Organisation	Hotel Ramada Plaza Palmgrove
Third Annual Seminar	4th Nov. 20 06	Developing& Implementing Growth Strategies	Hotel Taj Land End
Fourth Annual Seminar	19th Dec. 2007	Leading Change in & Innovation	Hotel Grand Hyatt
Fifth Annual Seminar	8th Nov. 2008	India Inc- Challenges Next	Hotel Taj Lands End
Sixth Annual Seminar	11th Dec. 2009	Creating Winning Organisations (Pragati)	World class Atharva Auditorium, 3rd Phase AET Campus, Malad (W)
Annual Conference	16th Jan. 2010	Competing in the Times of Uncertainity (Aswamedh)	World class Atharva Auditorium, 3rd Phase AET Campus, Malad (W)
Annual Conference	4th & 5th Feb. 2011	Emerging issues in global economy and management-Challenges & Strategies	World class Atharva Auditorium, 3rd Phase AET Campus, Malad (W)
SeventhAnnual Seminar	11th Feb. 2011	Transforming Organizations: Emerging Trends(Parivartan)	Presentation Hall,3rd Phase, AET campus, Malad (W).
Annual Conference	12th Nov.2011	"Global Turmoil - Opportunities For India"	World Class Auditorium,3rd Phase, AET campus, Malad(W).
Panel Discussion	4th Feb. 2012.	"Gender Inclusivity In India-Building An Empowered Organization"	Seminar Hall, 3rd Phase, AET campus, Malad-(W).
Annual conference	12th Jan.2013	Panel discussion on "Reassuring Confidence In India"- Road Map To recovery "	Seminar hall, 3rd phase, AET campus, Malad-(W)
Atharva International Research Conference	19th July 2014	"Emerging Patterns of Innovation in Business: Challenges & Strategies"	Seminar hall, 3rd phase, AET campus, Malad-(W)
Annual seminars-12th Annual Conclave	17th Jan. 2015	"Putting India Back On A High Growth Trajectory"	Seminar Hall 3rd Phase, AET campus, Malad(W)

MESSAGE, FROM THE EXECUTIVE PRESIDENT.

Shri Sunil Rane
Executive President, Atharva Group of Institutes
Founder Secretary, Atharva Educational Trust

Greetings and good wishes for 2015. I wish you all a wonderful year ahead. Atharva Institute Of Management Studies is currently recognised as one of the fastest growing business schools in the country. It is ranked amongst the top 100 B-schools Pan India because of its industry interface, world-class infrastructure and the quality of its faculty. The college infrastructure includes state – of – art conference rooms, world class auditorium, mock-stock simulation lab, corporate guest lounge etc.

Our management faculty & students have bagged several awards. We believe that it is important for students to gain international perspective. Therefore the PGDM students were taken to China last year and the current second year students will be visiting South Korea. We have a consistent and good placement record. There is continuous individual mentoring of the students by the faculty members during all the semesters. In addition, we have various events in the form of seminars, conferences, panel discussions etc. which enhances institute industry interface.

This journal of management research provides our ardent readers with a plethora of ideas & opinions. It tries to encapsulate a wide range of subjects and information in every issue. We solicit your scholarly contribution of articles, research papers, case-studies in accelerating the process of learning.

-Happy Reading!

EDITORIAL

Labour market shifts, more and more continuous technological changes, globalization are some of the parameters forcing organizations to re-think their business strategies in general and workforce strategies in particular.

Some of the major concerns are lack of employee loyalty, high attrition, skill gaps, inadequate leadership and insufficient technology. In the VUCA world that we live in (Where there is constant volatility, uncertainty, complexity and ambiguity) flexibility/adaptability is vital, more so in a cross cultural environment. Cultural intelligence describes one's ability to adapt effectively in a new cultural environment and is thus crucial in understanding conflict management styles in a cross –cultural context.

With every subsequent issue, our quest is, for learning more and sharing views and ideas of different experts. This will help us widen our horizons and to steer in turbulent times. This issue brings in several interesting developments in the area of management. The papers and articles offer theoretical and practical insights which help us to have a better understanding of the different contemporary management practices in the industry.

Best Wishes & Regards

Dr. Rekha Shenoy.

Articles presented in this issue communicate exclusively
the individual view points of respective contributors.

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Innovation Service Through Service Quality In Management Higher Education-Measuring Service Quality From Student Centric Viewpoint

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Abstract

The aim of this article measuring service quality in education is increasingly important for attracting and retaining tuition-based revenues. The objectives of this paper are two folds: first, to identify the service quality factors. Second, describe research undertaken to assess the quality and propose a service quality scale to measure service quality standards in higher education.

In this research we used Questionnaires with five-point Likert scale to measure the perceptions and expectations of the perceived quality were distributed. SEM and Confirmatory Factor analysis was used for validity of the constructs for the subsequent analysis. Scale items were retained for testing reliability and construct validity. These findings were then tested using a survey study. The results show that gap between student`s perceptions and student`s expectations exist. In the end we have statistically tested and proposed Management Service Quality Scale (MSQSCL) which will help measure service quality standards in higher education.

Keywords: Service quality, Higher education, Students, University, India. MSQSCL: Management Service Quality Scale.

INTRODUCTION

In a world where branding becomes the basis for competition of unique products and services in attracting a larger market share for ultimate profitability, consumers are largely spoilt for choice. How does one decide which product or service is better than others? While a multitude of factors may contribute to the decision process, the one (underlying) factor that differentiates itself and taps into the direct experience of the consumer is Service Quality (Cronin and Taylor, 1992). More so for the education sector where no real products are conceivably involved; services provided will, therefore, be perceived as the competitive demarcation between institutions in terms of their superiority in creating unique experiences. Teaching is a service while learning is an experience.

The improvement of higher education service quality lies in the organizations ability to provide an overall climate and culture for change through its various decision-making systems, operating systems, and human resource practices (Mosadeghard, 2006). In alignment with this argument, a transformation from hierarchical top-down structures to top management commitment, decentralization, employee involvement and effective leadership is a prerequisite for TEI_s adaptation towards the implementation of quality

assurance systems (Mizikaci, 2003). Given that these transformations often meet employee resistance to change, the successful culture introduction of a quality assurance system depends on decisive factors such as trust and long term commitment to the organization (Zammuto and OConnor, 1992); participation in decision making (Baroudi et al., 1986; Franz and Robey, 1986); and empowerment. This paper first identifies the service quality factors with higher education approach and. Second, describes research undertaken to assess the quality of service provided by a university in India.

THEORETICAL BACKGROUND

Defining quality in higher education has proved to be a challenging task. Cheng and Tam (1997, p. 23) suggest that "education quality is a rather vague and controversial concept" and Pounder (1999, p. 156) argues that quality is a "notoriously ambiguous term". As a result of the difficulty in defining quality, the measurement of quality has also proved to be contentious. There have been various attempts to draw on industry models such as the quality dimensions of Gronroos, Garvin and Parasuraman (Owlia and Aspinwall, 1996), SERVQUAL (Oldfield and Baron, 1998; Aldridge and Rowley, 1998), importance-performance analysis (Ford et al., 1999) and the balanced scorecard (Cullen et al., 2003) to develop quality assessment models for higher education. Internationally, the tool most frequently drawn upon (Cruickshank, 2003; Motwani and Kumar, 1997; Eriksen, 1995) however is that of total quality management (TQM), defined as: a management approach of an organization, centered on quality, based on the participation of all its members and aiming at long run success through customer satisfaction and benefits to all members of the organization and to society (ISO 8402 in Wiklund et al., 2003, p. 99). The rationale for adoption is that TQM has the potential to encompass the quality perspectives of both external and internal stakeholders in an integrated manner and thereby enable a comprehensive approach to quality management that will assure quality as well as facilitate change and innovation.

Despite their support for viewing education as a system, Sahney et al. (2004) suggest that this creates further difficulty in conceptualizing quality as the different component parts of the system have different requirements. The authors_ review of the literature suggests that there have been a number of different attempts to articulate the dimensions of quality in higher education as Garvin (1987) did for services. One of the most clearly defined set of dimensions of quality for higher education has been identified by Harvey and Knight (1996). They argue that quality can be broken down into five different but related dimensions:

(1) Quality as exceptional (e.g. high standards);
(2) Quality as consistency (e.g. zero defects);
(3) Quality as fitness for purpose (fitting customer specifications);
(4) Quality as value for money, (as efficiency and effectiveness); and
(5) Quality as transformative (an ongoing process that includes empowerment and enhancement of customer satisfaction).

As shown in Table1 below some of quality dimensions with sample items by Owlia and Aspinwalls (1996), theoretical framework of quality dimensions with an emphasis on teaching aspects of education (academic resources, competence, attitude, content) and

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Waugh (2001) model of administrative and supportive services quality (reliability and responsiveness, assurance and empathy).

External control and manipulation affects the degree to which faculty and administrators view the importance of quality assurance as a path towards institutional effectiveness.

It is argued that front-line staffs do not mutely accept policy or the changes associated with it, and are not passive recipients of management actions. This argument impinges upon the view that "academic culture" exists as a monolithic, mono-cultural entity guiding the behavior, thoughts and actions of academics. Thus, culture may be considered as at least partly constructed on an ongoing basis by individuals and groups_ (Trowler, 1998).

Harvey and Knight (1996) concluded that quality assurance systems have negative impact on staff in higher education. In particular, organizational members who are already involved in innovation and quality initiatives may be discouraged by accountability approaches. Furthermore, they have to overcome both the additional burden of responding to external scrutiny and the feeling of being manipulated and undervalued by managers and external agencies.

Roffe (1998) suggests that while there are a small number of quality indicators in industry, these are more numerous and complex in higher education and are therefore more management difficult to assess. Srikanthan and Dalrymple (2002) highlight that the application of TQM is more appropriate to the service rather than the education functions of a university. Similarly Yorke (1994) advises that accountability relationships are more complicated and Roffe (1998) highlights that while the accountability emphasis of TQM in industry is on a team, this tends to lie with individuals in higher education.

Quality dimension	Sample items	Number of items	Sources
Academic resources	Sufficiency of academic equipment, e.g. laboratories, workshops Ease of access to information sources, e.g. books, journals, software, networks	5	Owlia and Asinwall(1996)
Competence	Theoretical (relevant) knowledge of academic staff. Practical (relevant) knowledge of academic staff. Expertise of academic staff in teaching communication	4	Owlia and Asinwall(1996)
Attitude	Extent to which academic staff understand students' academic needs Degree of academic staff's willingness to help Availability of academic staff for guidance and advice	3	Owlia and Asinwall(1996)
Content	Extent to which student learn communication skills Extent to which student learn team working skills Relevance of curriculum to the future jobs of students	7	Owlia and Asinwall(1996)
Reliability and responsiveness	Administrative contact Confident and dependable administrative advice Early notification of administrative changes	9	Waugh (2001)
Assurance and empathy	Courteous and confidence in contact Personal contact and understanding Contact with caring	8	Waugh (2001)

Table 1: Dimensions of Service Quality

Harvey (1995) further argues that the emphasis on quality in industry lies predominantly with the customer, whereas in higher education there is a continued debate regarding who the customer actually is. Critics of this approach suggest that a wholesale adoption of TQM without adaptation to reflect the particular characteristics of higher education is unacceptable (Yorke, 1994). It has even been purported that the practice of TQM in higher education is deteriorating into managerialism because of the disparity between TQM techniques and educational processes, as well as the lack of shared vision within institutions or educational fields (Srikanthan and Dalrymple, 2003). As a result of this debate, Hewitt and Clayton (1999, p. 838) recommend that a model of educational quality that is different from, but capable of being related to commercial models, is beginning to emerge. However, it is not yet complete. Srikanthan and Dalrymple (2003) suggest that "a fresh view is necessary of quality in higher education". A starting point for this process is arguably a comprehensive assessment of current practices to determine the extent to which different meanings of quality and different stakeholder perspectives are taken into account. Drawing on relevant literature from both education and industry, a new framework for a quality audit tool has therefore been developed in order to assess current quality management approaches within higher education.

Smart (2003), states that the organization must recognize either a threat to its survival, or a strong positive external pressure calling for adaptation and integration of new systems, before the introduction of changes. Employees must be convinced that the change is necessary not only for organizational survival but also for betterment at the individual as well as at the organizational level. Since, leadership come to play a significant role in the transformation of attitudes, management has to find ways to facilitate changes towards enhanced service quality. In this line, management systems that support the emotional needs of people, and encourage experimentation are required. Designing organizational systems that take into account human relations and employee welfare, and create a climate that promotes positive group interactions and creativity is of utmost importance for an institute that values openness, trust, and innovativeness in the academic community. In addition, Lakos and Phipps (2004) support that by involving staff in decision making and developing clear and comprehensive communication systems, increase the potential for actual cultural change.

Service Quality Literature

SERVQUAL has earned great popularity and wide application in last decades. The majority of the studies in higher education service quality have focused on students view of quality, while little attention has been paid on the perspective of academic and administration staff. In a similar vein, few researchers have empirically tested measurement instruments of service quality referring to teaching processes as well as administration services.

Research on service quality gained momentum in the early 1980s. Initially the focus was on defining service quality. Lewis and Booms suggested that "service quality is a measure of how well the service level delivered matches customers expectations". Research by Gronroos (1982) focused on what he referred to as the "missing service quality concept." He argued there was a difference between technical quality, which describes what the customer gets, and is objective in nature, and functional quality which

describes how the customer gets it, and is subjective in nature. Lethinen and Lethinen(1982) viewed quality from the customer's perspective and suggested that customers perceive process quality (the customer's qualitative evaluation of their participation in the service production process) and output quality (the customer's evaluation of the result of a service production process).

Research by Parasuraman, Zeithaml and Berry into the service quality concept has focused on three issues: what is service quality; what causes service quality problems; and what can service organizations do to improve quality. Parasuraman et al (1985) developed a service quality model to demonstrate that consumers' perceptions of quality are influenced by four separate gaps occurring in organizations.

The SERVQUAL approach to measuring service quality departs from the customers' perception. It is argued that perceived service quality involves a comparison of expectations with actual performance. In the SERVQUAL model, perceived service quality is determined by the size and direction of so-called internal gaps: between customer expectations and management perceptions
of those expectations; between management perceptions of customer expectations and the firms service quality specifications; between service quality specifications and actual service delivery; and between actual service delivery and external communications about the service. The SERVQUAL instrument is based on Gap 5. Parasuraman et al. (1985) concluded that consumers evaluated service quality by comparing expectations with perceptions on ten dimensions: tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding/knowing customers, and access.

These ten dimensions were subsequently collapsed into five generic service-quality dimensions, as follows:

(1) Tangibles (measured by four items): the appearance of physical facilities, equipment, and personnel;

(2) Reliability (five items): the ability to perform the promised service dependably and accurately;

(3) Responsiveness (four items): the willingness to help customers and provide prompt service;

(4) Assurance (four items): the knowledge and courtesy of employees and their ability to inspire trust and confidence; and

(5) Empathy (five items): the level of caring and individualized attention the firm provides to its customers (Table2).

Dimensions	Definition	Items in Scale
Reliability	The ability to perform the promised service dependably and accurately	4
Assurance	The knowledge and courtesy of employees and their ability to convey trust and confidence	5
Tangibles	The appearance of physical facilities, equipment, personnel and communication materials	4
Empathy	The provision of caring, individualized attention to customers	5
Responsiveness	The willingness to help customers and to provide prompt service	4

Table 2: Service Quality Dimensions

Each dimension can be quantified by obtaining measures of expectations and perceptions of performance for service attributes relevant to each dimension, calculating the difference and then averaging across attributes (Bolton and Drew, 1991).

These five dimensions are thus assessed by a total of 22 items. Each item is measured on the basis of responses to two statements that measure:(1) The general expectations of customers concerning a service; and
(2) The perceptions of customers regarding the levels of service actually provided by the company within that service category.

For each statement, the SERVQUAL respondent indicates his or her opinion on a five-point Likert-type scale ranging from research "strongly disagree" (1) to "strongly agree" (5). The data are converted into "perception-minus-expectation" scores for each statement.

The gap score (G) is calculated on an item-by-item basis as the difference between the raw perception-of-performance score (P) and the raw expectation score (E) for matching items; therefore, $G = P - E$. Following this calculation, the greater the perception-minus-expectation score, the greater is the perceived service quality.

Service quality in higher education
Quality in higher education is a complex and multifaceted concept and a single correct definition of quality is lacking (Harvey and Green, 1993). As a consequence, consensus concerning "the best way to define and measure service quality" (Clewes, 2003) does not exist yet. Every stakeholder in higher education (e.g. students, government, professional bodies) has its own view of quality due to particular needs. Students receive and use the training offered by the university, which makes them priority customers of educational activities (Marzo-Navarro et al., 2005). Authors such as Sander et al. (2000), Gremler and McCollough (2002), and Hill (1995) also regard students as primary consumers of higher education service. This view, however, does not mean that other perspectives may not be valid and important as well. In this connection, Guolla (1999) rightly points out that students could also take the role as clients, producers, and products. Based on findings in the service quality literature, O_Neill and Palmer (2004, p. 42) define service quality in higher education as "the difference between what a student expects to receive and his/her perceptions of actual delivery".

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The overriding value in measuring service quality in higher education lies in the identification of critical aspects of the service delivery (Abdullah, 2006). However, this presumes a customer-led strategy, whereby the student, as the buyer of the service exchange, is regarded as the customer (Owlia and Aspinwall, 1996). It has been argued that a "customer" metaphor for describing the university service exchange from the perspective of students is unsuitable (Svensson and Wood, 2007). After all, this indirectly frames the academic as the service provider, and thus retracts their immunity from the common marketing axiom: "the customer is always right" (Scott, 1999). It follows that if students cannot be seen as "customers", the measurement of service quality, with the intention of improving the service offering is wholly inappropriate. Some contend this view, suggesting that the acceptance of the student as the "customer" need not negate the power relationship between students and academic staff (Scott, 1999; Sines and Duckworth, 1994). It appears that refuting the idea of the student as a university customer on such grounds is narrow, and ignores the fact that the university experience is wider than just the contact between students and academics. It has been found that when making the uncertain and high-risk decision of choosing a university, "the student will look for evidence of service quality".

Confirming its importance in the university's function (Donaldson and McNicholas,2004). Therefore, ignorance of the competitive nature of attracting students, alongside the importance of measuring the service quality, will ultimately be at the disadvantage of the institution. The importance of this has been claimed by Sines and Duckworth (1994) who summarized this position by saying that: "it_s time for educational institutions to face two facts: they are in a competitive battle for students, and students are customers".

Student expectations are a valuable source of information (Sander et al., 2000; Hill, 1995). Especially new undergraduate students may have idealistic expectations, and if higher education institutions know about their (new) students_ expectations, they may be able to respond to them to a more realistic level. At least, universities could inform students of what is realistic to expect from lecturers (Hill, 1995). The knowledge of student expectations may also help lecturers to design their teaching programmes (Sander et al., 2000). Hill (1995) found that student expectations in general, and in particular, in relation to academic aspects of higher education services such as teaching quality, teaching methods, and course content have been quite stable over time. Telford and Masson (2005) point out that the perceived quality of the educational service depends on students_ expectations and values. The authors cite several studies that indicate a positive impact of expectations and values on variables such as student participation (Claycomb et al., 2001), role clarity, and motivation to participate in the service encounter (Lengnick-Hall et al., 2000; Rodie and Kleine, 2000). Accordingly, Telford and Masson (2005) believe that it is important to understand expectations and values of students in higher education. In higher education literature, Browne et al. (1998) and Guolla (1999) show that students_ perceived service quality is an antecedent to student satisfaction. Thus, this paper follows the majority of recent papers that regard service quality as an antecedent to customer satisfaction. Positive perceptions of service quality can lead to student satisfaction and satisfied students may then attract new students by engaging in positive word-of-mouth communication to inform

acquaintances and friends, and they may return to the university to take other courses (Marzo-Navarro et al., 2005; Wiers-Jenssen et al., 2002; Mavondo et al., 2004; Schertzer and Schertzer, 2004). Student satisfaction has also a positive impact on fundraising and student motivation (Elliott and Shin, 2002).

Winsted (2000) and Zeithaml et al. (1990) maintain that service providers will only be able to deliver service encounters that will satisfy customers if they know what their customers expect in general, and if they understand the critical employee behaviors and attitudes from a customers point of view in particular. If lecturers know what their students expect, they may be able to adapt their behavior to their students_ underlying expectations, which should have a positive impact on their perceived service quality and their levels of satisfaction.

Oldfield and Baron (2000) maintain that "there is an inclination to view service quality in higher education from an organizational perspective". They suggest that institutions should better pay attention to what their students want instead of collecting "data based upon what the institution perceives its students find important".

Similarly, Joseph et al. (2005) point out that research on service quality in higher education has relied too strongly on the input from academic insiders while excluding the input from the students themselves. They believe that traditional approaches leave "decisions about what constitutes quality of service (e.g. such as deciding what is most important to students) exclusively in the hands of administrators and/or academics". The authors, therefore, suggest that academic administrators should focus on understanding the needs of their students, who are the specific and primary target audience.

After conducting literature review, interviews on Service Quality in higher education we came up with following factors which helps measuring and understanding the student's perception and expectations about higher education providers.

Table 3: Factors and Measurement Scales for MSQSCL

Sr. No.	Factors	Measurement Scales
1	Academic Resources	(1) Faculties have sufficient equipments and Teaching facilities.
		(2) Classrooms have LCDS and projectors available
		(3) Institute has an up to date library facility.
		(4) Computer facility is sufficient in computer Lab.
		(5) Access to Internet facility is there for research and projects.
		(6) Research journals and reference books are available for reading.
		(7) Institute has an auditorium facility for seminars and workshops.

Sr. No.	Factors	Measurement Scales
2	Campus Life and Students Activities	(1) Canteen/mess has fresh and hygienic food available.
		(2) Institute has a well structured building and parking.
		(3) Campus is always clean.
		(4) Clean drinking water is available in the campus.
		(5) Co curricular activities are there to support the subject knowledge.
		(6) Institute always supports student activities
		(7) Management is willing to take opinion of there students.
		(8) Institute/faculties organize social events and CSR activities.
		(9) Playground is there for sports activities.
		(10) Institute is providing the transport facility.
		(11) Accommodation is available if required.
3	Curriculum Structure	(1) Curriculum provides primary knowledge required for management students.
		(2) Curriculum helps to develop the following skills: Communication skills. Analytical skills Behavioral skills Technical skills
		(3) Lectures and course works are always in compliance with the subject modules.
		(4) Management school offers flexibility of programme.
		(5) Management program has offered practical training for different subjects.
		(6) Industry interaction is offered in compliance with Management program.

Sr. No.	Factors	Measurement Scales
		(7) Handbooks or academic calendar is available to understand the program.
		(8) Management school arranges role plays, case study discussion, management games as a part of MBA program.
4	Reputation	(1) Management institute is recognized by a proper council.
		(2) Institute is charging the fees recommended by fee regulatory committee.
		(3) Institute is getting good results outcomes.
		(4) Management school has a good visibility in corporate.
		(5) Management school has a well connected and well placed alumni data base.
5	Academic Activities	(1) Lecturers in the management school has well-versed knowledge of their subjects.
		(2) Professors have sufficient experience in their subject matter.
		(3) Academic staff always creates interesting and innovative teaching methods.
		(4) Professors always provide their guidance for summer training and other projects.
		(5) Administrative staff always keeps the students informed about processes.
		(6) Academic staff understands the needs of the students.
		(7) Mentorship program is going on for faculty –student personnel interaction.
		(8) Academic staff is capable to solve the student's career doubts and subject doubts.
		(9) Faculty members motivate students for active class participation

Sr. No.	Factors	Measurement Scales
		(10)Academic staff is capable of handling students complain.
		(11)Institute has a grievance redressal cell for solution of complains.
		(12)Institute has a clear student feedback mechanism for all the subjects.
6	Opportunities and Outcomes	(1) Institute provides placement assistance as per the promise.
		(2) Institute has an incubation center to motivate innovators and entrepreneurs.
		(3) Institute provides career counseling on continuous basis.
		(4) MBA school has a transparent mechanism to generate opportunities.
		(5) Professors put efforts in developing behavioral skill and soft skills.
		(6) Institute is providing training before placements.
		(7) Industry interaction happens on continuous basis.
		(8) Institute provides scholarships, research assistance, and financial aids to selected students and alumni.
		(9) Alumni association is there to maintain long-lasting relations.
		(10) Students Exchange programmes and educational, industrial visit opportunities are created abroad

METHODOLOGY

Two Questionnaires with 54 questions with five-point Likert scale was used to measure the perception and expectation of perceived quality were distributed. We received a total of 384 completed surveys from students of Gujarat Technological University, MBA branch. The collected data of sample was 56.1 percent Females and 42.3 percent males. Perception minus expectation scores per attribute and dimension were computed to identify the service quality gaps. SEM and Confirmatory Factor analysis used for validity of the constructs for the subsequent analyses. Values of KMO for each Factor listed in table 4, Scale items were retained for testing reliability and construct validity.

Table 4 Factor loadings leading to Service Quality in Higher Education KMO, EFA

Measured variables	Factor Loadings	Alignment Indicators
AR1	.832	
AR2	.829	
AR3	.824	
AR4	.812	**Academic Resources: AR**
AR5	.799	
AR6	.795	
AR7	.781	
AR8	.765	
CLS1	.777	
CLS2	.864	
CLS3	.850	
CLS4	.841	Campus life and students Activities: CLS
CLS5	.841	
CLS6	.830	
CLS7	.773	
CLS8	.784	
CLS9	.678	
CLS10	.879	
CLS11	.887	
CS1	.826	
CS2	.811	
CS3	.801	**Curriculum Structure: CS**
CS4	.794	
CS5	.784	

CS6	.803	
CS7	.870	
CS8	.768	
R1	.779	
R2	.772	
R3	.756	**Reputation: R**
R4	.830	
R5	.816	
AA1	.778	
AA2	.740	**Academic Activities: AA**
AA3	.892	
AA4	.779	
AA5	.772	
AA6	.756	
AA7	.830	
AA8	.816	
AA9	.778	
AA10	.740	
AA11	.892	
AA12	.769	
OO1	.881	**Opportunities and**
OO2	.907	**Outcomes: OO**
OO3	.678	
OO4	.895	

OO5	.896	
OO6	.859	
OO7	.765	
OO8	.890	
OO9	.876	
OO10	.854	

Figure 1: MSQSCL Management Service Quality Scale
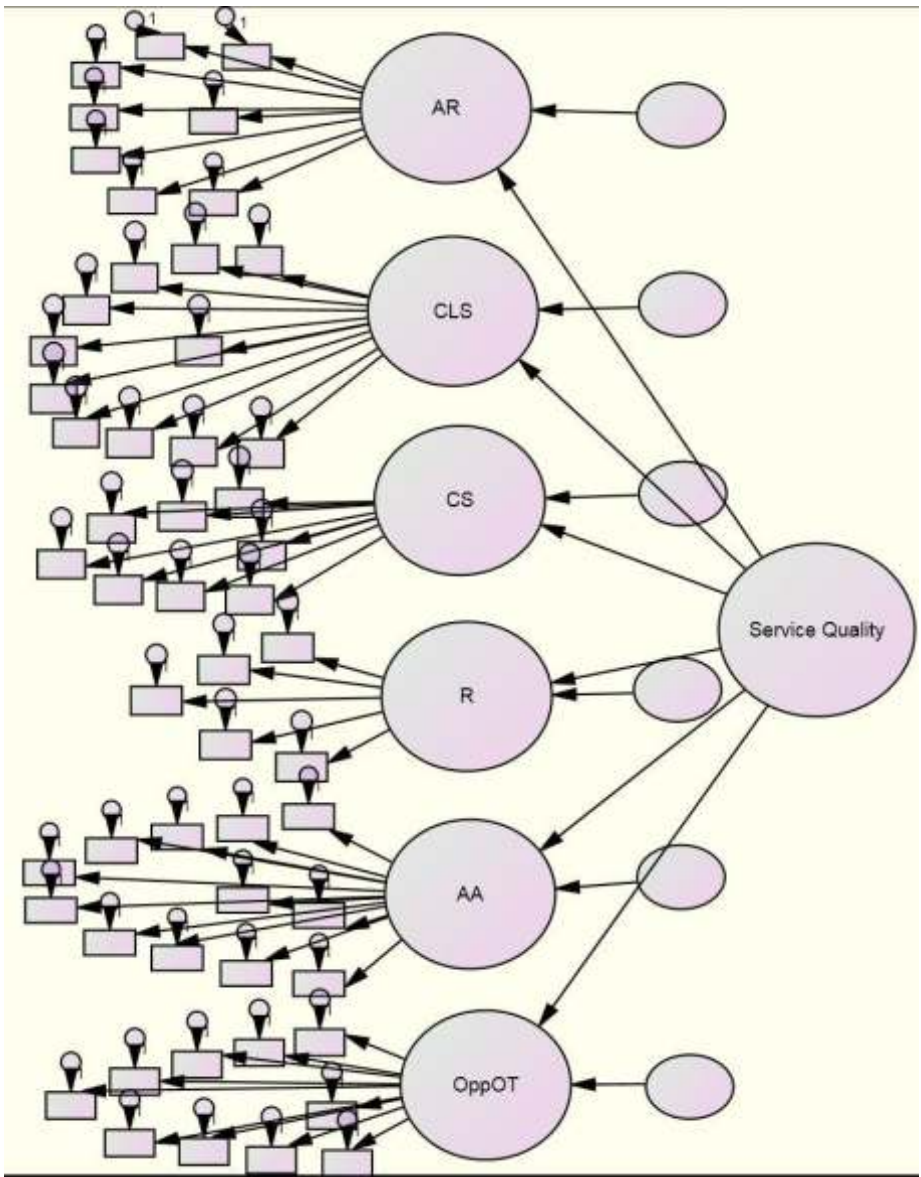
Table 5 RMR, GFI, AGFI, PGFI, NFI, RFI, IFI, TLI, PNFI, PCFI, RMSEA values

Model	RMR	GFI	AGFI	PGFI
Default model	.080	.782	.760	.785
Saturated model	.000	1.000		
Independence model	.259	.094	.043	.089

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.80	.81	.765	.718	.715
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Model	PRATIO	PNFI	PCFI
Default model	.947	.798	.689
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.071	.137	.152	.000
Independence model	.230	.223	.237	.000

Fit Measures	Actual Value	Acceptable Values	Comments
GFI	0.782	Greater than 0.9	Moderate Fit
AGFI	0.760	Greater than 0.9	Moderate Fit
PGFI	0.785	Close to 1	Goodness of fit achieved

Model	RMSEA	LO 90	HI 90	PCLOSE	
NFI	0.80	Close to 1		Goodness of fit achieved	
RFI	0.81	Close to 1		Goodness of fit achieved	
IFI	0.765	Close to 1		Goodness of fit achieved	
TLI	0.718	Close to 1		Goodness of fit achieved	
CFI	0.715	Close to 1		Goodness of fit achieved	
PCFI	0.659	Close to 1		Goodness of fit achieved	
PNFI	0.798	Close to 1		Goodness of fit achieved	
RMSEA	0.06	Close to 0		0.06 values indicate lower badness of fit.	
RMR	0.072	Close to 0		0.072 values indicate lower badness of fit.	

Table 6 Higher order measurement fit measures

Table7 Structural model fit measure assessment

			Absolute fit measures		Incremental fit		Parsimony fit measure
					measures		
	df	/df	GFI	RMSEA	NFI	CFI	AGFI
Criteria		1<	>=	<0.05	>=0.90	>=	>=0.90
		$X^2/df<3$	0.90			0.90	
Obtained 868.902	484	1.795	.782	.006	.800	.715	0.760

Note: ^{2} = Chi-square; df = degree of freedom; GFI = Goodness of fit index; RMSEA = Root mean square error of approximation; NFI = Normated fit index; CFI = Comparative fit index; AGFI – Adjusted goodness of fit index

The fit indices shown in Table above indicate that the hypothesized structural model provided the good fit to the data. Although the likelihood ratio chi-square (^{2} = 868.902; df = 484; p =.000) was significant (p <.001); however, other fit measures showed that model adequately fit the observed data. The absolute fit measures i.e. GFI and RMSEA were 0.782 and 0.006 respectively indicating good fit of model. The incremental fit measures i.e. NFI and CFI were 0.800 and 0.715 respectively, which were above the minimum requirement showing adequate fit and the parsimony fit measure i.e.

AGFI was 0.760, which also was near the cut-off point of > 0.9). In addition to these indices, the 2/df = 1.795 was within the threshold level i.e. 1.0 < x2/df < 3.0) supporting these findings.

Table 9: Reliability and Validity Tests

Construct	Construct Reliability	Average Variance Extracted	Convergent Validity	Discriminant Validity	Nomological Validity	Reliability Cronbach Alpha
Academic Resources	0.88	0.53	Results revealed that all the standardised factor loadings (standard regression weights) were above the minimum cut off point (>0.7), the critical ratios (t-values) were higher than 1.96 (p < 0.001) and the average variance extracted was greater than 0.05. The results thus demonstrated a high level of convergent validity.	All the variance extracted (AVE) are larger than the corresponding squared Interconstruct correlation estimates (SIC). MSQSCL CFA model demonstrates Discriminant validity.	To demonstrate Nomological validity in the MSQSCL model, the constructs must be positively related based on MSQSCL theory. For the MSQSCL model all correlations are positive and significant.	0.893
Campus life and Students activities	0.92	0.63				0.889
Curriculum Structure	0.86	0.55				0.845
Reputation	0.87	0.57				0.801
Academic Activities	0.84	0.64				0.882
Opportunities and Outcomes	0.70	0.54				0.612

CONCLUSION

Management Service Quality Scale (MSQSCL) helps in measuring the service quality standards for higher education institutes in management discipline. Study shows that the perceived service quality reflects the difference between consumer expectations and perceptions which depends on the size and direction of the five gaps related to the delivery of service quality on the providers' side.

MSQSCL can trace the trend of customer relative importance, expectation, and perception, if applied periodically and it is able to identify specific area of excellence and weaknesses. Also it is able to prioritize area of service weaknesses.

The results of this research show that there is a gap between student`s perceptions and student`s expectations and among factors and dimensions of the SERVQUAL model, reliability, tangibility, responsiveness, assurance and empathy.
In addition to the SERVQUAL model, our research identified 6 MSQSCL dimensions.

1. Academic Resources
2. Campus Life and Students Activities
3. Curriculum Structure
4. Reputation
5. Academic Activities

6. Opportunities and Outcomes, which will help measure service quality standards in higher educational institutes especially in management discipline

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Challenging Role Of Human Resource Management In Business Excellence Leading To Innovation & Growth.

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ABSTRACT

It would not be wrong if we say that this is an Industrial Era, which has its roots before the 19th century. This Industrial Era has satisfied human needs beyond their imagination; e.g. before 20 years Mobile phone was dream & only highly rich people could afford, now it is a need & essential device to run even the smallest business. The Dream is first step towards Innovation, realization of dream & its implementation is Growth. Today's Dream is tomorrow's Necessity. The Innovation & Growth is by the Human, for the Human & because of the Human Race. Thus human being the Supplier, Executer & Receiver/Customer all at a time for Innovation & Growth.The communication breakthrough is playing major role as catalyst to Innovation & Growth. The multiple TV channels and World Wide Web (WWW) has changed the definition of illiteracy; it has changed theway the human being lives & behaves as-

- The world has become smaller; tremendous knowledge gate way is opened to all. Benchmarking at world level happens naturally.
- Human needs as a customer increaseddue to huge varied information available anywhere anytime. This makes them dream of something exceptional which may be possibility of tomorrow; thus becoming catalyst for innovation.

In nutshell in this era for any Business to sustain& to reach its Excellency, Innovation & Growth is essential, which can only be brought about by the brilliant Human Resource Management-which is the theme of this paper.

Introduction:

The Globalization integrated with the Technological Advantage of High Speed World Wide Communication has changed the way the Organizations are managed. For any business to survive & sustain, they have to see growth with innovation & work towards Business Excellence. This is not an easy task for any organization. Now the huge Knowledge Gate Way is on the tips of fingers to anybody including all stakeholders. This makes it imperative to take all the stake holders into confidence for any business.
Following are the key stakeholders for any Business.
· Customers (Direct, Indirect & Internal)
· Suppliers
· Employees
· Share holders
· Statutory Regulating Authorities established by Government
· Community

Here it would be appropriate to highlight that, above all stake holders except Employees, have indirect involvement in the business. The employees are Directly Involved in the Organizations Activities on Day to Day basis. As such all stakeholders are equally important, the customers deserve the priority (necessarily under the globalization & communication breakthrough presently we are in). Today's customer is more knowledgeable &smarter than earlier times for he is well informed through the world wide Mass Communication media. Now it is the customers commonsense which is working & illiteracy is no more a hydrant for him, as he can listen to the media, unlike in earlier times he has to read the information & has to be literate for that (only in contact with limited group in his vicinity). Presently thechallengeis to satisfy these customers with their changing demand having greater knowledge base. The only way to satisfy today's highly informed smart customer, is to become innovative with Growth&continuous improvement in what we do in the Business; that is what we call Business Excellence.

But who will do this job to satisfy these customers & hold them for a longer period ? Is it sole responsibility of Marketing Group ? CEO of organization. No, not at all, alone they are helpless, they need to take the Employees in confidence. Todays Corporate Business has different Department functionwise—but co-ordination between them to see the broad Business scenario is crucial. Thus the stakeholder Employees is most important for Business Excellence. Though all stake holders are equally important but it is the Employees who will take care & are responsible for the rest of the stakeholders contribution & interest. The Employees are being managed by HR Management of the organization making the Role of HR Crucial. The Innovation is the need of hour to be in Business &to proceed towards Excellence. Thus HR in the form of employees is the nucleus of the Organization . Thus HR Role becomes crucial for Business Excellence leading to innovation & Growth.

(I)   HR Structure:

There has to be Clear cut HR policy covering all employees. Frequently the policies of the HR are not approachable or understood by the employees. There should be HR agent Department wise who should be approachable by all to explain & make this policy clear to implement. Changes if any should be demonstrated & explained by the HR agent prior &after the implementation. The HR agent should be competent enough with full information in this regard. There should be interaction & exchange of ideas between the HR Management & the individual employees to improve the HR Policies in the favour of Employees &ultimately Organization.

CREATING AN INTEGRATED HUMAN RESOURCE SYSTEM

An Integrated Human Resource System is a comprehensive set of human resource functions and programs which:
Share a common architecture or 'language", and
Are organized to complement and reinforce one another.

This integration of HR information systems and programs contrasts with the typical

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system in which functions do not share a common language or complement one another : e.g., in which selection decisions are made on one set of criteria, performance is appraised on a second set of criteria, the training function teaches a third set of skills, etc. An integrated use of the competency assessment process is shown below.

The "nucleus" of an IHRMS is a set of core data about "

    Purpose
    Content: tasks, responsibilities, and functions
    Performance: standards and measures

    Measurement: points for compensation
    Competency requirements: the skills and characteristics that predict effective and superior performance in the job
    Employee competencies: the skills and characteristics individuals bring to their jobs.

Development of an Integrated Human Resource System usually begins with two initial steps:

1.   Organization Strategy :

Definition of success criteria for the firm, at present and over the next 5-10 years, and plans for how the firm will attain its goals.

For example, a firm may project significant amount of future growth – and this growth is dependent on the firm's ability to attract, develop and retain good people in key positions.

2.   Organization and Job Design :

Definition of how the firm will organize itself to carry out its plans, with emphasis on identifying critical jobs; the value-added "make or break" positions and people which will make the biggest difference in whether the firm succeeds or fails. Human resource management is most cost-effective when it focuses on these jobs.

Steps 1 and 2 are usually performed by reviewing a firm's business plans and interviewing its leadership. In situations where detailed strategic and human resource plans already exist; one can collect the data necessary during an initial project-

planning meeting.

Benefits of Integrated Human Resource Management:

Enabler of Cultural Change and Organizational Improvement:

Rather than being a barrier to change (as is the perception of human resource systems and functions in some organizations), a competency-based integrated human resource system provides a supportive linkage to the organization's strategic direction. Selecting and developing competent people produces a competent organization. A competent organization is more likely to survive in a highly competitive global economy.

Cost Savings / Increased Productivity:

Separate functions do not develop and maintain duplicate (and often competing) data bases, training and administrative overhead.

Empowered Management:

The tools and language of HR management are clearly defined and communicated ; by understanding more of it, managers use more of it.

Employee Participation and Reinforcement:

Employees participate in the studies that define selection, compensation, appraisal, and development criteria; each and every employee contact with the HR system consistently communicates and reinforces these criteria.

(I)   Employee Recruitment, Placement, Grading & Performance:

This is the most sensitive &challenging area for any HR Department irrespective of its Nature of the Organizations business. More the no. of departments& employees, more it will be complex to manage the show. Even the competent HR personnel need to have support of External Expert in the above mentioned HR role.

Following would be the necessary Steps to carry out the above tasks effectively:

1.0   First to understand the Organization's Product, Service that it Caters& connected Business Process:

This is the most important knowledge base & foundation to work ahead. A team consisting of Process Experts, Top &Senior Leaders should deliberate this. High level Macro Mapping of the Product/service& connected Business Process should be done & documented for the benefit of all. This will be base for the Organogram of the Organization. The organogram should indirectly reflect the Business Process.

2.0   Having decided the Organogram with Clear Post Titles –the next step is to define Job Role for each post & Job Level. Job Level is the Competency, Understanding & Skill required to play the defined role smoothly &effectively. This is difficult step & it should be done tactfully with external Renowned Consultant. This step will ask to revise the Organogram frequently which is

encouraging &a healthysign assuring the sincerity of the executing team.

3.0   The result of the above two steps will be the Well Defined Organogram with individual Post Titles having Job Role Level (coded as A, B, C, D…etc.) Embedded in it. This should be open document for all employees. This above exercise should be repeated every 3-4 years &organogram should be updated with the Embedded Job Level-Post wise in it & published to the employees.

4.0   Now next important & most challenging step is to map each & every officer employee to decide his/her gradeby measuring his/her general competency &any specific functional competency that he has in line with business requirement. This should be carried out every 4-5 years & employee grade to be updated.
  ➢ The Employee Grade to be kept confidential to him & his superiors.
  ➢ The Employee grade should have two major components-
       -     Qualification & Experience in years-this will decide the minimum Grade to be allotted to him.
       -     The Employee Core Competency &specific competency w.r.t to the job/Functions-this will decide his/her final Grade.
  ➢ Then HR can check & try to match /tally the Employee Grade & Job level where he is working(the employee with High Competency level working at low Job Level is wastage of intellectuals – very serious for any organization- one of the serious wastes out of 8 wastes recognized in the Lean Quality Management).
  ➢ Employee Grade, specific Job/Functional Competencies &actualperformance with respect to the presentJob Level in which he is working should be checked;reshuffling /transfer may be decided to match his Personal competency Grade with the Job Level & Job Functional Competency.
  ➢ Thus competent & required level person will be working at the suitable job level& the Specific Functional Competency.
  ➢ This will have tremendous advantage to the organization as it will bring the highest level of Job Satisfaction as Competent Person at competent Job Level will be working resulting in real effective/timely output finally bringing Business Excellencewith rapid Innovation & Growth.

Here it would be worth mentioning that the above Steps are not only for the New Business to establish but equally valid &important for the existing Business to revise & revive.
It is necessary to understand the Competency factors related to the Organizations Business to implement the above Competency Based Program depicted in the steps 1.0 to 4.0 .
Let s us now understand the Job Role & related Competency Factors.Once again it is insisted that it should be done in consultation with the Renowned HR consulting Firm. The External Consultation may be only for once to establish for the first time.

COMPETENCY FACTORS (TO DRIVE ORGANIZATIONAL EFFECTIVENESS):
A competency is defined as a behavior or set of behaviors that describes excellent performance in a particular work context (e.g., job, role or group of jobs, function, or whole organization). Competencies include personal characteristics, motives, self-concept, knowledge and behavioral skills.

These characteristics are applied more and more by organizations because they provide significant help with key problems such as :
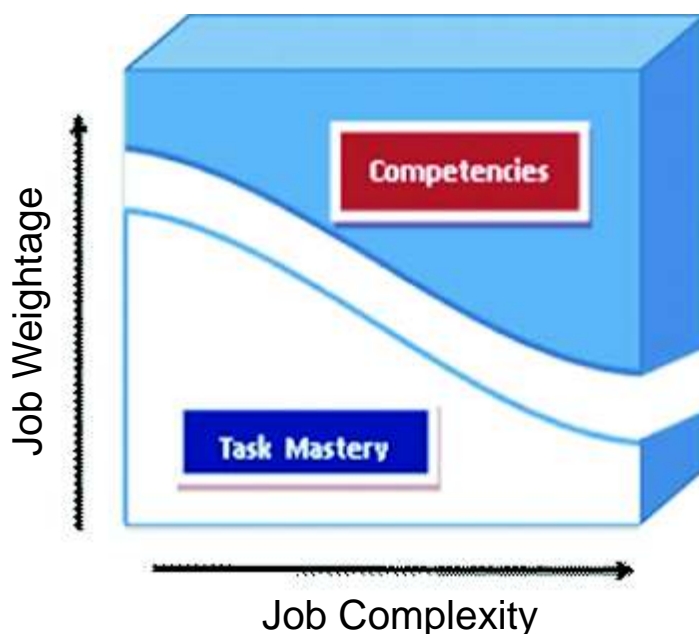   Clarifying workforce standards and expectations
   Aligning individuals, teams, and managers with the organization's business strategies
   Creating empowerment, accountability, and alignment of coach, team member, and employer in performance development
   Developing equitable, focused appraisal and compensation decisions

The More Complex the Job…..

**…..The More Important the Competencies !!**

Job competencies do not discriminate on the basis of race or sex To fully understand the capability that a person must bring to a job, we distinguish between the various levels and types of competencies. These distinctions have implications for selection, assessment, and development systems and programs. They also affect how each type of competency is measured or assessed.

Different types of competencies predict the ability to demonstrate job behaviors. For example, a planning competency predicts specific actions such as setting goals, assessing risks, and developing a sequence of actions to reach a goal. An influence competency

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predicts specific actions such as having an impact on others, convincing them to perform certain activities, and inspiring them to work towards organizational objectives.

Competency levels:

Competencies exist at various levels. As shown in the graph below, skills and knowledge exist at the behavior or outermost level; social role and self-image exist at an intermediate level; and motives and traits exist at the deepest, or core, level.
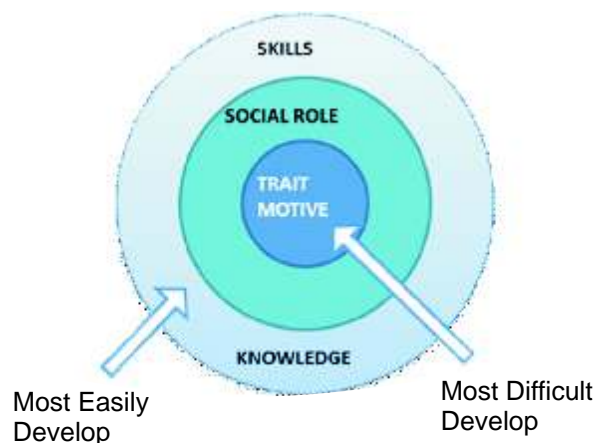
Examples of competency levels are as follows :
BEHAVIOUR :

Skills : An individual's ability to do something well.
Example : Demonstrating a product.

Knowledge : Usable information, that an individual has in a particular area.
Example : In-depth information about competitors.

SELF-CONCEPT :
ATTITUDES

Self-Image: An individuals's perception of his or her identity.
Example: Seeing oneself as a "professional" (individual contributor) or a "manager."

Occupational Preference : The work an individual values and enjoys.
Example: Working with people versus things.

Traits: A typical way of behaving.
Example: Being a good listener.

Motive: Natural and constant thoughts in a particular area that determine outward behaviour.
Example: Wanting to influence the behaviour of others for the good of the organization.

Competency models identify competency types and levels for the job being assessed. "Core" motive and trait competencies are hard to develop; it is most cost-effective to select for these characteristics. Knowledge and skill competencies are relatively easy to develop; training is most cost-effective for these abilities. Self-concept, attitude, and value competencies can be changed, albeit with more time and difficulty; these attributes are most cost effectively addressed by training with developmental job assignment.

Competencies, which differentiate superior from average performance (differentiating competencies) and are hard to develop are most important for selection. Competencies more easily developed (minimal competencies) are less important for selection.

Minimal and differentiating competencies for a given job provide a template for personnel selection, succession planning, performance appraisal, and development.

Job Level based on Competencies required (extension of 2.0 above):
Job elements are determined by a firm's strategy and structure (design). Job element variables in turn drive the firm's human resource planning and human resource management functions; recruitment, selection and placement, performance appraisal, development, succession planning and support activities.

How to develop competency models?
The organization can start by focusing on one critical job family – to be identified by the company – and utilizing this as a pilot program. Later this can also be replicated for other job families and develop a long-range implementation plan.

Job Competency Analysis consists of the following steps.

1.   Define Performance Effectiveness Criteria.
To identify superior job incumbents, it is first necessary to define measures of performance effectiveness in a given job.
Ideal criteria are "hard" outcome measures such as sales or productivity data. In the absence of such criteria, supervisor, peer (where peers have an opportunity to observe one another's performance), subordinate and/or customer ratings can be used.

2.   Identify A Criterion Sample.
Job incumbents who are consistently rated superior on a number of different performance criteria provide a "template" standard for comparison analysis with a sample of average performers in the following steps of the research process.
Criterion samples for job families should include superior and average performers at key ascension levels, e.g., from Trainee to Branch Manager.

3.   Expert Panels.

Managers and knowledgeable employees are asked to identify for key jobs the career paths which typically lead to the job, and the competency requirements (behaviours and characteristics) employees need to perform at an adequate or "threshold" level, and at a superior level in the job. Use of expert panels to define job elements offers a number of benefits. Panels collect much valuable data quickly and efficiently. Participation in panel sessions educate panel members in HR assessment methods and variables, and through involvement develops consensus and support for overall project findings and recommendations.

4.   Job Competency Requirements Survey (JCRS)

A representative sample of managers and employees in the target jobs are asked to complete a survey on competencies required for threshold and superior performance in the job. Surveys permit collection of sufficient data to do statistical analysis and have the added value of broad employee participation, which builds support for survey findings.

5.   Behavioral Event Interviews:

Twenty-four individuals (sixteen superior and eight average incumbents from entry and mid-career jobs in the designated job family) are interviewed using the BEI technique to assess competencies. The BEI asks interviewees to :

A.   Identify the most critical situations they have encountered in their jobs and to describe these situations in considerable narrative detail :
* What led up the situation ?
* Who was involved ?
* What did the interviewee think about, feel, and want to accomplish in dealing with the situation?
* What did he or she actually do ?
* What was the outcome of the incident ?

B.   Identify the key developmental steps and experiences in their careers, which led to their current job. The BEI includes Thematic Apperception Test probes, which elicit data about the interviewee's personality and cognitive style, e.g., achievement motivation or convergent-thinking ability. (Studies by Winter (1981) and Boyatzis (1982) indicate that BEI protocols can be scored as projective instruments with high inter-rater reliability (r=.8 to .9), and that competencies coded from such interviews surpass those of regular projective tests in predictive validity (winder, 1981). Properly conducted, the BEI makes interview protocol data usable as a psychometric test) BEI protocols also provide a wealth of data for the identification of competencies and very specific descriptions of critical job behaviours in specific situations. Interviewees' career paths can be mapped and it can be determined when, where, and how they acquired key competencies. A significant by-product of these interviews is the generation of numerous situation and problem narratives that can be used to develop highly relevant training materials, e.g. case studies, role-plays, and simulations.

Advantages of the BEI method include : Empirical identification of competencies beyond or different from those generated by panels : Precision about what competencies

are and now they are expressed in specific jobs and organizations (e.g., not only "use of influence" but examples of how influence is used to deal with specific job situations).

6. Thematic Analysis and Development of a "Competency Model" for the job :
Data from the expert panels, surveys, expert system, and BEIs are content-analyzed to identify behaviors and personality characteristics that distinguish superior from average job incumbents. Two or more analysts examine the data and identify candidate competencies that are present or absent in superior as compared with average performers. These elements are refined until they can be recognized with acceptable inter-rater reliability. A detailed competency dictionary and manual is prepared to guide empirical coding of interview, assessment center, or other operant data from job incumbents or candidates.

This dictionary provides the competency model for the job.

The output of the job Analysis step will be comprehensive Job Competency Models, which include:

A.   Purpose and content of the job; tasks, responsibilities and performance measures for the job rates as to level, frequency, and importance in a form which can be used to compare the job's content with other jobs.

B.   Competency requirements ; the skills and characteristics required for adequate and superior performance in the job.

C.   Career paths for the job, with focus on when, where, and how key competencies for the jobs are developed.

Designing a model building process tailored to your needs :
Where appropriate, other sources of data can be used to create a competency model. These include:

* Interviews with people in similar jobs in other companies.
* Interviews with subordinates, supervisors or customers of persons in the target job.
* Focus groups of job incumbents.
* Review of competency models of similar jobs in other organizations.
* Literature searches.

A model can often be built quickly and at low cost through interviews with superior performers, a panel session with managers and incumbents, and/or a focus group of job incumbents. Another consideration is that with re-engineering, new jobs are being created for which there is few, if any, precedents. This is another reason to design a model building process that meets the specific needs of each client.

USING THE COMPETENCY PROCESS TO DRIVE CHANGE:
The process of identifying job requirements and required competencies means that the

organization must first be clear about its short and long-range direction. Once the direction is clear, it is important to determine the competencies that will be key to carrying out the organization's strategy and reaching its long range goals. These competencies may differ from what had been important in the past. In fact, the process of developing competency models may indirectly force the organization to think through its strategy.

In order to carry out the strategy, it then becomes critical to build human resource support systems that enable the organization to :

Assess the competencies of current employees,

Feel positions with people possessing the required competencies,

Reward employees who meet job goals and develop competencies, and

Provide training and development experiences that build the key competencies.

Certain Core Competencies are common to most of the Business Processes, while certain are specific to the Job role & Related Function calledLeverage Competencies, typicallist for both the categories are elaborated below for the benefit of readers.

A. Core Competency

1. Focus on Results and Purpose: Goal Directedness
Actions or behaviour centers around perceived goal or purpose, and not distracted easily. Decisions and actions are influenced by realism, pragmatism or pure practical considerations. Is a go-getter.

2. System Mind-set: System-Thinking, -complying, -developing
Systems thinking involves appreciating things in a holistic way, rather than purely reductionist way. It aims to gain insights into the whole by understanding the linkages, interactions and processes between the elements that comprise the whole. A "system" is a dynamic and complex whole, interacting as a structured functional unit in equilibrium. A person high on this understands the dynamic, complex nature of both Multiple-causes and Multiple-effects, issues of organizational happenings, and acts to maintain right balance.

3. Initiator-Risk Taker : Entrepreneurial
Self-starter with assertiveness and decisiveness; ready with confrontation skill and high
energy, opportunistic. Ascendant – Initiator Potential

4. Market oriented : Customer and competitor sensitive
Understands developments in the external world and its relevance in formulating managerial actions. Focuses on the needs of customers and understands developments in the Business environment and how these impact on his job and the company. Ability to leverage this knowledge to create value is passionate about creating value for the customer (internal/external).
5. Pursuit for Excellence : Learning ability and Passion for Growth:
At personal level, actively pursue long-term growth and self-development. Sets

high standards of performance for self and others around. At organizational level, displays commitment, and drives execution of Tasks to exceed desired results.

6. Ability to develop others: The developmental activity may involve all or some of the following colleagues, customers and suppliers, individuals or Teams. Refers to person's awareness and ability to manage 'Tacit knowledge' through creation of knowledge-successors, continually.

7. Global mind-set : This competence refers to a generalized mind-set that cuts across all core competency areas. These are two epicenters of this competence (1) indicates that all standards, reference points, benchmarks etc; should be global for all critical Tasks, and (2) all practicing managers be capable of managing cultural diversity. A person high in this competence compares performance, quality, environment etc; based on global standards normally, naturally and capable to managing diversity in work force. True feelings, share information and new ideas without fear.

8. Transparency –integrity (this is rather falls under Common Competency)
It refers to a form of integrity that manifests in the form of Transparency and Openness. That is 'Tell what you truly feel' without fear or hypocrisy. It's an ability to confront, but politely and constructively. While the inner sense of Security and Moral commitment to Truth are predispositions, the Enabler is an environment of Openness and Trust. The competence is, the ability to augment the predispositions, and create enabling condition. At organizational level, it's an ability to challenge the status quo and create a culture to accept dissent so as to attain organizational objectives. Ability to create an environment of openness and transparency where people feel encouraged to express true feelings, share information and new ideas without fear.

B. Leverage Competency(typically for Middle Level Job):

9. Service Orientation
At personal level service oriented refers to a generalized tendency to help follow human beings. Business actions of high competence demonstrate understanding and anticipation of (i) Changing needs of internal and external customers (ii) Obstacles from situational market forces and proactively formulate action to enhance customer/recipient's satisfaction.

10. Business Reality Sense
Refers to internalized sense of 'Fundamentals of Business', namely, issues related to 'Value addition.Value realization and the Context of both. It develops initially through acquiring of business knowledge and over a period of time creates a mental state or readiness to act to achieve business benefits.

11. Decisive Verbal Communication (both oral and written)
Clear expressions of persuasive ideas, in a form appropriate to target situations, leading to achievement of purported goal. Three important elements, namely,

listening, writing, and oral communication.

12. Ability to Deliver through People
A complex inter-personal skill to deal with people and teams at all levels with grace and confidence, influencing them and leading them.

13. Attention to Details and Problem Analysis
Through approach to a task through concern for all the areas involved no matter how small. Identifying problems, seeking relevant information, identifying possible causes of problem for action.

14. Referring to a sense of duty, ownership and staying power under adversities, once a commitment is made.

The above list is merely an example& not exhausted. One has to hire the Renowned Consultant to Design/Define the competenciessuitable to their Organization's Business as explained above in detail. Further using various Exercises to assessindividual to explore the competencies he has or he needs is a big task. For that one needs to train the Personnel to carry out the Assessment.

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CSR And Micro Training
-The Road To Inclusion-

Himanshu Vaidya
Management Consultant

Micro-Training: what is it?

Micro Finance has proven a great tool to 'Inclusion'. 'Micro Training' however is yet to earn the deserved status in the realm of development. Micro Training refers to 'Training Interventions' aimed at 'Skills or Developmental empowerment' where 'Training' under question is of a duration of less than a year.

Micro Training is a powerful instrument of 'Inclusion' to bring into the fold of the 'Market' especially in developing and under-developed countries, communities that are yet to benefit adequately from 'Education' and the "formal financial system'.

Despite advances in 'automation' there still remain a considerable number of 'Low skill jobs' which cannot be easily automated. It is here that 'Micro Training' provides a critical empowerment for the 'market marginalized' low income individuals and communities.

The essential truth is there is very small difference between 'unskilled' and the 'low skilled' and this difference can easily be bridged by Micro-Training to create a win-win event for the individual and the economy.

Micro-Training: where it works?

Take an instance of construction women workers in Indian construction industry who work in sub-human conditions with almost no benefits compared to the organized work force. Unskilled as they are they are paid Rs 60 on an average per day. A 'Micro Training' programme that takes 1 month and Rs 1000 to train them, converts them into 'Skilled Masons' and enhances forever their every day income to Rs 250 per day, a more than 300% rise in their average daily income.

Take a second instance of training a 'Driver' to operate Cars/Commercial vehicles. It takes a month of time and Rs 2500 (1000 for training and 1500 for his license) for the training. The training forever changes his socio-economic status in an economy hungry for skills.

There is surely an issue of 'income loss' that occurs to individuals for the duration of Micro-Training and even if that were to be compensated, the 'cost of change' still remains insignificant compared to other developmental interventions.

Micro-Training: a corporate imperative and a social necessity

In a rapidly growing economy with 'skills shortage' Micro-Training is not only empowering the individual but also serves corporate imperatives. A PPP model built to scale can provide the much needed 'inclusion' and 'talent' respectively to society and the

corporate world.

"Micro Training' also need not be confused with only 'manual labour training'. "Micro Training' can be offered to both 'uneducated' and 'educated in non-professional courses'. It is a relevant concept even in areas of ITES and Retailing which are relatively sophisticated.

Corporates have been in practice of 'Micro Training' in areas as Banking, Insurance, Retailing and ITES in order to expand the available talent pool. The concept needs to be enlarged with a social purpose to ensure inclusiveness at the bottom of the pyramid without which there can be no fortune there.

Micro-Finance & Micro-Training

It is also necessary hence to recognize 'Micro Training' being linked to and being a synergistic force to 'Micro Finance'. In fact 'Micro Finance' can finance 'Micro Training' instituting a self sustaining developmental activity.

Micro-Training: areas of intervention

Areas where 'Micro Training' interventions can be made as a start are tabulated below,

Micro Training Area	Average Duration of Training	Actual Average Cost of Training per person (not including income loss compensation)	Average Present Income per day of the beneficiary	Average Income of beneficiary per day post Training
Retailing	1 month	1000	0-2000	3000-4000
Driving	1 month	1500	0-2000	3000-4000
Construction	1 month	1500		
Automobile Repair	1 month	1000	0-2000	3000-4000
Home Plumbing	1 month	1000	0-2000	3000-4000
ITES services	1 month	2000	0-2000	5000-10,000
Hospitality	1 month	1000	0-2000	3000-4000
Tourism	1 month	1000	0-2000	3000-4000
Electronic Repairs	3-6 months	3000	0-2000	3000-4000
Financial Services Sales	3 months	1000	0-2000	5000-10,000
Self Employed Micro Entrepreneurs	3-6 months	5000	0-2000	5000-10,000

*all figures approximated in the Indian context

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Micro Training and Government Policy:

Micro Training can be coupled with national initiative under the national skill development mission to create a degree based internationally recognized system of vocational training. A larger policy initiative is needed to create an eco-system of private Institutes and NGOs which can use existing government infrastructure and offer government recognized and also internationally valid accredited vocational micro training programmes. It is essentially a public private initiative where the private sector has to come forward and integrate its need and support with the initiative. The conventional system of 'apprentice' needs to be revived in a contemporary context to be leveraged. An industrial estate based approach or a cluster based approach or an SEZ based approach can also be taken where a central facility can be created to offer 'micro-training' programmes suited to the industry requirements of the locale. The vocational programme has to be implemented in two modes, a) the programme being made an integral part of traditional graduation curriculum and b) the programme being conducted by private players. Unfortunately what has happened in practice is that a hybrid model has emerged which has killed the initiative. The hybrid model is that it has been made a part of the traditional curriculum and at the same time it is outsourced to private players at very low costs where the private players become vendors to the government colleges. This has created dysfunctional system where the private sector's lack of accountability and public sector corruption provides us with worst of the both the worlds. If instead we have a fully private sector driven programme with only evaluation and certification being done by government agencies we would receive benefits of private sector competition. Second alternative is to create 'micro training' infrastructure for traditional universities in collaboration with the companies. However even there the issue of public sector inefficiency can't be avoided. UK has created a very good model of integrating the 'spirit of micro training' in its educational system by introducing modularity and multiple entry and exit points for students with credits being given at every stage of their work. A similar modular credit system where the inter-play between the traditional educational system and the vocational system (with micro training as its central feature), is the need of the hour for the Indian situation. A key element of the edifice is the 'corporate involvement' without which the final phase of 'placement' which is the goal of the entire exercise can't be achieved. One element of the strategic edifice also has to be looking at the prospect of India becoming the 'work force provider' for the world, given its demographic dividend. An alliance between companies abroad, agreements with labor importing countries and a just and transparent framework for the same shall go a long way in providing an 'architecture to the aspiration'. Competitiveness is yet another vantage point from which the issue of 'micro training' can be looked at. Competitiveness enhancement through micro training becomes a second cardinal goal after 'empoyability'.

Micro Training: A concept marketing challenge:

Micro Training like all social development initiatives faces a tough task of getting people involved in a positive way. One of the cardinal experiences of those who have tried micro-training has been that some how the 'intended beneficiaries' are not positive and don't participate in the programme. Personally I have followed 'micro training' initiatives of two corporate where despite liberal funding, good intentions and corporate support, the programmes failed because the intended beneficiaries never joined the programme in a substantial measure. It goes against our intuitive belief that those who

don't have money if they are shown a free of cost way to train themselves and make money they would jump at the prospect, the truth is nobody jumps at the prospect of 'working' in India although everyone jumps surely at the prospect of 'subsidies'. How can it happen? and how to the poor survive if they refuse such offers is a difficult question to answer. Perhaps no skill demanding MNREGA type of schemes are to blame for the state of affairs since they demand no skills. MNREGA should insist on 'micro training' as a part of its paid employment. Of the 100 days of employment the first 10-20 days should be for micro training and rest for execution, such an approach will provide the beneficiary with skills to find work for remaining part of the year and also facilitate movement from unskilled to low skill sector. Another aspect of the problem is the low cost food provided to the poor which combined with high MNREGA rates provides enough for a month with a few days of work. Study of beneficiary motivation is a key element of execution and I believe this is something which every programme implementation agency has suffered from and yet nobody has researched. The concept marketing challenge is how to spread awareness and get people see the issue of 'micro training' and 'employability' in a positive celebrated way so that citizens are motivated to join the movement and those who join gain respect in the society. It requires large media budgets and an effective communication campaign with celebrity endorsement for an effective communication outreach. Without a communication support and without understanding beneficiary motivation and present failure of implementation it will not be possible to achieve in a real sense so much that is possible and impending.

Micro Training and CSR: With CSR funds gaining substantial volume, it is worth exploring if a significant proportion of it can be deployed in micro training. It is a very prudent policy to adopt since in the ultimate analysis apart from the social good, the endeavor will help Industry meet its Human Resource requirements. CSR budgets can be channelized into government funded non-profit projects in addition to funding from multi lateal sources to augment large funds necessary for the purpose. Such an approach can also be used to fund cluster specific or industrial estate specific or an SEZ specific interventions. CSR around the plant approach can also be used to propel micro training further.

Micro Training- how to begin

A PPP initiative leading to creation of Institutional capacity to offer TOT (training the trainers) programmes to build capacity in the non-profit sector needs to be the beginning. Given corporate 'interest' and government 'obligation' it would be one of the easier PPP initiatives to support, defend and operate. One needs to beware here not to repeat mistakes of the past and fall into the trap of creating an 'official establishment' that mimics the ITI (Industrial Training Institutes) rather we need to create a fresh and lively 'confederation of peoples' institutes'.

Hopefully Micro-Training can provide the missing 'vocational link' to multitude of 'uneducated' and 'non-professionally educated' 'empowered inclusion' of whom in the 'formal market system' remains a monumental challenge to development.

The Role of Marketing And Integrated Marketing Communications For A Business Management School In The Indian Context : Challenges And Implications For The Future.

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Dean, Shanti Business School

Introduction :

There is little doubt that Business Education is big business in the world. It is estimated that a decade ago the global market was worth around USD 22 billion. (Friga, Bettis and Sullivan, 2003). This has been growing at a steady pace of around 12% per annum. According to Pfeffer and Long, (2002) around 900 Universities in the USA offered a Masters degree in Business Administration. The first management education programme in the world started at MIT in 1931. The second was at Harvard in 1943 (Bowonder and Rao 2004).

In India Management Education has been a late entrant and has followed the economic policies laid out by the Government of India in its various 5-year plans. Post Independence the then Prime Minister of India, Pandit Jawarharlal Nehru believed the country needed Industrialisation on a large scale. Consequently there was a great need for Engineers to man these industries. While the Regional Engineering Colleges provided some talent this was not adequate in terms of quality and quantity to meet the country's growing needs. Consequently it was decided to set up the Indian Institutes of Technology (IIT's) which would provide a higher quality of talent and in larger numbers than were hitherto available. These Institutes have over a period of time churned out a good crop of engineers who have brought laurels to the country, not only in India but also abroad.
Post this phase, with Industrialisation having taken reasonable shape, there was a need to have good Managers to man these industries. It is in this context that the Indian Institutes of Management were set up to provide Industry with top-notch managers. This era began in the early sixties and has seen galloping growth over the next few decades. Today it is estimated that there are over 3500 B-Schools in the country.

The B-School Era in India

With the proliferation of B-Schools, there has been a raging debate on the quality of the B-School students emerging. It is believed that in recent times getting a MBA is a requisite qualification for a good job. While earlier a graduate degree in any discipline was considered good. This is no longer true. It has to be laced with a post-graduate degree in Management. Consequently graduate students have adopted a herd mentality and based on pressure from parents, teachers and peers have flocked to the B-Schools in large numbers.At one point of time it was estimated that around 3,50,000 students applied for admissions to the IIM's alone where the number of seats available were a little over 1000. One of the unintended consequences of this demand has been the proliferation of B-Schools and the consequent fall in quality of Management Education overall. While the

IIM's along with a handful of the top 50 Institutes have managed to maintain the quality of education, most other B-Shools have compromised on this parameter. Studies have been conducted by The Nanda Committee (1981) The Dr M.V.Kurien Committee (1991) AICTE Committee (2003) All India Management Association (S.L.Rao 2004) to address some of the issues facing Management Education in India.

Some of the issues identified as needing to be addressed were regarding:

1. Implementing Changes in Management Education
2. Ensuring Quality Faculty
3. Developing material relevant to the Indian Context
4. Promoting a Research Culture
5. Evolving an Accreditation System
6. Corporate Governance for B-Schools
7. Student Testing Service
8. Developing Interaction with Industry
9. Bringing in Specialisation
10. Broadening the perspective
11. Learning the Business Issues
12. Inculcating Values
13. Creating a Global mindset.

Current Trends in Management Education:

It appears that currently B-Schools seem to be losing their sheen. A Times of India report (February 2013) which was based on a research carried out estimates that apart from the top 20 B-Schools, merely 10% of the students get hired each year by Corporates. According to the Secretary General of Assocham, an Industry body this has been largely due to the fact that the proliferation of the 2nd tier and 3rd tier management schools has not been matched by a commensurate improvement of quality.

Another significant trend that seems to be emerging in the Indian B-School market is the emergence of domain specific B-Schools. A research done by this author points to over 30 such domains which offer specialized domain specific Management Education. Some of the more prominenet sectors are Agri Business, Banking and Financial services, Bio-technology, Infrastructure and Construction, Fashion and Designing, Healthcare, Hospitality, Insurance, Logistics, Media and Entertainment, Communication, Petroleum Oil and Gas, Pharmaceuticals, Jewellery, Real Estate, Rural, Telecom and Tourism.

It seems clear therefore that Management Education in India has undergone a sea change over the years and there are several systemic issues that need to be addressed by Management Educationists, Industry professionals and Government with regard to the future directions that B-Schools need to take in order to prepare students for the future.

In this context this paper addresses the very important issue of the Role of Marketing and Integrated Marketing Communications for a Business Management School and the Challenges therof.

Challenges in the Marketing and Branding of Business Schools.

The issue of Branding , Marketing and Marketing Communications for a B-School as

rarely been a very hot topic in the Academic world , at least in India. The Role of Marketing and an Integrated Marketing Communications approach is rarely if ever discussed in Business School corridors. It was therefore a very pleasant surprise for the author to be invited by his Alma.Mater, The Indian Institute of Management, Ahmedabad in December 2012, to address a group of Directors of Business Schools at theprogramme " Innovation for Excellence: Leaders in Management Education " on the Role of Marketing and Marketing Communications for a B-School. The author also took the opportunity of conducting a survey among the Directors to assess :

1. How are today's B-School heads making marketing and branding decisions and what are their biggest challenges.
2. Given the characteristics of an academic environment, what challenges does a B-School Marketer face when allocating inadequate resources.

The findings of this survey will also find a place in this paper and the author thanks all the 21 Directors/Heads of the Business Schools who participated.

For someone who hails from a Marketing and Advertising background it is sometimes difficult to understand why many prominent Business Schools have not undertaken any attempts to " Position" their brand and use IMC tools in this effort. However I also believe that this is changing in some quarters and it is interesting to see how and where these changes are taking place.

Perhaps one of the barriers to Branding has been the thought that students are not customers and therefore the rules that apply in other product categories do not apply in this context . Hollwitz (2004) opined that Branding assumes looking at students as customers and this defiles the mission. For Hollwitz and many on the Academic side, marketing and branding represents attempts to denigrate higher education and this is highly undesirable.

Thomas Hayes Ph.D , talks of an almost primal fear that resides amongst Faculty members who are likely to feel that using Marketing and IMC tools compromises academic freedom and may lead to the creation of illusions which may not be true. Beautiful communication and Ad copy may seem to offer promises that may not be able to keep (Hayes.2008) For Hayes, the important point is that Marketing and Branding is not something left only to the Marketing Department but it is everyone's job to create that " Total Educational Experience " for the student.

When one talks of Marketing and Integrated Marketing Communications, one refers to either a product or a service. Business Education can be defined as a combination of a product and a service. It is in this context that Hayes contention that for a School of Higher Education Kotlers 4 P's of Product, Price, Place and Promotion must be augmented by 3 additional P's : Physical evidence, Process and People.

Hayes describes how Physical Evidence such as good infrastructure, living quarters etc can be interpreted as high quality. A good infrastructure but poor quality faculty can still be perceived as a good B-School Processes and ease of such facilitators are also important. Most students today rely on bank loans for their education A facilitating

process in a B-School will add brownie points to the school's image. Ultimately the Faculty and Staff is what makes or breaks an academic institution. This is another marketing variable that becomes important in a B-School set-up.

Inherent Problems in Marketing and Branding of B-Schools

Phillip Kotler has identified 10 inherent problems in the marketing of services. Hayes (2008) has attempted to apply these in the context of higher education.

1. **Third Party Accountability :** The B-School needs to assure parents, donors, recruiters and alumni that the institution is delivering a credible product
2. **Client Uncertainty :** Post admission dissonance among students must be eliminated by all in the B-School reassuring the student that he/she has made the right choice.
3. **Experience :** This often translates into teaching experience of the Faculty which has to be of a very high quality
4. **Differentiation:** The B-School must clearly be able to identify the points of parity and points of difference and position the Institute as such
5. **Quality Control:** Ensuring consistency of good academic delivery resulting in good students who then become the brand ambassadors of the School. The quality of admissions process is also important in this context. Garbage in is Garbage out.
6. **Doing vis a vis Selling:** Converting Faculty and Staff into sellers from Doers is a tough task There would be objections to the role and requirement of competencies and training.
7. **Allocating Faculty and Staff time to Selling:** With limited resources it might be difficult to do this. Resistance could also crop up.
8. **From Reactive to Proactive :** The genes of Faculty and Staff is to give what we have. Not See what we have to give. Selling orientation is a mindset issue. May call for culture change.
9. **Advertising is Evil :** Faculty and Staff may perceive Advertising as not needed and an unnecessary diversion of resources which could be better used for academic persuits.
10. **Limited Knowledge:** Faculty and Staff may have no knowledge of marketing and may therefore require training

Marketing and Branding of B-Schools in India.

The evolution of the Marketing and Branding of B-Schools in India needs to be seen in the context of the emergence of Management Education in India through the various Indian Institutes of Management to start with and then the emergence of the private B-Schools in the Top, Middle and Bottom tiers.

When the IIM's were created, Management education in India was an unknown quantity. One would have thought that in such a scenario, generic advertising of what Management Education was all about would have been the logical step to take. However this did not happen. One of the hypothesis is that given the new domain that was being created in India, the focus was on understanding what this was all about, recruiting and training good faculty, finding the right students etc. Apparently the belief was that once the Alumni left the portals of the Institute and went into the Industry and delivered they

would become the automatic Brand ambassadors for the respective brands.

Of all the tools of IMC available the most often used is Print, followed by Television, OOH and Digital communication. B-School rankings by third parties is also a good form of promotion. Public Relations is also now being used . Personal selling by Counsellors is extensively used by the upcoming B-Schools.

Role of Integrated Marketing Communication in the Branding of B-Schools

Integrated Marketing Communications has become a very important trend in recent times. It is a Management concept that brings all tools of marketing communication to send consistent messages to a given target segment. Instead of dividing communication into several different elements spread across different communication media, IMC unifies each communication element to deliver consistent messages with one voice, one theme, and one strategy. It is believed that such an approach results in more powerful communications which has a stronger impact on the branding effort .

Pioneered by Don Schultz (1993) of North Western University's Medill School of Journalism, Integrated Marketing Communications has been implemented in many Fortune 500 Companies and other businesses worldwide. Its application in Academic Institutions is sparsely studied, primarily for the reasons mentioned above.

Also as observed by Communication specialists Michael Hammer and James Champy "Companies today consist of functional silos or stove pipes, vertical structures built on narrow pieces of processes. Communication emanating from these watertight compartments overlapped causing confusion among its receipients, thus diluting the branding effort." A similar situation seems to prevail among B-Schools thus providing a case for the use of IMC in promoting the Brand.

Of the 10 inherent problems inherent in the marketing of the services of an academic Institution as interpreted by Hayes, the one I believe which is most important in the branding effort is the creation of " Differentiation" In IMC terms this is referred to as Brand Positioning.

Brand Positioning :

The concept of Brand Positioning as first propounded by Al Reis and Jack Trout is now reasonably well understood , researched and written about.. In the context of a B-School brand it essentially means creating a distinct image for the Institution in the minds of the target segments.

Over the years, the leading B-Schools in the country, such as the IIM's have positioned themselves differently. Eg At one point of time, IIMA was the Institute of choice for Marketing, IIMC was the Institute of choice for Finance and IIMB for the Social sector. These positions were driven either by the Vision of the Directors and Founders or by the specific Competencies of some dominant Faculty in the group.

In the case of some sectoral Management Schools such as the Mudra Institute of

Communications Ahmedabad, the vision of the Founder and the Governing Board got translated into its Brand positioning and later into the crafting of the product itself. Sectoral Management Institutes by their very nature get segmented into specialized segments with very different positions and target segments. For example MICA is targeted towards students and industries in the Media and Entertainment sectors, PDPU towards the Petroleum Sector, IRMA towards the rural sector and so on.

Print Advertising

Right from the beginning and even today, most of the B-Schools majorly spend on Ads for Admissions. These are largely in Print. A content analysis of the Ads reveal that the Ads are factual and provide information on Process of Admission, Timelines for the various tests, etc. Some recent entrants such as IIPM, have used a very aggressive stance in Advertising and allocate huge funds for this purpose. Other reputed Institutes such as MICA have done one off campaigns to promote the Institute. Print advertisements are also used extensively for recruitment of Faculty and Staff.

Television Advertising :

Hitherto, television advertising has not been resorted to by B-Schools. The main reason being television advertising being very expensive. However of late one has seen some Universities resorting to television to promote their brands. Prominent among them have been Amity University, Lovely University and IIPM. These advertisements have largely been in the nature of Corporate Advertsing.

Out of Home Advertising :

The use of Out of Home media, such as Hoardings and Billboards have largely been used by upcoming B-Schools to promote their institutes. In the city of Ahmedabad for example one has seen upcoming Institutes such as the Shanti Business School (SBS), United World, and St Kabir Institute of Professional studies using this medium quite extensively.

Digital Advertising

The most common method of promoting B-Schools has been through the websites. In fact AICTE (All India Council for Technical Education) which is the approving body appointed by the Government of India for B-Schools mandates certain information to be provided on the websites. In addition, e-mail campaigns, use of Social media such as Facebook, Advertising on portals such as pagalguy.com, shiksha.com etc, which are frequented by MBA aspirants are frequently used for promotion.

Public Relations:

Press publicity is increasingly finding favour in the promotion of B-Schools. This cuts across all segments of B-Schools as it is seen as a credible and appropriate way to promote management education. The ranking of B-Schools by various publications, particularly, Business magazines such as Business India, Business Today and general magazines such as Outlook and India today is seen as an important PR exercise where most B-Schools including the top ones participate.

Personal Selling:

Many B-Schools recruit Counsellors to counsel students on the choice of their B-School. These counsellors visit various graduate colleges and coaching classes, make presentations, participate in cultural events etc to solicit enquiries. Stalls and Kiosks are also set up at these venues and banners put up whenever such permission is granted. Brochures and leaflets are also distributed as collateral material. Nowadays there is also a trend of Exhibitions called " Education Fairs" being set up. Many foreign Universities also participate in such fairs.

As can be seen from the above various forms of Marketing Communications is used for the promotion of a Management Institution. In order to understand this better a survey was conducted among Heads of Institutions of B-Schools.

Research Objectives:

The research was aimed at finding out how marketing and branding decisions were being made and what were the biggest challenges facing the institutional heads. Also given the challenges of an academic environment, what challenges did a B-School marketer face when confronted with often inadequate resources.

Sample Unit and Sample size:

21 Directors and Heads of Business Schools through convenient sampling

Research Instrument:

A structured questionnaire was administered to all the participants.

Limitations:

Because of the limited sample size which was conveniently chosen, the findings may not represent the entire population and therefore should not be directly extrapolated. However the results provide some interesting insights for future research

Results:

1. There seems to be no well defined authority in the Institute who seems to be universally charged with the responsibility of taking decisions on Marketing. In 4 cases it was the Director, in 3 cases the President, in 2 cases the Chairman of the Trust, in 2 cases the Management trustees and in 1 case the Registrar.
2. The majority of the respondents (91%) said the Institute had a Marketing Plan.
3. Similarly the majority of the respondents (90%) said the Institute also had a Marketing Budget.
4. When asked whether the Institute had a dedicated team for Marketing and Branding, the opinion was divided. 48% said they had a dedicated team, whereas 52% said the Institute did not.
5. When asked who headed this team, the responses varied from Head of Marketing, Marketing Co-ordinator, PR Committee Chairperson, Member of Faculty to Outsourcing.

6. 68% said that the Faculty was expected to get involved in the Marketing activities of the Institute whereas,32 % said they were not.
7. The two major areas where the Faculty was asked to get involved in were Admissions(73%) and Placements (59%). Other areas included Education Fairs, Conclaves, Annual Cultural Fests etc.
8. When asked which of the major Marketing Communications activities were used for marketing the responses were as follows: Exhibitions (82%), Advertising (72%) Public Relations(59%) and Personal Selling (45%)
9. In Advertising the most commonly used medium is Print, followed by Online activity, Outdoor , Radio and Television.
10. With regard to Print Advertising, the respondents opined that it was largely for Admission of Students, Recruitment of Staff and Faculty and Brand
11. When asked whether there was a resistance amongst Faculty to participate in the Marketing activities of the Institute the opinion was almost equally divided. 45% said No and 55 % said Yes.
12. To the question about whether the involvement of the Faculty to indulge in Marketing activities of the Institute creates problems in the delivery of the Academic and Research agenda of the individuals and hence the institute,43% said it did whereas 57% said it did not.
13. 86 % of the respondents felt the Faculty should take some responsibility for the Marketing programmes of the Institute.

Conclusions:

From the above discussion some conclusions relating to the Role of Marketing and Branding of B-Schools in India become clearer and some pointers emerge regarding the challenges and future directions:

1. It is clear that the B-School market is huge and growing despite recent trends which seem to indicate that this growth is slowing down as compared to some years earlier. There is an increasing trend towards domain specific management education.
2. With Increasing numbers of Management Institutes and decreasing number of aspirants, competition is becoming severe especially for the newer not so well known management schools.
3. Marketing and Branding thus seems to be the need of the hour particularly for such emerging new B-Schools as well as for the older established schools to retain their premium positions.
4. There are several issues to be faced both internally and externally when confronted with marketing with services of a B-School. Many of these factors as outlined by Kotler and further improvised contextually by Hayes have been

borne out by the dipstick research conducted.

5. Various forms of communication are being used in the marketing and branding of B-Schools. However it is not very clear whether they are being co-ordinated in an integrated fashion.

6. The biggest challenges faced by a B-School is to arrive at a differentiated Vision and Mission, which would establish a unique brand position for the school. This would need to be driven by the leadership and a buy-in would be required by all the stakeholders which would include the Trustees, the students, Parents Faculty and Industry.

7. A dedicated Marketing Plan and team would need to drive this activity, perhaps using some corporate experience. The role of an Integrated Marketing Communications programme cannot be overemphasized, given the limited resources and other priorities.

8. There seems to be a recognition among the Academic administration for the need for such an activity. A recognition of the challenges faced as outlined in this paper coupled with a good understanding of Marketing and Branding by all stakeholders would be a good starting point.

Future Directions:

The paper is one attempt to understand the Role of Marketing and Branding of B-Schools in the Indian context. It has used Hayes framework to further develop the idea and has taken the assistance of some work in this area, primarily by Alfred Hawkins and Katherine Frohoff of Rockhurst University in the same area. A new dimension has been added in the form of integrating IMC into the marketing and branding framework of an academic institution of hiher learning like a B-School.

The work could be augmented by the following:

1. An indepth analysis of all advertising content across the IMC Variables.
2. A larger sample size to test the validity and reliability of the results of the dipstick study.

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Six Sigma Approach For Product / Service Perfection

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Introduction :
In present days of Fierce competition (due to liberalisation) meeting customers expectations is of paramount importance for retaining market share, profit and hence sustainability of the firm ! Improvements in product performance and expectations / published quality - is called gap which can be achieved by six sigma approach.

For example users of LG automatic washing machine expects 100% drying of clothes, no damage to cloth colour, stitching, Zips, buttons etc. However, present washing machines dry up about 95% of wet clothes, some damages to accessories etc. Improvements in design and innovation in manufacturing process of washing machine towards 100% drying clothes accessories etc. - can be achieved through Six sigma process improvement approach.

This perfection approach at various sub-process improvements will lead to 3.5 units defective products (not meeting expectation of users – rejection of defective products) among One million production of units. When such level of perfection has reached then it is called level – 6 improvement (called Six sigma achievement / certification by international body).

Illustration :
(1)   Federal Express Post, US acquired Six Sigma certification by continuously improving deliveries of post, packet etc. till they reach level of 3.5 post / packet delayed deliveries in 24 hours as promised delivery (amongst 1 million deliveries process).

(2)   In production of tube light (by say Philips Co.) which is filled with inert gas (Nitrogen), the success rate / yield of production was about 90%. By improvement of quality of Nitrogen, pressure of gas, innovative manufacturing process, firm reached 99 % of yield (thus monitory loss were reduced due to rejection and also life of tube light, say 10,000 hrs. of operation was ensured to the users). This was achieved by Six sigma approach by firm and with confident they are stating 10,000 hrs. of life in their marketing campaign. This improved substantially market share of firm (Philips Co.) and hence consequently enhancement in profit of the firm.

Concept and Definition :
Components like T.V. tubes, capacitors, ICS, Mobile chips, springs, actuators etc. are produce in millions of quantity by the firm. But production process has uncertainty due to uncontrollable production parameters, which are measured by yield percentage viz. yield means in simple language when a farmer sows 10 kg. of rice seeds in a farm and with a good rain water, fertilizers etc., the expected crop of rice production is 500 kg. but actual harvesting is only 400 kgs. then yield is 80% (400/500 = 80%) Thus further improvement in the yield can be done by farmer with modern farming techniques, and superior fertilizers to improve the yield upto 90% i.e. 450 Kgs. of production of rice crop in the farm.

Above concept can be applied to production process for improvement in small components, parts etc. where the production process is very difficult to control, but by improvement in various sub-process of production. Yield can be improved upto 99% using six sigma approach (explained in the subsequent paragraphs).

Sigma is the Greek letter "6" used in statistics for deviation of parameters from the mean value ($\bar{x}$). Mean is an average value in sample of components under quality measurements.

For Six sigma Level 1, deviations defects are 6,90,000 per one million production of components (30.85% yields). This is called Sigma Level 1. Production process improvement leads to level 2 which has 3,03,537 defects per million (69.57% yield) when improvement reaches level 6 for then 3.5 defects per million (99.99966% yield). Various levels of six improvement are tabulated below.

Sigma Level	Defects per million (DPM)	Yield %	Remarks
6	3.5	99.99966	1 Sigma
5	233	99.97	2 Sigma
4	6,210	99.38	3 Sigma
3	66,807	93.32	4 Sigma
2	3,08,537	69.15	5 Sigma
1	6,90,000	30.85	6 Sigma

* Ultimate goal of Single sigma deviation (perfection approach) – but called level Six sigma.

Statistical model approach (DMAIC Methodology) :
Step (1)   : Define Bench Marking
Step (2)   : Measure parameters of existing quality
Step (3)   : Compute gap in the parameters and analyze
Step (4)   : Search by brain storming and other methods for improvement.
Step (5)   : Implement suggested improvements and control.
Step (6)   : Initiate for six sigma process and implement in the firm.

Statistical Model
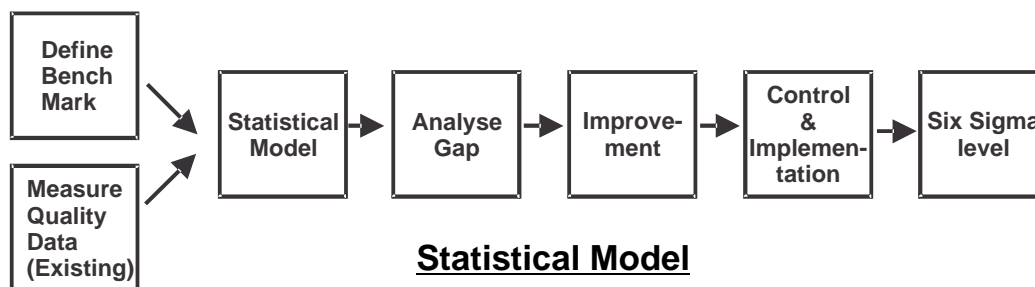
Benefits of Six Sigma certification :
1) Minimises the rejection (hence minimises the losses of production)
2) Increases the productivity (hence more production and sales)
3) Reduces the manufacturing cost (hence improves profit)
4) Six sigma certification improves market share and the brand image (hence sustainability)

Six-sigma Scenario in Industry :
In 1960 firms manufacturing using critical components, parts etc. and product used in end product initiated six sigma project (by General Electric co. and Motorola, U.S.A.) for vital functioning of electronic measuring instrument viz. multi meter, Oscilloscope, frequency meter etc. Also for process industry automation and consumer durable product like radio, T.V. Tape recorder, Xerox machine etc., Major objective was long functioning of components in operation of equipments. Assured functioning of say 10,000 hrs. of IC, Capacitors, resisters, photo cells, springs etc. (must function without break down to the stipulated M.T.B.F. – mean time between break down failure must adhere to 10,000 hrs. for actuation of spring in Xerox machine. Similarly I.C., Capacitors, etc. must function say 10,000 hrs. of use in equipments (without break down).

Around 1990, Six sigma became very popular. Use started in "Industrial products" viz. manufacture of small motors, compressors, motor starters, etc. These are used in refrigerator, washing machine, tape records, Xerox machine etc. for assured life of these products.

During the turn of 20th Century, service industry also started applying six sigma perfection approach for productivity improvement, quality excellence, cost reduction etc. – all lead into market share improvement, profit restoration and finally sustainability of the firm against fierce competition in the country (arising from liberalisation since 1996).

Illustration :

1)   Error free insurance policies viz. life, vehicles, property etc.
2)   Perfection in transportation, logistic, supply chain, ware housing etc.
3)   Perfection in ticket booking in railways, airlines, cargo by six sigma approach.
4)   Perfection in Banking sector – ATM, internet, banking etc.

Thus six sigma approach has become very popular in manufacturing industry as well as service industry for meeting the competition in the country (for survival of indigenous firm against multi-nationals)

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Changing Trend Of Traditional Marketing "Digital Marketing"

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Introduction:

Every marketer needs to understand how to exploit digital marketing assets, tools and techniques in order to improve their customer value proposition and help achieve their organizational objectives. This means designing an accessible, usable and value-adding website and using a range of inter-related digital marketing tools and techniques – integrated with traditional tools and techniques – to drive traffic, conversion, engagement and referrals. Digital marketing is marketing that makes use of electronic devices (computers) such as personal computers, smart phones, cell phones, tablets and game consoles to engage with stakeholders. Digital marketing applies technologies or platforms such as websites, e-mail, apps (classic and mobile) and social networks. Digital Marketing can be through Non-internet channels like TV, Radio, SMS, etc or through Internet channels like Social Media, E-mails ads, Banner ads, etc. Social Media Marketing is a component of digital marketing. Many organizations use a combination of traditional and digital marketing channels; however, digital marketing is becoming more popular with marketers as it allows them to track their Return on investment more accurately compared to other traditional marketing channels.

History of digital marketing

Soon after they cleaned up the confetti that welcomed in the new millennium, the bubble burst. We're talking about the dot com bubble. For a brief moment, no one knew what would happen next in digital marketing, but by the end of 2001 it all became clear.

Google:

Its new approaches to relevancy ranking changed the way everyone does business today – and with that came the reincarnation of digital marketing.

2002

Marketing is founded. After 10+ years of helping clients achieve digital marketing success the company is stronger than ever. For the first time Internet advertising down 16%, year over year.

2003

Word Press is released. Free and open source blogging that now manages 22% of all new websites. LinkedIn starts to network. Bet you never thought you had so many friends in the business world. First month, 4,500 join. Nine years later the company gets more than 96 million U.S. users to its site. My Space goes social. For a brief 3 years, it was the center of the social networking universe, reaching 100 million users in 2006. But being first is not always everything. By 2011 traffic was down to 37 million visitors. Skype begins its march to becoming a verb. Who knew you could talk as long as you want to your pen pals

in New Zealand. By 2011, 663 million people around the word Skype.

2004

Face book graduates from Harvard. At first only open to colleges and universities, now experienced by 700 million worldwide. Gmail is introduced. Another nail in the "You've Got Mail" coffin. By 2012, 350 million have a Gmail account. Flikr comes to life. With more than 6 billion images, it's the family of man's digital photo album. Internet advertising revenue in the U.S. totaled $2.69 billion in the fourth quarter of 2004, marking the highest ever quarter of revenue reported.

2005

YouTube tunes in. It all started with "Me at the zoo." Now over 3 billion hours of video are watched each month on YouTube. Internet advertising continues breaking records – up 34% year over year.

2006

That's you as in user-generated content, as in blogs, of which there are as of the beginning of this year, 182,397,015 discovered blogs (source: Blog Pulse).

Twitter is launched. A giant leap for humankind as the thought process gets condensed to 140 characters, including spaces. And as of 2012 it also reached 140 million users – that's a lot of characters.

2007

Tumbler starts micro blogging. The age for tumble logging begins an obsession for many of its 46 million tumble bloggers. Hula streams on. By 2012 the average viewer watches 21.8 hours of online video content a month. 7 of those hours goes to watching You Tube and other Google channels, while almost 4 hours are spent watching shows on Hula.

2008

Group on goes shopping. The deal-of-the-day makes its first appearance in Chicago China eclipses the US in online usage. Spottily streams music. Slowly weaning Gen Y to the idea that music is not completely free.

2009

Gowalla checks in. Three years later, it checks out. Foursquare marks its spot. Now you can interact with your environment. Wait a minute. You've always been able to do that.

2010

Face book -500 million active users

Twitter – 15 million active users

LinkedIn – 60 million users

Tagged -100 million total users

Pinterest pins its hopes on social photo sharing. By January of 2012 it becomes the fastest site ever to break the 10 million unique visitor mark. Marketing recognized as fastest growing company private company by Orange County Business Journal. Internet advertising is back and bigger than ever, reaching the $26 billion mark. Mobile advertising brings in approximately $650 million. Cyber Monday breaks the billion dollar threshold.

2011

Google+ enters the social fray. Welcome circles, hangouts, sparks and data liberation lead to 50 million users a year later. 40% of mobile users browse the Internet on their mobile phones. 74% of Smartphone consumers use their phones to make a purchase. Coca-Cola wins first Super Bowl Social Brand Scoreboard Report.

2012

Chevrolet wins the 2012 Super Bowl Social Brand Scoreboard Report. Google announces two-for-one stock split. We are still in the digital age of Google. LinkedIn reaches 150+ million users around the world, in over 200 countries. How's that for checking your outsourcing credentials.

SEO

Search engine optimization (SEO) is the process of affecting the visibility of a website or a web page in a search engine's "natural" or un-paid ("organic") search results. In general, the earlier (or higher ranked on the search results page), and more frequently a site appears in the search results list, the more visitors it will receive from the search engine's users. SEO may target different kinds of search, including image search, local search, video search, academic search,[1] news search and industry-specific vertical search engines. As an Internet marketing strategy, SEO considers how search engines work, what people search for, the actual search terms or keywords typed into search engines and which search engines are preferred by their targeted audience. Optimizing a website may involve editing its content, HTML and associated coding to both increase its relevance to specific keywords and to remove barriers to the indexing activities of search engines. Promoting a site to increase the number of back links, or inbound links, is another SEO tactic.

Two types of techniques used: There are

White Hat Techniques: if the changes are made for long time.
Red Hat Technique: if the changes are temporary.

SEM

It is the process of getting maximum traffic on the website. It may be by using mobile applications, website and Other tolls.

Social media marketing programs usually center on efforts to create content that attracts attention and encourages readers to share it across their social networks. The resulting electronic word of mouth (eWoM) refers to any statement consumers share via the Internet (e.g., web sites, social networks, instant messages, news feeds) about an event, product, service, brand or company. When the underlying message spreads from user to

user and presumably resonates because it appears to come from a trusted, third-party source, as opposed to the brand or company itself, this form of marketing results in earned media rather than paid media.

PPC (Pay Per click)

Pay per click (PPC), also called cost per click, is an internet advertising model used to direct traffic to websites, in which advertisers pay the publisher (typically a website owner) when the ad is clicked. It is defined simply as "the amount spent to get an advertisement clicked."With search engines, advertisers typically bid on keyword phrases relevant to their target market. Content sites commonly charge a fixed price per click rather than use a bidding system. PPC "display" advertisements, also known as "banner" ads, are shown on web sites or search engine results with related content that have agreed to show ads. In contrast to the generalized portal, which seeks to drive a high volume of traffic to one site, PPC implements the so-called affiliate model, which provides purchase opportunities wherever people may be surfing. It does this by offering financial incentives (in the form of a percentage of revenue) to affiliated partner sites. The affiliates provide purchase-point click-through to the merchant. It is a pay-for-performance model: If an affiliate does not generate sales, it represents no cost to the merchant. Variations include banner exchange, pay-per-click, and revenue sharing programs. Websites that utilize PPC ads will display an advertisement when a keyword query matches an advertiser's keyword list, or when a content site displays relevant content. Such advertisements are called sponsored links or sponsored ads, and appear adjacent to, above, or beneath organic results on search engine results pages, or anywhere a web developer chooses on a content site.

Calculation

Pay-per-click = Advertising cost ÷ Ads clicked

Flat Rate PPC

In the flat-rate model, the advertiser and publisher agree upon a fixed amount that will be paid for each click. In many cases the publisher has a rate card that lists the pay-per-click (PPC) within different areas of their website or network. These various amounts are often related to the content on pages, with content that generally attracts more valuable visitors having a higher PPC than content that attracts less valuable visitors. However, in many cases advertisers can negotiate lower rates, especially when committing to a long-term or high-value contract.

Bid-based PPC

The advertiser signs a contract that allows them to compete against other advertisers in a private auction hosted by a publisher or, more commonly, an advertising network. Each advertiser informs the host of the maximum amount that he or she is willing to pay for a given ad spot (often based on a keyword), usually using online tools to do so. The auction plays out in an automated fashion every time a visitor triggers the ad spot.

Google Alerts

You can get email notifications any time that Google finds new results on a topic you're interested in. For example, you could get updates about a product you like, find out when

people post content about you on the web, or keep up with news stories. Google Alert is an automated Web search service that can help people and businesses monitor the Internet for developments and activities that could concern them. Results are sent to subscribers daily by e-mail. Google Alert began its operations in January 2003. The service is provided by Indigo Stream Technologies in cooperation with Google, the most popular search engine. Google Alert can, for example, track new online appearances of a person's name, a business name, or a particular Uniform Resource Locator (URL). Individuals can use the service to monitor what is said about them on the Web. Businesses have found the service useful for keeping informed about markets and competition. The service has also been popular among news reporters, writers, sales people, scientists, educators, and agencies of government.

Google Ad words

Google Alert can, for example, track new online appearances of a person's name, a business name, or a particular Uniform Resource Locator (URL). Individuals can use the service to monitor what is said about them on the Web. Businesses have found the service useful for keeping informed about markets and competition. The service has also been popular among news reporters, writers, sales people, scientists, educators, and agencies of government. The ads take the format of a short text ad that includes a title line, two short descriptive lines and a URL link to a website or a specific website page. The ad will appear on the page of results you decide you want to appear in. For instance page 1 of Google for a search result. The ads appear at the top and to the right of the organic search engine results. You can also pitch at what position on the page your ad will appear, through the amount you bid. Crudely this may mean the more you bid for a phrase, the higher your ad appears on page 1 of the Google Result.

Research shows us that 87% of web users do not scan past page 1 of search engine results. In addition, the higher your website appears on a page will result in more visitors to your website, as web users prefer to click on the ads/search results at the top of the page.

So why use Google Ad words?

It is now apparent that there is a difference between the types of visitor to a website: "browsing traffic", or, visitors that may have found a website in a search engines organic result, behave differently to traffic that come directly from Google Ad words or "pay per click traffic". The reason for this is simple: traffic via surfing in organic results is simply often browsing for information where as traffic via pay per click knows that when they are clicking on ad, it is simply that, an ad and that the advertisement is for something they need and want to buy, whether that be a product or services. Therefore, you don't necessarily need millions of visitors via browsing, rather than specific targeted visitors via Google Ad words.

Types of email marketing

Transactional emails

Transactional emails are usually triggered based on a customer's action with a company. To be qualified as transactional or relationship messages, these communications' primary purpose must be "to facilitate, complete, or confirm a commercial transactions that the

recipient has previously agreed to enter into with the sender", along with a few other narrow definitions of transactional messaging. Triggered transactional messages include dropped basket messages, password reset emails, purchase or order confirmation emails, order status emails, reorder emails and email receipts. The primary purpose of a transactional email is to convey information regarding the action that triggered it. But, due to its high open rates (51.3% compared to 36.6% for email newsletters), transactional emails are an opportunity to engage customers: to introduce or extend the email relationship with customers or subscribers, to anticipate and answer questions or to cross-sell or up-sell products or services.

Many email newsletter software vendors offer transactional email support, which gives companies the ability to include promotional messages within the body of transactional emails. There are also software vendors that offer specialized transactional email marketing services, which include providing targeted and personalized transactional email messages and running specific marketing campaigns (such as customer referral programs).

Direct emails

Direct email or interruption based marketing involves sending an email solely to communicate a promotional message (for example, an announcement of a special offer or a catalog of products). Companies usually collect a list of customer or prospect email addresses to send direct promotional messages to, or they can also rent a list of email addresses from service companies, but safe mail marketing is also used.

Advantage

An exact return on investment can be tracked ("track to basket") and has proven to be high when done properly. Email marketing is often reported as second only to search marketing as the most effective online marketing tactic.

Email marketing is significantly cheaper and faster than traditional mail, mainly because of high cost and time required in a traditional mail campaign for producing the artwork, printing, addressing and mailing.

Email marketing is significantly cheaper and faster than traditional mail, mainly because of high cost and time required in a traditional mail campaign for producing the artwork, printing, addressing and mailing.

Disadvantages

A report issued by the email services company Return Path, as of mid-2008 email deliverability is still an issue for legitimate marketers. According to the report, legitimate email servers averaged a delivery rate of 56%; twenty percent of the messages were rejected, and eight percent were filtered. Companies considering the use of an email marketing program must make sure that their program does not violate spam laws such as the United States' Controlling the Assault of Non-Solicited Pornography and Marketing Act (CAN-SPAM),the European Privacy and Electronic Communications Regulations 2003, or their Internet service provider's acceptable use policy.

SMS Marketing

Mobile marketing is marketing on or with a mobile device, such as a smart phone. Mobile marketing can provide customers with time and location sensitive, personalized information that promotes goods, services and ideas. In a more theoretical manner, academic Andreas Kaplan defines mobile marketing as "any marketing activity conducted through a ubiquitous network to which consumers are constantly connected using a personal mobile device". Marketing through cell phones' SMS (Short Message Service) became increasingly popular in the early 2000s in Europe and some parts of Asia when businesses started to collect mobile phone numbers and send off wanted (or unwanted) content. On average, SMS messages are read within four minutes, making them highly convertible. Over the past few years SMS marketing has become a legitimate advertising channel in some parts of the world. This is because unlike email over the public internet, the carriers who police their own networks have set guidelines and best practices for the mobile media industry (including mobile advertising). The IAB (Interactive Advertising Bureau) and the Mobile Marketing Association (MMA), as well, have established guidelines and are evangelizing the use of the mobile channel for marketers. While this has been fruitful in developed regions such as North America, Western Europe and some other countries, mobile SPAM messages (SMS sent to mobile subscribers without a legitimate and explicit opt-in by the subscriber) remain an issue in many other parts or the world, partly due to the carriers selling their member databases to third parties. In India, however, government's efforts of creating National Do Not Call Registry have helped cell phone users to stop SMS advertisements by sending a simple SMS or calling 1909 Mobile marketing via SMS has expanded rapidly in Europe and Asia as a new channel to reach the consumer. SMS initially received negative media coverage in many parts of Europe for being a new form of spam as some advertisers purchased lists and sent unsolicited content to consumer's phones; however, as guidelines are put in place by the mobile operators, SMS has become the most popular branch of the Mobile Marketing industry with several 100 million advertising SMS sent out every month in Europe alone.

App-based marketing

With the increasingly widespread use of smart phones, app usage has also greatly increased. Therefore, mobile marketers have increasingly taken advantage of Smartphone apps as a marketing resource. This allows for direct engagement, payment, and targeted advertising.

In-game mobile marketing

There are essentially four major trends in mobile gaming right now: interactive real-time 3D games, massive multi-player games and social networking games. This means a trend towards more complex and more sophisticated, richer game play. On the other side, there are the so-called casual games, i.e. games that are very simple and very easy to play. Most mobile games today are such casual games and this will probably stay so for quite a while to come.

Mobile web marketing

Advertising on web pages specifically meant for access by mobile devices is also an

option. The Mobile Marketing Association provides a set of guidelines and standards that give the recommended format of ads, presentation, and metrics used in reporting. Google, Yahoo, and other major mobile content providers have been selling advertising placement on their properties for years already as of the time of this writing. Advertising networks focused on mobile properties, SMS resellers and advertisers are also available. Additionally, web forms on web pages can be used to integrate with mobile texting sources for reminders about meetings, seminars and other important events that assume users are not always at their computers. In addition Mobile websites are another aspect of mobile web marketing and can be a tool than can used to help make purchasing goods and services easier as well as create better communication opportunities between trade.

Advantages Of digital Marketing

Encourage engagement through digital media. You can simply acquire new clients via ex. Social Media channels. When doing so, ensure you segment them into different customer groups according to their interests. Later, you will be able to interact with them and encourage to various actions. The more likes the better. As part of Digital Marketing – Social Media is underestimated. It's a big mistake because your "Face book" likes or "Twitter" shares can help your company grow as they build credibility and trust. They also bring traffic to the website and are costless. What you have to do is to insert a Social Media plug-in onto your site and keep updating your customers about the company news, discounts, etc. Bear in mind to schedule the frequency of updates and not to overwhelm them with too much information at once. You may be surprised with the outcome. Get ahead of your competitors. Every year more and more businesses give up traditional advertising methods and focus on SEO, Google Ad words or Social Media spending huge money on these resources. This is the reason why the market gets increasingly competitive and big players get ahead of little companies. As a small business on the market, you cannot compete with them but there is something you can do. You can use Google Alerts tool to monitor your competitors. This tool will allow you to track your competitor's products and marketing strategies so that you can learn something from them and improve your own business strategy.   Go beyond the boundaries. It's important to understand that digital marketing doesn't only apply to your website! However most of the marketers create a website or an ecommerce and invest in SEO and/or Ad Words. But to make your business stand out from the crowd, you need a real strategy that puts potential customers first and use all the available tools to acquire them. Business reputation first. Good reputation of any business is essential. Without the trust and confidence of the customer, a company will not survive. Especially in the past years the importance of reputation has become increasingly noticeable. If a business has a good reputation, customers may choose that particular company from many on the market. The positive reputation enables marketers to differentiate their products/services in a highly competitive market and successfully compete with big players. How to build a good reputation? Make sure that you communicate with your customers and everyone who interacts with your company through website, e-mail, Social Media. Answer any doubts, offer help and make sure you build a long-lasting relationship with your customers.

Social Media Marketing Strategy

Face book

You probably know that Face book is the number one social media platform, which most people use. Apart from the fact that we are using it for chatting with our friends or sharing the things we love such as photos, videos, or even document files, some people especially business owners use it as their number one source of traffic and sales and a spot for branding.

Face book marketing client 1: This client approached me to do full social media marketing and management for them. Although Face book is not the platform that best gives them the most traffic, we've found out that the social platform that best gives them conversions such as sign-ups and sales is Face book. Face book marketing client 2: This client approached me to do Face book marketing only for their new brand. Their goal is to increase sales, branding, and of course following. Since they've hired me to do face book marketing, it is important to help them achieve their goals.

For most business cases, before you can use Face book to gain sales and traffic or to produce conversions, you should let the people know that your business exists on Face book's platform.

1. Leverage the Existing Traffic to Your Site
Remember that it is advisable to have a website for every business since it will function as your sales transaction hub or storefront where people buy your products or learn more about your services.

We can easily leverage the existing traffic on your site by putting social media icons that can be seen and clicked, which are direct links to your Face book page and/or any other social media account pages you have. Refer to the picture below as an example.

2. Use Your E-mail Signature to Display Your Fan Page URL
If you're using e-mail as one of the ways to contact or reach your customers, using your e-mail signature to display your fan page URL will be effective. Having your social media pages URL beneath your e-mail messages or at your signature will make your recipient see it easily and probably click it, which can convert into traffic or a following.

3. Send out an E-mail Blast
Letting people know that you are on Face book is the first goal you should achieve. Sending an e-mail blast is just one of the best ways to do this. Few of the great e-mail marketing tools are Mail Chimp, AWeber, and Constant Contact.

4. Promote Face book Page In-store
Do your customers come to your store? Promoting your Face book page and other social media accounts in-store is just another great way to let your customers know that you are on Face book.

5. Determine the Best Day to Post
Perhaps my favorite feature that Face book Pages have is the Insights. By going to your Posts Insights, you will be able to see the average time when your fans are online.

6. Create and Schedule Your Status Updates

The average daily active user on Face book is 757 million, according to a January 2014 report. And a certain percentage from those millions of people could be your next potential customers.

7. Use the Face book Plug-in

Integrating Face book plugging on your website will give you more advantages on branding awareness and followers increase on Face book. For blogs or websites with sidebars, you may want to use the Face book Like Box or Like Button.

8. Use Face book Ads

You may hate it, but investing on Face book ads will give your business a lift especially if you're a start-up or a small business.

Twitter Marketing

The good news about Twitter is that even though it went public in 2013, it didn't jump the shark as many had predicted. Instead, the network has continued to grow, with an increased focus on the sophistication of its advertising platform. One recent article from Ad Week provided interesting analysis about the intersection of video and data on Twitter. Technologically, they've continued to innovate with the launch of Twitter cards, leading to more media rich user experiences. If you're having trouble conceptualizing the evolution of Twitter as a micro blogging platform in the context of 2014 trends, think about it this way. The tools available to marketers and advertisers using Twitter are becoming more sophisticated; so is the framework that content marketers are using to relate to Twitter as a platform. Success on Twitter is no longer about a series of specific tactics; instead, it's related to thinking strategically about how to leverage Twitter as part of your broader online marketing and social media efforts. On the surface, this recommendation can be oversimplified: for example, you may immediately think about the need to share all of your key articles with your

YouTube

YouTube is another popular avenue; advertisements are done in a way to suit the target audience. The type of language used in the commercials and the ideas used to promote the product reflect the audience's style and taste. Also, the ads on this platform are usually in sync with the content of the video requested, this is another advantage YouTube brings for advertisers. Certain ads are presented with certain videos since the content is relevant. Promotional opportunities such as sponsoring a video is also possible on YouTube, "for example, a user who searches for a YouTube video on dog training may be presented with a sponsored video from a dog toy company in results along with other videos." YouTube also enables publishers to earn money through its YouTube Partner Program.

Blogs

Platforms like LinkedIn create an environment for companies and clients to connect online. Companies that recognize the need for information, originality, and accessibility employ blogs to make their products popular and unique, and ultimately reach out to consumers who are privy to social media. Blogs allow a product or company to provide longer descriptions of products or services can include testimonials and can link to and

from other social network and blog pages. Blogs can be updated frequently and are promotional techniques for keeping customers and also for acquiring followers and subscribers who can then be directed to social network pages.Online communities can enable a business to reach the clients of other businesses using the platform. To allow firms to measure their standing in the corporate world, sites like Glass door enable employees to place evaluations of their companies.Some businesses opt out of integrating social media platforms into their traditional marketing regimen. There are also specific corporate standards that apply when interacting online.To maintain an advantage in a business-consumer relationship, businesses have to be aware of four key assets that consumers maintain: information, involvement, community, and control.

Google+

Google+, in addition to providing pages and some features of Face book, is also able to integrate with the Google search engine. Other Google products are also integrated, such as Google Ad words and Google Maps. With the development of Google Personalized Search and other location-based search services, Google+ allows for targeted advertising methods, navigation services, and other forms of location-based marketing and promotion. Google+ can also be beneficial for other digital marketing campaigns, as well as social media marketing. Google+ authorship was known to have a significant benefit on a website's search engine optimization, before the relationship was removed by Google. Google+ is one of the fastest growing social media networks and can benefit almost any business.

LinkedIn

LinkedIn, a professional business-related networking site, allows companies to create professional profiles for themselves as well as their business to network and meet others.Through the use of widgets, members can promote their various social networking activities, such as Twitter stream or blog entries of their product pages, onto their LinkedIn profile page.LinkedIn provides its members the opportunity to generate sales leads and business partners. Members can use "Company Pages" similar to Face book pages to create an area that will allow business owners to promote their products or services and be able to interact with their customers.Due to spread of spam mail sent to job seeker, leading companies prefer to use LinkedIn for employee's recruitment instead using different job portals. Additionally, companies have voiced a preference for the amount of information that can be gleaned from LinkedIn profile, versus a limited email.

Instagram

In May 2014, Instagram had over 200 million users. The user engagement rate of Instagram was 15 times higher than of Face book and 25 times higher than that of Twitter.According to Scott Galloway, the founder of L2 and a professor of marketing at New York University's Stern School of Business, latest studies estimate that 93 percent of prestige brands have an active presence on Instagram and include it in their marketing mix.When it comes to brands and businesses, Instagram's goal is to help companies to reach their respective audiences through captivating imagery in a rich, visual environment.Moreover, Instagram provides a platform where user and company can communicate publicly and directly, making itself an ideal platform for companies to connect with their current and potential customers. Many brands are now heavily using

this mobile app to boost their visual marketing strategy. Instagram can be used to gain the necessary momentum needed to capture the attention of the market segment that has an interest in the product offering or services. As Instagram is supported by Apple and android system, it can be easily accessed by smart phone users. Moreover, it can be accessed by Internet as well. Thus, the marketers see it as a potential platform to expand their brands exposure to the public, especially the younger target group. On top of this, marketers do not only use social media for traditional Internet advertising, but they also encourage users to create attention for a certain brand. This generally create an opportunity for greater brand exposure.Furthermore, marketers are also using the platform to drive social shopping and inspire people to collect and share pictures of their favorite products. Many big names have already jumped on board: Starbucks, MTV, Nike, Marc Jacobs, Red Bull are a few examples of multinationals that adopted the mobile photo app early. Instagram has proven itself a powerful platform for marketers to reach their customers and prospects through sharing pictures and brief messages. According to a study by Simply Measured, 71 percent of the world's largest brands are now using Instagram as a marketing channel. For companies, Instagram can be used as a tool to connect and communicate with current and potential customers. The company can present a more personal picture of their brand, and by doing so the company conveys a better and true picture of itself. The idea of Instagram pictures lies on on-the-go, a sense that the event is happening right now and that adds another layer to the personal and accurate picture of the company. Another option Instagram provides the opportunity for companies to reflect a true picture of the brand through the perspective of the customers, for instance, using the user-generated contents thought the hashtags encouragement.[55] Other than the filters and hashtags functions, the Instagram's 15-second videos and the recently added ability to send private messages between users have opened new opportunities for brands to connect with customers in a new extent, further promoting Effective marketing on Instagram

Products That Became Famous Using digital Marketing

Chipotle
Fast-casual chain Chipotle Mexican Grill added some spice to its long-running "Food With Integrity" sustainable farming campaign by teaming with Academy Award-winning design firm Moonboot Studios for The Scarecrow, an animated short film and accompanying mobile game created to increase consumer awareness of animal confinement, synthetic growth hormones, toxic pesticides and other fixtures of industrial food production. The short film reached 6.5 million YouTube views less than two weeks after its September 2013 premiere, while the free game reportedly topped 500,000 downloads within about six weeks of landing in Apple's App Store. At press time, YouTube views had passed 12 million. The game remains installed on untold numbers of iOS devices--and each time consumers open the app, Chipotle tugs at their heartstrings and appeals to their stomachs.

Dove
Dove's "Real Beauty Sketches" campaign is the new face of viral marketing success. The uplifting promotional video generated record-breaking online interest, yielding more than 114 million views the first month. This was thanks in part to the Unilever brand's

efforts to spread its message worldwide: Dove uploaded the video in 25 languages to 33 of its official YouTube channels, reaching consumers in more than 110 countries. "Real Beauty Sketches" struck a chord with consumers, generating close to 3.8 million shares in its first month online and adding 15,000 new subscribers to Dove's YouTube channel over the following two months. Its impact spread across traditional media as well, resulting in an onslaught of print features, broadcast news segments and online discussions, not to mention more than a dozen parody videos. In June 2013 Dove and agency partner Ogilvy & Mather Brazil took home the Cannes Lions International Festival of Creativity's highest honor, the Titanium Grand Prix, solidifying "Real Beauty Sketches" as the viral campaign against which others are judged.

Evian

Evian's babies are giants across the digital-marketing landscape. Danone's luxury water brand earned its first taste of viral immortality with 2009's "Roller Babies," which featured CGI infants tackling extreme roller-skating stunts. One of the first YouTube-exclusive campaigns by a major brand, the clip earned a spot in the Guinness World Records as the most viewed online ad ever, with more than 25 million views in less than two months. Evian has continued to nurture the concept of CGI-aided babies performing outlandish stunts: "Baby Inside" followed in 2011, and in April 2013 the company went back to the well for "Baby & Me," which features adult actors who bear an uncanny resemblance to the tiny stars. "Baby & Me" notched 50 million YouTube views and 100 million total views within a matter of weeks, bolstered by a dedicated Face book page, a sweepstakes to promote the ad and other promotional tools.

Lays

Lay's created a feeding frenzy across the social media landscape with "Do Us a Flavor," challenging consumers to create new Lay's potato-chip flavors for the chance to win $1 million or 1 percent of the winning chip flavor's net sales. Rolled out to U.S. junk-food junkies in mid-2012, the campaign generated close to 4 million flavor ideas through a Face book app and SMS. A panel of chefs, celebrity foodies and flavor experts selected three finalists: Cheesy Garlic Bread, Chicken & Waffles and Sriracha. Parent company Frito-Lay developed and released all three and named Cheesy Garlic Bread the winner in May 2013, after more than 1 million consumers voted via Facebook, Twitter or text. (The grand prize went to Karen Weber-Mendham, a children's librarian from Land O' Lakes, Wis.)

Goldie Box

GoldieBlox--which creates storybooks and toys designed to promote science and engineering to young girls--first proved its social media mettle in fall 2012, scoring close to $300,000 via Kick starter to cover the costs of manufacturing its first wave of products. Late last year GoldieBlox again earned notice across the social sphere, this time with a video featuring three girls playing with its toys while singing alternative lyrics to the Beastie Boys song "Girls." The clip earned more than 8 million views in one week and Twitter endorsements from the likes of Ellen DeGeneres and former Arizona politician Gabrielle Gifford's. But the Beastie Boys--who've never licensed their music for use in advertising--took exception to the campaign. GoldieBlox sued the Beasties, claiming the video is a parody and covered under fair-use rules; the musicians responded with a

countersuit alleging that GoldieBlox infringed their copyright and trademark. (The two sides settled in March, with GoldieBlox agreeing to issue a public apology and make a charitable donation based on a percentage of its revenue to a cause handpicked by the Beasties GoldieBlox is moving on. The company trumped more than 15,000 rival small businesses to win the fan vote in Intuit's "Small Business Big Game" contest; the accounting-software maker picked up the estimated $4 million cost of a 30-second TV ad that ran during Fox's Super Bowl XLVIII broadcast. This time GoldieBlox satirized another perennial hit, Slade's "Cum on Feel the Noize," with one major difference: The song was fully licensed.

GoPro

The raw footage originated with Fresno, Calif., firefighter Cory Kalanick, who in mid-2013 rescued an unconscious cat while wearing GoPro's HD Hero3 camera attached to his helmet, then uploaded the video to YouTube, where it attracted 1.5 million views in the weeks to follow (although the kitten perished from smoke inhalation). That fall, GoPro recut the footage, added its logo and rereleased it on its own YouTube channel; this time, the emotionally charged clip reached a far wider audience, racking up 5 million views in a week. Motorola & Gionee phones have marketed their products on Flip kart which was a huge success.

Information Technology law and Punishment In India

SECTION 65

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Punishment

Imprisonment up to three years, or/and with fine up to 2 lakh rupees

SECTION 66

Hacking
Punishment
Imprisonment up to three years, or/and with fine up to 5 lakh rupees

SECTION 66-A

Sending offensive message through electronic means - Sending any information through an electronic message that is grossly offensive or has menacing character and might cause insult, injury, criminal intimidation, enmity, hatred, or ill will, etc. or sending such mail intended to deceive or to mislead the addressee or recipient about the origin of such messages.

Punishment
Imprisonment up to three years, and with fine.

INFORMATION TECHNOLOGY ACT, 2000
The Information Technology Act, 2000 (hereinafter referred to as the "IT Act") is an act to provide legal recognition for transactions carried out by means of electronic data interchange and other means of electronic communication, commonly referred to as "electronic commerce", which involve the use of alternative to paper-based methods of communication and storage of information to facilitate electronic filing of documents with the Government agencies.

Grounds on which Government can interfere with Data
Under Section 69 of the IT Act, the Controller, appointed by the Government, can direct a subscriber to extend facilities to decrypt, intercept and monitor information, If the Controller under the IT Act is satisfied that it is necessary or expedient so to do in the interest of sovereignty or integrity of India, defense of India, security of the State, friendly relations with foreign States or public order or for preventing incitement to the commission of any cognizable offence relating to above or for investigation of any offence, for reasons to be recorded in writing, by order, direct any agency of the Government to intercept any information transmitted through any computer resource. The scope of Section 69 of the IT Act includes both interception and monitoring along with decryption for the purpose of investigation of cyber crimes.

Penalty for Damage to Computer, Computer Systems, etc. under the IT Act
Section 43 of the IT Act, imposes a penalty of INR 10 million inter alia, for downloading data without consent. The same penalty would be imposed upon a person who, inter alia, introduces or causes to be introduced any computer contaminant or computer virus into any computer, computer system or computer network.

Tampering with Computer Source Documents as provided for under the IT Act, 2000
Section 65 of the IT Act lays down that whoever knowingly or intentionally conceals, destroys, or alters any computer source code used for a computer, computer programme, computer system or computer network, when the computer source code is required to be kept or maintained by law for the time being in force, shall be punishable with imprisonment up to three years, or with fine which may extend up to INR 200,000, or with both.

Computer related offences
Earlier, the IT Act under Section 66 defined the term 'hacking' and provided penalty for the same. However, the term 'hacking' has now been deleted by the introduction of the IT Amendment Act, 2008. The substituted Section 66 now reads as "If any person, dishonestly or fraudulently does any act referred to in Section 43, he shall be punishable with imprisonment for a term which may extend to three years or with fine which may extend to five lake rupees or with both".

Penalty for Breach of Confidentiality and Privacy

Section 72 of the IT Act provides for penalty for breach of confidentiality and privacy. The Section provides that any person who, in pursuance of any of the powers conferred under the IT Act Rules or Regulations made there under, has secured access to any electronic record, book, register, correspondence, information, document or other material without the consent of the person concerned, discloses such material to any other person, shall be punishable with imprisonment for a term which may extend to two years, or with fine which may extend to INR 100,000, or with both.

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Marketing Tools Used By Global Companies For Survival & Growth

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There are a few, simple tools that every business should have, no matter their size, audience, or product. Marketing is the process of getting a product from the idea and development stage into the hands of the consumer. Thus, virtually any method or system used to facilitate this process is considered a marketing tool. Marketing tools like cost accounting are used to price products. Marketing tools are also used to design packages, to assess consumer satisfaction and to promote a company's products and services. The following marketing tools are used by all the companies in the world to market their Products or services.

1. Logo

First and foremost, every company needs a logo. Logo is a hallmark of, simplicity. It should both reflect the business and be recognizable and memorable. Of late the logo designing trend is shifted from traditional designing to systems designing. E.g.: - free logo designing tools are available on vistaprint.com , designimo.com & designmatic.com.

2. Business Cards

Business card is the foundation of any good networking effort. It not only helps the company network but also helps create consistency in the company's brand by putting the logo out there to a wide audience and offering an image they will remember when they look at company's website. The entire sales & marketing activity in the world is dependent on the business cards . Now a days any individual or the company can design his/her business cards at free of cost by using online tools such as: vistaprint.com & businesscards.com.

3.Website

If the companies have a website, then the companies can count themselves – highly visible when it comes to getting business from clients and customers who are looking for what they do & what they need. Normally websites are of two types :- Static & responsive websites. All E-commerce websites are responsive in nature . Static websites do not change their content too often. E.g:- websites of Institutions.

4.Social Media

Sites like Face book, Twitter, Google + and YouTube are the new, interactive versions of the yellow pages, and, companies' activity on these sites will boost their main website's visibility in search engines. Now a days many customers trust reviews more than advertising, and participating in social media will allow the companies to participate in the conversations they are having about their products & services. Social medias are of great help to the companies for promoting their products & services globally at a minimal cost.

5. Analytics

Analytics, which are available for the company's website and social media sites can give them insights into their customers and clients and help the companies better cater to them by refining their site copy and images or even their products and services. E.g:- On Alexa.com the companies can post their URL (Uniform Resource locater) at free of cost and get to know their global business ranking and the number of visitors visited their websites & the amount of time they spend on their website.

6) Direct Mail & SMS Advertising

Direct Mail & SMS is another effective marketing tool. A Direct Mail & SMS usually comprises of a sales letter, brochure and order form. In Direct Mail & SMS, companies usually purchase a targeted mailing list from a mailing list vendor and then send their materials to potential customers. Direct Mail & SMS can be used to obtain orders directly or to generate leads. Direct Mail & SMS also can be distributed in a magazine or in a package that contains advertising from various companies. There are some companies like powertomarket.co.uk who can be of help to any start up ventures since they mail & SMS to the prospects at free of cost and they recover this money from vendors or from those who advertise on those sites.

7) Print Advertising

Another popular marketing tool is advertising that appears in printed publications such as newspapers, newsletters or magazines. A company can place classified ads or display ads to promote its products. Also, a company's public relations department can distribute information through news releases in an attempt to gain news coverage of the company's products.

8) Market Research

Market research is one of the most important aspects of launching a new business and attracting customers. Market research involves collecting information from customers or potential customers to determine their needs and preferences, which can help shape a company's offerings of products and services to meet the needs and preferences that many consumers have in common. Surveys, questionnaires and focus groups are common tools used to collect data from customers. E.g:- In automobile business ,there are some market research sites such as carwale.com, cardekho.com which help in consolidating the opinions and views of consumers.

9) Advertisements

Advertisements are one of the main tools that businesses use promote their products and services. Companies can advertise products through a variety of different media such as billboards, TV, radio, newspapers, magazines and the Internet. Finding cost-effective ways to advertise products is a key aspect of marketing. Advertisements are cost-effective if the amount of additional profit generated from increased sales is greater than the cost of producing and distributing the advertisements.

10) Product Samples

Product samples are another advertising tool that companies can use to gain customers. Consumers may be wary of buying new products that they have never tried before or

simply be unaware of a product's existence. Product samples allow consumers to test products, which can generate demand if consumers have a favorable experience with the sample. E.g:- In the pharmaceutical Industry the concept of product samples is used massively all over the world.

11) Sales and Discounts

Sales and discounts are two other tools companies use to attract and retain customers. Sales and discounts have the potential to get consumers to alter their normal behavior and change their preferences. For instance, if you need to buy a   blanket and a certain   cloth store is offering a 25 percent discount on blankets, you might shop there even if you normally go to a different store. Some companies offer loyalty discounts or promotions as ways to retain to customers. For instance, a   pizza shop could offer a punch card that entitles customers to a free   pizza for every 10   pizzas that they buy to give customers an incentive to keep coming back instead of patronizing competitors. Now a days , many companies are using the site such as coupandunia.com so that the consumers who go on this site would get the discounts.

12) Online tools

With the expansion of digital technology and tools, direct marketing is increasingly taking place through online channels. Most online advertising is delivered to a focused group of customers and has a trackable response.

> *Display Ads* are interactive ads that appear on the Web next to content on Web pages or Web services. Formats include static banners, pop ups, videos, and floating units. Customers can click on the ad to respond directly to the message or to find more detailed information.
> *Social Media Sites*, such as Face book and Twitter, also provide opportunities for direct marketers to communicate directly with customers by creating content to which customers can respond E.g:- Many companies have being making remarkable use of Whatsapp for reaching the customers.

13) Telemarketing

Another common form of direct marketing is telemarketing, in which marketers contact customers by phone. The primary benefit to businesses is increased lead generation, which helps businesses increase sales volume and customer base. The most successful telemarketing service providers focus on generating more "qualified" leads that have a higher probability of getting converted into actual sales E.g:- Loan companies , Insurance companies make very good use of tele marketing tool.

14) Voicemail marketing

Voicemail marketing emerged from the market prevalence of personal voice mailboxes, and business voicemail systems. Voicemail marketing present a cost effective means by which to reach people directly. All the major political parties in India resorted voice mail marketing successfully .Even in America political parties make smart use of this tool.

15) Broadcast faxing

Broadcast faxing, in which faxes are sent to multiple recipients, is now less common than in the past.

16) Couponing

Couponing is used in print and digital media to elicit a response from the reader. An example is a coupon which the reader receives through the mail and takes to a store's check-out counter to receive a discount.

Digital Coupons: Manufacturers and retailers make coupons available online for electronic orders that can be downloaded and printed. Digital coupons are available on company websites, social media outlets, texts, and email alerts. There are an increasing number of mobile phone applications offering digital coupons for direct use.

Daily Deal Sites offer local and online deals each day, and are becoming increasingly popular. Customers sign up to receive notice of discounts and offers, which are sent daily by email. Purchases are often made using a special coupon code or promotional code. The largest of these sites, Groupon, has over 83 million subscribers.

17) Direct response marketing

Direct Response Marketing is designed to generate an immediate response from consumers, where each consumer response (and purchase) can be measured, and attributed to individual advertisements. This form of marketing is differentiated from other marketing approaches, primarily because there are no intermediaries such as retailers between the buyer and seller, and therefore the buyer must contact the seller directly to purchase products or services. Direct-response marketing is delivered through a wide variety of media, including radio, mail, print advertising, telemarketing, catalogues and the internet. E.g:- In high Tech Industrial products like Industrial cranes , ship building apparatus , wind mills this tool is frequently used by the buyers & sellers since there is no intermediary involved.

18) Direct response television

Direct marketing via television has two basic forms: long form (usually half-hour or hour-long segments that explain a product in detail and are commonly referred to as infomercials) and short form, which refers to typical 30-second or 60-second commercials that ask viewers for an immediate response (typically to call a phone number on screen or go to a website)..

Forms of direct response marketing on television include standard short form television commercials, infomercials and home shopping networks. Short-form direct-response commercials have time lengths ranging from 30 seconds to 2 minutes. Long form infomercials are typically 30 minutes long. An offshoot of the infomercial is the home shopping industry. In this medium, items can potentially be offered with reduced overheads.

19) Direct response radio

In direct response radio, ads contain a call to action with a specific tracking mechanism. Often, this tracking mechanism is a "call now" prompt with a toll-free phone number or a unique Web URL. Results of the ad can be tracked in terms of calls, orders, customers, leads, sales, revenue, and profits that result from the airing of those ads.

20) Direct response magazines and newspapers

Magazine and newspaper ads often include a direct response call-to-action, such as a toll-free number, a coupon redeemable at a brick-and-mortar store, or a QR code that can be scanned by a mobile device—these methods are all forms of direct marketing, because they elicit a direct and measurable action from the customer.

21) Insert media

Another form of direct marketing, insert media are marketing materials that are inserted into other communications, such as a catalog, newspaper, internet tools ,magazine, package, or bill. Coop or shared mail, where marketing offers from several companies are delivered via a single envelope, is also considered insert media.

22) Out-of-home

Out-of-home direct marketing refers to a wide array of media designed to reach the consumer outside the home, including billboards, transit, train,bus shelters, bus benches, aerials, airports, in-flight, in-store, movies, college campus/high schools, hotels, shopping malls, sport facilities, stadiums, taxis—that contain a call-to-action for the customer to respond.

23) Direct selling

Direct selling is the sale of products by face-to-face contact with the customer, either by having salespeople approach potential customers in person, or through indirect means such as Tupperware parties.E.g:- direct selling tool is used by almost all the FMCG & pharmaceutical companies throughout the world.

30) Grassroots/community marketing

The door-to-door distribution of flyers and leaflets within a local community is a business-to-consumer form of direct marketing used extensively by restaurants, fast food companies, and much other business focusing on a local catchment. Similar to Direct Mail & SMS marketing, this method is targeted purely by area and community, and costs a fraction of the amount of a mail shot, since it is not necessary to purchase stamps, envelopes, or address lists with the names of home occupants. E.g – Mahindra & Mahindra promotes their tractors in rural India through the concept of community marketing. They pick up any influencing person of the community in that specific local area and make him promote their tractors . This is done in addition to the promotion by dealers.

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Performance Appraisal Ratings Of Women Who Take Maternity Leave – A Case Study

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Abstract

Many supervisors and co-worker exhibit negative views of pregnant women employees. Performance appraisal ratings are routinely collected before, during, and after pregnancy for these women taking maternity leave. Contrary to the expectations, performance appraisal ratings were found to be lowered post pregnancy. Companies who follow positive and revolutionary view are most likely to have motivated workforce, who are motivated and productive. The organisation platform plays a crucial role in fair performance appraisal which in-turn constantly encourages, motivates and supports such women employees to contribute in achieving organizational goals and objectives.

An effort is being made to highlight a suitable performance appraisal for encouraging women employees in order to reduce gender discrimination and to keep their morale high ,in the work environment.

Introduction:

Over the past several decades, women have emerged from their traditional roles as full time family care taker to the role of modern corporate women who not only perform in corporate organizational environment but also fulfill their family commitment playing the role of mother, wife, sister and daughter. Since globalization, with many MNC's entering India, there has been steady increase in women employment in the corporate sector. Global outlook has led to re-examining of existing policies and practices thereby reducing gender discrimination and promoting gender equality.

A woman's pregnancy or maternity leave shouldn't affect employee performance, provided she's capable of performing her job duties diligently. But there are employers who consciously or even unintentionally rate lower performance ratings for pregnant women or women who returns from maternity leave. Pregnancy is a biological phase in a woman's life and it's not to be considered as performance deficiency.

Maternity leaves essentially pits performances of employees against that of their peers and stack-ranks them. In a typical scenario, any woman employee who has taken maternity leave on grounds of pregnancy would be in all probability be ranked lower than her peers irrespective of her performance during the months prior to her maternity leave.

Below table illustrates the ratings policies and titles of the organisation for performance cycle.

Ratings	Titles
1	Fails Performance
2	Needs Improvement
3	Effective
4	Highly Effective
5	Outstanding

Source: Industry Standard

Case Study

An effort is made to highlight best practice for the women who go or are on maternity leave during their appraisal cycle.

Ms. Priya, smart, capable and passionate about her roles, responsibilities and duties in the organisation goes on maternity leave for 3 months. Due to some medical complications she gets her maternity leave extended for more than 3 months. On joining back office after her maternity leave that year-end appraisal process approaches and she is asked to fill her achievements in performance rating system.

Conversation between employer & employee

Employer (Immediate Reporting Manager): How are you and how is the new born doing?

Employee: We both are fine.

Employer (Immediate Reporting Manager): Ok then let's start our year-end performance process. You are focused, sincere, and capable of taking up additional responsibilities which makes you distinct from the other peers in your team. You have worked on numerous projects before you went on maternity leave and successfully accomplished and executed tasks. Your implementations of projects lead to 80% efficiency in work. All these achievements were for past 6 months before you went on maternity leave. Since you went on maternity leave you couldn't deliver your part of the goals which you had to. In comparison to the other peers you are way behind and cannot be offered promotion. Hence, you will be rated as rating **2** i.e. **"Needs improvement"** in your year-end appraisal. This is all I had to convey. Do you have any questions?

Employee: Yes Sir, But why my performance is judged for the entire year and compared with other peers within the team when I have just worked for 6 months. In those 6 months I have delivered my best and increased efficiency as per what you mentioned. As fair organisation, you need to have humanistic concern for people and demonstrate equal employment opportunity. Then why my work is not judged only for 6months?

Employer (Immediate Reporting Manager): See as per our HR policy even if employee goes on maternity leave she will have to be assessed on 12 months basis. So since you were on maternity leave for 6 months, you will not be eligible for increment.

The Outcome:

A bias performance appraisal can lead to low morale in women employees, which will lead to dissatisfaction in work environment, lower the sense of responsibility and ownership. It will also lead to frustration which can account for immediate resignation. Pregnancy discrimination has significant impacts on the employment outcomes and opportunities for employees contemplating a family. India has lowest women work force participation among BRICS.

Possible Solutions:

A women resuming work after a long maternity leave should be given sufficient time to adjust to the work environment along with the added responsibilities that she has to fulfill in her personal space. A women employee's performance should be assessed only for the time spent in the organisation and not the maternity leave period. Women should be given the opportunity to work flexible hour / work from home so that they can maintain balance between their personal and professional arenas. These measures would help in creating a sense of responsibility towards the work and the organisation and the employee would feel satisfied, feel more engaged in the company and contribute to its sustainable growth and help in achieving organisational objectives.

Conclusion:

Women are integral part of the society. Even Government organisations are also emphasizing on women empowerment in every area of life. Currently Indian Government is making efforts for labour reforms , one of which where women employees will be granted 6 months fully paid maternity leave. This law can change the dynamics of the work culture in organisations and would prove to be a revolutionary change in working environments across industries. Hence organizations should get this law implemented as soon as possible taking into consideration women empowerment & gender equality.

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